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IMPACT OF CURRENT MANAGEMENT PRACTICES ON LABOUR PRODUCTIVITY IN CONSTRUCTION INDUSTRY

By

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Abstract

Studies on productivity in the construction industry in Nigeria have been developed in recent time. However, the aspect of productivity in relation to labour and management practices have been undermined given rise to scanty literature on this aspect of studies on most importantly, the inability of management of construction companies to sufficiently induce high productivity in workers. This study investigated the impact of current management practice on labour productivity in the construction industry Abuja, Nigeria. Considering various management practices and the impact variables namely: management incentives, leadership style of operation, welfare scheme, workers training and work environment among other variables. A questionnaire was designed using google form and 110 workers of 18 member companies of Abuja construction industry in Nigeria were identified and accepted at random to have filled the form which only 67 duly completed the form and were then used for the analysis of this paper. Frequency analysis as well as chi square test were performed as statistical analysis on the responses at 5% level of significance with the aim of establishing link relationship between management practice and impact variables in Abuja construction industry. From chi square test, the results shows that management incentive (P= 0.036), workers training (P= 0.001), leadership style of operation are significant (P=0.01). Labour productivity can be more enhance if management of Abuja, Nigeria construction industry will sustain management incentive and the leadership style of operation and improve on workers training.

Keywords: Management Practices, Human Resources, Human Resource Management (RHM), Labour Productivity, Welfare Scheme, Abuja.

Introduction

The construction industry is vital in the growth and development of every nation, which is as old as civilisation itself therefore, it strategic vitality can never be over emphasized. The activities of

construction forecast the direction of many nations' economy reasons being; the industry is often described as a leading sector in most nations' economy. The cost of construction is high and primarily depends on the labour and material cost as showed in previous research (Adebowale and Agumba, 2023: Udegbe, 2007). In many trades of construction, the basis of arriving at an estimated time and cost is ''productivity'' in a construction process. However, productivity varies from place to place, country to country and firm to firm. Specifically, productivity is affected by what employees feel motivated to do, they work in such an efficient manner given a set of common objectives for them and their team members. Productivity is the major challenge faced by all contractors, which is achieving quantity and quality results while controlling inputs (Adebowale and Agumba, 2023; Ailabouni, Gidado and Painting, 2007).

Good productivity helps the contractor to be more efficient and profitable while executing the project and also having a good knowledge of productivity levels helps the contractors to be more competitive while bidding for jobs or projects. Better productivity could be achieved in construction industries by effective utilisation of available labour force resources (Ailabouni, Gidado and Painting, 2007).

In project execution, labour force is one of the essential tools considered before any project can be carried out. Furthermore, the site executives/managers are the Builders, Engineers, the Architects, and Quantity surveyors. Whereas the skilled labour are the Crafts men, Masons, Plumbers, Electricians, Painters and Machine operators, etc, while the unskilled labours are labourers or helpers, those without pronounce skill and formal certification, Bawa, (2017). Basically, the main purpose of organizing the labour force in the construction industry is to carry out effective and efficient projects based on the stated or scheduled time of its completion.

Another area that requires proper and efficient execution is the managerial aspect as it relates to construction industries. Management is all about the sequential process of planning, organizing, leading and controlling the activities of organizational members and using all other organizational resources to achieve set goals, Aghimien, et al. (2025). The purpose of management as regards to construction involves the introduction of human resource management to ensure proper planning and scheduling in project execution (Bawa, 2017).

Therefore, labour relations management in project execution is a vital aspect that brings about proper and effective execution of projects in construction industry, Nguyen et al., (2021). Construction labour productivity has lagged behind in productivity in the last 50 years as a result of inadequate management. This has led to unsatisfactory level of productivity in Nigeria construction industry and also was discovered that seven or more out of every ten project experience delay and sometimes abandonment as a result of poor management (Aibinu and Jagboro, 2002; Aniekwu and Ozochi, 2010; Boyle, Haller, and Hunt, 2016; Hanna, 2010).

The construction industry in Nigeria faced a slight decline as a result of the falling economic fortune of the country in recent years that further pointed out that the only exception was the

Federal Capital Abuja that necessitated gigantic and massive modern structures as a result of the relocation and the administrative centre of the nation (Hassan, and Riaz, 2024).

