

THE CONCEPTION OF LABOR MANAGEMENT SYSTEMIC TRANSFORMATION IN HOUSING MAINTENANCE RUSSIA



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Abstract. The article proves the influence upon individual characteristics of worker of systematized changes in the content of labor of housing maintenance industry workers caused by modernization of technical- and-technological basis, competitive environment, changed requirements to quality of services. Conceptual provisions of labor management systemic transformation in housing maintenance companies have been presented as well as strategic transformation areas have been singled-out, in particular: development of labor organization forms that ensure flexibility, horizontal and vertical differentiation of work, complexity, augmentation of labor application area, professional connectivity; formation of organizational structure oriented towards decentralization and delegation of authorities, adaptability during resolution of scheduled and situational task. The article proves feasibility and provides theoretical provisions of applying flexible group labor organization in the housing maintenance industry, the distinction of which is presented by formation of groups and teams; their distinctions versus current team form (by the nature of distribution of responsibilities, nature of motivation, making of operative decisions, intra-team communications) have been identified; diagrams of forming and cooperation of groups and teams for workers and managers have been developed for scheduled, situational and extreme conditions in housing maintenance companies.

Keywords: In housing maintenance; labor management; contents; organization of labor; transformation; conception; workers; crew; division of labor; cooperation, requirements; housing service; result.

JEL codes: M 12; L 23.

Introduction.

The contemporary situation in the housing industry in Russia is such that in spite of promising recent changes that have taken place in it, negative tendencies persist as well as social tension that

are caused by high rates, low quality of services and customers' dissatisfaction and, as a result – inefficient labor management. Inadequacy of fundamental research efforts addressing specifics of industry mechanisms relative to organization and motivation of labor as well as their impact upon the outcome of Housing Industry reforms' results today requires improvements that need to be made in methodological and methodical base that would yield applied results, in particular: possibility for optimization of rates, improvement in quality of services, profitability of enterprises, labor return and efficiency of functioning of Housing Maintenance System (HMS) and Housing System (HS) in Russia as a whole.

The results that have been achieved as of today related to published research and implemented reforms allow us to state that primary attention of researchers and applied specialists is concentrated upon technical and technological transformations in the Housing Industry; changes of institutional environment; quality of external entrepreneurial climate with no consideration given to use of labor potential of Housing Maintenance System; inadequate attention has been paid to organization of labor [1].

Systematization of economic, organizational-and-legal and social problems in the Housing System, as well as intra-industry specifics of Housing Maintenance System' companies allowed us to create basic theoretical provisions of the proposed adaptive labor management model; the basic assumption of which was the change in labor content of workers. Processes associated with changes in community requirement for quality and assortment of Housing Maintenance System services (as industry product) define the need for horizontal and vertical differentiation of professional and functional activities and impact labor characteristics of Housing Maintenance System industry workers in terms of their competences (both for workers and managers). As a result, labor functions change: 1) extreme fragmenrarity of labor, its stringent norms and regulations and replaced with universalization of labor operations that leads to increased complexity, intensity, tension and efficiency of labor; 2) individualization and differentiation of assortment composition of Housing Maintenance System services provided in terms of quality and cost (resulting from differentiation and level of income of customers that enjoy services) cause increased scales of labor functions, respectively, in the need to develop professional and skill levels, competence, responsibility, worker's ability to work on his own. All said above proves transformation of labor content in terms of its technical and technological support, mechanization and automation of technological processes, increase in complexity and tension of labor; differentiation of labor operations (cooperation and division), informatization of labor and increased responsibility for labor results (collective responsibility for quality of work associated with upkeep, maintenance, routine maintenance and overhaul; making own decisions in extreme operations situations).

