

Conceptual Model Adaptive Management of Personnel Policy Construction Company

Panteleeva Margarita

*Department of Economics and Management in Construction
National Research Moscow State University of Civil Engineering (NRU MGSU)
Moscow, Russia
anteikom@yandex.ru*

Abstract—The process of strategic personnel management in such a socio-economic system as an enterprise should be based on clearly defined goals and principles enshrined in the provisions of the personnel policy. The personnel policy developed at construction enterprises in Russia is mainly declarative, not adapted to the goals of the enterprise and the regional labor market environment, and is not a real guide to making personnel decisions. The lack of clear criteria and mechanisms for evaluating the effectiveness of the implementation of personnel policy makes the task of its development and implementation difficult, and the personnel policy itself is divorced from reality. The absence of personnel policies clear provisions that are the basis for personnel decisions at all levels of the enterprise, greatly complicates personnel management process. In this article, the author stepped into a new plane of company management, which is limited to three main elements of governance: involvement, trust and tolerance. According to modern scientific research, successful work of a company depends on its ability to respond flexibly to all changes in the business environment, taking into account the accelerating development of the industry as a whole. For the company's rapid response to changes, it is necessary to determine the relationship of personnel policy, enterprise strategy and their implementation. Make it through the author of the article offers an assessment of tolerance and trust levels in the organization in relation to its employees. Of course, the implementation of this approach requires very tight detail of business processes in the company and the overall presentation of guidance on the monitoring of the activities of subordinates. Author's model of adaptive control of personnel policy will take into account changes in both external and internal environment.

Keywords—*organizational culture; involvement; personnel policy; synergy; adaptive management*

I. INTRODUCTION

According to statistics in the construction industry employs about 7.6% of the total labor resources of the Russian Federation. Currently, the issue of providing the construction industry with competent personnel is very acute. Today, almost every construction company in one way or another is experiencing a shortage of personnel, not only in relation to workers, but also in relation to engineering and technical specialists.

In addition, the current problems in the staffing of the construction industry are: - a structural deficit of certain categories of workers; - the lack of graduates required production practices; - discrepancy of quality of training of skilled workers and the requirements of employers; - a sharp

reduction in the preparation of specialized professionals both workers and engineering and technical specialties; - lack of workers training; - reduced motivation and interest (or poorly expressed interest) of graduates to work in the construction industry; - irrelevance of educational programs to modern technology and the lack of actual knowledge of the teachers in the field of new technologies and innovative materials.

Unfortunately, at present, employers experiencing financial difficulties do not show an interest in improving the skills of workers [1, 2].

So today is the urgent task of developing the concept of adaptive management of the personnel policy of the enterprise, which will automate the process of managing personnel policy and its adaptation to the ongoing exponential changes in the industry.

II. MATERIALS AND METHODS

The development and management of the personnel policy of a construction organization is the general direction of improving the forms and methods of working with personnel, which is determined by the prospects for the development of the economy, society and management itself, designed for the long term development of the system for working with personnel management.

The modern definition of personnel policy is as follows: it is a process of continuous improvement of the system of selection, training, promotion and placement of personnel engaged in performing managerial functions at different levels of construction management.

The personnel policy of the company is a holistic personnel strategy that combines various forms of personnel work, its style in the organization and plans for the use of labor.

The basic principles of recruitment and placement include:

- 1) selection of employees for their business skills;
- 2) high competence and compliance with the qualities of the candidate as a control object;
- 3) the harmonious combination of useful qualities of the manager and his closest aides;
- 4) the principle of communication of young, energetic managers with experienced workers;
- 5) a combination of rights, duties and responsibilities of personnel.

The introduction of all these principles would allow the construction company to grow and develop, however, the

accelerated pace of change in modern business processes require applied tools.

III. RESULTS

If the labor resources of an enterprise are considered in the context of accelerating development of business processes, then timely adaptation of the personnel policy of a construction enterprise to the exponential changes taking place in the industry will allow improving the management efficiency of the construction enterprise as a whole.

That is, it is required to develop an information model of the personnel policy of a construction enterprise, which will have the following main characteristics:

- the model will allow to establish the dependence of the personnel policy on the strategic goals of the construction enterprise;
- the model must be invariant: the model must be applicable in different subject areas;
- the model should take into account the problem of personnel search and ensure the balance of the renewal processes and preserve the numerical and qualitative composition of the staff;
- the model should allow to follow the process of receipt and processing of information about staff units and applicants;
- the model should influence the various directions of work with personnel.

