

THE ROLE OF WORK CULTURE IN OCCUPA- TIONAL SAFETY IN RUSSIAN CONSTRUC- TION INDUSTRY

Abstract

Author(s) Bondarchik, Olga	Publication type Bachelor's thesis	Completion year 2021
	Number of pages 29	
Title of the thesis The role of work culture in occupational safety in Russian construction industry		
Degree Engineer		
Name, title and organisation of the client Paula Kokko, LAB University of Applied Sciences, SAFECON-project		
Abstract <p>This thesis is one of the publications related to the SAFECON project of LAB University of Applied Sciences. The SAFECON project is part of the South-East Finland-Russia CBC Programme 2014-2020, which is funded by the European Union, the Russian Federation, and the Republic of Finland. The duration of the project is 01.11.2018-31.10.2021. The aim of the project is to improve occupational safety in the construction site and at the same time increase the productivity of companies and improve working conditions.</p> <p>The thesis purpose is to find out how the work culture affects occupational safety in the Russian construction field.</p> <p>This work describes Russian national features of occupational safety on building site, the main characteristics of Russian work culture and conditions, as well as multicultural environment in the construction area.</p> <p>In the first part, the following features of occupational safety in construction were considered: the legislation system, hazards statistics system, trade unions influence, saving money problem.</p> <p>The second part describes cultural factors and how they could affect occupational safety on construction site. These are organizational culture, workers' psychological aspects and cultural differences caused by a large number of labour migrants.</p> <p>In conclusion, it was proven that work culture has a serious impact on occupational health in the Russian construction industry in the era of transition from reactive health and safety management to a proactive one.</p>		
Keywords Occupational health and safety, work culture, corporation culture, construction industry, cultural differences, proactive health and safety management		

Contents

1	Introduction.....	1
2	National features of occupational safety in Russian construction field.....	3
2.1	Documentation Maze.....	3
2.2	Hidden data.....	5
2.3	Trade unions.....	8
2.4	Cheapest is the dearest.....	10
2.5	Conclusions.....	11
3	Characteristics of work culture in Russian construction field.....	13
3.1	Organizational culture in Russian construction companies.....	13
3.1.1	The Russian approach to the organisational culture.....	14
3.1.2	Type of the organisational culture.....	15
3.2	Workers' psychological aspects.....	17
3.3	Labour migrants and cultural differences.....	19
3.3.1	Labour migrants in Russian construction.....	19
3.3.2	Cultural differences.....	20
3.4	Conclusions.....	22
4	The impact of work culture on occupational safety.....	24
5	Summary.....	26
	List of references.....	27

1 Introduction

Without doubts work culture has an enormous effect on the numerous aspects of our work life including occupational safety either. How these two concepts could be connected?

You might have noticed that sometimes absolutely the same work could be done in completely different ways. While one person could do his job quickly and efficiently, for the other one it may take hours, but the results would be much worse. Why does this happen? Here is the answer: each person envisions differently how the working process should be organized and how high should be the quality level. On the top of that, everyone has his own level of concern and responsibility (Simonenko & Ochinin & Matyash 2001). All these factors compose the persons work culture.

But we should also take into consideration that humans are relational. Basically, that is a reason why we are so affected by society opinion, we are always seeking social acceptance and approval. In other words, we are all parts of society, which has a large impact on our way of thinking, and this social nature of human beings cannot be ignored. It determines our personality, our beliefs, and even what we like, and dislike (Ralph H. Turner 1988). Generally, the described mechanism can be applied to any culture, and definitely to work culture as well.

Overall, work culture is a collection of attitudes, beliefs and behaviour patterns that make up the regular atmosphere in a work environment (Indeed Editorial Team 2021). Work culture plays a significant role in the working process by making employees do their best. An organization is said to have a strong work culture when the employees follow the rules and regulations and adhere to the existing guidelines (Prachi Juneja). However, there are certain companies where employees are reluctant to follow the instructions and are made to work only by strict procedures. In Russia, it happens quite often, and this widespread phenomenon even has the term " Russian avos' " where " avos' " means "pure luck" or "blind faith." It means to have hope, but these hopes are not necessarily based on anything. This feature could cause a lot of problems especially at the construction site, the high-risk area, where any misstep can lead to tragic consequences. Construction workers engage in many activities that may expose them to serious hazards, such as falling from rooftops, unguarded machine, being struck by massive construction equipment, electrocutions, silica dust, asbestos and many others. Construction site safety (occupational safety), by definition, is a system of construction-related activities designed to identify, reduce and eliminate these hazards (US Department of Labour official website).

Occupational safety issues have always been a stumbling block in reducing the number of accidents at a construction site. Despite the numerous programs implemented by the government and the measures introduced by companies, the amount of construction accidents remains alarmingly high. That is the reason why we should also pay more attention to the influence of work culture. Since even if the system of safety standards is improved, it will not make any advancement till each person starts to take it seriously and responsibly.

The thesis aim is to find out how the work culture affects occupational safety in the Russian construction field. The thesis describes Russian national features of occupational safety on building site, the main characteristics of Russian work culture and conditions, as well as multicultural environment in the construction area.

To conduct this work both case study and secondary data analysis were used.

This thesis is one of the publications related to the SAFECON project of LAB University of Applied Sciences. The SAFECON project is part of the South-East Finland-Russia CBC Programme 2014-2020, which is funded by the European Union, the Russian Federation, and the Republic of Finland. The duration of the project is 01.11.2018-31.10.2021. The aim of the project is to improve occupational safety in the construction site and at the same time increase the productivity of companies and improve working conditions.

2 National features of occupational safety in Russian construction field

Unfortunately, occupational safety situation in Russia hardly can be evaluated as satisfactory. In general, most of the problems were caused by a prolonged transition from the administrative-command USSR system to the mixed economy of modern Russia (Ekaterina Krasnoshchyokova 2012). At that time (1990th) occupational safety was not seriously considered and it did not have appropriate attention and financial support. In fact, the main concern for entrepreneurs was guaranteed profit because of serious economic problems and ruble crisis afterwards. Consequently, occupational safety and health (OSH) field had tough times: poor investment, insufficient organizational support, low legislative and regulatory management level, poor labour and technological discipline (Ekaterina Krasnoshchyokova 2012). Some of these problems have been successfully reduced but others still take place.

2.1 Documentation Maze

In the former USSR, the ministries and departments of a single employer directly managed the branches of a single national economy. Such a management system was rightly called command-administrative, where the Council of Ministers was the centre of competence and responsibility.

In the mixed economy of modern Russia, private industry entities (enterprises) make business "at their own risk" (Civil Code of the Russian Federation 1994, Article 2). Therefore, direct control of private enterprises by third parties (government) is completely eliminated. For the same reason, the control of their business actions is excluded as well.

Instead of powerful (command-administrative) instruments of direct control, in a mixed economy system, legal arrangements are applied for the economic activity regulation (that also called regulatory economics). These arrangements cannot be referred only to a separate enterprise (corporation or individual entrepreneur). At the same time, the government does not control the activities of private business entities, but it supervises compliance with the requirements of laws and other normative legal acts (NLA).

Legal arrangements do not have a direct influence on the production process or decisions of public officials, or distribution of duties, responsibilities and authorities between the employees at the company. They affect the regulatory environment in which all enterprises or groups of enterprises in a certain field. This impact is made through the implementation of NLA containing mandatory state requirements. Thereby administrative authorities respond to changes in external (legal) conditions and absolutely independently ("at their own risk")

make decisions that ensure the functioning, profitability and competitiveness of the enterprise in the free market.

As it was said before, in the USSR the ministries and departments of a single employer directly managed the branches of a single national economy. That means it was the single government authority to released laws and requirements and implement them in all the fields. At the present, every field has special legislation, which is responsible only within the confines of the appropriate area.

The picture below shows how the OSH government regulation in the construction field been through this economic transition (Figure 2.1).

