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A review on training and leadership development: its effectiveness for enhancing employee performance in Indian construction industry

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Abstract : The second largest contributor to Indian GDP is the construction industry. It is the largest employing industry having huge economic potential which was valued over \$126 billion in 2016 and it continues on a steady growth path. It is expected that the value of the real estate and construction market will increase seven-fold by 2028. Growth is likely to be underpinned by stable government support for infrastructure development, as well as through expanded private sector involvement. However, the industry suffers from inefficiencies that result in time and cost overrun in their projects. Some of the potential causes of inefficiencies originate from the underdeveloped labour market and poor organizational structures that operate in the industry. An exhaustive list of factors found to drive the industry to its inefficient operation resulting invariably to failures. If we put all these factors in one basket, they reduce to one single word; “lack of training of workforce and poor management”, whether it refers to the skilled, semi-skilled or unskilled labour force and/or the poor project management from the organizational side of the project. The present study extensively reviews problems of construction company that originate from the labour market.

1. INTRODUCTION

1.1. Construction Industry: An Overview of the Its Growth and Problems

Infrastructure and industrial development of a country primarily depends upon its robust construction industry. Historically, the largest employing industry, construction industry, is reckoned as oldest and second largest contributor to gross domestic product of India next to agriculture industry. After 1947, construction activities in India were not only limited to buildings and basic transportation infrastructure but also extended foundations for modern architectural, engineering, and construction services in order to fulfil the necessity for accelerated real-estate, industrial and infrastructure development. Government owned the construction industry gradually increased its share and contributions by private companies [1].

With increasing population density of India with 1.2 billion current population, its estimated that by 2030 around 0.59 billion would be residing in cities of India. In order to meet the both requirement for urban areas and expectations of citizens, existing urban areas needs to be rejuvenated, as well as, new inclusive smart cities needs to be created. Thus, it would be responsible for rapid development in housing, commercial, industrial, and infrastructure sectors [2].

Several researchers reported that, 70% population of India would be in working-age by 2025, whereas, significant proportion of population density would have been retired in other developed nations. This large demographic dividend might become advantageous for India over other developed nations. Literature revealed adverse effects unemployability due to lack of skill if not handled properly that it will take no time to transform demographic dividend into demographic disaster [3].

Few reports suggest that, Infrastructure development plans in India are faced with the major challenge of lack of sufficient skilled workers (plumbers, machine operators etc.) and supervisors, that are responsible for sluggish nature and enhanced overall cost of construction projects.



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Nation's economic growth and social development is mainly dependent upon its skills and knowledge of demographic dividend. The development of bigger skilled human capital leads to productive, innovative and competitive economy. Generally, the performance is distinguished from knowledge by any individual's skill competency level. Rapid growth of Indian construction industry is mainly due to rapid growth of housing sector leading to rapid growth of economy of India. If skill and efficient project management handled properly, the current introduction of green building and techniques in housing sector can lead into be an average 6.2% sustainable growth till 2027. Such growth rate is essential to fulfil the demands of several Indian government's flagship project initiatives like smart cities. In order to fulfil the resident's significant needs, as well as, to explore the possibility to improve his life quality, smart cities play important role [4].

Apart this, in all rural areas Government of India working on "housing for all" mission (a flagship project initiative named as "Pradhan Mantri Awaas Yojana-Gramin"). During 2015-22, this aims to provide 20 million affordable houses across the nation. It includes the financial assistance to be provided to 10 million households for "pucca house - solid and permanent house", during 2016-19 [5]. The other major contributor to the growth of the industry is infrastructure development including basic transportation infrastructure.

1.2. Construction Inefficiencies in the construction industry and the reasons there of

The available evidence on the performance of the industry is not encouraging even though the construction sector gaining prominence in India recently with the opening up of Indian markets and the commencement of several mega developmental construction projects [6]. World Economic Forum reported in the infrastructure area, India possesses 87th ranks in the global competitiveness index [7]. The "Ministry of Statics and Programme Implementation" reported that 40% of infrastructure projects, costing around 4.45 million dollars, get delayed usually 1 - 252 months [8]. A fall short of investments targets in infrastructure sectors other than in telecom during the eleventh five-year plan has been reported in the Conference of Industry Secretaries Report [9]. Apart this, such alarming issue is also evident in countries beyond the Indian territories [10]. Hence, the construction sector faces problems and challenges globally, especially in under-developed and developing nations, which need massive technological and organizational paradigm shift towards contemporary approaches. Also, reports have emphasized on rescue of industry and help to adjust under way in the national economies and to develop the capacity and the ability to adapt to the future development.