This research covers the construction industry in Abuja, Nigeria with the aim of assessing the impact of labour productivity in relation to management practice. The objectives of this paper is to measure the impact management practices have on labour productivity in the construction industry in Abuja - Nigeria. After reviewing the above the null hypothesis was chosen, which is '' Management practices have no significant impact on labour productivity in the Abuja construction industry''.

The researchers have decided to limit the scope of the research to identifying the impact of management practices on labour productivity in Abuja, Nigeria construction industry because of the high rate of construction of various types of structure in the Federal Capital.

LITERATURE REVIEW

Concept of Human Resource Management

During the literature review it was discovered that the concept of HRM was first introduced into Nigeria's literature during the colonial era in 1940 with commercialisation and industrialisation that later turn into wage employment. HRM practices in Nigeria are influenced greatly by social-cultural diversity which has presented a great challenge to HRM in the nation as a whole. Nigeria is characterised by over dependence on gender, culture, language, religion and educational qualifications which serves as a basis for employment. One of the major challenges facing human resource management practices in Nigeria was identified as the absence of indigenous and comprehensive human resource management models, Bilal, et al. (2021). In Nigeria, the HRM practices are in conjunction with western-inspired approaches, with indication of cultural and institutional influences, which shows a blend of indigenous and transplanted HRM practices. HRM practices, such as recruitment, compensation, performance appraisal and reward system were identified as some of the current HRM practices in Nigeria.

The point highlighted in the justification of this research that presented construction labour productivity as a major issue that has lagged behind in productivity in Nigeria, gave a reason to explore what productivity is and how it is perceived in the construction industry as a whole. This then takes us to the next stage of the literature review that presents a general review of productivity. During the literature review it was discovered that the word productivity was first mentioned in a formal way in an article by Quesuey 1766. It was identified that the relationship between an output and input worth adopted to produce the out worth was first known in the early twentieth century; this term gave productivity a more suitable meaning. It was also discovered that many definitions of productivity emerged in the 1950s, 1960s and 1970s but very few were landmarked (Kazaz et al., 2018).

The literature review also discovered that 'productivity' in construction industry has always been a vital issue and is said to be one of the ways to attain economic growth, enhance standards of

living and quality of life. An improvement in productivity was identified as an ultimate means of cost reduction in construction. Construction productivity in reality is a multidimensional, universal complex subject; that is difficult to quantify and mostly defined through the basic resource (example of such includes labour and material). This shows that trying to enhance productivity without the adequate knowledge of the factors influencing it makes it more difficult.

Factors affecting Productivity in Construction

Consequently, it was showed that several factors that have been identified over time by different researchers; as factors affecting productivity in construction industry in various countries. Most of the factors were discovered to be associated with lack of effective and efficient management practice. Nevertheless, while there seems to be an agreement as regards the factors affecting productivity in Nigeria, the researcher noticed that many studies have been carried out to determine the factors affecting productivity but very little have been specifically carried out to determine how effective the human resource management practices are in managing labour performance. It was also identified that the unsatisfactory level of productivity in Nigeria construction industry, which has resulted in delay and abandonment of projects are issues associated with labour performance.

In respect to what was reviewed in the literature, the researchers have decided to carry out a study to determine the impact of the current management practices on labour productivity in Abuja, Nigeria construction industry with the aim of measuring the impact of the current management practices on labour productivity in Abuja, Nigeria construction industry. In respect to the above issue, various factors affecting labour performance in construction industry were identified to facilitate better understanding and to further serve as a guide in measuring the impact the current management practices have on labour productive in construction industry in Abuja, Nigeria.

Methodology

After reviewing the various authors on the different types of research strategies and the different research methods available, the researchers adopted quantitative research strategy to be most suitable and with the adoption of questionnaire designed in Google form as the most appropriate instrument to carry out the survey.

However, the questionnaire designed and forwarded to 110 workers of 18 member companies in Abuja construction industry in Nigeria at random wherethe filled formsacceptedwere only 67 duly completed, and was then used for the analysis of this paper. Frequency analysis as well as chi square test were performed as statistical analysis on the responses at 5% level of significance with the aim of establishing link relationship between management practice and impact variables in the study area.

