

## **Human resources management practices and Human-related factors affecting private real estate project implementation success in South-East Nigeria <sup>1</sup>**

**Christian Osita Ifediora<sup>i</sup>, Charles Chukwunwike Egolum<sup>ii</sup> and Fidelis Ifeanyi Emoh<sup>iii</sup>**

<sup>i</sup>Department of Estate Management, Ajayi Crowther University Oyo, Oyo State

<sup>ii & iii</sup>Department of Estate Management, Nnamdi Azikiwe University Awka, Anambra State  
Nigeria

### **ABSTRACT**

Implementation of private real estate project over time has been associated with failures and has been a growing concern which calls for solution. To effectively tackle this, this study assessed human-related factors and human resources management (HRM) practices affecting private real estate project implementation success in South-East Nigeria. It identified the variables that make up each of human-related factors and HRM practices and determined the extent they affects implementation success. The study is more of descriptive and descriptive analysis was used to summarize the data collected. The study population includes the firms of professionals involved in real estate projects. The results indicated that nature of clients' means of funding highest while wrong recruitment and selection practice were ranked highest respectively. It was also discovered that identified factors affects private real estate projects implementation success to a great extent. The study recommended that high ranked factors must be taken seriously especially when implementing private real estate projects, this is necessary to ensure that private real estate projects are successfully implemented and cases of failure minimised to the barest minimum.

**Keywords:** Factors, HRM practices, Human-related, Private real estate, Project implementation success.

### **INTRODUCTION**

Failure to successfully implement most real estate projects has become a concern to the stakeholders especially the professionals in the built environment. This failure has continued to manifest in form of collapse or abandonment. Abandoned and collapsed private real estate projects are typical fall out of unsuccessful projects and they abound in South East Nigeria. It is worthy to note that there are cases of failed private real estate projects in almost all the states in the South

---

<sup>1</sup> How to cite this paper: Ifediora, C. O., Chukwunwike, C., Emoh, F. I. (2020). Human resources management practices and Human-related factors affecting private real estate project implementation success in South-East Nigeria; *PM World Journal*, Vol. IX, Issue IV, April.

East Nigeria. More disturbing is reports by Nwachukwu and Emoh (2011), who asserted when there is a challenge of building development failure, abandonment or collapse, everyone looks up to the engineers who in their professional pride and personality ego accept the blame but could not find solutions the menace. Some studies have identified several factors which affect real estate projects implementation success but the extent to which these factors affect implementation success is not yet known from the point of view of the professionals neither has there been emphasis on human-related factors and human resources management practices. It is worthy to state there is dire need to take cognizance of these identified factors which will serve as a guide in successful execution of private real estate projects, yet there still exist cases of unsuccessful private real estate projects in the study area. This was confirmed by Nzekwe, Oladejo and Emoh (2015), which noted that the real estate sector of Nigerian construction industry is dotted with too many cases of failed, abandoned or uncompleted projects. Nwachukwu and Emoh (2011) stated that the case of failure, abandonment and collapse of real estate projects is prominent especially in developing economies, incidentally the states under study falls under a nation that is categorised under a developing economy. Sadly too, there are still abandoned projects defacing the landscape and recurring cases of collapse of real estate projects in Abia, Anambra, Enugu, Ebonyi and Imo, these could be attributed to a number of factors amongst who are human-related and human resources management practices. It is believed these identified factors are the reasons why states like Anambra, Enugu, Imo, Abia and Ebonyi have witnessed cases of private real estate project failures in the time past and even now.

To ensure that private real estate projects are successfully executed, there is need to assess the identified factors that affect real estate projects implementation success in South East Nigeria by determining the extent they affects implementation success, this is expected to be the right step in the right direction towards curbing these reoccurring cases and ultimately ensure success in implementation of private real estate projects in the study area. This study specifically looks at the problems from the perspectives of professionals; how the identified factors affect implementation success and the extent the identified factors affect private real estate projects implementation success.

This study aims is to assess the human-related factors and human resources management practices and related factors that affect private real estate projects implementation success in South East Nigeria with a view to ascertaining the extent of their impact on project success. It identified the variables that make up human-related factors and human resources management practices. It ranked the impacts of the identified factors that affect private real estate projects implementation success and as well determined the extent the human-related factors and human resources management practices affects private affect private real estate projects implementation success in the study area.

## **REVIEW OF LITERATURE AND THEORETICAL FRAMEWORK /CONCEPTS**

This is the theoretical basis upon which this research is built. It contains all the relevant concepts, ideas that justify the study and show that the study can be carried through. It discussed the issues related to understanding the human related factors and human resources management practices that constraint private real estate projects implementation success with a view to finding out the relevant factors. Therefore, some theories and research works done by some scholars in relation to the subject matter were reviewed.