To develop such a model, it is necessary to turn to determining the place of personnel policy in the process of the construction organization functioning, and this process should be started with the formation of a personnel policy structure: 1) employment policy - providing the organization with highly qualified personnel and rotation support; 2) DEVELOPMENT POLICY - creating the conditions for raising the qualification level and promoting employees; 3) PAYMENT POLICY - the formation of a competitive system of employee remuneration based on performance assessment; 4) SOCIAL POLICY - implementation of the organization's social program; 5) LABOR RELATIONS POLICY - establishing procedures for resolving labor disputes [3].

Next, you need to determine the relationship of personnel policy, business strategy and its implementation. For this it is necessary to build a chain of sequential actions to form: 1) the organization's missions - 2) the organization's goals - 3) personnel policy - 4) personnel strategy - 5) personnel programs. Moreover, it is important not only to step by step implement this logic of the stages, but to take into account in each of them the influence of the external and internal environment of the organization. It is also worth noting that today at any stage it is necessary to take into account the cultural factor, since it is considered one of the key success factors of a construction company. The structure of the company must be complemented by an organizational culture, which refers to the "software" of people working in the company (while the organizational structure is their "hardware"). In order for an organization to work efficiently, the hardware requires the appropriate software, and the software, in turn, requires the appropriate hardware. This makes culture ("software") an essential

factor for business success. Establishing the right culture is key to supporting long-term innovation success [4]. It is no accident that large global companies are pushing employees to devote 20% of their time to working on their own ideas using corporate resources, including appropriate tools, databases, assistance from technical support teams and financiers. In this trust-based environment, employees can develop their initiatives, gaining more and more support from the company if their ideas turn out to be really promising. "... Innovations are born when the team works harmoniously - it makes no sense to wait until some new Einstein works for you ..." [5, 6].

As a result, the most productive innovative cultures correspond to the key characteristics listed in Fig. 1.

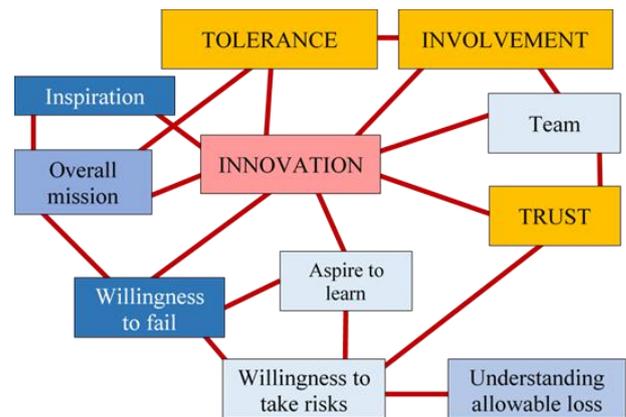


Fig. 1. Key attributes of a synergistic innovation culture

In this web of relationships innovative culture attributes special place is occupied by: tolerance, trust and involvement. Consider each one of them in more detail.

1) Engagement. Construction companies must be prepared for the fact that unforeseen circumstances arise more often. In order to timely and adequately respond to changes, employees must be passionate about their work. Enthusiasm translates into interest, commitment, willingness to give all the best and show initiative.

2) The trust. One of the main factors to increase employee dedication to their work is trust. In the absence of trust, development is slow, and employees, whenever possible, try to avoid responsibility. Moreover, today we cannot do without "speed" and "initiative"!

In the military, cardinal changes affected not only weapons systems, uniforms and communication devices, but also the "battle philosophy". In 1830, Karl von Clausewitz wrote that the generally accepted at that time centralized command structure of troops could not cope with unexpected changes in conditions that were taking shape directly on the battlefield. He suggested that in an exacerbation of the situation, to give lower-ranking officers participating in the battle the freedom to make decisions and direct actions. In addition, Clausewitz recommended the creation of smaller maneuverable units and stressed the importance of dispelling the "fog of war" through intelligence [7, 8, 9]. His ideas are still used by modern armed forces. Although entrepreneurship should not be compared with military actions, the army's experience can

teach something about business management in the face of uncertainty.

