

# Need of Human Resources Development to Increase Speed of Project

Mr. Pritam B. Inpure<sup>1\*</sup> Prof. U. J. Pathak<sup>2</sup>

<sup>1</sup> M.E. (Construction Management) TSSM's, Padmabhooshan Vasantdada Patil Institute of Technology, Pune, India

<sup>2</sup> Department of Civil Engineering, TSSM's, Padmabhooshan Vasantdada Patil Institute of Technology, Pune, India

**Abstract – Human resource is required for an organization to conduct different business activities. Without the support of human resource, the organization cannot exist or operate effectively. The success of any organization depends on the effective use of human resources. Human resource is the major contributory force for any kind of organization in India. Due to this, management of this human resource, i.e. Human Resource Development must have more significance in India. Also, human resources are major risky to manage in the construction field, as they are not mostly permanent like other industries. Therefore, it is necessary to analyze the Human Resource development in the construction industry. However, studies have shown that research on develop the resources in the project management context is yet undeveloped and publications are relatively rare and most research simply involves case studies or expert reports. Past research has been done on HRD are mostly qualitative and there is a lack of quantitative research. Due to this lack of quantitative research, there is no good-developed framework for factors affecting HRD in the construction industry. The study recommended that Employee health and safety should consider first for any organization to wants to move further to achieve their objectives. A framework of human resource development has been developed. This framework contains many factors and it is divided in 8 Main Criteria's as:**

- (a) **Job Analysis and HR Planning,**
- (b) **Recruitment and Selection,**
- (c) **Education and Training,**
- (d) **Retaining, Motivation and Performance Appraisal,**
- (e) **Compensation and Rewards,**
- (f) **Employment Relations,**
- (g) **Health and Safety,**
- (h) **Other External Factors.**
- (I) **Labour Productivity**

**Data is collected through questionnaires and personal interviews targeting Engineers, Project Managers, HR Managers and Contractors. International All factors affecting HRD have been ranked using RII and SPSS Method or SWOT Analysis.**

**Keywords — Construction Field, Factors, Human Resource Management (HRM), Organization**

-----X-----

## INTRODUCTION

“Human resource development is an interdisciplinary field, which focuses on systematic training and

development, career development, organizational development to improve process and enhance the learning and performance of individual and organizations. A central goal is to broaden

understanding of the complex activities involved in assisting individuals or organizations to improve their ability to develop themselves”.

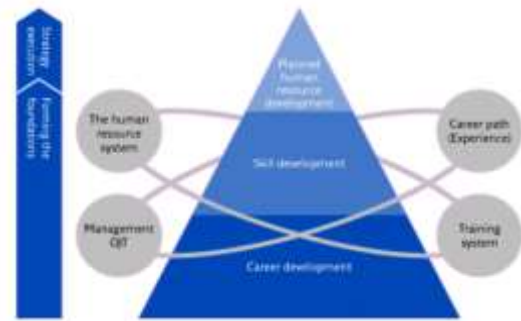
Human resource development can be defined as planned activities designed by an organization to provide its members with the opportunities to learn necessary skills and knowledge with a view to meeting current and future job demands. HRD seeks to develop people’s knowledge, expertise, productivity and satisfaction, whether for personal or group/team gain or for the benefit of an organization. HRD activities should begin when an employee joins an organization and should continue throughout their career, regardless of whether that employee is an executive or a worker on the assembly line.

HRD is the process of allowing staff to acquire knowledge, skills and attitudes for the sole purpose of executing specific task(s) more efficiently and effectively. It is not a once and for all activity but an ongoing process. As new employees are trained, so also are other older employees transferred to other jobs, promoted or trained for the more challenging jobs.

Human resources are nothing but the personals working in the organizations for achieving the goals of the business and earning benefits for themselves for their survivals or for their specific purpose. They may be skilled, semi-skilled or may be unskilled. Human resource management deals with the management of these human resources for achieving the desired business goals. Human resource management incorporates the vast fields like construction, banking, manufacturing, processing, etc. Every type of business includes human resources in it thus; human resource management is a very important component of the every type of organizations in today’s developing world. It deals with the vacancy identification, recruitment and selection, retention of employees, motivation, etc. Thus, it deals closely with effective utilization of human resources of a business. So, human resource management is the unavoidable component in every business because without it we cannot get the work done, which may lead to un-fulfillment of the goals of a business.

