

# IMPACTS OF HUMAN RESOURCES MANAGEMENT STRATEGIES AND PRACTICES ON WORKERS PERFORMANCE IN CONSTRUCTION INDUSTRY: A REVIEW

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**Abstract.** Human resource management (HRM) plays a vital role in the growth and sustainability of companies and in achieving company objectives, as HRM relates to the workers' practices and their functional roles. The main objective of this paper is to identify the HRM strategies, practices and their impact on worker's performance in the Architecture, Engineering, and Construction (AEC) Industry. The method which was used in this study was based on three stages. After the completion of the database and web engine search, the total number of sources found were 149. Next, the sources' titles and abstracts were reviewed and those marked as relevant to the review were chosen to be retrieved and thoroughly reviewed. The sources were chosen based on the following inclusion criteria: (a) the sources implied in HRM strategies in the AEC industry, (b) the sources released between 2010 and 2023, (c) the online sources, and (d) the English-language sources. Also, the selected sources are reviewed to extract the factors using the content analysis method which is a thorough and systematic study of the contents of a specific body of material. In addition, content analysis is carried out to extract practices of HRM strategies and their impact on worker performance. This can be followed up and observed through the figures and tables that come later. As a final result, which concludes the outputs of the previous stages which results in a first-round total of 31 HRM strategies practice but in the second-round result of reaching 39 different sources from 149 related sources. After that, discussing the most popular between them based on the appearance of it in the sources which reviewed beside that, the impact of it on worker's performance were viewed in the AEC industry. Based on that, it was found the following 5 categories of strategies: (1) Human Resources Planning; (2) Polarization and Recruitment; (3) Training and Development; (4) Human Resources Following-up; (5) Career Planning. At the same time the most popular practices are based on appearance in sources: In terms of Human Resources Planning Strategy, "The company's management analyses the functions accurately". In Polarization and Recruitment Strategy, "The company's internal resources are the best to provide its human resource needs" and "Selection and recruitment policies are in line with the company's current and future needs". In Training and Development of Human Resources Strategy, "The company evaluates the results of development and training programs to achieve the purpose of feedback". In Human Resources Following-up Strategy, "There is a fair incentive system in the company". In Career Planning Strategy, "There is a clear description of the relationship of workers to each other". Finally, human resource management strategies and practices are one of the major players in the AEC industry, which is evidenced by its impact on the performance of workers.

**Keywords:** human resources, human resources management, strategies, workers performance, performance management, construction, AEC industry.

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## 1. Introduction

The construction sector is frequently described as labor-intensive and low-tech. It is also the industry that has regularly been proven to be the least productive. Fragmentation, a project-based culture, and transient teams are frequently cited as causes for this industry's subpar performance. These factors all pointed to the challenge of managing human resources, which is something they

have in common. Therefore, increasing the use of human capital through the application of HRM is one strategy to improve the performance of this sector (Kokkaew & Koumpai, 2012).

The researchers believed that the term strategic HRM was primarily used by HR scholars to suggest their assumption that successful HRM leads to enhancing the ef-

fectiveness of the work. This is accomplished by HR teams who work closely with line managers in collaboration and have a say when decisions are made. This fundamental understanding of what "strategic HRM" means is shared by many HRM scholars. Thus, the importance of strategic HRM has varied over time, between cultural contexts and as a reflection of the various disciplinary identities of strategic HRM scholars, the field is united by the assumption that new insights can be gained through research that treats the many activities involved as an integrated HRM framework that, if properly structured and connected to the broader context, yields beneficial outcomes (Bratton & Gold, 2017). Many studies have shown that certain HR strategies, either individually or as a system, can directly and positively affect the worker performance (Becker & Gerhart, 1996; Jackson et al., 2014).

This review study, therefore, aimed to find the most important HRM strategies and practices besides how they affect the workers' performance.

## 2. Literature review

A core characteristic of effective business is the opportunity to recruit, maintain and grow talented workers. People are the most important commodity of a business and this is particularly true in comparatively low-tech, labor-intensive industries such as construction. Nonetheless, individuals often constitute the most difficult resource for companies to manage. In contrast to physical assets, individuals have their own individual necessities that should be met and quirks that should be overseen in the event that they are to add to authoritative development and improvement. Individuals bring their own experiences, views and qualities to work life, and these human characteristics can bring forth critical human qualities when adequately managed (Mullins, 1999). However, when improperly managed, they have the potential to seriously limit organizational development and threaten a company's viability. In the construction industry, there are many instances of corporate and project crises that have arisen as a result of people's behavior, and HRM seems to have the ability to eliminate more construction risks than any other management strategy (Martin, 2000).

Companies are trying to create a lot of competition between them, taking on more markets, more clients, more profits, etc. Rapid changes resulting from globalization, the development of information technology and other factors have triggered increased rivalry. In order to set their targets for success, many companies are guided by demand. Some of the priorities are: reducing costs, achieving revenue levels, increase number of clients, increasing market share, improving efficiency, quality, and creative products. Via HRM in companies, the achievement of these targets can be accomplished. The workforce, as the key to success, will allow organizational efficiency to be achieved (Loosemore et al., 2003). The overarching purpose of performance management is to establish a high-

performance culture in which individual and teams take responsibility for the continuous development of business processes and their skills and contribute to achieve the objectives set by managers. Management performance may, in particular, be expressed as the combination of workers individual goals with organizational goals provided that workers respect the company's culture. In terms of duties and responsibility, it provides for expectations to be specified and decided upon. Also, workers performance is the most important of work output; because it is related to the task's completion, and achievement construction objectives; ensuring growth and sustainability. But raising workers performance requires attention to the human resource (HR) as one of the pillars of success and creativity (Schuler, 2000). Human Resources are perceived to be one of today's organizations' most significant sources. HRM is more important than other competitive sources because these people use other assets in company, build competitiveness, and accomplish goals. Firstly, in order to achieve the desired results, company must consider the aspirations of their workers. The fulfillment of the expectations of workers would allow the desired actions of workers in the company. Some of the company's desired results in managing its workforce are: competence, cooperation of workers with managers, cooperation of workers between them, demonstration of workers capabilities; encouragement, dedication and satisfaction; attitude and presence; worker behaviors (Cania, 2014). Thus, HRM performs multiple tasks to improve workers performance. The strategies used to improve workers performance have been varied. In a related context, many studies have shown that HRM strategies practice promotes the workers performance in all fields of work. The current study aims to clarify the most important strategies and practices that emanate from them and to measure the impact of the presence of these strategies on the performance of workers within construction projects due to the importance of the human element within construction projects and the need to give them priority compared to other assets within the project.

Strategic HRM is a series of HR processes that emerged from observing people's behaviors where they work together to accomplish company objectives. During the past hundred years, there have always been enormous improvements. In addition, the way a company operates and does business, the change in vision and ambitions sought by a company one hundred years ago, the way social structures and societies have developed over time, the lifestyles, interests and desires of people have changed to a huge extent. Since individuals, businesses and companies have changed so much in the last 100 years, in today's scenario, this means that the same old HR methods and procedures must not hold true. HR practices are empirical-based science (Ravand, 2014). As a consequence, this makes HR management as art of influencing individuals' behavior and improving their abilities and skills. According to study (Graetz et al., 2006), strategic HRM is the design and execution of policies and practices that are internally

compatible and aligned with the organizational plan to ensure that workers contribute to the achievement of business objectives. This interpretation of the study's definition of strategic HRM (Graetz et al., 2006) looks as if only the introduction of intelligently crafted policies will make the worker contribute to the business objectives. The question is how the viewpoint of the workers can change with the implementation of a system; however clever it is. Workers themselves are distinct individuals from the systems of the company.