De Saram et. al. argued that lack of effectiveness, which causes the failure of anticipated quality, productivity, and safety levels along with cost over-runs and delay, poor claim settlement ratio, and continued conflicts on many primary projects, that leads to hinderance in national development [11]. Several industry experts reported that performance enhancement of the construction industries of developing nations can be done by prediction of relations between infrastructure development, construction industry development and the broader role of national development. Also, they reported about several countries those emphasized improvements needed for the construction industries' performance enhancement at different stages of socio-economic growth. In many countries industries' spontaneous developments is administered by several dedicated agencies. Such similar steps are the dire need of the time [12].

1.3. Training and skill development in construction industry in India

As discussed, construction sector, India's second-largest employing industry, spontaneously looks for skilled employees at all levels, from supervisors, plumbers, masons, electricians etc. to site managers, architects, and so on. They experience lack of skilled labour and supervisors that not only restricts the progress of work and leads to delay in meeting deadlines i.e. timely output. There's a considerable gap between the skill-set that the employees in the industry today possess and the need for business. For a specific construction project, significant skill-set differences identified in employee's knowledge and his skill to undertake that job-role. Construction industries significantly face issues of unskilled or semi-skilled candidate with poor knowledge in relevant job-role available during talent acquisition with for key activities for example masonry, brickwork, carpentry, so on. It's well reported on the success stories of industries and the key-role of enhanced-capability and learned and skilled human-capital to establish them as global leader [13].

In order to ensure the employee's performance in order to achieve desired outcome, effective training sessions needed to refine their knowledge, skills and abilities that leads them highly motivated and committed for the organization. Through spontaneous investment and planning, significant industries prioritize the capacity building, refine skills and core competency of human capital, shape their employees motivated and committed for any varied, uncertain and competitive future, thus maintain the high employee's performance. Through different training activities employee becomes aware of key interest of the organization, that motivates employees to give their best and makes them committed towards organizational goal which leads the employee

to exhibit high performance, failure to which, the existing and fresh employees remains out-of-date and a fall short to achieve the target becomes usual due to lack of adequate skill. Apart this, proper training also enhances the employee retention. Thus, training is elixir for the organization that rebuilds employee's understanding on their responsibilities [14].

The training and development programs primarily focused on enhancement of the employees' performance. The employee's present performance and the performance desired by organization is bridged by effective training sessions. Mentoring, coaching, individual participation and group participation are different training delivery methods. Organizational performance can be improved by the active participation of employee in team-work through enhancement of the team performance.

Training programs helps to think beyond in order to make best possible use of human capital in favor of gaining competitive advantage through employees' individual development. Hence, industries must plan employee training activities that would be useful to develop employee's skill and core competency as per organizational need [15].

Effective trainings refine and rebuild the creative and critical thinking ability which leads to enhance the employee's in-time productive suitable decision-making capability. Thus, it enhances the effectiveness of customer engagement, timely claim settlement and customer satisfaction. It is all about accomplishment of organizational goals that appears to essentially need improvement of the skills. It also effectively reduces the employee's anxiety or frustration originated due to the work-stress and work-life imbalance [16].

