

HUMAN RESOURCE DEVELOPMENT PRACTICES IN CONSTRUCTION INDUSTRY

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Abstract

Human Resource Development practices play a critical role in order to have a successful organization. People with advanced skills and experience have a better chance of finding jobs. As a result, businesses and organisations that are able to engage, train, grow, and retain highly skilled employees will be effective. In order to do so, creating a learning atmosphere is critical to Human Resource Development potential success. The present research investigates the methods of training and advancement in Human Resource Development practices in the construction industry, based on a literature research. The study discovered some of the challenges and solutions to workforce training and growth.

Keywords: Human Resource Development, Training, Construction Industry.

Introduction

Having a strong human resource development (HRD) organisation is a valuable asset for businesses, and the managerial and developmental processes of human resources are inextricably linked to an organization's performance. Human capital now plays a significant role in the success of an enterprise. Human resources (HR) can add value to an organisation by identifying ways to enhance staff management that improve efficiency. HR is ideally placed to generate meaningful benefits because it has a significant impact on the overall management structure. Nowadays, both the business and academic worlds believe that an organization's human resources can be a source of competitive advantage and one of the hidden forces driving growth, profits, and long-term value. Researchers have stressed the importance of including HR in the growth, planning, and implementation of competency strategies. If properly nurtured, trained, and created, human resources can become an organization's most valuable asset. In this regard, the diverse external conditions in which many companies now work necessitate that they build a faster capacity for training and learning than their rivals, find solutions to novel and complex issues, and increase the quantity of what they do through successful training and development activities. Therefore, the main core thread of this research is methods of training and development in HRD practices within the construction industry.

Human Resource Development

HRD has been used in a variety of fields of study since its inception. This has caused a great deal of consternation among various individuals, organisations, and practitioners. HRD is a concept that has been applied to a broad range of activities. For example, according to Garavan et alpaper, 's the American

Society for Training and Development defines HRD as "training and development, organisational development, and career development." Garavan also describes it as "the strategic management of training growth and professional education interventions aimed at promoting the achievement of organisational objectives while ensuring the maximum utilisation of employees' knowledge and skills." HRD is characterised as the development of learning, including knowledge and expertise, as well as the improvement of results. It focuses on entity, team, and organisational issues, making it a multi-level term. It is based on theories that explain the learning process as well as theories of organisational learning and change. HRD, on the other hand, is also thought of as having amorphous and permeable boundaries.

Two approaches to HRD have evolved since the word HRD was coined (attributed to Leonard Nadler in the early 1970s). On the one hand, British researchers have adhered to a learning and development model that focuses on improved training and development. The American researchers, on the other hand, focused on performance outcome paradigms, which focused on training workers in order to enhance and increase organisational performance. Most of the American approach is based on organisational development theory, and coaching, mentoring, and leadership development have all been emphasised. While earlier concepts of HRD focused on person rather than organisational learning, by the early 1990s, HRD had become known in the US literature as a much broader concept centred on organisational success and capacity. HRD was established by the American Society for Training and Development (ASTD) in the late 1980s as a process of developing HR capability and adding value to individuals, teams, or an organisation as a human system. HRD, according to this concept, is concerned with people's capacities, not only their job skills, but also the benefits that growth brings to the organisation as a whole. As a result, the literature in the United States favours performance-based HRD concepts. For example, Sambrook proposes that HRD is a process concerned with cultivating human knowledge for the purposes of enhancing efficiency by synthesising the US definitions. As a result, the majority of European academics and a minority of US contributors concentrated on learning as the primary goal of HRD. However, some commentators in the United Kingdom reflected on the effectiveness of HRD activities. HRD, as a field of study and practise, is responsible for promoting long-term, work-related learning ability at the person, community, and organisational levels, according to the learning perspective. The learning school views HRD as primarily concerned with improving a person's ability to learn. Individual and organisational learning, as well as individual and organisational success, are thus the two main strands of HRD.

