

HUMAN RESOURCE PLANNING AND HUMAN RESOURCE
DEVELOPMENT IN CONSTRUCTION

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To my beloved family and friends.

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ABSTRAK

Industri pembinaan merupakan industri yang beroperasi secara berkumpulan gerak kerja yang diversi. Malahan, pengurusan isu dalam sumber manusia merupakan sesuatu tugas yang mencabar. Dalam pada itu, Moden SHRM atau Pendekatan Pengurusan Sumber Manusia Strategi Moden dalam menerapi aspek sumber manusia dengan mengutamakan sumber manusia bertujuan meningkatkan prestasi kumpulan dalam projek dan membangun kebolehan persaingan organisasi. Dalam pada itu, Perancangan and Pembangunan sumber manusia adalah bahagian yang paling mustahak dalam pengurusan sumber manusia berlandaskan asas industri pembinaan yang meluas. Kajian dijalankan semata-mata untuk menguji tahap penerapan perancangan dan pembangunan sumber manusia dalam projek pembinaan. Kajian and bertujuan memaksimumkan dan mendalami arena istimewa berbentuk perancangan organisasi serta pembangunan kumpulan untuk memperhebatkan prestasi project. Ia juga bertujuan untuk menyelesaikan masalah isu – isu berkenaan seperti kekurangan pekerja yang mahir, kumpulan pekerja yang berubah, kekurangan dalam latihan yang berkesan and ujian prestasi. Kesimpulannya, kajian berasaskan situasi terkini memutuskan bahawa secara ideal semua fakta praktikal hebat mesti dipertikai; tetapi hanya 3 teknik dipraktikan secara nyata; kesemua teknik aplikasi adalah tidak digalakkan kerana halangan seperti kurang galakan daripada pihak atasan. Demi memberangsangkan aplikasi pelbagai kaedah pemulihan situasi sepatutnya diterapkan. Kajian juga memutuskan bahawa memperhebatkan pratikal dalam Perancangan and Pembangunan sumber manusia dapat menyalurkan kesan yang positif dari segi meningkatkan prestasi projek pembinaan.

ABSTRACT

Construction industry is deemed to operate by diversify workforce. Hence managing human resource issue deemed to be a challenging task. Apparently, Modern SHRM or Strategic Human Resource Management approach in cultivating human resource aspect in order to capitalize human resource towards improvement of project team performance and building organizational competitive advantages. Nonetheless, Project Human Resource Planning and development is an essential portion in managing human resource within a diversifying construction nature. This study carried out in particular to examine the extent of implementation Human Resource Planning and Development in construction project. The core emphasize of the study toward optimizing specific area of organizational planning and team development in enhancing project performance and towards catering the problems faced such as shortage of skilled employees, transient workforce, lack of effective training and performance appraisal. Conclusively, the study of current scenario that ideally the best practice factors are to be considered but only 3 techniques are being practice in reality; the discouraging in practicality of others recommended techniques and tools due to major limitation such as lack of management support. Apparently, the study suggested numerous improvement methods could be adopted to induce the practicality. The study result also indicates through enhancing practicality in Project HR Planning and Development would contribute significant positive impact towards improving construction project performance.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Competitive pressures, both in domestic and in global markets, shifted the desired outcomes in management of the relationship away from compliance and quiescence in employee behaviour toward a more positive commitment towards customers and business requirements. People are individuals who bring their own perspectives, values and attribute to organizational life, and when managed effectively, these human traits can bring considerable benefits to organizations. Construction organization has tended to shed labour as part of a survival strategy, retaining and retraining the more skilled employees or those whose skilled employees could less easily be replaced. (Mullins, 1999).

Referring to statement by *Peters and Water, 1982*, mentioned about that people should no longer be treated as a 'cost', but as a company 'asset' and central source of competitive advantages. Construction is considers a labour-intensive

industry. Basically, the concept of labour intensity is relative between industries. There are complexities interfaces of different personnel within construction industry whether in-house or within an organization, or even between inter-organization. Hence, people are the foci of alternative views if the industry. Construction exists to contribute to the satisfaction of human needs and wants; people organize it; it employs people. It is the personal interactions which generate demands and determine the nature of supply responses.

Nonetheless, complexities in human interactions within construction industry will bring about the construction-based issues of human resource. There are countless examples of corporate and project crises in the construction sector which have arisen as the result of people behaviour, and it would seem that human resource or HR has the potential to eliminate more construction risk than any other management approach. (Loosemore, 2000). Concurrently, a strategy approach in management of human resource is essential to encounter the occurred problems and enhance the organization competitiveness.

The comprehensive study is necessary in identifying needs in efficient management of strategic human resource focus on the Human Resource Planning (Organizational planning) and Human Resource Development (Team Development) aspects in minimizing the problems arose in construction industry with possible resolution in provision of Human Resource Technique and tools. Enormously, the study tends to optimize human resource capital utilization in enhancing the organization competitive advantages.