Of all the factors of production, human is by far the most important. The importance of human factor in any type of co-operative endeavor cannot be overemphasized. It is a matter of common knowledge that every business organization depends for its effective functioning not so much on its material or financial resources as on its pool of able and willing human resources. The product of any manufacturing organization by itself is not enough to win customers. The human resources become even more important in service industry whose value is delivered through information, personal interaction or group work. This is the only resource which can produce unlimited amounts through better ideas. There is no apparent limit to what people can accomplish when they are

motivated to use their potential to create new and better ideas. No other resource can do this.



HRD aims to promote comprehensive education incorporating the perspectives of training system, On-the-Job Training (OJT), medium to long-term career path development of human resource systems to support these programs.

**BACKGROUND**

Human resource development coordinates the functions of training and development experiences in the organizations. In recent years the scope of human resource development (HRD) has expanded from simply providing training programmes to facilitating learning throughout the organization in a wide variety of ways. There is an increasing recognition that employees can and should learn continuously, and they should learn from experience, from each other as well as from formally structured training programmes. Nevertheless, formal training is still essential for most organizations (Pavlov, 2013). The primary aim of project human resource management is to obtain, develop, and manage the project team that will perform the actual project work. Project human resource management develops human resources plan through project roles, responsibilities for each role, and reporting relationships among the roles. Also, it creates the staff management plan that describes when and how the resource requirements will be met.

Motivation is an inner state of our mind that activates and directs our behavior. It makes us move to act. It is always internal to us and is externalized via our behavior. Motivation is one’s willingness to exert efforts towards the accomplishment of his/her goal. Motivation is Internal and external factors that stimulate desire and energy in people to be consistently interested and committed to a job, role or subject, or to make an effort to attain a goal. Motivation results from the interaction of both conscious and unconscious factors such as the intensity of desire or need, incentive or reward value of the target, and expectations of the individual and his or her peers. These factors are the reasons one has for behaving a certain way. An example is a student that spends extra time studying for a test because he or she wants a better grade in the class.

## AIM

► Aim to improve the decisions taken on the need for an EIA and the terms of reference on which the assessment is made. To save our planet we need to promote self-sustainability and self-sufficiency.

► Global warming and the worse conditions the earth is facing by each passing day. Our purpose should be to promote a greener and healthier environment.

## MOTIVATION

Motivation is something stemming from within a person; motivation refers to a dynamic driving force, which stems from within. It is an "inner striving condition, which activates or moves the individual into action and continues him in the course of action enthusiastically." Thus, motivation is defined as an inner state that activates, energizes or moves behavior towards goals. And, the forces inside the individual that inspire him to continue work are variously called as wishes, drives, needs, etc. Motivation is the "core of management." Motivation is an important function performed by the manager for actuating the people to work for the accomplishment of organizational objectives. Issuance of well-conceived instructions and orders does not mean that they will be followed. A manager has to make appropriate use of various techniques of motivation to enthuse the employees to support them. Effective motivation succeeds not only in having an order accepted but also in gaining a determination to see that it is executed efficiently and effectively. Motivation is an active and dynamic instrument in the hands of a manager for inspiring the workforce and creating confidence in them. Through the motivation of the workforce, management creates 'will to work' which is necessary for the achievement of organizational goals and objectives. Motivation is the process of getting the members or the group to pull weight effectively, to give their loyalty to the group and to carry out properly the purpose of the organization.

Motivation is the inner power or energy that pushes one toward performing a certain action.

Motivation strengthens the ambition, increases initiative and gives direction, courage, energy and the persistence to follow one's goals. Motivation is usually strong, when one has a vision, a clear mental image of a certain situation or achievement, faith in one's abilities and also a strong desire to materialize it. In this case motivation pushes one forward, toward taking action and making the vision a reality.

It has been argued that employees' turnover is heavily influenced by job satisfaction, motivation and organizational commitment, because no employee would like to stay with an organization that is not satisfied with his work. Stated that comprehensive training activities are positively associated with

productivity; reduced staff intention to leave and organizational effectiveness.

## OBJECTIVES

- To identify the factors related to human resource management of construction firms.
- To develop the integrated framework that can be useful in analyzing factors affecting the human resource management of construction firms.
- To determine Engineers, Project Managers, Human Resource (HR) Managers and Contractors perceptions towards the relative importance of the key indicators of HRM of construction firms in Maharashtra region of India.
- To identify the most significant key indicators of HRM of construction firms in Maharashtra region of India.

