HUMAN RESOURCES MANAGEMENT PRACTICES AND REAL ESTATE PROJECT MANAGEMENT SUCCESS IN AWKA SOUTH L.G.A., ANAMBRA STATE

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ABSTRACT: *This research focused on Human Resources Practices on real estate Projects management. The population studied included a sample of 92 respondents drawn from relevant professionals. Structured questionnaires were designed and Human Resources Practices were studied individually and collectively and ranked accordingly based on their importance. Respondents were required to scale the practices based on 5 points likert scale. Relative importance index was used for ranking of individual practices. For the hypotheses proposed, data collected were subjected to non-parametric data equivalent of Analysis of Variance (ANOVA) which is the Kruskal-Wallis test statistic; this is because the observed data did not meet the assumption of ANOVA (Normality and Constant Variance). Hence, the Kruskal-Wallis test statistics was employed to assess whether samples varied significantly between variables. The result indicated that the success of real estate projects is dependent on quality of Human Resources practices in Anambra State. It was recommended that Stakeholders in real estate project management especially Project managers should as a matter of importance ensure that the top ranked individual practices i.e. the human resources practices are adhered to strictly. The research concluded that all the stages of the real estate project should be well monitored to ensure compliance especially as it concerns HR practices.*

Keywords: *Real Estate, Project Management, Project Success, Human Resources Practices.*

INTRODUCTION

Human Resources are very significant and indispensable in any production process. As Nzotta (2002) rightly puts, it is a human related factor that improves, creates or adds value to other factors of production. Human Resource (HR) is also the most important asset for any organisation (Swathi, 2014), and its management is very challenging if compared to managing technology or capital and varies from organisation to organisation. Jianjian, Chunlu and David. (2007) explains that human resources management (HRM) is concerned with managing people within the employer-employee relationship. Specifically, it involves the performance of people in achieving the organizations objectives and the satisfaction of personnel employee needs (Jianjian *et al,* 2007).

Human Resources Management can therefore be a major contributor to the success of an enterprise. It is regarded in various industries as the most critical elements of business success. Successful implementation of HRM function is elementary for improving personnel team and organizational performance (Dainty, Bagilhole and Neale, 2000). It is a significant aspect of whole planning and project management in construction project that involves firms and collaborators or competitors (Bon & Crosthwaite, 2000). According to Jianjian *et al* (2007), human resources management has a significant influence in the construction industry suggesting that managers still need to pay more attention to people management even with the rapid, advanced construction technologies and management techniques of the project.

Human Resources Management (HRM) recognises also that all persons in the organisation, regardless of their level or job, are potential source of innovation and talent (Nzotta, 2002). It is one of the core management areas in building construction (real estate) projects. Karim (2007) noted that HR constitutes 25-40% of the direct cost of such project depending on their complexity and nature. HRM also drastically affects the total cost of project because it controls the productivity of materials and equipment that constitutes the remainder of direct costs (Lee, Yu, & Kim, 2004). However, this area of management application is yet to receive the desired attention. It is also clear that in real estate projects, all activities are human resources based. From conception to termination, all activities are controlled by humans. For example, it is a human that will conceive an idea to develop a property. He has to plan it, look for best way to assemble and manage human resources and as well procures material resources that will make the project a reality. He has to recruit experts, manage relevant stakeholders involved in real estate project. No doubt, HRM is also significant aspect of the whole planning and project management process of real estate project, yet much effort has not been made to critically study its impact on real estate project management success.

Organizing and managing the real estate project team are the main processes of Project Human Resource Management. The project team is comprised of the people who have been assigned roles and responsibilities. Real estate project team members should be involved in much of the project planning and decision-making. Early involvement of team members could increase expertise during the planning process and fortifying commitment to the project. The type, structure and number of real estate project team members are flexible and will change as the project progresses. Real estate project management is one of the most labour-intensive industries. It involves many foreign labour, skilled foremen, engineers, supervisors, architects, surveyors etc. Most of the construction works are in project basis. Hence, effective Human Resource Management (HRM) is very crucial to guide a real estate project towards success.

