

## THE ROLE OF HUMAN RESOURCES PRACTICES AND EMPLOYEE ATTITUDES IN CONSTRUCTION COMPANIES IN YENAGOA CITY, BAYELSA STATE

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### ABSTRACT

*In various industries, especially management, effective human resource management is crucial for total organisational performance, which is usually driven by the dedication and commitment of the workforce. It is questionable whether human resource practices, such as compensation and organisational citizenship behaviours, influence employee attitudes at construction companies in Yenagoa City, Bayelsa State. This study investigated the correlation between human resources practices and employee attitudes, including organisational citizenship behaviour. To achieve this objective, the researcher employed a survey design, and relevant primary data were collected using a standardised instrument tailored to the study's requirements. The study's participants were 304 construction workers from a total sample of 319 drawn from six construction firms in Bayelsa State. The generated data was analysed using descriptive (mean, standard deviation, and charts) and inferential statistical techniques. The Pearson product-moment correlation coefficient (PPMC) was used to assess the hypotheses for the investigation at a significance threshold of 0.05. The findings demonstrated that at the 95% confidence level, all examined associations had positive correlations with p-values below 0.05. Based on these findings, the null hypothesis was rejected and the alternative hypothesis was accepted. This decision led to the conclusion that a statistically significant correlation exists between human resource management practices and employee attitudes in the construction companies in Yenagoa city, Bayelsa State. The researcher recommended that construction firm managers prioritise the training and development of their staff through appropriate compensation and recognition since these elements will promote positive employee and organisational citizenship behaviours and engagement.*

**Key: Construction Companies, Employee Attitudes, Human Resources Practices, and the Role of Human Resources Practices**

### INTRODUCTION

An organisation's employees are its most important asset. Tolibovna (2020) argues that a company's employees are its most valuable asset since they possess knowledge, abilities, and competences that rivals just cannot match. This highlights the importance of people to the company's success or failure. Therefore, the way employees feel is crucial to the success of the company. According to Omolawal (2021), there is a considerable correlation between the attitude of employees and their performance on the job. As a result, workers should be positive in outlook to contribute to the efficient running of the business. There is a significant effect of human resource management techniques. Employee morale and productivity in a given business unit are both impacted by HR policies and practices that aim to build strong relationships between management and staff. Achieving departmental goals and increasing productivity need effective human

resource management. Hakro and Mathew (2020) stress the importance of HR practices that are gradual, collaborative, and job-creative. The ability to make decisions that impact one's job and to benefit from one's own innovative efforts is essential for employees. It is critical to have collaborative human resource procedures that are both gradual. Positive attitudes among employees manifest in several ways. They can show their loyalty by being emotionally and mentally invested in the company (employee commitment), going above and beyond the call of duty to help out the company and their coworkers (citizenship behaviour), or bringing their whole selves to work every day (employee engagement). Every one of these mindsets helps an organisation succeed in its own special way.

According to Chigeda et al. (2022), employees' commitment is seen as a strong desire to stay with the company, a willingness to take on new tasks for the organisation, and an embrace of their beliefs and interests. A dedicated employee is one who has internalised the organization's principles and aims and is prepared to sacrifice them all for the greater good. Firms need to ensure that their HR practices are in line with their long-term business goals in order to maximise efficiency and commitment from employees, which in turn reduces employee turnover. Good HR procedures are expected to increase employee commitment. Organisational commitment is a reflection of how loyal employees are to the company. Members of an organisation continuously show their interest in the organisation's long-term survival and well-being through commitment, according to Phungula et al. (2022). According to Sartori et al. (2023), the level of employee commitment dictates whether they remain with the company or go elsewhere for other chances. One way to truly value commitment is to understand its source. Giving employees what they want a pleasant work environment, competitive remuneration, and praise for their efforts—could motivate them to stay (Quines & Albutra, 2023). Lewicka et al. confirmed these peculiar HR practices and their consequences on staff morale (2017). He discovered a moderating factor between the pros and cons of organisational rules and practices: employee dedication. Investigative procedures in human resources are revealing such procedures and practices. Employees' organisational citizenship behaviour (OCB) is an important asset that boosts the efficiency and productivity of any business. The word "contract" was popularised by Organ (1988). The compensation structure doesn't explicitly address the discretionary behaviours of employees that negatively impact the organization's efficiency. That good HR procedures do affect OCB is seen here. Contributing significantly to organisational effectiveness is staff engagement, another good attitude. Employee engagement, according to Tiwari and Lenka (2020), is best understood "as a psychological state with numerous outcomes for the organisation which results from having a line of sight between individual and business performance so staff understand their contribution, as well as a culture that values, encourages and listens to staff." This view is based on consultancy models. From an academic standpoint, however, Tiwari and Lenka (2020) argued that the main points are the following: the psychological state in which employees are most engaged, subsumed, focused, and energised; the relationship between employers and employees that benefits both parties; and the outcomes of engagement, which include advocacy, devotion, discretionary effort, and nurturing change.