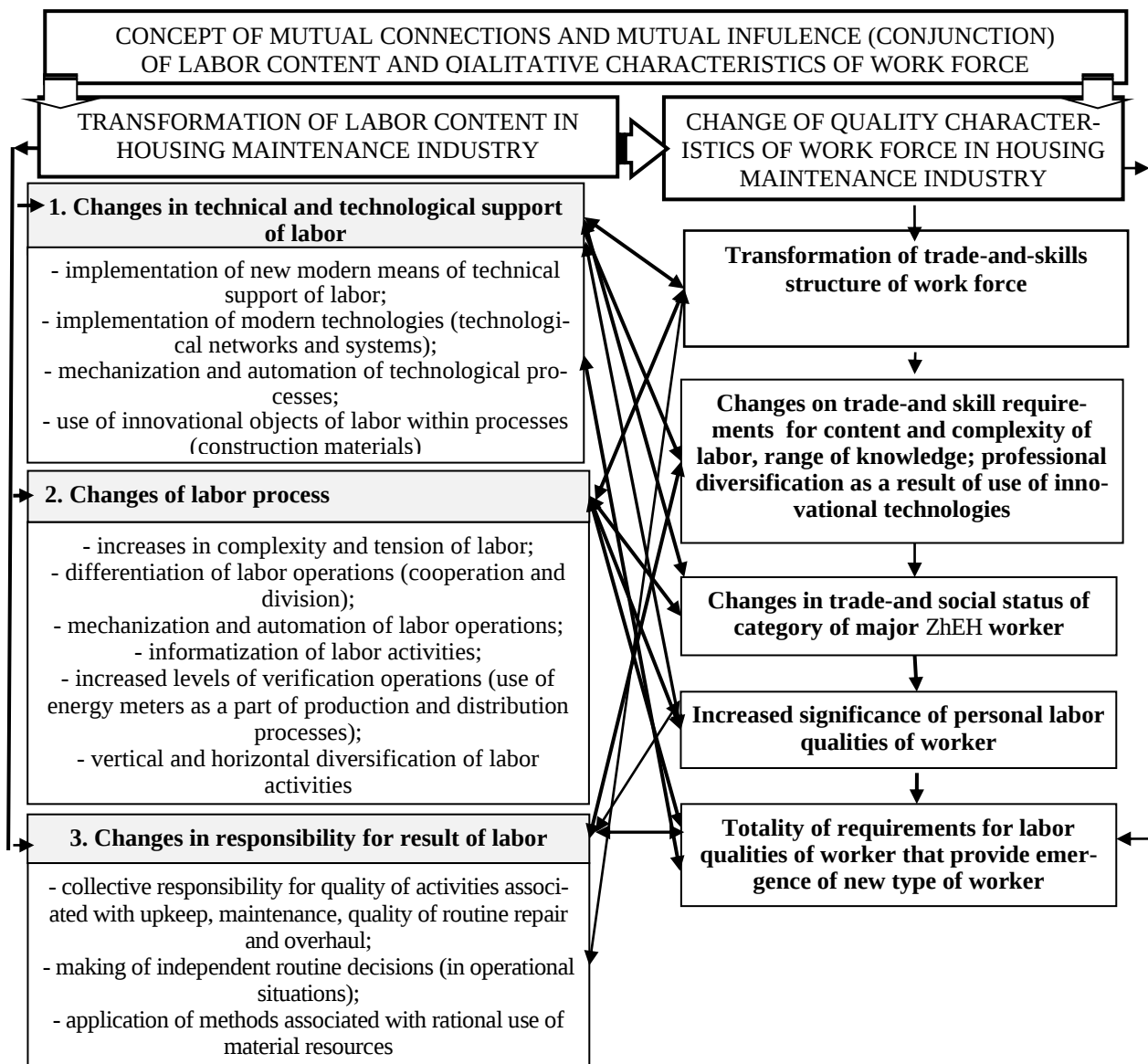
The new concept of labor management transformation at housing and operational enterprises.

In view of previously written, we have systemized qualitative characteristics of work force adequate to new contents of labor process, specifically: changed trade-and-skills structure of personnel, trade-and-skills requirements for contents and complexity of labor, range of knowledge, trade-and-social status of worker, totality of requirements for labor characteristics ensuring development of new-type worker. This allowed to reveal mutual connections and mutual impacts (lines of conjunctions) of content and individual characteristics of labor through: 1) impact of technical-and-trade support upon content of trades, skill levels; trade groups, trade-and-skills requirements for labor functions, that is upon trade-and-skills structure as a whole; 2) changes in labor process itself that cause increased significance of personality and individual worker's characteristics, widened range of knowledge, increased capability for trade diversification; 3) changed level of responsibility that affect the quality of Housing Maintenance System services and encourage increases in professional-and-social status of worker (figure 1).

Based upon provisions listed we have worded the theoretical platform of transformation of use of labor force as well as we have created adaptive model for labor management. According the theoretical model we have proposed, changes in labor content of Housing Maintenance workers, modernization of technical-and-technological basis, competitive environment, new requirements for quality of service impact and shape absolutely new individual characteristics of worker. Changes described represent the basis of labor management transformation concept that includes: changes in forms and structure of labor organization, compensation and incentives systems based upon new requirements for Housing Maintenance industry. Stability in the market and effective functioning of this industry can be achieved if flexible collective forms of labor organization are developed, as well as variable format of organizational management system and flexible system of labor incentives and compensation is summed up in the adaptive labor management concept (figure 2).