The famous Dutch footballer Johan Cruyff once said: "Football wins are gained in the head, not on the pitch." Trust is like a motor lubrication. It speeds up the decision making of an organizational machine, stimulates learning and knowledge sharing. Trust also feeds engagement - the most important ingredient of any success, whether in business, personal life, study or sport. Its value increases in turbulent environments where speed and flexibility become key factors. In an era of acceleration, management requires involvement, and in the future, trust will become one of the most important driving forces for effective organization work [10, 11].

3) Tolerance. Time requires constant growth of employees' qualifications, timely rotation and corresponding continuous professional development. The experience of successful companies indicates that achieving high results is mainly achieved through reaching a qualitatively new level in the organization of work with personnel that need to be cultivated in the organization itself, ensuring its high-quality professional, intellectual growth, creative initiative, shaping a corporate culture modern requirements. That is, the most important means of activating intellectual potential is, using management, to create conditions that would facilitate the identification and development of abilities and opportunities for their disclosure and use. This process involves the tolerance of the head, the innovative activity of the head of innovation in management, aimed at creating conditions for the development and realization of the intellectual potential of employees in order to ensure the development of the organization in a competitive environment [12, 13, 14].

Tolerance in personnel management contributes to the creation of a new model of corporate culture, which minimizes the negative effects of work conflicts, establishes relations of cooperation and mutual understanding, reduces social tensions, brings together the interests of the employee and the organization. In the end, tolerant relationships contribute to fully unleash the intellectual potential of workers and ensure the competitiveness of a construction company.

IV. DISCUSSION

However, organizational trust cannot be absolute. It is not a gift. Trust must be supported by a zero tolerance policy. Violation of the "rules of engagement" — a limited set of basic rules that are adopted in a team or organization — is a very serious offense. Consequently, trust-based management requires monitoring — or, as Deming put it, verification [15, 16, 17]. And yet, the construction company should be repelled by trust, and not by distrust or comprehensive control. Checks are needed to be able to make sure that the parties understand each other and there is a solid foundation for further confidence building, but they must wear a monitoring format. Moreover, the Monitoring itself should also undergo changes: following the accepted rules will become more consistent, interactive, using direct feedback, which will have "clear" boundaries.

Management based on trust cannot be called soft: it is carried out without ambiguity and does not give indulgence to violators. However, the goals of trust-based management

are obvious: it aims to grow and improve the team by stimulating engagement. Involvement in this case will represent a combination of the following categories: 1) the degree of autonomy; 2) a clear and shared goal; 3) compliance with the required and available competencies; 4) thanks for the contribution of the employee; 5) involvement in decision making; 6) mutual trust. If a team really builds its work on trust and commitment, then it will be ready to accept new non-standard views, and its members will understand that these views can pave the way to new discoveries and ideas.

Moreover, in the new era, the combination of "low confidence" and "high tolerance" becomes even more risky (Fig. 2).

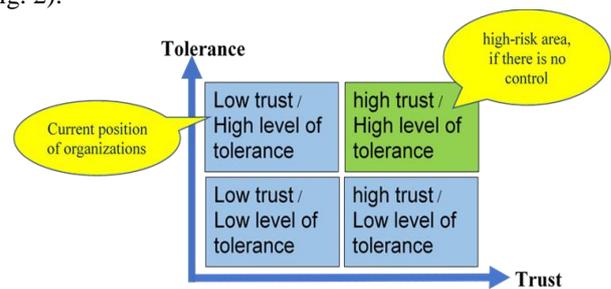


Fig. 2. The relationship of trust and tolerance [2].

A "low level of trust", involving the use of a variety of control tools and conducting various audits, slows down the decision-making process in a company, increases costs, kills involvement, and often makes it difficult to cooperate and share knowledge. At the same time, management has to put up with the fact that employees find independent opportunities to bypass bureaucratic obstacles, fulfill their duties and support the work of the company as a whole. As a result, deviations from the requirements and recommended procedures become more or less acceptable. The combination of a "low level of trust" and a "high level of tolerance" often creates a dangerous illusion of management control.

V. CONCLUSION

Since trust, tolerance and employee involvement will be key factors for the future success of an organization, a modern manager should pay particular attention to these categories when creating an innovative adaptive culture of the company.

