20.6.8 VERTABASE

VERTABASE Pro-Project Management Software is an intuitive, entrepreneur software, having great features and a powerful global reporting tool for effective project management communication. It has full service training and support in project management software.

20.6.9 Office Clip Contact Manager

OFFICECLIP – Customer Service Software is a premier contact and customer manager that helps small to medium-sized teams organize their contact information, manage daily responsibilities, and communicate more accurately to improve productivity.

20.6.10 Enterplicity

ENTERPLICITY- Project Management Software is easy to use and it is extremely flexible project management software tool for project planning and execution process.

20.6.11 Easy Projects Net

This is the easiest all- in –one AJAX 2.0 Project Management Software. It facilitates collaboration: email notification, manage boards, file sharing, track projects, time, issues and customer requests

20.6.12 Clients Pot

Project Management Software is an on line project Management software used for time tracking for virtual teams. It track conversations across all clients and projects. Email integration in the software keeps everyone in the loop, even when they can't log in.

The application of the above web-based project management software's to the management of capital projects in Nigeria and other developing countries of the world will definitely reduce the rate at which projects fail, or are abandoned or even the collapse of construction building structures and still go a long way in projecting economic recovery and stability. The imperative of living up to Information Technology's promise in project implementation, monitoring and

performance is given impetus in consideration of the quantum of financial, time, material and human resources wasted when projects fail, or are abandoned and the collapse of construction works and its economic implications.

20.7 THE APPLICATION OF IT- BASED PROJECT SOFTWARE'S USING PROJECT LIFE CYCLE

The project manger make use of the life cycle concept as a valuable tool for better understanding of the stages of a project and likely resources required for its successful implementation. The life cycle is used to pictorially explain the rise and demise of organizational phases in building of structures, production line and sales life cycle of a product. It is also one of the instruments that help managers conceptualize the work and budgetary requirements of the project.

20.7.1 At the conception phase, computer based appraisal tools and techniques like the Net Present Value (NPV), The Internal Rate of Returns (IRR), Cost Benefit Analysis (CBA) are some of the prominent techniques used in the decision making process to determine the viability and the possibility of embarking on a project proposal or the alternative.

20.7.2 The planning phase based on its activities the use of about 80% of all computer based information technology driven project management tools and techniques like the use of design software's (auto card, etc), PERT and CPM Planning tools, Gantt Chart and many others as described above.

20.7.3 The execution Phase, most of the computer based information technology packages used in planning are still in use during the execution stages. The PERT and CPM are still used in resource smoothing and project tracking along the critical path. The Gantt chart at this stage is used in monitoring activity float, work breakdown and work progress. Many of the web-based software project management packages are very useful at this stage.

20.7.4 Termination phase is not an exception in the application of computer based information technology packages. The AUTOTASK, PSNEXT, VERTABASE AND CLIENTSPOT are some of the web-based information technology software's in use at this commissioning stage.

The basic life cycle concept holds for all projects and systems. Life cycle management is heeded because the life cycle reflects every different management requirements at its various stages.

20.8 Project Management Software

Project management software should more accurately be called project planning and control software because its aim is to support the techniques outlined above and to provide graphics and reports to aid the decision process. There are many commercial packages available and they vary considerably in price. Most are designed to aid the planning of activities and resources, and in general they can also associate activities with WBS elements. The more sophisticated packages have different option for resources scheduling and use relational databases to link costs and other project deliverables to activities and /or WBS elements.

Many organizations will realize a need to carry out project management and as a first step investigate project management software. This is probably the first mistake to make. It is only after the way that projects are run within the organization has been determined, and an assessment has been made of what methods and procedures are available and what needs to be developed that software can be of real use. Most software reflects that its systems designer believes projects should be run. In many cases, especially in those packages that are long established, they reflect good project management practices. If this odds of the organization and the organization is set up to supply adequate and accurate information to the system, then the software will be an invaluable tool, many organizations neglect the training and implementation of software system; implementation costs far more than the software, in spite of major advances in ease of use.

20.9 Project Management Methodologies

An important first stage in choosing project management software is knowing what procedures and methods it needs to support. Most organizations will develop their own methods and procedure, but there are standard methodologies, many of which have been assembled by consultants who sell both the methods and its implementation. In the UK, there is a methodology developed within the public domain called PRINCE (Projects in a controlled Environment). This has its roots in the development software system and is owned by the CCTA (Central Communications and telecommunications Agency) who actively promote its use throughout the government for all projects, not just IT projects.

In PRINCE, a project is oriented around a defined and unique set of products, a corresponding set of activities to construct the products, appropriate resources to undertake the activities, a finite life span and an organizational structure with defined responsibilities. The PRINCE methodology consists of five major components which are applied to a project and to the stages within a project. These components are organization, plans control, products and activities. The methodology has just been updated (PRINCE2) to reflect the process nature of project management and to broaden its appeal. (CCTA 1996) The key features of PRINCE are its concentrations on the products and process of the project, and the sub-division of the project into stages. These features are designed to ensure that the project delivers what the business user requires. The project board (a senior management committee) is involved in the initial planning process and thereafter maintains control at a high level, passing detailed control responsibility to the project manager. There is no doubt that standards are essential if consistency is to be maintained across projects. Indeed quality certification may demand project procedures and methods. There will always be an overhead in implementing standards and careful judgment is required to ensure that the bureaucratic load does not exceed the value of the benefits gained.

CHAPTER TWENTY ONE

HUMAN RESOURCES MANAMEMENT

Effective Human Resources Management is central to any organization's survival and progress. Although the main aim of business is to make profit, in several organizations, profit is largely determined by facts directly related to human resource management such as employee satisfaction, motivation and most importantly employee productivity.

The human element is considered as most crucial in the attainment of any organizational objective. Attention should be paid to human resources management because the quality of any personnel in any organization is a means to an end. Therefore the human being is the most valuable asset in an organization, though they are usually difficult to obtain, train, develop, and retain. Human beings are unpredictable in nature because they have moods, feelings and therefore react to circumstances differently. This unpredictable nature of humans in an organization makes the job of managing them a complex task.

The organization expects the employee to be reliable and efficient , perform the tasks assigned to them according to the standards set for them , as well as follow the organization's laid down rules and regulations, which are established to govern the employment relationship which must be cordial especially between the management and employees so as to enhance customers satisfaction. Therefore human resource management is of immense importance to any organization whether private or public.

21.1 CONCEPT OF HUMAN RESOURCE MANAGEMENT AND PRODUCTIVITY

Human resources management is defined as management that is concerned with people at work and their relationship within an organization or enterprise. Human resource management stresses the role of individual in an organization. HRM treats individuals as a resource rather than an expense and viewed expenditure on training as an investment rather than cost. HRM looks into the employment relationship and organizational strategies and corporate policies and tries to integrate them.

Productivity has been defined in many different ways. It has been described as the measure of how well resources are brought together in organizations and utilized for accomplishing a set of results. Productivity is reaching the highest level of performance with the least expenditure of resources. Productivity is often seen as total output. The productivity of an employee is seen as total input, the relationship between unit labor input and unit of output. The effectiveness of the use of the factors of production to produce goods and services is commonly referred to as productivity. The relationship of input to output is value of output-cost of input. An effective integration of resources, physical and human will yield high output. A good definition of productivity includes three major elements:

a. Outputs.
b. Resources committed and
c. Time productivity which is output resulting from a given resource input at a given time.

Most organizations are faced with the problem of how to increase their level of productivity. This problem has been discussed in many seminars, symposia, conferences and workshops. It is a recognized fact that productivity is a critical factor in economic and social development for it determines the standard of living of the citizens. It also gives rise to high prices when employee's earnings are very low. When productivity is high, organizations earn high incomes and

profit: and are in a better position to pay higher wages. Higher productivity has many other effects, these include:

1. Higher earnings.
2. Increases supplies of both consumer goods and capital goods at lower costs and lower prices.
3. Ultimate shorter hours of work and improvements in working and hiring conditions.
4. Strengthening the general economic foundations of workers.

On the other hand, employees are said to have a poor attitude to work resulting in low productivity.

21.2 NATURE OF HUMAN RESOURCE MANAGEMENT

Human resource management is only a part of the management process. At the same time, it must be recognized that human resource management is inherent in the process of management. This function is performed by all the managers. For a manager to get the best of his people, he must undertake the basic responsibility of selecting people who will work under him and to help develop, motivate and guide them. However, he can take the help of the specialized services of the personnel department in discharging this responsibility. The nature of the human resource management has been highlighted in the following features:

1. Inherent Part of Management: Human resource management is inherent in the process of management. This function is performed by all the managers throughout the organization rather than by the personnel department only. If a manager is to get the best of his people, he must undertake the basic responsibility of selecting people who will work under him.