## PROBLEM STATEMENT

1. The ability of most manufacturing companies to manage their resources effectively
2. Many constraints impeding the implementation of such programs.
3. High rate of absenteeism and high labor turnover which is a factor of poor service conditions and poor management development programs.
4. Inadequate supply of materials and spare parts for the servicing and maintenance of equipment most of which are old, obsolete and even need changing.
5. Lack of motivation.
6. Increasing Workers effectiveness: One of the major objectives of any formal business organization is profit maximization but cannot be achieved satisfactorily without an efficient and effective workforce. Staff training and development is one of the ways of improving effectiveness.

"Human resource development employs people, training them, compensating them, developing policies relating to them, and developing strategies to retain them, giving it an even more critical role in today's organizations. Every organization has policies to ensure fairness and continuity within the organization. Training is also a key component in staff motivation. Employees who feel they are developing their skills tend to be happier in their jobs, which results in increased employee retention. In today's organizations, challenges as a result of

lack of promotion and welfare, health and safety care requirements, Compensation, Worker safety laws, and Labor laws, Pay, Health benefits, Vacation time, Sick leave, Bonuses and retirement plan for employees in the manufacturing firms becomes an issue in the companies or firms. The consequences remain that there will be the low motivation of workers or employees which result in low productivity or poor output, reduced profitability, staff turnover, lack of growth, challenges with their manager, poor fit with the organizational culture and poor workplace environment.”

## LITERATURE REVIEW

### **Effectiveness of Human Resources Development of Construction Firms in North Western Nigeria, Tukur Al-Mustapha, PM World Journal, February 2017**

To assure quality of construction projects, clients should pay attention on quality of manpower to handle construction projects and subcontractors. To a limited extent, some factors of human resource development are prevailing in construction works in Nigeria while others are still in their formative and or maturing stage. However, other factors like training and education, teamwork, suppliers' partnership, quality planning, process management, communication, reward and recognition people management and empowerment are still in their maturing stage in the industry. Training should be considered as primarily a vehicle for implementing and reinforcing quality practices. Moreover, clients should advance from the accustomed practice of awarding tenders to the lowest price and promote rewarding the best team and suppliers who could provide the best service.

With proper training and quality awards, the quality awareness can spread widely throughout the construction industry in Nigeria and the achievement of human resource development can be maintained. In addition to the aforesaid, great effort is required from the management to develop the whole company human resource development. The paper recommends that professional bodies and stake holders should embark on human resource audits before contract awards so that shared values, objectives and behaviour can be aligned to the goals of the quality plan. Also, an extensive awareness and training programs be initiated to improve the clients' understanding and approach toward quality and hence increase their achievement of human resource development, which would in turn improve coordination, teamwork, productivity, and construction industry performance.

**Strategic Human Resource Management in Practice: Case Studies and Conclusions – from HRM Strategy to Strategic People Management, Duncan Brown, Wendy Hirsh and Peter Reilly, April 2019**

The main aims of this research have been:

- ▶ To assess the reality of strategic HRM in UK employers and HR functions today;
- ▶ To document and assess how it has evolved and how it is changing;
- ▶ To summarize recent academic research on the subject and to bring together research and practice in this area;
- ▶ To address some of the key questions raised by prior work in the field. Despite major structural and economic changes in the workplace, our study highlights three core questions that have underpinned much of the work in this field throughout its history:
- ▶ In terms of policy, how strategic are HRM policies and HR functions? What impact do HRM policies have on organizational performance and how can this influence best be leveraged?
- ▶ In terms of practice, how well do employers implement and 'land' HR policies?
- ▶ Perhaps most fundamentally of all, what is the purpose of strategic HRM and do employees as well as employers benefit?

### **Human Resource Development in Construction Industry**

#### **Behnam Neyestani, UC Berkeley Previously Published Works, 2014**

Human Resource Development (HRD) is the domain that performs core function in an organization for the advancement of personal and professional skills, knowledge and abilities of employees. Human resource development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification and organization development. HRD has the key role in improving knowledge and skills on human resource in any organization. HR professionals are very important for the organization. The main target of human resource development is on fostering the workforce so that the company as well as employees can achieve their work goals and objective to maximum satisfaction.

