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Features of the Implementation of the Concept of Managing Decent Work Conditions at Small and Medium-Sized Enterprises in the Construction Industry

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ABSTRACT

In modern conditions, the development of any industry directly depends on the provision of highly qualified labor resources. Due to the constant shortage of personnel, it is important for employers to implement systematic measures to attract, retain and optimally use the required specialists of various qualifications. It is these tasks that the enterprise solves when organizing personnel work in accordance with the basic principles and ideas of decent work. The construction industry in the Russian Federation is one of the most dynamically developing, making a significant contribution to the country's GDP, but companies from this sector are faced with a global shortage of both labor and highly qualified specialists. It should also be noted that this sector is considered to be one of the most hazardous, injury-prone and requiring increased attention to occupational and labor safety. The purpose of the study is to identify a set of external and internal factors that determine the features of decent work management at enterprises in the construction industry. To achieve this goal, the methods of interdisciplinary analysis of scientific literature and the regulatory framework, economic analysis and analytical statistics were used. The application of counter modeling made it possible to decompose the theoretical model of decent work management and highlight the real conditions of the production, financial and socio-economic activities of enterprises in the construction complex. The results of the study are related to identifying the role of government policy, the labor market, general trends in the construction industry, vocational professional education, as well as personnel policies within the organization in the process of implementing the concept of decent work. The conclusions drawn may be of interest to managers of construction companies, and human resources and personnel management services for analyzing their own practices and carrying out measures to introduce the principles of decent work at individual enterprises in this economic sphere.

Keywords: sustainable development; sustainable development indicators; decent quality of working life; decent work conditions management; external and internal factors of decent work

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INTRODUCTION

The construction industry in the Russian Federation is among the most dynamic and successful sectors of the national economy. Its contribution to GDP in 2022 amounted to 0.5%; 10% more construction projects were commissioned than in 2021. Programs are being launched to modernize communal infrastructure, improve public spaces, work is underway to provide infrastructure budget loans and improve the mortgage lending policy.¹ All of the above allows us to consider the construction macro-sector as the most important consumer of labor resources of the state, making a significant contribution to the achievement of socio-economic sustainability of the entire country.

One of the significant problems of the industry is a pronounced deficit of both labor force and highly qualified specialists. This situation is caused by internal structural changes in the country, peculiarities of migration policy and general shortage of human resources in regional labor markets. In this regard, it is important to raise the issue of attracting workers to the industry, as well as retaining and retaining personnel at enterprises of the construction sector primarily through the implementation of the principles of decent work and maintaining a high quality of labor life of employees.

LITERATURE REVIEW

Sustainable development of modern socio-economic systems is based on the optimal use of human capital. This resource is the key indicator of economic development, and its anthropocentricity becomes the most important feature of the state personnel policy [1].

The concept of sustainable development as the main direction of the long-term economic strategy was adopted in the Russian Federa-

tion in 1996. The goals of sustainable development are integrated into the state policy and enshrined at the level of legislative and normative legal acts, the main of which is the Decree “On National Goals and Strategic Objectives of Development of the Russian Federation for the period until 2024”,² most of them, directly related to ensuring decent work conditions, are included in the most important conventions and programmes of the International Labour Organization (ILO) — “On Social Justice”,³ “On the Future of the World of Work”,⁴ “Declaration on the Fundamental Principles of Decent Work”.⁵ The ILO documents have been ratified in Russia and serve as global benchmarks for such national projects as “Demography”,⁶ “Labor Productivity”,⁷ “Health Care”,⁸ “Education”.⁹

When considering the factors that determine decent work, it is necessary to reflect the

² Presidential Decree No. 204 of 07.05.2018 “On National Goals and Strategic Objectives for the Development of the Russian Federation for the Period until 2024”. URL: <https://rg.ru/documents/2018/05/08/president-ukaz204-site-dok.html> (accessed on 12.06.2023).

³ ILO Declaration on Social Justice for a Fair Globalization. Adopted by the International Labor Conference at its 97th Session, Geneva. 10.06.2008. URL: https://www.un.org/ru/documents/decl_conv/declarations/pdf/fair_globalization.pdf (accessed on 27.08.2023).

⁴ ILO Declaration on the Future of the World of Work. International Labor Conference. URL: https://www.ilo.org/wcmsp5/groups/public/-ed_norm/-relconf/documents/meetingdocument/wcms_715175.pdf (accessed on 27.08.2023).

⁵ ILO Declaration on Fundamental Principles and Rights at Work. Adopted by the General Conference of the International Labour Organization at its 86th session, Geneva. 18.06.1998. URL: https://www.un.org/ru/documents/decl_conv/declarations/ilo_principles.shtml (accessed on 27.08.2023).

⁶ National project “Demography”. Ministry of Labor of Russia (official website). URL: <https://mintrud.gov.ru/ministry/programms/demography> (accessed on 28.03.2024).