Nzotta (2002), noted that when Human Resources (HR) is wrongly planned for and controlled, sourced and procured, maintained or combined and utilised, then there is failure of management. The implication of this is that goals will not be attained. Hence the goal of any real estate project is to attain success not failure, also task will not be accomplished and productivity will be low. Worthy of note also is that HRM and its practices vary from organisation to another, that is to say that there are variations in ways Human resources are managed, the nature of Human Resource practice in real estate project management site is quite different from that done in a production company, also, the activities takes place in a steel mining company is different from that in done in real estate development company. Mangers in those diverse firms have various ways of handling human resources available within such establishment and human resources practices differs from one firm to another. These human resources practices as well as HR critical success factors is what the researcher believes, constrain real estate management project success.

Statement of the Problem
When there is a problem of building development failure, abandonment or collapse, everybody looks up to the engineers who in their professional pride and personality ego accept the blame but cannot un-ravage the menace (Nwachukwu and Emoh, 2011). Some researchers have also tried to identify some cause of real estate project failures, abandonment and collapse yet there still exist same challenges. For the nation to overcome the challenges of such real estate project failures, abandonment and collapse, there is need for detailed studies on human resources management while

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emphasising human resources practices. HRM problems are very common for real estate project industry players in Nigeria including Awka South L.G.A., Anambra State. Over the years, stakeholders in the real estate project industry have tried to proffer solutions to problems of failure, abandonment and collapse of real estate projects with a view to achieving success. There seems not to be an end to such challenge. It is for this reason that this research is being designed to address the said challenge which hinges on the HR practices especially as it concerns Real estate project management in Awka South L.G.A., Anambra State.

Aim and Objectives of the study.
The aim of this research was to study human resources practices on real estate projects in Awka South L.G.A., Anambra State. In order to achieve the aim above; the study considered the following objectives:
1.   To identify human resources practices on real estate project management success.
2.   To study the effect of each HR practices on real estate project management success in Anambra State.
3.   To rank these HR practices and as well assess their contributions to real estate project management success in the study area.

Research questions.
1.   What are the Human Resources Practices that constrain real estate project management success?
2.   How does various Human Resources Practices identified contributes to success of real estate project management?
3.   What are relative importance of these Human Resources Practices and their contributions to success?

Research Hypothesis.

The study proposed the hypothesis as below:
Ho_1:   The success of real estate projects is not dependent on quality of Human Resources practices in Awka South L.G.A., Anambra State.

Significance of the study.
The study can go a long way in intimating the key stakeholders of the importance of Human Resources Practices and its likely negative effect contribution which would lead to failure, abandonment and collapse especially when not taken serious. The study would be appreciated if keys stakeholders appreciate that major causes of failure, abandonment and collapse rest solely on total neglect of the human resources practices. It is hoped that the study will help indigenous literature on the concept.

REVIEW OF RELATED LITERATURE

Human Resources Management (HRM)
The process of managing the human resources is called Human Resource Management (HRM). HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through development of a highly committed and capable workforce using an integrated array of

cultural, structural and personnel techniques (Storey, 2001). Beer et al (1984) defined Human Resources Management as a strategic approach to the management of Human Resources that involves all management decisions and actions that affect the relationship between the organization and employees.

Storey (2001) argued that human resources are elastic and covers a range of applications that varies from books, society and organization. In defining Human Resources Management, these three components shall guide the concept and can be operationalised.

H – Human (something to do with people).

R – Management places domain of business and organization.

M – Ambiguous concept that people find it difficult to relate to.

Judging from the three components above its clear that while defining Human Resources Management as it concerns Real Estate Project, emphasis and/or inference should also be made in that guise as Real Estate Projects is something that has to do with people, is something that can be managed and the nature of human resources involved are people from different professional callings, their management pose challenges especially in real estate projects.

Human Resources Practices.

HR practices emphasize the implementation and experience of an organizational HR program by employees. Strategic HR management researchers prefer to adopt either a resource-based or a control-based approach to measure HR practices. A resource-based approach emphasizes practices of internal employees' development, such as training and job design (Delery and Doty, 1996). A control-based approach, on the contrary, examines the extent to which HR practices relate to market pay levels and results-oriented performance (Snell, 1992). But neither approach can capture the domain of HR practices adequately, (Bamberger and Meshoulam, 2000). Hence, they suggest combining the two approaches as orthogonal dimensions of a measure of high-performance HR practices, which include three HR subsystems:

(1)   People flow (i.e. staffing, training, mobility, and job security),

(2)   Appraisal and rewards, and

(3)   Employment relations (i.e. job design and participation).

