

## Validation of Modern Work Modules and Their Impact on Sustainable Human Resource Management in the Construction Industry

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**Abstract :** The construction industry faces a significant challenge due to a shortage of skilled work-ers, especially in construction management, despite an increase in graduates. This is main-ly because the job is associated with high stress, long hours, and poor work-life balance. A survey revealed that the profession is unattractive to students, who prioritize personal growth, flexibility, and digitalization in their careers. To address this issue, companies can consider implementing various work modules like "working time documentation," "home office," "job sharing," and "time off." These modules can improve control, work-life bal-ance, and efficiency if tailored to the company's framework. They offer a way to make the field more appealing to future employees while benefiting existing staff, provided that both employers and employees are flexible and considerate of project-specific conditions and teams. The feasibility of these models depends on the company's overall framework, with potential for cost-neutral implementation and positive effects on efficiency and men-tal health. However, their success also relies on the specific context of the company, and more data is needed to assess their full impact.

**Keywords :** modern construction management, construction industry, work modules, shortage of junior staff, sustainable personnel management, making construction management more attractive, working time model

**Conference Title :** ICCETCS 2025 : International Conference on Construction Engineering Technology and Construction Safety

**Conference Location :** London, United Kingdom

**Conference Dates :** July 26-27, 2025