⁷ National Project “Labor Productivity”. Ministry of Economic Development of the Russian Federation (official website). URL: https://www.economy.gov.ru/material/directions/nacionalnyy_proekt_proizvoditelnost_truda/ (accessed on 28.03.2024).

⁸ The National Health Care Project. URL: <https://национальныепроекты.рф/projects/zdravookhranenie> (accessed on 28.03.2024).

⁹ National Project “Education”. Ministry of Education of Russia (official website). URL: <https://edu.gov.ru/national-project/about/> (accessed on 28.03.2024).

¹ Marat Khusnullin summarized the results of the year at the meeting of the Presidium of the Government Commission for Regional Development. 29.12.2022. URL: <http://government.ru/news/47468/> (accessed on 27.06.2023).

relationship of its parameters with the quality of labor life [2]. O.V. Zonova understands the latter as such a set of conditions, organization and labor protection, which leads to the maximum development of human capital of the organization and “which cannot be realized in full if working conditions do not meet the safety requirements, create a threat to the preservation, maintenance of working capacity and professional activity” [3]. The authors of studies on this topic name career development, medical care, the system of professional training and staff development, psychological climate, etc. as the most important components of the quality of working life, in addition to working conditions and organization of work. [4].

L. G. Milyaeva separates the concepts of “quality of working life” and “decent quality of working life” (DQWL), integrating the latter specifically into the concept of management of decent work conditions [5]. In her opinion, the functionality of DQWL should consist of the following functions:

- stimulating, directing the employee to highly productive labor with the fullest possible use of his or her potential;
- protective, determining the level of labor protection and compliance with labor legislation at the enterprise;
- organizational or reproductive, associated with a high level of training and retraining of employees;
- status-career, which ensures the implementation of career trajectories that best correspond to the personal aspirations and abilities of the employee;
- socio-psychological, ensuring a high level of maturity of organizational culture and a favorable socio-psychological climate;
- managerial, which implies the implementation of an active rational personnel policy, availability of personnel planning and forecasting mechanisms, as well as preventive programs and strategic development plans.

Let us correlate the parameters of decent labor [6] with the DQWL criterion indicators (*Table 1*).

The comparative analysis shows that it is possible to implement the principles and mechanisms of decent work management at enterprises, guided by the methodology of formation of decent quality of labor life, namely, through the use of an extended list of indicators, as well as diagnostic tools that allow to assess both individual functions of DQWL, and its integral indicator.

HYPOTHESES AND METHODS OF RESEARCH

The theoretical foundations of the processes under study are presented from the positions of systemic, qualification, competence, personal-activity and situational approaches. The main principles and provisions of these approaches allowed us to outline the key directions of the development of the concept of decent work in the conditions of deficit labor markets [7], as well as the functioning of the domestic economy against the background of external sectional pressure.

For the construction sector, where the defining characteristics are occupational safety, health protection, compliance with building codes and regulations, the ILO “Decent Work Concept”,¹⁰ the ILO Decent Work Concept and the ILO Guide “Occupational Safety and Health in Construction”¹¹ are conceptual doctrines on the basis of which social and labor relations should be built. At the same time, due to the heterogeneity of the construction market and the presence of regional specifics, it is important to study the implementation of these principles at construction enterprises in the regions, iden-

¹⁰ See above.

¹¹ “Occupational safety and health in construction”. ILO. URL: https://www.ilo.org/moscow/information-resources/publications/WCMS_312432/lang—ru/index.htm (accessed on 27.08.2023).

Table 1

Comparative analysis of decent work dimensions with indicators of a decent quality of working life

Functions of a decent quality of working life	Criteria indicators of a decent quality of working life	Indicators for assessing the effectiveness of decent work governance areas	Directions for implementing decent work management
Stimulating	Salary level; bonus system; level of labor motivation	Dynamics of labor remuneration; wage competitiveness coefficient	Labor remuneration management
Protective	Level of personnel loyalty; working conditions; compliance with labor guarantees	Number of violations related to non-compliance with labor protection legislation	Management of working conditions
Organizational	Labor organization system; labor content; labor rationing system	Number of activities related to organizational development; share of training costs in the personnel budget	Management of organizational and individual development
Status-career	Personnel evaluation and attestation system; retraining (professional development) system; career development system		
Social-psychological	Psychological climate; organizational culture; social guarantees	–	–
Managerial	Personnel policy; personnel situation; personnel planning and forecasting system	Personnel labor satisfaction coefficient	Labor satisfaction management

Source: compiled by the author.

tify common trends and develop recommendations to improve human resources policy taking into account these specifics.

In the course of work, the author of the study used general scientific and socio-economic methods, including counter modeling [8], analysis of documents and statistical data on labor markets, statistical analysis of data on personnel of organizations of the construction sector.

RESEARCH RESULTS

Decent work governance can be seen as a conceptual framework for human resources management at the national, regional, sectoral or organizational levels. The introduction of relevant provisions and ideas into human resources policies stimulates economic growth and the development of socio-economic systems at all levels. At the same time, it is im-

portant to understand that the integration of decent work management models is possible only in systems of a certain level of maturity that meet the necessary requirements and have certain resources.