Results and Discussion

After reviewing the various authors on the different types of research strategies and the different research methods available the quantitative research strategy was identified to be most suitable and with the adoption of questionnaire drafted using google form as the most appropriate instrument to carry out the survey. The selection has been made basically due to time restraints and the total number of respondents that the questionnaire is expected to draw upon, thus giving a genuine impression of construction industry workers opinion. Therefore, results of analysis of data obtained from the questionnaire are presented below.

Table 1: Percentage of Respondents that have Company's HR Department

	Frequency	Percent
Yes	57	85.1
No	10	14.9
Total	**67**	**100.0**

Source: Authors, 2025.

The question; does the company have a human resource department? From data collected and analysed, it indicates above on table 1 that of the respondents surveyed 85.1% (57) of the respondents indicated that their company do have human resource department in their company while 14.9% (10) of the respondents indicated do not have human resource department in their company.

Table 2: Type of Practices Human Resource Department Engage in.

Types	Frequency	Percent
Recruitment	13	22.4
Training	0	0
Promotion	0	0
Discipline	6	10.4
All of the Above	38	65.5
Others	1	1.7
Total	**58**	**100.0**

Source: Authors' 2025.

The next question asked was for the type of practices the human resource department engages in. Table 2 shows the analysis of data collected from the respondents survey: 22.4% (13) indicated that the department engages in only recruitment; known of the respondents indicated that the department engages in only training or promotion; 10.4% (6) indicated that the department engages in only discipline; 65.5% (38) indicated that the human resource department engages in all the above practices; and only 1.7% (1) indicated others as the practice the department engages in. This indicates that most companies in Abuja, Nigeria construction industry do adopt all the above practices.

Table 3: Percentage of Company that gives Incentive

Percentage	Frequency	Percent

Yes	48	71.6
No	19	28.4
Total	**67**	**100.0**

Source: Authors' 2025

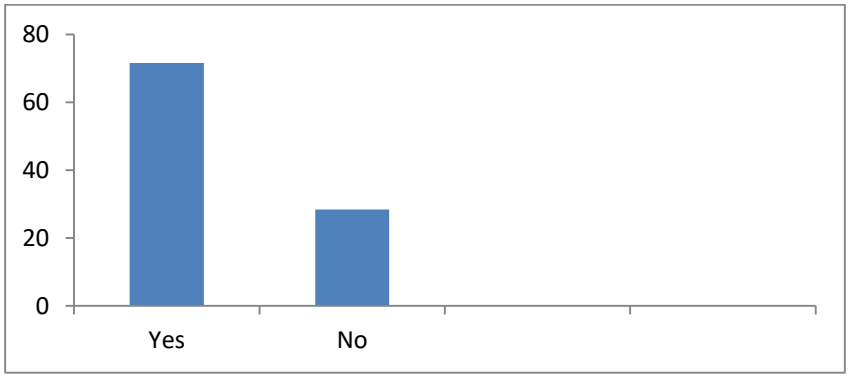


Figure 3: Percentage of Company that gives Incentive to Workers

Analysed above is question on companies that gives incentives as shown on the table 3 above the percentage of respondents that indicated whether their company give incentive or not, 71.6% (48) of the respondents indicated that their company gives incentive while 28.4% (19) indicated that their company does not. This shows that majority of the companies in Abuja, Nigeria construction industries give incentive which aids to motivate workers to improve their productivity.

Table 4: Type of Incentives Given

Type	Frequency	Percent
Salary bonus	16	23.9
Allowance	6	9.0
Fringe benefits	12	17.9
Others	13	19.4
Missing System	20	29.9
Total	47	70.1
Total	**67**	**100.0**

Source: Authors' 2025.

From the data collected and analysed, it is shown on table 4 the analysis of the type of incentive given to workers, 34% (15) indicated salary bonus, 12.8% (6) indicated allowance, 25.5% indicated fringe benefits and while 27.7% (14) indicated others. Some of the other types of incentive specified by the respondents include; soft loans and a combination of the aforementioned type of incentives.

Table 5: Percentage of Companies that Send Workers for Training

% response	Frequency	Percent
Yes	42	62.7
No	25	37.3

Total	67	100.0

Source: Authors' 2025.

From the data collected and analysed on table 5, the percentage of companies that sends workers for training was determined as follows; 62.7% (42) do send workers for training while 37.3% (25) do not send workers for training. Based on the above analysis it could be said that most companies in Abuja, Nigeria construction industry send workers on training.

