
“HUMAN RESEARCH MANAGEMENT IN CONSTRUCTION INDUSTRY WITH SPECIAL REFERENCE TO TRAINING AND MOTIVATION”.

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Abstract:- The construction industry is one of the very big global employment sectors. It provides work for large proportion of labour market. The market of construction business is both domestic as well as global. Construction is the most complex project based industries in which there is need to apply good human resource management practices. Labour is an important factor in construction industry. It operates equipments in which huge investments are made. Hence effective training for them is very much essential. This will enable them to perform well and increase the speed and productivity of construction work. The success of construction organization also depends upon morale of its people. Companies need to ensure all the learning achievements by their staff are recognized by appropriate promotion and reward. So it is necessary for successful construction organization to make use of principles of training and motivation in HRM practices.

Keyword: Construction Industry, Human Resource Management, Training, Motivation.

Introduction: The ability to attract, retain and develop talented employees is important feature of any construction industry. Today there is conventional training for the people in this industry which is not enough for the changing demands of construction projects. The construction industry today has scarcity of skilled construction worker. Training of construction craft workers is not very common and the reason for this is fluctuation in construction project. Construction workers when finished with their job move to other project and thus they identify more with their trade than construction firm. Thus the culture of constructors being involved in formal training of various skills required in the industry is non-existent.

Organization rewards that organization gives to individuals can vary widely. Employee ownership, gain sharing and profit sharing can be useful. The types of rewards that organization offers play crucial role in determining level of motivation. Rewards also have an input on quality and quality of personnel the organization is able to recruit, hire and retain. Further rewards have motivated effect on both individual and groups.

H.R.M. is too often treated as an afterthought in many construction companies. H.R.M. function is regarded as an administrative overhead or for people management such as payroll, recruitment and legal requirements of employment.

This research is undertaken with following primary aims.

To study the changing needs of construction industry in present scenario.

To study the existing training system to human resources.

To diagnose the problems in existing training system and to study the limitations of the same.

To study the cost effectiveness of both training and motivation to human resources.

Research Methodology: A Quantitative research approach was adopted for this research. Close ended Questionnaire was used for survey. Primary data was collected from selected samples with the help of Questionnaire. Secondary data was collected from reports, data available in library of training centre, also from various research papers, books and internet. The respondents include trainees from a builder

firm and training institute. The respondents also include old personnel who have direct managerial experience in construction companies. Two construction companies were chosen for research and method of interviewing was adopted. A formal meeting with top H.R.M. managers was undertaken. The goal of interviews was to explore the perceptions, understanding and expectations regarding H.R.M. innovation, implementation in companies. The interviews remained open conversations.

Despite the undoubted importance of training, most construction companies do not engage effective corporate learning because training activities are assumed to be expensive in terms of cost and time. Many times it is assumed that training activities require key staff to be removed from their day to day responsibilities which causes additional pressure on working teams. Minimum training standards already exist and additional is seen as unnecessary luxury by many organisations. Training and development to the employees makes them attractive to other companies as construction is highly transitory industry with strong culture of nomadism.

During the case study in a construction company it was found that it relies mostly on job training for middle and top level employees. Formal training on site is also given to them. Mostly seniors in the company train the juniors. The employees have to be given training based on case studies. Company is promoting e-learning module in which there are questions and answers, homework given and grades are also published. Apart from pay rise and incentives various motivational techniques are like – monthly newsletter publishing names of outstanding employees, star performance trophy is given. Internal certificates for participation and completion of targets is given. These motivational techniques are revised in meetings. In another case study done in construction company which has its special training center. It was found that 50% workers were absorbed in the company. About 100% employees get placement. They usually became builders. Because the training is Practical oriented even Engineering students enrolled their names.