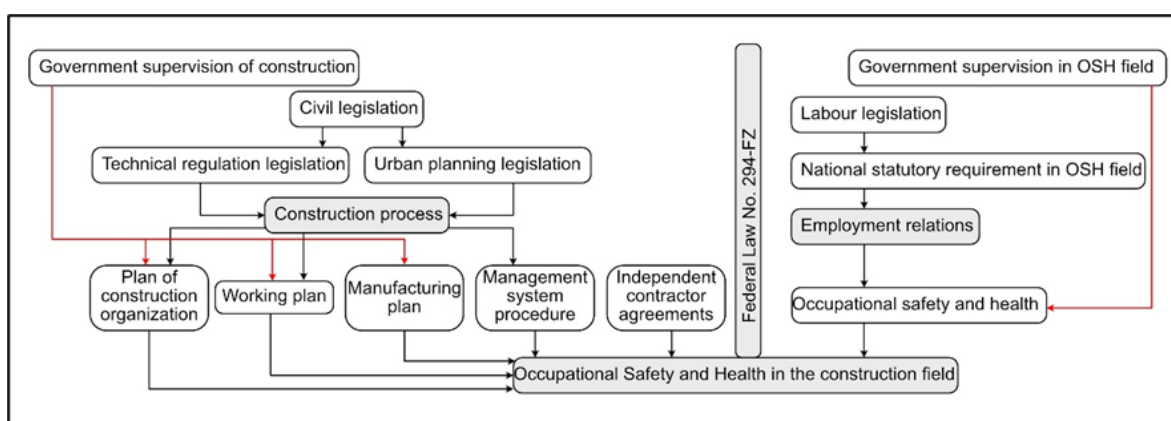


Figure 2.1 The current structure of the OSH government regulation in the construction field (Aleksandr Fedorec 2017)

The scheme shows two branches compound OSH regulation in the construction area: civil legislation and labour legislation. Besides, there are two other branches that trace compliance with the regulatory legal acts: government supervision of construction and government supervision in OSH field. What is more, according to Federal Law No. 294-FZ (2008), government supervision in the OSH field is not allowed to enforce any requirements for the technical regulation (which is under the government supervision of construction jurisdiction). On the contrary, product (e.g. building or structure) requirements and its design and creation processes are established only by technical regulations. They cannot be included in the OSH requirements.

However, deep studying of the NLA in the OSH field will show some discrepancy. For example, Article No. 215 of the Labour Code (2001) claim that production equipment, technological processes and suchlike must comply with state regulatory OSH requirements. This is completely contrary to the Federal Law which was mentioned above (Federal Law No. 294-FZ).

And here is a place where the documentation maze begins. The illegible division of these two supervision areas makes the construction safety oversight ineffective. Moreover, there are more than 2 million mandatory requirements that are somehow connected with safety issues (Russian government assessment 2017). Without doubts, it is not possible to fulfil such a big number of requirements. However, it forms the illusion that all possible hazards and risks are already anticipated, and the best protective measures are created. This is a great delusion. There are no NLA that can be directly addressed to a specific employee performing a specific operation or job function in a specific enterprise. Besides, both state construction supervision and state supervision in OSH field do not control the construction process or its safety, or the intercommunication between labours on the construction site. State supervision only watching over compliance with the established mandatory requirements in the relevant field (Figure 2.1, red arrows).

To conclude, all of these factors make chaos in the documentation concerning OSH in the construction field. That dramatically slow down the improvement of the whole OSH system and decreasing the injures number.

2.2 Hidden data

Despite all the measures initiated by the government, construction industry still has one of the highest injuries numbers at the workplace (Rostrud 2020) (Figure 2.2).

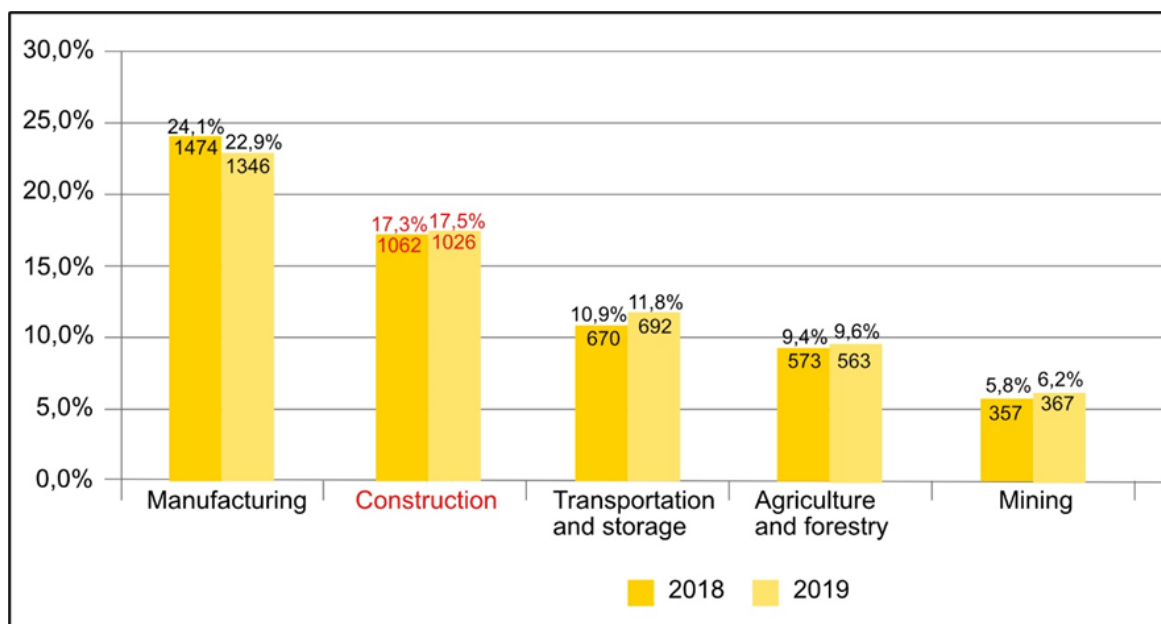


Figure 2.2 The most injurious economic activities in 2018-2019 (Rostrud 2020)

In the following picture, the percentage of workplace injuries in each industry is the percentage of the injuries at the workplace in total. In 2018 (2019) the summarized percentage of these five industrial areas is 67,5% (68%) of the total amount.

On the other hand, official authorities (Mintrud 2019) claim that there is a steady decrease in the number of traumas and deaths on the worksite (Figure 2.3).

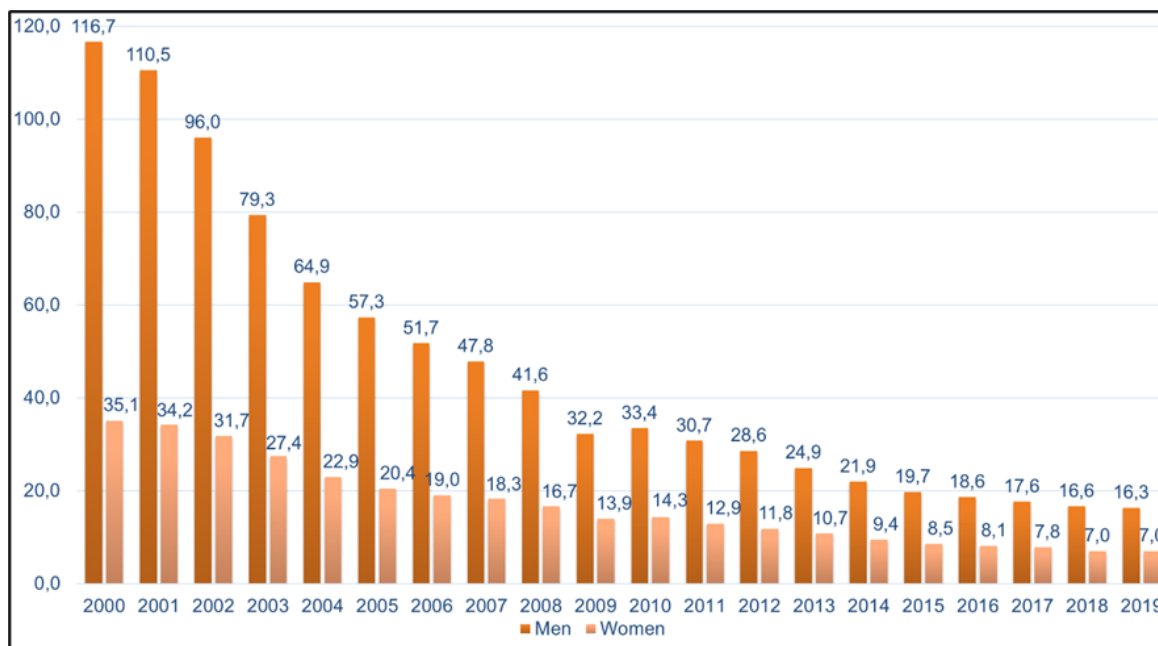


Figure 2.3 The number of traumas and deaths on the worksite in 2000-2019 (Mintrud 2019)

The classification of the incidents in the Russian Federation imposed according to the Minsdravsocrazvitie order No. 160 (24.02.2005). The main parameter represents the injury severity:

- Minor injury - allow restoring the original work capacity eventually.
- Heavy injury - work capacity cannot be restored completely (permanent disability).
- Occupational diseases - is any disease contracted primarily as a result of exposure to risk factors arising from work activity.
- Fatal injury.