### **Human-related factors**

The human-related factors include the following:

- a. Nature of clients' means of funding - Lack of funds most times affects real estate development, it's necessary to consider the source of funding for such any real estate development as lack of fund may constraint implementation success. Also award of Contract without reference to availability of funds is another constraint that should be looked into before any implementation.
- b. Clients' emphasis on high quality of construction at low construction cost: Most times increase in price of materials have effect on implementation here, this affects real estate project implementation success, most time even when the prices of materials are high clients still seek for ways to cut corner leading to purchase of inferior materials.
- c. Project team leaders experience and commitment to meet success criterion.
- d. Project team leaders' working relationship with others.
- e. Level of clients' experience, project team leaders' technical skill and adaptability to changes in the plan.
- f. Clients' emphasis on quick construction and ability to brief.
- g. Management skill of the project team leaders which includes planning, organizing, coordinating, motivating and directing.
- h. Project team leaders' early and continued involvement in the project.
- i. Harassment of developers by the locals.

- j. Clients' decision-making ability and definition of roles.
- k. Size of the clients' organization.
- l. Clients' contribution to design and construction.

### **Human resources management practices and related factor**

Human resource management is a strategic and coherent approach to the management of an organization's most valued assets – the human working there; they individually and collectively are committed to achievement of its objectives, (Armstrong, 2006). There are innumerable examples of conglomerate and project crises in the construction sector that occurs as a result of human behaviour and it appears that practices of human resources management (HRM) has the potential to eliminate more risks in the construction than any other management approach, (Loosemore, 2000). While there are obvious evidences on literatures on human resources management practices in constructions industry, scholars have noted that these practices were not adhered to or delayed. According to Raidén and Dainty (2000), there are more academic publications on this subject area but the uptake of HRM practices in industry still delayed. The HRM practices commonly adopted by various companies were either formal method or informal method or both and some of the issues are regarding the HR functions, employee hiring rules, firing rules, finding sources of new employees, HR plans, training, job description and performance appraisal. It noted that only few companies follow the formal practices completely and most company formal HRM systems tend to be under-utilized, (Malkani and Kambekar, 2013).

HRM practices cuts across the following:

1. **Recruitment and selection practice:** This also referred to as staffing and recruitment. Most activities revolve around hiring labour needed for executing construction works or selection of project team members. Recruitment can be defined as a process of discovering the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient workforce (Mahapatro, 2010). According to (Armstrong, 2006), there are three stages of recruitment and selection. They include, defining requirements, attracting of candidates and select candidates. For real estate projects it's very important that while defining requirements, emphasis should be made on job description, the work to be undertaken should be cleared defined and specifications made. Emphasis should also be made on the technical competence of the individual involved, was he really trained and what experienced in the job in question? Is he physical and mentally fit? Can he or she meet the job expectations?

2. **Supervision/inspections:** The practices here includes proper supervision of human resources involved in the construction, a close check, monitoring and thorough inspections is needed here. In order to project success especially as it concerns private real estate, relevant professionals are required to design and implement appropriate ways to inspect/checks human resources involved in real estate projects, or better still devise means of how to effectively supervise personnel involved in real estate project implementation. Efforts must be made and which should aim at designing appropriate ways to check/inspection the human resources involved in the construction of real estate projects, implement strictly the ways designed and monitor compliance when implementing.
3. **Appointment of contractors:** Whether its appointment of contractors, subcontractors or suppliers, the entire process that leads to that requires careful and professional input. One cannot just appoint based on familiarity. It will be wise to check if one is appointing based on interest, experience of the contractor, on general or established procedure. Appointment of contractors following established guideline is more pronounced in public sector projects and its procedure is as outlined below according the public procurement of 2007.
4. **Procurement of materials:** How to procure materials is also a primary concern as humans are involved in this area. The process is crucial and it critical because if not properly handled, it could create problems for project managers. Some human resources who are involved in sale, purchase and supply of materials are engaged in so many sharp practices.
5. **Appraisal and compensation:** Here emphasis is placed on appraisal of the human resources involved in real estate development; compensation and rewards comes after a thorough appraisal of work done. Appraisal aims at evaluating how well workers (human resources) have met expected levels of accomplished task in comparism to stated standards or goals. Compensation of human resources is another important aspect human resources management. Proper compensation of human resources ensures high level of productivity in real estate development.
6. **Employment Relation and communication Practices:** Employee relations are concerned with generally managing the employment relationship, (Armstrong, 2006). Its looks at the aspects of information sharing (Sharing of information), knowledge management and Communication, which includes formal processes, procedures and channels of communication. Because of the changing working environment of real estate projects, sophistications in design and technology including characteristics of multitasking, role transitions and involvement, employees need to solve conflict, and to collaborate with their colleagues.

