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THE INFLUENCE OF THE INSTITUTIONAL FACTOR ON BUSINESS PROCESSES IN THE FIELD OF CONSTRUCTION PRODUCTION

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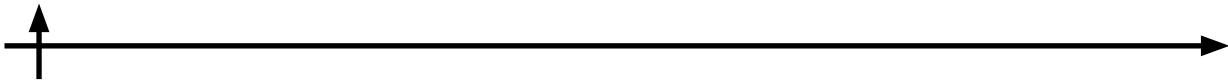
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Abstract. At present, justification and detailed description of business processes of construction production is one of the fundamental steps in the direction of enterprise development. Special attention should be paid to the fact that the main thing in any business process is a person, who is the main actor in the institutional factor. In this regard, this paper aims to identify the key manifestations of human factor in construction business. Regression analysis method, cluster analysis and theoretical research methods were used in the study. As a result of the analysis of economic indicators, it is concluded that construction is characterized by significant flexibility and adaptability to internal and external factors, and the reason for this is a human being, which proves the importance of both formal and informal institutional factors in the construction of business processes.

Keywords: business model, construction, institutional factor, economy, corruption

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ВЛИЯНИЕ ИНСТИТУЦИОНАЛЬНОГО ФАКТОРА НА БИЗНЕС-ПРОЦЕССЫ В СФЕРЕ СТРОИТЕЛЬНОГО ПРОИЗВОДСТВА

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Аннотация. В настоящее время обоснование и подробное описание бизнес-процессов строительного производства является одним из основополагающих шагов в направлении развития предприятий. Особое внимание следует уделить тому, что главное в любом бизнес-процессе — это человек, который является основным действующим лицом в институциональном факторе. В этой связи, данная статья направлена на выявление ключевых проявлений человеческого фактора при ведении строительного бизнеса. В ходе исследования использовались метод регрессионного анализа, кластерного анализа и теоретические методы исследования. В результате анализа экономических показателей, сделан вывод, что строительная сфера отличается особой гибкостью и адаптивностью к внутренним и внешним факторам, и причиной тому — человек, что доказывает важность как формальных, так и неформальных институциональных факторов при построении бизнес-процессов.

Ключевые слова: бизнес-модель, строительство, институциональный фактор

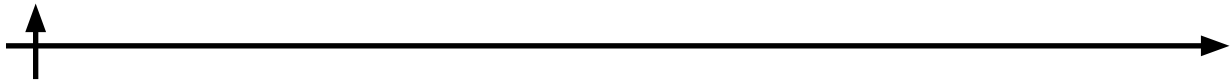
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Introduction

For the economic life of any state, the construction industry is important, setting the pace of development. It is one of the most important sectors of wealth production, and its determining role is to create conditions for the dynamic development of the country and regions. The construction industry is one of the most stable and rapidly developing industries in the Russian economy. In recent years, the number of erected residential buildings in the country has been growing rapidly, each time breaking the previous record, which gives grounds to judge about the high rate of development of the construction sector in Russia. It should be noted that in Russia, the share of construction in GDP in 2022 is 5.2% and is one of the key sectors of the national economy, so this industry, despite its stability, cannot but react to even minor changes in both domestic and foreign markets.

Such an important industry has not been neglected by many researchers. Some authors, such as Vandina O.G. delve into the theory of business processes of construction organizations: classifications, stages, different interpretations of the definition of a business process. The textbook by Kovaleva L.V. describes in detail the preparatory work and its stages, the necessary technical documentation, scheduling of work, which helps to reflect the business model "as is". Practical methods of business process management are described in detail in the scientific work of Mikhailin D.Y. "Theoretical bases of business process management at construction enterprises". But in



the age of digitalization it is necessary to understand that theory alone is not enough. For optimization and formation of business processes that correspond to global trends, it is necessary to introduce advanced means and methods of remote and automated control of equipment, which is described by Barinova N.B. in the scientific article "Optimization of construction and business processes through modern hardware and software complexes".

