



IMPROVING THE ORGANIZATIONAL AND ECONOMIC MECHANISMS FOR THE ORGANIZATION AND MANAGEMENT OF THE CONSTRUCTION COMPLEX IN NAMANGAN REGION

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Article history:	Abstract:
Received: 13 th August 2022 Accepted: 13 th September 2022 Published: 18 th October 2022	The structure of the control mechanism formation process is significantly universal. These include the articulation of goals and objectives, the definition of content and divisions, their provision with resources (including the number of employees), the development of regulatory procedures, documents, forms and methods of regulation.
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The main task facing organizations today is to create a management mechanism with flexibility and advantage in a rapidly changing competitive environment. Experience in the construction industry has shown that there is no one-size-fits-all strategy. It is also possible to create a system that can quickly adapt to a competitive environment. The structure of the process of shaping the control mechanism is significantly universal. These include the articulation of goals and objectives, the definition of content and divisions, their provision with resources (including the number of employees), the development of regulatory procedures, documents, forms and methods of regulation. This process can be done in 3 steps:

1. Formation of the general structure of the administrative apparatus;
2. Formation of the main content and the relationship between them;
3. Regulation of the management system.

The main criteria for the effectiveness of the organizational and economic mechanism of management are: the reliability of the organizational and economic mechanism, including the level of implementation of scientific and technical processes, training and their potential; the most optimal and appropriate organizational-economic mechanism, including hierarchical substantiation of organizational structures, the relationship between the degree of centralization and decentralization of management in specific conditions, the degree of speed and reliability in decision-making and decision-making, etc.

The current stage of development of the construction industry in Uzbekistan is characterized by organizational and economic isolation of construction companies from government agencies and public associations, the lack of systematized and objective information on the real state of affairs in regional construction complexes. The situation is also complicated by the shortcomings of organizational management of the industry as a system, the need to rapidly increase the operational capacity of business entities engaged in the construction industry and the more consistent application of corporate governance principles in enterprises. It should be borne in mind that in the context of economic liberalization, if the competitiveness of the majority of construction complexes on a regional scale is not strengthened, they will cease to address the primary tasks facing them. In this regard, the urgency of creating a new organizational and economic mechanism for managing the development of the construction industry or changing the existing organizational and economic mechanism is growing. This will allow in the future to see it not only as a separate region, but also as a growth pole of socio-economic development for the whole of Uzbekistan.

In the management and coordination of the construction complex in Namangan region, many of its elements are interconnected (Figure 1).