They are influenced to behave differently, and, however wise it is, there must be a mechanism in place to get them engaged and interested in the new system. In contrast to this, there is another study definition that accounts for worker behavior suggesting that the policy design alone is not adequate but that strategic HRM involves alignment of worker behavior with the annual goals and objectives. The emphasis is more on getting the workers' approval to their willingness to proceed through the strategic policies. Without the alignment of the minds of worker, administrative consent would be inefficient and would serve no purpose (Little, 2011). There are several different expositions of HR theorist's strategic HRM that failed to explore strategy and connect it with HRM intelligently. And there have been several different presentations of HR theorist on strategic HRM that present HRM exploring strategy in different dimensions in an effort to link HRM with the strategy (Boxall & Purcell, 2011). In this light, the researcher believes that HR strategies practices may differ in term of application from company to another on according to their potential, capabilities, and worker's number. Policies are codified decision-making processes developed by an organization to support the roles of administrative staff, performance management, worker relations and resource planning (Memon et al., 2010). It can also be characterized as a collection of rules, values or guiding principles that determine how an organization approaches issues related to HR (Barbeito, 2004). Each company has a specific set of requirements, and thus establishes an individual set of policies. As a consequence, policies should reflect sound practice, be written down, communicated across the organization and reviewed and modified periodically to reflect changing approaches (Kwenin et al., 2013). Policy-making will help business show, both internally and externally, that it meets the standards for diversity, ethics and training, as well as its regulatory and corporate governance responsibilities. Policies can also be very successful in fostering and creating the organizational culture desired (Memon et al., 2010; Tayeh et al., 2018b).

HR are the group of people who make up a company's workforce. The term is often used to define the role within an organization responsible for enforcing workers management policies (Qasim et al., 2012). As HRM policies contribute to how the organization needs to deal with key aspects of managing individuals (Armstrong, 2009). They are principles for management thinking and are used to accomplish organizational HR objectives through manage-

ment (Memon et al., 2010). The development of an HR Policy setting out responsibilities, codes of conduct and document procedures is now the normal approach of performing these obligations (Barbeito, 2004).

HR policies cover hiring policies, procedures and recruitment rules, including the generation of job descriptions, advertised vacancies, vetted candidates, and what the policy of the company is on hiring relatives. In addition, the types of employment provided by the company, such as regular full-time, regular part-time, consultant, temporary or otherwise, and whether or not they are entitled to full, partial or no benefits, shall be considered. In addition, employment at will and equal employment opportunities are included in the requirements that the company adheres to in recruiting workers (Memon et al., 2010). Other employment policies include additional employment requirements, including, though not limited to, the introductory/probationary period, personnel data and personnel file management (Khan et al., 2011). HR policies of businesses specifically describe worker compensation and benefits policies; it defines what workers are eligible to in terms of compensation and benefits such as wage administration. Clearly, policies that cover wage scale details or the basis for deciding wages and conditions for pay increases. The benefits include holidays, sick leave, bereavement leave, leave without pay, maternity and paternity leave and injury duty, including paid or unpaid time off. Other forms of compensation can include benefits such as health insurance or medical compensation, insurance for workers' compensation, death benefits, pension/retirement plans, professional development benefits, termination pay and bonuses, among others (Terera & Ngirande, 2014). Working conditions and hours policies set requirements for the scheduling of work/office hours, flextime, overtime, as well as the use of office equipment and the Internet, security, telecommuting, transportation, business meals or entertaining customers, among other things (Kwenin et al., 2013). Other relevant policies include payoffs, attendance and timeliness, and resolution of problems (Memon et al., 2010).

The HRM strategies are described as "organizational activities aimed at managing the pool of HRs and ensuring that the resources are used to achieve organizational objectives" (Tiwari & Saxena, 2012). In a study by Lim and Ling (2012) it was noted that it is possible to group HRM strategies into several categories, such as: recruitment, selection, training and development, motivation and, and management. Since all HR managers participate in tasks such as hiring, interviewing, selecting, and training, most businesses still populate HR divisions with their own top executives (Dessler, 2016). The organization has several HR strategies to adopt. HR strategies contribute to the lower level of organizational, areas such as recruiting, selection, training, development and performance assessment and should be consistent, integrated and strategically based so that companies develop long-term commitment to maintain their workforce (Lamba & Choudhary, 2013).

Also, new studies have made reasonable efforts to link groups of HR strategies with business opportunities through higher performance and greater satisfaction (Becker et al., 1998; Delaney & Huselid, 1996; Huselid, 1995). Many studies have presented the idea that HR strategies can positively affect the performance of a company by influencing the behavior of its workers. These workers are positively influenced by their performance, satisfaction and motivation that improve individual and/or collective productivity (Becker et al., 1998; Guest, 2011). Although some studies have not fully confirmed these positive relationships (Guest et al., 2003), their findings are still consistent with the main idea that HR strategies affect staff behavior and generate positive impacts on Individual performance thus has a collective level of performance.

On other hand, strategic HRM is defined as "a comprehensive collection of management activities and tasks relating to the development and maintenance of a skilled workforce. This workforce contributes, as described by the strategic objectives of the business, to organizational efficiency". Strategic HR management, on the whole, takes place within the business in a complex and competitive environment. An important trend today is for HR managers to adopt a strategic view of their work and to recognize the link between HR strategies and HRs and their performance (Savage et al., 2010).

In view of what has been introduced, it is expected that the direction of HRM strategies will be effective towards staff performance (selective recruitment, intensive training, active staff participation, overall performance assessment, incentive systems associated with performance and career planning) and staff will be encouraged to reach the need for satisfaction that enhances the performance of individuals and workers better and allows the company to reach its objectives and access to the full potential of its workers and ensure their survival in the market.

For both companies and researchers, the performance of staff relevant to their employment has become a major concern. Companies and researchers have been finding different means to boost or enhance the efficiency of workers for decades. Job performance is therefore, in its basic meaning, the behaviors or acts of the workers consistent with the goals or objectives of the organization in question (McCloy et al., 1994). Performance is defined as a variable that, according to the job, has multiple dimensions and separate components and elements (McCloy et al., 1994). Porter and Lawler (1968) argued that performance is influenced by attitudes. For example, Christen et al. (2006), Cohrs et al. (2006), Rayton (2006), Zhang et al. (1999) provided evidence indicating that workers' job satisfaction as an attitudinal variable affects or influences their job performance which is a behavioral variable. Based on the results of their empirical study. Also, workers' satisfaction of their higher order needs is most closely associated with their job performance. Judge and Bono (2001) found that the average true correlation between job satisfaction and job performance was estimated to be 0.30.