Next, we will present an analysis of external and internal factors affecting the implementation of the concept of decent work in the enterprises of the construction industry in Novosibirsk.

Analysis of external factors affecting the implementation of the concept of decent work at enterprises of the construction industry

The first block of factors is determined by the general trends in the labor market of the Russian Federation, which largely affects the degree of maturity of national socio-economic systems. In general, the results of modern re-

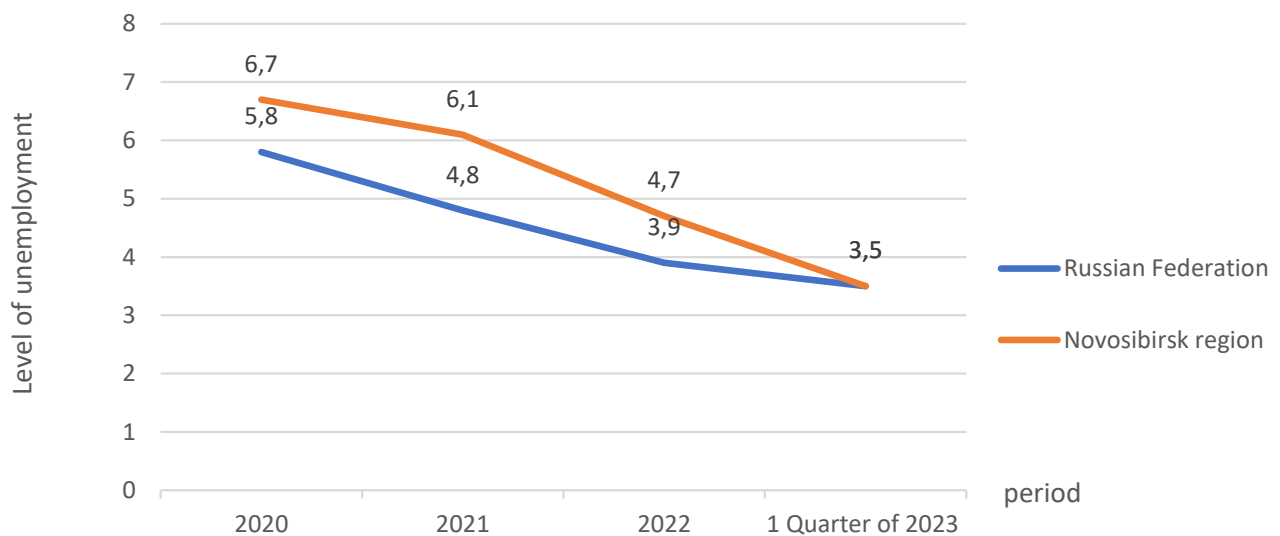


Fig. 1. Dynamics of the unemployment rate in 2020–2023, %

Source: compiled by the author based on data from the Federal State Statistics Service. URL: https://rosstat.gov.ru/labour_force

search indicate the presence of unfavorable trends in both domestic and sectoral and regional labor markets. Thus, there is a decrease in official employment and an increase in the share of shadow employment; there is an imbalance between the demand for labor and supply; underutilization of labor resources in many sectors of the economy is emphasized. Researchers also note the traditional for Russia problem of low labor costs [9]. This situation is developing against the background of a series of economic crises, which caused a decline in real incomes of the population, as well as a decrease in demand for labor [10].

Let us present some data characterizing the trends of the labor market in our country.

Calculation of the unemployment rate according to the ILO methodology shows stabilization of the situation on the labor market (Fig. 1), which indicates the effectiveness of the applied measures and the reduction of official unemployment.

In the total structure of the unemployed by types of economic activity, 5.5% falls on the construction sector. This is consistent with the

total number of employees in this sphere — 6.7% in the total structure of the employed population at the end of 2022.

In the Novosibirsk Region, the following indicators are noted (Fig. 2).

Taken together, the above data show that there are no major changes in labor and employment in the period 2019–2021. The number of employees in the construction industry for the above period ranges from 6.7 to 7.1% of total employment, i.e. there is a slight increase. The results relating to the Novosibirsk Region (NSR) can be extrapolated to Russia as a whole — according to official data, this sector employs 6.7% of those employed in the national economy.¹² At the same time, the share of qualified construction workers in the structure of the population employed in their main jobs is only 3.4%.

At the same time, against the background of a slight positive dynamics of labor market indicators, the forecast values of employment indicators in construction have a nega-

¹² Labor resources, employment and unemployment. Rosstat (official website). URL: https://rosstat.gov.ru/labour_force (accessed on 27.08.2023).