The official statistic of all the trauma types and deaths in 2007-2018 is shown in picture 2.4. Collecting statistics that could reflect the injury severity takes a lot of time. Therefore, injury severity at the workplace in Russia in 2021 is still not available, and the final data for 2020 is still in process. There is a piece of information that there are 4078 heavy injuries were registered for 11 months in 2019 (Mintrud 2019). That is 9 percent lower than in 2018.

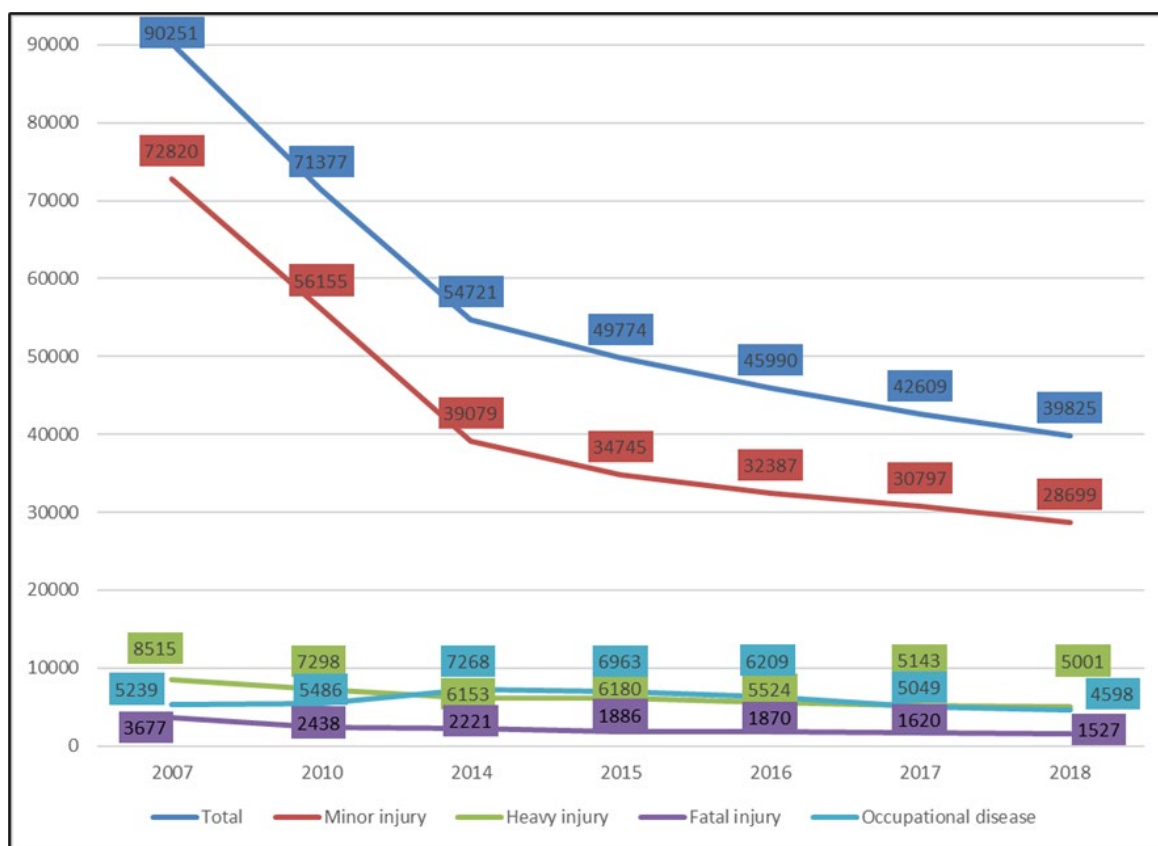


Figure 2.4 The number of all trauma types and deaths on the worksite (all industries) in 2007-2018 (Social Insurance Fund of the Russian Federation 2019)

It could be confidently argued that there is a stable injuries and deaths reduction at the workplace in Russia for the last 20ty years. According to the official statistics.

There are multiple references for the statistical data which were used in this chapter. That is not a mistake. That is another difficulty. There are three official organizations that collect and summarize the data from all Russia: Rosstat, Social Insurance Fund of the Russian Federation (FSS) and Federal Labour Agency (Rostrud) where all the statistics work is made by Federal Labor Inspection (Rostrudinspekcija). Moreover, the data from each organization significantly differ from each other. For example, the death number for 2019 looks like: Rosstat - 1010, FSS - 2140, Rostrud - 1613.

Besides, these statistics cannot take into account the shadow (grey) economy. It is really common among employers not to make an official work contract and pay hidden wages (read more in chapter 3). It is a profitable scheme for both employer and employee. But, if the unofficial worker gets injured or died it is registered as an ordinary case, not as an industrial accident. Also, many minor injuries are not registered by the labours themselves. Lots of them think that it is not necessary until you get injured more seriously. In addition, incompletely theorized agreements are a really popular way to deal with heavy injuries.

Some workers are afraid to ruin a relationship with an employer and they do not record a trauma as a workplace injury. Sometimes there is a situation when labour has a serious injury and he wants to register it and gets proper health care (using insurance - FSS). In that case, money (bribe) could solve a problem. For the employer, it is easier to pay some extra money than have long paperwork, unscheduled inspection and huge taxes to pay for safety rules non-observance (tax for the data hiding is about 55 euros) (David Trilling 2018).

All of this strongly affects the total number and overall statistics. Here is a question: how we could know the number of accidents at the workplace? Close to the real one at least? The only thing that could be fixed is non-registered minor cases. For that International Labour Organization (ILO) method is used. This method allows estimating the reliable industrial injuries statistics in countries with imperfect accounting. It is based on the fact that fatal injuries registered more fully than others. In Russia, the average ratio between fatal injuries and the total number of accidents is 1:22. That means that every 22nd registered accident is fatal. In Germany, for example, in 1732 cases there is only one fatal. In Lietuva, this ratio is 1:55 (Irina Fedorova 2020).

Overall, even the general tendency of workplace injuries in Russia is quite good (the number of cases is going down through the 20ty years), there is still a high number of deaths in comparison with other countries. Furthermore, hidden data makes statistics uncertain and unclear. That construct extra obstacles in the way of improving the OSH system. The measures which are used to develop the working conditions and safety and reduce the risk of injury will be effective only after full registration of all industrial accidents.

2.3 Trade unions

Do the modern trade unions have any power in the modern Russia?

The trade union system went through big changes since the early 90s. In the USSR trade union was one of the tools to control workers. It was acting through material and non-monetary motivation. It is also called benefits distribution. These benefits could be apartments, large household appliances and so on. All of these could be achieved only by those who worked at the enterprise for a long time (showed loyalty), or kept an important position, or were distinguished by some achievements. There was also benefit like reduced-price pioneer camps vouchers for children. Of course, it was a queue to receive these benefits. The hardest punishment which could be made by the trade union was the exclusion from this queue. Of course, some people did not care about all these benefits. But this was too risky in case if something happened. For example, a person could no longer get a ticket to a sanatorium, which was especially appropriate in case of injury (Petr Bisukov 2020).