The systematic studies that linked HRM practices and performance were published by Gerhart et al. (1992), Huselid (1995), MacDuffie (1995), Guest (1997). A significant number of studies have since been undertaken in various fields of different countries. Most studies have found that HRM practices have a direct effect on the efficiency of workers. In which staff performance is specifically correlated with the company's performance. In addition, effective firms regard HRM activities as a key aspect that directly influences the efficiency of the staff. Field (2009) summarized HRM as a collection of worker management practices, based on 104 research studies. Seven HRM activities that are important to overall organizational success were clarified in the study by Boselie et al. (2005). Also, Pfeffer (1994) addresses the need for companies to recruit qualified and capable workers to compete in today's global climate. Actual HR practices are enforced on a regular basis by line managers and have a positive effect on the view of workers about HRM practices applied to them (Boxall & Purcell, 2011). Effective implementation or failure to implement HRM practices depends on the managers' skills (Guest, 2011).

Early studies linked individual HRM practices to firm financial performance, such as training, selection, performance appraisal and compensation (Gerhart et al., 1992; Huselid, 1995; Guest, 1997). Research has led to identify of HRM practices being established that lead to performance across various firms (Huselid, 1995). Seven such practices were found in a literature review by Delery and Doty (1996), which were consistently considered to be HRM practices. HRM behaviors were clarified as those related theoretically or empirically to overall organizational performance. These practices include internal career opportunities, structured training programs, results-oriented evaluations, security of employment, engagement, job descriptions, and profit sharing.

An increasingly researched topic in HRM is the relationship between HR practices and work out (Edgar & Geare, 2005; Hope-Hailey et al., 1997). In particular, HRM is hypothesized to meet the needs of workers, which enhances favorable attitudes and consequently improves performance results (Edgar & Geare, 2005; Kuvaas, 2008; Meyer & Allen, 1997). This is in line with the theory of social exchange (SET), which argues that HRM practices lead to the positive exchange of worker-employer relationships, especially when the interests of individual workers are taken into account when employees respond with favorable attitudes and behavior (Gould-Williams & Davies, 2005; Singh et al., 2021). Luna-Arocas and Camps (2008) found that through work satisfaction and organizational engagement, HRM practices such as training, empowerment, benefits, career enrichment, and job security influenced the purpose of turnover. Similarly, Saks (2006) pointed out that while job characteristics such as autonomy and feedback promote work participation, a higher level of work participation subsequently decreases employees' intention to quit.



Previous studies have also shown that the introduction of HRM practices is an effective means of enhancing favorable performance. For example, the availability of good recruiting and selection practices, promotional opportunities, mechanisms for dispute resolution, flexible compensation programs, worker responsibility, autonomy and coordination were found to be positively linked to organizational commitment, while compensation cuts were negatively related to organizational commitment (Caldwell et al., 1990; Fiorito et al., 2007; Gould-Williams & Davies, 2005; Heshizer, 1994). In addition, as predictors of organizational commitment, satisfaction with and perceived adequacy of career development, training opportunities and performance evaluation were based on Kuvaas (2008).

(1) Human resource management strategy, (2) leadership, (3) team management, (4) communication, (5) motivation, and (6) ethical treatment of employees are six separate elements relating to HRM activities that affect the performance of the construction companies (Kokkaew & Koompai, 2012). The performance of construction companies was significantly and favorably impacted by better human resource management approach, according to many studies illustrated here beside of this study.

### 3. Method

The methodology that was used in this study was based on three stages as following: stage 1 was done on two rounds first round the literature review included sources that investigated HRM strategies and impact of it on workers performance in the AEC Industry. The literature review is accomplished in two steps. At the first step of literature review, the titles, abstracts and keywords are searched using a manual search in the databases and web engines. These databases and web engines included google, google scholar, the Scopus database, and the web of science. To identify relevant previous sources, the research keywords were selected to be "Human resources", "Human resources management", "Strategies", "Workers performance", "Performance Management", and "AEC industry". After the completion of the database and web engine search, the total number of sources found were 149. Next, the sources' titles and abstracts were reviewed and those marked as relevant to the review were chosen to be retrieved and thoroughly reviewed. The sources were chosen on the basis of the following inclusion criteria: (a) the sources implied in HRM strategies in the AEC industry, (b) the sources released between 2010 and 2022, (c) the sources available online, and (d) the English-language sources. In stage 1, a total of 149 sources were analyzed to identify HRM strategies practices in the AEC industry. The second round of the literature review. The keywords, titles, and abstracts in the databases and web engines are searched using a manual search. Similar to the first round, the sources' titles and abstracts were reviewed and those listed as relevant to the review were chosen. These sources were chosen on the basis of the same inclusion criteria

set out in the first round, as well as the sources not selected in the first round of the search for literature. There were 39 sources chosen in total. At stage 2, the selected sources are reviewed to extract the factors using the content analysis method. Based on HRM strategies and year of publication, all the sources were classified. Content analysis is a thorough and systematic study of the contents of a specific body of material with regard to the method previously described. In addition, content analysis is carried out to extract practices of HRM strategies and have an impact on worker performance, and it's consisted of two rounds the first one result of reaching to 31 different practices from 149 related sources to the HRM strategies after heavy analysis but the second-round result of reaching to 39 different sources from 149 related sources about the impact of HRM strategies on worker performance. Stage 3 was the final one which concludes the outputs of the previous stages which results of in first round 6 Human Resources Planning Strategy, 6 Polarization and Recruitment Strategy, 8 Training and Development of Human Resources Strategy, 6 Human Resources Following-up strategy and 5 Career planning strategy which in total 31 HRM strategies practice but in second round result of reaching to 39 different sources from 149 related sources about the impact of HRM strategies on worker performance in AEC industry. As a summary, four criteria were adopted to select the studies that were included in the analysis and study, followed by arranging the studies in a chronological manner and collecting the studies that included the same strategies and practices associated with these strategies, during which the impact of these strategies on the performance of workers in the construction industry was measured. This can be followed up and observed through the figures and tables that come later.

The Figure 1 below depicts the research method of this study and shows how the search process flows accurately and clearly. Table 1 and Table 2 clarify the sources of the strategies and practices emanating from them in terms of referring to the source of the study and the number of studies that refer to these practices. Figure 2 clarifies the number of sources based on years for HRM strategies practices in AEC industry.

## 4. Discussion and implication

### 4.1. Human Resources Planning Strategy

This field includes six practices related to strategy of human resources planning in AEC industry. Figure 3 shows that "The company's management analyzes the functions accurately" appeared most among the practices based on the number of sources that considered it as one of strategy of human resources planning practices in AEC industry. "The company determines its human resources needed in the future" was mentioned least among the practices based on the number of sources that considered it as one of strategy of human resources planning practices in AEC industry.