7. **Motivation:** Motivation is primarily concerned with factors that influence human resources (people) to act in certain ways. Motivation is an inner state which energizes, activates, moves, encourages and directs or channels behaviour towards effective and efficient goal realisation, (Nwachukwu, 2016). Actors in real estate industry is expected to try as much as possible pay attention to development of process and strategies aimed at ensuring that their employee are motivated to carry out their respective duties in line with current the best practices.
8. **Talent management and retention strategies:** This deals with talent planning and development. It cuts across practices aimed at encouraging talented employees by way of retaining them, engaging and sponsoring them for development of their passion. According to Armstrong, (2006), the approach should be one that emphasizes the ability of everyone to succeed and thereby ‘achieve extraordinary results with ordinary people, (p. 389.). Talent management is the use of an integrated set of activities to ensure that the organization attracts, retains, motivates and develops the talented people it needs now and in the future. The aim is to secure the flow of talent, bearing in mind that talent is a major corporate resource, (p. 390). While efforts is being made to help workers develop their talents, effort should be made to retain especially if they are the type that are willing to for the organisation and are eager to put in their best. It is also necessary to encourage the greatest contribution from existing talent and to value them accordingly, (p. 397).
9. **Job design and role development:** For effective delivery of real estate project, there must be clarity in area of *job design and roles development*. Job design deals with detailing and specification of the contents, process and methods to be adopted in order to attain stated goals. It aims at satisfying the organisations and needs of the individuals, in case of former could mean the real estate development company and later may include the employee or artisan or technician as the case may be.
10. **Job satisfaction and security:** Job security deals with degree of expectation to which an employee can stay in his/her job over an extended period of time, (Delery and Doty, 1996). Job security most cases arise from the terms of the employment, contractor labour legislation that prevents incessant lay off and contract termination. It can be enhanced by well-devised human resources planning and flexible organizational structure (Marchington and Wilkinson, 2008).
11. **Training, development and performance management/evaluation:** Performance management may be seen as a methodical process for improving organizational performance by developing individuals’ performance as well as team members. It is a ways of attaining

improved results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. Training, re-training and development of human resources are also very critical for success. Emphasis is placed on training and development, method for selecting employee, method of evaluation and problems encountered.

- 12. Human resource development:** Human resources development cuts across issues pertaining to qualification of human resource, recruitment, selection and placement. In human resource development, emphasis is placed on time and place for seminars, workshops, training and career development programs, (Nwachukwu, 2016). According to Armstrong (2006), Strategic human resource development aims at enhancing resource capability in accordance with the belief that human capital of any organisation is major source of competitive advantage. Its specific objective is to develop intellectual capital and promote team and individual learning through the creation of learning culture environment.
- 13. Reward management - Reward people:** The reward practices are underpinned by an organizational philosophy in which employees are valued and rewarded, (Armstrong 2006). If the organization pays more than its rivals, it can attract more individuals who possess superior job-related abilities. This may result in increase the quality of human resources applying for such job, and in turn motivate workers to apply their skills, knowledge and expertise in their respective activities. Reward can be financial and non-financial.
- 14. Health, safety and welfare:** Health and safety policies and programmes are concerned with protecting employees and other persons affected by what the company produces and do against the hazards resulting from their work place or their links with the various establishments. Occupational health programmes focuses on the prevention of ill-health resulting from working conditions. Some pertinent questions are; are these observed in real estate industry, if they are, to what extent? Is safety of the workers their priority?
- 15. Employment practices:** Employment practices are primarily concerned with the fundamental issues in employment relationship. It takes note of wage, working hours and issues pertaining to part time work, the latter is very important as most teeming population of the youths engage in real estate job are on temporary or part time basis. Employment practices need to be established in the following areas: terms and conditions and contracts of employment, mobility clauses, promotion practices, flexible working, equal opportunity, managing diversity, sexual harassment, bullying, substance abuse at work and work-life balance.