Utami and Sudiro (2023) state that in the present era, employee engagement is synonymous with a degree of intensity and perseverance in the workplace. Their

argument lends credence to the claim made by Khan et al. (2019) that engaged workers give their all on the job. Several studies (Shah et al., 2018; Shin & Back, 2020; Zanabazar et al., 2023) indicate that engaged employees exert greater effort in their tasks, demonstrating initiative and completing assignments. They also spend more mental energy on their jobs, becoming so absorbed in them that they forget about everything else. When workers are enthusiastic about their work and the values it stands for, it's called employee engagement. This kind of worker understands the bigger picture of the company's operations and works well with others to boost productivity. There has to be communication between management and staff if the organisation is serious about encouraging and rewarding active participation from workers. Achieving employee engagement is, once again, heavily dependent on human resource policies. Encouraging positive attitudes among employees is of the utmost importance. To this end, this paper seeks to study the role of human resources practices and employee attitudes in construction companies in Yenagoa City, Bayelsa State.

### **Statement of the Problem**

Achieving organisational goals requires positive attitudes from employees. Employees that have a positive attitude are dedicated, go above and beyond, and give their all to their work. In order to influence changes in employee attitude and, by extension, the performance of the business unit, human resource practices play a crucial role in fostering positive relationships between employers and employees. Firm performance could be affected by HR practices. Human resource techniques are thought to be highly effective in keeping valuable human capital, according to the review by Akunede et al. (2022). Companies have realised the value of maintaining positive relationships with their employees, according to Nkambule et al. (2022). When a business fails to value its employees, it will stagnate. An employee is more loyal to a company that shows it values them and their contributions by providing appropriate compensation.

Thus, numerous scholars have delved into this field in their pursuit of establishing a connection between HR policies and employee sentiment. According to Slavković & Ognjanović (2018) and Wuttaphan (2017), among these studies, human resource practices were discovered to significantly impact employee attitudes for the better and aid in the attainment of organisational goals. It is still difficult to use HR procedures to influence workers' attitudes and actions in a way that boosts engagement, OCB, and commitment, despite the apparent benefits of employee attitudes. Because of sectorial, cultural, environmental, and contextual variations between the developed world and Nigeria, the likelihood of arriving at the same results as above is also unclear. There was a lack of research on HR practices and employee sentiment in Bayelsa State due to these issues. To try to address this void, the present study empirically examined the connection between HR practices and employee attitudes in the private sector in Bayelsa State.

### **Objective of the Study**

This study aims to examine the correlation between human resource procedures and employee attitudes in construction firms located in Yenagoa City, Bayelsa State. The explicit aims are to:

1. Assess the significant relationship between remuneration methods and employee commitment in construction companies located in Yenagoa City, Bayelsa State.

2. Examine the correlation between recognition procedures and employee commitment within construction companies in Yenagoa City, Bayelsa State.

### Research Questions

In accordance with the study's unique aims, the following research questions were formulated to direct the investigation.

1. To what extent is the correlation between remuneration methods and employee commitment in construction companies in Yenagoa City, Bayelsa State?
2. What is the relationship between recognition methods and employee engagement in construction enterprises in Yenagoa City, Bayelsa State?

### Research Hypotheses

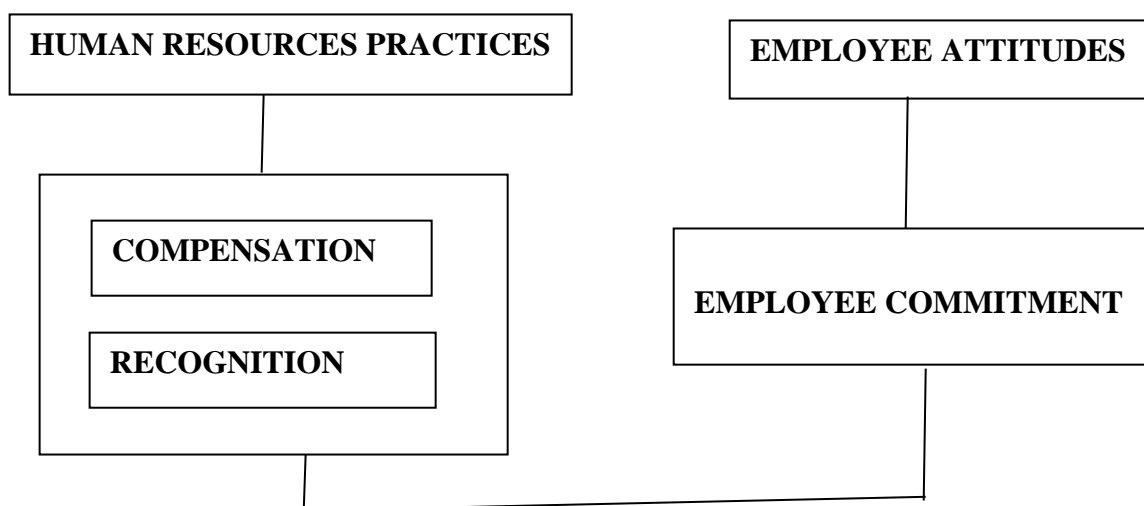
We propose the following hypotheses based on the defined objectives and research enquiries of this study.