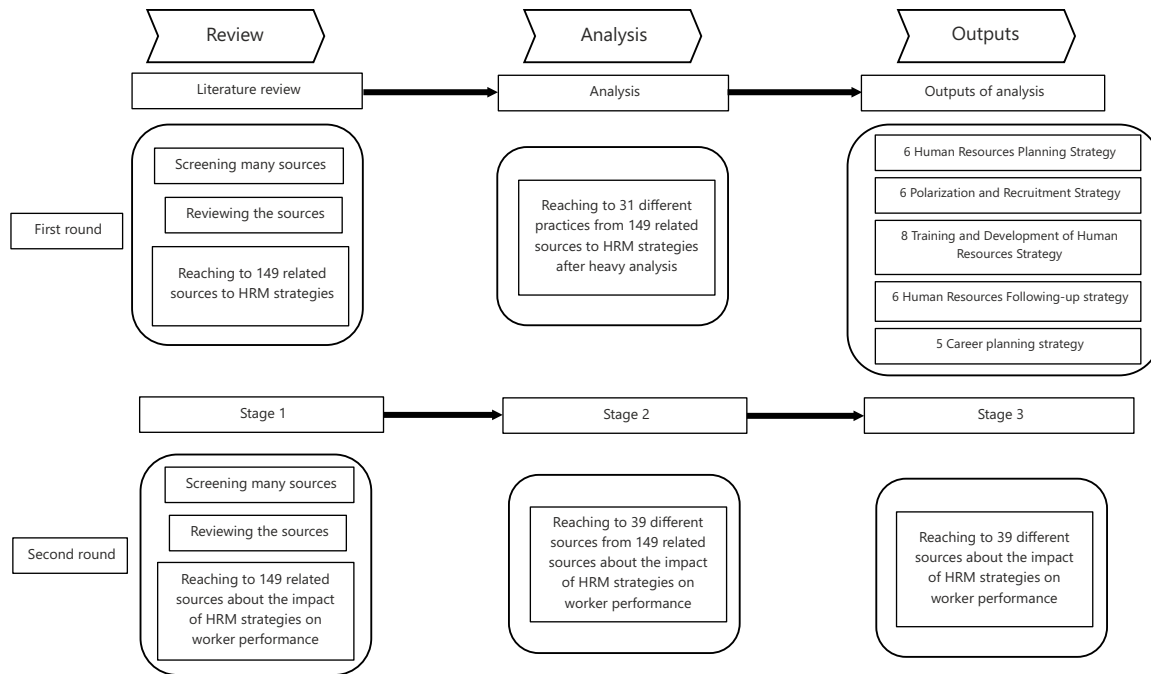


Figure 1. Research method of this study based on rounds and stages

Table 1. HRM strategies sources based on each strategy

The reference	Human Resources Planning Strategy	Polarization and Recruitment Strategy	Training and Development of Human Resources Strategy	Human Resources Following-up Strategy	Career planning strategy
AlShaikhly (2017)	✓	✓	✓	✓	
Ahmad and Jameel (2016)		✓		✓	✓
Hassan (2016)			✓	✓	✓
Jouda et al. (2016)		✓	✓	✓	
Singh and Kassa (2016)	✓	✓	✓	✓	
Ilyas et al. (2016)		✓	✓	✓	
Zehir et al. (2016)		✓	✓		✓
Sattar et al. (2015)			✓		✓
Zhai and Liu (2010)		✓			✓
Cania (2014)			✓	✓	
Mahadevan and Mohamed (2014)			✓	✓	
Long et al. (2013)	✓	✓	✓	✓	
Loshali and Krishnan (2013)		✓	✓		✓
Gile (2013)		✓	✓	✓	✓
Tabiu and Nura (2013)		✓	✓	✓	
Quansah (2013)		✓	✓	✓	
Waiganjo et al. (2012)	✓	✓	✓		
Savaneviciene and Stankeviciute (2012)	✓	✓	✓	✓	
Munjuri (2011)			✓	✓	
Lee et al. (2010)	✓	✓	✓	✓	✓
Kim et al. (2010)		✓			
Raidén et al. (2001)	✓	✓	✓		✓
Ifediora and Keke (2019)		✓		✓	
Kumar et al. (2018)	✓	✓	✓	✓	✓

End of Table 1

The reference	Human Resources Planning Strategy	Polarization and Recruitment Strategy	Training and Development of Human Resources Strategy	Human Resources Following-up Strategy	Career planning strategy
Othman et al. (2018)			✓		
Widyanty et al. (2020)		✓	✓	✓	
Al-Qudah and Obeidat (2020)	✓		✓		
Dabirian et al. (2022)	✓				
Ramin & Ghoddousi (2022)	✓				
Gehlot and Shrivastava (2022)	✓				
Teo et al. (2022)	✓				
Shukurullayevna (2021)	✓				
Yu et al. (2022)					✓
Gepner et al. (2022)					✓
Gurmu and Ongkowijoyo (2020)				✓	
Sinambela et al. (2022)				✓	
Hassan (2022)				✓	
Armstrong and Taylor (2023)	✓			✓	
Atmaja et al. (2023)				✓	
Illic et al. (2023)				✓	
Hamid et al. (2022)		✓		✓	
Mamatha et al. (2023)		✓			
Chowdhury et al. (2023)			✓		
Li and Pilz (2023)			✓		
Rodgers et al. (2023)			✓		
Yuslem et al. (2022)				✓	
Alqudah et al. (2022)	✓			✓	
Margareta (2023)	✓				

Table 2. HRM strategies practices sources

No.	Items	Related studies
Human Resources Planning Strategy		
1.	The company has a human resources department	AlShaikhly (2017), Long et al. (2013), Savaneviciene and Stankeviciute (2012), Kumar et al. (2018), Dabirian et al. (2022), Ramin and Ghoddousi (2022), Gehlot and Shrivastava (2022), Teo et al. (2022), Shukurullayevna (2021)
2.	The company's management analyzes the functions accurately	Savaneviciene and Stankeviciute (2012), Raidén et al. (2001), Tabiu and Nura (2013), Kumar et al. (2018), Al-Qudah and Obeidat (2020), Margareta (2023), Armstrong and Taylor (2023)
3.	The company determines the potential of its human resources	Gile (2013), Waiganjo et al. (2012), Kumar et al. (2018), Al-Qudah and Obeidat (2020)
4.	The company determines its human resources needed in the future	AlShaikhly (2017), Waiganjo et al. (2012), Kumar et al. (2018)
5.	The company clearly defines the level of responsibilities and tasks	Gile (2013), Lee et al. (2010), Raidén et al. (2001), Kumar et al. (2018), Alqudah et al. (2022)
6.	There is a clear job description for all workers	Singh and Kassa (2016), Long et al. (2013), Waiganjo et al. (2012), Kumar et al. (2018)
Polarization and Recruitment Strategy		
1.	The company's internal resources are the best to provide its human resource needs	AlShaikhly (2017), Ahmad and Jameel (2016), Singh and Kassa (2016), Quansah (2013), Lee et al. (2010), Raidén et al. (2001)
2.	The company relies on raising the morale of workers	Ilyas et al. (2016), Loshali and Krishnan (2013), Quansah (2013), Waiganjo et al. (2012)
3.	The company polarizes the experienced and efficient to work its projects	AlShaikhly (2017), Ahmad and Jameel (2016), Loshali and Krishnan (2013), Lee et al. (2010)

