

PERSONAL MANAGEMENT AND LEADERSHIP IN CONSTRUCTION COMPANY CORPORATE CULTURE

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Abstract

This article deals with current trends within the labour market of a construction industry. Nowadays it is commonly described as Industry 4.0 vision. In a particular construction company described in the following study there are several questions and answers looked into focusing on teamwork and team leadership with the impact on both company and individuals. Greater profit does not necessary mean greater satisfaction of particular collaborators. Speaking about leadership and management of construction companies we need to keep in mind that when people are being treated only as labour force it reflects on their feelings in very negative way.

In empirical part of this study there is a research survey displayed. It consists of an understanding interview with particular personnel of the construction company. Our hypotheses were confirmed by current research on this topic through finding common sense and defining values based on methods of the Golden circle. Respondent's findings have been verified and controlled. The aim of the research was to identify the conditions for collaboration in a specified construction corporation.

Using the determined research methods the emotions in the firm community have been mapped out and later on it has been found out prerequisites for teamwork. Based on this analysis, the process of finding together resonating values according to the techniques of the Golden Circle has been designed. Its main aim is to streamline the leadership and create a common direction and recommendation for corporate culture in this particular construction company.

Key words

Construction Company, Corporate culture, Industry 4.0., Leadership, Management.

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1 INTRODUCTION

„Organizational culture is today considered one of the most significant determinants of the strategic development of an organization“ [1]. As quoted in the Diversity Management website "Nowadays a lack of quality workers is a new phenomenon and companies must expand considerable resources to obtain these workers. Therefore it is very important to offer applicants more than just a steady salary. If a company wants to be successful and wants to keep happy employees in the process it is especially needed to create a system of values in which the employees identify themselves as well as to give them the feeling that they are been taken as a part of the company. These values form the corporate culture, which should be an essential part of each company policy" [2].

Moreover, it is still necessary to reckon with the fact that „the world is connected as never before. Due to the expansion of the internet and mobile communication new conditions and areas affecting our lives arises“ [3]. If a company wants to be successful, it needs to create a system of values with which their employees identify themselves. “The continuing digitalisation of the economy and the resulting progress in productivity will increasingly compensate the factors influencing price increases in the future“ [4]. Also, if a business wants the best employees, it must be able to attract. This is how the company operates externally. The relationships between employees and what prevails in the enterprise climate has one common denominator: Corporate culture. Vision "Industry 4.0" brings a fundamental change in the required qualifications and throughout the labor market. Its effect is surprising because of their ambiguity, self-organization, interconnectivity and social aspects. “The challenge gets out then to production managers and engineers, to find out not only how technically the principles of Industry 4.0 can be implemented, but what effect this will have on people and their processes, within manufacturing and beyond, and perhaps most importantly to many, on their careers“ [5]. The skills of workers and their training should be directed so as to meet these challenges. "Industry 4.0 is the fourth industrial revolution, a new level of organization and management of the entire chain forming net income over the life of the product. This cycle focuses more on individual customer requirements and includes the idea of the order for the development, delivery of the product to the end customer, to the subsequent recycling and related services. The basis is the ability to deliver cross-linking using all relevant information at the right time all instances involved in the generation of revenue, as well as the ability to determine the optimal in every moment of net proceeds. Combining people, objects and systems formed a dynamic, real-time and time-optimizable self-organizing network forming the net proceeds exceeding the possibilities of the enterprise, which can be optimized according to various criteria"[6] The aim of our research is to identify the conditions for collaboration in one of specified construction company.

2 THE THEORETICAL BACKGROUND

We proceed from the fact that "in the US full working motivation is only felt by 30% of people, but global figures are even more formidable. In the survey, conducted on a large sample of workers from 142 countries showed that with full dedication and mental satisfaction only works for 13% of the people! For most of the population, work is rather an annoying experience.