2. **Pervasive Function:**
   Human Resource Management is a pervasive function of management. It is performed by all managers at various levels in the organization. It is not a responsibility that a manager can leave completely to someone else. However, he may secure advice and help in managing people from experts

who have special competence in personnel management and industrial relations.

3. Basic to all Functional Areas:

Human Resource Management permeates all the functional area of management such as production management, financial management, and marketing management. That is every manager from top to bottom, working in any department has to perform the personnel functions.

4. People Centered:

Human Resource Management is people centered and is relevant in all types of organizations. It is concerned with all categories of personnel from top to the bottom of the organization. The broad classification of personnel in an industrial enterprise may be as follows:

(a). Blue-collar workers (i.e. those working on machines and engaged in loading, unloading etc.) and white-collar workers (i.e. clerical employees).
(b). Managerial and non-managerial personnel.
(c). Professionals (such as Estate Surveyors and valuers, Chartered Accountant, Company Secretary, Lawyer, etc.) and non- professional personnel.

5. Personnel Activities or Functions:

Human Resource Management involves several functions concerned with the management of people at work. It includes manpower planning, employment, placement, training, appraisal and compensation of employees. For the performance of these activities efficiently, a separate department known as Personnel Department is created in most of the organizations.

6. Continuous Process:

Human Resource Management is not a one-shot function. It must be performed continuously if the organizational objectives are to be achieved smoothly.

7. Based on Human Relations:

Human Resource Management is concerned with the motivation of human resources in the organization. The human beings can't be dealt with like physical factors of production. Every person has different needs, perceptions and expectations. The managers should give due attention to these factors. They require human relations skills to deal with the people at work. Human relations skills are also required in training, performance appraisal, transfer and promotion of subordinates.

As we all know, Manpower planning enables a department to project its short to long term needs on the basis of its departmental plans so that it can adjust its manpower requirements to meet changing priorities. The more changing environment the department is in, the more the department needs manpower planning to show:

The number of recruits required in a specified timeframe and the availability of talent.

Early indications of potential recruitment or retention difficulties. Surpluses or deficiencies in certain ranks or grades. Availability of suitable qualified and experienced successors Manpower planning comprises two key components: Succession planning and Turnover.

21.3 SUCCESSION PLANNING

Succession planning assesses the likely turnover in key posts, identifies suitable candidates to fill these posts in future, and ensures that they have the right training and exposure for their future work. Given the effort and support required for undertaking succession planning, it is normally confined to the directorate and those ranks immediately below, plus any grades with high turnover or anticipated expansion. The succession plan should identify:

1. Key posts and possible successors.
2. Causes of turnover.
3. Competencies of successors and the training required for them.

4. Posts for which no apparent successor exists and the remedial action planned.

The information derived from the succession plan should feed into the training and development of the individuals concerned by ensuring that they attend the necessary training and are posted to jobs that will provide them with the experience for their intended role.

21.4 TURNOVER

Turnover refers to retirement, resignation and redundancy. While a department cannot plan turnover because there are factors such as resignation which are beyond its control, it can monitor turnover carefully to ensure the department will have minimal difficulties in retaining staff. If such difficulties are envisaged or experienced, the department will find out the causes for them and take early steps to address them by improving for example, motivation or training and development opportunities.

When addressing the aspects of succession and turnover, the department also needs to consider other manpower planning factors such as:

1. External factors
2. Internal factors

21.4.1 External Factors

A number of factors may affect whether talent is available in the market to fill posts in a department. These include the availability of the required personnel with the necessary qualifications, skills and experience at a specified time, the relative job opportunities in the private sector and the general outlook of the economy.

21.4.2 Internal Factors

1. Departmental Plan: A department assesses the number of staff it requires at different levels, at specified timeframes, in the light of its present and planned future work commitments. This may lead to an increase or decrease of the current manpower.

2. Recruitment: Before a department takes steps to employ staff, it should work out the type of staff it needs in terms of grade and rank, and the time scale in which the staff are required. The general principles underpinning recruitment within the civil service are that recruitment should:

i. Use procedures which are clearly understood by candidates and which are open to public scrutiny.

ii. Be fair, giving candidates who meet the stipulated minimum requirements equal opportunity for selection and

iii. Select candidates on the basis of merit and ability.

Recruitment of overseas officers is undertaken only when no or insufficient local candidates are available. There are three key components to the recruitment process. They are:

1. Deciding on terms of appointment.
2. Selection of candidates.
3. Probation.

21.5 TERMS OF APPOINTMENT

Having decided on the grade and rank of the staff required and the timing concerned, the department should consider what the most appropriate terms of appointment would be. This should take into account the nature of the duties to be performed and the overall manpower deployment of the department. The different terms of appointment that can be offered are:

a. Permanent and personable terms.
b. Agreement terms.
c. Temporary terms (month-to-month or day-to-day).
d. Part-time.
e. Non-civil service appointment and
f. Consultancy.

21.6 SELECTION OF CANDIDATES

i. Advertising: Vacancies in the civil service are normally advertised in newspaper and through circulars.

ii. Screening and Selection: Departments screen applications to see if the applicants meet the specified qualifications and other requirements of the post. Suitable candidates are then shortlisted for subsequent examination and interviews. Not all grades/departments would require candidates to undergo examination, but candidates would normally be required to be interviewed by a recruitment board or an officer from the recruitment team.

iii. Roles and Responsibilities: The Civil Service Branch recruits staff of some General Grades while Heads of Grades/Departments recruit staff of their own grade/department. For recruitment to middle and senior ranks, the advice of the Public Service Commission has to be sought before appointment is offered.

iv. Flexibility: To minimize recruitment difficulties as well as attract and retain the best people, there are flexibilities which include recruitment overseas, offer of agreement terms, lowering entry qualifications and granting incremental credit for experience.

21.7 PROBATION

During probation, staff are introduced to the mission, objectives and values of the civil service and their departments. Probation is a serious process which provides regular feedback on performance and assesses suitability for employment in the civil service. It includes:

i. **On-the-job training:** Staff are exposed to the different duties required for their rank. In this way, they can learn the skills expected of them while managers verify their long-term suitability.

ii. **Supervision and guidance:** Staff receives close supervision and guidance to enable early identification of problems and difficulties and timely counseling or other actions taken.

21.8 PERFORMANCE MANAGEMENT

Performance management is a very important Human Resource Management function. Its objective is to improve overall productivity and effectiveness by maximizing individual performance and potential. Performance management is concerned with:

i.   Improving individual and collective performance.
ii. Communicating management's expectations to supervisors and staff.
iii. Improving communication between senior management, supervisors and staff.
iv. Enhancing staff career prospects through recognizing and rewarding effective performance.
v.   Identifying and resolving cases of underperformance
vi. Providing important links to other Human Resource Management functions such as training.

Performance management therefore consists of several key components: Motivation, Performance appraisal, Promotion, Guidance and supervision, and addressing poor performance.

21.9 MOTIVATION

Motivation is in many ways the key to success in Human Resource Management development. Managers should aim to increase performance through self-motivation, rather than having to use external motivation (i.e. the imposition of rules and continual improvements to conditions of service) to bring about higher standards of performance. The civil service has many formal programs to enhance motivation and these are discussed in the "staff relations" section of this booklet. However, even more important is the motivational impact that supervisors have on their staff.

21.10 PERFORMANCE APPRAISAL

Performance appraisal assesses an individual's performance against previously agreed work objectives. It serves two functions. First, it enables management evaluate an individual's performance on the current job in order to identify strengths and overcome weaknesses. Second, it provides information to assist management plan postings, transfers and promotions. In so doing, management is able to compare performance and potentials between officers of the same rank.

21.11 PROMOTION

Promotion denotes that an individual has the competencies (i.e. the skills, abilities, knowledge and attitudes) required to perform effectively at the next higher rank. The competencies reflect the knowledge and skills exhibited in observable behavior in the relevant areas of work. Promotion provides motivation to perform well and is an integral part of performance management.

21.12 GUIDANCE AND SUPERVISION

Day-to-day guidance and supervision is necessary to provide direction and feedback to staff. It reinforces the annual performance appraisal, helps groom officers for promotion, and assists staff who are under performing.