End of Table 2

No.	Items	Related studies
4.	The company polarizes some workers with rare expertise and skills	AlShaikhly (2017), Ilyas et al. (2016), Kim et al. (2010), Raidén et al. (2001)
5.	There are clear policies for selecting and hiring staff	Jouda et al. (2016), Zehir et al. (2016), Zhai and Liu (2010), Lee et al. (2010), Kim et al. (2010), Ifediora and Keke (2019), Kumar et al. (2018)
6.	Selection and recruitment policies are in line with the company's current and future needs	Zhai and Liu (2010), Quansah (2013), Savaneviciene and Stankeviciute (2012), Lee et al. (2010), Kumar et al. (2018), Widyanty et al. (2020), Hamid et al. (2022), Mamatha et al. (2023)
<b>Training and Development of Human Resources Strategy</b>		
1.	The company has clear plans in the field of human resources development	Jouda et al. (2016), Ilyas et al. (2016), Sattar et al. (2015), Long et al. (2013), Savaneviciene and Stankeviciute (2012)
2.	The company provides a good training environment	Hassan (2016), Jouda et al. (2016), Quansah (2013), Savaneviciene and Stankeviciute (2012), Chowdhury et al. (2023), Li and Pilz (2023)
3.	The company provides training programs suitable for the nature of its projects	Singh and Kassa (2016), Ilyas et al. (2016), Long et al. (2013), Waiganjo et al. (2012), Al-Qudah and Obeidat (2020)
4.	The training is conducted by experts that have high degree of accuracy and skill	AlShaikhly (2017), Jouda et al. (2016), Ilyas et al. (2016), Zehir et al. (2016), Long et al. (2013), Lee et al. (2010)
5.	The company cooperates with the competent authorities in the field of training workers	Zehir et al. (2016), Sattar et al. (2015), Mahadevan and Mohamed (2014), Munjuri (2011), Othman et al. (2018)
6.	The company offers development strategies for its human resources based on their training needs	Loshali and Krishnan (2013), Tabiu and Nura (2013), Savaneviciene and Stankeviciute (2012), Kumar et al. (2018), Widyanty et al. (2020)
7.	The company evaluates the results of development and training programs to achieve the principle of feedback	Cania (2014), Hassan (2016), Singh and Kassa (2016), Loshali and Krishnan (2013), Gile (2013), Munjuri (2011), Kumar et al. (2018)
8.	The company designs training programs for all workers according to the specialization	Tabiu and Nura (2013), Waiganjo et al. (2012), Savaneviciene and Stankeviciute (2012), Lee et al. (2010), Raidén et al. (2001)
<b>Human Resources Following-up Strategy</b>		
1.	Management provides reports about workers' performance	Singh and Kassa (2016), Ilyas et al. (2016), Long et al. (2013), Gurmu and Ongkowijoyo (2020)
2.	The company cares more about the achievement of the workers and achieving the goals of the company more than the number of working hours	Hassan (2016), Mahadevan and Mohamed (2014), Tabiu and Nura (2013), Munjuri (2011), Yuslem et al. (2022)
3.	The company follows up continuously the development of the workers	Savaneviciene and Stankeviciute (2012), Kumar et al. (2018), Widyanty et al. (2020)
4.	The company develops strategies for continuous improvement of human resources performance	Jouda et al. (2016), Singh and Kassa (2016), Savaneviciene and Stankeviciute (2012), Kumar et al. (2018)
5.	The company follows fair methods of reward and punishment	Ahmad and Jameel (2016), Jouda et al. (2016), Mahadevan and Mohamed (2014), Long et al. (2013), Quansah (2013), Ifediora and Keke (2019), Kumar et al. (2018), Atmaja et al. (2023)
6.	There is a fair incentive system in the company	Cania (2014), AlShaikhly (2017), Ahmad and Jameel (2016), Singh and Kassa (2016), Mahadevan and Mohamed (2014), Long et al. (2013), Gile (2013), Munjuri (2011), Lee et al. (2010), Sinambela et al. (2022), Hassan (2022), Armstrong and Taylor (2023), Atmaja et al. (2023), Ilic et al. (2023)
<b>Career Planning Strategy</b>		
1.	The company is based on clear laws and regulations in the field of promotion and career development	Zehir et al. (2016), Sattar et al. (2015), Lee et al. (2010), Raidén et al. (2001), Yu et al. (2022), Gepner et al. (2022)
2.	Proper planning helps to put the right worker in the right place	Zhai and Liu (2010), Loshali and Krishnan (2013), Gile (2013)
3.	The company sets the career path for all its departments in a participatory shape	Loshali and Krishnan (2013), Kumar et al. (2018)
4.	The company relies on clear policies regarding the relationship of senior management personnel with the workers	Ahmad and Jameel (2016), Hassan (2016), Zehir et al. (2016), Raidén et al. (2001), Kumar et al. (2018)
5.	There is a clear description of the relationship of workers to each other	Ahmad and Jameel (2016), Sattar et al. (2015), Zhai and Liu (2010), Lee et al. (2010), Raidén et al. (2001), Kumar et al. (2018)



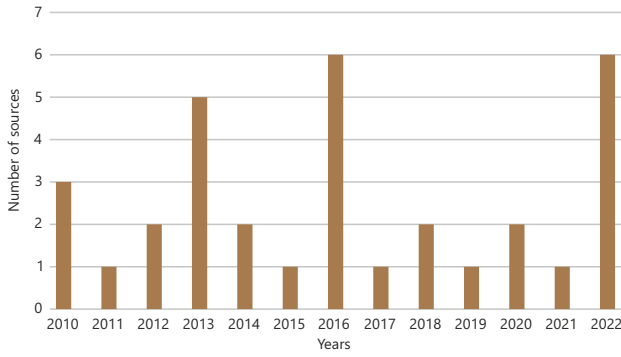


Figure 2. Summarizing the number of sources based on years for HRM strategies practices

4.2. Polarization and Recruitment Strategy

This field includes six practices related to the strategy of polarization and recruitment in AEC industry. Figure 4 shows that “There are clear policies for selecting and hiring staff” was mentioned most among the practices based on the number of sources that considered it as one of strategy of polarization and recruitment practices in AEC industry. “The company relies on raising the morale of workers”, “The company polarizes the experienced and efficient to work its projects”, “The company polarizes some workers

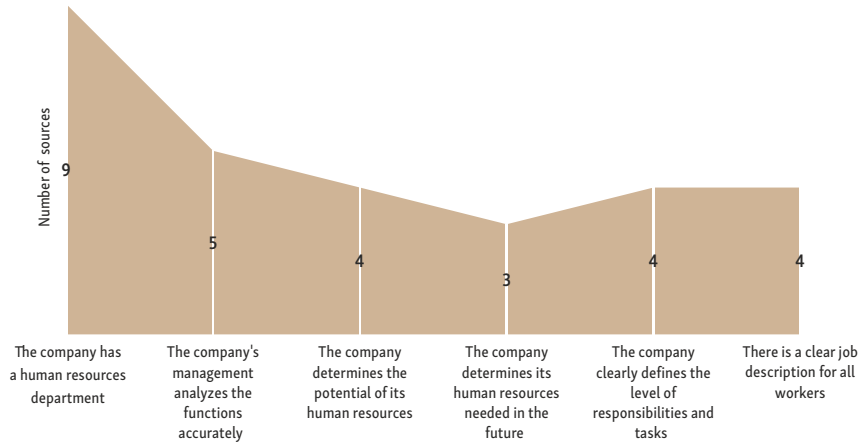


Figure 3. Summarizing Human Resources Planning Strategy Practices based on the number of sources which discussed or mentioned it under this strategy