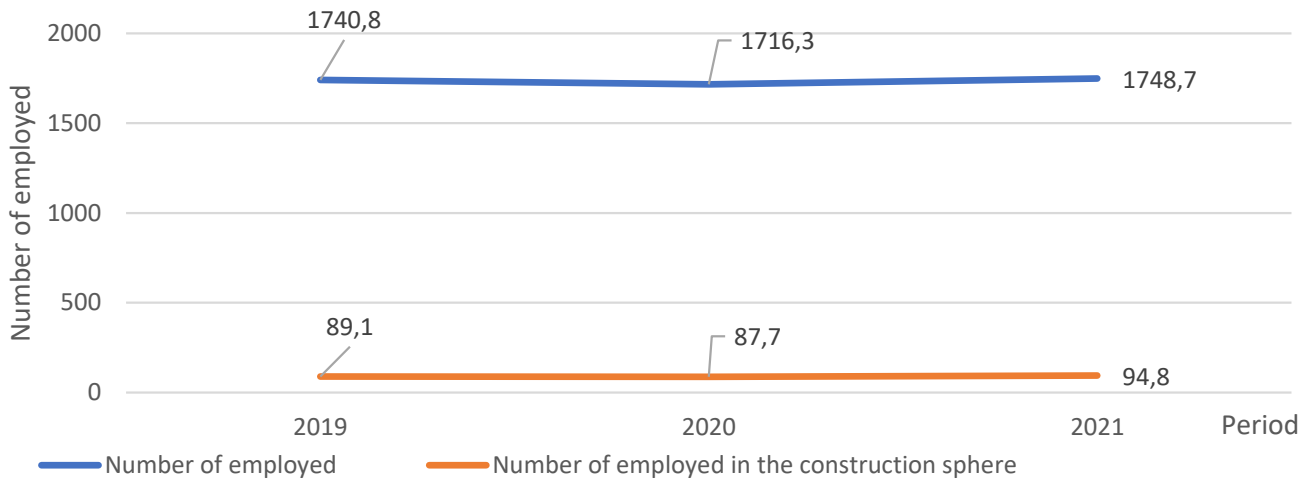


Fig. 2. Dynamics of the number of people employed in the Novosibirsk region, incl. from the construction industry, thousand people

Source: compiled by the author based on data from the Federal State Statistics Service. URL: https://rosstat.gov.ru/labour_force

itive character. Thus, according to the Institute of Statistical Research and Knowledge Economy,¹⁵ there is a decrease in the growth rate of estimates of the projected number of employed in the industry — this estimated indicator decreased by 6 points. At the same time, the index of aggregate employment in the industry sector remains highly active, which indicates a much smaller effect of the sanctions pressure on the domestic labor market compared to the negative period of the pandemic.

Another recent trend noted by domestic and Western researchers concerns non-standard forms of employment [11–14]. The data of sociological studies show that in the world the share of the non-standardly employed is up to 40% of the total working population; in Russia the number of employees who can be classified as non-standardly employed reaches 14.4–14.6 million people. [11]. The key factors behind the

shift in the employment paradigm are related to technical and technological reasons.

With high flexibility and the ability to meet the needs of both workers and employers, non-standard employment generates serious risks of precarization, associated with reduced protection of certain categories of workers, violation of their labor rights and guarantees [15]. E. V. Maslennikova, E. A. Kolesnik and O. A. Antonova pay special attention to the need to consider this form of employment in terms of the principles of the concept of decent work, which will reduce precarization risks, ensure social protection of workers and allow for social dialogue [13]. At the same time, the results obtained by various authors when studying the types of non-standard employment through the prism of the concept of decent work show the opposite situation — it is in this sector that a significant number of predictors of unstable, insecure social and labor relations are identified [11]. H. J. Kim, R. D. Duffy, B. A. Allan in their study found that only 35% of survey participants reported above average results in all components of decent work. In general, five profiles were identified — average level

¹⁵ Composite indicators of employment in the basic sectors of the Russian economy: expected focus of changes in the labor market in the third quarter of 2022. URL: https://www.hse.ru/data/2022/08/03/1661234120/Composite_indice_2Q2022.pdf (accessed on 17.08.2023).

of components of decent work; low level of health care; unstable work; only health care and decent work [16].

The already mentioned authors of the publication [13], studying forms of non-standard employment, write about the risks in relation to fair wages, social dialog, safe working conditions, prospects for personal growth, as well as equal opportunities. Thus, this area of employment should attract increased attention from the state and supervisory authorities as an area of increased risks of non-compliance with decent work standards [13].

It is important to note that for the sectoral labor market serving the construction industry, there are common forms of non-standard employment with high risks of precarization. These include temporary (seasonal work, ad hoc work) and part-time (part-time work) employment; multilateral (employment through private employment agencies) and disguised (replacement of labor relations with civil law contracts) employment relations.

General conclusions regarding the current situation indicate the imperfection of the existing employment policy in the labor market – employees are offered such conditions and salary levels that official employment for job seekers becomes unattractive [9]. This indicates the insufficient attention of employers to the key areas of decent work – organization of workplaces, working conditions and remuneration, and requires systemic solutions related to the management of human resources potential and the introduction of additional mechanisms for regulating the labor market.