Table 6: Training Effectiveness

Training condition	Frequency	Percent
Very poor	1	2.4
Poor	22	52.4
Average	14	33.3
Good	0	0
Very good	5	11.9
Total	**42**	**100.0**

Source: Authors' 2025.

Shown on the table 6 above are details of data collected and analysed of how effective the workers consider the training given to them. 2.4% (1) of the respondents considered it very poor, 52.4% of the respondents considered it to be poor, 33.3% (14) of the respondents considered it average, known of the respondents considered it good and 11.9% (5) of the respondents considered it very good. From the above analysis it shows that a great percentage of the respondents considered training in Abuja, Nigeria construction industry to be poor and ineffective.

Table 7: Percentage of Companies that have Welfare Scheme

Respondents	Frequency	Percent
Yes	49	73.1
No	18	26.9
Total	67	100.0

Source: Authors' 2025

Table 7 above shows the percentage of companies that have welfare scheme. From the data collected and analysed, 73.1% (49) respondents indicated that their companies have a welfare scheme while 26.9% (18) respondents indicated that their companies do not have a welfare scheme. Based on the above analysis, it shows that a great percentage of Abuja, Nigeria construction industry do have a welfare scheme that aids to motivate workers and in turn enhance labour productivity.

Table 8: Welfare Scheme Effective.

Scheme response	Frequency	Percent
Very poor	0	0

Poor	5	10.2
Average	22	44.9
Good	16	32.7
Very good	6	12.3
Total	**49**	**100.0**

Source: Authors' 2025

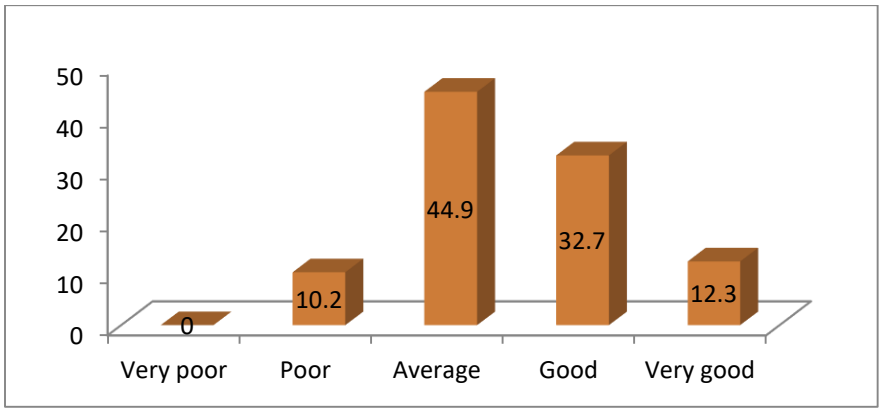


Figure 8: Welfare Scheme Effective.

The table 8 above analysed data collected to know how effective the welfare scheme is. none of the respondents indicated very poor, 10.2% (5) of the respondents indicated poor, 44.9% (22) of the respondents indicated average, 32.7% (16) of the respondents indicated good while 12.3% (6) of the respondents indicated very good. From the above it shows that a great percentage of the respondents consider the welfare scheme to be average in Abuja, Nigeria construction industry.

Table 9: Leadership Style of Operation

Style	Frequency	Percent
Democratic	14	20.9
Authoritative	26	38.8
Both	24	35.8
Others	3	4.5
Total	**67**	**100.0**

Source: Authors' 2025.

The next question asked 'what leadership style of operation used in their company?' Data of the analysis are shown on table 9 above that presents the following; 20.9% (14) of the respondents considered it democratic; 38.8% (26) considered it to be authoritative; 35.8% (24) of the respondents considered the style of operation to be both democratic and authoritative; and while 4.5% considered other style of operation. Based on the above analysed data, it can be said that a great percentage of the respondents considered the leadership style of operation to be authoritative which indicates that most companies in Abuja, Nigeria applies McGregor theory X of management.

Table 10: Communication between the Management and the Workers

Comm. Media	Frequency	Percent
Verbal	23	34.3
Union	21	31.3
Bulletin news	2	3
Staff assembly	4	6
Others	17	25.4
Total	**67**	**100**

Source: Authors' 2025.