This way, the trade union was a part of the government management tool and was always on its side. In 1989 there was an unsuccessful industrial protest in 1989, where trade union took the organization side (Petr Bisukov 2020). After that working people understood that they do not have any support to stand for their interests. From that time people began to organize their own trade unions in one company, or one industrial area. The goal was to defend their rights and ideas. The biggest ones had a significant influence but not for a long time.

The government began limiting the trade unions power gradually by adding restrictions or extra legislative acts. In the 2000s, guarantees of a good result in trade union activity concerning conflicts with leaders were seriously weakened. There used to be an order that it is possible to fire labour only with the permission of higher trade union groups. And then it was decided that they can be dismissed on a general basis, and the higher trade unionists can express their motivated opinion, but it practically has no force. (Petr Bisukov 2020)

The other fact is that the position of trade unions in the process of collective agreement was decreased. The procedure was revised, certain preferences were given to employers, and the opportunities for trade unions were reduced.

But most importantly, since the 90s, restrictions on strikes have been introduced. Nowadays the situation there is the following situation: the right to strike is written down in the Russian Constitution and it is in the Labour Code as well. The Code describes the procedure for declaring a legal strike. But after the approval of the amendment in the Labour Code, all trade unions comment that this is an impracticable procedure. It is very long (several weeks), very complicated (a lot of approvals, a lot of documents need to be drawn up). And most importantly, the employer can disrupt this procedure at any time. (Petr Bisukov 2020)

Measurements of all sociological services show that the trade unions have the lowest rating (ILO 2020) (Figure 2.5). They are helpless. They can do something only in the individual, especially large enterprises. Directors of large enterprises with a high technologies level understand that they need to be more careful and keep the trade unions, negotiate with them. However, as soon as a trade union tries to demand more than the employer is ready to give, sanctions are immediately triggered. Every modern trade union leader knows that there is no need to run into trouble.

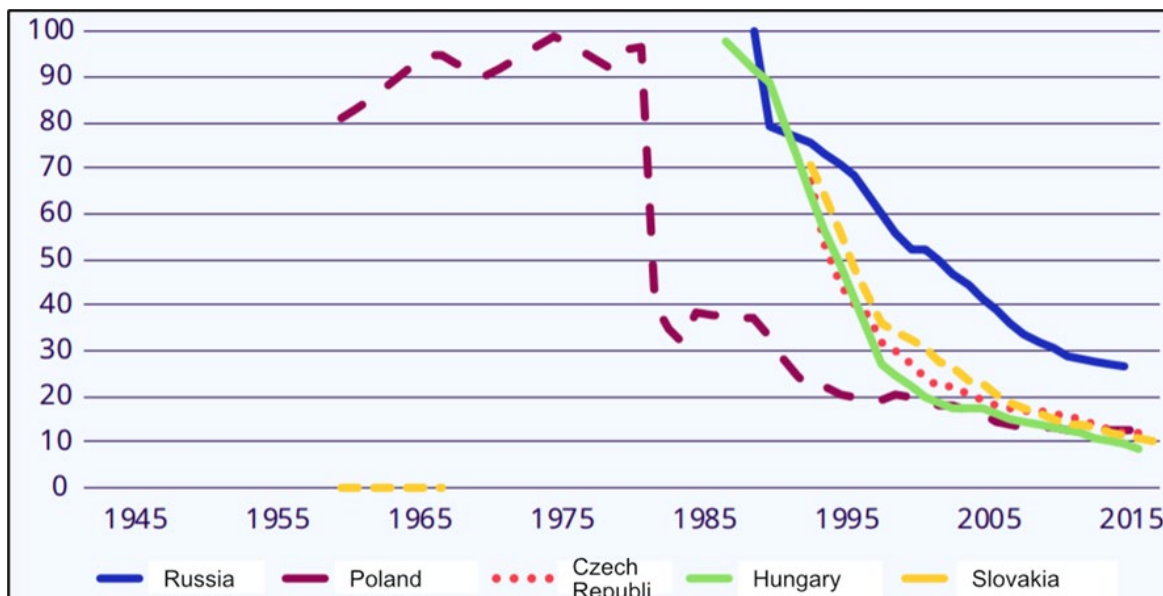


Figure 2.5 The trade unions coverage level (in percents) in Russia and CEE area from 1945 to 2015 (ILO 2020)

To conclude, trade unions do not have much power nowadays. Their work efficiency depends on the company politics and people's enthusiasm. To my mind, the new generation does not know much about trade unions and are not much interested in developing them. To improve the situation and end up with trade unions helplessness it is necessary to bring back the ability to affect the legislation and politics. Moreover, trade union organizations need to be popularized among youth and get into the modern "digital" world.

Anyway, there is a constant process of the new trade unions appearance that make their way like grass through the asphalt. Not everyone survives, but new ones appear. This reflects that there is a very strong demand for the workers' rights protection and when the current unions do not cope with this, new ones appear. Consequently, the trade unions have a future. (Petr Bisukov 2020)

2.4 Cheapest is the dearest

Everyone has a right to work in conditions that meet the requirements of safety and hygiene (Labour Code of Russian Federation, article 219 2001). An employer is obligated to provide an employee with safe working conditions, and this is a law. But the business goal is to make everything more economical and save as much money as possible. That concerns training, internships, coveralls and personal protective equipment. Most people do not realize that this is just imaginary saving that caused serious losses. On the other side, a proper approach to the OSH financials makes a good economic effect and invested funds can be fully pay off.

Occupational safety does not bring direct profit to the employer but decrease the total expenses. That is why many employers consider these measures as an unnecessary and costly obligation. As a result, the employer incurs additional financial costs like payments and compensation to victims, fines for not fitting the labour protection requirements, costs of additional training for employees. Besides, if the injured one was a highly qualified specialist, it would be difficult to replace, and the money losses would be guaranteed (because of the poor productivity).

In fact, some leaders just hope that they will never be in such a situation, never face labour injure or death. Others do not realize how much money they could lose because of the inspection failure.

However, big companies and large projects always have a good investment in OSH management. That is probably because these leaders already have wide experience and know how serious the consequences could be. And of course, with great power there must also come great responsibility. That means that a larger project requires a more thorough approach. As an example - the Lakhta Center project in St. Petersburg. Dozens of OSH managers worked at the site of the St. Petersburg skyscraper (Alexander Bobkov, executive director of the Lakhta Center MFC 2021). They played a key role - to allow realizing such a complex project efficiently, safely and quickly.

A professional OSH team should ensure not only work safety but also a high speed and quality of construction process (Alexander Bobkov, executive director of the Lakhta Center MFC 2021). Denis Smirnov (2021) also highly appreciated the OSH level during the Lakhta Center construction. He consumed that the Lakhta Center project has a good condition of OSH management. He also specified that the level and competence are much better compared to other urban projects.

2.5 Conclusions

Here are the main statements, which were found out in the following chapter:

- The huge number of requirements and the documentation maze in OSH in the construction field cause misunderstanding among workers and leaders. That dramatically slow down the improvement of the whole OSH system and decreasing the injures number.
- Hidden data makes statistics uncertain and unclear. That construct extra obstacles in the way of improving the OSH system. The measures which are used to develop the working conditions and safety and reduce the risk of injury will be effective only after full registration of all industrial accidents.

- Even the general tendency of workplace injuries in Russia is quite good, there is still a high number of deaths in comparison with other countries.
- Trade unions do not have much power nowadays. Their work efficiency depends on the company politics and people's enthusiasm. Anyway, there is a constant appearing of new trade unions. This shows that the worker's rights protection has always been and will be highly demanded.
- Many employers try to save as much money as possible on OSH management. It does not bring direct profit, so they believe it is an unnecessary and costly obligation. Some leaders just hope for luck that they will never face labour injure or death or inspection failure. In fact, big companies and large projects always have a good investment in OSH.

