

**PEOPLE MANAGEMENT IN CIVIL CONSTRUCTION: An integrative review***PEOPLE MANAGEMENT IN CIVIL CONSTRUCTION: An integrative review*João Vittor Dandi de Freitas Sousa<sup>1</sup>Diogo Ramon do Nascimento Brito<sup>two</sup>

**Summary:** Over the years, society has undergone several changes. These changes encourage the business sector to work competitively and present excellent results. There are several forms and strategies to achieve these objectives, and one of the main ones is people management, which can be applied to all areas of activity. Although it is often considered a real challenge for leaders, as in the case of leaders in civil engineering, which is an area characterized by manpower. The general objective of this work is to understand the main contributions of people management to civil construction. The methodology is an integrative review of literature between the years 2018 to 2023, in databases such as Scielo and Google Scholar. The results of these studies consisted of the selection of 4 articles, on the contributions, role and difficulties encountered in the management of personnel in construction. There are numerous contributions and conflicts, especially when it comes to relationships between employees. It is concluded that the study allowed us to understand the main contributions of people management to civil construction.

**Key words:** People management. Construction sites. Civil engineer.

**Abstract:** Over the years, society has undergone several changes. These changes drive the business environment to work competitively and deliver excellent results. There are several forms and strategies to achieve these objectives, it can be highlighted that among the main ones is people management, which can be applied to all areas of activity. Although it is often considered a real challenge for leaders, as in the case of leaders in civil engineering, which is an area marked by manpower. The general objective of this work is to know the main contributions of people management for civil construction. The methodology is an integrative review of the literature between the years 2018 to 2023, in databases such as Scielo and Google Scholar. The results of these studies consisted of the selection of 4 articles, on the contributions, role and difficulties encountered in the management of personnel in civil construction. There are numerous contributions and conflicts, especially when it comes to the relationship between employees. It is concluded that the study allowed knowing the main contributions of people management for civil construction.

**Key Words:** People management. Construction sites. Civil engineer.

**1. INTRODUCTION**

Over the years, society has undergone several changes. These changes encourage the business sector to work competitively and present excellent results. There are several forms and strategies to achieve these objectives, and one of the main ones is people management, which can be applied to all areas of activity. Although it is often considered a real challenge for leaders, as in the case of leaders in civil engineering, which is an area marked by labor (VERDUM, 2018).

Managing is a resource that aims to develop human capital in companies and this is one of the main means of generating revenue, but managing people is considered a challenging act, this happens because the act is related to decision-making, which must be appropriate and fully aligned with the company's objectives, taking into account the individuality of each professional, and each sector, and depending on

In the sector, people management can be even more challenging, as in construction (MONTEIRO; BENTO, 2019).

Civil construction is an area marked by labor, with diverse functions, positions, environment work, school levels, and education. Therefore, good labor management is essential to stand out in the globalized and competitive market (CASTRO; CASTRO; SILVA, 2021).

In view of the above, it is noted that the civil engineer's skills within a construction site must go beyond theoretical-technical knowledge. as correct management. Through these findings, the development of this study is justified.

In this sense, the general objective of this work is to understand the main contributions of people management

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for civil construction, and the specific objectives are: Describe the main characteristics of the profile of the engineer/manager in civil construction; report the importance of the professional Civil Engineer as a manager in civil construction; and identify the main difficulties in managing people in construction.

As for methodological procedures, this is an integrative review, carried out using materials published between 2018 and 2023 (SOUZA; SILVA; CARVALHO, 2018). Regarding the organization of the work, it is divided into six chapters, the first being the introduction, the second the theoretical foundation, the third is the methodology, the fourth is the results, the fifth is intended for discussions about the findings in the results, and the last is the chapter of final considerations.

## 2 THEORETICAL FRAMEWORK

### 2.1 People management

Human resources management has an essential role in people management, as it attracts talent, combining techniques and developing efficient and dynamic organizational management, promoting new practices aimed at recognizing more people with different skills (VERDUM, 2018).

Chiavenato (2008, p.06) confirms that “people management is an area that is very sensitive to the mentality that predominates in organizations”. It is contingency and situational, as it depends on several aspects such as the culture that exists in each organization, the organizational structure adopted, the characteristics of the environmental context, the organization's business, the technology used, internal processes and a multitude of other important variables. (SILVA; WEBER; BARROS, 2021).

Therefore, it is the people – employees and/or collaborators – as well as the managers that make up the organization who participate in the day-to-day work processes, develop and know the work routines, such as their shortcomings, deficiencies, weaknesses and still needs to be improved. However, they are the ones who will assist and provide information and other data to, together with the training consultant, promote the best training programming content, as they are inserted in the work chain (DUARTE; MELO; OLIVEIRA, 2019 ).