It appears that on human kind are placed too high demands. The authors suggest that the biggest "guzzler" of time and human energy, digital media, thanks to which we are inundated with a stream of information and applications. The authors have teamed up with other organizations - Harvard Business Review and jointly elaborated results of the questionnaire

survey, conducted among 23 thousands employees from several different institutions. The results were virtually identical. In the 1st picture we can see how are workers satisfied:

Mental satisfaction at work

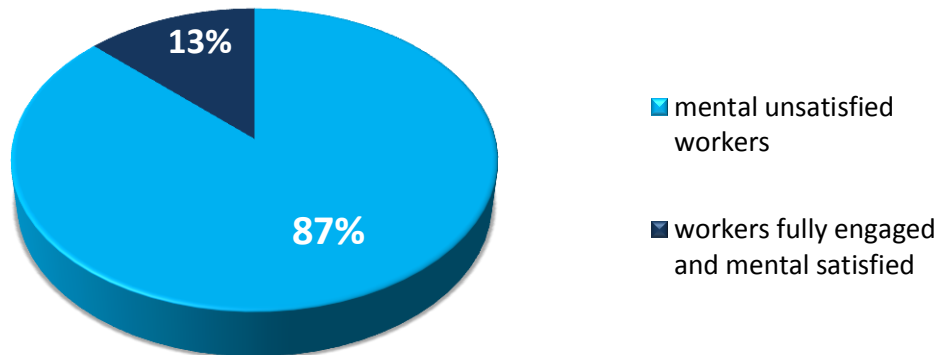


Fig. 1: Research Tony Schwartz of the firm "Energy Project" together with Christina Porathov University of Mc-Donough School of Business of Georgetown [7]

Workers were much happier when four conditions have been met:

- the possibility of working at a **physically relax**,
- **emotional valuation**, i.e. praise and respect for their work,
- ability **to focus on the single most important task** and only when it is fulfilled, so spend less serious activities,
- **spiritual fulfilment** - people worked much better if they believed that what they do has a higher meaning, like helping other people "[8].

The 2nd picture shows that majority of workers are not giving energy to their working engagement:

Distribution of employees by engaged at work

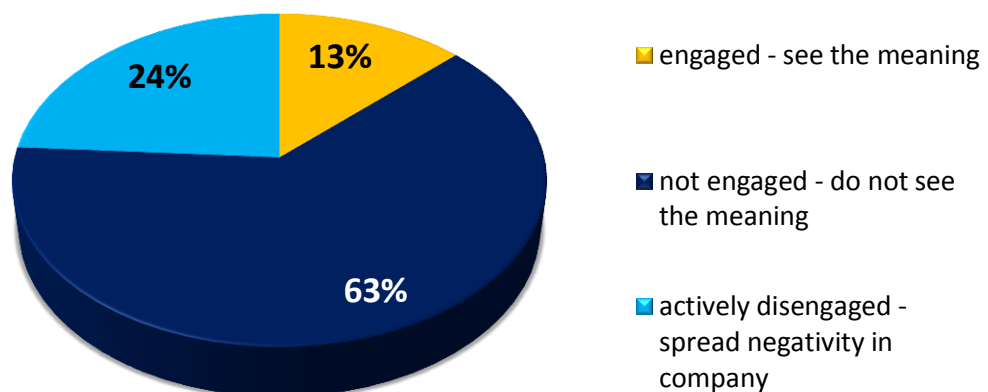


Fig. 2: A study by Gallup - allocation of staff according passion to work [7]

„When an employee feels comfortable enough to challenge you, and you're able to turn that into a lesson in leadership, then you've created a culture in which everyone can do their best work.“ [9]

Gallup study - the distribution of employees by passion to work, "Gallup global survey specified three different categories of employees: biased work (13%) impartial (63%) and actively disinterested (23%).

These three categories of employees in company usually mean that:

- **Concerned** (biased work - 13%) are essentially those on their work and its rules literally comply: "These are people who go to work on their own volition, to make sure that the organization is doing well, as their well-being is inextricably linked to the welfare of the company. If you notice that something can be done better, then share this information sharing. "
- **Uninterested staff** (impartial - 63%) just gave up. Suffer "passive apathetic presence" counterpart "absenteeism". This means that they go to work, even when he is sick or not feeling well. Such people, however, their work does not matter: "He comes from Hell No. 1 (home life) to Hell 'No. 2 (workplace) and back again. They will come at nine o'clock in the morning, you do the first few hours of his work there and then for the rest of the day just sitting and doing nothing. "
- **Actively uninterested** (23%) meanwhile embarking on deliberate sabotage "They damage your organization. They see a problem; they have a solution, but deliberately do not offer it. They steal. They harm the people around...Also hurting yourself, suicide or self-harm. "[10]

„The current study was conducted in Japan, where culture is ranked high on masculinity and uncertainty avoidance...Excessive hierarchy culture has a negative relationship with the overall score of environmental management.“ [11]

„To change the culture we need visionary, capable leadership that can only be created in a culture that values these traits“ [12].