Looking at the human resources factors below, gives a more comprehensive approach of HR systems which included procurement of material in the earlier subsystems.

Human resources practices are as follows:

Hiring labour/staff (staffing)/Selection/recruitment:

Staffing and recruitment is an important practice for organizations to attract qualified applicants, to ensure that the desired applicants accept the job offers, and to ensure that they continue in the employment of the firm (Ma and Allen, 2009). Recruitment is a process of attracting the best qualified people to apply for the job and also to motivate people to fulfil the mission of the organization. Recruitment involves the creation of pool of available manpower from which the organisation could draw upon when the need arises for selection process. In order to succeed, the recruitment has to end with the occupation of the position by a person that has the requested qualities. Sources of recruitment could be from either *external or internal sources*, while the former entails filling from within, the later refers to filling with outside sources of recruitment.

The approach to selection process is to choose individual who possess the necessary *skills, abilities and personality* etc and or better still establish certain standards such as *physical requirement, mental ability test, experience* etc.

Supervision/checks/inspections.

In order to achieve business goals and continuous development, an organization is required to design and implement appropriate ways to inspects/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.

In cases of supervision/checks/inspections, the following should be looked into:
a)   Design appropriate ways to checks/inspection
b)   Implement strictly the ways designed
c)   Monitor compliance when implementing.

Appointment of contractors/subcontractors/suppliers.

The process that leads to appointment of contractors requires careful and professional input. One cannot just appoint based on familiarity. It necessary to check if one is appointing based on *interest, experience of the contractor, on general or established procedure.* Appointment of contractors through established procedure is more relevant in public real estate projects and its procedure is as outlined below according the public procurement of 2007. In appointing contractors/subcontractors/suppliers one should consider the following:
a.   Is appointment based on personal interest?
b.   Experience of contractors?
c.   General or established procedure?
d.   Is it based on established relationship?

Procurement of materials.

How to procure materials is also a primary concern as humans are involved in this area. The process is of utmost importance, this aspect is also critical because when not properly handled, it could create problems for project managers. Most people who are involved in sale and supply of materials are engaged in so many shoddy practices. In procurement of materials these fundamental questions should also be asked:

i.   Is procurement of materials is based on personal interest of manager?
ii.   Based on established relationship?
iii.   Is it based on established relationship between project manager and vendor?
iv.   Self-managed team/team working/training

In complex operational environments, organizations need to train their employees to acquire new technology skills and knowledge as long-term investments. One additional reason to arrange training activities is for multitasking and role transitions within an organization. Training for employees concerns not only improving their skills to perform current jobs, but also preparing them for future responsibilities. Goldstein (1980) defines training as "the acquisition of skills, concepts, or attitudes that results in improved performance in anon-the-job environment". From the outcome perspective, Goldstein & Ford (2002) as cited in Pankaji and Karumesh, (2012), describe "training"

as a systematic approach to learning and development to improve individual, team, and organizational effectiveness.

In my humble opinion when employees are trained together within an organisation, there is greater possibility that they will understand each other very well and work as a team as they during the course of training be taught on house to succeed together as a team.

Appraisal/Compensation/rewards.

Appraisal is a way to evaluate how well employees have met expected levels of accomplishment compared to some standards or goals. Performance appraisal influences HR decisions on such issues as pay, promotion, training and development. The appraisal may focus on outcome measures such as levels of quality, productivity or financial performance.

How appraisal is done is also of great importance here, one should consider whether appraisal focuses on:

i.   On quality.
ii.   On productivity.
iii.   Financial performance.

The issue of compensation of human resources is another important aspect human resources management. Proper compensation of human resources ensures high level of productivity. Compensation/rewards could be in form of salaries and wages.