Mainly, the government's impetus along with urgent industrial requirement, accelerated skill development in India. Dr. M. Singh, former PM of India, expressed concern of central government over lack of skilled workers "As our economy booms and as our industry grows, I hear a pressing complaint about an imminent shortage of skilled employees. As a country endowed with huge human resources, we cannot let this be a constraint" [17]. There was no institutional mechanism available to impart skill enhancement earlier, as well as, master craftsmen used to train traditionally to the construction workers. Furthermore, earlier system not only fails to impart skill in quantitative terms but also fails to impart of new technologies and work methods those are concluded in various research and development programs. Apart this, for all working life women workers they remain under unskilled labor as they are not trained in any trade

Till the date the exact details of human capital volume in construction sector and the skill diversity has not been well documented. A research predicted that about 79% workers out of 31 million construction workers are unskilled. These unskilled workers in construction industry comprises of 21 million seasonal workers along with regular workers. Apart this, 23-27% of the workforce in construction industry are women. The National Skill Development Coordination Board (NSDCB), National Council on Skill Development and National Skill Development Corporation (NSDC) are three-tier structure along with a national policy on Skill Development was set up in order to institutionalize skill development at various levels in the country in 2009 [18].

1.4. The relationship between training and employee's performance: The role of human resource management

Several researchers argued that best practices of human resource management have strong positive impact on organizational performance. Guest emphasized that qualitative nature of the capability, core-competency and skills of workers influenced by human resource management practice such as training and development programs which enhances on-job employee performance leading to organizational performance [19]. In order to fulfill the goals, employees in the organization have to deliver the best which necessitates needs-identification and development of core-competence in the deprived employees through training. Harrison [20] reported the enhancement of the organizational performance and identified the role of training and learning for enhanced overall employee performance leading to fulfil the corporate goals. Conversely, implementation of training programs leads to an effective employee performance improvement through covering performance issues by bridging performance gap. In order to enhance performance of the employee and their certain skills and core-competency through implementation of a relevant training intervention that would be useful to bridge the organizational standard and the actual performance. Apart from this, Identification of non-performing workers along with their assessment of core-competency level, skill-set, industry specific requirements can be exercised through training activity in an organization. Lack of inspiration to use their competencies, diffident on capabilities, work-life imbalance are primary reasons for decline trend in employee's performance. Through a structured training intervention which takes the care of all above said aspects, the highly motivated employee exhibit desired performance to meet firm expectations, as well as, resolves issues in organization.

Swart et al. argued that qualitative training activity not only highly motivates of employee and address their requirement but also enhance employee's performance. Competitively archive organization's target, development of core-competencies, as well as, efficient skill of employees can be done through training [21]. Enhanced employees' performance leads to organization's success along with comparatively higher return. This is mainly due to shaping the behavior of employees through training activity to exhibit enhanced job-skill of employee and strong motivation to participate in developmental activity. Apart from this, waste minimization along with best possible utilization of resources of the organization are achieved through workers those are well-trained. Ohabunwa highlighted the success of the organization primarily depends on authorizing the employees with full confidence, as well as, discharging the assigned responsibility which ultimately depends on well-trained employees [22].

Farooq & Khan reported that in the organizations for creating good working environment, the managers are putting their best effort through enhancing the capability of the employees. The goals of the organization are being achieved through capacity building, for which effective training activities are being conducted by managers to refine the employee's desired skills, core-competency and abilities. Thus, Managements are striving hard to enhance the performance of employee, as well as, to create firm's global positive image. In order to avoid mistakes and job errors at a particular job, the employees need to have commendable authority over desired skills and core-competencies through various effective training activities along with the advancement in technology. Through proper training and development programs employee development is one among the crucial functions of human resource management [23].

Employee development, also known as employee's capability building, lead to enhanced job satisfaction leads to enable for higher return along with higher productivity, Thus, enables to meet the standard performance level as of whole organization [24]. Armstrong defined the training as "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job" [25]. Furthermore, E B Flippo also emphasized, "Training is the act of increasing knowledge and skills of an employee for doing a particular job" [26]. The process of enhancing the employee's skills, aptitudes and abilities of the to perform specific jobs referred as 'training'. It helps to refine the skills of existing employee's as well as develop new skills needed. Aswathappa has argued that "Successful candidates placed on the jobs need training to perform their duties effectively" [27].

Expected benefits can be observed when a structured training activity is systematically conducted. Assessment of need of the program, structured programs design, systematic implementation, assessment of the out-come of this training and development program are the various stages of training system. From this detailed study skill areas that need refinement or in-depth knowledge will be identified along with best fit training-mode and training-module.

