

## A REVIEW PAPER ON THE IMPACT OF HUMAN RESOURCE MANAGEMENT AMONG LABORS IN CONSTRUCTION PROJECTS

S. Sharmila<sup>1</sup>, K. Nirmalkumar<sup>2</sup>

<sup>1</sup>II Year M.E., (CEM), Department of Civil Engineering, Kongu Engineering College, Erode, India

<sup>2</sup>Professor, Department of Civil Engineering, Kongu Engineering College, Erode, India

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**Abstract---**Human Resource Management is the process of attracting, developing and maintaining the talented and energetic workforce to support organizational mission, objectives and strategies. Human Resource Management (HRM) has significant influence in the construction industry. Although construction technologies and management techniques have advanced rapidly, project manager still need to pay more attention to people management. The primary objective of this paper is to study the impact of human resource management practices among laborers in construction and to identify the current trends in human resource management in construction projects and finally analyzing the factors affecting human resource management system in the construction projects.

**Keywords---**Human Resource Management, Construction projects, labors, Management responsibility and People management

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### I. INTRODUCTION

Construction is one of the most labor-intensive industries. Human resource is the most valuable asset in construction industry. Human resource practices are mostly concerned with gaining value through increased skills, productivity, autonomy, contribution, and cost consciousness. Productivity is one of the most important factors affecting the overall performance of any construction company. S. B. Rahee (2014) observed that Human Resource Management is the process of managing people in a company/firm as well as the existing interpersonal relationships. These two processes are key in the success and growth of a business.. It contributes success of the project and creates a competitive advantage for the organization. Human resources play the role of effective utilization of other resources in project execution. Thus human resource is determinant of the efficiency of construction resources.

Achieving better labor productivity requires detailed study on the actual labor cost as well as nature and type of labor. Different labours have different variables which can considerably affect their productivity levels. For every project, productivity, cost, quality, and time are the main factors of concern. Better productivity can be achieved if project management includes the skills of educating and training the laborers on various factors including the work method, personal health, motivational factors, type of tools, materials and machines required, personal skills, workload to be executed, expected work quality and the type of work to be done.

Mir Hadi Moazen Jamshidi (2012) reported that the construction organizations requires both additional and different HRM practices and processes than those suggested by traditional approaches. The purpose of project, 'Human Resource Management' is to ensure that the project has sufficient human resources, with the correct skill sets and experience, for the successful project completion. In a construction project a HR manager develops a plan that describes the end-to-end

processes that a project will use to meet its human resource requirements and explains that, which resources with what skills and experiences are required, how resources will be acquired. HRM processes in Construction Project include courses of actions such as developing Human Resource Plan, Acquiring Project Team, Developing Project Team and Managing Project Team.

Xiaofeng Zhail (2014) observed that construction is the complex and comprises a multiple of knowledge driven activities and business interests amongst participating organization. Human Resource management has positive effects on organizational performance; human resource is an essential organizational internal resource to generate organizational performance and its improvement. Human resource management comprises two main streams: best fit or hard HR management which has a strategic focus on fit the person to organizational goals and best practice or soft HR management which aims in increasing employee commitment and capability to enhance business performance. Human Resource practices indirectly improve organizational performance through their effects on organization learning (in terms of individual learning, team learning, internal knowledge sharing, lessons learned, collaborative work schemes, internal improvement schemes, learning from others, continuous renewal of business processes, seeking new developments, and standard document and experts' directions).

Monica Izvercian (2014) ascertained that, in implementation of Total Quality Management (TQM) processes in an enterprise, Human Resources Department plays a major role: that of developing and communicating the TQM vision. The actual implementation and providing necessary support is to maintain the enthusiasm about TQM. The Human Resource Department can act as a pivot agent in the change process with comparative analyzes of the needs of the enterprise. It may also develop and deliver training programs that reflect the long-term mission and vision of the company.