21.13 ADDRESSING POOR PERFORMANCE

When staff do not performing at the level appropriate to their rank and experience, they should be told so and assisted to overcome the poor performance through close supervision and counseling. However, when it is obvious that these are to no avail, retirement in the public interest would need to be resorted to. The whole procedure requires to be handled in a sensitive, objective and fair manner.

21.14 THE IMPORTANCE OF HUMAN RESOURCES MANAGEMENT TO PRODUCTIVITY IN ANY ORGANIZATION

Human resources are very vital to the increase in the level of productivity in an organization. It has contributed in a number of ways which include:

1. Increase in the productivity levels of employees due to proper manpower planning: Employees are placed in the right place at the right time with the right number of people available for the job and no shortage in staff.

2. Proper judgment regarding salary increases and subsequent employee motivation provided through performance appraisals.

3. Performance appraisal is used to assessing training needs of the workers which help management to know why productivity is low or high.

4. Performance appraisal helps management to promote transfer and sometimes demote or terminate workers due to their performance on their job.

5. Harmonized working relationship with management occasioned by improvements in skills, knowledge, attitude and behaviours through training and development.

6. Employees if well compensated and also encouraged increase productivity.

7. Job analysis makes qualified people to apply for that job and job design gives an employee a feeling of satisfaction while doing his job, which makes for an increase in productivity.

8. Employees are encouraged to work harder due to assurances of work-safety led health and well-being.

9. People are recruited outside the organization sometimes if the internal employees are not performing up to expectation. More serious and qualified people are recruited in order to increase. level of productivity.

10. Empowerment of the workers by giving them recognition and assigning delegation of power to control themselves. This encourages workers.

11. Involvement of the workers in areas of planning. decision making and control with regards to participation in management. Also engaging in

dialogue with workers and top management where problems arise is encouraged.

12. Performance appraisal provides information on past activities of the employee which very relevant to the employee themselves. The personnel department and the organization as a whole. If an employee has not been performing well over the years, he will be notified for improved performance or dismissal.

Human Resources Management plays important role in creating organizations and helping them survive. Our world is an organizational world. We are surrounded by organizations and we participate in them as members, employees, customers, and clients. Most of our life is spent in organizations, and they supply the goods and services on which we depend. Organizations on the other hand depend on people, and without people would not exist.

21.15 FACTORS CONTRIBUTING TO THE GROWING IMPORTANCE OF HRM

1. Accommodation to workers' needs
Workers demand that organizations accommodate their personal needs by instituting such programs as flexible work schedules, parental leave, child-care assistance, elder-care assistance, and job sharing. The human resource department plays a central role in establishing and implementing policies designed to reduce the friction between organizational demands and family responsibilities.

2. Increased complexity of the Manager's job
Management has become an increasingly complex and demanding job for many reasons such as foreign competition, new technology, expanding scientific information and rapid change. Consequently, organizations frequently ask human resource managers for assistance in making strategic business decisions and in matching the distinctive competencies of the firm's human resources to the mission of the organization. Executives need

assistance from the human resource department in matters of recruitment, performance evaluation, compensation and discipline.

3. Legislation and litigation

The enactments of state laws have contributed enormously to the proliferation and importance of human resource functions. The record keeping and reporting requirements of the laws are so extensive that to comply with them, many human resource departments must work countless hours and often must hire additional staff. Four areas that have been influenced the most by legislation include equal employment, compensation, safety, and labor relations. An organization's failure to comply with laws regulating these areas can result in extremely costly back-pay awards, class action suits, and penalties.

4. Consistency

Human resource policies help to maintain consistency and equity within an organization. Consistency is particularly important in compensation and promotion decisions. When managers make compensation decisions without consulting the human resource department, the salary structure tends to become very uneven and unfair promotion decisions also may be handled unfairly when the HR department does not coordinate the decision of individual manger.

5. Expertise

Nowadays, there exists sophisticated personnel activities that require special expertise. For example, researchers have developed complex procedures for making employee-selection decisions; statistical formulas that combine interviews, test scores, and application of blank information have replaced the subjective interviews traditionally used in making selection decisions. Similarly, many organizations have developed compensation systems with elaborate benefit packages to replace simple hourly pay or piece rate incentive systems.

6. Cost of Human Resource

Human resource activities have become increasingly important because of the high cost of personal problems. The largest single expense in most organizations is labor cost, which is often considerably higher than necessary because of problems such as absenteeism, tardiness and discrimination.

7. Training and Development

The objective of training and development is to enable civil servants acquire the knowledge, skills, abilities and attitudes necessary to enable them improve their performance. Staff training and development should focus on the department's objectives and goals, as well as staff competencies in achieving them. A strategic approach has the following characteristics:

i. Commitment to training and developing people.
ii. Regular analysis of operational requirements and staff competencies; Linking training and development to departmental goals and objectives.
iii. Skilled training personnel
iv. Regular evaluation.
v. A continuous learning culture.
vi. Joint responsibility between managers and staff for identifying and meeting training needs.

21.16 PERSONNEL MANAGEMENT VS HUMAN RESOURCE MANAGEMENT

Contemporary Human Resource Management, as a part and parcel of management function, underscores strategic approach to management in areas of acquisition, motivation, and management of people at work. Human Resource Management derives its origin from the practices of earlier personnel management, which assisted in the management of people in an organizational setup. Human Resource Management leverages defines the setting up of the

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systems and procedures for ensuring efficiency, controlling and providing equality of opportunities for all working of the organization.

Human Resource Management (HRM) differs from Personnel Management (PM) both in scope and orientation. HRM views people as an important resource or asset to be used for the benefit of organizations, employees and society. It is emerging as a distinct philosophy of management aimed at policies that promote mutuality i.e. mutual goals, mutual respect, mutual rewards and mutual responsibilities. The belief is that policies of mutuality will elicit commitment which in turn, will yield both better economic performance and greater Human Resource Development (HRD). All though a distinct philosophy, HRM cannot be treated in isolation. It is integrated into the overall strategic management of businesses. Furthermore, HRM represents the latest term in the evolution of the subject.

There are several similarities between Human Resource Management (HRM) and Personnel Management (PM):

i.   Both models emphasize the importance of integrating personnel/HRM practices with organizational goals.

ii.   Both models vest Personnel/HRM firmly in line management.

iii. Human Resource Management (HRM) and Personnel Management (PM) models emphasize the importance of individuals fully developing their abilities for their own personal satisfaction to make their best contribution to organizational success.

iv.   Both models identify placing the right people into the right jobs as an important means of integrating Personnel/HRM practice with organizational goals.

21.17 RELATIONSHIP BETWEEN HUMAN RESOURCE PLANNING AND EMPLOYEE PRODUCTIVITY

The importance of increasing productivity is one of the most critical goals in business and Human resource planning and is very essential for the achievement and attainment of this productivity (Armstrong, 1992). Therefore,

there is a relationship between Human Resource Planning and Employee Productivity whose importance and significance resides in identified activities that enhance managerial effectiveness and also engenders employee productivity (Ubeku, 1983).

1. **Acquisition of Best Human Resources**

   Human resource planning determines future human resource requirements in an organization. The main objective of Human resource planning is to manage the right person in the right place and at the right time. Beyond this, it is concerned with job analysis, recruitment, selection, and socialization. Therefore, human resource planning is essential for employee productivity.

2. **Focusing on the Corporate Goals**

   Human resource planning is goal oriented. It gives focus on corporate goals. Human resource goals are linked to the overall strategic goals of the organization. Such linkage helps to promote better co-ordination, easy implementation, and effective control. Therefore, human resource planning is essential for productivity.

3. **Optimal Utilization of Human Resources**

   Human resource planning helps with the proper utilization of human resource in an organization. It facilitates motivation, performance appraisal, and compensation management. It also identifies surplus or underutilized human resource. Human resource planning therefore is essential for productivity.

4. **Human Resources development**

   Human resource planning determines the numbers and the qualification of employees. Recruitment, selection, placement, and socialization are done scientifically. It also provides adequate time and place for seminars, workshops, training career development programs enhancing the development of the human resource for productivity.

5. Effective Reduction of Uncertainty

Environmental factors like economic, political-legal, socio-cultural, and technological can create uncertainty. Human resource planning reduces such uncertainty by forecasting future human resource. It matches demand and supply of human resource. It also develops recruitment, selection, placement, and socialization basis after studying and analyzing such environmental factors. This is very essential for productivity.

6. Reduction of Labor Cost

Human resource planning reduces labor cost, which in turn minimizes cost of production and product price. Labor cost can be reduced by utilizing available labor force effectively. Reduction in labor cost promotes competitive ability of the organization. Thus, human resource planning is also essential for productivity.