Certainly, business processes of construction production do not exist separately from political and economic factors. Both external and internal. But the so-called "institutional factors" should not be overlooked. According to D. North's definition, institutions are "rules of the game" in society or "man-made" restrictive frameworks that organize relations between people, as well as a system of measures to ensure their implementation. They create a structure of incentives for human interaction, reduce uncertainty, and organize everyday life.

Materials and Methods

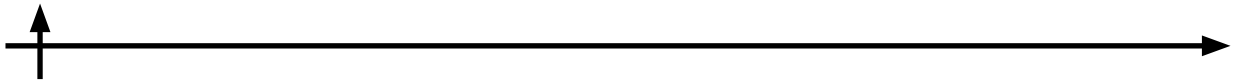
Many scientific articles are devoted to the institutional factor in business processes. For example, V.A. Makushkin writes in his article "Analysis of modern conditions for the development of construction business in Russia" that integration forms of organizations can be counted as an institutional factor, since people unite guided by certain interests and common goals. The importance of institutional approach in crisis conditions is analyzed by D.R. Zainullina in the article "Institutional development of investment and construction complex in crisis conditions". The conclusions obtained in the article can be taken into account when describing the business model "as it should be". About integration processes and reduction of transaction costs due to it (which are considered further in the framework of institutional approach) and increase of profitability and efficiency are considered in the work of Saksina E.V. "System and mechanisms of integration processes management". "System and mechanisms of management of integration processes in the investment and construction complex". Bribes are also transactional costs. Stiva E.B. and Pavlova A.A. write in detail about the negative impact of corruption risks and about mechanisms to counteract corruption in the work "The use of special construction and technical knowledge in the fight against corruption". Also among formal state sources, laws and bylaws are devoted to this topic.

Despite the sufficient number of scientific works that speak about the importance of the institutional approach, it should not be overlooked that a person exists in a system. Including a person is an important component of the socio-economic sphere of any state. In this regard, let us first consider what economic indicators can affect the business processes of the construction sphere. It is on the basis of the conclusions that will be presented based on the results of the analysis of economic factors that the importance of the institutional approach will be justified.

Results and Discussion

To substantiate the influence of certain factors on the modeling of business processes in the construction industry, we will consider statistical data for 2000 - 2022 from the official website of the Federal State Statistics Service. To substantiate the influence of external economic factors on the construction industry of the Russian Federation, we conducted a regression analysis between the following indicators:

1. Investment in fixed capital of construction organizations and the price per barrel of oil. Having conducted regression analysis, we can note that there is a direct linear interdependence between these two indicators. However, if we consider the dynamics of oil prices and the dynamics of changes in the world demand for "black gold", we can conclude that since 2003-2007 the price of oil ceases to reflect the real progressive development of demand and becomes speculative. Since 2000, there have been two sharp drops in oil prices in 2009 and in 2015,



which is most likely related to the global crisis and the situation with the annexation of Crimea, respectively. Due to such market behavior, the construction industry in Russia felt the negative impact. Thus, we can conclude that the construction industry really depends on external economic factors, and, moreover, is directly dependent on the political games of external actors (Komarova, 2020).

2. Price per square meter of housing in the primary market and price per barrel of oil. When conducting regression analysis, we see that the indicator of interdependence "multiple R" is equal to 0.5, which indicates that only in 50% of cases one factor depends on the other. Thus, the price per square meter of housing in the primary market does not always increase with the growth of the cost of a barrel of oil. Nor are the inflation rate and the cost of a barrel of oil (multiple R is 0.23, and the significance of F is 0.5). Thus, we can conclude that these specific indicators always depend on each other, but we should not deny the influence of external factors on the domestic economy of the country.

When considering macroeconomic indicators, we can safely state that the internal situation of the construction industry of the Russian Federation was favorable throughout the XXI century. We can see that the average per capita income and the total number of commissioned dwellings are growing from year to year, at the same time the level of unemployment, dilapidated housing and unfinished construction is decreasing. However, special attention should be paid to the fact that year after year the price per square meter and the population's creditworthiness are growing, while the Central Bank's key rate and inflation are extremely unstable (Shiryayev, 2017).