3 METHODOLOGY

Employees of construction company were examined throughout a questionnaire, which led to a deeper understanding of their thoughts as well as of values-based settings. Company is about 150 employees, 70 of them are administrative workers. For research were chosen eight workers from different parts of the company. Each interview lasted about an hour and it consists of eight main questions. Methodology for data processing and analysis was chosen according to Hendl [13]. A combination of techniques used: Literal transcription ("transcription refers to the process of converting speech from interviews or from a group discussions in written form") metatable data for investigating phenomena ("it is a large table of interesting quotes, phrases and illustrations for the category under consideration phenomena or behavior classified further depending on the circumstances ") and then evaluate whether the statements appearing in the values according to the Golden circle. The phenomena are divided into two main sections: "Personal why" as the Golden Ring and "why do business," according to the Golden Circle. In the first section the questions were more focused on the individual and in the second part on the company as a whole. The data were analyzed; common features or phrases with an emotional charge that represent one of the parameter of the Golden Circle were identified. Also evaluated was the majority phrase - preconditions for collaboration in which employees have taken into account the fact that the

values of the people are lacking. The assumptions that members perceived positively, were marked by a positive one and assumptions that negatively perceived, was labelled “-1”. When a variable is missing or was not mentioned, it was marked as “0”

4 RESULTS

Let’s see the interpreted research answers to individual questions in the 3rd picture [14]:

	owner	economic director	lawyer at legal department	deputy production manager	technical engineer	construction manager	complaint department	personal officer	
team group	1	1	1	1	1	1	1	1	8
payment discipline - payment liabilities	1	1	1	1	1	1	1		7
good company name	1		1		1	1	1	1	6
sense of meaning at work	1	1	1	-1	1	1	1	1	6
a certain quality of work	1	1			1	1	1		5
engagement to work	1	1	1					1	4
trust in leadership		-1			1	1	1		2
tradition					1			1	2
sharing positive emotions in the company					1				1
disposing responsibility				-1					-1
people do not have a deeper relationship with the company						-1			-1
clearly defined values at the company	-1	1	-1	1		-1	-1		-2
equality in decision-making			-1	-1					-2
employees believe in something common	-1					-1	-1		-3
clearly defining the vision, directing the company	-1	-1		-1		-1	-1	-1	-6
communication in company	-1	-1		-1	-1	-1	-1		-6

Fig. 3: Our numbers about Requirements of teamwork according to the Golden Circle [14]

Here we analyzed the responses to each question in our depth interviews:

- **How are you on a scale from one to ten happy in the company?**

Diameter response to the satisfaction came 7.94. This number was made from answers. Each respondent was asked to put on a scale from one to ten, how he is satisfied in the company.

- **What are your reasons for precisely such satisfaction?**

The question explored the reasons why a satisfaction with just such a value has been stated. The greatest consensus was that "the feeling of joy to people or makes the team and colleagues at work, they come together." Employees also referred to as positive that the "salary regularly go." Dissatisfaction affects "a change in leadership of the company and that they are each able to unite common interests." Further discontent translates into "family relationship between leadership". When it is the inability to transmit sufficient trust and equality status. What is to be negative, it is to "shift responsibility between the divisions and various departments within the company." Employees who are in the business a long time, feels that "once the company was as if the more familiar and now it drives more profit."

Missing some loyalty, trust in leadership. Also "increasingly feels less support and interest in the management of personnel."

- **What are your motives for the job?**

From the owner's motive strong, "the company has a relationship because she, along with two other partners have built." Other motives are to work from the concept that the members "want to be satisfied and happy." Said motive was also that "I have to earn money since repaid the house" after that "civil engineering is something I enjoy" and personnel management felt "to be in the right place, because you work with people just having fun."

- **In what sense do you see?**

The owner sees sense in that, "the company lost face and lost reputation." Family members of the management company see "a continuation of a family businesses and that the company remained family". The lady at the legal department felt that it "fulfils a specific company sector and feeling useful." Other employees see working sense. For example, in the "to be useful, that I will generate some value", "not parasites." Or, "when a man behind me to see the finished building, recognition from others for a job well done" or to "keep the business running." Most members of the company mentioned that the work sees any sense.

- **How do you feel in the company?**

The owner is upset when people in the new leadership argue. Positive feelings again mainly arise from the collective, which is referred to as a family, friendly, also from friendly relations with individual colleagues. One noted that "pleasure is perceived in successfully resolving the issue with colleagues and sharing these victory emotions." Negative feeling was repeatedly seen, "in preparation for when people are arguing."