The second block of external factors affecting the possibility of implementing the principles of decent work at the enterprises of the industry is directly related to the peculiarities of the development of construction as one of the most priority areas of the economy. Attention to the implementation of projects in this area at the municipal and

national levels is associated with the national project “Housing and Urban Environment”,¹⁴ extended until 2030. According to experts’ estimates, in 2023–2027, government spending on construction will exceed 20 trillion roubles, which is equivalent to 14% of federal budget expenditures.

The construction industry of the Russian Federation is characterized by multidirectional trends.

In the current market conditions, super-large and large companies are reorganizing (for various reasons). Medium-sized companies are supporting the tasks set out in national projects, primarily due to the availability of government funding. Given the size of the Russian territory and the growing need for investment in infrastructure and construction in general, the domestic market can be described as weak and non-competitive relative to other countries of comparable size.¹⁵ There are only six construction companies in our country with annual revenues of 100 billion roubles or more (their total revenue is just over 1.1 trillion roubles); in the period up to 2020, their number was slightly higher, but did not exceed eight or nine. Moreover, only four of these organizations operate as independent single players [NIPIGAS, Mosinzhproekt, RZDstroy, Gazstroyprom (from Gazprom’s group of construction companies)].

Small and medium-sized enterprises of the construction sector are actively involved directly in the construction process, as well as in carrying out finishing, plumbing, electrical works, landscaping [17]. Thus, the industry is heterogeneous, i.e. organizations of different

¹⁴ Passport of the national project “Housing and Urban Environment”. URL: https://minstroyrf.gov.ru/upload/iblock/329/NP_ZHil_e_i_gorodskaya_sreda_01.10.2018.pdf (accessed on 02.09.2023).

¹⁵ Construction. The largest companies and major trends in the industry. 2021. URL: <https://nainfracom.ru/wp-content/uploads/2022/03/%D0%98%D1%81%D1%81%D0%BB%D0%B5%D0%B4%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D0%B5-InfraOne.pdf> (accessed on 02.08.2023).

Table 2

Overview of the educational market in the areas of training in the field of construction

Name of educational organization	Number of budget places and places with full cost reimbursement	Number of graduates in the 2021–2022 academic year, people	Examples of areas of training
Novosibirsk Construction and Installation College	200	217	Installation and operation of internal plumbing, air conditioning and ventilation. Construction and operation of buildings and structures
Novosibirsk Vocational Training Center No. 1	192	87	Carpenter, plasterer
Novosibirsk Architectural and Construction College	225	176	Construction and operation of buildings and structures. Master of finishing construction and decorative works
Siberian State University of Railway Engineering	72	82	Industrial and civil construction. Water supply and water disposal
Novosibirsk State University of Architecture and Civil Engineering	738	442	Water supply and drainage. Urban construction. Design of buildings and structures, etc.

Source: compiled by the author on the basis of data from reports on the results of self-examination presented on the official websites of educational organizations.

sizes and organizational and legal forms are involved in the work.

Regardless of the size and peculiarities of business, heads of construction companies note a high deficit of professional staff. At the All-Russian Construction Congress “Creation: How to Build Russia” the heads of the industry enterprises did not ask the country’s government to take measures to support business. More emphasis was placed on the importance of state assistance in training qualified engineering and technical personnel for construction sites. There is a need for projects to raise the prestige of construction specialties and the creation of a full-fledged school for engineers and technicians.¹⁶

¹⁶ Key players in the construction industry discussed its development strategy in the new economic environment. RBK. 04.10.2022. URL: <https://presscentr.rbc.ru/tpost/fmc4roec61-klyuchevie-igroki-stroitelnoi-otrasli-ob> (accessed on 02.08.2023).

Secondary and higher specialized educational institutions are the main source of replenishing the labor market with professional staff. An analysis of the educational infrastructure that trains workers and engineers for Novosibirsk shows that the city has a choice of various training programs in construction areas (Table 2).

In general, there is an increase in the number of budgetary places in educational institutions, as well as places with full reimbursement of costs. This indicates the adaptability of the education system to the needs of the construction industry.

At the same time, in 2022 the total number of graduates of organizations of higher and secondary education in construction training areas (including economic and management) was about 1000 people. At the

same time, the HH.ru service data show the following trends in Novosibirsk and the Novosibirsk Region:

- the number of vacancies in the field of construction increased by 53% in relation to 2021;
- the number of resumes received by construction companies relative to 2021 increased by 17%;
- construction and real estate are among the fields with the highest demand for professionals;
- hh. index in the construction industry as of January 2023 was 0.9. This means that at that time there was less than one person applying for one vacancy, which indicates a deficit labor market in Novosibirsk in this area.¹⁷

The comparison of the demand for vacancies in the field of construction and the number of graduates in these areas of training shows that the educational sphere does not adequately provide the market with young specialists and does not solve the problem of lack of professional staff.