In the regression analysis we see that there is a pronounced direct correlation between the price per square meter and the number of loans, just as the key rate and the inflation rate are interdependent. In both cases, the multiple R tends to one, and the points on the normal distribution graph lie next to the straight line, which shows the strong interdependence of factors. But it should be noted that dependent at first glance indicators of the inflation rate and the actual cost of a square meter in the regression analysis shows the absence of direct linear interdependence. Consequently, the cost of housing grows not from the inflation rate, the key rate of the Central Bank and not even from such an important foreign economic factor as the price per barrel. Moreover, due to the small sample of data, we can notice through observation, as an empirical way of analyzing data, that in certain years there was a general simultaneous growth or decline of all the indicators under consideration. In order to determine what could be the cause and how business processes of companies from the construction industry reacted to it, we will conduct a cluster analysis (Gumenna-Derij, 2020).

For more accurate values of cluster analysis we will take a number of interdependent intra-economic factors: the cost of a square meter, the population's borrowing, the key rate of the Central Bank, the inflation rate. No less important indicators of economic stability are the unemployment rate and average per capita income, and indicators of the construction sector are unfinished houses and the number of dilapidated housing, so they are also included in the cluster analysis variables.

As a result of the analysis, 4 clusters were identified.

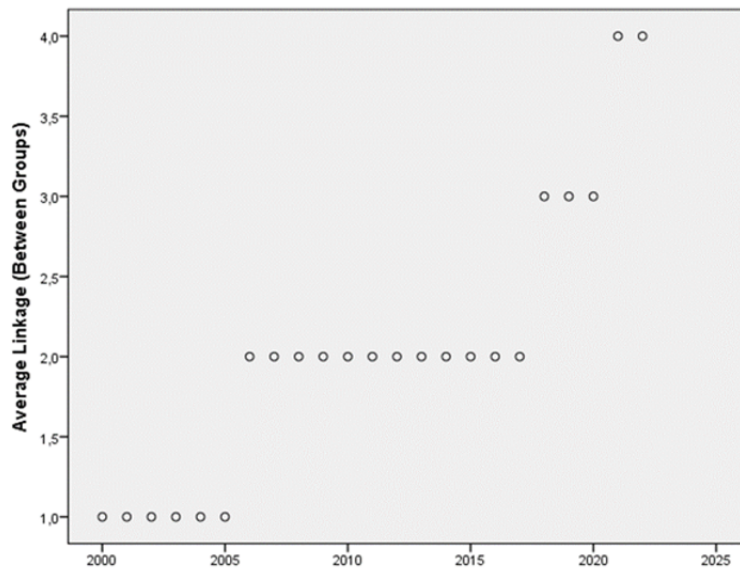
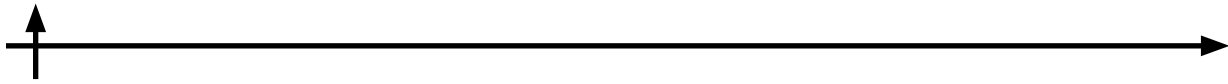


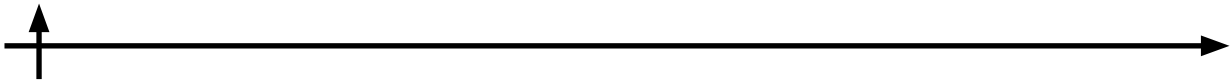
Fig. 1. Scatterplot of the cluster analysis

Overall, we see that the clusters are explained by the following years:

- 1) 2000 – 2005;
- 2) 2006 – 2017;
- 3) 2018 – 2020;
- 4) 2021 – 2022.