#### **Planning for Human Resources Development, Talam V Rao, July 2017**

One of the indicators of success of a chief executive is the extent to which he has created self-renewing systems within the organization and the extent to



which he has developed his own employees. An institution builder makes him dispensable by building the competencies of his employees. He uses the time released by becoming dispensable to deal with external environment and create opportunities for the organization to grow and make an impact. HRD instruments can aid him to move in this direction. Small investments in HRD with the commitment of the chief executive can go a long way in building the competencies of employees and a healthy and dynamic organizational culture.

**Human Resource Development, Faeq Hamad Abed, Mahidy Alhalboosi, September 2018**

HRD is concerned with: (a) Staffing issues: employment, mix and number of personnel, deployment by region, by level of care, by type of establishment, by gender; (b) Education and training: coherence between competencies and needs of the services, programs and curricula, learning strategies, availability of competent teachers and trainers, of adequate infrastructures; (c) Performance management: maintenance and improvement of the quality of services, setting of standards, information and management systems, management practices; (d) Working conditions: recruitment and posting, job and workload definition, promotions and career mobility, incentives, mode and level of remuneration, other conditions of service, management of personnel and labor related. Human resource development is a process of developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance

**Human Resource Development Activities, Francesco Sofo, Alastair Rylatt**

Encyclopedia of Life Support Systems (EOLSS), January 2014

The chapter begins with an outline of the challenges facing HRD efforts in the new millennium and briefly reviews its historical development and continual effort to define itself. Three perspectives are delineated that form the new context of HRD; these are the current focus on being customer-centered, the need for imaginative leadership and the supreme value of human beings. The concept of 'activity' is explored and taxonomy is suggested to help understand HRD. 'Activity' is conceptualized as an integrated set of actions that vary by level, function and time frame. The level of activity is distinguished by a focus on individual, group, society and the world community while the twin functions highlighted are change or learning and a people-centered focal point. The time frame of HRD activities carries from immediate, quick fixes to days, months and years.

**An Exploratory Study Of Human Resource Development Practices In Telecom Industry In Saudi Arabia: A Case Study Of Private Sector, Dr.**

**Nasser S. Al-Kahtani, Dr. Nawab Ali Khan, European Scientific Journal January 2014 edition vol.10, No 1 ISSN: 1857 – 7881 (Print) e - ISSN 1857- 7431**

HRD plays a very vital role in the success of an organization. It actually affects the performance of the employees directly or indirectly. If the HRD atmosphere is favorable the company may avail the maximum cooperation of the employees to achieve the organizational objectives. The study brings into light the fact that the HRD climate in the private sector telecom industry consists of a huge of scope for improvement. The results also show that there is no difference in the performance of the employees on the basis of variables, quality of work life and welfare measures, organizational development, training and development, performance appraisal and rewards and participative management. The management of the sample company needs to take some necessary steps to bridge the gap with employees and try to develop a feeling of mutual trust and confidence. A transparent communication process actually helps in the establishment the HRD Climate. The HR policies of the organization should be designed and implemented in such a manner that these policies encourage the employees to contribute their best. Employees should be authorized so that they can take the right decision at the right time in case of emergencies and exigencies. Management should discourage the stereo types and favoritism. All employees should be treated on equitable basis.

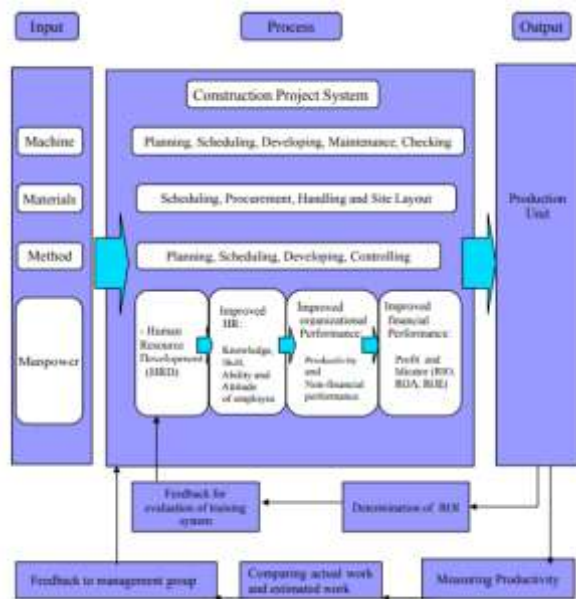
**METHODOLOGY**

- It consists of introduction, history, effect, advantages, salient features. Also introduce the objectives of this study.
- Literature review related to the project.
- Detail study about Methods used in project.
- Conclusion and lastly discussed on future scope of this project.



