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Techniques for Retaining Skilled Employees in the URC Construction with the Reference to URC Construction

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ABSTRACT: This study looks at several methods and approaches that can be used to increase worker retention in the construction industry. The examination centers on four primary domains: competitive remuneration and benefits, professional growth prospects, work environment, and work-life initiatives. To draw and keep top talent and ensure workers feel appreciated for their contributions, competitive pay, and benefits are essential. Opportunities for career growth, including training courses and defined career pathways, are crucial for preserving staff members' motivation and engagement. Job happiness can be considerably increased by fostering a culture and environment at work that values diversity, safety, and teamwork.

KEYWORDS: work-life balance initiatives, career development opportunities.

I. INTRODUCTION

A deep understanding of retention methods is necessary to address one of the construction industry's most pressing issues, which is the ongoing shortage of skilled personnel. In a field where hiring professionals directly affects project performance, productivity, and overall business profitability, professionals are invaluable assets. This study looks at strategies that work well for attracting, retaining, and engaging skilled workers. It also looks at the factors that influence employee retention in the construction sector.

FEATURES OF CONSTRUCTION INDUSTRY:

Diverse Sectors

There are several different sectors within the construction industry, such as infrastructure, civil engineering, residential, commercial, and industrial. Every industry has its special traits, difficulties, and needs.

Collaborative Nature

Various parties, including architects, engineers, contractors, subcontractors, suppliers, regulatory bodies, and clients, collaborate on construction projects. Project success depends on efficient cooperation and communication.

TYPES OF CONSTRUCTION INDUSTRY:

1. Residential Construction
2. Commercial Construction
3. Infrastructure construction
4. Industrial construction
5. Sustainable construction

STATEMENT OF PROBLEM:

Excessive employee turnover rates compound the serious manpower deficit facing the construction industry. The industry's output, project schedules, and general standard of work are all seriously threatened by this problem. Employee expectations are changing competitive job markets, hard work environments, and other variables all play a part in the difficult problem of keeping talented workers. High employee turnover hurts construction businesses' operational effectiveness as well as their capacity to complete projects on schedule and within budget, which in turn impacts customer satisfaction and company profitability. Construction companies may foster a more stable and dedicated staff by creating focused interventions and comprehending the underlying causes of employee turnover.



OBJECTIVES OF THE STUDY:

- To create and develop clear career pathways for skilled employees within the construction industry.
- To establish programs regularly to recognize and reward employees for their hard work and achievements.

RESEARCH METHODOLOGY:

This research employs a descriptive research design and uses a questionnaire as a research instrument. Establishing a study methodology to look into methods of keeping qualified workers in the construction sector.

RESEARCH DESIGN

The term "research design" describes the overarching plan we decide upon to logically combine the various study components and guarantee that the Research Problem will be successfully addressed.

DESCRIPTIVE RESEARCH

A study method called descriptive research describes the features of the population or phenomenon being examined. Several facets of the phenomenon are described by descriptive investigations.

SAMPLE DESIGN

The process of choosing a sufficient number of components from the population is known as sampling. A precise strategy for selecting a sample from the sampling frame is known as a sample design. It describes the method or approach the researcher would use to choose some sample units from which conclusions about the population are derived.

SAMPLE SIZE

Selecting the number of observations or repetitions to incorporate in a statistical sample is known as sample size determination.

For the study, 100 respondents were included in the sample.

DATA COLLECTION METHOD:

While deciding about the system of data collection for the study the experimenter should keep in mind the two sources of data

- **Primary data**
- **Secondary data**

PRIMARY DATA COLLECTION:

Primary data was collected by primary survey method through a structured questionnaire. This is directed towards the aim of finding the research, which includes the respondents.

SECONDARY DATA COLLECTION:

These are data which are already collected and used by someone previously. It's the process of gathering and measuring information on variables.

STATISTICAL TOOLS USED:

- Chi-Square Method
- ANOVA

II. REVIEW OF LITERATURE

Stoffel C.J. S. Fourie JUNE 2021 The first is keeping skilled personnel in the field because the majority of employees are leaving, and the second is the industry's dearth of proper training. The qualitative study's conclusions show that workers with construction experience are leaving the field. There are not enough jobs available, and some construction workers are not interested in working in the construction business.

Chiedu Okwudili Maduekeh JANUARY 2023 To complete complicated projects, the Nigerian construction industry heavily depends on experienced laborers. To increase their output and make the project successful, these employees must be motivated. This study investigates the impact of motivation on skilled laborers' productivity in the construction sector.



Mandisa Mpetshu JUNE 2022 A professional nursing workforce is becoming more and more necessary due to the demands of globalization, technology, and therapeutic freedom. One of the biggest problems facing all healthcare providers is the retention of trained nurses. Nursing managers would be burdened with more work if an institution were to retain more skilled nurses.

Kamalaveni M.S MAY 2019 This paper aims to promote a comprehensive perspective on the methods and approaches used by companies around the world to retain skilled and dedicated employees. Keeping 21st-century workers engaged and motivated in this cutthroat environment is HR's hardest task. These days, technology powers practically every organization, but for technology to do its job, human resources are still required.

Osteraker (1999) [20], the primary determinants of an organization's success are staff retention and satisfaction. The social, mental, and physical domains comprise the three broad components of the retention factor. Employees always prefer flexible work projects where they can use their expertise and see the consequences of their efforts, which in turn assist in retaining precious resources. This is part of the mental dimension of retention.

