Effective Human Resource Management In Project Management

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Abstract- In this paper we have discussed the importance of human resource management in project management. As a concept human resource management emerged in 1980 [9]. It is very important to utilize resources effectively in any organization. Like triple constrains (cost, quality, scope) human resources are also considered as one of the most important factor for the success of any project. Management of human resources involve hiring experienced workers, giving appropriate training, acknowledgement about the significance of the project and the effective use of techniques and tools in order to get the project done productively with in time and budget. It becomes the responsibility of the project manager to effectively manage human resources as it is more challenging than managing other technical resources. In this paper we have also discussed the challenges that an organization faced during the management of the resources and use of some strategic human practices in order to overcome these challenges.

Keywords-HRM, NPD, GHRDM, Guest Satisfaction Index

I. INTRODUCTION

In order to survive in this competitive environment, organizations need to innovate their management processes, administrative structure, customer care services and marketing standards. As any project is valued by its success and success is determined mainly by the people. Therefore, HRM is of strategic importance for the success of any project. Innovation must be introduced in managing human resources by observing employment development, recruitment methods, job design, environmental structure and managing core competencies between employees in order to make the organization successful. Organizations should make the effective use of people who are involved in the development of the project like sponsors, customer, stakeholders etc. For this purpose, many organizations now a days putting their great effort to the management of human resources in order to gain competitive advantage. Other factors like scope, quality, and time also required attention but among all factors human resource is one of the most influencing and effective for the success of the project. In managing human resources many organizations faced different challenges which needs to be resolved more effectively. In the case study of Confifi group of hotels in Sri Lank, different HR strategies are used in their resource management. A special team named "Group Human Resource Development Manager (GHRDM)" [2] is responsible for fulfilling all the procedures required for their HRM in Confifi. Likewise, "Guest Satisfaction Index (GSI)" [2] is used for quality measurement. From this study we have analyzed that if every organization would use these HR practices in their project management then they will not face any kind of failure in their project.

II. LITERATURE REVIEW

The success and efficiency of any project is dependent on many factors like cost, completion date and quality of the product. In past, project managers mainly focused on the technical systems rather than its behavior and little attention was paid to the human resource management which did not fulfilled the customer expectation. Later on, an official institute Project Management Body of Knowledge (P.M.B.K.) provide ways to improve HR management for successful projects. [14]

Effective human resource management is considered as one of the main factor for the success of any organization. In reality, good HR strategy is not only important for the productivity of an organization, and employee commitment but organization culture is equally important for the company progress [11].

HRM is of strategic importance in project-oriented organizations. Different requirements are vital for managing HR in such companies such as management by projects, apply projects and programs for the performance of complex processes, management of a project portfolio of different internal and external project type [4]. While managing human resources in multi-projects organization, two main problems arise

i.e. the total financial plan should be divided among resources according to their ability, the quantity of resources allocated to distinct projects. Allocation of resources also effects the overall project schedule [3]. Agile project management uses agile HRM in order to enhance quality, reduce cost and complexity of a project rather than using traditional HRM. The main purpose of using agile HRM is creating flexibility, viable advantage, revolution, cooperation, and speed in supervision of software projects [14]. The main focus of HR management is on recruitment based on core competencies between different team members of an organization. For managing human resources effectively, three main processes are used by many organizations i.e. choosing HR team, their respective training and the way of managing them.

This paper [1] discussed the reconfiguration of resources (specifically human resources) for the fabrication of new product development (NPD). Multiple projects are running in parallel in an organization, so every project is competing for consuming resources. For the efficient consumption of resources, an immediate initiative should be taken by the organization in collaboration with project manager. Resources should be divided on the preference criteria that which projects need more resources for their completion as compared to other parallel running projects.

To enhance the performance of software projects, triple constraints are taken into account as well as the quality of the project. It is the responsibility of HR manager to properly train new employees about the specific knowledge of project and organization, skills and abilities that they should adapt to make the project successful and excellently monitor their performance. [6] The strategic HRM powers the employees jointly as compared to individually. Effective work climate and job design motivate employees to share their knowledge within the organization. [10]

The inadequate management of human resources led to project failures. Failed projects results in enormous loss of time, revenue, market share and trust of customers. A system named ARROW is used for the analysis of effective HR management strategies in extensive organizations. This system basically observes the past, present and future behavior of the employees and managers to understand the management of overall organization [11]

III. ANALYSIS

In project management practices, human resource management is considered as one of most important factor to the success of the organizations at instant. So organizations are putting their great effort in managing human resources policies effectively in order to gain a combative advantage. It is important to effectively utilize resources of projects in an organization to make the project successful. In managing human resources, there are many challenges faced by organizations. Managing diverse labor force is an important challenge faced by HR managers [7]. As people in any organization belong to various cultures, customs, having different skills, so it is the responsibility of HR manager to provide cultural training to the employees. In most of the organizations, labor force is replaced with the machines or computers. So people need to gain more knowledge about the latest trends, concepts and technologies. People are encouraged to share their ideas, knowledge and applications of the projects. It is needed to advance the capabilities and skills of the HR managers so that they can further train the employees more professionally [7]. When an organization provides professional training and environment to its employees, incentives to make presentation at international level, and made them members of industries or educational foundation, then they can feel proud of their organization and take more interest in their work and lead the company to the highest standards. The employees have to take special interest and maintain their repute in project environment to guarantee their involvement in other projects. While working on different projects, employees get motivated creates a sense of innovation in employees. As working on the same project does not allow employees to learn new skills and techniques. Empowering employees should also affect the performance of employees in an organization. It will enable the employees to share their talents, ideas, concepts, and leadership skills. In today's economical world, the labor force is loaded with the work and stress. To have a peaceful mind and body, psychosomatic analysts, psychic controllers, anxiety and time management instructors, sports center, entertaining facilities and health-related facilities, yoga trainers should be provided by the organization on weekly basis. [7]