**H01:** There exists no substantial correlation between compensation methods and employee organisational commitments among construction firms in Yenagoa City, Bayelsa State.

**Ho2:** There is no substantial correlation between recognition procedures and employees' organisational commitments at construction firms in Yenagoa City, Bayelsa State.

### Conceptual Review and Framework

In this part of the conceptual examination, we looked at the views of experts on the aspects of human resource practices (remuneration and recognition) and the criterion variable (employee attitudes and commitment) that make up the predictor variable. Conversely, the study's conceptual framework illustrates how HR practices and attitudes are related.



**Fig.1.1 Conceptual Framework of Human Resource Practices and Employee Attitudes**

**Source:** Adapted from Akunede et al. (2022); Slavković & Ognjanović (2018) and Wuttaphan (2017)

## **Literature and Conceptual Review**

### **The Concept of Human Resource Practices**

When we refer to the assets of an organisation as "human capital", we refer to its most valuable asset: its personnel. Attractive and successful HRM approaches will be crucial to the success of organisations, according to Nobel Prize-winning economist Gary S. Becker. Considering individuals as investments, it is crucial to develop a suitable and cohesive human resources management plan that aligns with the company's strategy. Effective human resource management practices largely facilitate the attainment of departmental objectives and enhance productivity. HR practices encompass conventions, policies, systems, or a collection of methodologies implemented to enhance employees' competence, commitment, and capacity for cultural development. Long-lasting employee connections serve as evidence of optimal HR practices. Employees have access to a variety of HR initiatives that form the firm's strong foundation. Future-orientated planning should be the primary emphasis of policy. To compete in the global market and retain long-term personnel, organisations must align their HR policies and practices with their business strategies. Consequently, HR rules should be progressive and cooperative, allowing employees to have a voice and a vested interest in the results of their work. Human resource practices shape positive employee-employer relations, which in turn influence employee attitudes and the business unit's success. Björkman and Xiucheng (2002) conducted a study to address a lack of research on the correlation between human resource practices and organisational performance. Zhang (2023) asserts that human resource strategies are exceptionally effective in keeping valuable human capital.

According to Liu et al. (2022), businesses and organisations today recognise the necessity of fostering positive interactions with employees. Without valuing its human resources, a firm cannot progress. The employee values a company that demonstrates concern for their well-being and compensates them appropriately. Extensive research indicates HR. Policies positively influence employee attitudes and assist the organisation in achieving its objectives (Githaiga & Kilong, 2023; Sal & Raja, 2016; Slavković & Ognjanović, 2018). The objective of this research is to analyse human resources strategies that enhance employee morale and increase organisational productivity. Sal and Raja (2016) assert that researchers should examine "bundles" of HR practices and their cumulative effect on corporate performance, rather than the impact of individual HR policies. Each HRM activity is interdependent on other practices for effectiveness; thus, they cannot be used in isolation (Pansuwong et al., 2023). According to Wuttaphan (2017), HRM is a strategic and coherent method for managing an organisation's most valuable assets—the individuals who work and jointly contribute to achieving the organisation's objectives. Human resource management (HRM) includes all managerial decisions and processes that affect an organisation's personnel. Pansuwong et al. (2023) define it as "organisational competence that involves the strategic integration of various HR activities, roles, and processes: selection, training, appraisal, promotion, and remuneration.