3 Characteristics of work culture in Russian construction field

As it was said before, the number of accidents at the workplace in the construction industry significantly higher than in other industry fields. Although occupational safety in construction has been improved, modernised and standardised, the frequency of work injuries is still high. Staff training is used to reduce accident risks, but personal and cultural factors could also cause dangerous behaviour at the workplace. Moreover, the amount of foreign labour at Russian construction sites is increasing. This creates cultural differences which should also be considered by the managers in charge.

All labours have the training and orientation session in the same format. However, several situational factors affect the efficiency of the training and the implementation of the work safety regulations in practice. These are organizational culture, employees' individual psychological aspects and cultural differences. Let's have a look at each of them.

3.1 Organizational culture in Russian construction companies

Every company has an established organisational culture, which could also be called corporate culture. Cultures differ depending on the type of organization, its size, and the field of activity. But culture is integrated into all collectives, without exception. Where its concept is not formulated, it develops spontaneously, uncontrollably (what is obviously not good).

Experts define organisational culture as a kind of long-term set of beliefs, values and expectations shared by a group of people and mostly determines their behaviour (Oliver Wyman research 2019). This complex is formed for the whole organisation development cycle - both during its adaptation to the conditions of the external environment and in the process of its own internal integration. In this context, the characteristics of human behaviour represent only the top layer or the top of the iceberg. The underwater part contains basic beliefs and values which are difficult to change.

Unfortunately, seniors do not clearly understand the importance of organisational culture, while modern managers admit that organisational culture plays a great role in achieving strategic goals (Figure 3.1). (Oliver Wyman research 2019)



Figure 3.1 Organizational culture importance. Russian top managers and HR specialists were to respond the following questions (Oliver Wyman 2019)

3.1.1 The Russian approach to the organizational culture

Russian top management often focuses on controlling the top of the iceberg, on the workers' behaviour (directive behavioural approach). Guided by a legal understanding of the relationship between employer and employee, management prescribes specific rules for each procedure performed by an employee. This means that by managing people's behaviour, you can reduce risks, as well as increase the predictability and productivity of work. Such an approach is possible only with careful control - as soon as you "take your hand off the control panel", the true beliefs and values of the employees come into force (Oliver Wyman research 2019).

Another approach appeared in the 1990s. At that time the most progressive Russian companies stopped using a directive behavioural approach and took a value management system as a foundation. They identified several key values that had to be inserted on an individual and corporate level. Nevertheless, this approach has its disadvantages.

The problem of corporate culture in Russia is its deceit. Sometimes a company has two different cultures - formal, which is described in beautiful slogans, and informal, which shows how everything works in real. The distance between the real culture of companies and the declared one is often huge. Business decisions are not made according to formal culture, but according to either current rationale or informal culture. For example, many companies have such a loudly declared value as "Respect a person". However, in real life managers could criticizing their subordinates, make rude and humiliating public statements.

This situation immediately turns the declared value into a formal cliché that has nothing with reality. (Lev Khasis, Sberbank Company, Oliver Wyman research 2019)

The declared values often do not become employees' attitudes. People only pretend to understand these values. However, especially in uncertain and non-standard situations, they are still guided by their previous attitudes.

Half of the top companies only speak about changes. If we consider the top 100 companies, we found out that officially everyone has a culture. The mission, values and desired behaviour are written on the websites. That means that the external side of corporate culture is formulated. Still, if you want changes, you need to change something in yourself in the first place. In reality, this does not happen. It is announced that a company's value is teamwork, while employees wait 3 months for their document to be signed by an administration. Corruption, bureaucracy, employees disrespect often take place. (Tatiana Kozhevnikova, HR expert, Oliver Wyman research 2019)

The third approach became popular during the last decade. It is based on the work environment changes which stimulates the peoples' values and behaviour changes. These changes could include the transformation of the office space and the shift in organizational principles. For example, the use of agile software development.

However, behaviour is not the only element that forms the culture. It is also what is in people's heads and what makes them behave in one way or another in different situations. It is a serious and unjustified simplification to determine culture only as its external parameters. It is possible and necessary to work with culture, but it is impossible to manage it as usual management objects (for example, productivity). Organisational culture is the atmosphere, the climate in the organization. It is how people communicate, how they make decisions, how they communicate with each other. The smell of the place could not be formed in a short time, it takes a lot of effort and patience.

3.1.2 Type of the organisational culture

In 2019 the Pushkin Leningrad State University team (Belov, Boiko, Kunitsina, Sidorova, Pinchuk, Makarov, Lubimova 2019) made research on organisational culture in the Russian construction companies (In the St. Petersburg area) by using the model of Cameron and Quinn. It is describing aspects of an organisation that shape how you might focus your management style. The essence of the model is open versus hierarchical control models and an internal versus external focus. As a result, Cameron and Quinn's model gives four

cultural domains to consider: clan culture, adhocracy culture, hierarchy culture and market culture.

It was found out that mostly Russian construction companies have a clan type of organisational culture (Figure 3.2).

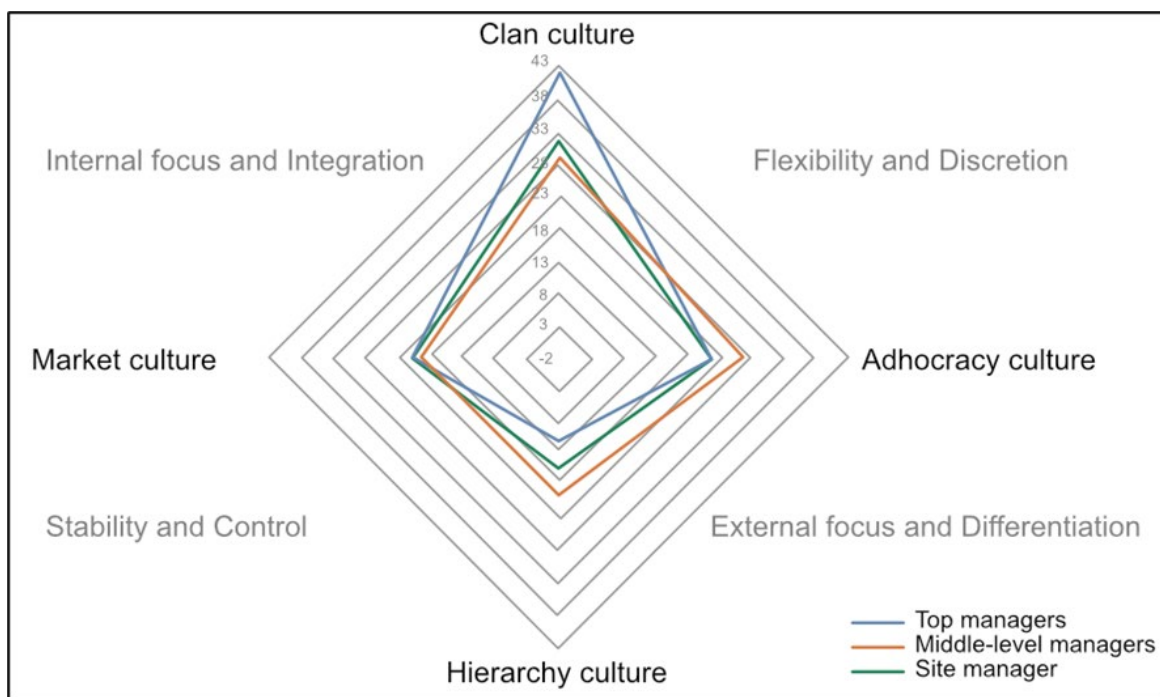


Figure 3.2 Averaged profile of corporate culture based on survey conducted (the form by Cameron K. and Quinn R.) among top managers, mid-level managers and site managers (Pushkin Leningrad State University research team 2019)

This type is characterized by a high level of flexibility and internal focus. Clan culture is the name given to an organisation with a family-like feel, where a leader is a mentor. This is a highly collaborative work environment where communication is a top priority. The base of the organisational values is composed of traditions and dedication. The leader focuses on the personal growth of employees and the company as a whole.

By the way, collectivism (cooperation/teamwork) is a Russian national feature. Probably, this is one more echo from the Soviet Union past.

The research above could also be proven by the other one made by Oliver Wyman Group in 2019 (Figure 3.3). Here Russian top managers and HR specialists were to respond the following questions.