But in general, if we look at the table with the data, due to the small sample, and if we go back to the graphs at the beginning of the study, we can see that these indicators were steadily growing with small fluctuations, so the clustering was based on the average number. But, on the other hand, clustering clearly shows that the second cluster, in fact, took place during the global crisis that began in 2009. Unemployment rose sharply in 2009, but price per square meter, unemployment rate and number of construction in progress fell. Also in 2011, as the crisis continued, the value of price per square meter fell sharply (with the price per meter being almost the lowest during the period of the second cluster. While the cost of a barrel of oil was the highest for all the statistics we tracked). In the following years there was positive dynamics of all indicators without sharp jumps (Pleshkov, 2015).

In general, the correlation analysis only confirmed our conclusions based on the results of the regression analysis. We can see that the clusters are combined in a row by years, because positive dynamics was observed for all indicators for 2000- 2022 (except for 2009-2011, as we wrote above). Having conducted regression analysis, we found that a number of indicators of macroeconomics of the Russian Federation are closely correlated with each other: the inflation rate and the interest rate of the Central Bank, the cost of a square meter and the population's creditworthiness (Lodeishchikov, 2021). However, we should not overlook the fact that the domestic economy is dependent on external political factors: the economy was undermined by the global crisis of 2009 - 2011, unemployment increased sharply due to COVID-19 in 2020, and we also found a direct dependence of investment in construction production on the price per barrel of oil. At the same time, according to the results of the cluster analysis, we noticed that the economy as a whole was stable, which tells us that there are internal regulators that stabilize the business processes of the construction industry and help to quickly and effectively engage in crisis situations. And one of these "regulators" is the human factor and past experience, which



refer to institutional factors (Grushina, 2022; Raevsky, 2022).

The concept of institutionalism appeared in 1918. Institution was defined as "a common way of thinking or acting, imprinted in the habits of groups and customs of the people". Institutions nurture and strengthen private customs and transmit them to new elements of a given group. Customs as institutions in the sense of old institutionalism are stable and inert, they tend to preserve their characteristics and thus "pass them on", from the present to the future and from institution to institution. Institutions fix established procedures, reflect a general agreement, an arrangement that has developed in society. In 1934, institutional economic theory introduced the concept of transaction, which is based on negotiation, acceptance of obligations and their fulfillment. The transactional process was defined in its essence as a process of determining "reasonable value", which ends with a contract that realizes "guarantees of expectations" (Trepow; Topazly, 2020).

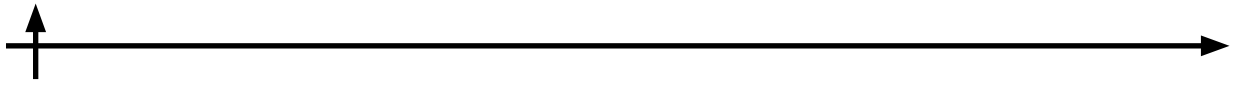
In the new institutional economics, which emerged in the 60-70s. In the new institutional economics, which was formed in the 60-70s of the twentieth century, the key concept of institutional economics becomes transaction costs, which consist of the costs of searching and acquiring information, negotiations and decision-making, checking and ensuring their fulfillment. The use of this category allows us to turn to the analysis of contractual relations (North, 1997).

Ultimately, in the newest institutional approach, which emerged in the 90s of the twentieth century, it was determined that institutions are the key to understanding the relationship between society and the economy and the impact of these relationships economic growth (or stagnation and decline). The newer institutional approach incorporates the historical past into its research. This approach separates the analysis of the rules of the game from the strategy of the players. According to D. North's definition, institutions are the "rules of the game" in society or "man-made" restrictive frameworks that organize relations between people, as well as the system of measures that ensure their implementation (Bakalo, 2018). They create a structure of incentives for human interaction, reduce uncertainty, and organize everyday life.