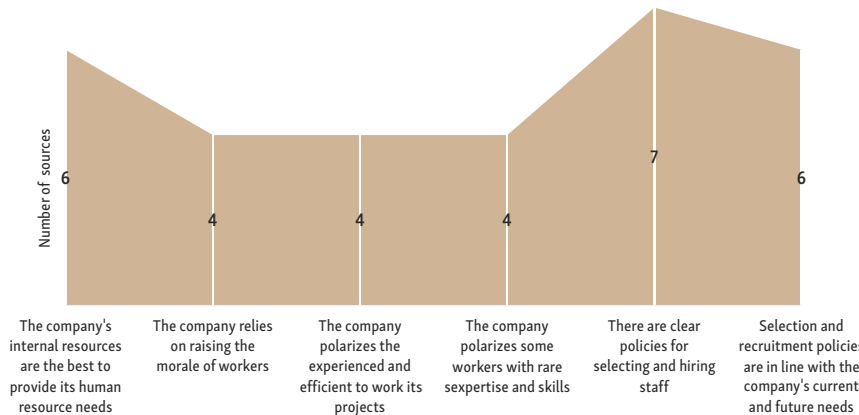


Figure 4. Summarizing Polarization and Recruitment Strategy practices based on the number of sources which discussed or mentioned it under this strategy

with rare expertise and skills” were the least reported practices based on the number of sources that considered it as one of strategy of polarization and recruitment practices in AEC industry.

4.3. Training and Development of Human Resources Strategy

This field includes eight practices related to training and development of human resources strategy in AEC industry. Figure 5 shows that “The company evaluates the results of development and training programs to achieve the principle of feedback” was top among the practices based on the number of sources that considered it as one of strategy of training and development of human resources practices in AEC industry. “The company has clear plans in the field of human resources development”, “The company provides a good training environment”, “The company provides training programs suitable for the nature of its projects”, “The company cooperates with the competent authorities in the field of training workers” and “The company designs training programs for all workers according to the specialization” were the least reported practices based on the number of sources that considered it as one of strategy of training and development of human resources practices in AEC industry.

### 4.4. Human Resources Following-up Strategy

This field includes six practices related to Human Resources Following-up Strategy in AEC industry. Figure 6 shows that “There is a fair incentive system in the company” outnumbered the rest practices based on the number of sources that considered it as one of strategy of human resources following-up practices in AEC industry. “Management provides reports about workers’ performance” and “The company follows up continuously the development

of the workers” were mentioned least number of times among the practices based on the number of sources that considered it as one of strategy of human resources following-up practices in AEC industry.

### 4.5. Career planning strategy

This field includes five practices related to the Career planning strategy in AEC industry. Figure 7 shows that “There is a clear description of the relationship of workers to

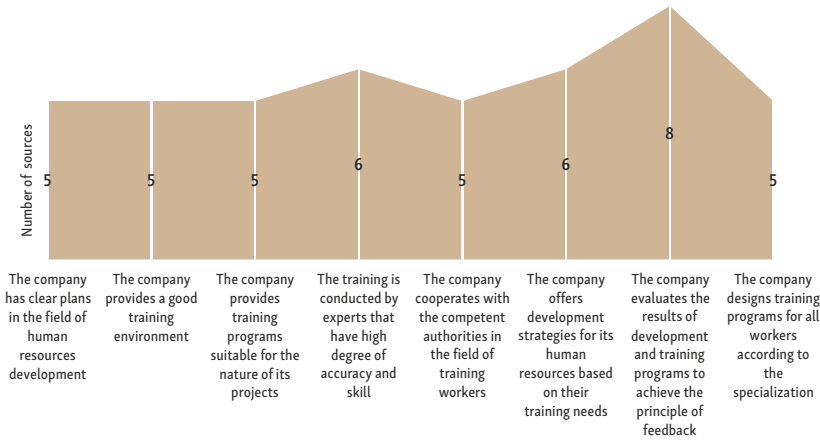


Figure 5. Summarizing Training and Development of Human Resources Strategy practices based on the number of sources which discussed or mentioned it under this strategy

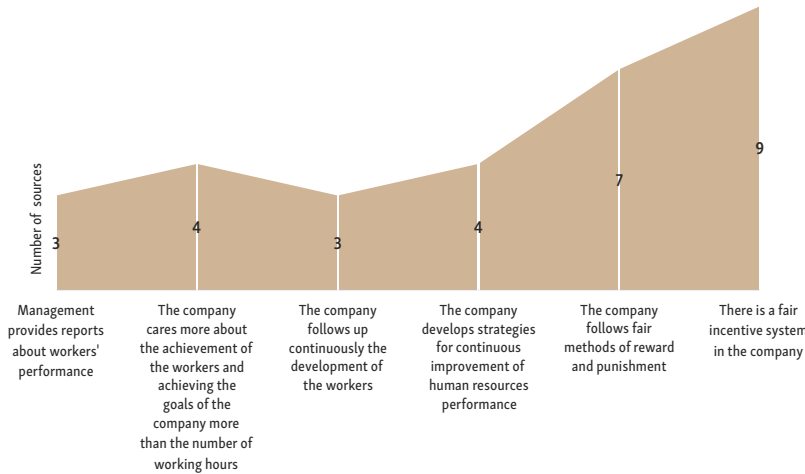


Figure 6. Summarizing Human Resources Following-up Strategy practices based on the number of sources which discussed or mentioned it under this strategy

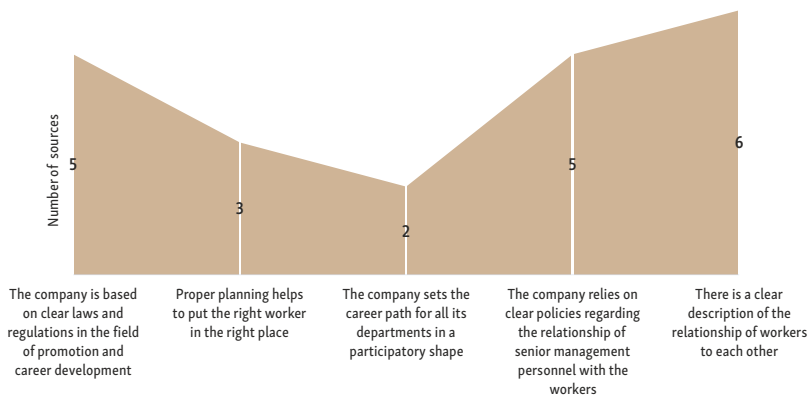


Figure 7. Summarizing Career Planning Strategy practices based on the number of sources which discussed or mentioned it under this strategy

each other" was in first position between the rest practices based on the number of sources that considered it as one of strategy of career planning strategy in AEC industry. "The company sets the career path for all its departments in a participatory shape" was in last position between the rest practices based on the number of sources that considered it as one of strategy of career planning strategy in AEC industry.