## **Review of related Literatures and empirical studies**

Siew (2014) carried out a study on human resource management in the construction industry-sustainability competencies. The study proposed a framework to measure sustainability competencies of employees within the construction industry sector. Four proficiency levels together with relevant descriptions were defined for a total of eight sustainability competencies. The suggested proficiency levels were then mapped to main construction related jobs based on the framework. An example was also given to illustrate the manner in which competencies should be assessed. Malkani and Kambekar (2013) carried out research on management of Human Resource in construction industry, the paper mainly focused on how to identify the different components of human resources management in the construction. A survey was conducted to identify HRM related issues within the construction company and result were analyzed keeping main focus on the human resource practices that are generally pursued in the Indian construction industry, availability of skilled labour and formal or informal method or forms commonly adopted for the management of the human resource. Ihuah (2014) carried out a review of soft and hard approaches of human resource management and the success of real estate development in Nigeria. The study noted that many property developers/managers in organisation in the pasts, and currently, are still utilising the “hard” approach of managing human resource, and while others utilise the “soft” approach in managing their employees. The paper investigated and assessed “hard” and “soft” approaches of HRM, come up with the best practice approach to provide real estate development success in Nigeria. The findings showed that the “soft” approach should be the best practice approach to utilise in managing the different human resources involved in real estate development processes for successful on-time completion. It recommended that since the ambiguities, discrepancies, and difficulties inherent in finding a common ground for the concept of HRM persist in the literature, more collaboration through research should be encouraged and sustained until a consensus agreement for HRM is achieved. Rushdi (2013) conducted a study on human resources management practices and employee satisfaction in real estate business. The study disclosed that employees want competitive salary, pleasant work environment, good management with top management’s support and inter-action, scope of presenting own views, cooperative colleagues, future safety, company in right path, regular merit based promotion, increment and bonuses, expansion of company, increasing of goodwill of the company, management’s support and services, management’s values for the employees and management’s sharing in personal or social occasions, while on the other hand management wants good human being as employees who always want to learn. The research indicated that, employees are dissatisfied with low salary and want to switch over from bad work environment to an environment high salary with better work. The research noted that the employees of the organization were still getting average salary but happy and feel highly satisfied due to better work environment. This according to the research was the bottom line of the entire study. Ifediora (2015) carried a study on the implications of human resources management (HRM) on real estate project management success in Awka South L.G.A., Anambra State. The result indicated that the success of real estate projects is dependent on quality of Human Resources practices and HR critical success factors have significant relationship with successful real estate project execution. Also in work by Ifediora and Keke (2019), they focused on HRM practices on real estate projects, again relative importance index was used in ranking HRM practices based on 5 point likert scale, the result indicated that

supervision/checks and inspection of real estate projects were ranked first and the result of the hypothesis indicated that success of real estate project is dependent on the quality of human resources practices employed or engaged in a project.

Summarily, Siew (2014), Malkani and Kambekar (2013), Ihuah (2014), Rusdi (2013), Ifediora (2015), and Ifediora and Keke (2019) were on human resources management. Siew's work focused mainly on HRM practices and did not consider other factors. Malkani and Kambekar (2013) was on management of human resources in construction industry, it focused on identifying different components of HRM in construction industry. It did not specify the aspect of construction industry it focused on. While Rusdi's work was more on employee's satisfaction in real estate business, the extent to which employees' satisfaction affect implementation success is not known. The work by Ifediora (2015) even though was on real estate projects was in just one local government in Anambra State and was specifically on human resources management practices and human resources critical success factors. In all none of the previous studies was able to determine the extent to which human-related factors and human resources management practices and related factors affects private real estate projects implementation success. Again other studies carried out previously did not cover or dwelt on Human-related factors. This is what this work covered.

## **RESEARCH METHODS**

The study is more parametric and descriptive which involved collection of data; this includes distribution of questionnaires and interviews. Descriptive analysis was used to summarise the data collected. Tables and simple percentages including ranking were also used. The firms of professionals involved in real estate projects implementation which includes Architects, Builders, Engineers (civil), Estate Surveyors and Quantity Surveyors who are directly involved in private real estate project implementation are the major focus of this work and are target the population. Total population sampling was used in this study. Total population sampling is a type of sampling technique which involves the examination of the entire population (i.e., the total population) that have a particular set of characteristics (e.g., experience, knowledge, skills, exposure to specific work or project, etc.). This research featured a close ended question in addition to matrix which is also a form of close ended questionnaire. Here questions were arranged to form a table with identical response options placed on top. Options were given to respondents to choose from. For each of research question, respondents were required to tick the box provided against a particular question. Respondents were also required to tick a box based on 5 point Likert scale and other provided options as the case maybe. This research involved both primary and secondary data. Validated structured questionnaires and interviews were used to gather primary data from respondents. Survey was conducted using copies of the questionnaire, administering it on the principal consultants of firms involved in real estate development which includes the Architects, Builders, Engineers (Civil), Estate Surveyors and Valuers and Quantity Surveyors. This was done in the five states under study. In this study, descriptive statistical tests were employed. Descriptive

statistical tools include the tools for presentation such as simple tables, simple percentages and mean item scores (MIS).

## RESULTS AND DISCUSSIONS

### Analysis of distributed questionnaires

This specifically captured distribution of questionnaires, its retrieval as well as the percentage of the questionnaires returned/retrieved from respondents.