As we have already said, in business processes it is impossible to exist without the human factor, so it is impossible to take institutions, and in particular transaction costs, out of business. Transaction turns out to be an action put by interaction between people. Institutions ensure the extension of the will of an individual person beyond the area within which he can influence the environment directly by his actions, i.e. beyond physical control (Dmitriev, 2022). This extension turns out to be transactional, as opposed to individual action per se (stock) or the exchange of goods. When a transaction is considered, the constraints (e.g. limited resources) or the social background or context in which they (actions) are considered (e.g. pursuit of self-interest) must be explicitly defined.

There are 3 types of transactions: trade transactions, management transactions, and rationing transactions. We are interested in the last type. In a rationing transaction, one party (board of directors, court) determines the rights of the other (heads of departments, plaintiff and defendant). At the same time, there are possible appeals of one party to the other, which outwardly may resemble negotiations: to prove the possibility of appropriation or the need to alienate a good, it is necessary to present sufficient grounds. However, only one party has the exclusive (formally) right to make the final decision. The rationing subject does not necessarily have the ability to determine the actions of the rationed (as it happens in the transaction of management). In contrast to the management transaction the active role in the realization of the rights of freedoms is performed by the claimants for the corresponding share of wealth. In contrast to the trade transaction negotiations are realized in the form of putting forward arguments, petitions, eloquence (Yaskova, 2014).

Transaction costs arise from transactions. Transaction costs are the value of resources spent

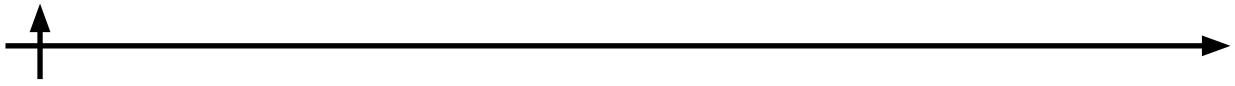


on the implementation of transactions (general definition, which is based on the definition of transaction). Transaction costs, reflect the change or reproduction of "legal", and more generally - institutional characteristics. If we imagine the economy as a life support system, then transaction costs can be considered as the costs of exploitation of the economic system. To explain the phenomenon of transaction costs, two points are the most significant: the mismatch of economic interests of interacting agents and the phenomenon of uncertainty (Azarenko, 2010). Thus, the institution of bribes has been historically formed by experience and years to smooth out the corners in case of mismatch of economic views, as well as to incline the decision-making party to its side (Alexeenko, 2018).

Before discussing specific institutions, let us consider what are formal and informal institutions. Formal institutions are embodied in the form of constitutions, laws and institutions in formal and formalized form, the existence and application of informal institutions takes place outside the officially sanctioned channels (Azykkanova, 2022; Biryukova, 2023). Informal institutions, depending on a variety of factors, can play different roles in relation to formal ones - supporting, replacing, competing or even "undermining". Informal institutions can act as an extension of culture and history, but can also proliferate as rules and practices for the benefit of particular groups and actors.

Bribes are an informal institution of transaction costs. Construction is traditionally considered to be one of the most corrupt spheres of activity. The level of its corruption is manifested in the high degree of heterogeneity of costs and results of construction. The arbitrariness of officials, on whose decisions a construction site depends, is legendary, and construction companies that dare to build are considered to be "hotheads" with an off-scale degree of risk (Urmancheeva, 2016). A survey of industry veterans showed that even in the planned-directive economy, the pressure of the state apparatus was very tangible, although the procedures of coordination, norms and rules were stable, seemingly eternal. Traditions of bribery, especially in construction, were so firmly embedded in the practice of investment and construction activities that they became almost a norm. It is no coincidence that Russia ranks 154th out of 200 countries in terms of perception of corruption, sharing it with Tajikistan, Laos, Papua, Kenya and Congo (an index of 2.1 points out of a possible 10) (Construction industry in Russia: development prospects, 2023). According to global surveys of corruption capacity in business, in Russia representatives of more than 30% of companies indicated the presence of corruption. At the same time, construction organizations set aside 15% to 50% of the cost of an investment and construction project for bribes to officials. It is obvious that the breeding ground for corruption, to the same extent as economic crime, is the contradictions between the economic interests of the state, the business environment and the individual (Ablyazov, 2020).