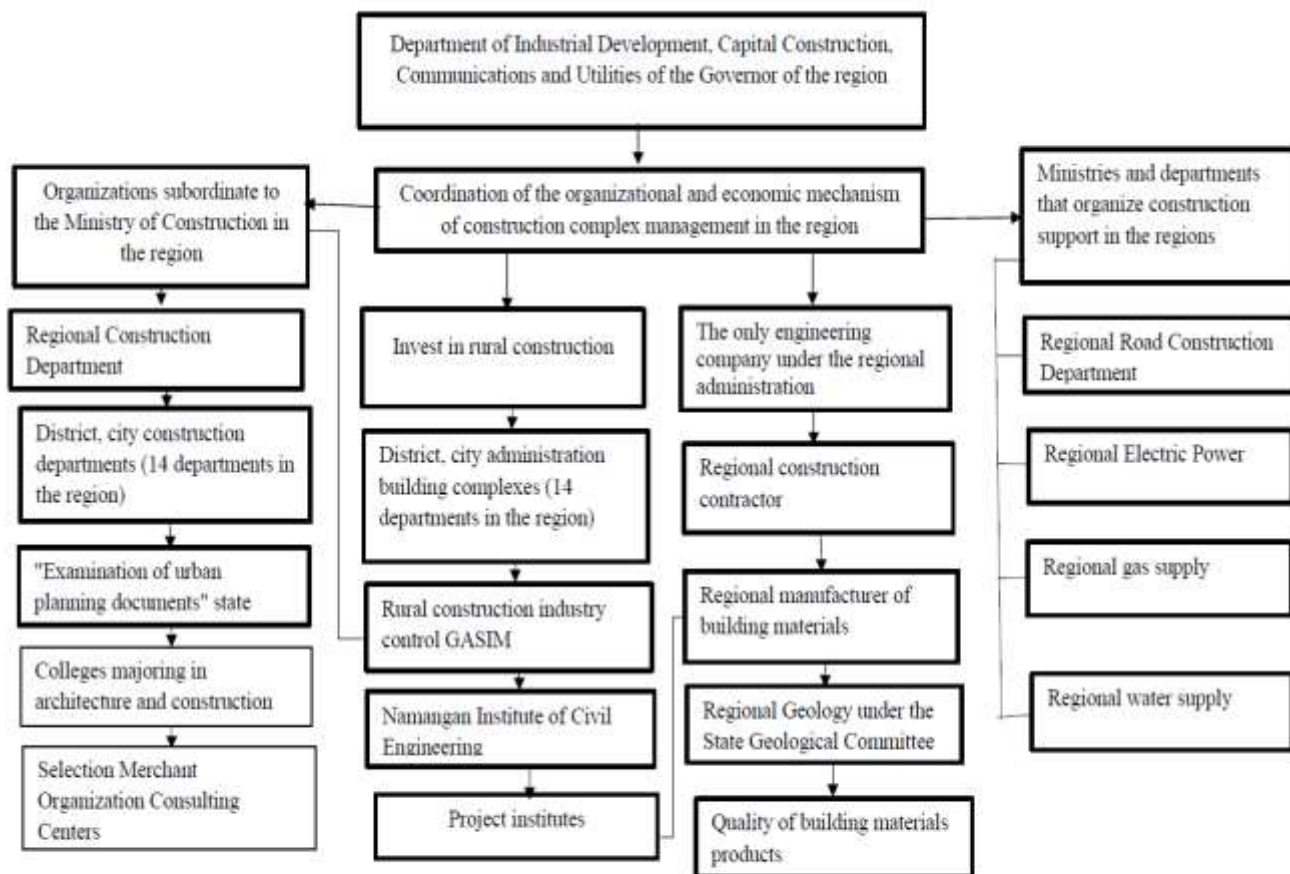


Figure 1. Organizational and economic mechanism of construction complex management in the region

It is obvious that many governmental and non-governmental structures influence the decision-making process in the field. The validity of these decisions and the final outcome depend on how intensive the clustering process is.

The end product of the industry, organized into clusters, is manifested as a synergistic consequence of the optimal performance of all elements. Therefore, the organizational and economic mechanism of construction complex management should create conditions for the development of construction companies and increase the competitiveness of the entire construction complex. This is primarily due to the fact that the construction complex is one of the main components of the regional economy and has a number of tasks, including:

- construction of quality, comfortable and safe housing for citizens;
- modernization of obsolete communal infrastructure;
- implementation of landscaping works;
- construction of industrial facilities;
- construction of road infrastructure, etc.

Of course, the tasks listed require very large and serious real investments and constant monitoring by the competent authorities. Without them, it is impossible to achieve sustainable improvement of living standards and quality of life of all citizens living in a particular area. Appropriate mechanisms and a sufficiently developed management system are required in this regard.

We recommend adding an element of coordination in improving the organizational and economic mechanism of organization and management of the construction complex in Namangan region.

Coordination is used to ensure the synchronization of activities and interactions between different parts of the organization. Coordination is the process of timely distribution of activities, ensuring the interaction of different parts of the organization in the interests of performing their functions. Coordination ensures the integrity and stability of organizations.

Coordination as a management function is a type of activity to coordinate and coordinate the efforts of people in production and economic organizations - participants in the implementation of a particular task, combined with a common goal and joint activities.