Today, human resources professionals are important elements in the success of any organization. Your tasks require a new level of sophistication, unprecedented in human resources management. Therefore, it is not surprising that his position in the organization has also improved, although not enough (CHIAVENATO, 2008 *apud* WHITE; STEINBACH, 2018).

### 2.2 The importance of human resources management

Before the mid-1960s, people departments in organizations were often perceived as the “health and happiness” crowd. (CHIAVENATO, 2000). Its primary activities involved scheduling vacations, registering employees for health insurance coverage, and hosting retirement parties. But this situation has changed drastically over the last thirty years (MONTEIRO; BENTO, 2019).

Federal and state laws have created many requirements for employees to hire their employees. cattle. Functions have also changed, they have become more technical, and require employees with greater skills, in addition, the limits of functions have become undefined (BRANCO; STEINBACH, 2018).

In the past, an employee performed a role in a specific department, performing tasks specific fas along with others that fulfilled similar functions. Today's workers, however, are more likely to participate in project teams, with several people from other areas of the organization (PAIXÃO; SILVEIRA; NASCIMENTOS, 2019).

According to Maximiano (2004, p.58), the manager's work consists of making decisions, establishing goals, defining guidelines and assigning responsibility to the members of the organization, so that the activities of planning, organizing, commanding, coordinating and controlling are in a sequence logic. Once organized a company, its employees need orders to know what to do and their actions need coordination and management control (DUARTE; MELO; OLIVEIRA, 2019).

Therefore, it is clear that the company's objectives are achieved and the manager is responsible for It is possible to define the objectives and plan which resources should be used, therefore, it can also determine how the activities should be carried out, how to select the people responsible for each task, optimizing the entire process (DUARTE; MELO; OLIVEIRA, 2019).

There are those who can do most of their work at home and almost never meet their colleagues. colleagues in the organization. And certainly, global competition has increased the importance of improving the productivity of your workforce in organizations. This has resulted in the need for specialists in

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HR administration trained in psychology, sociology, work organization and planning, as well as labor law (DUARTE; MELO; OLIVEIRA, 2019).

From this perspective, Chiavenato (2000, p.85) states that: “until recently, the relationship between people and organizations was considered antagonistic and conflicting”. It was believed that the objectives of organizations – such as profit, productivity, effectiveness, maximizing the application of physical and financial resources, cost reduction – were incompatible with people's objectives – such as better wages and benefits, comfort at work, leisure, security in the work and employment, smooth personal development and progress (CASTRO; CASTRO; SILVA, 2021).

HR Administration, therefore, must balance two main responsibilities: “being a strategic partner in business and a representative of employees” (MAXIMIANO, 2004). In more specific terms of Human Resources Administration, a system is proposed that consists of four basic functions: Filling positions; Training and development; Motivation; Maintenance. Greater employee performance is encouraged by the employee's appreciation, satisfaction and identification with the organization, making them donate more, as they have factors at work that determine their quality of life, with their rights ethically guaranteed and respected (SILVA; WEBER; BARROS, 2021).

It is clear then, the essential role of People Management in organizations, which is to consult internal management, together with leaders, use techniques, information and assessments that become a true thermometer in measuring the degree of efficiency of their subordinates (DUARTE; MELO; OLIVEIRA, 2019).

Regardless of the segmentation, whether public or private, large, medium or small, they are all seeking to serve society well, fulfill organizational goals and objectives, and for this they create strategic, tactical and operational planning, involving all their resources and personnel, using training courses and training programs that serve as means to improve individual and team performance, create new methods and maintain clear internal communication of the steps that will be necessary to achieve results, transforming the work environment for a more productive and mild (CASTRO; CASTRO; SILVA, 2021).

According to Mayo (2003, p.17), “People are the decisive value-generating elements that we have, whatever the nature of the organization; and, if it is based exclusively on knowledge – as many are – then people are, in fact, the only elements that matter.”

Maximiano (2000, p.352) highlights “understanding that motivation is linked to needs already helps a lot to understand the complex mechanics of human behavior”. Management focused on its employees does not exempt itself from the role of monitoring and promoting well-being, respect and safety, important and necessary aspects for the life that the employee leads within the organization and that reflects outside of it, because in reality the work ends affecting the personal lives of employees, both negatively and positively, simply because they are not satisfied with the organization (DUARTE; MELO; OLIVEIRA, 2019).