**DATA COLLECTION**

There are numerous factors affecting employee's performance and productivity in construction site and generally these factors are manifested to affect in the construction at large. There are also several factors that influence employee's performance and productivity in Construction Company. "Productivity improvement in construction is best understood when the construction process is visualized as a complete system", as shown in Figure, the system is made up of the construction project.



The construction system can be described as an IPO (Input, Process, and Output) system. There are four elements in Input (Machine, Materials, Methods, Manpower) of this system and Manpower is the most important factor among them and the organization can use and consume properly other factors are left by promoting and improving HR or manpower, and human resource development is the main way to achieve this target (improving HR). This system shows the stages of improving HR by HRD through construction project system HRD can cause improving step by step firm performance in Construction Company, these stages are included:

The construction system can be described as an IPO (Input, Process, Output) system. There are four elements in Input (Machine, Materials, Methods, Manpower) of this system and Manpower is the most important factor among them and the organization can use and consume properly other factors are left by promoting and improving HR or manpower, and human resource development is the main way to achieve this target (improving HR). This system shows the stages of improving HR by HRD through construction project system HRD can cause improving step by step firm performance in Construction Company, these stages are included:

- √ Improvement of HR outcome: Improved knowledge, ability, skills, employee's behaviour;
- √ Improvement of organization performance outcome: Non-financial performance (employee's satisfaction, time, absence, change of organization culture, increasing revenue);
- √ The increase of productivity and finally;
- √ The increase of financial outcome: improved profitability

**DATA ANALYSIS**

Every work, need to HRD whether difficult or easy require good qualification to the task. Because of that, if any employee doesn't have qualification enough to do a job/ to meet any changes that becomes hard. So, HRD needs assessment very important to know what the trouble is and who need improve? HRD needs assessment can be defined as determining the gap between what are the capabilities of the current employee and what required to do. In this step must do ask questions to ensure who needs training & developing and what essential needs? Depended on this information that much necessary do analysis in deferent directions to identify essential needs



**CONCLUSION**

Knowledge of human resource management practices during the overall management of construction organization and its' operations can make our ways easy and can improve the overall performance. The results from calculations of Relative Important Index (RII) Method Relative Importance Ratio (RIR) Method from different stakeholders' point of view indicates that the most important factors affecting of construction firms are: Life security, Working Experience of Candidates, Paying competitive wages, Systematically structured training process, Competitive salaries, Improper crew design, Accurate job description, Quality of programs provided, Technical knowledge of candidates, Clearly defined duties, Regular

performance appraisal, Adequacy and quantity of programs, Good Working.

Human resources are the individuals who make up the workforce of an organization, business sector, or economy. Training and development strategy describes the formal, ongoing efforts that A Monthly included in made within organizations to enhance the performance and self-fulfillment of their workers through a variety of educational system and programs which bring insufficient motivation. Inadequate motivation and lack of incentives and recognition lead to weak performance and likewise production of poor quality of goods and services. Maximizing profit and minimizing cost is the key of every business. The higher the productivity level, more successful you will be. So ensuring that productivity levels of your employees are always high should be your main priority by applying sufficient motivation.

### ACKNOWLEDGMENT

We express our sincere thanks to Project Guide Prof. U.J. Pathak for his continuous support. We also thankful to our Head of Department of Civil Dr. R.R. Sorate For support