Systemic nature in transformation of use of labor resources presupposes that organization, labor management and incentives structure are built in new forms that ensure development of individual characteristics and activization of worker. At the same time, the problem that contemporary Russian companies face is inefficient in-house relationships expressed through inertia, preservation of basic structure and principles of administrative-and-command labor organization that is irrelevant to new reality and market requirements generating constraints in the mechanism of reforming of labor as the key element of Housing maintenance system - labor. Production of customer-oriented Housing maintenance services defines application of flexible forms and methods of labor organization that are different from practices traditionally utilized by Russian Housing maintenance companies.

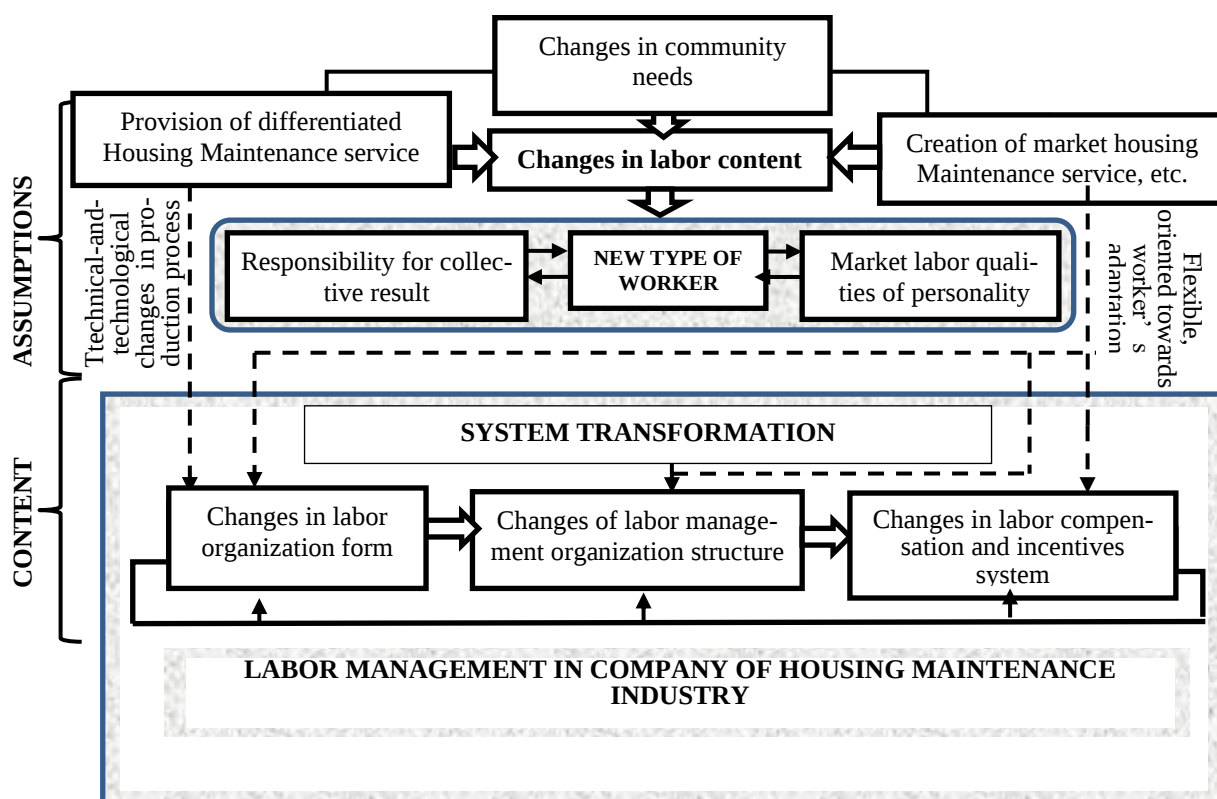
Fig. 1 – Mutual connections and mutual influences of labor content and quality characteristics of workers in Housing Maintenance industry¹



Study labor organization and management concepts in foreign schools of research in the context of qualitative improvement of labor management system allowed us to define the starting point of labor management transformation in terms of changing the labor organization forms and single-out the possibility for evolution of collective (group) labor forms the RF в Housing Maintenance System, because traditions and experience of such forms in terms of team organization of labor already exist.

