

CORRELATES OF HUMAN RESOURCE DEVELOPMENT AND SEAPORT PERFORMANCE IN NIGERIA

¹Bello Kingdom, ²Ogola Daniel Bekesumowei and ³Mogbojuri Oluwagbenga

¹*Department of Logistics and Transport Technology,
The Federal University of Technology, Akure, Nigeria.*

kingdompeacekingdom@yahoo.com

²*Department of Port management,
Nigeria Maritime University of Nigeria, Okerenkoko.*

Ogola.daniel@nmu.edu.ng

³*Department of Maritime Transport Studies,
Maritime Academy of Nigeria,
P.M.B, 1089, Oron, Akwa Ibom State.*

gbengene1546@gmail.com, +23407038985127

ABSTRACT

This study analysed the relationship between human resource development and its influence on selected seaports in Nigeria. It examined the various factors used to motivate employees at the selected seaports which include Lagos Port Complex, Tincan Island Port Complex, Onne Port Complex, and Delta Port Complex. Questionnaires and interview of major employers of the selected terminal operators were the instrument of data collection. The data were collected through questionnaires and interviews from the terminal operators. The pearson product moment correlation coefficient was used to determine the strength of relationships between port performance and human resource development. Furthermore, descriptive statistics were employed to explain the motivational elements for employees. According to the findings, there is a positive correlation between human resource development and the performance of all seaport terminals at various levels. Wages incentives, discounts on imported commodities provided by terminal operators, payment of house allowance, holiday, and availability of transportation for simple conveyance of personnel are the most important factors that impact maritime workers, in descending order. In conclusion, terminal operators will profit greatly if they provide training and development programme for their employees, and should consider modalities for remuneration and employee welfare that will make them feel content in their job.

Keywords: *Human Resource Development, Terminal operators, Seaport, Performance, Nigeria*

1. Introduction

| In the early twentieth century, workers at seaports were controlled manually. Typically, workers transport their belongings and shuttle between ships and warehouses. The dynamic influence of

information technology on the port system and worker operational systems has changed and continues to alter today. According to Raghubah (2009), human resource development is the process of organizing and strengthening individuals' physical, mental, and emotional capacities for productive work. As a result, port operations training has focused on automation and information development. However, issues with insufficient human resource development mar the Nigeria's ever-increasing port activities. De Langen (2004) stated that more assessment should be injected into port studies and that this assessment-based approach should be used to the entire agglomeration of activity generated by the port. Most importantly, maritime transport requires certain skills both in practice and in theory; the tenet on which the efficiency of maritime operations can be based. Maritime transport attracts larger number of employees especially in Nigeria. Ndikom (2011) explained various activities that generate employment in the maritime sector like: fishing, salvage, towage, underwater resource, exploitation/extraction, and onshore economic activities in ports, shipping activities, ship construction, repair and maintenance. However, there are skills and training to be acquired before anyone can venture into activities in maritime operations. With all these, mariners and ship captain, officials among others complain about the work condition and remunerations. For instance, there are constant changes in the environment in which workers operate, the ship operated upon, the goods and procedures among others (Zoto, 2002).

The requirement of Certificate of Competency (COC) being prerequisite to be onboard is not easy to get by manning graduates of Nigerian Maritime Academies. The structure and disparity placed by government agencies like Nigerian Maritime Administration and Safety Agency (NIMASA), Nigerian Ports Authority, Nigerian Shippers' Council do not support aspiring young Nigerian seafarers. Oni (2007) opined that Nigerian ports operations are not adequately computerized to facilitate quick cargo clearance, unlike in countries like Singapore where their ports Information Technology(IT) developed in the early 80s such systems as their trade net and port-net application, GPS, GIS and GNSS which are instrumental in speeding up documentation and cargo clearance. Peterson (2018) expressed that; port terminal recently opened in Rotterdam, in the Netherlands processes unloading containers by software, and office workers remotely control the cranes over their computers. Ndikom (2013) reiterated that, port infrastructure, bunker management strategy, safety practices, government policies, ship replacement technique among others are the serious problems combating Nigerian Shipping operations.

There a lot of approaches that had been used to rejuvenate port systems and performance. Part of which is change in ownership structure. Different researchers attributed performance of the Nigerian seaports to privatization and concession among others. This study therefore examines the relationship between human resource development and seaport performance in Nigeria. In addition, ports in southwest and south-south were used for this study compare to other studies that make use of a particular region accessible by sea.