1.2 Problem Statement

Managing people is definite a challenge both at strategic or even organizational levels. Thus, human resources are well managed and developed in alignment with the organizational goals and strategies. Defining improvement in human resource management effectiveness is to be cultivated in order to encounter the arisen issues that exist in current construction environment as below:

Shortages of skilled employees – Human resource (HR) are vital to all industries, including the construction industry, As claimed by Paul Manning, the chief operating officer of the construction firm C. Raimondo & Sons, “Maintaining an attracting quality people is a priority”. (Tulacz, 2000). The issue has become especially important in the construction industry in recent years because there is a growing shortage of qualified workers in that field. Levy, for examples, notes a “disturbing trend” in construction in which there is a “growing shortage of skilled workers and experienced managers”. As Levy further claims, “the scarcity of both skilled trades – people and experienced will place more emphasis on the need to increase the quality and quantity of training in order to produce more effective and productive workers” (Levy, 2000).

Transient workforce - The necessities in employment of a transient workforce which can move from one project location to the next and poses many problems for workers, such as managing work life balance issues. Transience arises within projects, since the composition of teams normally changes during different project stages, involving people from many organizations, backgrounds and locations. Male employment leads to many challenges, such as skills shortages caused by recruiting from only a portion of population, difficulties in the management of equal opportunities and workforce diversity, and considerable challenges in terms of

creating an accommodating atmosphere in which individuals' diverse skills and competencies are fully utilized (Dainty, 2000).

Modifying Labour Market and workforce composition- T. Micheal Goodrich, the CEO of BE & K Inc, agrees that the construction labour market is changing, but he believes this is due to less or decrease in the number of qualified workers than it is to the changing demographic of the workforce. As Goodrich says in this regard: "We have more women and latinos working in the construction industry today, and we must be prepared to respond to these changes". He also mentioned the workgroup ages growing older over the time (Leonard, 1998).

Lack of effective training and performance appraisal- the important factor in implementing human resources management in construction is in need of effective training and ways in measuring the performance of their workers training. A system of "performance measures" is needed in order to monitor improvements among construction teams. (Nesan and Holt, 1999).

Workers participation Know How- employees are de-motivated when they are not "empowered" and not feeling that their participation is important in making company successful. In the words of Nesan and Holt, "the participative approach addresses development of good supervisor-subordinate relationships and cohesive work groups in order to satisfy both social needs and the needs of business demand" (Nesan and Holt, 1999). As Olomolaiye and others agreed that money is powerful motivator and claim well-designed reward system will lead to higher productivity for the employer and extra pay for the employees for their effort. (Olomolaiye, Jayawardane, and Harris, 1998).

Management commitment and Leadership- construction firms need to take into consideration commitment and leadership on the part of management, and the needs to be efficient communication between managers and workers.(Nesan and Holt, 1999). The reluctant in taking initiative in planning and implementation of human resource management will lead to inefficiently may affect productivity and performance.

1.3 Aims of The Study

Construction industry is versatile; one of the factors due to cross intellectual of human capital, the efficient human resource management is essential for an organization survival and remains its competitiveness. Thus, the main aim of this project is to examine extend of SHRM application focus on Project Human resource planning (Organizational Planning) and Human Resource Development (Team Development) aspects in action within construction project. Concurrently, identify the impact of application in performance and the implication of possible causes & limitation in application.

1.4 Objectives of the Study

- 1) To study the best practices factors consider in Project Human Resource Planning and Development.

- 2) To study the application of selective Project Human Resource tools and technique in construction project.
- 3) To study and assess the impact in Construction Project Human Resource towards performance.
- 4) To identify and discuss the causes and limitation for Project Human Resource Planning and Development.

1.5 Scopes of the Study

- 1) The scope of study covers construction practitioner's namely contractor, consultant, and client/developer in the project level (Traditional Design-Bid-Build). The study will only focused on medium to large scale organization.
- 2) The study of selective tools and techniques focused on Project Human Resource planning and development in specific area of Project Organizational Planning and Team Development.

1.6. Important of the Study

The study is being carried out to examine the effectiveness in application of human resource management technique in the aspect of HR planning and Human

Resource Development in the construction project that may reflect the project team performance that affect organization competitiveness through promoting human resources capital competencies by minimizing the problem arose in construction. The identification of causes and limitation in practicality of the Project HR Planning and Development may help in drawing out an appropriate improvement method in refining the condition in further encouragement of common utilization of tools and techniques in Project HR Planning and Development.

- j) Cooperative relationship among employer and employees in setting common goals and realizing the benefits upon the Project HR implementation.

It is essential also to consider the study upon Project Human Resource performance measurement process or appraisal process to be carried out on quarterly and annual review basis based individual projects by utilizing available tools such as graphic rating scale method, paired comparison method or even critical incident method. Apparently, the appraisal process involves:

- 1) Setting work standards or manuals.
- 2) Assessing the employee's actual performance relative to these standards.
- 3) Providing feedback to the employee with the aim of motivating that person to eliminate performance deficiencies or to continue to perform above par.

5.4 Contribution of the Study

1. The result of study manage to indicate that it is ideally to considered all best practices should be adopted in application of Project HR Planning and Development in construction. In real scenario, there are only 3 major tools & techniques being utilize under Project HR Planning (Organizational Planning). The remaining tools and techniques are not commonly practices. It reflects that need for attempt in limitation identification and proposal of improvement method in adaptation.

2. The study also concludes that the maximization in utilization of tools and techniques in Project HR Planning and Development are essential in order to bring positive impact in project performance.

3. The positive impact in project performance through enhancing the intensity in common practices of Project HR Planning and Development tools and techniques are adaptable effort and consideration in catering the issue in problem statement and further capitalize the Human Resource in master plan of the business strategy in construction.

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