### **Compensation**

Compensation as it were is a major management topic and employee resource activity. Compensation is a key concern in management and human resource management. This phenomenon isn't surprising, as financial incentives are the main reason most workers accept job offers. Feeling like their employer cares about them motivates workers to go

above and beyond. Firms are continually looking for methods to make work more fun so employees can give their all and earn more. Compensation management solutions help companies retain top talent, encourage workers, and boost productivity. With the right compensation system, businesses can pay people for their real and intangible work advantages. Compensation arrangements can also help companies gain and maintain a competitive edge (Rahman & Chowdhuri, 2018). Companies are offering more monetary and non-monetary benefits in pay packages (Bretschneider & Leimeister, 2017). In addition to paid time off, employees can pick between health and dental insurance, other perks, recognition from peers and supervisors, the ability to progress in the firm, and more. Thereafter, workers receive financial awards, which benefit them internally and externally. Staffing a company involves recognising and compensating new recruits. It's called compensation management. Compensation processes have five primary steps: strategy, policy, evaluation and review, design and implementation, and job research and appraisal. Analysis of contingent situations and compensation plan design and implementation follows. A well-planned pay plan motivates workers to work hard, like their jobs, and thrive. People are more likely to stay with the company. Thus, acquiring and maintaining talent will be easier for the company.

Companies struggle to compensate their employees in a way that drives them to do well and stay loyal. Regular compensation system assessments are needed. Can a set compensation management system work? Does compensation affect job effort and productivity? Will the salary stand out? A compensation management strategy should include these elements to help managers create systems that meet the organisation's goals.. Compensation is more than just money. Compensation management aims to motivate workers and promote healthy competition. Compensation management maintains fair pay rates for all employees while reducing costs. Tasks include wage and compensation surveys, workplace evaluation, and pay cost and profit sharing control. Compensation involves establishing a system that fairly and efficiently rewards workers for their work. Compensation is a key part of human resource management because it addresses long-term questions concerning how people should be valued for their desires, according to Manenzhe and Ngirande (2021). Compensation involves the multiple ways employees are paid for their job, according to Rahman and Chowdhuri (2018).

### **Recognition.**

Recognising the hard work and dedication of employees is an important part of managing a business. Put simply, as a business owner, you must acknowledge and appreciate your employees' efforts and hard work. Recognising and publicly thanking employees for their outstanding achievements is known as "employee appreciation. Workers that perform well or contribute to the firm are rewarded. Gratitude benefits both you and your staff. This data will help you decide whether an employee recognition program would benefit your company. Rewarding workers has many benefits: Job satisfaction, happiness, and productivity increase when employees are recognised for their contributions. Such recognition may boost creativity and output. Rewarding employees shows you value their work. They're motivated to improve, which boosts morale. When employees are happy and healthy, they work harder, which boosts earnings and helps the firm succeed. The manager must train and motivate new hires. This may reduce staff retention. Low productivity and employee dissatisfaction result from high turnover. Praising employees

will help them stay on the payroll. Additionally, this strategy will keep your personnel from leaving for a competitor. Workers are more motivated to excel and enhance their skills when you recognise them and reward them. This increases productivity and stimulates learning and growth. An employee's sense of belonging increases when their contributions are recognised. It shows how their job helps the company prosper. Knowing their work is important motivates them to complete it. Remember to compensate your staff on important events. You can thank your staff for completing a large project or reaching their work anniversary by giving them a small gift. The interview and onboarding procedure for new hires is the same regardless of tenure. It makes them feel appreciated and inspires them to work diligently. Though birthdays are significant, most of us spend them at work. Celebrate an employee's birthday by sending a genuine thank you for their work. In certain countries, corporations award outstanding employees on the first Friday of March, a semi-formal holiday. You can show your staff you care with a company-wide BBQ or office party. Employees typically reflect on their time here and the future as their work anniversary approaches. Thus, giving thanks to your staff on this day motivates them to stay and boosts their self-esteem. Celebrate your employees' hard work and achievement on this day by congratulating them. Share their significance and value to the company's success on their anniversary to show your respect. Finishing a difficult or long project is a wonderful time to thank your staff. Employee recognition shows project effort. Reward early project completion by staff. End-of-year awards for top achievers may be appropriate. Thank them for their efforts or accomplishments now. Although end-of-year bonuses are common, there are other ways to compensate staff. Recognition at work takes many forms; regardless of your budget, there are many methods to show your staff you care. Examples of workplace recognition include: monetary bonuses, gifts featuring a corporate logo, free lunches, an employee recognition wall, complimentary remarks, and the development of an employee recognition program.