7. Regularity of Production

Human resource planning ensures regularity in production. It ensures the right person is on the right job. It also facilitates to provision of motivational incentives and development opportunities. This creates a regular work environment. Therefore, human resource planning is essential for productivity.

8. Maintenance of Excellent Industrial Relations

Human resource planning maintains good labor relations which is very essential in achieving overall corporate objectives. It provides qualified, competent, and motivated personnel to promote labor or industrial relations in an organization. Thus, human resource planning is very essential for productivity.

9. Record keeping

Human resource planning keeps records of human resources. Records are kept of all activities of human resource like recruitment, selection, placement, promotion, performance appraisal, compensation, benefits,

rewards, punishment, etc. Such records facilitate proper employee decision making by human resource management to take.

10. Effectual Human Resource Control

Human resource planning controls human resources. It determines the numbers and kind of employees. It also controls unnecessary recruitment, selection and placement while discouraging nepotism and favourism. Therefore, human resource planning is important in human resource management.

21.18 STEPS BY WHICH EFFECTIVE HUMAN RESOURCE MANAGEMENT COULD BE FUTURE ORIENTED

1. Management should be action oriented.
2. It should emphasize solutions to employment problems to help achieve organizational objectives and facilitate employee satisfaction and development.
3. Personnel should treat employees as individuals and offer services and programs to meet the needs of employees.
4. Provide the enterprise with well trained and well-motivated employees.
5. Use the work-force effectively and efficiently to maximize employees job satisfaction and self-actualization.
6. To develop and maintain a quality of work-life which makes employment in the enterprise desirable.
7. To ensure that the personnel department input are included in the strategic decision of the enterprise.
8. To educate management on potential changes preparing them to adjust to change and assisting to communicate these policies.

21.19 MOTIVATION AS A TOOL FOR ACHIEVING HIGH PRODUCTIVITY

Motivation is that energizing force that induces or compels and maintains behavior. It is not easy to motivate an individual; the success of any

motivational effort depends on the extent to which the motivation meets the needs of the individual employees for whom it is intended. Motivation is an internal psychological process whose presence or absence is inferred from observed performance. Motivated behavior has three basic characteristics:

1. It is sustained – it is maintained for a long time until satisfied.
2. It is goal directed – it seeks to achieve an objective.
3. It results from a felt need- an urge directed towards a need.

The Motivation Process:

A need creates a tension in the individual unless moved in a certain direction in order to achieve the desired objective, which reduces the tension. Maslow has theories that a satisfied need does not motivate conversely, while an unsatisfied need motivates. The process of motivation is shown below:

TENSION ⟶ GOAL REDUCTION OF TENSION

NEED ⟶ MOTIVATION ORIENTED

SATISFACTION BEHAVIOUR ⟶ BEHAVIOUR OF NEED

Source: From Maslow's Hierarchy of need

The process starts with a perceived need creating tension which starts the motivating behavior; then there is a move towards the relationship of the need-a goal oriented behavior. As soon as the need is satisfied, the tension abates. To motivate an employee, management must create a real or imaginary need for the employee. This could be a desire to adhere through promotion, increase in wages or enjoyment of increased organizational (privileges) such as company cars with a chauffeur. Imagined need of a staff could be an aspiration to have coffee at 10 am which is the entitlement of successful executives or have someone carry his brief case upstairs. Since every employee has needs, he is therefore capable of being motivated. The task of management is to determine what the value needs that will make staff react according to organizational desire to increase productivity.

There are many theories of motivation, but this research is concerned with one main theory. This is commonly referred to as the hierarchy of needs, which was postulated by Abraham Maslow. According to him, men always have needs to

satisfy. He identified five basic human needs. These needs can be satisfied in a hierarchical order, starting from the basic needs to the higher order of needs. Once a particular need is satisfied, it ceases to be a motivator of behaviors and another emerges. According to Maslow, these needs can be classified into five. These are physiological needs, safety needs, social needs, esteem needs and self-actualization needs.

Maslow believes that an average citizen satisfies 85% of his safety needs, 50% of his social needs and 10% of his self-actualization needs. This means that majority of the people do not satisfy their self-actualization needs, the need for self-actualization manifests itself in so many ways in Nigeria. People like that are to be seen and referred to as professionals. For example many people who have achieved status through the actualization of wealth like to be called Chief or Alhaji, teachers who hold PhD like to be called Doctors, Professionals like to be called Engineers, Architect etc. this is because of the prestige that the tittles carry. Maslow has succeeded in classifying human needs at least as an aid in thinking for management. What is being disputed in Maslow's theory is the issue of successive saturation. One can only easily see the inter- relatedness in human needs. In fact, by satisfying one need, the other needs are apparently receiving attention, for the dignity of a human being is predicated on the satisfaction of all needs. If employees are satisfied then they will be happy with the management, therefore they will put more effort into their work and thus a regular increase in productivity.

21.20 PROBLEMS OF HUMAN RESOURCES MANAGEMENT

The former president, General Ibrahim Babangida in a speech delivered on November 29th 1985, placed this situation better when he said; "Nigeria is still one of the nations in the world where there exists more necessary conditions and means on the basis of which the greatest and most spectacular achievement in human development and growth can be realized". The problem is not the issue of resources (both human and material) as Mr. President has rightly put it, but how these resources are utilized These resources are available in Nigeria. In the public sector, the human resource department is neglected and this has

caused serious problems. On the other hand, in the private sector where human resources management exists fully, problems relating to personnel function are minimal.

PROSPECTS

The problem of human resource management when solved makes an organization attain to higher heights. Therefore the prospect of an effective human resource management as Oliver U. Ibekwe puts it that "it enables personnel management to direct, co-ordinate and controls all activities responsible and optimized their performance". Vernonland Eugene also supported this as thus: "human resource makes a business run, without the capital and an entrepreneur there would be no business, nothing would be accomplished".

21.21 SHORTAGE OF HUMAN RESOURCES IN AN ORGANIZATION

Once a person gets employed, he/she automatically becomes human resource of that organization. The precautions of social, environmental, political and economic factors which have forced many organizations to retrench their workers, leads the organization to produce far below capital utilization. Human resources of any organization hold the key to its survival, profitability and sales growth which entails prosperity, future economic and social development. Every organization requires three main resources to survive (Van well, 2010), they include:

   i. Financial resources.
   ii. Physical resources (which include material)
   iii. Human resources.

Any organization needs money to pay its staff and buy essential materials or equipment for operation. There is no organization without human resources. Even though an organization has got all the money and machine or material requirements, it must still find capable people to put them into effective use. It is therefore logical to claim that human resources are the most important of the three essential resources of an organization, because no matter the amount of

capital invested in an organization, its success or failure depends on the quality of people who execute its program (Nwankwo, 2000).

Most organizations try to maintain strong human resources for optimal performance. In order for an organization to survive, it must train and develop its human resources within which held the key to its survival, prosperity, future economic and social development. The success of any organizations also ensures that the available human resources are motivated adequately. This is because once an individual is satisfactorily motivated, the organization stands to benefit.

There are four phases of Human Resource Plans, they are:
1. Gathering and analyzing data.
2. Establishing objectives.
3. Designing and implementing programs.
4. Monitoring and evaluating these programs.

21.22 SIGNIFICANCE OF HUMAN RESOURCE

Ducker (2001) says there is no gain saying the fact that human resource is essential to an organization. It is worth noting however, that it is an experienced asset demanding the application of policies and strategies that will lead to the recovery of amount invested, and as well guarantee optional return on investment.

More (2004) and Turington (2003) further highlight on the significance and purpose of human resource planning which can increase an organization's profit through better utilization of manpower.

i. To avoid overstaffing which might create redundancy, a loss in motivation and a drain on the company's profit.

ii. Encouraging a good match between manpower recruitment and manpower requirement in absolute figures, age, skill and expertise. This is to avoid loss of business opportunities, which can result through lack of appropriate manpower.

iii. Encouraging a better match between location of employees and their areas of operation or coverage. An example would be the location of work training in Lagos while work sites are in Lokoja. A situation that is avoided through the use of manpower planning.

iv. The techniques of manpower planning can be adopted in needing mobility of labor turnover so that people are more likely to remain with the organization or at least speed their career by working in free organization.

v. The integration of human resources planning process with general information that can reveal the true cost of information development. For example, if a company is trying to introduce a new service facility or better still introducing enhanced staffing allowance and incentives, the true cost could be easily arrived at using manpower planning tools. Over-estimation of cost will reflect an unrealistic expansive venture, thus disqualifying its introduction while an underestimation in this case will make the facility or product unrealistically ahead. The implication is operating either at a loss or at a disadvantage.

vi. A good human resource plan should in addition pinpoint areas of turnover to well-planned recruitment, selection, training and promotion exercises, especially in critical areas of an organization.

vii. Furthermore, such human resources planning leads to better staff compensation and improved condition of services/work environment.

viii. Human resources planning provide information relevant to conducting a successful training and development of existing manpower.

