

WORKFORCE EMPOWERMENT FOR EFFECTIVE CONSTRUCTION MANAGEMENT

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ABSTRACT:

The construction industries in Indian vicinity are one of the most contributing industries as far as the contribution to the GDP is concern. There is huge number of construction companies working unorganized. There are several uncertainties and factors associated with the performance of the construction companies. The success of any construction project is measured by the timely delivery of the project and the cost effectiveness. The project delivery in time with optimization of the resources is depended on the management of the workforce available. Authors have presented the concept of workforce empowerment as a tool to improve the performance of the construction industry from the point of view of effective delivery of the projects.

KEYWORDS: Workforce empowerment, Construction industry, Construction management, project management, construction projects, etc.

INTRODUCTION:

The success of any construction project is depended on how effectively the manpower is performing. The construction projects being one of the most disorganized and risky projects need to have good strategies in place to prevent the things against failure. The factors affecting the construction projects are:

- Improper planning
- Non-effective management
- Unavailability of the skilled workforce
- Unavailability of the resources
- Environmental hazards
- Political and societal issues

The study suggest that, one of the factor to improve the performance of the construction project is improving the processes and the performance of the workforce. The construction project will be effectively completed with

implementation of total quality management concept. The motivated team when assigned the targeted work with different scientific approaches considered makes the project successful.

Different approaches of workforce empowerment have been proposed over the years and found effective for different industries. The construction sector needs the implementation of the theories of management and principles of the positive team work building. The managers have to play an essential role in planning the various activities for betterment of the projects and timely completion of the projects. The paper presents the overview of the problems and opportunities of the construction management and the strategy of workforce management as an effective tool to enhance the performance of the construction system.

Problems Associated with Construction Workforce:

The Asian countries, the workforce working with the construction industries are facing following issues:

- Unsafe work environment
- No proper direction of work
- Uncertain work
- Heavy work
- Late working hours
- No social recognition
- Low wages
- No security
- Unhygienic surroundings
- No proper food arrangements
- No or incomplete education
- Unskilled labors
- No freedom for planning or execution
- Less technological support

With above conditions, it is really difficult for the manager to drive the system as per the plan and achieve the targets in expected time. Hence there is need of the plan for improving the scenario. The construction industries were thinking over this situation and the researchers working in this area have come up with the possible solutions to overcome the situation.

Various Aspects of Workforce Empowerment:

The workers leading the front and back end activities in the construction project are going effect the most on the project delivery. The motivated team can make a change in this regard. We have identified the various areas of improvement as fur as the workforce is concerned as shown in fig.1. The workers when working in the hard conditions with less skills as stated in previous section feels demotivated and there is the need of propoer steps to be taken to improve their performance.

The proper training of the activities to be performed is much needed to fulfil the requirements of the labors. The training need must be identified and the workforce must undergo either individual or group skill development programs and training session.

The motivation plays an important role for improving the individual performances in the team. It can be in terms of recognition, felicitation, incentives, salary hike so fourth and so on.

The total quality management principles are helpful in not only enhancing the speed of work but also the quality of the work. Offcourse, the quality of the work is directly related to the customer satisfaction .

The satisfaction of the customers is ultimately the final outcome of all the efforts taken by the team working for the project directly or indirectly. The adequate availability of the resources is one of the important aspect of the management. Availability of the resources in terms of funds, facilities,technology, manpower and raw material is the basic need for success of the project.

Supply chain management is another important aspect, where the care is taken to make the raw material and other resources available with inclusion of several suppliers. This approach was implemented in several projects now a days and has enhanced the chances for success of the projects.



Fig.1: Various Aspects of Workforce Empowerment

Enrichment of the job by changing the manner of work results in performance improvement of team and project. Following points will motivate the workforce by job enrichment concept:

- Power to make decisions
- Less monitoring
- Changes in control hierarchy
- More accountability
- Task scheduling
- Distinctive duties
- Effective feedback system
- Distribution of authority

Any individual when gets the power to make the decision feels motivated. The authority with the accountability towards target completion improves the performance of individuals. It motivates the worker to perform better. Distribution of the authority with specific objectives to be achieved helps in fast project completion. Changes in the nature of work sometimes results in positive motivation for the employees.

The feedback and accountability are the aspects for accomplishment of the stated concept. The manager has to provide the correct feedback to the employees upon improvement. The feedback helps workers to perform better by avoiding the mistakes made in past.

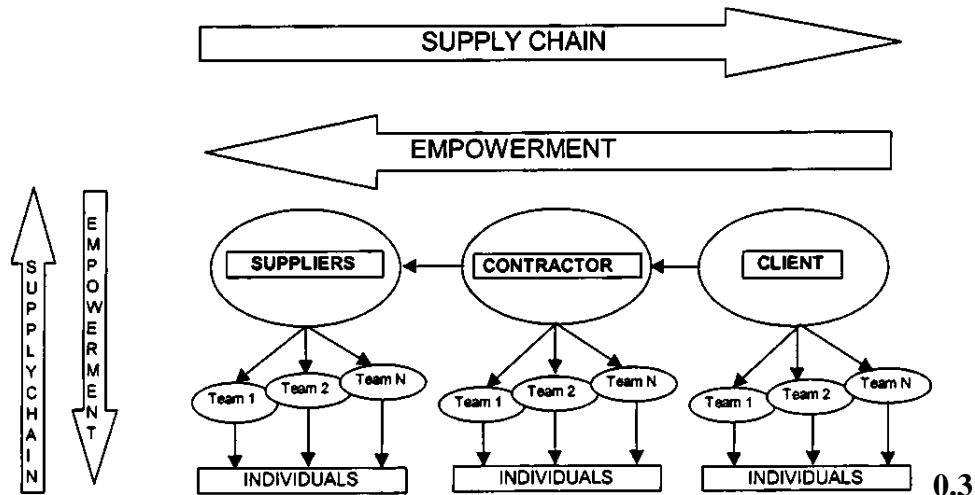


Fig.2: Empowerment of individuals and teams

The approach for improving the individual and teams performance by means of managing the supply chain is presented in the diagram 2 above.

It is proposed to involve various stakeholders at various stages of project in order to complete the task as planned. Both the individual and the team performance to be improved simultaneously through the empowerment approach.

CONCLUSION:

The construction projects have several aspects and reasons behind failure to deliver the completion in time. The delay in projects increases the cost of projects and results in failure to customer's satisfaction. Workforce empowerment through different approaches can improve the performance of the individuals, teams and ultimately the company. The motivated and skilled team will perform better, motivates each other to perform better. Different ways of empowerment to the workforce from the perspective of the construction industries are presented in this paper.

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