The appreciation of people is disseminated through management based on equity, always giving priority to establishing harmony between all levels of the organization involved in an integrated manner, always with the aim of provoking joint action, in the search for achieving a common objective with the exchange of ideas and knowledge, without devaluing or undermining one another, as they are all important for achieving the organizational mission (MAXIMIANO, 2000).

### 2.3 People management in construction

One of the biggest challenges is aligning goals, so that everyone is always at the same intensity, each performing according to their role. The leader's job is to direct all employees towards the same personal goal (TUBBS; MOSS, 2008). It is not easy to coordinate people, as each person has very different values, thoughts and life experiences, so it is necessary to learn how to manage conflicts, crises and situations sudden changes on a daily basis. It is necessary to have empathy, respect individuality, be accessible for dialogue, help in employee growth, accepting different points of view in order to maintain a healthy environment and achieve the goals established by the company (VERDUM, 2018).

The leader's role is to provide intelligent and effective solutions to problems as well as stimulating the team/employees. Some tips for leadership in construction to work are: Make decisions and solve problems; adopt a positive attitude; demonstrate safety; improve communication; lead by example; meet the team; invest in professional development (CHIAVENATO, 2010). Furthermore, to be a leader in construction, it is necessary to develop some skills, such as empathy, humility, resilience, flexibility to deal with different opinions and personal self-confidence (TUBBS; MOSS, 2008).



There are several conflicts in people management in construction, but the ones that will be addressed are: relationship conflicts, communication conflicts, conflicts generated by the lack of studies in the area of people management and cultural conflicts (PAIXÃO; SILVEIRA; NASCIMENTOS, 2019).

For Tubbs and Moss (2008), an interpersonal conflict referring to the inconsistency of ideas, actions, values and even emotions of a person; interpersonal conflict that occurs between people who have a relationship due to a lack of agreement; intragroup conflicts characterized by a group that has individual and divergent interests that interfere with everyone in the group; Intergroup conflicts that occur between different groups of people with the participation of their members can last a long time.

Relationship conflict, as the engineer's relationship with the employee is one of the most responsible reasons for compromising all work in organizations, the way to avoid this conflict is by promoting employee participation, encouraging commitment and cooperation, thus resulting in an active and close interaction between employees (SILVA; WEBER; BARROS, 2021).

Conflicts generated by the lack of studies in the area of people management are a natural result of their professional activity, for example, civil engineers in recent years have also worked in the management of organizations. However, this may be another reason for conflicts in people management, possibly because they do not have specific training for the tasks they must perform in this position (SEBRAE, 2018). Cultural conflicts correspond to competition for power, which occurs in different generations with diverse values, thus enabling different ways of having/generating certain personal and even professional social situations. Empirical knowledge and scientific knowledge is an example of this (DUARTE; MELO; OLIVEIRA, 2019).

### 3 METHOD

This is an integrative review. According to Souza, Silva and Carvalho (2010, p. 1), the integrative review is a method that provides the synthesis of knowledge and the incorporation of the applicability of results from significant studies in practice.

Data collection was carried out by surveying works, such as articles, with descriptors indexed namely: People management; Construction sites; Civil engineer. After this, the inclusion and exclusion criteria will be established. The research findings were subjected to selection through filters in the descriptors, then all the materials obtained were selected using the inclusion and exclusion criteria, which were previously defined, in order to select only works that answered the guiding question.

After selection, the data was extracted and organized into a table, including - the main information, such as: Title; Year of publication; Title of the periodical; Study design; Methodology; Goals; Results and Final Considerations.

Complete articles available electronically in the databases mentioned above were included. published between the years 2018 and 2023, in Portuguese and English, and all duplicate works, which did not meet the objectives, and those which do not answer the guiding question of this project were excluded.

As for data analysis, it was carried out in a descriptive way, through critical evaluation of the work. selected children, which consisted of directly reading them in full, and a table was created with the following information: title of the study and journal, year of publication, research topic, methods used, objectives, results and final considerations.

