HMR in Construction

The articles in this special issue highlight the importance of HRM issues in the construction sector. The overall quality of HRM can affect a range of issues, and in the context of construction, poor employment relations may have an impact upon levels of work quality, innovation, project delays and corporate reputation. In simple terms, employment relations issues can affect both the ability of firms to meet client needs, and the day-to-day experiences of those working in the sector. Ongoing debates in construction—such as skill shortages, health and safety, or migrant working— all have important employment relations dimensions. They also have potential implications for the competitiveness and productivity of individual construction firms, as well as the performance and reputation of the industry as a whole. The nature of the employment relationship is even more complex because of the emphasis upon maintaining ‘flexible firms’, the project-based nature of the industry, and the transient and fluid nature of the workforce. Yet as Dainty and Loosemore (Dainty, A. and Loosemore, M. 2012) note, an elevation of the profile of HRM for construction research and practice is long overdue. However, it is clear from this review that HRM can be viewed from different perspectives which place different levels of emphasis upon the human, resource and management dimensions of work and employment. The articles demonstrate this range of viewpoints, and underline the importance of investigating HRM issues in the construction industry from both organizational performance and employee wellbeing perspectives.

Contents of the Special Issue

- Architecture: a ‘rewarding’ career? An Anglo-French comparative study of intrinsic rewards in the architecture profession, Valerie Caven & Marie Diop
- When tender turns tough: posted workers and the tendering regime in the Swedish
construction industry, Christer Thörnqvist & Charles Woolfson

- Industrial conflict in the engineering construction industry in Britain, Gregor Gall
- Do national cultural differences affect the nature and characteristics of HRM practices? Evidence from Australian and Hong Kong construction firms on remuneration and job autonomy, Florence T.T. Phua
- Analysis of knowledge sharing behaviour in construction teams in Hong Kong, Peihua Zhang & Fung Fai Ng
- Relevant but exaggerated: the effects of emotional intelligence on project manager performance in construction, Dirk Lindebaum & Peter J. Jordan

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