Human resource management can act as a tool with a major role in the implementation of TQM in two ways:

1. By modeling the TQM philosophy and principles at operational level in the department, the Human Resources Department can serve as a launching point for the TQM process across the enterprise.
2. The Human Resources Department, with help from the management team of the enterprise, can transfer this process from the department level to enterprise level by creating an organizational culture necessary for the development and acceptance of TQM

Ahsan Ali Khan (2015) estimated that the labor productivity plays an important role in providing success to construction industry. However labor productivity is decreased every year because of increase in complexity in construction projects. One of the most important factors in improving labor productivity is the motivation of labor force. Suitable motivation of labor can be hypothesized as a key contributor to maximizing labor productivity. It is management responsibility to motivate labor drive out better work from them. Employees have higher levels of motivation when they perceive that management cares about their welfare, when they are involved in management process and when the management- labor environment is positive.

Sherif M. Hafez (2014) made an inference on construction labor productivity that becomes a big problem in construction industry. The labor productivity insufficiency will affect the performance of the overall project. The factors affecting labor productivity are classified into four major categories: technological category, human category, management category and external

category. Each of the factors has their own variables. The most significant factors affecting labor productivity are:

1. Payment delay and motivation of labor
2. Skill of labor and lack of experienced labor
3. Lack of labor supervision

Joseph M. G. (2015) estimated that productivity plays a major role in the construction industry in which labor power is the only productive resource and the industry is mainly dependent upon human effort and performance. The resource inputs such as men, material, machinery, money and time produce outputs in the form of work. The success of any project depends upon the performance and availability of these resources and improves higher cost savings with minimal investment. In developing countries like India, proper labor management for productivity is one of the key factors to achieve higher efficiency.

Siddesh K Pai (2013) observed that the Human resource management is not structured in construction industry but the need and importance of human resource management is growing. The biggest problem in the construction industry is the acute shortage of skilled and trained manpower. Getting skilled and trained manpower till the project gets completed. In a project the requirement of labor is important; if the labor is not available the effects for the projects are generally delay, low quality, cost implication and other effects. The following are the ways to cope with lack of skilled manpower

- By providing training to local available labor
- We should provide better incentives, better pay scale and facilities need by labor to keep them with company
- Mechanization reduce the labor required in the site
- Proper labor management and monitoring
- Recruiting the multi-skilled workers

Sudi Apak (2013) reported that the Human resource management covers all the regulations using human as the basis, making it more effective, useful and productive and on the other hand enable him to reach job satisfaction and happiness. The process of attracting the skilled workforce and maintaining them in the organization is more difficult. The talent management is to develop the special strategies to hire candidates and establish a talent pool. Talent management is an approach considering many businesses today attempting to close systematically the gap between the talents required handle difficulties that the company will face and attain the target by applying its strategies.

Shahhosseini (2011) observed that, as part of human resource management policies and practices, construction firms need to define competency requirements for project staff and recruit the necessary team for completion of project assignments. Traditionally, potential candidates are interviewed and most qualified are selected. Precise computing models which could take various candidate competencies into consideration and then pinpoint the most qualified person with a high degree of accuracy. Then the competency criteria model for each person is developed. Decision making is performed in two stages: a fuzzy Analytic Hierarchy Process (AHP) for evaluating the competency criteria and Adaptive Neuro-Fuzzy Inference System (ANFIS). A fuzzy adaptive model for competency based employee selection has the advantages: decision maker can decompose the compound employee selection problem into simple and it is flexible enough to integrate extra factors in the evaluation.

## II. CONCLUSION

Human resource is the most important asset in the construction industry. Human Resource Management is critical, at the same time a complex issue in construction industry. Human Resource Management is not a central issue of the construction industry, but it can influence other aspects such as cost, time and quality of the construction projects. The attitude, aptitude, skill and experience of the workers play an important role in successful completion of the project. The utilization of resources like men, money, machines and material largely depend on the person who is in-charge. Therefore, it is important that construction managers have some skills in management.

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