Human resources planning emphasizes on the need for rationalizing, resulting from changes in technological know-how and development of organizational structures based on contemporary business and environment needs. By and large, it should be emphasized that although human resources planning seeks to improve the management of human resources in an organization, it does not provide direct answers or solutions to all manpower problems. Only recently have companies looked at HRM practices as a means to contribute to profitability, quality and other business goals through enhancing and supporting business operations. The following shows the activities of HRM department:

1. Employment and recruiting: interviewing, recruiting and testing.
2. Training and development: training and productivity enhancement.
3. Compensation: wage and salary administration, job descriptions, incentive pay, job evaluation.
4. Benefits: insurance, retirement plans.
5. Employee services: relocation service, outplacement service.
6. Employee relation: labor relations, publications, labor law compliance, discipline.
7. Personal records.
8. Health and safety.
9. Strategic planning: forecasting etc.

It should be noted that HR function is in transition from an administrative function to a strategic business partnership.

21.23 STRATEGIES REQUIRED IN HUMAN RESOURCE MANAGEMENT

Every organization has strategies or methods that suit operations or activities being carried out by the organization to achieve organizational objectives; which is to minimize cost of input and maximize cost of productivity as the case may be. Therefore, the strategy an organization adopts depends squarely on what the organization is set up to achieve in the short term, medium or long term strategies. Depending on what the organization wants, such strategies could touch the following areas: method of requirement, training and retraining, promotion, enhanced productivity staff welfare etc.

21.24 ORGANIZATIONAL PRODUCTIVITY

Organizational productivity (output or input) measures how well an organization functions and is also an indication of efficiency and competition. According to Mali (2008), productivity is seen as a measure of how well resources are brought together in an organization and utilized for accomplishing a set of results. Productivity is at the highest level of

performance with the least expenditure or resources. It is often seen as the relationship between total output/total inputs. The effectiveness of the use of the factors of production to produce goods, and services is commonly referred to as productivity.

21.25 LOW PRODUCTIVITY

According to Nwachukwu (2004), he identifies four (4) major factors of low productivity. They are:

21.25.1 Economic Factor

This deals with the reward system employed in the Nigerian business organization. When an employee believes that equity does not prevail, he is bound to withhold a measure of his productivity in order to restore quality. To encourage higher productivity, it is essential that a system of reward must be designed that attempts to equate hard work and reward.

21.25.2 Sociological Factor

Employees treasure a sense of belonging in an organization and resent any effort on the part of management to perceive and treat them only as cost of production. Many Nigerian employees lack a sense of belonging in the organization and act as strangers. They do the least possible to avoid losing their employment. As long as employees feel that they do not belong, there is tendency for them not to exert themselves to have a full sense of commitment and dedication, hence productivity will fall.

21.25.3 Managerial Factors

The success or failure of an organization depends on management. A productive and in disciplined supervisor can hardly motivate employees. Many Nigerian mangers are lacking in the elementary principle of organizational behavior. Most of them do not know the human relations approach to management. They do not know how to identify employee goals and link them with organizational rewards in order to motivate employees. Some employees do not know what rewards are available or the means to achieve those rewards.

Many managers do not appreciate the importance of performance evaluation and feedback. Employees get frustrated and productivity suffers.

21.25 4 Technological Factors

Technology as used here involves the application of new ideas, techniques, innovations, methods and materials to achieve a desired objective. In Nigeria, the lack of proper information to help organizations select the appropriate technology is one of the major causes of low productivity. How to select the appropriate technology for Nigerian organization is a major problem for management and is at the heart of low productivity in the industrial sector. High productivity is very important to every organization. These are some of the factors that influence employees to increase levels of productivity because productivity depends on employee performance and also employee performance depends on both motivation and the ability of the employee.

21.26 HIGH PRODUCTIVITY

The need to attain and maintain high levels of productivity is generally accepted in all economies by employer management and trade unions alike, it is through such productivity (increasing the return to enterprises) that investments can be maximized. However, some of the pre-conditions of high productivity include the following:

1. Production Targets: This means that each department of an organization must have its objective and relations with other departments well known to employees.
2. Planning and workflow of output: This is a situation where work-flow in terms of forward and backward linkages should be well planned to ensure the un-interrupted supply of material or components required by each department.
3. Physical working conditions: Employees need to implement the provisions of the factories' act by providing safe and health facilities to workers.

4. Incentive: A motivating factor that increases the productivity of an employee in an organization is an incentive. As much as is possible, incentive should be provided in the overall system of re-enumeration.
5. Job allocation: This has to do with allocating work between employees in an organization and should be seen to be fair by all parties.
6. Effective supervision: This is the process where adequately trained supervisors increase the performances of an employee in an organization as they attain and maintain high productivity in the organization.

21.27 THE IMPACT OF EFFECTIVE HUMAN RESOURCES

If there is no productivity in an organization, the individual is unable to have complete effectiveness against its rivals, if there exists either a shortage or surplus of labor (manpower) to develop for any significance period. Thus, in planning without proper or effective Human resources, the organization will suffer losses (low productivity or profit).

The impact of Human Resource benefits therefore is without limit to the organization involved in it. They regulate the Human Power requirements in the organization.

21.28 REAL ESTATE HUMAN RESUORCES MANAGEMENT

Man experiences a variety of inner states which must be considered, in order to achieve an adequate understanding of human behavior. The need to understand human behavior as it relates to the business organization has been a source of worry to managers and employers over the years. Economic factors as generally identified have remained the most important consideration, in veritably leading man into embarking on working. These economic needs, which Maslow (1943) states in its hierarchy are regarded as the integrating factors as well as that which drives workers to stay in an organization. Hence man is seen as an economic being. A lot of research has been conducted in this area to ascertain the factors that influence people's actions. The reasons

which necessitate the study are simply because human beings are not machines and their productivity is dependent on motives and emotions.

There are individual differences within the human race. This makes it more difficult for one to predict with accuracy what the action of another will be in any given situation. We also know that there are situations in which we can fairly and safely predict human reactions. There are factors, which can influence an individual's degree of reactions to situations. These factors include;

(a)   The cultural norms and value that instilled as one matures

(b) Inherited biological capacities: mental and physical;

(c) A backlog of personal experience and learning,   and

(d)   Mobility in the physical and social environment; can help in mapping out
        an effective personal motivation program.

The need for a well motivated employee cannot be over emphasized as it is the responsibility of management to ensure enhanced   productivity   to which   motivation   is   an   essential ingredient.

By nature, human beings are so dynamic and in consistent that most managers find it a difficult task predicting their behaviors. Management has consistently applied numerous project management techniques, with the view to retaining its work force. It is therefore very necessary for more work to be done in this area to forestall these undesirable trends. The nature of man has influenced management to adopt various policies aimed at assisting the achievement of self - fulfillment by the workers while trying to achieve organizational goals.

21.29 MOTIVATION AND HUMAN BEHAVIOUR

In the human faculty, there are areas which are responsible for human behavior. For realization of targets in an organization, managers must work with and through people. The basic and true nature of man is largely problematic and undefined. Only few researches have separated man from other animals and objects in the universe.

21.29.1 What is Motivation?

Human motives are based on needs, whether consciously or subconsciously felt. Motivation therefore is an inner state that energies, activates, moves, encourages and directs or channels behavior towards effective and efficient goal realization. Motivation is not a feeling of relative satisfaction. It is reasonable to say that motivation explains the readiness of an individual to channel his efforts towards goal-directed action.

Defining motivation in relation to an organization; Robbins (1988) says that it is the willingness someone has to exert high level of effort to attain organizational goals as conditioned by the ability to satisfy some need for the individual. Motivation defines how ready an individual is predisposed to engaging in goal-directed action to accomplish the job's expectation.

21.30 MOTIVATION AND HUMAN NEEDS

Motivation and human needs work together. Human needs create a vacuum which stimulates action aimed at satisfying these goals. These actions tend to respond to motivation. Motivation, therefore refers to drive and efforts to satisfy a want or goal. "It is a state of tension caused by some unfulfilled needs and the individual moves in such a way as to induce equilibrium by satisfying the needs".