### **Employee Commitment**

Scholars and practitioners in the field of organisational science have found employee commitment an intriguing topic for discussion since its inception. Having a committed team is an invaluable asset. Determining the exact definition of commitment has proven challenging. According to Abasilim et al. (2019), a commitment occurs when a person follows a specific plan of action to reach an established objective. Chigeda et al. (2022) say it depends on how much a worker is emotionally invested in and connected to their organisation and its operations, as well as their level of involvement. Quines and Albutra (2023) state that employees' level of commitment can be gauged by how much they feel a part of the team and how invested they are in important tasks. Sartori et al. (2023) characterise employee commitment as their level of identification with the firm and their dedication to the company's goals. It is possible to use an employee's degree of commitment to forecast their actions, absences, and overall performance on the job (Peprah et al., 2019). According to Lewicka et al. (2017), low levels of commitment are associated with low morale. Lee et al. (2015) state that an uncommitted workforce may represent the firm in a negative light, which makes it harder to recruit highly qualified individuals. The three components of commitment affective, normative, and continuation have been extensively discussed by Abasilim et al. (2019). Loyalty in the Area of Emotions: An employee's strong emotional connection to their organisation leads to a high

degree of involvement and identification with the business, as described by Sartori et al. (2023). Lam et al. (2015) defines affective commitment as the extent to which an individual experiences positive emotions (such as love, belonging, joy, and worth) in relation to their employer. Several research studies have concluded that an employee's emotional attachment to their employer characterises their "commitment". Employees' capacity to form an emotional connection with their workplace is known as "affiliation", according to Lewicka et al. (2017). According to Nayak and Sahoo (2015), an emotionally invested employee is someone who has a strong desire to remain with the company, puts in a lot of extra effort, and believes in the organisation's values and goals.

## **Theoretical Review**

### **The Attribution Theory**

Strategic human resource management (SHRM) experts have studied how HR policy affects corporate performance for 20 years. HR rules can increase an organization's performance when they are correctly applied, according to research. Wright and Nishii noted that this study did not advance our theoretical understanding of how HR practices affect organisational performance (Wuttaphan, 2017). Researchers believe HR practices affect organisational results (McWilliams, 2023; Nda & Fard, 2013; Nguyen-Anh et al., 2022; Nkambule, 2022). The link between these two may be more complicated than expected. Employees' attitudes and actions will take precedence over human resources procedures. HR laws only matter if workers see and understand them and change their attitudes and behaviours. Employees would likely understand HR systems differently (Sal & Raja, 2016). These findings show that worker perceptions of HR rules and practices will have a greater immediate and predictable impact than legislation. Despite popular belief, studies linking HRM reports to organisational performance measures have ignored the variety of employee perspectives and reactions to HR systems (Aybas & Acar, 2017). Now is the time to study HR policy viewpoints and the causal chain. A comprehensive theoretical model on HRM and performance is provided by Pansuwong et al. (2023). According to the experts, a human resource system must provide clear and shared work environment perceptions to promote performance. Employee perspectives are crucial to turning HR procedures into the results businesses want, as this study shows. Given that workers' impressions of HR procedures are crucial, we provide the following case: We focus on employees' grasp of human resource procedures, not how they view them in relation to management's expected, endorsed, and rewarded actions.

### **The Human Relations Theory (HRT)**

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## **Empirical Review**

### **Human Resource Practices and Employee Attitudes**

Western HRM approaches have been the subject of a great deal of academic study. Research on how human resource management techniques affect business performance in Africa is limited; the few studies that have done so include Olofin and Folawewo (2006) and Ajonbadi et al. (2023). Job satisfaction is a topic of interest for both researchers and employees (Omer, 2010). Initiative-driven managers and administrators cultivate a positive work environment. Health has a multiplicative effect on the economy since it influences productivity in the workplace and the success of businesses (Iqbal et al., 2023). If you want to raise morale and productivity, you need to know how your employees think and act. In both rich and developing nations, many factors influence employee attitudes. Job happiness, advancement opportunities, perks, and working conditions were among the factors that employees' perspectives on research and administration were examined for. Researchers in the field of behavioural economics do not yet know how strongly linked employee attitudes are to HR policies and practices. Many factors influence employee attitudes, according to anecdotal evidence. This scenario requires further research. Though it differs from company to company, Gajda and Zbierowski (2023) found a linear relationship between employee attitudes and organisational performance. Members' attitudes and actions are substantially impacted by their opinions of the fairness of income distribution inside companies, according to research. Iqbal et al. (2023) described human resource management as an approach to leading organisations that prioritise the well-being of their employees, as well as the company and society at large. According to Wang and Kim (2023), human resource management is all about helping people improve themselves and their attitudes and abilities so they can make a positive impact on the company. Using human capital to its full potential is the goal of human resource management.

### **Compensation Practices and Employee Attitudes**

Due to varied assumptions, contingent pay may affect employee attitudes (e.g., pay determination criteria). They both try to push workers to perform better (Sudiro et al., 2021). Even if their psychological impacts vary, contingent pay schemes may have too many commonalities to ignore. We'll see how contingent pay systems affect workers' impressions of their companies. Dependent compensation arrangements likely influence worker performance.

Expectation theories describe contingent pay's motivation-driven process (Naga & Amalou, 2023). Workers prefer a logical link between their work, performance, and perks. Employees may work harder to receive contingent pay if they see it as a valuable reward that meets a critical need and their performance is crucial. Financial incentives from

contingent pay may motivate workers and change their work ethic (Ohunakin & Olugbade, 2022).