1.5. The Leadership Style of Employee Performance

The organizational goal and success primarily depend upon the role of leadership style which is a crucial factor to deal issues encountered related to planning, management, human resources and leadership. Thus, skills development in leadership quality of higher-management of the construction industry becomes a major and key aspect for companies' performance enhancement. Efficient communication, project planning, project management, project performance, organizational commitment and job satisfaction are the various requirement that raised the leadership demand in developing countries especially in Indian construction industry. Also, it is argued that effective performance of organization primarily depends on high-quality work where employees' satisfaction in job plays a key role. Fulfillment of commitment to organization and high level of job-satisfaction is greatly influenced by the employee's training program. The detrimental commitment towards organization goal and job satisfaction are found to be outcome of the ineffective administration and management in significant construction industry [28].

For proper communication, the strong leadership is a key attribute needed to share project related information among the members of the team. Team communication depends on manager's leadership ability and enhancement in the effectiveness of the team observed through appropriate exchange of project data. Also, for maintaining overall organization productivity in complex competitive environment, the team work, as well as, appropriate exchange of project data and experience plays significant role. It is also found that in a project environment cohesiveness, collaboration of the team and employee's relationship are primarily influenced by management's leadership policy [29].

Success and growth of organization depends on rehabilitation of employee's performance for which training is

key and an imperative tool. Organization's employees and employers both are the beneficiary of this training program. In practice a trained employee exhibits more productivity with high efficiency. An exhaustive training and development can enhance the quality of the current employees in the organization. Awareness of significance of the job role, strong motivation and inspiration among the workers, enhanced productivity, exchange of job role relevant information as well as industrial experience to deal the adverse issues can be achieved through training program. Highly committed and motivated employee, High level of morale and job-satisfaction, technological adoptability along with innovative practices of strategies and products, higher performance that result in higher financial gains along with reduced loss due to human error, as well as, reduced employee turnover are the common advantages of employee's training.

Several researchers emphasized the role of job-satisfaction over organization success. Also, reported that satisfied employees exhibited enhanced performance along with higher employee retention as compared to unhappy employees of the organization. Furthermore, higher turnover of the employees indicates significant presence of unhappy employees, those exhibit poor performance. Thus, management find the satisfied and happy employees as easy to motivate and these employees contribute for higher organization's performance [30]. The employee could be only satisfied when they themselves feel competent enough to perform their jobs, and this can be achieved via suitable training activity. Thus, improvising the performances and the motivational level of the workforce, top executives need to create better working environment where training practices plays key role. Leonard-Barton stated the training as a systematic process of constant learning that an organization needs to enhance knowledge of its employees as a source of gaining competitive advantage over its competitors [31].

Employee performance relating to Human Resource management of the firm / organization/ company refers to all the aspects those directly or indirectly influence employee's performance related to a specific job role. It has significant role in identification of poor performers and help them to refine their skill and core-competency. Followings are the five different elements that constitute performance.

- Planning stage: Defining objective, methodology, task outlining, accomplishment schedule
- Monitoring stage: Objectives are fixed and spontaneous performances are measured in real time and share the feedback on accomplishment status to the appropriate authorities.
- Rating stage: deficiencies in performance become evident and ratings are provided to summarize the performance of the employee that becomes useful for performance comparison among various employees over a period of time. This ensures certain standards are met by the employees and address the issues appropriately in the existing standards.
- Developing stage: The main objective is to uplift the poorly performing employees of the organization over a period of time and refine their skill and core-competency.
- Rewarding stage: Identify organization's best performers and their outstanding behavior at the end of each cycle along with some motivational reward

Thus, organizational development influenced by excellent leadership capacities of the managers along with suitable leadership style., employee's performance, job-satisfaction, and commitment towards organizational goal and its efficient accomplishment should be taken into consideration for organizational development. This research work aims to study the issues in Indian construction industry and analyze the significance of leadership qualities. This will be useful for supervisors in Indian construction industry through refining the leadership skills along with the proper implementation guideline.