21.31 NEEDS, WANTS AND GOAL

Individuals act for various reasons based on what is within them. These drives are represented by words like "need", "wants" and "fear". It is in ensuring the satisfaction of these drives that persons spend their energies. Management as a matter of importance has to seek for ways of inducing workers, each having distinctive needs and unique personalities; to work together towards the achievement of the organizations objectives. This they can achieve by letting workers know and see that to achieve their own objectives, they must contribute positively to the organizational objective.

Needs are "the initiating and sustaining forces of behavior: They have direct influence on individuals since they determine individual thoughts and actions. A person's needs act as the motive that dictates action or behavior. What an individual perceives as the real world, how one feels or thinks are influenced by needs and the means used to satisfy them.

21.32 NEED FOR MOTIVATION IN AN ORGANIZATION

Every human being is geared towards the achievement of goals. This is what propels the workers to direct his energy and ability towards the drive. As one goal is satisfactorily achieved, another one energies. Hitherto, economic factors remain the most important consideration which individuals have for working. In this regard the satisfaction of these economic needs is regarded as the main integrating factor as well as the thing that motivate an organization's profitability and productivity.

21.33 IMPORTANCE OF MOTIVATION

Motivation plays a lot of roles in the achievement of goals in an organization. Generally, motivation encompasses rewards shown in cash and in kind. The socio-economic environment influences the need to motivate employees. Employees are interested in their basic needs like food, shelter, clothing and safety, as well as the ultimate needs of self-esteem and actualization. These basic needs are satisfied through monetary or non-monetary consideration. The prevailing economic condition makes it necessary for workers real wage to be enhanced so that they can exercise effective demand for goods and services. The absence of motivation can lead to deterioration in productivity.

21.34 MAINTENANCE NEEDS

Maintenance needs are those relating to the job and its environment. Neglect of this need by management often results in dissatisfaction of employees. The consequences of non-avoidance of employees dissatisfaction by management are reflected in low productivity, frequent complaints, threats to down tools, excessive absenteeism from work, internal friction, rumor mongering,

employees generated petitions against management, strikes, walk-outs and deterioration in employees job performance.

21.35 MOTIVATIONAL NEEDS

These needs are those relating to individuals rather than a group. The needs are more complex to understand, conceptualize and communicate as to their nature. These needs are quite often within the jurisdiction of immediate supervisors who have to understand the individual employee with regards to his activity, drive and energy. The absence of a clear understanding of a supervisor's responsibility in this area often results in tension within the departments and subsequently in the whole organization.

21.36 MOTIVATION INCENTIVES

The nature of man reveals that his behavior towards an issue is a reflection of an orientation which he brings into or acquires as a member of an organization. Managers therefore have to bear in mind these factors while designing inducements that can attract and retain workers as well as promote the attainment of desires of the workers and productivity of the organization.

It is necessary to emphasize that the design of incentives is made is such a way that organizational objectives first are realized, in the process. An effective organization is one which, in substantial measure has a motivational system that is internally reinforcing. The system should be cost effective and dynamic i.e. provide for the pursuit and realization of its goal with the greatest possible effect.

21.37 EFFECT OF MOTIVATION ON ORGANIZATION PRODUCTIVITY

The relationship between motivation and organization productivity is quite obvious. The determination of the relationship depends on the concepts and assumption of human motivation and the implication of these on both managerial practices and approaches. "Motivation" comes from the Latin word "movers" - to move. It is the arousal and the tendency to act, to produce

something or move effects. It refers to the cause or "why" of behavior. It speaks of the factors that energize behavior and give it direction.

We shall rely on Maslow's (1943) exposition of human motivation in relation to basic needs of man when explaining the effect of motivation. The theory of human motivation states that: "individuals have varied needs which are hierarchically arranged. Their satisfaction follows a sequence which involves the satisfaction of lower needs before higher ones. These needs include the physiological, safety, social, self-esteem and self actualization needs. A combination of these needs and the means chosen by individual to satisfy them determine their behavior pattern at any point in time: Let us explain these needs one after the other.

21.37.1 Physiological Needs

These include hunger, thirst, shelter, sex and other bodily needs. They include things needed by man to satisfy hunger and appetite.

Physiological needs have characteristics in common:

1). They are relatively independent on each other
2). In many cases they can be identified with a specific location in the body. (eg Extreme hunger can be identified with the stomach)
3). In an affluent culture these needs are unusual rather than typical motivator.
4). Finally, they must be met repeatedly within relatively short time periods to remain fulfilled. (For example, the desire for food usually arises at least three times a day, but it is certainly not so intense as in someone who has been totally without food for several days).

In addition, most physiological needs require some conscious provisions for their future satisfaction. It is therefore how regular and efficient a worker's salary and other instrumental rewards are that make them essential tools for the satisfaction of this physiological needs.

21.37.2 Safety Needs

These are needs expressed in such desire as protection from danger (physical danger) like fire, accident, or criminals).

Management is aware that these needs exist and sometimes clamp down wrongly on them seeing them as threats to the organization. Managers frequently have gone the extra mile to control and direct employee relationships in ways which are opposed to the natural groupings of human beings. Therefore when a manager believes that informal groups always threaten the organization and actively strive to break up existing groups, the individuals affected may become resistant, antagonistic, in co-operative and in extreme cases may quit. These resistant actions "are often the consequence of thwarting the satisfaction of social needs".

In the light of the above where workers are isolated from each other, "lonely pay" is necessary to be provided as an added bonus to help compensate for the denial of satisfying social interaction.

21.37.3 Esteem Needs

The esteem needs relates to the workers desire for "a stable and firmly based high evaluation of himself for self respect. Self esteem and the esteem of others with whom he works". This is on the provision that he has the strength, the confidence, independence and freedom to execute his task. Where the above are present, he desires reputation, prestige, recognition and appreciation for the work he has successfully executed. It is not worthy that the satisfaction of this need leads the worker to "feel accepted, have self-worth, strength in *capability* and adequacy of being useful to himself, the organization and the entire society" Unlike some of the lower needs. esteem needs are hardly completely satisfied. In fact, they are clearly insatiable. Once the need have developed, further satisfaction of them is ever sought continuously. Most times, industrial organizations offer few opportunities for the satisfaction of these at the lower leaves of employment. The neglect of opportunities to satisfy these needs results in their feeling of inferiority, weakness, alienation, hopelessness and

helplessness. This invariably leads to non-integration and un-identification, low morale and low productivity since the worker lacks the necessary motivation.

21.37.4 Self Realization Needs

These are the individual needs for realizing one's own potentialities for self fulfillment, for continual self-development, for being creative in the broadest sense of that term. The specific form of these needs will vary almost infinitely from person to person just as human personalities vary. Individuals are talented differently with the gifts of inventiveness, initiative, creativity, hard work, accomplishment etc. Where a worker is opportune and where he actually utilizes same, he is said to be self actualized. Self actualization means the worker's desire for self-fulfillment, to become more and more of what he is or what he is capable of becoming and is able to do what he is talented for. Although enough evidence does not abound to substantiate this fact, a self actualized person is satisfied. Suffice it also to say that self-actualized workers are assets and invaluable resources to management and the organization, "such workers mirror off motivation and objects from which inspiration is drawn for such actualized workers, management makes frantic efforts to retain in the organization till retirement (Iheriohanma, 1986).

21.38 MANAGERIAL APPLICATION OF MOTIVAT-ION

MC Gregor propounded two sets of opposite assumptions which he thought were important in most approaches to supervision. They are "Theory X" and "Theory Y". These theories can be regarded as the extremes or boundaries on a line of assumptions. It is between the two extremes that valid operational theories can best be developed.

21.38.1 Theory X

Theory X represents the old autocratic type of management. The basic assumption upon which the theory is based is as follows:

1)   The average human being has an inherent dislike for work and will avoid it if he can.

helplessness. This invariably leads to non-integration and un-identification, low morale and low productivity since the worker lacks the necessary motivation.

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1) The average human being has an inherent dislike for work and will avoid it if he can.

2). Because of this human characteristic of dislike for work, most people must be controlled, directed, threatened with punishment to get them to put forth adequate effort toward the achievement of the organizational objectives.

3). The average human been prefers to be directed, wishes to avoid responsibility, has relatively little ambition (and) wants security above all. The Theory X provides explanation to human behavior pattern in industries but are these assumption real human threats or gained from experience in the organization?