Compensation is considered as a payment from the organization to the employees for their services based on wages and other benefits. Rewards are also considered as another form of compensation to reward the employees for their contribution to the organisation's performance. The system of remuneration is an important system of the organisation's culture, with its rules and standards. The organization of the work and decentralization of the power within the teams requests remuneration politics that need the development of the cooperation and collective competences.

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 can increase the quality of the applicant pool, and can also motivate employees to apply their skills and knowledge in their work-related activities (Way, 2002). Rewards and appraisal are not focused merely on the amount of pay, but on communicating preferred behaviours and accentuating long-term investment in employees (Tsui and Wu 2005). There are two types of reward practices - intrinsic and extrinsic (Allen and Kilmann 2001). For construction organizations, group-based performance payment is emphasized, because employee appraisal which emphasizes group-based achievement can enhance employees' retention and motivate them to apply their skills and behaviour in group work (Armstrong2006).

Sharing of information (Communication)/Employment Relation Practices.

Because of the changing working environment and characteristics of multitasking, role transitions and involvement, employees need to solve conflict, and to collaborate with their colleagues. Employee relations practices concern stable and cooperative relationships, commitment achievement, and mutuality development (Armstrong 2006). Xiaofeng Z, Anita M. M. L., & Richard F. (2013), identified four approaches to employee relations as adversarial, traditional, partnership, and power sharing. Usually, employee relations practices include job description, flexible job design and

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encouragement of participation. Flexible job assignments (e.g. job rotation, ability to perform job, and job enrichment) can broaden employees' knowledge, skills, abilities and behaviour, and thence, produces superior output (Armstrong 2006).

It is also expected that project managers should ensure that employers under them are intimated on certain trends and progress/development going on within the organisation. They should have access to necessary information within their organisation and these should come through the right channel.

How communication flows are also of great importance in human relations, one should check the pattern communications flow whether it's, downward, upward and lateral or diagonal.

Mobility.

To match the employee's skill and requirements with the requirements of the job and those of the organization, continuous mobility is necessary. Delery and Doty (1996) defined mobility as "internal career ladder or opportunities". One of the reasons to examine mobility is related to succession planning, which is recognized as a high priority for an organization in preparing its human resource plan (Tsui &Wu2005).

Job security.

Job security has been ranked and considered as very important contributor to job satisfaction. Job Security is the assumption or assurance of an employee that he will not loose his current job, it shows that the workers will not lose their jobs in the near future especially ones with high level of security. Job security is "the degree to which an employee could expect to stay in his/her job over an extended period of time" (Delery and Doty, 1996). Usually, job security arises from the terms of the employment contractor labour legislation that prevents arbitrary termination and layoffs. Job security can be enhanced by well-devised human resource planning and flexible organizational structure (Marchington and Wilkinson, 2008).

Real estate and project success.

Real estate is a piece of land, including any air above it as well as the ground below it, or any buildings and structures on it. Real estate includes business or residential properties, which are sold generally by either a realtor or sold directly by the person who owns that property. Real estate is "property consisting of land and the buildings on it, along with its natural resources such as crops, minerals, or water; immovable property of this nature; an interest vested in this; (also) an item of real property; (more generally) buildings or housing in general. Also: the business of real estate; the profession of buying, selling, or renting land, buildings or housing. For the purposes of this research, we shall take real estate to mean construction project especially residential property.

Project and Project Success

According to various authors (Munns and Bjeirmi, 1996; Project Management Institute) a project can be defined as a unique effort or undertaking with well-defined starting and ending dates. It aims at meeting predefined objectives related to schedules, cost and specifications. This is achieved through a set of non-repetitive activities, following a plan and requiring specific resources.

Project management involves the use of several processes to optimize resources and methods, based on an integrated system of actions designed to achieve specific objectives.

The use of project management tools has been spreading throughout the industrial and services sectors, and is used by more and more companies in all fields, including the construction sector

(Kerzner, 2009). Project success is one of the concepts of project management that has been interpreted differently by many researchers (Shenhar *et al*. 1997; Baccarini, 1999). The differences of opinions and lack of standard approach has been a major challenge to establishing what constitutes project success. Also, the inconsistency in the criteria used by each key player to judge success, more often than not, results in serious communication problems between the project manager and the rest of the team members (Shenhar L. and Dvir, 2003). Despite the divergence in the analysis of project success, having a better knowledge of project success criteria is crucial to effective project delivery.