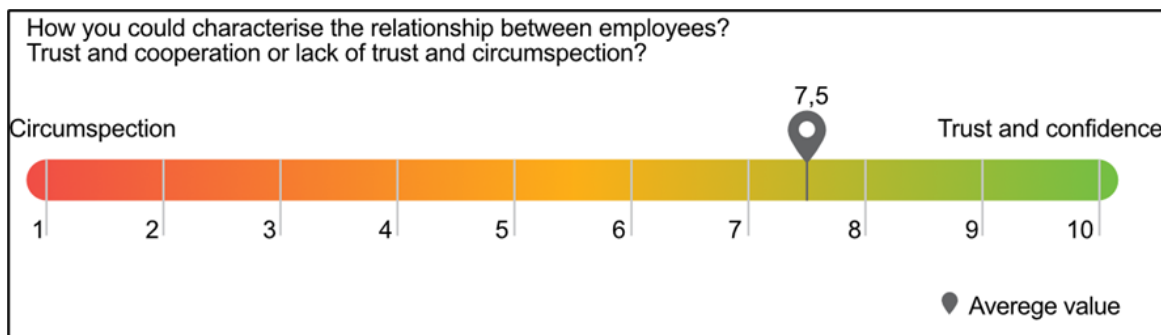


Figure 3.3 Organisational culture importance (Oliver Wyman 2019)

However, the construction industry differs from the others. It has not only an office work environment but also a work environment on the site. Office group always stays more stable and close-knit than site workers collective. That happens because the number of staff turnover is higher on the construction site as well as the number of the international workers and migrants. Thus, site managers, in comparison with top managers, have the opinion that an organization is a highly structured and controlled community, where the relations between employees have a formal format. And leadership characterised by efficiency, aggressiveness and result oriented.

3.2 Workers' psychological aspects

Sometimes a psychological factor could play a crucial role when a dangerous situation on the construction site occurs. That is why it is important to consider the psychological aspects of the worker before hiring. The employment process is under the manager's jurisdiction. Accordingly, it is important to understand which qualities of employees are considered important or insignificant by managers of different levels. This way we could analyse the psychological factors, which could cause a dangerous behaviour at the site.

Managers were asked to choose five qualities that are most important for the people in their company. You can see the results in the table (Table 3.1).

Managers' level	Important qualities	Unacceptable qualities
Top managers	Response to orders, responsibility, organisational skills, intelligence, hard-working.	Depends on the leader's personal qualities and not connected with working process.

Middle level managers	Responsibility, punctuality, hard-working, response to orders, intelligence.	Lazy, irresponsible, drinker, always late.
Site managers	Communicative, intelligence, hard-worker, organisational skills, response to orders.	Drinker, irresponsible, lazy, always late, do not response to the direct orders, do not understand the task.

Table 3.1 Important and unacceptable labour qualities for top-, middle- and site managers (Pushkin Leningrad State University research team 2019)

Thus, the most valued qualities were the qualities that could help to reach the manager's goal on every level.

Without doubts, such qualities as a response to orders, responsibility or organizational skills will cause safe behaviour only when managers provide sufficiently clear rules of conduct. However, the fact that communicative quality is the most significant labour characteristic for the site manager also has a negative side. Interpersonal relationships could be a reason to break the rules of safe behaviour. If a subordinate would have a choice to do the right thing or to keep relationships with other workers, what would he choose? This way it can be assumed that training programs of safe behaviour on construction site should be oriented at site managers.

Furthermore, managers were also asked to choose the most unacceptable worker's qualities (Table 3.1). The unacceptable labour qualities for the middle- and site managers were also the qualities that cause the hazards on the construction site. For the top managers, determined qualities were based on individual preferences.

During the next research step, managers were asked to choose from the same list of unacceptable labour qualities the ones which they could accept. Top managers did not choose anything. Middle- and site managers choose the rest ones which were not on the unacceptable list. One of these qualities was unconcern to the others' violations. That is a quality that could be a barrier on the way of improving the occupation safety on the construction site.

To conclude, the important employees' qualities are mostly related to the professional tasks performed by managers of the different levels. According to the same principle most unacceptable qualities were chosen. Unconcern to the others' violations and violating the instructions were categorized as acceptable. Both could interrupt the OSH improvement.

3.3 Labour migrants and cultural differences

3.3.1 Labour migrants in Russian construction

Nowadays Russia takes fourth place according to the number of migrants in 2019 (11,6 million people), while the USA is leading this list with a record of 50,7 million people (United Nations. International Migration 2019).

The purpose to come to Russia for almost half of the migrants' number (5,5 million people) is to get work and earn money (Ministry of the Interior of the Russian Federation 2019). The construction industry stays the most preferable economic activity for migrants in Russia (Rosstat 2019) (Figure 3.4). That is without considering the illegal migrants (more than 1 million people according to MVD 2021). Many employers do not terminate employment contracts with workers, paying them cash-in-hand. This way they escape paying taxes (social funds donations (30% of income), personal income tax (PIT) for employees).

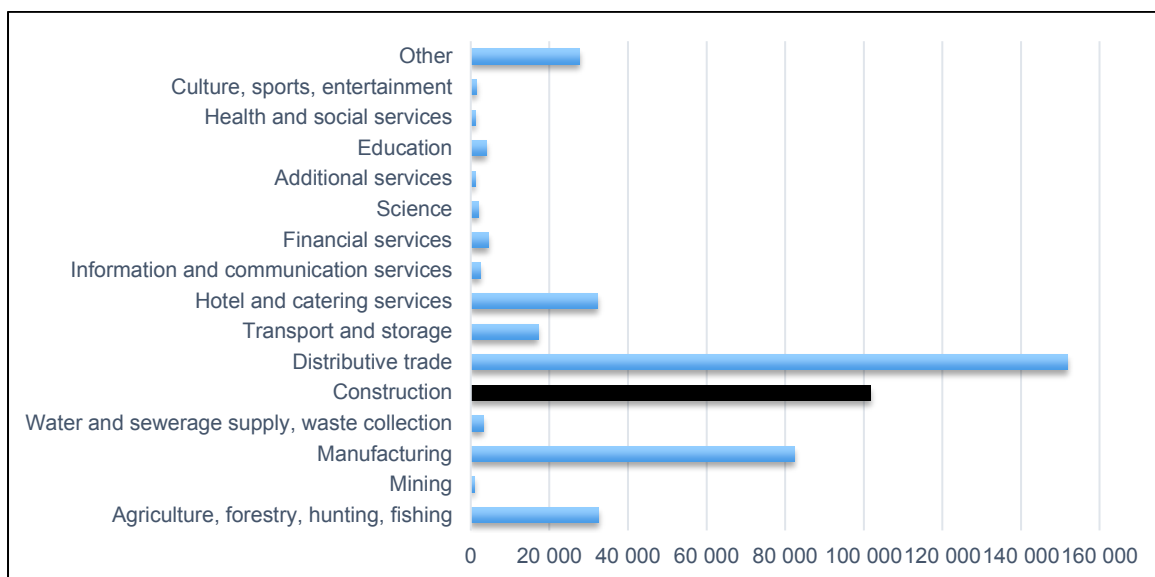


Figure 3.4 Labour migrants demand in different industries (Rosstat 2019)

Why the number of working migrants in the construction industry is so high? Not every Russian citizen deal with salary request and working conditions, which are acceptable for migrants. They are hard workers and the salary request, which would be low for Russian, is quite high for them compare to salaries in their home countries. On average, migrants

work 10 hours six days a week for a salary of about 43,000 rubles (according to research results made by the High School of Economy (HSE) & Center for Ethnopolitical and Regional Studies (CEPRI) 2020), while the average Russian works 38 hours five days a week (Labour Code 2001).

It was found out that working migrants' situation at construction sites is unsatisfactory and highly dangerous (Ivanova Z 2011). Many of the construction organizations avoid labour and migration legislation and widely use illegal migrants. Some employers do not follow the rules of registration, employment, and vocational training established by regulatory legal acts and allow illegal migrants to live on construction sites. These decrease the occupational safety quality and increase the number of hazards.