### REFERENCES

- [1] Prajapati N., Pitroda J. R., Vyas C. M. (2015). International Conference on: "Engineering: Issues, opportunities and Challenges for Development", ISBN: 978-81-929339-1-7, Analysis of Factors Affecting Human Resource Management of Construction Firms Using RII Method, 11<sup>th</sup> April, 2015, S.N. Patel Institute of Technology & Research Centre, UmraKh, Bardoli.
- [2] Prajapati N., Pitroda J. R., Vyas C. M. (2015). A Critical Literature Review on Integrated Framework for Assessing Factors Affecting Human Resource Management in Construction, Journal of International Academic Research for Multidisciplinary, Impact Factor 1.625, ISSN: 2320-5083, Volume 2, Issue 12, pg. 114 - 123.
- [3] Agyepong S. A., Fugar F. D. K., Tuuli M. M. (2010). "The Applicability of the Harvard and Warwick Models in the Development of Human Resource Management Policies of Large Construction Companies in Ghana", Proceedings of West African Built Environment (WABER) Conference, ISBN 978-0-9566060-0-6, pp. 525-535.
- [4] Armstrong, M. (2014). Armstrong's Handbook of Human Resource Management Practice. 11<sup>th</sup> edition. United Kingdom: Kogan Page Limited
- [5] Eleni Stavrou-Costea, (2005). "The challenges of human resource management towards organizational effectiveness: A comparative study in Southern EU", Jour-nal of European Industrial Training, Vol. 29 Iss: 2, pp.112 – 134
- [6] Allameh Sayyed M., Naftchali Javad S., Pool Javad K., and Davoodi S. M. R., (2012). "Human Resources Development Review according to Identity, Integration, Achievement and Adaptation Model", International Journal of Academic Research in Business and Social Sciences , Vol. 2, No. 2.
- [7]. Kumar Vinaya, Ali Mahatab, & Kumar Sujay (2013). "FRAMEWORK FOR IMPLEMENTING HUMAN RESOURCE DEVELOPMENT PROGRAMMES IN HIGHER", I.J.E.M.S., VOL.4 : 36-39
- [8] Noe Raymond A., Hollenbeck John R., Gerhart Barry, & Wright Patrick M. (2011). "FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT", Fourth Edition, Published by McGraw-Hill/Irwin, a business unit of The McGraw-Hill Companies, Inc., the Americas, New York.
- [9] Ongori Henry, & Nzonzo Jennifer C. (2011). "TRAINING & DEVELOPMENT PRACTICES IN AN ORGANISATION: AN INTERVENTION TO ENHANCE ORGANISATIONAL EFFECTIVENESS", I.J.E.M.S., VOL.2 (4); 187-198.
- [10] Vasantham S. Tephillah, International (2015). "BENEFITS OF HUMAN RESOURCE DEVELOPMENT", Journal of Research in Economics and Social Sciences, Vol.5, Issue 9.
- [11] Vinesh, (2014). "Role of Training & Development in an Organizational Development", International Journal of Management and International Business Studies, Volume 4, Number 2, pp. 213-220.
- [12] Werner Jon M. and DeSimone Randy L. (2012). "Human Resource Development", Sixth Edition, Cengage Learning products are represented in Canada by Nelson Education, Ltd.
- [13] Volkman, B., et. al. Blogger (2011). 101 Ways to Improve Construction Productivity. Retrieved from <http://www.blogger.com/profile/05000061347046054204> (Accessed in 2013, April).
- [14] Chalofsky Neal E. , Rocco Tonette S., & Morris Michael Lane (2014). "Handbook of Human Resource Development", FIRST

EDITION, Published by John Wiley & Sons, Inc., Hoboken, New Jersey

- [15] Agba Ogaboh A. M., Festus Nkpoyen, and Ushie E. M., (2010). "Career development and employee commitment in industrial organizations in Calabar, Nigeria", AMERICAN JOURNAL OF SCIENTIFIC AND INDUSTRIAL RESEARCH, 1(2): pp. 105-114
- [16] Pavlov, (2013). Benefits and Strategies of Human Resource Development (HRD). Retrieved from <https://www.ukessays.com/essays/management/human-resource-developmentcoordinates-the-functions-of-training-and-development-management-essay.php>
- [17] Rutu, P. (2013). Importance of Human Resource Development (HRD). Retrieved from <https://accountlearning.blogspot.com/importance-of-human-resource.html>
- [18] Muogbo U.S. (2013). The Impact of Employee Motivation On Organisational Performance (A Study Of Some Selected Firms In Anambra State Nigeria). The International Journal of Engineering and Science (IJES) 2(7).
- [19] Werner Jon M. and DeSimone Randy L. (2012), "Human Resource Development", Sixth Edition, Cengage Learning products are represented in Canada by Nelson Education, Ltd.
- [20] Noe Raymond A. (2010). "Employee Training and Development", Fifth Edition, Published by McGraw-Hill/Irwin, a business unit of The McGraw-Hill Companies, Inc., Americas, New York.

---

### Corresponding Author

**Mr. Pritam B. Inpure\***

M.E. (Construction Management) TSSM's, Padmabhooshan Vasantdada Patil Institute of Technology, Pune, India