Performance-based compensation's effects on attitudes matched anticipated theories of motivation. According to Krishnan (2020), US workers were happier when their remuneration was performance-based. According to Heywood and Wei, performance-based remuneration makes employees happier. Employee performance-related compensation can enhance job satisfaction (Krishnan, 2020) and corporate loyalty by encouraging and rewarding exemplary work. In today's workplace, almost every company, regardless of size, implements employee appreciation programs (Chantal et al., 2022). It is estimated that 90% of organisations implement recognition programs as part of their HR strategies; the cost of these programs amounts to around 2.7% of payroll (Gibson et al., 2008). Many corporations spend millions of dollars on employee recognition programmes each year. Only a few studies have looked at the success of employee recognition programmes, and practically all of them measure the attitudes of the award recipients and the programme managers (Abe et al., 2023). We must empirically demonstrate the relationship between employee attitudes and behaviours at work and recognition programmes. In addition, a study is needed to understand how recognition programmes influence specific workplace attitudes because most awards are extrinsic in character, and some theories imply that extrinsic rewards diminish intrinsic drive (Aldabbas et al., 2023)

### **Recognition Practices and Employee Attitudes**

Employee appreciation programmes are popular in modern organisations (Chantal et al., 2022). 90% of organisations implement employee recognition programmes as part of their HR strategy, spending 2.7% of payroll (Gibson et al., 2008). Many corporations spend millions on annual employee recognition. Limited research on employee recognition programmes focused on recipients' and programme administrators' experiences (Abe et al., 2023). We must show that recognition programmes affect employee attitudes and behaviours at work. Since most awards are extrinsic and some theories claim they reduce intrinsic motivation, more research on how recognition programmes affect workplace attitudes is needed (Aldabbas et al., 2023). This study seeks to determine how employee appreciation programmes affect worker conduct. We wish to research social exchange theory, behaviourism, and self-determination theory to better understand how recognition affects motivating outcomes and how to manage employee outcomes through successful recognition programmes. Over the past 20 years, much research has examined how human resource management methods and practices affect company outcomes, including profit and staff retention (John et al., 2022). This study discusses "high-performance work practices" and staff, education, salary, and involvement. This study acknowledges employee appreciation's importance. Control and information appear to affect recognition's effect on self-esteem and self-determination. The controlling factor's dominance limits people's actions, decreasing intrinsic drive. Thus, information emphasis boosts intrinsic motivation (Bindra et al., 2023). Different contingent compensation assumptions may affect employee attitudes (e.g., payment determination criteria). According to Sudiro et al. (2021), they want to motivate employees to work hard. Despite psychological differences, contingent pay schemes may have too many similarities to overlook. This research focuses on how contingent pay schemes affect employees'

employer perceptions. Unless proven otherwise, contingent compensation systems affect employee performance.

Naga and Amalou (2023) say expectancy theories of motivation describe contingent pay's motivation-driven process. Workers prefer a clear link between their work, performance, and rewards. Workers may work harder to obtain contingent pay if they regard it as a valuable incentive that will help them meet a need and if they believe their performance is directly tied to that reward. The attraction of contingent pay financial incentives may affect employees' attitude and effort (Ohunakin & Olugbade, 2022). Studies on performance-based compensation and attitudes supported expectation theories of motivation. Krishnan (2020) observed that employees were happier when their pay matched their performance. Heywood and Wei say direct output-based pay improves worker attitudes. Performance-based remuneration, which rewards excellent work, boosts job satisfaction and company loyalty (Krishnan, 2020).

## **Methodology**

### **Research Design**

To answer research questions, researchers must first establish a research design, which is a study blueprint (Leavy, 2022). The study uses a cross-sectional survey design to determine facts. An Agbonifoh and Yomere (1999) cross-sectional study followed a subgroup of a population at a specific time to analyse the occurrence. According to Leavy (2022), cross-sectional surveys are best for studying current attitudes, behaviours, and other group features that affect individual or collective conduct.