¹ Composed by the author

Fig. 2 – Conceptual diagram of labor management transformation based upon new requirements of Housing Maintenance industry²



Comparison of group and team forms of labor organization allowed to specify differences between these two forms: by conditions of creation of organizational forms of labor, consideration of personal labor qualities, division and cooperation of labor, motivation, making routine decisions, responsibility and areas of application (table 1).

We have justified the need to ensure transition of Housing Maintenance System to flexible group organization of labor (FGOL), the advantage of which is represented by its ability to change in response to modernization of operations, changes in customer demand and factors of external environment. The principal distinguishing features of FGOL are new organizational forms of labor (groups and teams). Groups – are specific amalgamations of workers to resolve scheduled tasks and teams – are temporary intra-group and inter-group amalgamations of workers to resolve emergency situational tasks. Differences between «groups» and «teams» are described in table 2.

Flexibility of composition and activities of groups is represented by the ability to create teams to resolve emergency situational tasks in terms of determining number of personnel, their crafts and skill levels of team members based upon consideration of complexity of situation. Thus forms ensures continuous professional growth of workers due to delegation of authorities, vertical and

² Composed by the author

horizontal integration of labor functions at the inter-group level; professional diversification due to involvement of inter-group and intra-group teams into activities.

We have worked out diagrams of creation and cooperation at all levels of hierarchy of flexible functional and work groups and teams for the management category (figure 3); flexible operational groups for categories of workers for scheduled, situational and emergency conditions (figure 4).

Table 1 – Differences of group and team form of labor organization³

Comparison criteria	Group organization of labor (author's version for Housing maintenance system)	Team form of labor organization
Condition of creation	Differentiated housing maintenance services, oriented towards individual customer	Standard set housing maintenance services, oriented towards average customer
Consideration of personal labor qualities	The level of skill and professionalism, competence, initiative, communication skills, responsibility, personal and business skills, personal effectiveness for providing differentiated services	Standard requirements specified in «Unified manual of rates and qualification of works and crafts of workers» (UMRQWCW)
Nature of responsibilities' distribution (division and cooperation of labor)	<u>Delegation of responsibilities</u> (group lead) to team leaders (coordinators); distribution of tasks inside the group by the leader with consideration of business qualities of responsible individual. Mobility during distribution of functional roles to resolve routine situational tasks	Standard of specific tasks within the framework of stringent craft instructions or work per administration's assignments. No flexible adaptation during performance of seasonal and emergency work
Nature of worker's motivation	Objective assessment of personal business qualities of worker (individual labor contribution into result of group (team) performance	Subjective labor assessment by team leads
Management style	Autonomous flexible management (self-management) by fgroup (team) based upon delegation of authority of manager-leader and personal business qualities of worker	Administrative-and-authoritarian management (area lead, team lead, etc.); stringency during formal collective management
Making routine decisions	Mobility and independence (with no coordination per hierarchy levels), collective responsibility for decision-making	Within specific boundaries with mandatory coordination at all levels of hierarchy
Interpersonal relations	Group trust, encouragement of joint support, extension of intra-group and intra-team communications, inter-personal competence, labor cooperation	Joint work, labor competition
Responsibilities	Voluntary individual responsibility for final all-group result along with group's responsibility	Collective (team) responsibility for final result of work under formal contract of obligations between company's administration and team
Area of application	Covers all hierarchical levels of personnel	Cover only «workers» category

³ Composed by the author

Table 2 – Distinguishing features of «groups» and «teams»⁴

Name of parameter	Groups	Teams
1. Organizational form	1) Functional; 2) working; 3) operational; 4) flexible (seasonal)	1) Intra-group situational; 2) inter-group complex situational
2. Life cycle	1) functioning on a permanent basis; 2) functioning on a temporary basis (seasonal)	Functioning on a temporary basis (in emergency operational situations)
3. Members	Specific workers of company per positions, crafts, skill level	1) Intra-group team – from workers of one group for crafts and different skills level; 2) complex team – from workers of various positions, crafts, skill levels (workers of several crafts, specialists, experts, technical people, etc.)
4. Hierarchy levels	By functional levels of personnel hierarchy of company	Inside personnel composition of the group
5. Purpose	Mobilization of personal labor qualities of workers to resolve strategic, tactical and routine as part of scheduled tasks of company	Resolution of routine (emergency), situational (due to territorial detail, nature and climate conditions) operations tasks
6. Leadership and management	Appointed group leader (based upon his leadership and business qualities)	Leader selected by the team (leadership qualities have been assessed by team members)
7. Orientation towards collective result	Orientation of group result towards company's result	1) Orientation of intra-group team towards group result; 2) inter-group team – towards company's result
8. Responsibility	For collective result of the group	For collective result of the team

Development of worker's labor qualities is expressed through improvement of personal performance due to improvement of professional-and-skills level, improvement of personal business qualities, differentiation of areas of application of and individualization of worker's contribution into team's result.