**Table 1: Details of questionnaires distributed and returned**

S/N	Professional Firms	Total numbers of the questionnaires distributed to firms state by state and numbers retrieved.									
		Anambra		Enugu		Imo		Abia		Ebonyi	
		Distributed	Retrieved	Distributed	Retrieved	Distributed	Retrieved	Distributed	Retrieved	Distributed	Retrieved
1	Architecture	8	6	61	46	16	12	5	3	2	1
2	Building	27	21	21	15	16	12	24	18	5	2
3	Engineering	30	21	50	37	20	15	17	13	5	3
4	Estate Surveyors and Valuers	14	11	41	32	13	9	14	11	-	-
5	Quantity Surveyors	4	3	17	13	9	7	-	-	-	-
		83	62	190	143	74	55	60	45	12	6
Total number of questionnaires distributed.		<b>419</b>									
Total number of questionnaires retrieved.		<b>311</b>									
Success rate in percentage.		<b>74.22%</b>									

A total number of 419 questionnaires was distributed across the 5(five) professional firms identified and in the five (5) states in South East Nigeria which comprises of Anambra, Enugu, Imo, Abia and Ebonyi, a total number of 311 were retrieved representing 74.22%. The breakdown of the distribution and retrieval according to each profession (course studied) is as detailed in the table 1 above.

**Table 2: Data Presentation on professional membership status**

S/N	Professional membership status	No of respondents	Percentage (%)
1	Probationer	16	5
2	Associate	180	58
3	Corporate	87	28
4	Fellow	28	9
	<b>Total</b>	<b>311</b>	<b>100</b>

The table 2 above showed data presentation on the professional membership status by respondents, a total of 16 respondents representing 5% are probationers, a total of 180 respondents representing 58% are Associate members, a total of 87 respondents representing 28% are corporate members and a total of 28 respondents representing 9% are Fellows of their respective institutes/institution.

**Table 3: Data Presentation on the number of years of practice**

S/N	Number of years	No of respondents	Percentage (%)
1	0-5	90	29
2	6-10	128	41
3	11-15	59	19
4	16 and above	34	11
	<b>Total</b>	<b>311</b>	<b>100</b>

The table 3 above showed data presentation on the number of years of practices by respondents, a total of 90 respondents representing 29% indicated that they have been in practice between 0-5, 128 respondents representing 41% indicated that they have been in practice between 6-10 years, 59 respondents representing 19% indicated that they have been in practice between 11-15 years while a total of 34 respondents representing 11% indicated that the years of their practicing for 16 years and above.

**Table 4: Data presentation human-related factors and human resources management practices and related factors affecting private real estate project implementation success.**

S/N	The factors that affects private real estate project implementation success	N	SD	D	N	A	SA	SUM	MEAN
			1	2	3	4	5		
1	Human-related factors.	311	10 (3.22)	21 (6.75)	53 (17.04)	93 (29.90)	134 (43.09)	1253	4.02
2	Human resources management practices and related factor.	311	58 (18.65)	21 (6.75)	32 (10.29)	139 (44.69)	61 (19.62)	1057	3.40

The analysis in table 4 above shows human-related factors and human resources management practices and related factors that affect private real estate projects implementation success in the study area. It can be observed that 10, 21, 53, 93 and 135 respondents representing 3.22%, 6.75%, 17.04%, 29.04% and 43.08% went for strongly disagreed, disagreed, neutral, agreed and strongly agreed on case of human related factors while 58, 21, 32, 139 and 61 respondents representing 18.65%, 6.75%, 10.29%, 44.69% and 19.62% in that order went for HRM practices and related factors. This implies that respondents affirmed that human related factors and HRM practices and related factors affects private real estate projects implementation success as majority of the respondents went chose agreed and strongly agreed. Also I can be seen from the table too that human related factors with a mean score of 4.02 while human resources management practices and related factor has a mean score 3.40.

**Table 5: Data presentation on the extent human-related factor affects private real estate projects implementation success.**

S/N	Human-related factors	N	1	2	3	4	5	Sum	Mean	Rank
1	Nature of clients' means of funding.	311	0	0	21	134	156	1379	4.43	1 <sup>st</sup>
2	Project team leaders experience and commitment to meet success criterion.	311	18	11	23	103	156	1301	4.18	2 <sup>nd</sup>
3	Clients' emphasis on high quality of construction at low construction cost.	311	7	9	54	116	125	1276	4.10	3 <sup>rd</sup>
4	Project team leaders' working relationship with others.	311	21	11	31	125	123	1251	4.02	4 <sup>th</sup>
5	Level of clients' experience.	311	10	8	61	139	93	1230	3.95	5 <sup>th</sup>
6	Project team leaders' technical skill and adaptability to changes in the plan.	311	9	2	53	190	57	1217	3.91	6 <sup>th</sup>
7	Clients' emphasis on quick construction and ability to brief.	311	2	23	115	93	78	1155	3.71	7 <sup>th</sup>
8	Management skill of the project team leaders which includes planning, organizing, coordinating, motivating and directing.	311	53	23	23	93	119	1135	3.65	8 <sup>th</sup>
9	Project team leaders' early and continued involvement in the project.	311	11	58	59	126	57	1093	3.51	9 <sup>th</sup>