The construction industry is also characterized by the active use of unskilled migrant labor [18, 19]. Russia is among the leading countries in terms of the number of the latter, and about 40% of them are employed in the construction industry.¹⁸ At the same time, it is important to understand that foreign labor resources are attracted precisely in order to save the wage fund, to avoid the costs of creating favorable and safe working conditions, social programs, etc. Labor migrants accept jobs that are defined in the world as “3D jobs” (heavy, dirty, non-prestigious) [20]. Field inspections of the Federal migration service (FMS) addi-

tionally confirm the above-mentioned — a significant part of the facts of illegal employment of foreign labor refers to the construction industry. Consequently, there are preconditions that it is in this industry that companies are not fully guided by the concept of decent labor.

Thus, the external factors that can influence the peculiarities of the implementation of this concept at small and medium-sized enterprises in the construction sector are:

- heterogeneous market of players — from large developers to small businesses acting as subcontractors in the performance of individual project tasks;
- availability of state support for the construction industry;
- increased attention to the industry on the part of the authorities, control at different stages of construction project implementation;
- deficit labor market, imbalance between supply and demand for labor, lack of qualified specialists;
- high share of migrants performing unskilled work in the construction sector.

Analysis of external factors affecting the implementation of the concept of decent work at enterprises of the construction industry

To assess some internal factors of decent work management, let us consider the activities of medium and small construction companies, defining them as examples of nested samples illustrating the presence of fairly typical intra-organizational conditions such as staffing levels, qualification structure, work organization and safety, etc., and explaining expert assessments of general trends in decent work conditions in the construction industry.

The analysis of internal factors, which, according to experts, are general trends in the construction industry, should begin with the analysis of labor remuneration policy.

¹⁷ HeadHunter Company (official website). URL: <https://hh.ru> (accessed on 28.08.2023).

¹⁸ Statistical information on the migration situation. Ministry of Internal Affairs of the Russian Federation (official website). URL: <https://xn--b1aew.xn--p1ai/dejatelnost/statistics/migracionnaya> (accessed on 28.08.2023).

Table 3

The main characteristics of the analyzed enterprises of the construction industry for 2022

Company name	Average headcount, people	Staff turnover rate	Average salary level, roubles
LLC "Sibresource"	42	7%	26 100
LLC "RSU-GIRS"	101	24%	32 700
LLC "StroyTrest"	26	54%	37 400

Source: compiled by the author based on the report of Sibresurs LLC. URL: <https://www.sibres.ru/>; RSU-GIRS LLC. URL: <https://sbis.ru/contraents/5405499901/540901001>; StroyTrest LLC. URL: <https://focus.kontur.ru/entity?query=1155476056119>

The study of the methods of labor remuneration most common in construction companies revealed that 92.3% of skilled workers are paid for time worked; 5.9% are paid per unit produced; and 3.3% receive a fixed amount. When using the last two methods of labor remuneration, earnings are significantly higher than the average (compared to all sectors of the economy).

As examples, we present information on three enterprises in Novosibirsk:

- LLC "Sibresource", providing services for modernization and conversion to aluminum oxychloride (OXA) of water treatment facilities, solves complex technological problems through the introduction of modern methods, technologies and reagents;
- LLC "RSU-GIRS", carrying out the following types of activity — production of other finishing and completion works, production of building metal structures, products and their parts; construction of residential and non-residential buildings;
- LLC "StroyTrest", specializing in construction of residential and non-residential buildings.

Some characteristics of organizations are presented in *Table 3*.

According to *Table 2*, all three organizations belong to the category of small enterprises. Two of them have problems related to staff turnover. It is also necessary to note the low level of labor remuneration. The average value of the offered

salaries in the construction sector, according to the data of the company HH.ru, is 58,969 thousand roubles.¹⁹ Thus, one of the reasons for turnover may lie in the non-competitive remuneration of employees.

In the concept of decent work management, the creation of safe workplaces and appropriate working conditions is of great importance.

The analysis of Rostrud data shows negative dynamics in the statistics of occupational injuries in construction. According to the reporting data of 32 regional trade union organizations, 127 accidents occurred in the industry, 85 of them — severe and 38 — fatal (which is 12% of all industrial fatalities in 2021) [21]. According to information from state sources, 258 workers died in 2021; 718 accidents with severe consequences occurred: 47 of them were group accidents, 220 were fatal, and 451 were serious accidents.²⁰ Thus, the construction industry remains one of the most injury-prone, with one of the main reasons being poor organization of work (every third accident occurs because of this). The second place is occupied by non-compliance with labor discipline, the third place is occupied by violation of traffic rules, and the fourth place is occupied by violations of tech-

¹⁹ HeadHunter Company (official website). URL: <https://hh.ru> (accessed on 28.08.2023).