HRD has remained a dynamic and nebulous entity, viewed differently by practitioners and scholars, due to its many different and broad definitions. HRD, according to Slotte et al., "covers roles mainly related to training, career growth, organisational development, and research and development." HR roles are intended to encourage learning ability at all levels of the organisation, to incorporate learning culture into the organization's overall business strategy, and to support the organization's efforts to achieve high quality performance." Training and development are critical in this context, both for companies competing on the market and for individuals working within them. The hope is that HRD systems will help organisations enhance their results. As a result, Swanson's organisational concept of HRD appears to be more detailed. HRD, he identified, is "a process of developing and unleashing human expertise through organisational

growth, personnel training and development, and performance improvement." Organizations, work systems, classes, and individuals are all output domains. Furthermore, organisation growth is the systematic implementation of organisational change for the purpose of enhancing efficiency. HRD is the method of assisting workers in improving their skills, knowledge, experiences, and lives in general. There are several factors that go into this, but the most important ones are training and growth.

Human Resource Development in Construction Industry

The building industry has long been regarded as one of the most diverse and complex in the world. Individual projects are typically custom-built to client specifications in this project-based industry. The evolving demands of construction activities and the competitive world necessitated the creation of teams each time a new project was committed. This is particularly evident in larger contractor organisations that are focused on overseeing construction phases and processes with a small number of directly working managers and technical workers to lead outsource teams. Most notably, though, the industry makes extensive use of foreign workforces. Although the increased use of external labour has enabled managing contractors to transfer risk and achieve greater flexibility, it has also complicated employee growth and project coordination, necessitating the hiring of more highly qualified and experienced management.

Despite these difficult characteristics of the industry, there is little literature on HRD in large construction companies, and much of the evidence is based on data gathered over the last few decades. For example, Raiden et al. discovered that the businesses showed a strong commitment to strategic HRD, which resulted in higher employee engagement and better organisational efficiency. On the other hand, an organization's success, especially in the construction industry, is largely determined by the quality and morale of its workforce. In several business sectors, HRD is an influential approach to people growth. The construction industry, on the other hand, provides a difficult environment for successful human resource management and growth due to the complex and rapidly evolving organisational, project, and ability requirements.

Meanwhile, many researchers regard building projects as project-based environments. As a result, certain internal and external factors in project-based environments will affect HRD processes. Internal considerations include human resource development, organisational structure, organisational culture, and factors important to individual workers within the organisation, according to the researchers. These criteria lead to employee resourcing plans and project target accomplishment with minimal risk by ensuring employee engagement. Aside from internal influences, there are a number of external variables that influence the way HRD activities are organised. The issues are divided into those that are unique to the construction industry and those that relate to all market sectors. Common throughout all different business sectors are:

1. Technological, legislative and demographic change;
2. Shifts in people's attitudes, values, and beliefs, as well as their quality levels and aspirations; and
3. Changes in the economic/labour markets.

The building industry faces a variety of unique challenges which include:

1. Unique product;

2. Workers who are in and out of jobs and/or projects on a regular basis are referred to as transient workforce;
3. Male dominated, macho culture of the industry;
4. Short-term teams formed, disbanded, mixed and changed in composition;
5. Projects won at short notice;
6. Changing proficiency, skill and competency requirements; and
7. Client pressures.

In light of the industry's special and competitive world, one of the company's HRD strengths is the managerial goal of good people development practises. While workers do not always believe this is the case, it provides a solid basis for potential opportunities to emerge as a result of the implementation of more organised HRD activities. All of the preceding statements emphasise the importance of HRD practises and their implementation in the construction industry in order to increase construction activity efficiency. However, in the construction industry literature, the value of staff preparation and encouragement in HRD practises has received little attention. As a result, the study's aim is to look at and discover ways to improve employee training and growth in HRD practices.

Conclusion

Human resource development practices in construction industry is an emerging area and only very few studies were conducted by the earlier researchers. The present research found that backdrop exists in managing the human resources engaged in construction sector employees in terms of recruitment, selection, training, and performance management labour welfare measures. The present study covers those aspects that HR has to perform in the organizations to achieve these goals. There is a clear need for changes in the human resources development practices and style in the working place in order to ensure employee satisfaction. This will greatly helpful to reduce high turnover rates and retain employees. By maintaining leadership styles that promote decentralisation and delegation of responsibilities, equity in the implementation of employee performance and appraisal processes, and adequate employee benefits, incentives, and acknowledgement mechanisms, the working atmosphere can be made completely appropriate for the needs of all employees.

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