- **Where do you perceive room for improvement / advancement of the company?**

An interesting finding was that every member of the company suggested some improvements for the company. They mention some of the perceived suggestions: "Improve communication between senior management - had to unite the interests of eight people in management". Repeats "to unite the interests of management". Economic stability. Increase relational equality among employees - a little more equality. Smaller companies when contracts load - one thing is short limit". "Improve the quality requirements of subcontractors, whether you like the name of the company we keep." "Explain and cleanse contributions to life insurance, it is perceived that it is a benefit rather employees feel injustice and indifference to solve it." "Change another program on the payroll." We can say that the staff confirmed what feels leadership and guidance confirmed what feels firm and employees. Older leadership had no interest in keeping the company on a certain turnover, on which the company was built. Today, turnover increased, thereby increasing demands on employees, created the pressure. This leads to a reduction in quality. It leads to a denial of what the company professes.

- **What do you perceive the value of the company? As you defined?**

The value of the company members have not defined. Whether internally (within the company) or externally. As positive we can call it that people feel internally. The owner himself admitted that he has no values defined. The main value is the desire for recognition that it is paid for good work, she would never have wanted to be at or tunnel builder "trouble people". He wants the company got into the public consciousness as a solid quality in the construction sector, the value is the fact that "the owner wants to give him some stakeholders believed subcutaneously." Other members of their answers confirmed that they perceive as a guarantee of quality and serious negotiations. Also, the company has a good payment morale

is reliable, timely pay subcontractors, employees, pays its obligations on time. They also perceive as the value of tradition and good facilities: Quality, reliability, humanity and fairness. Greater consensus also was that the company was no longer what it used to be that today it is rather a means to earn money for management, rather than something more, while the company is no longer perceived as the "old classy", it is sometimes a little "blood" . After which some see as a contradiction in terms.

- **How much are you aware of what is the company's vision, which direction goes toward?**

Within this guidance is not provided. The owner called it in a state of "talking about it". Even more people in leadership feel that the management changed. Here again repeats this theme. The old leadership had a vision and new it still does, actually shatters. When employees remembered the original "vision" they felt connection: "To be a quality medium sized companies in the construction industry". Or fell "within the competition to keep on the market, so stick with. Ideal turnover of the company, in relation to our size and human resources, that we have available." Most members agreed that once a common direction felt. Today she feels so much. They even agreed that there is no company direction defined by the Golden Circle. And there fell a further finding that "the firm intention not share with people and does not resemble him." New management is not transparent in common motives and direction of the company. Not transparent or in communicating to the entire enterprise. In the last 4th picture we have all these Golden circle method teamwork prerequisites graphically much better visible:

Requirements of teamwork according to the method of the Golden Circle

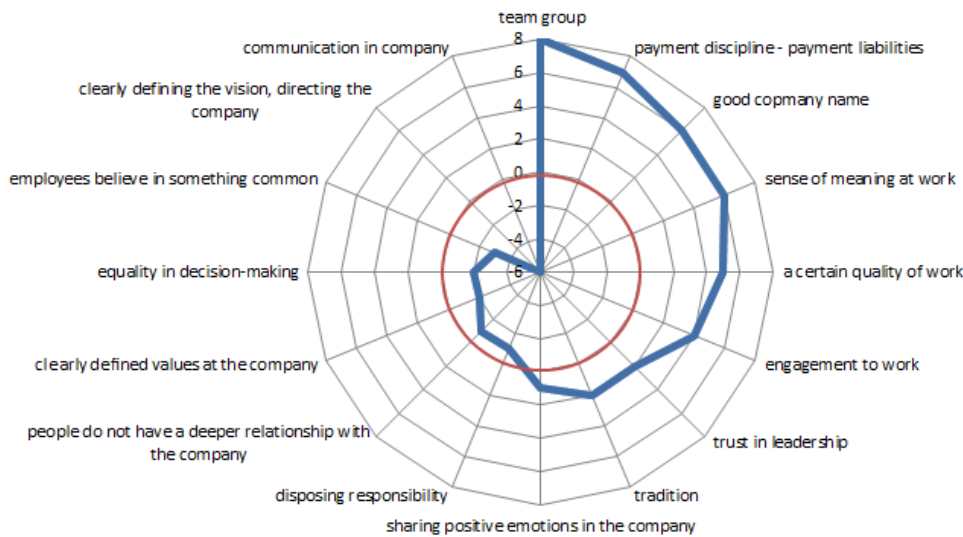


Fig. 4: Prerequisites for teamwork methods according to the Golden circle graph [14]