10	Harassment of developers by the locals.	311	0	87	92	91	41	1019	2.28	10 <sup>th</sup>
11	Clients' decision-making ability and definition of roles.	311	3	83	119	53	53	1003	3.23	11 <sup>th</sup>
12	Size of the clients' organization.	311	25	113	26	94	53	970	3.12	12 <sup>th</sup>
13	Clients' contribution to design and construction.	311	44	95	84	83	5	843	2.72	13 <sup>th</sup>

Table 5 showed data presentation on the extent the variables under human-related factors affects private real estate projects implementation success as well as the ranking, while the likert points 1 to 5 represent the scales i.e. N – None, AL – A Little, AMA – A moderate amount, ALT - a lot and AGD – A great deal. From the findings it was discovered that nature of clients' means of funding was the highest (first) based on the ranking and was followed by project team leaders experience and commitment to meet success criterion which was ranked second, respectively in that in that order. This means that nature of clients' means of funding affects private real estate projects implementation success to a great extent. This can be confirmed from the number of respondents, a total 156 respondents went for a great deal.

**Table 6: Data presentation on the extent human resources management practices and related factor affect private real estate projects implementation success.**

S/N	Human resources management practices and related factor	N	1	2	3	4	5	Sum	Mean	Rank
1	Wrong recruitment and selection practice.	311	0	0	11	83	5	1450	4.66	1 <sup>st</sup>
2	Absence/poor supervision/inspections of workers involved in projects implementation.	311	0	0	31	135	145	1358	4.37	2 <sup>nd</sup>
3	Poor organization, design and development.	311	0	11	31	134	135	1326	4.26	3 <sup>rd</sup>
4	Faulty or wrong way of appointment of contractors.	311	0	41	62	145	63	1163	3.80	4 <sup>th</sup>
5	Absence of health, safety and welfare programmes.	311	0	35	83	123	70	1161	3.73	5 <sup>th</sup>
5	Faulty employment practices.	311	0	62	34	150	65	1151	3.70	6 <sup>th</sup>

6	Absence/poor training, development and performance management/evaluation.	311	0	31	113	114	53	1122	3.61	7 <sup>th</sup>
7	Faulty ways of handling procurement of materials.	311	41	20	33	156	61	1109	3.57	8 <sup>th</sup>
8	Poor appraisal system and absence of compensation packages for deserving participants.	311	10	23	123	94	61	1106	3.55	9 <sup>th</sup>
9	Absence of motivation for actors involved in implementation.	311	20	31	106	123	41	1077	3.46	10 <sup>th</sup>
10	Absence of job satisfaction and security.	311	11	33	125	85	57	1077	3.46	10 <sup>th</sup>
11	Poor or absence of human resource development programme.	311	33	43	65	107	63	1057	3.40	11 <sup>th</sup>
12	Faulty or absence of reward management.	311	4	73	82	117	35	1039	3.34	12 <sup>th</sup>
13	Poor employment relation and communication Practices.	311	21	73	81	63	73	1027	3.30	13 <sup>th</sup>
14	Faulty talent management and retention strategies.	311	10	73	93	93	42	1017	3.27	14 <sup>th</sup>
15	Faulty knowledge management system.	311	11	105	61	62	72	1012	3.25	15 <sup>th</sup>

The table 6 above showed data presentation on the extent the variables under human- resources management practices and related factor affects real estate projects implementation success as well as the ranking, while the likert points 1 to 5 represent the scales i.e. N – None, AL – A Little, AMA – A moderate amount, ALT - a lot and AGD – A great deal. From the findings it was discovered that wrong recruitment and selection practice was the highest (first) based on the ranking and was followed by absence/poor supervision/inspections of workers involved in projects implementation second, respectively in that in that order. This study however supports the work by Ifediora and Keke (2019), which also identified hiring/staff recruitment as top ranked in the ranking according to relative importance index even though this study used MIS to determine the ranking. Also this work collaborated that by Ogunde, *et al* (2017), especially as it identified external factors under which treatment of workforce, motivation and job security were amongst the top ranked in the order of importance. The analysis showed that wrong recruitment, selection practice, and absence/poor supervision/inspections of workers involved in private real estate projects implementation to a great extent affects projects implementation success even as they are ranked among the highest.