Objectives

- i. Examine the impact of trainings on seaport performance.
- ii. Identifies motivation factors that enhance employee performance.

2. Review of Relevant Literature

A port/seaport can be succinctly defined as a maritime commercial facility which may comprise of one or more wharves where ships may dock to load and discharge passengers and cargo (Wikipedia, 2018). Mostly, seaports are categorized based on the purpose and functions of services they are meant to render. For instance, port can be categorized base on type of equipment available for cargo handling e.g RoRo Port. Also, there are cargo ports, container ports, cruise port, inland ports or dry ports etc. Seaport is the major window through which there is exchange of goods and interactions among nations of the world through international trade. The ports are the areas attached to sea, ocean or river by connecting waterway and are equipped with infrastructures and technical facilities to provide shelters to different ships with the aim of transferring goods and persons from one mode of transport to another. The year 1906 was symbolic in the evolution of shipping reforms in Nigeria (Afolayan, 1994; Badejo 1998). That year, the Nigerian Marine was created. The marine as it was popularly known, emerged as the first shipping reform to initiate and bring some sanity into port administration in the country. At its creation, it was charged with the responsibility for control and administration of the existing ports and terminals in Nigeria. The nomenclature of port classification differs and depends on the perspective of the analyst.

According to Michaela, Daniela and Nistor (2014), the most important tool available for port manager is the port staff and the hardest instrument to master and use as there are peculiarities that arise in tradition with historical conditions which sometimes are incompatible with modern management principles in port system. However, the efficiency of a given terminal

depends on its internal organization according to its planning and control strategies. Since human resource fosters development of an operation, according to Gudelj, Krčum and Twrdy (2010): strategic decision is a product of human intelligence which fosters the expansion of the terminal (e.g. quay and yard extensions, new equipment, increased Twenty-foot Equivalent Unit (TEU) capacity, infrastructure developments) in order to meet the demands of the European markets. Maritime workers usually face the problem of berth allocation which is complex due to different ship arrival times, different number and size of arriving ships, multiple quays, different lengths of berths, different number and capabilities of cranes, navigation constraints and so on (Lacksonen, 2001) and (Gudelj and Vidačić, 2007).

In a bid to enhance operational performance, various sectors of maritime operations have institutions coupled with existing universities that are offering transport programmes. Among such professional institutes are Chartered Institute of Logistics and Transport, Institute of Transport Administration, Chartered Institute of Shipping, Institute of Port and Terminal Management, Institute of Freight Forwarders of Nigeria, etc. With all these professional institutes, the staff development and operations at the port is still not up to the standard compared to developed economy. Academic qualification of personnel involves skills, intuition and innovation for staff to be able to assume the responsibilities necessary. Staff quality assessment refers to the degree of achievement of objectives that have been fixed, innovation capacity, behavior with colleagues, customers and to the organization (Michaela, Daniela and Nistor, 2014). In today's fast changing, challenging and competitive environment; (Raghubah, 2009) noted that, human resource development has to take a proactive approach that is to seek preventive care in human relations by using strategies that can maximize efficiency and productivity which could be achieved through qualitative growth of people with capabilities and potentialities to grow and develop.

Human Resource Planning and Port Performance Indicators

The concept of human resource planning seeks to understand the goals and objectives of the organization. The human resource planning requires the employer to determine how managers should appraise, manage performance, identify and develop potential, and train and develop employees (Tyson, 2006). Faulty recruitment process usually leads to wrong selection and eventually low performance and that is why many staff leave shortly after they have been employed. The induction should give details in the form of orientation about what is expected of employees and measures of performance. Tyson (2006) also noted that, other causes include a

failure to appreciate the variety of work, the supervision, the travel to work, payment system and so on, due to overselling of the job or poor supervision by the employer.