III. ANALYSIS AND INTERPRETATION

1. CHI-SQUARE TEST

CHI-SQUARE TEST FOR GENDER AND CAREER GROWTH OPPORTUNITIES

Ho= There is no significant relationship between gender and career growth opportunities

H1= There are significant relationship between career growth opportunities

ACTUAL VALUE						
	A	B	C	D	E	TOTAL
GENDER	55	45	0	0	0	100
CAREER GROWTH	22	27	21	20	10	100
TOTAL	77	72	21	20	10	200
EXPECTED VALUE						
	A	B	C	D	E	TOTAL
GENDER	38.5	36	10.5	10	5	100
CAREER GROWTH	38.5	36	10.5	10	5	100
TOTAL	77	72	21	20	10	200
	CHLSQ	0.01				

TABLE: 1 CHI-SQUARE TEST FOR GENDER AND CAREER GROWTH OPPORTUNITIES

Source: Primary data

CHI SQUARE=X²=0.01

Hence, from the analysis, it is calculated that there is no significant relationship between gender and career growth opportunities.



INTERPRETATION:

From the table, $X^2=0.01$ is lesser than 0.05 for H_1 = There is a significant relationship between gender and career growth opportunities.

CHI-SQUARE TEST FOR AGE AND EMPLOYEE REWARD

H_0 = There is a significant relationship between age and employee reward

H_1 = There are significant relationship between age and employee reward

TABLE: 2 CHI-SQUARE TEST FOR AGE AND EMPLOYEE REWARD

ACTUAL VALUE						
	A	B	C	D	E	TOTAL
AGE	39	26	12	14	9	100
EMPLOYEE REWARD	35	26	19	12	8	100
TOTAL	74	52	31	26	17	200
EXPECTED VALUE						
	A	B	C	D	E	TOTAL
AGE	37	26	15.5	13	8.5	100
EMPLOYEE REWARD	37	26	15.5	13	8.5	100
TOTAL	74	52	31	26	17	200
	CHISQ	3.20				

Source: Primary data

CHISQUARE= $X^2=3.20$

Hence, from the analysis, it is calculated that there is a significant relationship between age and employee reward.

INTERPRETATION:

From the table, $X^2=3.20$ is greater than 0.05 for H_1 = There is a significant relationship between age and employee reward.

2. ONE-WAY ANOVA

EMPLOYEE COMMUNICATION, CAREER PATHWAYS, AND CAREER OPPORTUNITIES

NULL HYPOTHESIS (H_0):

H_0 There is no significant relationship between employee communication and career pathways.

ALTERNATIVE NULL HYPOTHESIS (H_1):

H_1 = There is no significant relationship between employee communication and career pathways.



EMPLOYEE COMMUNICATION	CAREER PATHWAYS	CAREER OPPORTUNITIES				
26	28	22				
32	27	30				
24	17	28				
8	14	10				
10	14	10				
Anova: Single Factor						
SUMMARY						
Groups	Count	Sum	Average	Variance		
EMPLOYEE COMMUNICATION	5	100	20	110		
CAREER PATHWAYS	5	100	20	48.5		
CAREER OPPORTUNITIES	5	100	20	92		
ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0	2	0	0	1	3.885
Within Groups	1002	12	83.5			
Total	1002	14				

INTERPRETATION:

The null hypothesis is rejected in both cases—employee communication and career pathways—because the P value is lesser than the significance values (0.01 and 0.05).

Therefore, the conclusion is that career routes and employee communication differ statistically significantly.

EDUCATIONAL QUALIFICATION AND EMPLOYEE COMMUNICATION, CAREER PATHWAYS, AND CAREER OPPORTUNITIES

NULL HYPOTHESIS (H₀):

H₀= There is no significant relationship between Educational qualification, career pathways, and career opportunities.

EMPLOYEE COMMUNICATION	CAREER PATHWAYS	CAREER OPPORTUNITIES				
26	28	22				
32	27	30				
24	17	28				
8	14	10				
10	14	10				
Anova: Single Factor						
SUMMARY						
Groups	Count	Sum	Average	Variance		
EMPLOYEE COMMUNICATION	5	100	20	110		
CAREER PATHWAYS	5	100	20	48.5		
CAREER OPPORTUNITIES	5	100	20	92		
ANOVA						



Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0	2	0	0	1	3.885
Within Groups	1002	12	83.5			
Total	1002	14				

TABLE: 4 EMPLOYEE COMMUNICATION, CAREER OPPORTUNITIES

INTERPRETATION:

The null hypotheses about career routes and employee communication are accepted in both cases since the p-value is less than the significance level of 0.01 and 0.05.

Therefore, it can be said that career opportunities and employee communication differ statistically significantly.

IV. CONCLUSION

In conclusion, a holistic strategy that takes into account both professional and personal requirements is needed to retain qualified workers in the construction business. Employers can foster an environment where talented workers thrive and choose to stay long-term by emphasizing competitive pay, career development, a positive work culture, recognition, work-life balance, effective leadership, engagement, retention analytics, diversity, and industry adaptation. This increases overall organizational success and effectiveness while also lowering turnover. Providing competitive pay, incentives, and all-inclusive benefit plans is crucial. This guarantees that workers receive fair compensation for their abilities and services. Stress can be decreased and job satisfaction can be increased by putting in place procedures and policies that promote work-life balance, such as flexible work schedules and family-friendly laws. Including workers in decision-making processes, team-building exercises, and community.

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