21.38.2 Theory Y

The assumptions of theory y are based on self-fulfilling prophecy to motivation theory. The phenomenon of self-fulfilling prophecy operates in four steps:

1). Something is assumed to be true
2). Action is taken based on the assumption
3). Reaction occurs to the original action
4). The reaction is observed and is taken as verification of the original assumption.

It is then discovered that theory X may be true and may work simply because we believed it to be true and acted as if it were true. "If (persons) define situations as real, they are real in their consequences". So by believing that people are lazy unwilling to work, managers devised a stringent strategy of management aimed at closely regulating them. But when it was no longer agreed that workers are unwilling to work as a result of much research, a new set of assumption "Theory Y" emerged. The contents are as follows:

1). The expenditure of physical and mental effort in work is as natural as play or rest.

2). External control and the threat of punishment are not the only means of bringing about effort towards organization objectives.

3). Commitment to objectives is a result of the rewards associated with their achievement.

4). The average human learns under proper conditions not only to accept but to seek responsibility.

5). The capacity to exercise a relatively high degree of imagination, ingenuity and creativity in the solution of organizational problems is widely, not narrowly distributed in the population.

6). Under conditions of modern industrial life, the intellectual potentialities of the average human being are only partially. MC Gregor's assumption, provided a better explanation to human behavior hence it indicated the need for a different managerial approach in dealing with people.

21.38.3 Equity Theory

Generally, people want to be rewarded fairly in relation to what others receive. The need for fair treatment gives rise to equity theory. The Theory argues that all of us compare our input (effort) to our outcome (or rewards) relative to other persons within the organization. If the "ratio of inputs to outcomes is equal, then we experience a feeling of equity. The theory states that inequity is an uncomfortable condition and as such the person involved takes action aimed at restoring a condition of perceived equity. The following action could be taken to restore such disequilibrium.

1). To decrease inputs
2). To ask for a raise to bring his or her salary in line with the comparison person
3). Distort the situation to create equity.
4). Change comparison persons if the situation cannot be changed,
5). Finally, the worker might choose to transfer, or resign rather than continue to face an inequitable situation.

Feelings of inequity are a potential source of employee dissatisfaction. Management therefore in addition to striving to create equity in its reward system, must seek constantly to be "aware of employee feelings and perception of the organization and its reward system".

21.39 ASSIGNMENT OF JOB AND ROLE

This is so that neither party nor team may abandon nor take what has been assigned to another without prior consent of the other party or the project

manager. No obligation taken can be abandoned or sold or even sub-let without written permission.

When faced with any situation, people have to enact roles to manage that situation which sometimes is called the situating-act model; that the person must act within situations.

21.40 UNIONISM

Workers in building construction industry are not easily co-ordinated as there is no trade association which binds their operations.

Currently there are no national or industrial agreements between the building industry and their workers with respect to measurement of work done on building construction sites

Many operatives in building industry are only qualified by experience. The terms engineer, manager and supervisor had become mere adjectives qualifying whoever can peg a building plan and lay blocks.

21.41 LIQUIDATED DAMAGES

A process by which a worker or a team of workers claim damage actually lost due to some failure on the part of the project. The loss must be identifiable and damages claimed must be genuine in an attempt to estimate the potential loss.

21.42 CONCEPT OF WORKERS

21.42.1 Individual and the Industry

There are a whole range of concepts in association with individuals, pairs of individuals, then individuals in groups, groups in organization within the environment.

21.42.2 The Concept of Self

The way in which a person behaves in the working environment depends on the 'self'; the internal psychology of the individual. Part of this individual is aware

but much of it is unconscious. The part by which the individual is aware of is the 'self concept'. The major part of the self is the unconscious self, an individual also has a 'self-ideal', the self that person would like to be. Individuals continually compare the self-concept with the self-ideal. The self is formed as a result of the complex interaction of expectations, inhibitions and preferences which individuals experience in the establishment.

21.42.3 Terms:

- Self: the total set of beliefs, values, and ability within the individual, including those not yet realized.
- Self-concept: The patterns of beliefs, values and abilities of which an individual is aware.
- Unconscious self: The pattern of beliefs, values and abilities of which an individual is unaware.
- Self-ideal: The set of beliefs, values and abilities towards which an individual aspires.

21.43 BEHAVIOUR, MOTIVATION AND WORK

The building construction industry consists of complex interrelationships of individuals and work functions. In most cases individuals are subjected to hard [quantifiable] analysis of their intelligence, skills or work output, but on their level of motion [their enthusiasm for the work] will depend on the performance, efficiency and ultimate success of the organization.

There are many views on the principal factors which motivate people. An individual may be motivated by personal gain, by concern for the good of others, by a desire for security or a need for excitement; by physical gratification or intellectual stimulus.

21.44 PERSONALITY

The term personality is all-embracing in terms of the individuals' behavior and the way it is organized and coordinated when he or she interacts with the environment. Then personality is a function of traits and types.

Personality should not be judged simplistically in terms of traits and types. People are complex and they change, and account has to be taken of this. The issue with building construction industry like other industries is that, while they have to accept and understand these differences and take full account of them, they ultimately have to proceed on the basis of fitting them to the requirements of the situation, which are essentially what they need to achieve. There is always a limit to the extent to which an industry, which relies on collective effort to achieve its goals, can adjust itself to the specific needs of individuals.

However, the industry should appreciate that the pressure it places on people can result in stress and hence become counterproductive.

21.45.1 Individuals

Some of the most enjoyable and enriching experiences and also some of the most annoying, frustrating and distressing experiences for workers in the construction organization occur on an individual basis.

In the building construction industry relationships are usually more formal, less close, yet can have a powerful influence on the lives of the workers involved and the project concerned.

21.46.2 Individuals in Group

Groups utilize the abilities, knowledge and experience of the individual members, to achieve a greater or less degree of efficiency. Groups tend to produce less ideas than the sum of the idea the individuals might produce working separately. However, the ideas produced are likely to be better because they are more thoroughly evaluated and have the benefit of the greater collective knowledge of the group during the evaluation.

21.47 CLARITY OF THOUGHT

The ability to think clearly is an important aspect of work. A confused mind creates confusion around it and often confuses other minds on common issues. The inability in the first place to think clearly originates from an inadequate understanding of the objectives and priorities associated with the problem.

21.48 HUMAN RESOURCES CONSTRAINTS

Human resources constraints are the single most important issue facing most building constructions. This has caused a rapid exodus of construction skilled workers to other sectors. This situation is similar or is rapidly becoming prevalent in the public and private sectors.

21.48.1 Inefficient Management Structure

The structure under which most building projects are managed makes it difficult to have consistency in building projects sites. Most building sites are not really managed but administered. A more focused management structure overcomes most work-in- progress [WIP] problems.

21.48.2 Psychological Impact

It is often assumed that a detailed statement of project implementation planning and project management planning in the form of a specific implementation plan can have an important attitudinal or psychological impact on a diverse and often fragmented work force. It would succeed in rallying the people behind the industry in a campaign to eliminate projects failure. By mobilizing popular support and cutting across workers, suppliers, sub contractors and contractors with the plea to all involved to work towards a building project success. It is argued that an enlightened control project team, through its implementation plan can best provide the needed incentives to overcome the inhibiting and other often divisive forces of sectionalism and individualism in a common quest for wide spread resources and managerial progress.

The problem highlighted and explained in association with workers behavior in building constructions demands timely revaluation. The difficulty in striking the right balance between not enough and too much information. The industry and the workers need to know what is mutually expected and what is supposed to be. They should be sufficient for control and communication, clear and concise. Inappropriate circumstance causes problems, more so those which are too long and complex.

21.49 PROJECT LEADERSHIP AND THE TEAM

The emphasis on planning and control techniques that tend to dominate the literature of project management should not imply a secondary importance to the issues of the project leadership and teamwork. The project manager or leader is vital to the success of any project (Briner et al. 2009:44). The role will vary somewhat with the project organization. In a task force environment the authority of the project manager is greater than in a coordination matrix. In terms of team-building therefore, the greater challenge for the project manager is the matrix environment. The behavioral issues associated with project leadership and teamwork is attracting an increasing amount of interest from practitioners and behavioural scientists.