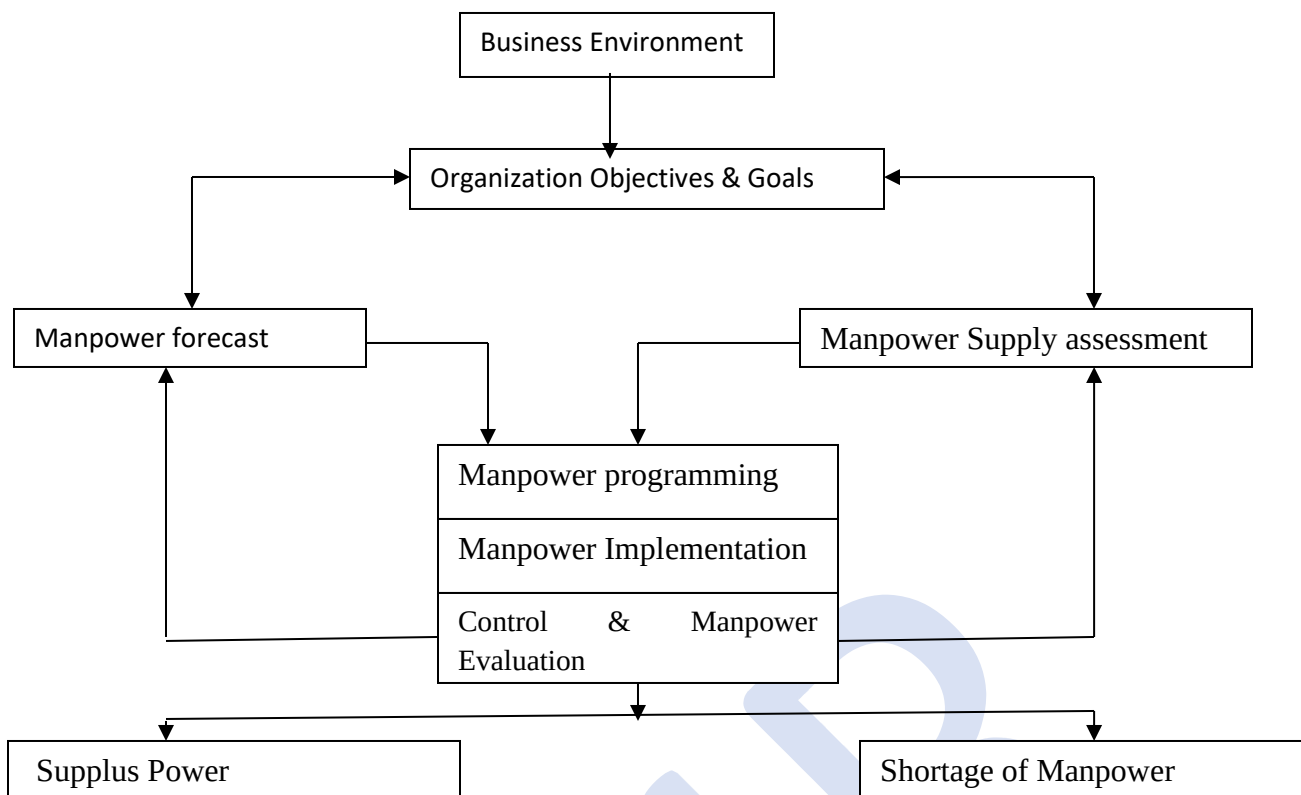


Figure 1: Human Resource Development Planning

Source: Adapted from Rhagubar (2009)

Most organizations lack successive plan and which usually lead to problem when an employee is injured, died or have cause to leave. Figure 1 above presented a human resource development chart with employers having details of organization's business environment and set objectives and goals the organization wants to achieve. The possible manpower in quantity and quality to realize the objectives are forecasted and the assessment is carried out simultaneously to keep the employee fit on the job. The succession plan is arranged and programmed and the implementation of the programme is executed. There is need to constantly evaluate the manpower's performance so as to correct the errors that may arise before it is too late.

The metrics to assess performance at the port can be subsumed under two headings According to Vacca, Bierlaire and Salani (2008):

- a) The level of service: this can be expressed by the level of service provided to the client and measured by turnaround time, vessel time berth, gate service and truck delivery.

- b) Productivity level: the number of container volumes or traffic managed by a terminal, level of cargo handling equipment utilization, (TEUs/Year/Crane) i.e the Twenty Equivalent Unit (TEUs) which a unit for measuring container per year with a Crane. Berth utilization and Storage capacity.

Leadership Theory

There are formal approaches to performance appraisal are widely used in the majority of work organizations in both public and private sectors. Many performance appraisal schemes have at their heart, an objective setting process. This requires often the classic cascade of objectives downwards, so that at each level the objectives of the individual are incorporated into the objectives of the organization as a whole (Tyson, 2006). According to Tyson (2006), if job analysis has not defined the criteria for effective performance, training needs cannot be identified by performance appraisal.