**Table 1.1: Population of the Study**

S/N	Enterprise label	Sector	No.of Staff
1	Julius Berger	Construction	280
2	Bara Brothers Nigeria Limited	Construction	284
3	Azikel Dredging and Construction	Construction	232
4	Ben & Bros Construction & Dredging Ltd	Construction	274

5	Megastar Technical and Construction Company Ltd	Construction	301
6	FielDios Construction Nig Ltd	Construction	210
<b>Total</b>			<b>1581</b>

**Source: Survey Data 2025**

### Sample Size and Sampling Technique

The size was defined using Taro Yamane's method for determining sample sizes. Here is the formula for this method:

$$n = \frac{N}{1+N(e)^2} \quad e=\text{significance level}$$

(0.05). Where: n=sample size, N=population,

Here:

N=1581 mde=0.05

Substituting values we have

$$n = \frac{1501}{1 + 1501(0.05)^2} = \frac{1501}{1 + (1501 \times 0.0025)} = \frac{1591}{1 + 39325} = \frac{1591}{45525} = 319.32 \approx 319$$

This method yields a sample size of 319 workers from the six construction firms that make up the research population. After that, the study employed systematic sampling to collect data from each organisation. This method allowed us to construct a "k" number for each business and use it to choose research participants from their personnel rosters. This value, "kh," is calculated by multiplying Nh by nh, which represents the enterprise's workforce proportionate to the population.

**Table 1.2: Cronbach's Alpha Reliability Outcomes of Variables**

Variables	No. of Items	Cronbach's Alpha
Compensation	5	.951
Recognition	5	.926
Employee Commitment	5	.944

**Source: SPSS Output of Survey Data, 2025.**

### Descriptive Presentation/Univariate Analysis of Data

This part of the study presents and analyses the data acquired during the inquiry. The demographic distribution of responses will serve as the foundation for the analysis.

**Table 1.3: Descriptive Outcomes of Compensation Practices (04)**

S/N	Items	Min.	Max.	Mean	Std. Dev.	Remark
1	My salaries always come promptly	1.00	5.00	4.0099	1.10649	Agree
2	I am satisfied with my current Pay	1.00	5.00	4.0493	1.04717	Agree
3	When appropriate, my company offers fringe benefits to her employees	1.00	5.00	4.3026	1.01500	Agree
4	Staff of our company are adequately incentivized	1.00	5.00	3.8487	1.23352	Agree
	My salary is commensurate with my efforts in this company	1.00	5.00	4.2763	.81809	Agree

**Source: Survey Data, 2025.**

Table 1.3 describes compensation as a key HR practice in the analysed organisations. As all mean scores above the median score of 3.0, respondents appear to agree on compensation plans in particular organisations. The responses' low standard deviation ratings suggest limited variance. This suggests respondents like their businesses' pay.

**Table 4.4 Descriptive Outcome of Recognition Practices (=30)**

S/N	Items	Min.	Max.	Mean	Std.Dev.	Remark
1	My supervisors give me and my efforts work the attention it deserves.	1.00	5.00	3.8914	1.04899	Agree
2	I am provide with the resources I need to do my job well.	1.00	5.00	4.1776	.93767	Agree
3	Good performance is often applauded in my company	1.00	5.00	4.4836	.78332	Agree
4	Promotions always come at the due time	1.00	5.00	3.9539	.96704	Agree
	Appraisal exercises are trustworthy in my company	1.00	5.00	4.1414	.92082	Agree

**Source: Survey Data, 2025.**

The descriptive data for recognition as a major HR practice in the studied organisations are in Table 1.4. The table shows that most respondents approve of their companies' recognition policies because the mean ratings are greater than the median score of 3.0. Additionally, the tiny standard deviation ratings indicate that the responses are similar. The respondents' firms' recognition processes appear adequate.

**Table 1.5 Descriptive Outcome on Employee Commitment**

S/N	Items	Min.	Max.	Mean	Std. Dev	Remark
1	My company ensures that the employees are provided with the right skills to make me fully committed to service	2.00	5.00	3.9474	.93194	Agree
2	e. My company has always encouraged creative practices at all levels of work because it a reason for me to remain	1.00	5.00	3.9868	.96121	Agree
3	My company provides the resources that are needed for idea transfer and storage	1.00	5.00	4.0428	1.06620	Agree
4	My company ensures that the work structure encourages employee involvement in new ways of work.	1.00	5.00	4.0987	1.00664	Agree
5	I know that whenever we fail in assigned task, I like working hard to meet goals without special rewards.	1.00	5.00	3.9868	.9508	Agree

**Source: SPSS Output of Survey Data, 2025.**

Table 1.5 shows the descriptive results of employee engagement in the examined organisations. All mean scores are above the median score of 3.0, indicating that most respondents agree with their personal commitment claims. Table supports this. The low

standard deviation ratings also imply that the responses are similar. Thus, respondents appear to be working hard for their organisations.

### Inferential/Bivariate Analysis and Presentation of Result

The results of the investigation and the validation of the hypotheses proposed in the introductory chapter are reported below. Coefficients of Pearson's product moment correlation are utilised in the testing process. A significance level of 5% is used for the tests. The essential z-test value must be greater than the estimated z-test value for the null hypothesis to be accepted. The alternative theory is dismissed if this is not the case.