²⁰ Labor protection in construction — 2022. Technoprogress. 04.03.2022. URL: <https://tehnoprogress.ru/ohrana-truda-v-stroitelstve-2022/> (accessed on 20.08.2023).

nological processes.²¹

The share of persons whose working conditions are recognized as harmful is 36.9% of the total number of those employed in the industry. Compared to the data of 2021, there is a decrease in the value of this indicator by 2.5%. In this regard, it is the responsibility of the company's management to organize work at such workplaces in a special way.²²

The analysis of the enterprises under review showed that all three of them implement a special assessment of working conditions (SAWC), based on the results of which appropriate management decisions are made. Thus, "StroyTrest" established a shorter working week for its employees, determined additional days of paid vacation, allocated an allowance in the amount of 4% of the salary part and additionally added insurance premiums for harmful working conditions. The company applies in practice the results of the special assessment and makes additional payments to employees with harmful working conditions by introducing a mandatory clause in labor contracts and concluding additional agreements with employees hired prior to the special assessment of working conditions.

The most important technology of personnel policy, presented in the model of decent work management as a separate direction, is organizational and personnel development [6]. In this context, it is necessary to note the addition of Article 55.5–1 to the Urban Development Code of the Russian Federation, which came into force on September 1, 2022²³; according to these amendments, construction organization specialists no longer need to upgrade their qualifications. Clause 4 of this

article states the obligation of construction management specialists, whose information is included in the National Register, to undergo independent qualification assessment at least once every five years in special centers [qualification assessment centers (QACs)], of which there are already more than 60 in the Russian Federation. Due to the short period of validity of the above changes, there are no practical examples of employees of construction companies undergoing independent qualification assessment. At the same time, in Novosibirsk, such assessment in the construction sector is carried out by:

- Novosibirsk Regional Interindustry Qualifications Assessment Center (LLC "NRIQAC"), established in 2017, which is a joint project of the Novosibirsk City Chamber of Commerce and Industry and the Interregional Association of Business Executives. NRIQAC carries out assessment in the fields of energy, construction, engineering, housing and utilities, and finance.

- Association in the field of construction "Siberia Builders Qualification Assessment Center", conducting an independent assessment of specialists of the construction complex on the qualification "Chief Project Engineer (specialist in construction organization)".

- Intersectoral Center "TechnoProgress", assessing qualifications in the field of engineering surveys, urban planning, architectural and construction design.

- LLC "Siberia Qualification Assessment Center", implementing independent assessment of professional qualifications in the specialties "chief architect of the project (specialist in the organization of architectural and construction design)" (qualification level 7) and "chief engineer of the project (specialist in the organization of architectural and construction design)" (qualification level 7).

The study of external and internal factors de-

²¹ Ibidem.

²² Ibidem.

²³ Town-planning Code of the Russian Federation of 29.12.2004 No. 190-FL (version of 19.12.2022) (as amended and supplemented, in force since 01.02.2024). URL: https://www.consultant.ru/document/cons_doc_LAW_51040/ (accessed on 20.08.2023).

termining the features of the implementation of the concept of decent work in the construction sector is important to complement the analysis of indicators recommended by ILO.²⁴

Indicator 1. Number of legislative and other regulatory legal acts in the field of labor and other directly related relations approved by all parties to social partnership in the construction industry.

In the construction sector, the Industry Agreement for 2020–2023 is in force,²⁵ which contains provisions on the implementation of social partnership principles in the sphere of ensuring labor rights of employees and compliance with the requirements of safe working conditions at enterprises in the construction industry of the Russian Federation. According to this document, employers undertake to provide their employees with decent and fair wages, real wage growth in accordance with the contribution of employees to the final results of the organization; healthy and safe working conditions; employment of employees; professional development and professional growth; corporate social guarantees. The Industry Agreement also stipulates the tasks of the Russian Builders' Trade Union to protect its members, participate in the conduct of special assessment of working conditions, training of trade union labor inspectors, etc.

Thus, within the framework of social partnership in the construction industry the key areas of decent labor conditions management are regulated.

It should also be noted that the sectoral trade union participates in the improvement of the regulatory and legal framework as part of the working group of the Russian Tripartite Commission for the protection of labor rights,

²⁴ Decent work indicators. Methodological explanations for calculation. Rosstat (official website). URL: https://rosstat.gov.ru/labor_market_employment_salaries (accessed on 07.07.2023).

²⁵ Industry agreement for 2020–2023. Trade Union of Builders of Russia (official website). URL: <http://www.strop-rf.ru/docs/sogl/> (accessed on 07.07.2023).

labor protection, industrial and environmental safety.

Indicators 2, 3. Number of labor violations; Number of penalties imposed on employers; Number of collective labor disputes.

In 2022, 9,000 inspections were conducted in the construction sector in Russia and 29,000 labor law violations were identified, including:

- violations of collective labor agreements — 100 cases;
- violations of labor contract provisions — 2,200 cases;
- violations of working hours and rest time — 1,000 cases;
- violations of provisions on labor payment and rationing — 4900 cases;
- violations of guarantees and compensations — 600 cases;
- violations of medical examinations — 2800 cases;
- violations of training and instructing on labor protection — 4000 cases;
- violation of providing employees with PPE (personal protective equipment) in 2600 cases;
- other violations.²⁶

It is important to note that absolutely for all indicators there is a dynamics of reduction in the number of violations compared to last year.

