

## **Identification of factors affecting Human Resource Management in U.A.E and Indian Construction Industry**

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**Abstract**— Although construction is one of the most labour-intensive industries, people management issues are given inadequate attention. Construction industry is deemed to operate by diversify workforce. Hence managing human resource issue deems to be a challenging task. 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. On the basis of researcher's past studies this kind of HRM structure applicable in the construction field is not reported satisfactory. 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 in India and UAE construction industries. Research methodologies will use in this study is to collect the appropriate information is the formal method and basically most convenient method adopted includes questionnaires, interviews and visiting personally to the companies.

**Keywords**— Human Resource Planning and development, factors affecting HRM

### **I. INTRODUCTION**

Construction organization has tended to shed labour as part of a survival strategy, retraining the more skilled employees or those whose skills could less easily be replaced, managing others at a greater distance. 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 behavior toward a more positive commitment towards customers and business requirements. 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.

The perception of people as labour force has been evolved to human resource; people no longer be treated as a 'cost', but as a company 'asset' and central source of competitive advantages. Construction is considering a labor-intensive industry. There are complexities interfaces of different personnel within construction industry whether in-house or within an organization, or even between inter-organization. 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 behavior, and it would seem that human resource or HR has the potential to eliminate construction risk than any other management approach.

The comprehensive study of HRM in India and UAE construction industries is necessary in identifying the factors and needs in efficient management of strategic human resource focus on the Project Human Resource Management towards improvement in performance and minimizing the problems arise in construction project.

## II. OBJECTIVE

The main objective of this research to identify the factors affecting human resource management in the Indian and UAE construction industry.

## II. CRITICAL LITERATURE REVIEWS

| Sr. No.        | Description of paper   |
|----------------|--|
| <b>Paper 1</b> | <p><b>Title:</b> Understanding employee resourcing in construction organizations.<br/> <b>Author and publication year:</b> Ani Birgit Raiden<sup>1</sup>, Andrew R. J. Dainty<sup>2</sup> And Richard H. Neale, 2008</p> <p><b>Literature of Paper:</b> An ad hoc and largely reactive approach to employee resourcing prevails within the case study construction organizations. This leads to a tendency among managers and HRM specialists to view resourcing as responsive with little opportunity to contribute towards strategic planning. This situation is exacerbated by the various components of the resourcing function being poorly integrated.</p>   |
| <b>Paper 2</b> | <p><b>Title:</b> Management of Human Resource in Construction Industry<br/> <b>Author and publication year:</b> Malkani Z.A.K. and Kambekar A.R., 2013 <b>Literature of Paper:</b> A detailed survey has been conducted to identify HRM related issues within the construction company and result were analyzed keeping main focus on the human resource practices that are generally pursued in the Indian construction industry, availability of skilled labour and formal or informal method or forms commonly adopted for the management of the human resource.</p>  |
| <b>Paper 3</b> | <p><b>Title:</b> Good Practice People Management through Human Resource Information Systems (HRISs).<br/> <b>Author and publication year:</b> Ani B. Raidén, Richard H. Neale, 2010</p> <p><b>Literature of Paper:</b> This paper has explored the use of computer applications for SHRM functions in construction organisations. On the basis of the survey findings and an extensive literature review, the advantages of HRISs to the effective and efficient management of the people management element of construction operations has been supported. In particular, it offers the potential to greatly enhance the organisations 'ability to collect, store and utilise personnel data to support managerial decision-making.</p>   |
| <b>Paper 4</b> | <p><b>Title:</b> Human Resource Management (HRM) In Construction: An Exploration Of Issues And Practice<br/> <b>Author and publication year:</b> Angela Kilby and Steven McCabe, 2002 <b>Literature of Paper:</b> The research data presented here, albeit not extensive, suggests that where HRM is being given the seriousness and support that it requires can assist construction organisations to develop people who will positively contribute to success. The study carried out and reported on in this paper would appear to show that proactive HRM is a major contributory factor towards making British construction more effective and efficient.</p>  |
| <b>Paper 5</b> | <p><b>Title:</b> Strategic Approaches To Managing Human Relations Within Construction SMEs<br/> <b>Author and publication year:</b> Nicola Kin, Andrew D.F. Price, and Andrew R.J. Dainty, 2002</p> <p><b>Literature of Paper:</b> In summary, the organisations indicate a number of strengths and weaknesses in the way that they manage and undertake employee relations within their businesses. They adopt a flexible approach using a wide variety of techniques within and across the organisations. Additionally support exists between the senior managers and HR or middle managers perspective indicating a level of communication and continuity within the organisation. The research provides insights into issues of employee relations as part of the SHRM Function within the industry and within SME firms in particular. By examining the factors contributing to SHRM, these findings form part of a wider study and contribute to the exploration of the types of SHRM strategies used by construction SMEs in order to improve their organisational performance.</p> |

#### IV. MAJOR FINDINGS

The study of all the research papers, aspects elaborating the concepts and practices in perspective construction industry, Design-Bid –Build method, Human Resource Management, Strategic Human Resource Management in Construction. The study also embraces coverage of Project level SHRM namely Project Human Resource Planning and Human Resource Development. Eventually, the element of specific elements in Project Human Resource Planning and Development – Project Organizational Planning and Team Development is included.

#### V. CONCLUSION

Human resource management is play major roles in construction industries of all over the world. From above all the researches so many factors are affecting of HRM in UAE and Indian construction industry. Some factors are commonly affecting in both countries and some factors are different in both countries. The common factors are identified in this research which are affecting HRM in UAE and Indian construction industry.

The following 25 factors are significant factors affecting to HRM in UAE and Indian construction industry:

Table - I  
 Factors affecting to HRM in UAE and Indian construction industry

| Sr. No | Factors affecting HRM   |
|--------|---|
| 1      | Organization structure with the right people                  |
| 2      | Proper rewarding scheme-employee's motivation                 |
| 3      | Evaluate current resources-ex skills, experience              |
| 4      | Quality improve depend on quality personnel                   |
| 5      | Proper organization structure/chart                           |
| 6      | Continuous improvement-recognize outside environment          |
| 7      | Job analysis and design-right candidates right position       |
| 8      | Formal and informal training                                  |
| 9      | Practices better roles and responsibilities delegation        |
| 10     | Complete project documentation                                |
| 11     | Proper supporting document-ex. Job specification              |
| 12     | Proper interaction process – meeting and discussion           |
| 13     | Practice standard procedures                                  |
| 14     | Improve team performance – experience, skills                 |
| 15     | Practice HR guideline & procedures                            |
| 16     | Analyze and prioritize benefits of shareholders               |
| 17     | General management skills training                            |
| 18     | Team building activities                                      |
| 19     | Practice formal and informal reporting relationship           |
| 20     | Managerial & organizational competencies                      |
| 21     | Efficiency of Project execution                               |
| 22     | Lack of employer & employees commitment towards HR            |
| 23     | Overlooked scope and important of HR participation in project |
| 24     | Technical performance & innovativeness                        |
| 25     | Lack of knowledge in HR tools & technique application         |

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