Thus, due to the coordination function:

- ensures the dynamics of the enterprise;
- The harmony of the structural units is created;

- Maneuvering of technological and labor resources within the enterprise is carried out in connection with the change or improvement of tasks.

Coordination is, firstly, a process that ensures the integrity and stability of the system, secondly, it ensures the continuity of the management process, and thirdly, it is a process of timely distribution of activities, ensuring the interaction of different parts of the organization.

Coordination is the general process of achieving the unity of action of all subsystems (subdivisions) of a system to achieve its goals.

The coordination function can be represented by a pie chart along with the basic management functions (Figure 2)

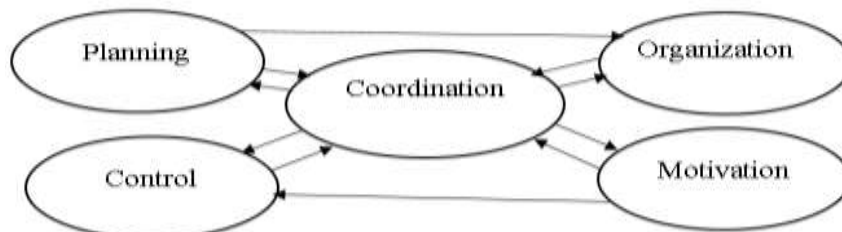


Figure 2. Relationship of coordination with key management functions

The arrows in the diagram (Figure 2) show that the transition from the planning function to management can only be achieved through the organization of management and the performance of work related to the process of motivating employees. At the center of the diagram is a coordination function that provides coordination and interaction of key management functions. The four basic management functions have two common features: they all require decision making and all require coordination.

The peculiarity of the coordination function is that it is present in almost all stages of the management cycle in all actions related to the coordination of efforts, setting priorities, hierarchy, phased allocation of all types of resources and funds:

- goal setting - in the selection of key goals and ranking goals by importance;
- planning - in determining the sequence of actions and the availability of resources;
- organizations - in the allocation of resources, staffing, assignment of tasks;
- control and regulation - selection of the most important deviations and determination of the order of corrective actions.

For these reasons, coordination is classified as a general function not included in the management cycle.

Coordination is a central function of the management process, ensuring, firstly, its continuity and continuity, and secondly, the interdependence of all functions (see Figure 1). The main task of coordination is to achieve consistency in the work of all parts of the organization through the establishment of reasonable connections (connections) between them and the exchange of information.

Coordination of the construction process includes the following functions:

- representation of the customer's interests at all stages of construction of the facility;
- assistance in the formation of design assignments (when ordering project documentation for construction);
- control over the stage of development of project documents;
- represent the client's interests in obtaining consent, if necessary;
- assistance in the selection and purchase of construction materials;
- assistance in the selection of staff for the construction of the customer's facility;
- monitoring the stages of construction of the customer's facility.

The following issues remain relevant in the systematic analysis of the effectiveness of customer service in the construction industry, in turn, pricing in social and infrastructure facilities, organization of construction work, technical and author's control, quality assurance and commissioning of facilities:

First, ministries and departments do not have a system to ensure quality organization, coordination, monitoring and control of the process of development and implementation of construction projects of state importance;

secondly, there is no single procedure that reflects the functions, tasks, responsibilities, rights of the customer service, the contractual relationship with the design organization and the contracting organization;

third, the mechanism of payment for customer service is imperfect, workload, material liability and remuneration of labor are disproportionate;

fourth, the low effectiveness of measures aimed at eliminating the factors that cause corruption in the industry does not allow to train qualified specialists and managers;

Fifth, the lack of a system of work to develop the material and technical base and the introduction of modern information technology at the required level has a negative impact on the development of effective measures to analyze the activities of the sector, identify and eliminate existing problems.