Indicator 4. Number of organizations where collective labor disputes and strikes took place. Number of employees involved in collective labor disputes and strikes. Amount of time not worked by employees who participated in strikes.

According to the Center for Monitoring and Analysis of Social and Labor Conflicts, 99 social and labor conflicts (SLC) occurred in 2022; 270 events indicating public protests of workers and other forms of collective action to protect labor rights were registered. The Siberian Federal District accounts for 13% of the total number of social and labor conflicts (SLCs). The analysis

²⁶ Labor and employment in Russia. 2021. Statistical Collection. Moscow: Rosstat; 2021. 177 p.

shows an increase in the share of labor conflicts of interest, which arise for such reasons as reduction in the level of wages of employees, cancellation of part of bonus payments and other additional payments (compensations) due to difficulties in economic and production activities under sanctions, as well as reduction of employees at problem enterprises, non-compliance with working conditions (regimes), etc., which are not violations of labor legislation and the “Law on Trade Unions”. Construction industry enterprises accounted for 9% of the total number of social and labor conflicts (SLCs) in the Russian Federation.²⁷

The researchers note that the situation in the social and labor sphere, which changed after the start of the special military operation and the imposition of sanctions by Western countries against the Russian economy, did not significantly affect the sectoral redistribution of social and labor conflicts (SLCs).

Indicator 5. Number of organizations where decisions are made with the participation of trade union organization representatives in the course of work of collegial management bodies [general meeting, board of directors (supervisory board), management board].

The general trend observed in both foreign and Russian companies indicates the decline in trade union membership, the aging of the trade union movement and the presence of the problem of formal participation of trade unions in the social and personnel policy of organizations [12]. In small and medium-sized businesses, which include many enterprises of the construction sector, trade unions are practically absent.

The Novosibirsk Regional Organization of Trade Union of Workers of Construction and Building Materials Industry of the Russian Fed-

eration was registered in 1996. Its structure includes such companies as JSC “Iskitimcement” — one of the leading enterprises of cement industry in Siberia, operating since 1934, CJSC “Chernorechenskiy Quarry” — since 1933, RSU No. 5 “Novosibirskgrazhdanstroy”, JSC “NovosibARZ” — since 1968, etc.

Thus, the state of the labor market and general trends in the construction industry allow us to characterize the current situation as unstable, requiring additional efforts to improve the quality of working life both from the state and from the enterprises themselves.

Such analysis, implemented in the context of the industry and the region, contributes to the annual monitoring of decent work of employees and the detection of negative trends, as well as the search for opportunities to eliminate the problems. In domestic studies, the solution of the problem of decent work deficit is considered as one of the key areas of improvement of the modern labor market. At the same time, it is important to note the need to involve all subjects of social and labor relations — authorities, employers and workers themselves — in solving these problems [12].

CONCLUSIONS

As a result of the study of the general concept of decent work and the peculiarities of its implementation at small and medium-sized enterprises in the construction sector in the regional market of Novosibirsk Region (NSR) certain conclusions are made.

Sustainable development of modern socio-economic systems is based on the optimal use and development of human capital, which is provided by DQWL at the macro- and micro-level. Its achievement is conditioned by the systemic management of decent labor conditions in domestic companies.

In the Russian economy, the construction industry performs vital strategic functions. This

²⁷ Preliminary results of the development of social and labor conflicts and analysis of the social and labor situation in the Russian Federation in 2022 (January-September) 14.10.2022. URL: http://industrialconflicts.ru/lib/104/predwaritelynye_itogi_razvitiya_sotsialno-trudovyyh_ko.html (accessed on 18.07.2023).

sphere employs more than 6% of the working population of the Russian Federation.

The sectoral labor market of the construction industry is characterized by the following trends:

- heterogeneous composition of players — from large developers to small business enterprises acting as subcontractors in the performance of individual project tasks;
- availability of state support for the construction industry and increased attention from the authorities, control at different stages of construction project implementation;
- a significant share of unskilled labor in the industry with a shortage of professional construction personnel;
- a high number of migrant workers employed in construction and potentially ready for precarization employment;
- the educational sphere does not adequately provide the market with young specialists and does not solve the problems of insufficient professional personnel;

- presence of preconditions for non-standard employment that increase the risks of precarization of workers — seasonal work, ad hoc work, part-time work, multilateral employment relations (employment through private employment agencies); disguised employment relations (replacement of employment relations with civil law contracts), etc.;

- low competitive level of labor remuneration for working professions;
- high staff turnover at the enterprises of the industry;
- high risks of occupational injuries, the main cause of which is unsatisfactory work organization;
- high share of workplaces with harmful labor conditions.

All these factors determine the specifics of personnel work at enterprises of the construction industry and require close attention of employers to the implementation of the concept of decent labor.

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