From the table 10 above, it shows details of data collected and analysed for the style of communication between the management and the workers. 34.3% of the respondents indicated verbal style of communication; 31.3% (21) respondents indicated union style of communication; 3% (2) respondents considered bulletin news as the style of communication; 6% (4) of the respondents considered the style of communication to be staff assembly; while 25.4% (17) considered other style of communication, which includes the combination of some of the above style of communication. Based on the above analysed data, it can be said that a great percentage of Abuja, Nigeria construction industry's style of communication between the management and the workers is the verbal style.

Table 11: The Management / Worker Relationship

Relationship	Frequency	Percent
Very Poor	1	1.5
Poor	7	10.5
Average	19	28.4
Good	23	34.3
Very Good	17	25.4
Total	**67**	**100.0**

Source: Authors' 2025.

Analysed and shown on table 19 are data collected from respondents to determine how effective the management / workers relationship. 1.5% (1) respondents indicated that very poor; 10.5 (7) of the respondents indicated poor; 28.4% (19) of the respondents indicated average; 25.4% (17) of the respondents indicated very well. Based on the above analysed data, it shows that a great percentage of the management/workers relationship in Abuja, Nigeria construction industry is good.

Table 12: Working Environment and Tools for Works on Site

	Frequency	Percent
Very Poor	0	0
Poor	4	6
Average	15	22.4
Good	40	59.7
Very good	8	11.9
Total	**67**	**100**

Source: Authors' 2025.

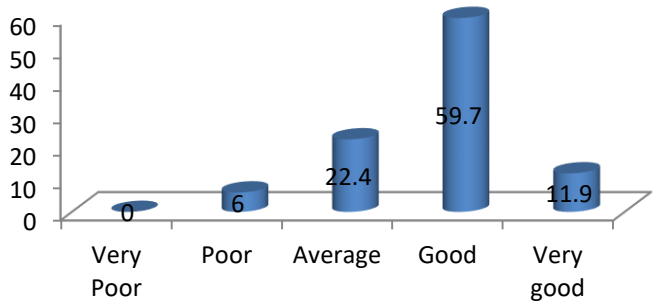


Figure 12: Work Environment and Tools for works on Site

Shown on the table 12 above are data collected from respondents to determine the condition of the working environment and tools for works on site. Based on the analysis known of the respondents considered the working environment and tools for works very poor; 4% (6) of the respondents considered it poor; 22.4% (15) of the respondents considered it average; 59.7% (40) of the respondents considered it good; while the 11.9% (8) of the respondents considered the working environment and tools for works on site to be very good.

Table 13: Ways Labour Productivity can be improved

Ways	Frequency	Percent
Effective Training	22	40.7
Increase in Welfare Package and Upgrade in Salary	12	22.2
Safety of Working Environment and Good Communication	10	18.5
Providing incentive to Staff	10	18.5

Total	**54**	**100**

Source: Authors' 2025.

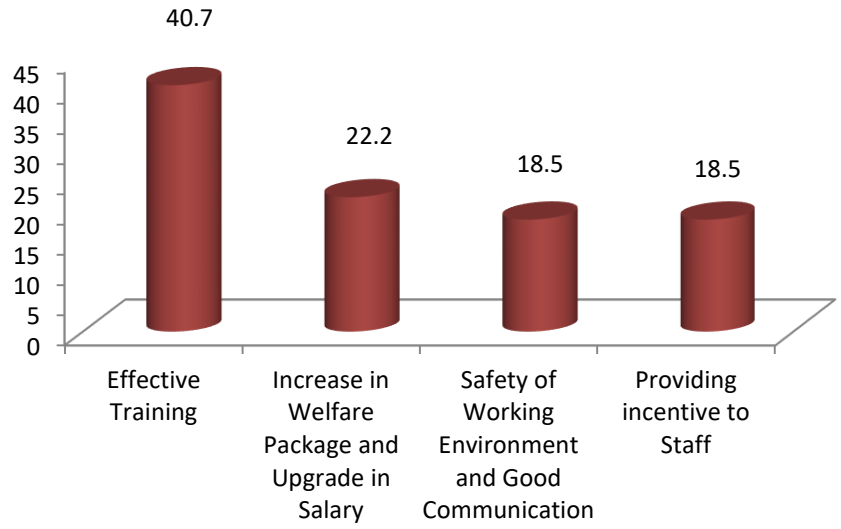


Figure 13: Ways Labour Productivity can be improved

From table 13 shown above, it shows the various views of how the respondents feel labour productivity can be improved; only 54 out of 67 respondents gave their views on how labour productivity can be improved. Among the factors the respondents identified were; 41% (22) suggested effective training; 22.2% (12) suggested increase in welfare package and upgrade in staff salary; 18.5% (10) suggested safety of the working environment and good communication between the management and the staff; while 18.5% (10) suggested providing incentive for staff as a way to improve labour productivity. Based on the analysed data, it was identified that effective training" will play a vital role in improving the labour productivity in Abuja, Nigeria construction industry.