Most organizations try to identify leadership talent early and have put systems in place which identify high potential individuals using clear sets of leadership competencies and validated assessment instruments. Agarwal and Özlem (2006) expressed coaching method as a form of ways by which employees can receive tutelage and personal development. One of the prominent theories that support human resource management is leadership theory. It is believed that part of human resource development is to raise leaders. This approach, with its foundations in sociology, psychology and politics rather than management science, views leadership as a process that is diffuse throughout an organization rather than lying solely with the formally designated 'leader'.

3.0 Methodology

Lagos Port Complex and Tin Can Island Port, both in Lagos, Calabar Port, Delta Port, River Port and Onne Port, all in Nigeria, are under the administration of the Nigerian Ports Authority (NPA) (Wikipedia, 2018). Heads of Human Resources/Personnel Managers from two concessionaires from each of the designated seaports were questioned, and employees from the selected seaports were randomly selected. The respondents were chosen using a stratified sample procedure. There were two types of employees: senior cadre and junior cadre. Table 1 shows that 63 of the 97 questionnaires dispersed across the selected seaports were recovered, as indicated by the total number of all respondents.

Table 1: Respondents at the selected seaports

S/N	Onne		Warri		TinCan		Apapa	
	Junior	Senior	Junior	Senior	Junior	Senior	Junior	Senior
	10	5	6	4	17	4	12	5
	15		10		21		17	

Source: Author's field survey (2018)

4. Results and Discussion

Based on the findings of this report, there are two major ways to assess the human development viz: local training and training abroad. The interview section with the Human Resource/Personnel Managers was based on the performance of employees on mostly training sponsored by the respective organizations the employees work for.

Table 2: Extract of the Correlation Analysis of PPMC

Correlations				
		Performance	Abroad	Local
Performance	Pearson Correlation	1	.517*	.103*
	Sig. (1-tailed)		.000	.002
	N	63	63	63
Abroad	Pearson Correlation	.517*	1	Type equation
	Sig. (1-tailed)	.000		.113
	N	63	63	63
Local	Pearson Correlation	.103*	.113	1
	Sig. (1-tailed)	.002	.001	
	N	63	63	63

**. Correlation is not significant at the 0.05 level (1-tailed).

Source: Author's computation (2018)

The Table 2 showed the relationship among the variables. There is a strong positive relationship between those who received training in abroad and the operational performance of the seaports with $r = 0.517$. The study further revealed a weak relationship between those who trained locally and operational performance of the seaports with $r = 0.103$.

Sequel to the discovery from the responses from the various employees at the seaports on what actually enhances their operational performance from the list of considered open-ended questionnaires summary; the under listed factors have been identified:

- a) Wages/Salary (W/S)

- b) Discount/Gift/awards (DoI)
- c) Holiday (weekend) (Al)
- d) Transport Fare (TF)
- e) Housing (HL)