2. OVERVIEW OF LITERATURE

Considering the capital formation, participation to GDP and employment, construction sector appears as significant in Indian economy crosslinked to several other sectors. Taking into account objectives of national economic, the whole industry should be considered for the development of construction industry. Development of construction industry as per International Council for Research and Innovation in Building and Construction Task Group 29 (CIB TG29) refers to a deliberate and managed process for construction industry's effectiveness and capacity enhancement aiming to fulfil demand of building and civil engineering products for the growth of national economy, as well as, to provide a sustained development favoring social and economic objective. construction sector faces many problems and challenges irrespective of its geo-political positioning. Developed nations like Hong Kong, UK, Singapore, USA and Canada were compelled to focus for drastic developments in the construction industries to address the persistent issues in this sector which was highlighted by Kumaraswamy. These nations have established different councils, high-level boards or bureau for development

of industry that will undertake the controlling, monitoring and planning through commissioned high-profile study along with high-powered reports. The major issues of construction industries along with the initiatives launched to overcome and address these issues for industry development by these nations explained through lucid examples [32].

2.1. Training and Development of Employees

In order to ensure the gain in the global competitive advantage, the organizations are bearing the expenditure towards training and development that seems to appear as an indispensable strategic tool for enhancement of effective performance of individual employee along with overall performance of organization. However, for any organization to achieve its stated goals and objective in this competitive world, adequate and relevant training and development of staff cannot be over emphasized. It is expected that identification of need for employee's training and structured training programs design would be useful for the optimal utilization of the organizational workforce along with fulfilment of the goal of the organization. The improvement in the employee's performance occurs through training and development on current jobs and future assignments that transfer the relevant skills, knowledge and competence for their performance enhancement [33, 34].

Several authors emphasized on the contribution of training towards the competitive and challenging business format in this competitive world. It improves the employee's work-life balance along with organization's substantial development through fulfillment of the need for smooth functioning of work at edge. Especially at the managerial level in the organization, job role is not only limited to deliver the physical skills, but also more emphasis given for knowledge, behavior, attitudes and values along with specific skills through qualitative as well as quantitative developmental advancement process. Furthermore, unlike training, development is a continuous process having no specific areas and objectives. Hence, possible exploration of role, importance and advantages of training along with its positive developmental impact towards the organizational growth has to be studied in every organization. Process of identification of their responsibility for the excellence of organizational performance as well as employee skills known as quality of work life. Constructive development for optimization of quality of work life of the employees in such organizational motives referred by training. Furthermore, such training and development programs become useful for enhancement of the behavior and attitude of employee towards the job, as well as, uplift their morale [35, 36].

It is found that higher quality of the workforce has significant contribution towards organizational success, for which organizations have to come across many restrictions for a sustained quality of the work force. Such restrictions faced by the organization include: retention of the current workforce; inspiration of existing employees through different techniques; intellectual, self-motivated and passionate talent recruitment; maintaining the organizational status in the competitive market, as well as, attraction of the qualitative workforce towards the organization. In order to gain competitive advantages along with for business survival and becoming a successful pillar in the market, it is found training as useful tool. Achievement the objectives of organization depends on the ability of the workforce enhancement for which training seems to appear as key parameter. Hence, behind the success of business goals, more emphasis given towards contribution of good training programs. Thus, the organization's operation becomes dynamic nature through significant training activity which is essential to enable consistent results delivery through improved quality of work life [37].

Efficient and optimal performance of employees play important role to fulfil organizational goals and objectives for which adequate training of their employees is not negotiable for organizations. Training and development of employees seems to appear as a strategic determination for enhancing effectiveness of the organization, as well as, performance efficiency through the learning of the core-competency, attitude, capability and skills at ease [38].

Improvement in performance of the organization along with gaining competitive edge happens mainly due to enhanced workers skill, core-competency and knowledge for which training is essential. Acceptance towards new techniques and technologies, enhanced competences of employees, innovation, invention, are the outcomes of training and development. Organizations must conduct the need identification for training and development followed by selection of suitable techniques and strategize the implementation plan. Towards last step, it is important to evaluate the outcomes [39].