**H01:** There exists no substantial correlation between compensation methods and employee organisational commitments among construction firms in Yenagoa City, Bayelsa State.

**Ho2:** There is no substantial correlation between recognition procedures and employees' organisational commitments at construction firms in Yenagoa City, Bayelsa State.

**Table 1.6 Correlation Outcome on Compensation Practices and Employee Attitudes**

			<b>Compensation (CP)</b>
<b>Employee Commitment (EC)</b>	Pearson Correlation	1	339
	Sig.(2-tailed)		.000
	N	304	304
<b>Compensation (CP)</b>	Pearson Correlation	.339**	
	Sig.(2-tailed)	.000	1
	N	304	304

**Table 1.6 Correlation Outcome on Compensation Practices and Employee Attitudes**

		<b>Correlation</b>		
		<b>Employee Commitment</b>		<b>OCB</b>
<b>Compensation</b>		<b>(EC)</b>		
<b>(CP)</b>				
<b>Employee Commitment</b>	Pearson Correlation	1	*685	
*339				
<b>(EC)</b>	Sig.(2-tailed)		.000	
.000				
	N	304	304	304
<b>Compensation</b>	Pearson Correlation	*339	.374*	1
<b>(CP)</b>	Sig.(2-tailed)	.000	.000	
	N	304	304	304

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: SPSS Output, 2025**

As you can see from table 4.9 up there, there is a correlation between pay practices and employee attitudes. The data show that there is a link of 0.339 between compensation methods and employee commitment, 0.374 between OCB and employee engagement, and 0.507 between the two. All of these relationships are statistically significant because they have a p-value of less than .05. All of these correlations are significant, as the relevant p-values are all less than .05. Therefore, Ho1 and Ho2 are both rejected in accordance with the decision rule. Consequently, these findings confirm that:

- i. Compensation practices relate significantly with employees' commitment among construction companies in Yenagoa City, Bayelsa State.
- ii. At construction firms in Yenagoa City, Bayelsa State, recognition practices significantly influence employees' commitments.

**DISCUSSION**

**Relationship between Compensation Practices and Employee Attitudes**

The only indicator for employee attitudes is commitment, and both hypotheses examine how remuneration schemes affect it. All hypothesised relationships had p-values less than 0.05 at the 0.05 confidence level, indicating a meaningful relationship. Thus, the alternative hypotheses were accepted and the three null hypotheses rejected. When they receive fair pay, employees are more inclined to be positive. This finding supports continuance commitment, which claims that employees will stay with an organisation as long as they can pay their expenses to feel like they belong. Chigeda et al. (2022) believe that remuneration affects how employees appreciate their supervisors' work and boosts performance. The fact is fair compensation increases employee trust, dedication, energy, and loyalty, according to Peprah et al. (2019). Fair pay improves commitment, OCB, and engagement (Sartori et al., 2023). The findings support Quines and Albutra (2023) that fair compensation increases employee loyalty and dedication. The first hypothesis's results support related earlier research; therefore, they are compatible with the literature.

**The relationship between recognition practices and employee attitudes is significant.**

HR recognition practices and employee attitudes were examined in hypothesis two. All p-values of .000 are below 0.05, indicating that the hypothesised links are significant. These findings match previous research. Abe et al. (2023), Chantal et al. (2022), Mohd Zin et al. (2023), and Yang et al. (2022) found that employees who receive awards, whether monetary or non-monetary, feel positively about their employers. Therefore, receiving recognition enhances self-esteem and motivates employees to exceed expectations. The study found that rewarding employees for outstanding performance improves their attitudes.

**Summary of Findings**

The findings of the study are summarised as follows:

- i. Compensation practices relate significantly with employee commitment among construction companies in Yenagoa City, Bayelsa State
- ii. Recognition practices relate significantly with employees' organisational commitment among construction firms in Yenagoa City, Bayelsa State

## CONCLUSION

This study examined how human resource practices affect employee attitudes in construction companies in Yenagoa City, Bayelsa State. The entire analysis rejected all null hypotheses because all relationships were significant at 0.05. These findings showed that compensation and recognition policies strongly influence employee commitment. The study demonstrates a statistically significant empirical association between human resource procedures and employee attitudes in the construction firms in Yenagoa City, Bayelsa State.

## RECOMMENDATIONS

In light of the study's findings and conclusions, the following recommendations are proposed.

- i. Managers of construction enterprises in Yenagoa city should guarantee that staff of their firms are sufficiently compensated to inspire employee commitment and boost positive attitudes.
- ii. Construction company managers ought to establish mechanisms for employee recognition. Recognition practices will lead construction workers to perceive themselves as valuable within their organisations, thereby enhancing their performance and fulfilling their responsibilities.

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