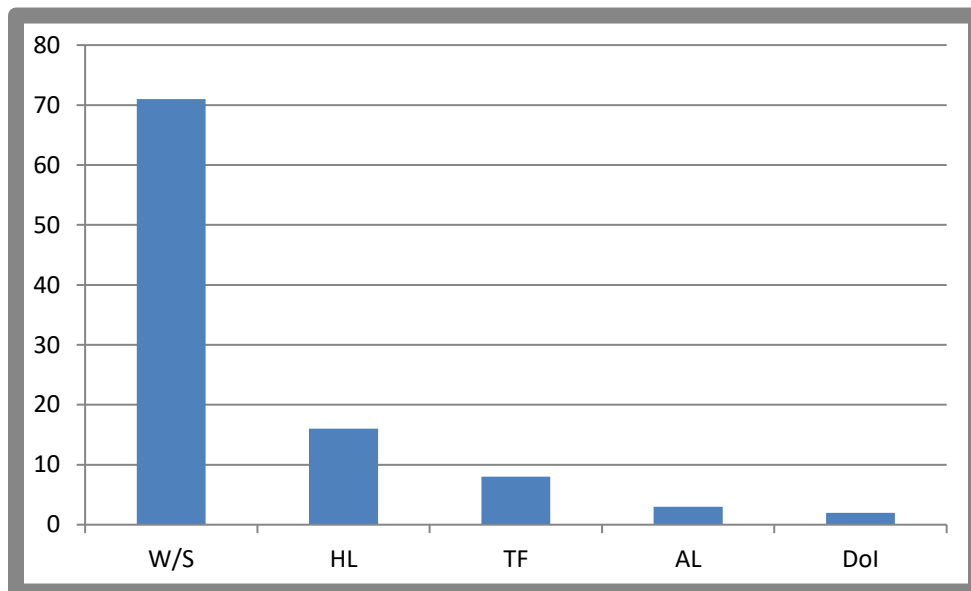


Figure 2: Motivation Factors of employees

The analysis of the factors that motivate employees in descending order is presented by Figure 2. The most potent factor that motivates maritime workers is wages or salary. The next factor is housing and followed by transportation provision/transport fare, no work by weekends and lastly by discount on imported or gift item(s). Wages and Salary contributes to motivation of workers more than 70%, Housing allowance/provision 16%, 8% by Transportation provision/allowance, no work by weekends (Saturday and Sundays) 3% and gift items 2%. Apart from salary or wages, maritime workers prefer housing scheme or accommodation allowance which is the next motivating factor, followed by transportation, holiday by weekends and lastly gift items.

5. Conclusion and Recommendations

The findings of this paper revealed that, there is positive relationship between performance at the selected seaports and human resource development. However, most employers of labour prefer to train their staff at some developed countries. The performance of trained employees abroad is more than those trained locally. This contributes to capital flight and perhaps there is problem with the level of training locally.

Secondly, employees considered the payment that will be the reward of their labour among other factors. Most seaports locations usually get developed and therefore land rent and values are usually high. This can be attributed to the demand for accommodation as the second position in rating the factors that

motivate employees in maritime industry. Again, there is no way there will be congestion in the city that, transportation always becomes a problem. Solving this problem is what motivates employees. Giving workers weekend or holiday is not so much important to workers and the presentation of gifts/awards. This paper concluded that, government must re-strengthen our educational system and review curriculum to showcase collaboration between industry and training. This will reduce capital flight and enhances our educational system. The employers in maritime industry should endeavour to make provision for housing/housing allowance and provide vehicles to convey the workers/ make allowance for such.

References

- Afolayan, O (1994): “Seaport Development in Nigeria: A case study of Apapa Port Complex” An unpublished M.sc Thesis, Transport Studies Department of Geography and Regional Planning, Ogun state University, Ago- Iwoye. Nigeria.
- Agarwal, R., Özlem, E. (2008), Ship Scheduling and Network Design for Cargo Routing in Liner
- Aureo E. P. Figueiredo, Ricardo de D. Carvalhal, Sérgio Hoeflich, Letícia Figueiredo, Sergio L. Pereira, Eduardo M. Dias (2010): Port operation – increase of automated systems, decline of workforce jobs
- Badejo, B.A (1998): Freight Forwarding In Nigeria: Problems and Prospects; Journal of Transport Development Initiatives Vol.1.No 1 (71-79)
- Brian S and David P (2004): Shipping and Ports in the twenty –first century. Globalisation, technological change and the environment Routeledge. Taylor and Fracis group
- De Langen, P.W (2004). Governance in seaport clusters. Erasmus University Rotterdam
- Gudelj A, Krčum and Twrdy E (2010): Models and Methods for Operations in Port Container Terminals Intermodal Transport Preliminary Communication
- Gudelj, A. and Vidačić, S. (2007): Scheduling model of an automated guided vehicle system in seaports, Modern Traffic, Vol. 27, No. 6, 2007, pp. 446-451
- Lacksonen, T.: Empirical comparison of search algorithms for discrete event simulation, Computers & Industrial Engineering 40, 2001, pp. 133-148
- Michaela Carmen, Daniela Sarpe and Nistor Costel (2014): Port management importance in port activities development <https://www.researchgate.net/publication/228989635>
- Ndikom BC (2011) “The Kernel Concept of Shipping Operations, Policies and Strategies” Ibadan University Printery, Ibadan.
- Ndikom B.C (2013): A Critical Evaluation of the Challenges and Opportunities of Shipping Line Services in Nigeria
- Oni, A. O. (2007a). *Graph-Theoretic Analysis of Intra-Community Road Network: Case Study of Covenant University, Nigeria*. Paper Presented at the College Seminar/Workshop held at College of Science & Technology Conference Room, Covenant University, Ota, Nigeria on 1st August 2007
- Raghubar Jha (2009): Human Resource Management
- Tyson S (2006): Essentials of Human Resource Management fifth Edition
- Vacca Ilaria, Bierlaire Michel, Salani Matteo (2008): Optimization at Container Terminals: Status, Trends and Perspectives
- Wikipedia (2018): accessed 17 February, 2018
- Zotto T.C. (2002): “O trabalho de Estiva – Modernização e Tradição, os desafios da tecnologia e da gestão no cais, SP LTr, 2002.