Project management process is measured based on the three established criteria: within budget, on time, and meeting user requirements and specifications; this is also known as 'The Iron Triangle'. However, this definition has not been found to "take into account other criteria (for example quality and achievement of purpose)" required to meet the interest of the various stakeholders involved in a project (Wateridge, 1998). In 1999, Atkinson proposed the integration of qualitative measures into the existing quantitative measures (of cost, time, and quality) to form a 'Square Root' success criteria. The main goal of the qualitative measure is to define the benefits expected to be achieved by each stakeholder (Maylor, 2001). These benefits can be accessed from (i) the organization's perspective, and (ii) the stakeholders' perspective (Atkinson, 1999). What's more, Kerzner (2001) identified three success criteria from the organization's perspective. The first is that the project must be completed "with minimum or mutually agreed upon scope changes." Second, the project must be completed "without disturbing the main work flow of the organization" - as this is crucial to ensuring the organization's day-to-day operations are more efficient and effective (Baguley, 1995) as cited in Olawafunsho and David (2012). Finally, the project should be completed "without changing the corporate culture" of the organization.

Baccarini, (1999) described project success as achieving both project management and project-product success. This definition takes into account both the qualitative and quantitative criteria that are necessary for judging success on a project. In addition, this definition addresses the benefits that are expected to be derived by all stakeholders on a project.

Traditionally, a success of a project can be evaluated through time, cost, and quality (Chan et al., 1997). The conventional perspectives of project success are very easy to evaluate and measure (Willard, 2005) but there have been many criticisms from others (Shenhar *et al*., 1997; Alarcon et al., 1998) as cited in Chin (2012).

Project Human Resource Management.
Project human resource management describes the effective use of manpower involved in the project (PMBOK, 2008). The type and number of project team members may change frequently throughout the course of the project. It involves developing human resource plan, acquiring project team, develop project team and manage project team. Developing human resource plan is the process of identifying the roles, responsibility, required skills, and reporting relationship and documents them into a staff management plan (PMBOK, 2008). Acquiring project team is the process of obtaining the necessary human resource to complete the project works. Developing project team is the process of enhancing project performance through constant improvement of team interaction and environment. Managing a project team is the process of tracking the performance of all the team members, resolving issues provided by the members in order to optimize project performance (PMBOK, 2008).

RESEARCH METHODOLOGY

Research Design
The research employed field survey approach which took researchers to several firms that are into real estate project development for the collection of data. Human resources practices were analysed to find out their important and respective ranks using relative important index.

Study population, sample size and sampling technique
A minimum of 92 professionals were targeted. These included real estate project professionals of different backgrounds including Project Managers, Architects, Quantity Surveyor, Engineers, Builders, Estate Surveyors and Valuers etc. The fraction of the targeted study population responding to the questionnaire constituted the sample size. A purposive sampling technique was used, targeting skilled and very experienced project professionals in the middle and top hierarchies.

Data Sources
Data sources included both primary and secondary data sources. The primary data refers to firsthand information obtained from the surveys while the secondary data refers to already published information which were further applied to the research. The secondary data helped establish the theoretical background and to modify the research question and pointed out the limits of previous researches on related topics.
Secondary data sources included:
Textbooks (print and online)
Journals articles
Real estate magazines and newspapers.

Instruments for Data Collection
An Objective Evaluation Questionnaire (OEQ) was used in primary data collection. The questionnaire distributed was one hundred and twenty five (125) project professionals, out of which 92 was returned. This no then constituted the sample size for the analysis.

Structure of the Questionnaire
The questionnaire was structured in the "Likert-5-Point Scale of Responses" format. This has the advantage of flexibility for several choice responses.
The responses could be one of:
Very important, weighted 5
Important, weighted 4
Moderately important, weighted 3
Of little important, weighted 2
Unimportant, weighted 1
Any of the above responses could apply to each of the statements made in the questionnaire.