3.3.2 Cultural differences

Since you deal with the migrants, you should be ready to face cultural differences. It is a highly underestimating issue in Russian project management, which has the power to reshape all plans in one moment.

At the construction site, there are mostly migrants from Tajikistan, Uzbekistan and the Middle East.

To begin with, the hierarchy of needs difference should be considered. If we use the well-known Maslow hierarchy of needs (Figure 3.5), we can find significant differences in the system of needs of workers of different nationalities involved in the construction industry.

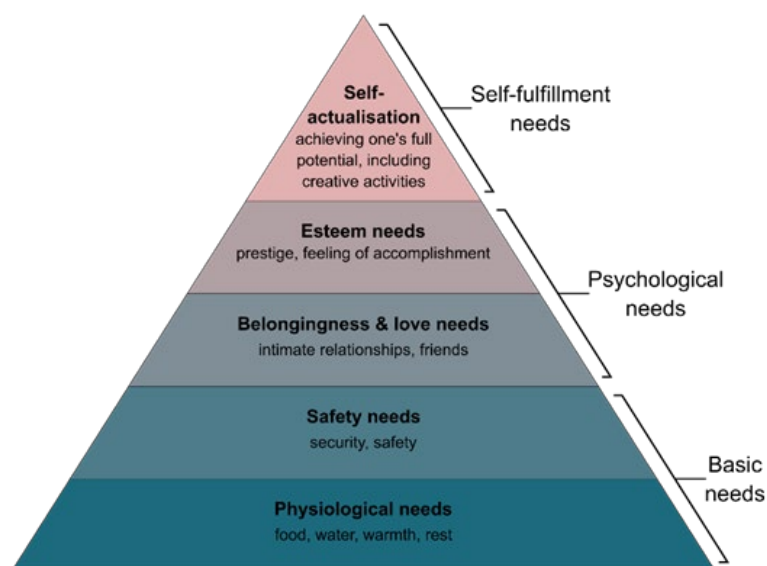


Figure 3.5 Maslow hierarchy of needs, represented as a pyramid with the more basic needs at the bottom (Dr. Saul McLeod 2020)

Leaders of the construction companies detected that Russian builders have an increased desire to satisfy their psychological needs. The motivations for labour activity are the desire for social respect and relative advantage in status. While for migrants physiological and safety needs are the most important (Table 3.2). Working migrants are afraid of losing their jobs, non-payment, get harmed by law enforcement agencies and inability to get back home. These fears form methods of management and influence. Consequently, some leaders often use frightening, blackmail and other methods of pressure and manipulation. The main fears to manipulate are the fear of losing the job, losing documents and ending up in the hands of law enforcement agencies.

On the other hand, these methods do not affect the Russian workers. The fear of losing a job does not have a dominant value, since construction specialities are extremely demanded and getting a new job is not a problem.

Why did you decide to work in Russia?	%
The need to ensure the survival of the family	85
Need funds for education	35
Need funds for housing	34
Need money for a wedding	33
Need money to pay off debts	28
Need money for large purchases	24
Needs funds for treatment	19
Need money to start a business	18

Table 3.2 Reasons for labour migration, several answers were possible (Nazarov 2009)

The other cultural difficulty is poor knowledge of Russian by migrants. As a result, the problems like low quality of work, violation of occupational safety, misunderstanding of instructions and orders, communication and coordination complexities could occur. The language barrier could also decrease construction quality.

Death at the workplace is also an actual problem among migrants. Foreign labours are mostly unskilled and do not have experience with many machines and mechanisms. Employers also do not pay attention to teaching them how to work safely. According to the

research data, only 40% of migrants from Tajikistan employed in construction are familiar with the safety rules, 55% were not provided with overalls, 40% - with personal protective equipment. Thus, the occupational safety requirements at the construction site are not applied to Tajikistan workers by the construction firm (Nuraliev 2005). For the other migrants, the situation is the same.

In conclusion, the migrants' social adaptation problem mostly depends on the migration policy proceeded by the Russian Federation. If the state sees the migrants only as temporary (seasonal) worker, they have appropriate social behaviour. Migrants will also think of themselves as temporary workers who do not need to integrate and cooperate with the society around them.

Using the labour migrants require to apply new management methods based on knowledge of national psychology, ethnocultural traditions, the characteristics of labour and the non-production behaviour of foreign workers. It is necessary to create favourable working conditions in Russia for labour migrants with civil society institutions. Only a few of the interviewed respondents take contact with trade unions, public organisations, lawyers. This can be explained by the fact that labour migrants do not expect support either from government organisations or from civil society (Nuraliev 2005).

3.4 Conclusions

The various training available is carried out in the same format for all workers. However, several situational factors affect the efficiency of the training and the implementation of the work safety regulations. These are:

Organisational culture:

- Organisational culture in Russia can be deceitful.
- There are three approaches to the organisational culture - directive behavioural approach, value management system, the work environment changing.
- Russian construction companies mostly have a clan type of organisational culture.

Workers' psychological aspects:

- The important employees' qualities are mostly related to the professional tasks performed by managers of the different levels. According to the same principle most unacceptable qualities were chosen.

- Workers' unconcern to others' violations and violating the instructions were categorized as acceptable qualities. Both could decrease the OSH improvement.

Cultural differences:

- The workers' Maslov system of needs differ depends on their nationalities, thus the management methods should also differ.
- Migrants have poor knowledge of Russian.
- Foreign labours think of themselves as temporary workers who do not need to integrate and cooperate with the society around them.

4 The impact of work culture on occupational safety

For the last ten years the Russian government trying to transfer the work safety management strategy from the old compensation model (Reactive strategy) to the modern risk management system (Proactive strategy). The idea is based on the international requirement OHSAS 18001. (International Organisation and Standardisation 2007)

Proactive safety management is all about keeping ahead of the game, resolving any issues before an incident or an accident occurs. It actively seeks the identification of hazardous conditions through the analysis of the organization's process. In the short term, proactive safety measures can seem more expensive. You are spending money and time on health and safety before any safety or health issues may have occurred. Proactive safety inspections, regular auditing, ongoing training, near-miss reporting, and active supervision will all form part of a proactive safety management structure. The benefits of a proactive safety regime are that it will enforce a positive safety culture, help to prevent accidents from occurring, and improve health and safety budgeting. (HASpod 2018)

Reactive health and safety management is about dealing with issues, accidents and incidents when they occur. It responds to events that have already happened. Unlike proactive safety management, it is too late to stop them. Reactive safety measures are about learning the accident and putting things right not to repeat this one in the future. In the long term, reactive safety measures tend to be more costly, because you will need to put in place many of the same things that could have been done before an accident occurred, plus having the extra expense and costs associated with an accident. (HASpod 2018)

It could not be said that the reactive safety management system is bad. The injury rate has decreased three times since 2003 using this system. Modern requirements and management system development make the reactive system ineffective. Now we need to move on and work on preventing errors.

The new proactive system requires new management and organisational approach. To prevent the risks, which could occur at the construction site, managers need to consider all the possible hazardous factors and situations. And a work culture plays the main role here. Organisational culture, the cultural difference caused by labour migrants, work conditions, psychological and gender aspects could be a potential danger of causing an accident. And that is only the beginning of the list of possible factors. This way, a complex approach to work safety which considers all the factors (including work culture) in all sectors of the economy (including the informal economy) is significant for the new proactive safety management strategy.

Unfortunately, work culture influence is highly underestimated by managers and leaders in Russia. The proactive system is new and takes time to be implemented into all the fields of the economy and all legislation levels.

5 Summary

In this thesis it was proved that work culture has an enormous impact on occupational safety. The transition of work safety management strategy from the old compensation model to the modern risk management system requires a new management and organizational approach. The current structure of the OSH government regulation in the construction field needs to be improved. This would help to avoid the documentational chaos and reduce the bureaucracy. Moreover, statistics system also needs to be reviewed. Hidden data and informal economy make statistics uncertain and unclear. It is impossible to eliminate the hiding totally, but the goal is to reduce it as much as possible. Besides, the returning of the power to trade unions needs to be considered. This would help to restore communication between all layers of society from regular workers to the government. This also would reduce the difficulties with migrant's implementation into Russian society.