---

## **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

This study no doubt identified the human-related factors and human resources management practices that affect private real estate projects implementation success in South-East Nigeria and the extent they affect same. For human-related factors, the identified factors based in order of their ranking, i.e. from highest to lowest are; nature of clients' means of funding, project team leaders experience and commitment to meet success criterion, clients' emphasis on high quality of construction at low construction cost, project team leaders' working relationship with others, level of clients' experience, project team leaders' technical skill and adaptability to changes in the plan, clients' emphasis on quick construction and ability to brief, management skill of the project team leaders which includes planning, organizing, coordinating, motivating and directing, project team leaders' early and continued involvement in the project, harassment of developers by the locals, clients' decision making ability and definition of roles, size of the clients' organization, clients' contribution to design and construction.

Also for human resources management practice and related factors based in order of their ranking i.e. from highest to lowest are; wrong recruitment and selection practice, absence/poor supervision/inspections of workers involved in projects implementation, poor organization, design and development, faulty or wrong way of appointment of contractors, absence of health, safety and welfare programmes, faulty employment practices, absence/poor training, development and performance management/evaluation, faulty ways of handling procurement of materials, poor appraisal system and absence of compensation packages for deserving participants, absence of motivation for actors involved in implementation, absence of job satisfaction and security, poor or absence of human resource development programme, faulty or absence of reward management, poor employment relation and communication practices, faulty talent management and retention strategies and faulty knowledge management system.

Also one can see from the likert scale used for responses that greater number of respondents went for strongly agreed and agreed as it concerns the human-related factors and human resources management factors affecting private real estate project implementation success in South-East Nigeria, this implies that the factors identified factors affects implementation success. Conclusively, the variables that make up both identified human-related factors and human resources management practices and related factors affect private real estate to a great extent.

The study thereby recommends that the high ranked factors must be taken seriously especially when implementing private real estate projects, this is necessary to ensure that private real estate projects are successfully implemented and cases of failure minimised to the barest minimum.

## **REFERENCES**

Armstrong, M. (2006). *A handbook of Human resource management practice (10th ed)*. Retrieved from [http://recruitusmc.org/wp-content/uploads/2014/10/Handbook.of\\_.Human\\_.Resource.Management.Practice\\_10th.pd](http://recruitusmc.org/wp-content/uploads/2014/10/Handbook.of_.Human_.Resource.Management.Practice_10th.pd). June 19, 2018

Delery, J. E. and Doty, H. D. (1996). Modes of theorizing in strategic human resources management: tests of universalistic, contingency and configurational performance predictions. *Academy of Management Journal*, 39, 803-835. Retrieved from [doi:10.1108/13527600910930040](https://doi.org/10.1108/13527600910930040). September 20, 2018.

Grefen, P., Pernici, B. and Sánchez, G. (Ed.). (2012). Database support for workflow management: the WIDE project (Vol. 491). Springer US: Springer Science & Business Media.

Ifediora, C. O. and Keke, O. V. (2019). Human resources management practices and real estate project management success in Awka South L.G.A., Anambra State. *International Journal of Civil Engineering, Construction and Estate Management (IJCECEM)*, 7(2) 1-15. Retrieved from <https://www.eajournals.org/journals/international-journal-civil-engineering-construction-estate-management-ijcecem/vol-7-issue-2-may-2019/human-resources-management-practices-and-real-estate-project-management-success-in-awka-south-l-g-a-anambra-state/>. May 1, 2019

Ifediora, C. O., and Obineme, C. H. (2017). Procurement in real estate projects development and delivery: a case of human resources and material resources in Awka capital territory. *EPRA International Journal of Research and Development (IJRD)*, 2(7). Retrieved from [http://eprajournals.com/jpanel/upload/846pm\\_11.Ifediora,%20Christian%20Osita-1145.pdf](http://eprajournals.com/jpanel/upload/846pm_11.Ifediora,%20Christian%20Osita-1145.pdf). August 2, 2018.

Ifediora, C. O. (2015). *The implications of human resources management in real estate project management success in Awka south L.G.A., Anambra state*. Unpublished Master's thesis, Department of Estate Management, Nnamdi Azikiwe University Awka. Xii +107.

Ihuah, P. W. (2014). A review of soft and hard approaches of human resource management and the success of real estate development in Nigeria. *Journal of Business Management and Economic Development (JBMED)*, 1(1): 16-23. Retrieved from <http://usir.salford.ac.uk/31516/>. August 23, 2018.

Ihua, P. W., Kakulu, I. I., and Eaton, D. (2014), A review of critical project management success factors (CPMSF) for sustainable social housing in Nigeria. *International Journal of Sustainable Built Environment*, 3, 62–71. [doi:10.1016/j.ijse.2014.08.001](https://doi.org/10.1016/j.ijse.2014.08.001). November 23, 2018.

Loosemore, M. (2000). *Crisis management in construction project*. New York: American Society of Civil Engineers Press. Retrieved from <http://www.asce.org/templates/publications-book-detail.aspx?id=7965>. August 20, 2018.