## 4.6. Human resources managements strategies and its impact on workers performance

### 4.6.1. Human resource planning and worker performance

HRs planning is commonly characterized in terms of quality and quantity as the process that decides the number of workers needed by the organization, and is therefore seen as a continuous systemic and systematic planning process. HR planning's main aim is to ensure that workers have the highest degree of engagement with their work. This planning process also establishes that workers are in the correct number as needed, i.e., there is no labor force surplus and no shortage. The three core functions of HRs planning include (a) work forecasting, (b) demand management for staff, available market supply, and (c) maintaining a balance between employment expectations and demand expectations.

HR planning come to obtain a competitive edge over competitors, Werbel and Gould (1984) explained that various useful ways were found using HR functions, which displayed that these functions play a crucial role in making the company competitive. Walker (1980) explained that the company's ability to achieve strategic objectives was distinguished by its HR in three ways: cost economics, capacity for efficient operations, the ability to take a new project and change processes. Dwivedi (2009) describes "A project manager should provide the HR experts more flexibility and time to focus on planning for future balance by matching the number of employees needed to the number of existing employees who would be expected to continue with the organization". Liao et al. (2011) showed that HR planning is a structured long-term process. In order to build and sustain a better match between the task and the worker, planning is given special consideration. The three main elements of the HR planning process are predicting labor demand, evaluating current labor supply, and matching expected labor demand and supply.

In the context of the organization, Armstrong (2006) stated that HR has a special place in any organization. The extent to which it is used and the strategy implemented will depend on the degree to which management understands that performance depends on anticipating potential requirements for individuals and implementing a plan to meet those requirements. The method will also be influenced by the degree to which reliable prediction is made. It is difficult to accurately predict levels at which companies will be operating in future and thus more reliance is

on will rely on ad hoc and short-term measures to hire and retain individuals. Even these companies can, however, benefit from those aspects of HR planning that are concerned with policies to attract and retain key employees.

### 4.6.2. Human resource training and worker performance

Firms take steps to train staff, develop their skills and increase their productivity. In a discussion on HRs planning, Shantz and Latham (2009) expressed that when staff are trained on their own tasks and functions, they can work better and pay attention even if there is no supervision after training. Also, performance efficiency increases after training. Marwat et al. (2006) reported several variables that positively correlate with worker performance. Variables include selection, training, performance evaluation, career planning, compensation plans, worker participation and job definition. In his research for master's thesis Sarkodie (2011), revealed that without HRs planning in firms cannot achieve their objectives. Companies, together with workers who have different sets of skills, abilities and knowledge, add organizational resources to ensure growth and sustainable development. Al-Ahmadi (2009) underlined that improve performance is not only due to the good performance of the system, but that the HRs that are motivated and focused play a role that can be achieved through the successful enforcement of HRs strategies.

Training is one of the company's most important HR strategies and helps the company achieve its goals. According to Grossman and Salas (2011), training is an organized task for attitudes, information and skills that improves performance in a particular situation. So, the second step after recruitment and selection is training and staff development. This process should include both old and new workers. Nevertheless, a good recruitment does not ensure that new staff perform their duties as required. As a result, companies must redesign and implement appropriate training programs for these workers in order to perform their assigned tasks and achieve company objectives (Dessler, 2009). Consequently, training and development is designed to improve staff performance and efficiency and enhance staff performance. Additionally, training refers to a systematic approach to learning and to keep abreast of technological development to improve the effectiveness of individuals in precisely performing their tasks (Goldstein & Ford, 2002). Training and institutional development strategies allow for mastery of advanced skills, competition and innovation, the development and enhancement of worker safety, the expansion of business and the achievement of company objectives (Salas et al., 2012; Maliha et al., 2021). Thus, any market competitive strategies must recognize existing discrimination, innovation in individual skills, importance of training and development, and their effect on staff and organizational performance (Aguinis & Kraiger, 2009). To remain competitive, the company must ensure that its workers learn and develop continuously regardless of the cost of training (Salas et al., 2012). Organizational performance has been positively linked to successful train-

ing practices. Previous studies have identified empirical evidence of organizational productivity, mutual benefit training and development for employers and workers (Conti, 2005; Ballot et al., 2006; Maliha et al., 2020; Dearden et al., 2006; Akong'o Dimba, 2010; Grabowski et al., 2007; Georgiadis & Pitelis, 2012; Otengah et al., 2013; Konings, 2008). Training and development are therefore key variables for the performance of staff and institutional success. Companies need to recognize the importance of training and development here, and adopt a continuous perspective on learning. In order to maintain a competitive advantage, the company must continually update the knowledge and skills of its employees to stay in constant touch.

#### **4.6.3. Recruitment, selection and worker performance**

Recruitment and selection are among the most important HRM strategies. It is a process of finding, evaluating, and engaging the right people in the right job. A positive relationship between recruitment, selection and any other procedures used to select applicants has been reported to have a considerable impact on overall performance and success (Hausdorf & Duncan, 2004). Moreover, it is the process of seeking applicants and encouraging potential candidates to apply for jobs in the company (Jain & Saakshi, 2005). Carroll et al. (1999) said that the recruitment process can be divided into four phases: (a) review the need to recruit new staff for an unoccupied post, (b) job analysis, (c) job description, and (d) and qualifications of the candidate. This selection process influences the performance of workers and firms.

To assign applicants, it is essential to ensure workers' participation in achieving the company's goals, it is more important than hiring the right people in the right place at the right time (Bloisi, 2007). The objective of the employer or company is to prepare a large group of candidates during the recruitment process in order to select the best competitive candidates (Beardwell et al., 2004; Rogelberg, 2007). After reviewing the literature, three differences were determined between companies regarding the recruitment process:

1. Number of posts,
2. The number of applicants and
3. The fund available for recruitment (Hausdorf & Duncan, 2004).

Reviewing previous studies, recruitment and selection are key strategies for HRM. Ensuring a good and effective recruitment process by the company consequences in improved staff performance and ensuring that the persons assigned are able to perform their functions.

#### **4.6.4. Following up and worker performance**

Monitoring and evaluating the performance of employees is a comprehensive assessment of the performance of employees and analysis on the growth capacity for a certain period of time by managers or those who are aware of the performance of their employees. It is one of the oldest management practices and is widely used till date.

Follow-up is an important tool for the company because the data you provide is very helpful in decision-making on certain issues, in particular advancement, increased merit transfer, promotion, training and growth. The performance appraisal is not only helpful for the above problems, it can also improve the dedication and satisfaction of the worker (Wiese & Buckley, 1998). Though, it was widely recognized that the focus on defining, planning and managing performance was more important than performance evaluation (Pareek & Rao, 1981). Performance management has been defined by Prasad (2006) as a process of performance planning, performance appraisal, feedback, and advice to staff or teams to improve performance. Armstrong (2006) said that performance management is a systematic process for enhancing the performance of organizations by developing the performance of individuals and teams. Performance management is one of the most significant advances in HRM and may have been established in the early 1980s as a result of the rising importance of TQM.

#### **4.6.5. Career planning and workers performance**

Career planning is a process in which career goals are set and ways of achieving them are identified. Career planning is also a method of planning the lifework of individuals. In addition, career planning is a technique used to encourage workers to work towards the success of the organization (Wright & Snell, 1998; Tayeh et al., 2018a). The aim of career planning was to encourage workers to achieve a desired match between personal goals and organizational objectives. Career planning is referred to as a process of improving HRs to enhance the performance of organizations (Leibowitz et al., 1986). In addition, the process of career development is effective in recognizing the abilities and expertise of workers and correctly assigning them assignments. Then, Individuals choose to enter those companies where they have ample resources to follow their career ambitions and completely exploit their potential (Gardner et al., 2011). Career preparation acts as a mechanism to inspire workers to work actively and efficiently in order to achieve the company's objectives. In addition, career planning is a deliberate process of creating possibilities for future growth (Snell, 1992).