Changes take time but it is already clearly seen the management system transition. Modern managers generally understand the importance of work culture in occupational safety risk management. While seniors still stand for the reliable old system.

However, culture and national mentality could not be changed, so some negative sides of the occupational safety system will not be fixed. Russians would always hope for a stroke of luck when there is little real chance of it. This blind belief creates money saving, data hiding, product quality and organisational culture duality. On the other hand, they would always be team workers and very social people with a great desire for social respect and relative advantage in status. This way although it is impossible to reach the ideal and predict all the risks, it is still possible to move to the best results and make improvements.

List of references

Bizukov P. *Pochemu bespomoshchny profsoyuzy v Rossii?* [Why are Russian trade unions helpless?]. 24 May 2020. Retrieved on 3 May 2021. Available at <https://real-noevremya.ru/articles/175603-pochemu-bespomoshchny-profsoyuzy-v-rossii>

Bobkov, A., Executive director of the Lakhta Center MFC. 2021. Petersburg's developers were urged not to save on labour protection. Urban look, 4 March 2021. Retrieved on 21 April 2021. Available at <https://urbanlook.ru/peterburgskix-zastrojshnikov-prizvali-ne-ekonomit-na-oxrane-truda/>

Center for Ethnopolitical and Regional Studies (CEPRI). Retrieved on 15 May 2021. Available at <https://indem.ru/ceprs/>

Federal Service of Labour and Employment of the Russian Federation. Retrieved on 20 April 2021. Available at <https://rostrud.gov.ru/>

Federalniy Zakon No. 294-FZ [Federal Law No. 294-FZ] 19 December 2008. Retrieved on 15 April 2021. Available at http://www.consultant.ru/document/cons_doc_LAW_83079/

Fedorets, A. 2017. *Aktual'nye problemy normativno-pravovogo regulirovaniya bezopasnosti stroitel'nogo proizvodstva* [Actual problems of legal regulation of safety of construction activity]. Rybnov E. (Eds.) *Bezopasnost' v stroitelstve* [Safety in the construction field]. St. Petersburg: State University of Architecture and Civil Engineering, 134-141

Fedorova I., 2020. Statistics of industrial injuries in Russia. There are questions. Getsiz.ru, 29 January 2020. Retrieved on 21 April 2021. Available at <https://getsiz.ru/statistika-proizvodstvennogo-travmatizma-v-rossii-est-voprosy.html>

Gaivoronskaia, I. 2019. Organizational, psychological and cultural safety factors in Russian construction industry. St. Petersburg: Pushkin Leningrad State University.

GOST R ISO 45001-2020. Occupational health and safety management systems. Requirements with guidance for use 1 April 2021. Retrieved on 22 May 2021. Available at <https://docs.cntd.ru/document/1200175068>

Grazhdanskiy Kodeks RF [Civil Code of the Russian Federation] 21 October 1994. Retrieved on 15 April 2021. Available at http://www.consultant.ru/document/cons_doc_LAW_5142/

HASpod. Proactive Vs Reactive Health And Safety Management. 2018. Retrieved on 22 May 2021. Available at [Proactive Vs Reactive Health And Safety Management - HASpod](#)

Higher School of Economics. Retrieved on 15 May 2021. Available at <https://www.hse.ru/en/>

Indeed Editorial Team. What is work culture? 2021. Retrieved on 10 April 2021. Available at <https://www.indeed.com/career-advice/career-development/work-culture>

Ivanova, Z. 2011. Migrants in the engineering field in Moscow. Moscow: Moscow State University of Civil Engineering.

Kniga zhalob i predlozhenij rossijskogo biznesa [Book of complaints and suggestions of the Russian business]: Annual report to the Russian President. 2017. Retrieved on 20 April 2021. Available at <http://doklad.ombudsmanbiz.ru/2017/pdf/3.pdf>

Krasnostchokova, E. 2012. *Usloviya i ohrana truda na rossijskih predpriyatiyah: sostoyanie i napravleniya sovershenstvovaniya* [Labour conditions and occupational safety in Russian construction industry: current state and areas of improvement]. Retrieved on 15 April 2021. Available at www.sstu.ru

McLeod, S. 2020. Maslow's hierarchy of needs. Simply Psychology, 29 December 2021. Retrieved on 20 May 2021. Available at <https://www.simplypsychology.org/maslow.html>

Ministry of Labour and Social Protection of the Russian Federation. Retrieved on 21 April 2021. Available at <https://mintrud.gov.ru/eng>

Ministry of the Interior of the Russian Federation. Retrieved on 15 May 2021. Available at <https://en.mvd.ru>

Nazarov, V. 2009. *Problemy trudovyh migrantov v stroitel'noj otrsasli: sociologicheskij aspekt* [The problems of the labour migrants in construction industry: social aspect]. Chelyabinsk State University Bulletin 11 (149), pp. 157-163.

Nuraviev, N. 2005. *Problemy trudovoj migracii iz Tadzhikistana v Rossiju* [The problems of labour migration from Tadzhikistan to Russia]. Moscow: Theoretical and Applied Sociology of the Russian Academy of Sciences.

Ochinin O., Matyash N., Simonenko, V. (Eds.) Technology. 2002. Labour training: A textbook for 11th grade students of a comprehensive school. Moscow: Ventana-Graff, p. 166.

Oliver Wyman. *Korporativnaya cultura v Rossii: novye gorizonti transformatsii* [Corporate culture in Russia: new horizons of transformation]: Oliver Wyman's Research. 2019. Retrieved on 8 May 2021. Available at <https://www.oliverwyman.com/content/dam/oliver-wyman/europe/ru/files/corporate-culture-in-russia.pdf>

Prachi J., Management Study Guide Content Team (Eds.) Work Culture - Meaning, Importance & Characteristics of a Healthy Culture. Retrieved on 10 April 2021. Available at <https://www.managementstudyguide.com/work-culture.htm>

Pricaz Ministerstva Zdravoohraneniya i Social'nogo Razvitiya No. 160 [Order of the Ministry of Public Health and Social Development of the Russian Federation No. 160] 24 February 2005. Retrieved on 21 April 2021. Available at <https://legalacts.ru/doc/prikaz-minzdravsotsrazvitija-rf-ot-24022005-n-160/>

Smirnov, D., Head of the Department for Supervision of Compliance with Labour Laws of the State Labour Inspectorate in St. Petersburg. 2021. Petersburg's developers were urged not to save on labour protection. Urban look, 4 March 2021. Retrieved on 21 April 2021. Available at <https://urbanlook.ru/peterburgskix-zastrojshhikov-prizvali-ne-ekonomit-na-oxrane-truda/>

Social Insurance Fund of the Russian Federation. Retrieved on 3 May 2021. Available at <https://fss.ru/>

Stepanova E. *Peterburgskih zastrojshchikov prizvali ne ekonomit' na ohrane truda* [Companies in St. Petersburg encouraged not to save on occupational safety]. 4 March 2021. Retrieved on 3 May 2021. Available at <https://urbanlook.ru/peterburgskix-zastrojshhikov-prizvali-ne-ekonomit-na-oxrane-truda/>

Trilling D. 2018. Eurasianet. Russia is among the leaders in the number of deaths at the workplace. Eurasianet.org, 6 November 2018. Retrieved on 21 April 2021. Available at <https://russian.eurasianet.org/>

Trudovoy Kodeks RF [Labour Code of the Russian Federation] 26 December 2001. Retrieved on 20 April 2021. Available at http://www.consultant.ru/document/cons_doc_LAW_34683/

Turner, R. 1988. Personality in Society: Social Psychology's Contribution to Sociology. Social Psychology Quarterly Vol. 51, No. 1. Los Angeles: University of California, p. 1-10.

United Nations. Department of Economic and Social Affairs. International Migration. Retrieved on 15 May 2021. Available at <https://www.un.org/en/development/desa/population/migration/data/estimates2/estimatesgraphs.asp?2q2>

United States Department of Labor. Occupational Safety and Health Administration. Construction Industry. Retrieved on 10 April 2021. Available at <https://www.osha.gov/construction>