The preconditions for corruption offenses in construction appear at the stage of planning and design. For example, during the registration of title to land plots. At the stages of pre-project works, project implementation and construction works, operation of the capital construction facility, corrupt practices consist in securing victory in tenders of "their" suppliers and contractors, delaying the approval of urban planning documentation and issuance of expert opinions for the purpose of extortion. Corruption risks appear when concluding agreements on connecting capital construction projects to engineering and technical supply networks, and subsequently during construction of the project (Abdullaev, 2021). The practice of refusing to grant a construction permit in the presence of already agreed design documentation is used. Often the period of issuing permits for work in protection zones is intentionally extended due to interdepartmental coordination of such projects. During commissioning, corruption manifests itself in the non-issuance of a permit despite the absence of specific comments. Thus, we can see that bribes run through the entire business process of construction production. Consequently, the



urgent task today is to develop and improve methods of direct and indirect state regulation in construction to reduce the corruption capacity of legislation and all processes and procedures for obtaining construction permits in Russia. And here the formal factors of the institutional approach, which include laws, by-laws, regulations, resolutions, orders, etc., come to the rescue.

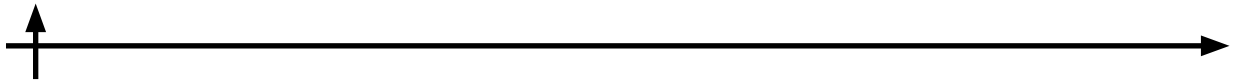
Currently in Russia there are 5 federal laws, 20 Decrees of the President of the Russian Federation, 9 Resolutions of the Government of the Russian Federation, as well as 33 orders of the Ministry of Construction of Russia, aimed at combating corruption. According to the Ministry of Construction, every year a plan of measures to counteract corruption in the Russian Federation is developed. But nevertheless, some normative acts on the contrary "played into the hands" of corrupt officials (On the production and use of gross domestic product (GDP), 2022). For example, the fact that 223-FZ does not contain norms, such as the deadline for payment for goods, works and services and an exhaustive list of cases of procurement from a single supplier, which contribute to the growth of procurement efficiency and minimize corruption, contributes to the growth of corruption. Another factor in the growth of corruption capacity in the sphere of public procurement resulted from the amendments to 223-FZ that restrict access to corporate procurement. Since the end of 2017, information on purchases of financial services and services for the use of state and municipal property can no longer be added by customers to the unified information system (UIS) (Federal State Statistics Service, 2023). As a result, in 2018, contracts for RUR 7.5 trillion are missing from the UIS (in 2017 for RUR 3.4 trillion), as according to customers' reports, contracts for RUR 24.2 trillion were concluded, while information for only RUR 16.7 trillion was added to the UIS.

Conclusion

Thus, we see that the construction industry is dependent on both the situation in the external market and internal economic factors, but nevertheless, all indicators are stably dependent on each other, without sharp jumps. The economy is quite plastic and adaptive, but the tools for this were invented by people and it is people who manage the processes that help the economy to adapt to what is happening. It should be understood that you can write any number of business processes of construction production, describing the full cycle, starting from the purchase of materials and ending with the transfer of the finished conditional house, thinking through the movement of documentation and information, but all this can stop working if you introduce a key figure - a person. People can violate the business process, guided by personal interests and business "rules", jump from stage to stage with violations, but knowing about the possibility to pay off. Institutional factors are an integral part of the Russian economy. And the right political course will allow to obtain a developed institutional system of the Russian Federation, forming favorable conditions, on the basis of which sustainable economic development and the construction industry in particular will be ensured.

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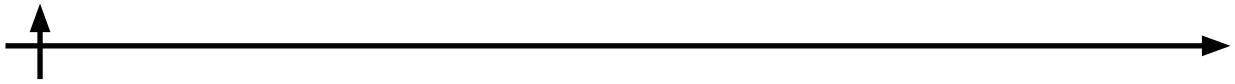
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