Case Study: Human Resource Management in Confifi group of hotels in Sri lanka

We have analysed the case study of Confifi group of hotels in Srilanka [2]. It is the group of the largest hotel chains of Sri Lanka. This group has separate human resource department and "Group Human Resource Development Manager (GHRDM)" is responsible for all the functions being performed by

HR department [2]. The same HR processes and practices are performed by all hotels of Confifi group. The key tasks like hiring, selection of employees are performed by the individual hotels and recommendations are provided by the GHRDM. The main focus of this case study was using HRM practices on Confifi groups of hotels i.e. terms and conditions.

Basically the hotel staff is divided into high level e.g. HR Manager, assistant manager and administrator and low-level categories e.g. waiters, office boys. Each hotel has a "Welfare Society" leaded by specific staff of the hotel which is responsible for conducting competitions between different groups of the hotels. No priority to males is given over females while recruitment process. Anyone who is eligible for the post is hired. Eligibility criteria is the person having little knowledge about the organization and the post he/she is applying for. So that company can later provide training to make them able to fulfill the standards of group.

Staff is hired by the individual HR department. Internal employees are given the priority in order to fill a vacant seat in the hotel. But later it is observed that internal staff is not competitive enough to fulfill the higher staff duties. So vacancies are filled externally to meet the standards. While hiring high-level staff, Confifi is interested in hiring workers who have some experience in the industry and at least the minimum qualification required for the post. Several satisfaction surveys and attitude tests are also carried out for the understanding of employee's requirements and needs. While hiring low-level staff, Confifi looks for multi-talented employees which is not compulsory as they usually keep the employees busy with the same activity rather than shifting them on different activities. When all the new employees are hired, company provides a training program to them in which recruits develop a general understanding of the company, its mission and vision and their job specification.

Proper Human resource planning and timely training of employees is very important as it helps the company to gain the competitive advantage. In Confifi group, training of employees is usually conducted in three layers and "GHRDM" is responsible for its conduction. The training session varies from one layer to another layer. All the training sessions provided by the hotels are not mandatory for the employees. They have the choice whether to attend the session or not. Except these some training programs are also held in hotel in order to improve the skills of employees.

Along with that, employees are given the opportunity to use internet for the purpose of gaining more knowledge and motivation for the work. The training sessions are analyzed on monthly basis using "Guest Satisfaction Forms" filled by the guests present in the training sessions.

In Confifi group, limited tasks are given to workers. They are not shifted from one activity to another activity. For the high-level staff, their job is planned in such a way that they can fully use their industrialized knowledge and professional skills in their work. Workers are given goals in groups as well as individually. It is the task of higher-level staff to formulate these goals and lower-level staff is responsible for fulfilling these goals. It is helpful for worker as well as manager and head of the group as they both know the nature of the work and their responsibility.

For communication purpose certain kind of activities are also held in Confifi and it becomes the responsibility of the manger to get the feedback from employees about their work, and recommendations to improve their skills. Quality of work is also a major concern of Confifi. Each worker is answerable for the quality of his service. Quality tool like "Guest Satisfaction Index" is also used by Confifi to measure the quality of work. "Guest Satisfaction Form" is filled by the customers according to their gratification level as they leave the hotel. Along with that feedback is also taken from the employees working there about their job, the work environment and difficulties if any. Promotion is given to the personnel of Confifi on the basis of their assessment report. The assessment report is produced by the department head in every six months. In Confifi, salary of the personnel is determined in two ways; either on the basis of employee claims or according to the trade rates. For the personnel who are well qualified for the job are given what they claim while who are willing to take salary at trade rates are treated accordingly. But pay system is basically depends on the satisfaction and responsibility level of workers. [2]

So from this case study, we have analyzed that if we focus on strategic human resource practices in management practices in our work like Confifi, then organizations will never come across the failure of project, and also become able to overcome the challenges that the organizations faced during the management process.

IV.   CONCLUSION

We know that there are many factors that are considered important for the growth and success of an organization. As there exists a strong relationship between HR management and project success. Among all factors, HR management play its major contributions to the success of the project and it becomes a major challenge for the organization to efficiently manage all the project resources specifically human resources. The organization needs to improve and innovate HR practices and procedures in order to make the project successful. By improving the recruitment and training programs for HR, the organization selects best employees that can contribute to achieve its strategic goals. We have also discussed the major challenges faced by the HR managers in managing human resources and also some practices that can be adopted to overcome these challenges. We have seen in the case study that good HR practices are adopted by the hotels. Proper feedback is taken from the employees as well as the guest staying there which helps them to improve their reputation and increase the demand in the market and take the organization to the high standards.

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