Conclusion.

Thus, the proposed methodology provides flexibility and mobility of group labor organization.

Conceptual provisions of systemic transformation of labor resources management in Housing Maintenance companies described in this article towards activization and improvement of individual workers characteristics as we as proven feasibility of application in the Housing

⁴ Composed by the author

Fig. 3 – Building of flexible and work groups and teams for management categories⁵

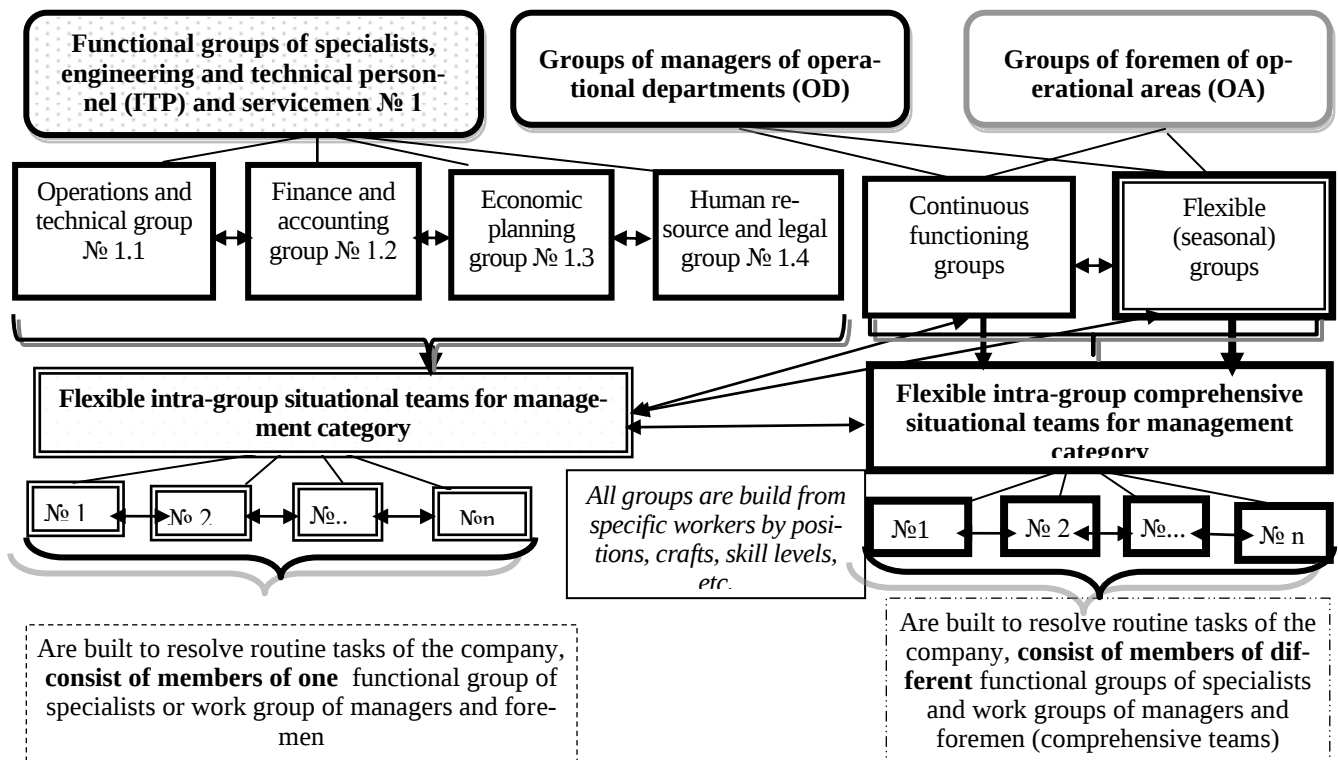
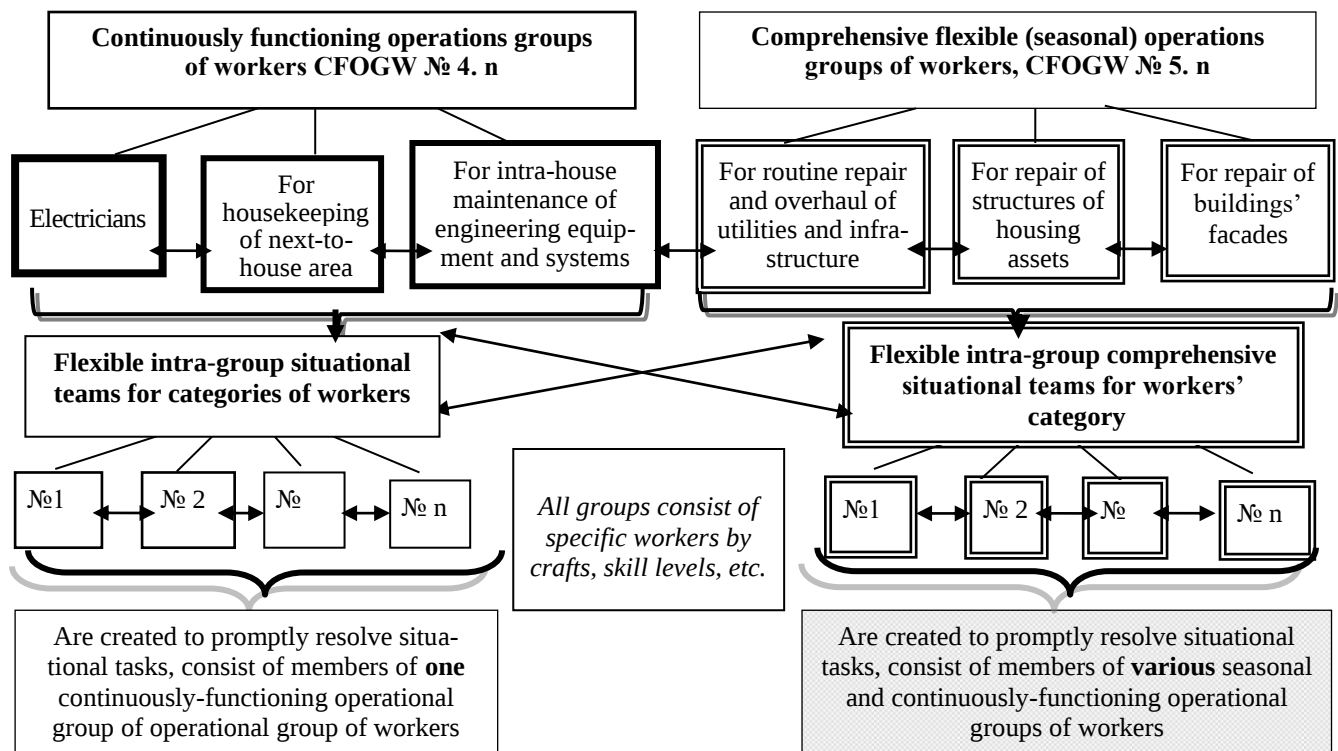