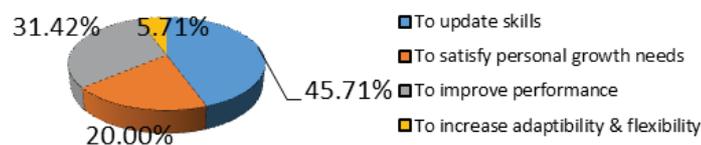


Chart No. 1: Necessity of Training

The analysis results were that 45.71% employees said it was to update the skills. 31.42% said to improve performance. 20% said to satisfy personal growth needs and 5.71% wanted to increase adaptability and flexibility.

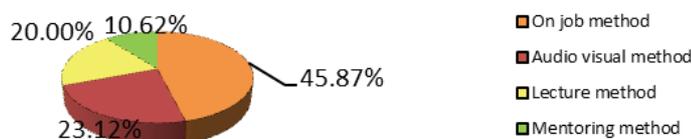


Chart No. 2: Method of Training

The analysis results were that 45.87% said it was on job method. 23.12% said audio visual method. 20% said it was lecture method and 10.62% mentoring method.

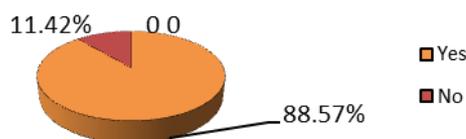


Chart No. 3: Job Performance After Training

The analysis results were that 88.57% said that there was improvement and 11.42% said that there was no improvement after training.

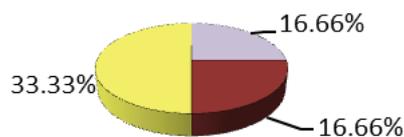


Chart No. 4: Efficiency After Training

The analysis results were that 33.33% managers said that the improvement was 30%, 16.66% said that it was 70% and 50% said that it was 40%.

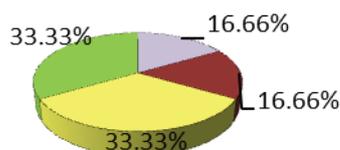


Chart No. 5: Reduction of Material Wastage

The analysis results were that 16.66% said that it was 20%, 16.66% said that it was 60% and 33.33% said that it was 30% and remaining 33.33% said that it was 40%.

Table 1: Table Showing Need for Training (% Wise)

Sr.No.	Age Group	Improve Performance	Update skills	Satisfy Personal growth needs	Increase Flexibility & Adaptability
1	20 to 24 yrs.	31.27	26.22	29.36	13.15
2	25 to 30 yrs.	37.56	25.22	30.18	7.04
3	30 to 45 yrs.	19.56	31.53	24.52	24.39

Table 2: Table Showing Motivational Schemes Adopted By Company (% Wise)

Sr.No.	Age Group	Praise	Pay Rise	Rewards / mementoes	Recognition
1	20 to 24 yrs.	20.46	68.43	-	11.11
2	25 to 30 yrs.	15.37	69.26	-	15.37
3	30 to 45 yrs.	40	60	-	-

Table 3: Table Showing Need for Training (% Wise)

Sr.No.	Age Group	On job	Off job	Lecture	Audio visual	Job Rotation
1	20 to 24 yrs.	58.66	-	20.67	20.67	-
2	25 to 30 yrs.	55.42	-	20.67	13.61	10.30
3	30 to 45 yrs.	60	-	20	-	20

Conclusion: According to the inference drawn after going through various literature reviews and case studies, it can be concluded that training is important activity in H.R.M. practices. It is extremely necessary to improve performance of employee, to update his skills to satisfy personal growth needs and increase flexibility and adaptability at work place.

The on job method training, lecture method and visual method play important role in imparting knowledge to any employees. There is level of improvement in efficiency of employer after training and it works out between 30 – 40%. It is seen that there is reduction of material wastage and it is about 40%. Thus after training both employee and company are benefited.

Web-based learning technology is particularly helpful where projects are geographically dispersed and participants may find it difficult to attend training courses. Apart from pay rise and incentives certain non-monetary techniques like certificates, praise and recognition are important for any employee.

Financial incentives aims to motivate people to achieve their objectives, improve their performance and enhance their competence or skills by focusing on specific targets and priorities.

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