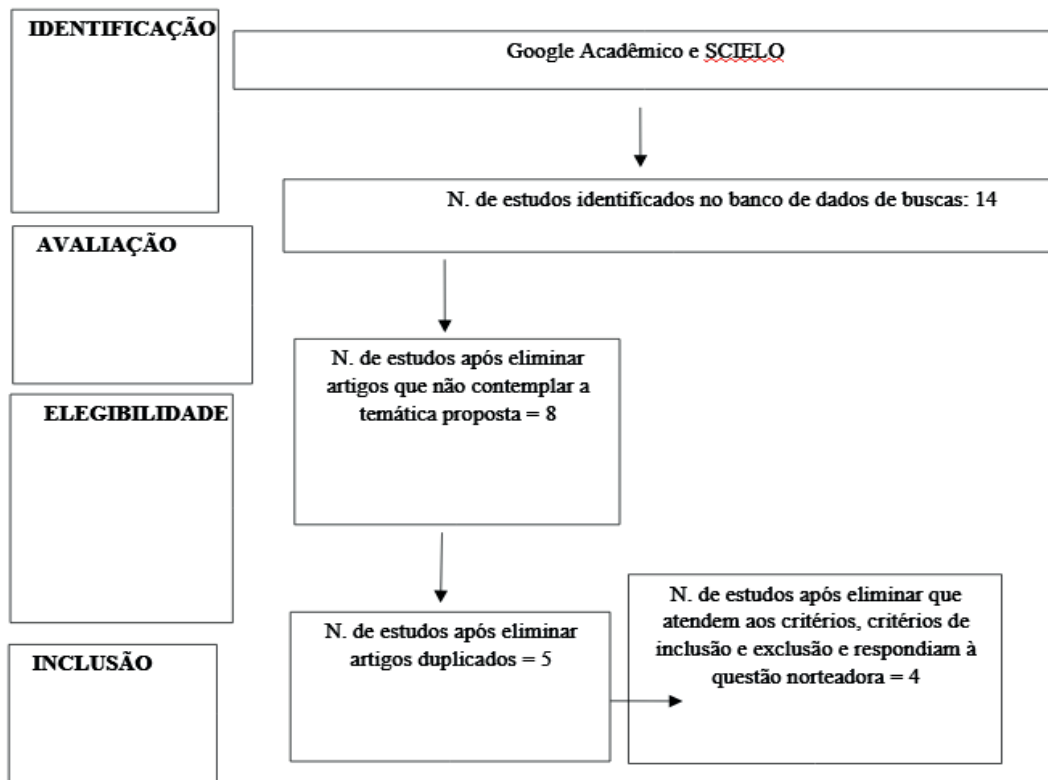
### 4 RESULTS

Human Resources Management has an essential role in people management, as it attracts talent, combining techniques and developing efficient and dynamic organizational management, promoting new practices aimed at recognizing more people with different skills (VERDUM, 2018).

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From this search, 14 articles were initially related to the pre-defined criteria for inclusion and exclusion of the selected articles. At the end of this selection, a total of 4 articles were reached, which met the adopted criteria, mentioned in the flowchart in Figure 1.

**Figure 1-** diagram showing the stages of the literature review – flowchart.



Source: author of the research (2023).

To include the selected works, the following information for each of the works was organized in one (table 1): article title; authors of the work; periodical; year of publication.

**Table 1** –initial information of selected articles

No.	ARTICLE TITLE	AUTHOR(S)	PERIODICAL	YEAR
TO 1	The role of the civil engineer as a people manager on construction sites: A case study	DUARTE, KMA V; MELO, V, S; OLIVEIRA, RS	SCIELO	2019
A2	Study on the relationship between people management and productivity.	LYRIO, T; GUIMARÃES, A.	ACADEMIC GOOGLE	2023
A3	Proposal for improvements in the management of construction companies: an international case study.	NETTO, J.T; <i>et al.</i>	SCIELO	2020
A4	Efficient company management and its positive effects on civil construction.	SILVA, W. A; WEBER, G; BARROS, HDB	SCIELO	2021

5 Source: author of the research (2023).

Table 2 highlights the main information of the selected works, in summary form, containing the following information: objectives; methods; sample studied and the main results.

**Table 2** –Presentation of the summary of selected works.

No.	GOALS	METHODS	SAMPLE STUDIED	KEY RESULTS- OF THE
TO 1	Analyze the main issues related to people management on two different construction sites located in two municipalities in Agreste Meridional de PE	Exploratory research.	28 people/employees on the construction sites.	The result of this comparative analysis reports, on the one hand, a lack of knowledge in the area of people management and on the other, the certainty that it is possible to carry out good management by working together with the technical, operational and strategic levels of the company, so that people work satisfied and feel recognized.
A2	Identify how the type of approach and relationships, regardless of hierarchy, within construction companies can affect employee productivity and performance.	Literature review	9 articles	It was possible to see that the results of the processes are directly linked to the use and management of human resources and the implementation of policies that establish an adequate work environment, which contributes to the development of activities in a more advantageous way.
A3	Identify gaps in the management of construction companies and propose improvements.	Exploratory research	6 buildings	Improvements in civil construction management were proposed, based on best practices from different countries.
A4	Determine the relationship between working capital and business efficiency levels.	Literature review	10 articles	It was identified that the lack of adequate planning and the low quality of professionals responsible for the design and execution of works would be the main causes, among others, of these deficiencies.