Fig. 4 – Creation of flexible operations groups and teams for workers categor



⁵ Composed by the author

Maintenance Industry of flexible group labor organization (FGLO) based upon forming of groups and teams at industry companies in case of adaptive labor management contribute to:

1) for company – united interests of workers and managers in joint resolution of planned and emergency situational operations tasks; reduced amount of lost work time (to correct poor workmanship, accidental, non-productive costs); reduced number of claims of internal and external customer of material costs; increased quality of housing maintenance services (resulting from innovational labor management);

2) for worker – increased interest in increased of social and professional status in labor organization of group (team); intra-operational rotation; increased professional and skills level; development of personal business qualities and self-growth; implementation of labor potential; increased welfare through collective motivation and remuneration for results.

At present, labor organization methodologies described in this work are going through the testing process in the following companies: society with limited responsibility «UK «ZhilFond»; society with limited responsibility «ZHEP «Svetlyi»; Society with Limited Responsibility «RegionSroyMontazh»; Society with Limited Responsibility «ZhilUslugi»; Society with Limited Responsibility «InzgenerSroyServis» (city of Tomsk), in the Directorate for housing and road infrastructure of Taiginskiy county of Remerovski region, Administration of Oktyasbrskiy rayon of the city of Tomsk, Research and implementation center of the International research institute (city of Moscow).

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