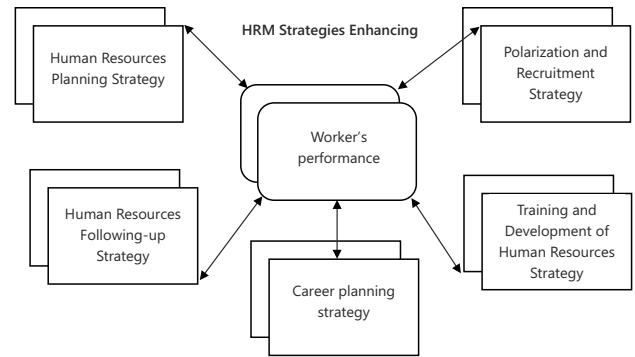
Career planning is the expected mechanism by which someone becomes aware of his or her personal talents, desires, skills, motives, and other characteristics; obtains information on opportunities and choices; defines career-related goals; and creates action plans to achieve those goals (Dessler, 2008). As stated by Edgar and Geare (2005), career planning is a continuous discovery process in which a person slowly develops his own occupational conception as a result of his or her own value system's abilities or skills, needs, motivations and aspirations (Manolescu, n.d.). In HRM, career planning calls for the identification of individual career requirements, goals and opportunities and the implementation of HR program development to support that career. A well-planned career development program, together with merit-based internal progress opportunities, results in high motivation among workers,

which affects company performance (Milkovich & Boudreau, 1988).

Clearly, Lewis (1993) defines career management as the design and implementation of organizational processes that enable careers to be planned and managed in a way that optimizes both the company's needs and the individual's priorities and capabilities and has become one of the most important elements in HRM. Byars and Rue (2006) explained career management as the mutual responsibility of immediate managers, companies, and employees. The responsibility of individuals, which encompasses two main areas: preparation of their own career plans and implementation of the plan, is referred to as career preparation and career strategies, respectively. If mixed together, the roles of the company and the immediate executives would create another dimension better known as organizational career management.

#### 4.7. Summary

HRs planning strategy, polarization and recruiting strategy, training and human resources development strategy, follow-up human resources strategy, job planning strategy are positively related to the performance of workers (see Figure 8). For any company, employees are one of the essential strategic assets. Companies should also aim to recruit talent, well-trained and energetic workers, and optimize their performance. Successful and good execution of HRM strategies empowers company workers and positively boosts their efficiency. Workers have a significant and strategic role to play in enhancing the positioning of companies in important sectors, such as efficiency, credibility and improving project quality. Therefore, HRM best practices stimulate the company workers performance, which in turn increases the performance of the company. Companies, thus, recognize the value of stimulating company workers performance. It is also important that businesses develop their HRM strategies to increase the company worker performance. These results are in accordance with Cania (2014), Zehir et al. (2016), Zhai and Liu (2010), Loshali and Krishnan (2013), Waiganjo et al. (2012), Kim et al. (2010), El-Hallaq and Tayeh (2016), Lee et al. (2010). In more detail and briefly, it was noticed the following benefits of strategies on the worker performance in the ACE industry: HR planning come to obtain a competitive edge over competitors, study by Werbel and Gould (1984) explained that various useful ways were found using HR functions, which displayed that these functions play a crucial role in making the company competitive. Walker (1980) explained that the company's ability to achieve strategic objectives was distinguished by its HR in three ways: cost economics, capacity for efficient operations, the ability to take a new project and change processes. Training is one of the company's most important HR strategies and helps the company achieve its goals. According to Grossman and Salas (2011), training is an organized task for attitudes, information and skills that improves performance in a particular situation. So, the second step after recruitment and



**Figure 8.** Sumarizing of the impact of Human resources management (HRM) strategies practices on workers performance in (AEC) Industry

selection is training and staff development. This process should include both old and new workers. Nevertheless, a good recruitment does not ensure that new staff perform their duties as required. As a result, companies must re-design and implement appropriate training programs for these workers in order to perform their assigned tasks and achieve company objectives (Dessler, 2009). Follow-up is an important tool for the company because the data you provide is very helpful in decision-making on certain issues, in particular advancement, increased merit transfer, promotion, training and growth. The performance appraisal is not only helpful for the above problems, it can also improve the dedication and satisfaction of the worker (Wiese & Buckley, 1998). The aim of career planning was to encourage workers to achieve a desired match between personal goals and organizational objectives. Career planning is referred to as a process of improving HRs to enhance the performance of organizations (Leibowitz et al., 1986).

#### 5. Conclusions

This paper effectively identifies and classifies the HRM strategies, practices, and their effects on the performance of workers in the Architecture, Engineering, and Construction (AEC) Industry.

Through this paper HRM strategies in the AEC industry have been divided into five strategies: HRs Planning Strategy, Polarization and Recruitment Strategy, HRs Following-up Strategy, Training and Development of HRs Strategy and Career planning strategy. Findings indicated the following:

1. In terms of HRs Planning Strategy, "The company's management analyses the functions accurately" was the most popular practice. The least popular practice was "The company determines its HRs needed in the future".
2. In Polarization and Recruitment Strategy, "The company's internal resources are the best to provide its HR needs" and "Selection and recruitment policies are in line with the company's current and future needs" were the most popular practice. The least



popular practices were “The company relies on raising the morale of workers”, “The company polarizes the experienced and efficient to work its projects”, “The company polarizes some workers with rare expertise and skills”.

3. In Training and Development of HRs Strategy, “The company evaluates the results of development and training programs to achieve the principle of feedback” was the most popular practice. The least popular practices were “The company has clear plans in the field of HRs development”, “The company provides a good training environment”, “The company provides training programs suitable for the nature of its projects”, “The company cooperates with the competent authorities in the field of training workers” and “The company designs training programs for all workers according to the specialization”.
4. In HRs Following-up Strategy, “There is a fair incentive system in the company” was the most popular practice. The least popular practice was “Management provides reports about workers’ performance”.
5. In Career planning strategy, “There is a clear description of the relationship of workers to each other” was the most popular practice. The least popular practice was “The company sets the career path for all its departments in a participatory shape”.

On another note, the impact of HRM strategies practices on workers performance includes deriving advantages from HR planning aspects focused on policies to attract and retain crucial staff, motivating workers to align personal goals with organizational objectives, boosting organizational performance, elevating worker dedication and satisfaction, serving as a mechanism to inspire active and efficient work towards the company’s goals, and more. The findings of this paper highlight the necessity for additional research on the correlation between HRM practices and various variables, including organizational citizenship behavior, performance quality, and job satisfaction within the construction industry. There is also a call for a dedicated study to formulate scenarios aimed at reinforcing HRM practices in the construction industry in the Gaza Strip. Additionally, further investigations into recruitment and selection policies and their impact on fostering loyalty among workers towards their respective facilities are warranted.

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