Mahapatro, B. B. (2010), *Human Resources Management*. New Delhi: New Age International Publishers Limited.

Malkani, Z. A. K., and Kambekar, A. R. (2013), Management of human resource in construction industry. *International Journal of Engineering Research and Technology*, 6(3). 353-362. Retrieved from [www.irphouse.com/ijert/ijertv6n3\\_07.pdf](http://www.irphouse.com/ijert/ijertv6n3_07.pdf). September 3, 2018.

Marchington, M. and Wilkinson, A. (2008). *Human resources management at work: people management and development*. United Kingdom: Chartered institute of personnel management London. Retrieved from <http://www.cipd.co.uk/>. August 24, 2018.

Nwachukwu, C. C. (2016). *Dimensions of real estate project management*. Owerri, Nigeria: Gabtony Prints Ltd.

Nwachukwu, C. C. and Emoh, F. I. (2011). Building construction project management success as a critical issue in real estate development and investment. *American Journal of Social and Management Sciences*, 2(1), 56-75. [doi:10.5251/ajsms.2011.2.1.56.75](https://doi.org/10.5251/ajsms.2011.2.1.56.75). July 23, 2018.

Nzekwe, J. U., Oladejo, E. I., and Emoh, F. I. (2015). Assessment of factors responsible for successful project implementation in Anambra state, Nigeria. *Civil and Environmental Research*, 7(8), 39-57. Retrieved from <http://www.iiste.org/Journals/index.php/CER/article/view/24639>. June 1, 2018.

Nzekwe, J. U., Oladejo, E. I. and Emoh, F. I. (2015). Project failure as a reoccurring issue in developing countries: focus on Anambra state, south east Nigeria. *International Journal of Energy and Environmental Research*, 3(3), 1-20. Retrieved from <http://www.eajournals.org/wp-content/uploads/Project-Failure-As-A-Reoccurring-Issue-In-Developing-Countries.pdf>. June 1, 2018.

Ogunde, A.O., Olaolu, O., Afolabi, A., Owolabi J. and Ojelabi, R. (2017). Challenges confronting construction project management system for sustainable construction in developing countries: Professionals perspectives (a case study of Nigeria). *Journal of Building Performance*, 8 (1) Retrieved from [www.eprints.covenantuniversity.edu.ng/7736/](http://www.eprints.covenantuniversity.edu.ng/7736/). July 23, 2018.

Raidén, A. B. and Dainty, A. R. J. (2006). Human resource development in construction organisations: an example of a “chaordic” learning organisation? *The learning organisation*, 13(1), 63–79. [doi: 10.1108/09696470610639130](https://doi.org/10.1108/09696470610639130). June 1, 2018.

Rusdi, I. F. (2013). *HRM practices and employee satisfaction in real estate business: A study on vision 21 design and developments Ltd.* (MBA dissertation, BRAC University, Dhaka, Bangladesh). Retrieved from <http://dspace.bracu.ac.bd/xmlui/bitstream/handle/10361/3147/06264013.pdf?sequence=1&isAllowed=y>. September 7, 2018.

Siew, R. Y. J. (2014). Human resource management in the construction industry – Sustainability competencies. *Australasian Journal of Construction Economics and Building*, 14(2), 87-103. doi: 10.5130/ajceb.v14i2.3957. September 22, 2018.

Umeh, O. L. (2018). *Research methodology*. Lagos: University of Lagos Press and Bookshop limited.

## About the Authors



**Christian Osita Ifediora**

Oyo State, Nigeria



ESV **Christian Osita Ifediora**, B.Sc. (Estate Management), M.Sc. Estate Management (Project Management), ANIVS, RSV, is Lecturer in the Department of Estate Management, Faculty of Environmental Studies, Ajayi Crowther University, Oyo, Oyo State, Nigeria. Mr. Ifediora can be contacted at [ositaifediora@gmail.com](mailto:ositaifediora@gmail.com).



**Charles Chukwunwike Egolum**

Awka, Nigeria



Prof. **Charles Chukwunwike Egolum**, B.Sc. M.Sc. Ph.D. (Estate Management). M. Sc. (Business Administration), FNIVS, RSV, is Professor of Estate Management with specialization in Valuation and Appraisal in the Department of Estate Management, Pioneer HOD (Estate Management) at Nnamdi Azikiwe University in Awka, Nigeria and former Dean Faculty of Environmental Sciences.



**Fidelis Ifeanyi Emoh**

Awka, Nigeria



Prof. **Fidelis Ifeanyi Emoh**, B.Sc. M.Sc. Ph.D. (Estate Management). PGD, MBA (Banking and Finance), FNIVS, RSV, MNIM, FIMC, CMC, is a Professor of Real Estate and Valuation in the Department of Estate Management at Nnamdi Azikiwe University in Awka, Nigeria.