ABSTRACT

Title: Human Resources like a management tool in construction companies
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The human factor has always been influenced by the socio-economic environment, by the politic-social environment and by the competitiveness in the sector. These concepts evolve along the history, therefore, the human factor also evolves along the history. In this way, we can consider the Human Resources as a variable that evolves in time because of the evolution of the environment, and that has a remarkable incidence in the competitiveness of a company organisation.

People are the “factor” that can make a company be different, then the structure can be copied and the technology can be bought. The productivity, the reputation and, in short, the survival of a company is strongly influenced by aspects related with this factor.

The main objective of the minor thesis is to analyse the role of the Human Resources in the efficiency of the building companies, to see also the situation of this variable at the same time in a sample of Catalan companies of the sector. Because of that, interviews have been carried out in agents of management of the Human Resources, as persons with direct treatment with workers from medium companies that operate in Catalonia.

The activity in the sector of the construction requires direct labour of the execution of the works (attendants, labourers, bricklayers...) and, on the other hand, it requires also of indirect labour (engineers, technicians, business agents...). These two types of labour show different profiles and are managed in different ways.

Depending on how they structure their staff, the building companies believe on a determinate style of management, being this decision the strategic contribution that the management of the Human Resources can offer. The medium building companies are seen forced, for reasons of competitiveness, to not have a steady staff fulfilled of all types of labour that they need. Because to sustain a staff fulfilled only is fruitful if a wallet big enough is had to have all the staff working in one or another work, little frequent thing in the medium company. So, the majority of interviewed companies affirm that they subcontract practically all the direct labour, therefore it is converted into a variable that escapes a bit of the influence of the medium company. In short, they are not self-sufficient since the medium companies do not have direct labour, generating a loss of capacity of management.

The indirect staff has a totally different treatment, because it is compounded of steady staff for every type of technicians, whose management receives a treatment more similar to the industrial sector treatment.

On the other side, the direct staff is in a situation of loss of prestige, then there is a bad image of the bricklayer in social life. The staff does not consider this professional activity as a profession of future, but considers it like a last and temporary option to earn some money.

Finally, in the sector of the construction, who wants to work is hired, but this does not guarantee that it is known how to do well the work. Moreover, there are many people in the world of the construction that take his work as a transitory thing until they find something better. That is they work for money and the only motivation that they accept is the economic one, creating a market of staff construction where they sell themselves to the best bidder demonstrating to have a bass feeling of commitment towards the company that hires them. Consequently, it is difficult that the image of the profession can be improved.