Hypothesis Testing

The hypothesis that the current management practices has no impact on labour productivity in Abuja, Nigeria construction industry is investigated by considering the impact variables namely: incentives; workers training; workers welfare; style of operation; and work environment and tool for work. This gives rise to sub-hypothesis concerning each of the impact factors used in the study. Chi-square test statistic using 5% level of significance was used in this case.

Hypothesis I :(H_{o1}: Labour Productivity is not Associated with Management Incentives)

On whether labour productivity is not induced by incentives offered by the management, the null hypothesis: H_{o1} is rejected with chi square value of 10.297 (or P= 0.036 < 0.05) as witnessed from the analysis. The table shows that 74.6% respondents supported the fact that the management of construction industries in Abuja have incentives available and sees it as a strong motivation to higher labour productivity.

Hypothesis II: (H_{O2}: Labour Productivity is not associated with Workers Training)
Considering the second sub-hypothesis on whether labour productivity is not induced by workers training, again, the null hypothesis is rejected with chi square value of 18. 432 (or P= 0.001 < 0.05) as shown. Respondents also supposed here that training of workers is instrumental to higher labour productivity. However, on the table 67.8% of the respondents are of the opinion that there is training opportunity which in turn induces higher labour productivity in Abuja, Nigeria construction industry.

Hypothesis III: (H_{O3}: Labour Productivity is not associated with Workers Welfare Package)
On whether workers welfare package is not associated with high productivity, the chi square value of 8.158 (or p= 0.086 > 0.05) as show on table, this suggested that the welfare package offered by the construction industry in Abuja Nigeria is not associated with labour productivity. Although 78% as shown on table responded to the fact that these companies have welfare scheme in place the result of the chi- square test is a pointer to the fact that the scheme is not significant.

Hypothesis IV: (H_{O4}: Labour Productivity is not associated with Work Environment and Tool for Work)
On the management practice and work environment, the hypothesis is not rejected with chi square value 15.378 (or P=0.221 > 0.05) as shown. Although 61% of the respondents indicated that the work environment and tools for work is above average. The chi square is a pointer to the fact that it is not significant in Abuja, Nigeria construction industry.

Hypothesis V: (H_{O5}: Labour Productivity is not associated with Leadership Style of Operation)
On whether leadership style of operation is not associated with high labour productivity, the chi square value of 34.519 (or P=0.01 < 0.05) as witnessed suggests that the leadership style of operation offered by the construction industry in Abuja, Nigeria is associated with labour productivity. However, the 61% respondents point to the fact that the style of operation is authoritative, the results of chi square is a pointer that precisely the leadership style of operation is significant also.

Summary of Findings
The paper assessed the impact management practices have on labour productivity in Abuja, Nigeria construction industry. The implication of the impact variables of the study on labour productivity considered in this paper suggest that incentives, workers training, and leadership style of operation have more significance impact on labour productivity. From the chi square test,

the results show that management incentive (P=0.036), workers training (P= 0.001) and leadership style of operation (P=0.01) are significant. Variable such as workers welfare package, work environment does not affect labour productivity significantly more so, as Abuja construction workers are indifferent to work environment and kind of welfare scheme package with 45% of the respondents adjudged to be on the average.

Conclusion

In essence, we can conclude here that incentives, style of operation and workers training are management practices that could bring about high labour productivity in Abuja construction Industry.

The paper assessed the impact management practices have on labour productivity in Abuja, construction industry – Nigeria. The implication of the impact variables of the study on labour productivity considered in this paper suggest that incentives, workers training, and leadership style of operation have more significance impact on labour productivity.

Recommendation

This paper recommends the sustenance of management incentive and the leadership style of operation and also encourages improvement of workers training to enhance labour productivity in Abuja, Nigeria construction industry.

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