Source: author of the research (2023).

## 5 DISCUSSIONS

According to Netto *et al*(2020), people management has an indispensable role in companies, as it ensures competitive advantage, achieves positive results in processes, in addition to increasing efficiency to achieve established goals. According to Lyrio and Guimarães (2023), people are elements that generate value, decisive for all organizations, regardless of their nature.

Management models are undergoing modifications to adapt to the size of each company in order to optimize quality, competitiveness and price. The authors Duarte, Melo and Oliveira (2019), mention that in civil construction human resources are indispensable due to labor being the pillar of this branch, among the contributions they highlight productivity, motivation, improvement in the work environment, development of employees, and helps keep the team of employees aligned with the company's objectives.

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For Silva, Weber and Barros (2021), the main contributions of people management in construction are related to a process that aims to optimize the performance of employees as well as the company. Furthermore, according to Lyrio and Guimarães (2023), they indicate that in civil construction, people management directly contributes to productivity and team integration.

Netto *et al*(2020), highlight that the civil engineer's role as a manager in civil construction is characterized by the profile of a leader who always seeks solutions to problems and as the main stimulator of employees. In agreement, Duarte, Melo and Oliveira (2019), mention that the main characteristics that are part of the profile of an engineer/manager are: decision making, ease of solving problems



and conflicts, positive posture, confident and communicative.

According to Netto *et al* (2020), the civil engineer, who was previously only responsible for carrying out works, now accumulates functions and tasks increasingly related to the management of the work. This includes work in the administrative, commercial, environmental, occupational safety, inventory control and planning, monitoring and schedule compliance areas. These functions will be detailed throughout this work.

The role that the civil engineer plays as a manager in civil construction, according to Lyrio and Guimarães (2023), is crucial to determining the success and failure of the company, or the work. Since, there is a need to increase productivity and correctly manage human capital. Silva, Weber and Barros (2021), this role is so important for civil construction due to the fact that this area has an intensive dependence on labor, people management becomes a resource for managing human resources.

Despite this, there are several conflicts in people management in civil construction, for Netto *et al* (2020), These conflicts are related to communication and relationships between employees. Duarte, Melo and Oliveira (2019), talk about conflicts generated by the lack of studies in the area of people management, this lack of studies in the area of people management may be natural to the professional activity of civil engineers, which in recent years For years he has also worked in the management of organizations. However, this can be a reason for conflicts in people management, as the civil engineer may not have received the specific foundation throughout his training to perform the tasks related to this position.

Weber and Barros (2021), highlight that these conflicts may be due to cultural divergence, which are result of competition for power between different generations with diverse values, and this generates different ways of dealing with personal and professional social situations, which can sometimes be positive, but can also be negative, depending on the case in question.

All of these conflicts are related to personal dissatisfaction with the environment in which they are involved. against. In addition to these, Lyrio and Guimarães (2023) say in their study that one of the biggest challenges in managing people in construction is aligning the goals, to the point that everyone involved is at the same intensity, according to their functions. This happens because each person has their own values, thoughts and life experiences.

## FINAL CONSIDERATIONS

The study allowed us to understand the main contributions of people management to civil construction. The authors Lyrio and Guimarães (2023), Silva, Weber and Barros (2021), Netto *et al* (2020), Duarte, Melo and Oliveira (2019), agree that people management contributes to civil construction. Despite following the same line of thought, they differ due to their particularities, such as Lyrio and Guimarães (2023), which specifically deals with the relationship between people management and productivity, de Silva, Weber and Barros (2021), which addresses efficiency of business management and the positive impacts on civil construction, by Netto *et al* (2020), which through an international case study presents proposals for improvements in the management of construction companies, and by the authors Duarte, Melo and Oliveira (2019), who also use a case study, however aimed at clarifying the role of the civil engineer as a manager of people on construction sites.

In general, all these studies made it possible to understand the main contributions of people management to the construction industry: productivity, improvement in the work environment, optimization of results, integration of team members and, in addition, establishing an alignment of the work carried out by employees. in what is desired by the company in question. Regarding the characteristics of the profile of the engineer/manager in construction, the main ones are related to ease of decision-making, ease of resolving conflicts, presenting a positive, confident and communicative attitude. Despite the contributions and responsibilities they have in civil construction, they face various conflicts, such as relationships, communication, those generated by the lack of studies in the area of people management and also cultural conflicts.

However, It is possible to observe the lack of current scientific production on this subject. As it is a resource that aims to develop human capital in companies and is crucial to generating revenue, it is essential to highlight the need to expand scientific production in this same line of study, in order to encourage and assist in the improvement of professionals and students. of the area.

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