The enhancement of motivation and retention of the employee significantly depend on career-enhancing skills development of employees. Well-trained and knowledgeable employees are valuable asset of organization, whereas this enhances their efficiency and effectiveness in discharging their duties. Desired organizational objectives achieved along with the positive impact on organization behavior through experience of learning during training. Thus, for the development of the employees, training and development programs are the basic

structural and functional foundations those are significant for enlightening the employees through different situations which enhances the capability, performances, efficiency and excellence of the employee. Employee's personal and professional skills, knowledge, and abilities developed within the framework of Training and Development. Development of contented & productive employees along with efficient, adaptable and profitable organization are the outcomes of proper execution of training programs, hence imparts knowledge to the employees related to various organizational issues [40].

In the environmental uncertainty along with the fast pace changing world, business organizations understand its limitation while addressing the potential issues and challenges. Furthermore, in order to remain competitive in the market, firms should invest in training programs to make their employees competent enough to take effective decision in time through various uncertainties. Decreasing the unintentional job rotation of the workers; building and maintaining capabilities, both on individual and organizational level; long-term commitment towards its workers; enhances the retention capacity of a talented workforce; participation in the process of organizational change; increases the employee's motivational level are the various significant outcomes of the effective training in the firm. These contributions provide a gain in global competitive advantage and enhancement of productivity of the organization through enhancement of employee performance [41].

2.2. Issues Relating to Project Management

Indian construction industry is experiencing unprecedented pace of projects. But, many of these projects in private as well as public sector get delayed, face time overruns, are not completed as per quality specifications or fail in effective stakeholder management. Identified reasons are different aspects of PM that can be managed by including PM professionals in the team [42]. Construction industry has a unique 6 character that government is the client for major construction and engineering projects including infrastructure projects and the industry comprises Small and medium enterprises (SMEs), which may work on projects independently or as sub-contractors for large organizations. Client's influence is one of the most significant factors found to be affecting time performance on Indian projects and effective project management can be achieved on a project if it is 'Client driven' [43, 44].

M. Desai and R. Bhatt conducted a field survey considering 50 participants including 13 architects, 17 contractors and 20 developers. They reported 59 causes for delayed residential construction projects under 9 major groups belonging from construction industry in India [45]. Salunkhe and Patil reported on the delay factors those influence the project success, as well as, methodology to eliminate or minimize such delay in projects in order to improve the project performance. After conducting exhaustive literature survey and interview, they reported the seven categories construction delay factors directly influencing project success as key parameters [46]. Zarina et.al. developed a conceptual framework, where Project Management Action, Project Related Factors, Human Factors, Project Procedures, and External Issues are five variables for project success. Their research findings are useful for evaluating the performance of organizational project management. Here, attempts have been made for identification of the extent of the relationship between project performance and CSFs [47]. D. F. Ofori conducted survey on project management practices of Ghanaian organizations following an exploratory approach. They reported on the critical success factors for projects in Ghana, as well as, identification and assessment of the quality of project in management practices [48]. A. W. Shaikh et.al. reported on causes of delay and key factors causing it along with their identification [49].

Furthermore, regardless of the advancement of the construction companies the leadership issues in the Indian construction industry in recent times are well known. Employee's individual achievements along with fulfillment organizational goal must be ensured through effective organizational leadership traits. Lack of essential leadership styles to fulfil the desired organizational goals has disrupted the growth of the industry due to the inconsistency in leadership. The organizational goals accomplishment proportionately linked to rate of employee's job satisfaction. Not only well-being of the employees but also organizations suffer from adverse impact of toxic, destructive, or tyrannical leadership, when management occupied with poor and ineffective leadership quality [50].

Leaders face major challenge to manage the present diverse workforce to fulfil the goals of organization along with employee job satisfaction which appears as significant management issues for the current construction market. In order to enhance the organizational operational performance, it is essential to handle the workforce through suitable leadership strategy. Several researchers reported that leadership styles seem to have distinct control over job satisfaction of the employee. Also, study relating job satisfaction, organizational commitment and the relationship between leadership styles is insignificant. After exhaustive study of literature, the present

study evaluates leadership traits based on most crucial and extensive aspects.

3. CONCLUSIONS

In this paper an attempt has been made to review the various problems of construction company that originate from the labour market. It is also found that the training and leadership development of employees has effectively improve the Performance. The present review proposes to undertake an evaluation of Indian construction company and study extensively its problems that originate from the labour market on the one hand and at its organizational front – project management in all its dimensions.

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