The main theme of management control can be - as often happens - "the organization of distrust", that is, the protection of the organization from unwanted actions. The emphasis in this case is placed on what is permitted, while everything else is banned.

Thus, management control is used as a protective mechanism, but it can also imply a "trust organization", thereby giving employees the right to act, and this has a beneficial effect on their level of involvement. Here, the focus is on the unlawful, while everything else is considered acceptable if the decision making point is the company's global mission. That is, in an innovative culture, management control is used to "take the best from people". Between these two extremes there are many options. Nevertheless, the transition to a new model of adaptive

management of personnel policy of the company seems necessary in the new era.

REFERENCES

- [1] A.V. Denisova, "Problematika formirovaniya kadrovoj politiki v stroitel'noj organizacii Ekonomika i sotsium", *Ekonomika i sotsium*, vol. 9 (28), pp. 173-178, September 2016.
- [2] K. Shvab, *Chetvertaya promyshlennaya revolyutsiya*. Moskva: "Eksmo", 2016.
- [3] Bank referatov // Rezhim dostupa: <https://referatbank.ru/referat/preview/9060/kursovaya-upravlenie-osuschestvlenie-kadrovoy-politiki.html> (Date: 29.04.2019).
- [4] T. Blummart, *Chetvertaya promyshlennaya revolyutsiya i biznes. Kak konkurirovat' i razvivat'sya v epokhu singulyarnosti*. Moskva: "Al'pina Didzhital", 2016.
- [5] T. Blommaert, S. van den Broek, Blommaert, *Vertrouwen als Bron van Winst: de harde resultaten van soft control*. Holland: Business Contact, 2013.
- [6] L.V. Usatova, M.V. Selyukov, A.M. Belousova, "Innovacionnoe obuchenie kak osnova sovershenstvovaniya kadrovoj politiki predpriyatiya", *Vestnik Instituta druzhby narodov Kavkaza. Teoriya ekonomiki i upravleniya narodnym hozyajstvom.*, vol. 4 (20), pp. 148-158, Desember 2011.
- [7] S. Armstrong, S., K. Sotala, *How we are predicting AI – or failing to*. from book "Beyond Artificial Intelligence: The Disappearing Human-Machine Divide", pp.11-29, January 2015.
- [8] M.S. Panteleeva, S.M. Borozdina, "Planning the amount of construction work by modelling the industry competitive field", *MATEC Web of Conferences. "International Science Conference SPbWOSCE-2016 "SMART City"*", vol. 106, C. 08047, 2017.
- [9] M.S. Panteleeva, S.M. Borozdina, "Adaptation of functional systems theory for the operative analysis of information flow", *MATEC Web of Conferences. "International Science Conference SPbWOSCE-2016 "SMART City"*", vol. 106, C. 08048, 2017.
- [10] J. Barrat, *Our final invention: artificial intelligence and the end of the human era*. "Thomas Dunne Books", October 2015.
- [11] R. Gibson, *The Four Lenses of Innovation: a power tool for creative thinking*. "Wiley", 2015.
- [12] G.F. Kungurceva, "Intellektual'nyj potencial social'noj organizacii: problemy razvitiya i ispol'zovaniya", *Socis*, vol. 9, pp. 63-68, September 2014.
- [13] M.S. Panteleeva, "Effective modern methods of protecting metal road structures from corrosion", *IOP Conference Series: Earth and Environmental Science*. 19. "Energy Management of Municipal Transportation Facilities and Transport, EMMFT 2017", vol. 90, C. 012119, 2017.
- [14] M.S. Panteleeva, S.M. Borozdina, "Marketingovaya politika predpriyatiya kak osnova sistemnogo podhoda k analizu ego deyatel'nosti", *Internet-zhurnal Naukovedenie*, T.7, vol. 2 (27), pp. 55-66, Makch-April 2015.
- [15] S. Kovi, "Sem' navykov vysokoeffektivnykh lyudey. Moshchnye instrumenty razvitiya lichnosti". Moskva: "Al'pina Pabliher", 2018.
- [16] S. Kovi, "Skorost' doveriya. To, chto menyaet vse". Moskva: "Al'pina Pabliher", 2018.
- [17] D. Kaneman, "Dumay medlenno... Reshay bystro". Moskva: "AST, Neoclassic", 2017.