5 DISCUSSION

In case of our study company it can be stated that the company is relatively well-established relationship between employees and management. The simile results has „one of the few studies of this type conducted in Eastern and South-eastern Europe which includes a large and heterogeneous sample of 556 entities of different economic activities and which, through comparative analysis of the results acquired in the Republic of Serbia and Russia, gives an

insight into the differences in perception and attitudes towards occupational safety and health at work, thus giving it the character of uniqueness in terms of research problem“ [15]. During the interviews at least once there has been mention a word "team" with different adjectives e.g., family, friendly etc. Three respondents also used the phrase "corporate culture". More than half of the respondents mentioned that the value of the company is for them a good payment discipline, as well as that the company is responsible for the obligations to subcontractors, investors, and employees. Other common responses include perceptions of goodwill, strong roots, some form of security. Twice there has been mentioned a notion of tradition.

Six of the eight respondents also spontaneously said that the work feels meaningful. They defined it as a feeling of usefulness in the context of the whole, the ability to create some value and to see the results of finished buildings etc.. Members of the company also reached an agreement on certain important company value perceptions: leave a skilful job well. Only two people have been able to state the values defined by the company, the rest of the respondents said emotionally of some value, but certainly not identical with each other and were also company-wide and shared. At the same time four members have said either defined values or have been, over time, thanks to the company and change of leadership, their decay and decline.

6 CONCLUSION

The interviews showed that people in leadership positions are united in terms of remuneration. Shatter interests in many respects the company's management. The issue directions management follows the company's biggest problem. Paradoxical even though people spoke about good team and a good relationship, so in addition to two all respondents mentioned some negative aspect regarding communication within the company. The company also has not yet been able to establish a vision, common directions, whether in management or together with employees. Employees even mentioned that it does not show leadership, and that they are confused. An interesting finding is also that new employees decay common direction, which once was not perceived. They perceive only the older employees, who see the development of the company. All this is signed to decrease the feeling of trust in leadership. While “trust is not only a virtue but a measurable factor that affects the performance and the level of costs incurred”. Trust and the speed with which it can create, are the building blocks of company operations and one of the most important factors of success”. [16] A shared sense of work - vision, direction - according to the Golden Circle, therefore the company is missing.

Today, the "amount of information and the complexity of solving the problems coming growing and increasingly, there are situations where you cannot prepare in advance. Increasingly, it appears that not only businesses, but individuals need to respond instantly to changing conditions, they need to improvise. Improvisation and flexibility necessary but by no means a substitute preparation and planning, but naturally complement them" [17].

The question is: "How exactly did affect the technology job market and employment forms?

The first area is a way to get involved in projects. Working from home and virtual teams are now common in some Czech companies, as well as external covering a larger current demand and skills gaps that currently companies have for its employees available" [18].

What particularly concerns the construction: "Some forecasters are considered at present" for a certain uncertainty. "Expectations of further development are gradually becoming less pessimistic and reduce the time for a distant period. (In addition to "material" facts that can be

considered as a sign that the initial shock and fear of the crisis is over and the belief that "must once again be better"). The revival of the construction sector will depend on the recovery of the entire economy of the region; by region and by country in the regions will be periods when the recovery will occur, and the intensity of recovery will be differentiated. Before it happens, processes fluctuate, "stabilize" at the level at which it fell (evolution of the shape of a "W" rather than a "U").

The aim of our research was to identify the conditions for collaboration in one of specified construction company such as engagement to work, trust in leadership, sharing positive emotions in the company, disposing responsibility, communication in company, equality in decision-making, common believe or sense of meaning at work. Favourable prospects are infrastructure projects and other public construction funded by governments and other public entities... Government stimulus measures in the field of construction should give priority to key projects affecting not only the economy but also to mobilize citizens by strengthening their confidence in the future" [19].

These are all reasons why to devote to individual needs and abilities of employees in construction companies, regardless of how difficult they seem to be. „The top-down diminishing effect of management commitment to safety is a major barrier against safety improvement in construction“ [20]. It is necessary to know the real reasons why people are doing interventions that distract. „Morality is a vital force. It brings individuals together and motivates them in a way that few other forces can“ [21]. Due to increasing globalization environment will be more conflict, people of different cultures, with different habits and beliefs. It is therefore necessary to define a vision and common values as well as the central value, which wants the company through its products and services to provide customers.

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