Primary Sources of Data
The major sources of data used in this work included Project Managers, Architects, Estate Surveyors and Valuers, quantity surveyors, Engineers, and Builders. Those included in the sample had post-qualification experience of 5 years at the least.

In this sources of data collection Human Resources Practices as identified in the literature were used in forming the questionnaire.

Operationalization of variables.

The purpose of this section is to operationalize the variables utilized in this study. In the first part, the analysis fit into one dependent variable i.e. Real Estate Project Management and HR practices which are: Hiring labour or staff (staffing)/recruitment, Supervision, checks and inspections, Appointment of contractors, subcontractors and suppliers, Procurement of materials, Self-managed team/team working, Appraisal, Compensation and rewards, Sharing of information/employees relation practices, Mobility and Job security. These variables were scaled/examined based on the level of their importance.

Method of data analysis/statistical method

Descriptive and inferential analyses were adopted. Structured questionnaires were designed to show HR practices which constrain real estate project management success, they include: Hiring labour / staff (staffing) / recruitment, Supervision / checks / inspections, Appointment of contractors / subcontractors / suppliers, Procurement of materials, self-managed team / team working, Appraisal/Compensation/rewards, sharing of information, Mobility and Job security. Each of these practices and factors were operationalized into variables which served as different constrain under each practices and factors respectively. Respondents were required to scale the variable options based on 5 points likert scale. Relative importance index was used to analyse the individual HRM practices.

$$\textbf{RII} = \sum\textbf{W/AN}\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ \textit{(Equation 1)}$$

Where *RII* = Relative important index.

W= weight given to each skill and method by the respondents, ranging from 1 – 5.

A = Highest weight (i.e. 5 in this study).

N = total number of respondents.

For the hypotheses, data collected were subjected to non-parametric data equivalent of analysis of variance (ANOVA) which is the Kruskal-Wallis test statistic this is because the observed data did not meet the assumption of ANOVA (Normality and Constant Variance). Hence, the Kruskal-Wallis test statistic was employed to assess whether samples varied significantly between variables using SPSS software.

The interpretation begins with the significance value. Any value lower than or equal to 0.05 is considered as being significant.

Decision rule is to reject the null hypothesis when the significant value (p-value) is less than α =0.05 (p <0.05).

Note: Non-parametric is statistical method wherein the data is not required to fit a normal distribution. It is essentially a null category. It uses data that is often ordinal, meaning it does not rely on numbers, but rather ranking or order of sorts.

Data presentation, analysis and interpretations.

The scope of the research involved personnel's in the real estate project management industry and it covers both those who are government workers and at the same into private practices as well the members of the academia, also those who are into full time private practices are involved. A total of

92 questionnaires were returned. Respondents chosen falls within these disciplines: Building, Engineering, Architecture, Quantity Surveying and Estate Surveying/Valuation.

Presentation of data on hypothesis and human resources practices.

H_o: The success of real estate projects is not dependent on quality of Human Resources practices in Awka South L.G.A., Anambra State.

Table 1: Human Resources Management Practices.

S/No	Human Resources Management Practices.	Scales and number of respondents.				
		5	**4**	**3**	**2**	**1**
1	Supervision/checks/inspections	21	42	17	12	0
2	Sharing of Information (Communication) Employee Relation Practices.	33	27	15	10	7
3	Self-managed team/team working.	27	36	14	9	6
4	Procurement of materials.	30	33	13	10	6
5	Mobility.	24	39	13	12	4
6	Job security	27	36	14	9	6
7	Hiring labour/staff (staffing)/recruitment.	22	41	16	13	0
8	Appraisal/Compensation/rewards	25	38	13	10	6
9	Appointment of contractors/subcontractors/suppliers.	23	40	15	12	2

Test: Kruskal-Wallis Test for Human Resource Management Practices

Table 2:   Ranks

Human Resource Management practices Levels		N	Mean Rank
RESPONSE LEVELS	1.00	9	32.33
	2.00	9	40.67
	3.00	9	22.83
	4.00	9	14.17
	5.00	9	5.00
	Total	45	

Source: Computer analysis result on research hypothesis 1 using SPSS Software.