The role of the project manager extends beyond the task of completing the project within its time, cost and quality objectives to managing the team and the stakeholders. The skill in a team environment changes in emphasis through the phases of the project. A list of the typical skills needed to manage a project would include:

1. The interpersonal, motivational, leadership skills (necessary to create a team from a group of specialists and the enthusiasms, dedication) and commitment to drive the team to achieve difficult targets,

2. A knowledge of the managerial and decision–making process necessary to ensure a successful project;

3.   An ability to resolve conflicts that arise at organizational interfaces by using negotiation and diplomatic skills;

4.   Presentation and communication skills and report writing capability.

5.   An appreciation of the systems and procedures required to provide effective project control, along with experience in the use of computerized project control systems;

6.   Adeptness at planning and managing resources, time schedules and cash flow;

7.   An understanding of the procurement process and how to deal with suppliers;

8.   An appreciation of quality and safety programmes;

9.   A thorough planning knowledge of the contracting process and how to deal with sub-contractors;

10.   An ability to obtain value for money through planning and financial control

11.   Style in carrying out the duties, so as to engender the trust and confidence of senior management and other stakeholders.

The above list of skills suggests that a good project manager needs to have an exceptionally wide range of skills. Not only should such a person need skill in understanding the techniques for managing the work content of the project, but he or she should be able to manage all the people involved in the project, such as the client, the sponsor and the team. On top of all this, he or she must be adept at managing organizational politics and their own career.

CHAPTER **TWENTY TWO**

QUALITY CONTROL AND ASSURANCE

Usually, we all desire good quality or high quality products. The question could arise; what is quality? Quality can be taken as the degree of goodness or the worth or value of a good.

22.1 QUALITY PERFORMANCE STANDARDS

Successful project management requires completion of a project on time and within cost as well as with the acceptable performance standards or quality. Effective project management requires a judicious balance or trade-off among the constraints of time, cost and quality. Poor quality could result in the rejection of the final product, cost escalation, delay due to revision and rework and could damage a company's image or goodwill. It is therefore necessary to develop a quality programme management within an organization at the outset of a project. Quality programme management is the element in project management that is designed to assure the attainment of quality, utilizing

proven management techniques of planning, organization, implementation and control. There is need for organizations not just to set up a quality programme but to make it functional. Each project is unique. The system or organization quality programme for a particular project must evolve taking into account the project's life cycle and the characteristics of the phases .Quality refers to compliance to requirements while quality programme refers to a systematic approach to planning and controlling quality during a project. Consistente methods of operation are established for all activities that impact upon quality. Productivity normally rises when errors are reduced; project cost could also come down because of reduction or avoidance of the problem of repeating a project activity.

22.2 QUALITY CONTROL

This is the process of maintaining and guaranteeing a given level of quality in the product or service delivered. This is not easily achieved. Quality control, an important part of the quality programme, consists of inspection, examination and testing. Sampling plans have been developed based in the theory of probability to provide an economic and efficient basis for the acceptance or rejection of the entire product based on quality. Quality control is conducted after the work is done or purchased, delivered and hence problems are detected only after the inspection, examination and testing are carried out. Quality control alone cannot be considered cost-effective and economical especially if the probability of detecting or predicting quality lapses exists or could be developed.

22.3 QUALITY ASSURANCE

This involves the operational techniques and activities that are used to fulfill the requirement for quality. Such activities are aimed at both monitoring a process and eliminating causes of unsatisfactory performance at relevant stages of the quality system.

This is an organized attempt to ensure quality before a product or service is marketed. It is a planned and systematic action to ensure that special requirements are met, and that items, systems and structures will perform satisfactorily in service. It calls for adequate specification and design. Quality assurance concentrates on preventing problems in addition to identifying and correcting them, and it touches several areas such as marketing, engineering, procurement, production, control, material control, manufacturing, fabrication, inspection, testing, storage, shipping, installation, operation, maintenance, repair and modification. The actions undertaken are normally spelt out in the quality assurance, which include: Reviewing project objectives or incoming contracts or order documents to determine and define technical and quality requirement.

1. To control design activities and to assure that quality is designed into the product to assure consideration of performance, reliability, maintainability, safety, standardization, interchangeability and cost, controlling procurement activities establishing document instructions, procedure, specifications and drawing, which include acceptance criteria for performing quality affecting activities,

2. Controlling the preparation, review of adequacy, approval, issuance and revision of documents specifying quality requirements and describing quality affecting activities,

3. Controlling purchased items and services including the evaluation of their adequacy, Identifying and controlling materials and items so that only accepted ones are used or installed, Identifying and promptly correcting conditions adverse to quality, Performing audits to determine compliance with quality programme and its effectiveness,

4. Performing trend analysis to identify repetitive conditions adverse to quality.

22.4 TOTAL QUALITY CONTROL

This is a quality control process that assigns responsibility for quality to workers rather than just the managers. It aims at forcing all project participants to strive to do the right thing the first time. The process stresses that, all errors of defects be identified and resolved at their source. It emphasizes full participation by all employees and hence it is a commitment to quality. Successful quality programme management requires commitment on the part of all project participants. the encouragement of quality by the top management especially through provision of support and leadership which is done by creating an atmosphere for a project that encourages quality. Emphasis is placed on preventing, identifying and correcting problems instead of hiding them and accepting them as a cost of doing business. Top management should include quality performance in the performance evaluation of all project personnel and as a topic in all project review meetings. When successfully implemented, the result is a potential reduction in cost and an improvement in management efficiency and effectiveness.

22.5 QUALITY OF INCOMING MATERIALS

According to Caplen, (1978) if bad materials are used in our production runs a lot of good work may be done before its shortcomings are discovered. Thus eventually we do not only have to scrap bad materials itself, but in addition lose the good work we have done on it. As this is liable to be costly, we must obviously try to ensure that all materials are satisfactory before they are used for production.

It is therefore the duty of any organization whether large or small to workout methods of receiving incoming raw materials from suppliers that meet the stated standards.

22.5.1 Incoming Materials

Incoming materials are raw materials which are purchased by the firm for its consumption. It is not always true that a purchase would accept all raw

materials and components bought for any purpose from the supplier. Quality control checks are enforced on these materials either at the supplies premises or the producers. If the supplier is creditable and his quality control technique is acceptable to the purchaser then the product (raw materials and components) would always be inspected at the suppliers' premises (Scott,1971).

22.5.2 Out-Going Finished Goods

The main purpose of final inspection is not to provide data for immediate action; rather it is to ensure that only products of quality standard are allowed to leave the company. If an effective quality control system is in operation or during the process of production, there is no need for final inspection at this stage.

22.6 QUALITY CONTROL TOOLS AND TECHNI-QUES.

Quality control tools and techniques are employed systematically to ensure a quality operation that will fashion out quality products where everybody concerned will be happy. PMBK. (1996), these tools and techniques include:

22.6.1 Quality Control Charts

This is a graphic display of the results overtime for a process. It is used to determine if the process is in control. A process that is found to be in control does not need further adjustment while adjustments are used to put processes that are going off control back to its normal order (Townsend, et al (1986).

22.6.2 Quality Planning Process

This considers benefits/cost trade off. The primary benefits of meeting quality requirements includes; less rework which results in higher productivity, lowerd costs and increased customer satisfaction while the primary cost of meeting quality requirements relates to the expenses associated with the operations of quality management activities.

22.6.3 Quality Improvement

Includes taking actions to increase the effectiveness and efficiency of the entire operations processes in order to promote added benefits of the project.

These tools and techniques at various times during operation show whether the system is in control as well as areas of problem for easy identification and correction.

22.7 PURPOSE OF QUALITY CONTROL

In any case, quality control has as its objective the economical production of a greater quantity of more uniform products at the quality the customer wants (Morrison, 1989). Each part of this objective is important because only when all phases of the objective are realized will a true quality program be achieved. It is apparent that quality controls when properly applied have many beneficial consequences. By reducing variability and increasing product uniformity, a greater quantity of good products are produced (Heyel,1982).

Raw materials used are also reduced. Productive and non-productive labour costs are reduced. These savings can be utilized for profit improvement, product quality improvement, or price reductions to the customer. Beyond these direct benefits to manufacturers are the longer-term economic benefits of conservation of nation manpower and resources (Marc,1990).

To a greater extent, the purpose of quality control activities are the provision of assurance that goods or services conform to specified standard. This is done for the following reasons:-

- To ensure that the work may proceed to the next operation in other to avoid superfluous processing of faulty goods (Scott,1971).
- To satisfy the consumer by endeavoring to comply with the declared specifications of the product (Juram, 1974).

Quality control is meant to be instructive, so that reoccurrence of mistakes can be eliminated. To compare the quality level obtained with the desirable level as a basis for process control, detection of trends and process adjustment