Table 3:   Test Statistics[a,b]

	RESPONSE HRM Practices Levels
Chi-Square	41.897
Df	4
Asymp. Sig.	.000

Source: Computer analysis result of field survey on research hypothesis using SPSS Software.

a. Kruskal Wallis Test

Table 2:   **Ranks**

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	3.00	9	22.83
	4.00	9	14.17
	5.00	9	5.00

b. Grouping Variable: HRM Practices LEVELS

Data Analysis

Data collected were subjected to non-parametric data equivalent of analysis of variance (ANOVA) which is the Kruskal-Wallis test statistic this is because the observed data did not meet the assumption of ANOVA (Normality and Constant Variance). Hence, the Kruskal-Wallis test statistic was employed to assess whether samples varied significantly between variables. Decision rule is to reject the null hypothesis when the significant value (p-value) is less than α =0.05 (p <0.05).

Interpretation

From the result obtained from the tested data, it was observed that the replicate of HRM practices values and that of HR critical factors were found to be statistically significant since the chi-square values obtained were 41.897, for HRM Practices (table 3) with corresponding p-values of 0.00, less than alpha value of 0.05 (p<0.05) assuming a 95% confidence level. The result indicates that the replicate test data was statistically significant, hence they do not correspond to the research hypothesis (I) alternative hypothesis now accepted, i.e. the success of real estate projects is dependent on quality of Human Resources practices in Awka South L.G.A., Anambra State

Table 4: Ranking on Human Resources Management Practices.

Human Resources Management Practices.	RII	Ranking
Supervision/checks/inspections	0.7565	1
Hiring labour/staff (staffing)/recruitment.	0.7565	1
Procurement of materials.	0.7543	2
Appointment of contractors/subcontractors/suppliers.	0.7522	3
Sharing of Information (Communication) Employee Relation Practices.	0.7500	4
Self-managed team/team working	0.7500	4
Job security	0.7500	4
Mobility	0.7457	5
Appraisal/Compensation/rewards	0.7435	6

The result of the survey above showed that among all the human resources practices, supervision/checks/inspections and Hiring labour/staff (staffing)/recruitment ranked first. This goes to explain that where the major issue lies as far as human resources and real estate project management success is concerned is on supervision that is not to say that other practices are not

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relevant. The issue of Supervision/checks/inspections and Hiring labour/staff (staffing)/recruitment is central and critical. Project managers should lay more emphasis on them, project managers are expected to supervise the process of procurement, process of team building, process of contractors and suppliers appointment, and all others practices excluding none.

FINDINGS, CONCLUSION AND RECOMMENDATIONS

The research identified HRM practices on real estate project management, they include: Hiring labour / staff (staffing) / recruitment, Supervision, checks and inspections, Appointment of contractors / subcontractors / suppliers, Procurement of materials, Self-managed team or team working, Compensation/rewards, Sharing of information, Mobility and Job security.
The major findings can be summarised thus:
That the success of real estate project in Awka South L.G.A., Anambra State is dependent on Human Resources practices.
The Human Resources Practices in their order of importance is as follows:
- Supervision/checks/inspections.
- Hiring labour/staff (staffing)/recruitment.
- Procurement of materials.
- Appointment of contractors/subcontractors/suppliers.
- Sharing of Information (Communication) Employee Relation Practices.
- Self-managed team/team working.
- Job security.
- Mobility.
- Appraisal/Compensation/rewards.

Conclusion
Based on the findings the researchers conclude that:
1.   Efforts should made to look at all issues raised i.e. those variables/practices that toped in their respective rankings with a view to making sure they all considered critical in during execution of real estate project.
2.   Since it's established that the success of real estate projects is dependent on quality of human resources practices in Awka South L.G.A., Anambra State, experts and/or practitioners/stakeholders in the real estate project management should ensure they consider and take into cognisance the findings of this research in order to ensure that real estate projects are successful once they commence the implementation of such.

Recommendations
Stakeholders especially Project managers should as a matter of importance ensure that the top ranked individual practices are adhered to strictly e.g.in ways and manners contractors and subcontractors are selected, the way materials are procured etc.

All the stages of the real estate project should be well monitored to ensure compliance especially as it relates human resources issue in each phase.

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