In the subcontracting method of construction, the number of executors can be very large. On large construction sites it can be dozens. In such circumstances, it is necessary to clearly coordinate the actions of all executors. Achieving this is complicated by the fact that the organizations involved in the construction are not administratively subordinate to each other and are only bound by contractual obligations. Undoubtedly, a single coordination center is especially necessary in such circumstances. The existing norms of SNiP 3.01.01-85 recommend that the general contractor be

considered as such a center. Its decisions should be binding on all participants, regardless of departmental affiliation and form of ownership (JSC, CJSC, LLC, State Unitary Enterprise, etc.). This procedure is available at most construction sites, but it is not mandatory and is customer-led at some large construction sites. Operational meetings are the main form of business communication between the heads of the participating organizations and the coordination center. They are usually held on a certain day of the week, the decisions made are recorded in a special protocol. Operational meetings review the implementation of the calendar plan, make adjustments to it and solve current tasks. The events listed in the protocol and their timing are mandatory for all participants in the construction. At present, remote methods of coordination of actions at large construction sites (especially in foreign practice) are widely used - "teleconferencing" (in local practice, the term "conference conferencing" is usually used). With such communication methods, participants stay in the workplace and communicate via electronic means - computer networks, radiotelephones, cell phones and other means. There is no need to completely disconnect from the current work, it is enough to get in touch at a fixed time.

It is known that the organizational and economic mechanism of management of the existing construction complex is formed by the state, the current system of market relations in the country's economy and, accordingly, its subjects. The economic literature notes that the following methods are used in the management of the construction industry [1]:

- direct impact (mainly on objects belonging to the property of regions and cities);
- indirect (indirect) influence (used to regulate and stimulate the activities of private and public enterprises and organizations in the direction necessary for the state and the region).

Based on this, the concept of "organizational and economic management mechanism" directly related to the construction industry of the region is approached. It is a more complex set of different tools and processes of direct and indirect impact (coordination, incentives, regulation) aimed at creating organizational and economic conditions for the functional activities of regional construction companies and other participants in the construction process. It is aimed at improving the efficiency of the regional economy and the quality of life of the population of a particular region [2].

P. Kiyatkina and E.V. Knyazkina emphasizes the need to adapt this mechanism to the external and internal environment as much as possible [3]. In addition, the planning of the functional activities of each company should be done taking into account the need to adapt to the competitive environment. This allows it to take a strong position in the market and survive with minimal losses in the face of conjunctural changes.

The mechanism that operates in a building complex management system requires attention to a number of elements. Among them are:

- program-targeted approach to managing the socio-economic development of the territorial unit, in particular, the construction complex;
- strategic development planning;
 - indicative management.

At present, due to the large number of forms of ownership, state structures have lost their central planning function. Numerous studies have confirmed the effectiveness of a targeted approach in managing the socio-economic development of a particular region. It should be noted that the main content of the target program is the formation of a system of coordinated measures and mobilization of resources to address the problematic aspects of regional development, which are difficult to implement without programmatic means. In this case, the selection of problematic aspects for program development in each individual case is determined by:

- how the region's current problems are perceived by management decision makers;
 - How the specific features and needs of the development of industries, enterprises, non-profit organizations, as well as certain groups of the population are manifested.

Today, there is no common structure that unites all businesses within a single territory. The existing construction complexes represent a set of enterprises of different specialties and sizes. In addition, some of these enterprises have retained their monopoly position on a local scale or have established cooperative relations to carry out work on large facilities. In practice, however, most companies are struggling to survive. By law, enterprises that are part of self-regulatory organizations only receive a permit to carry out work in the relevant market. All other problems are solved by the companies themselves. This will only lead to large enterprises being flooded, while smaller firms will be forced to close and leave the market. All this predetermines the need to create an effective organizational and economic mechanism for the management of the construction complex.

X.S-S. Sadykov suggests adding to the above problems the obsolete technological base of management activities, which limits the opportunities for effective use of the latest technologies. In addition, it shows that innovation and investment resources are not sufficiently involved in economic activities as a key factor in increasing the efficiency of social production [4]. In Namangan region, too, the investment activities of construction companies should be significantly expanded.

For effective management of the construction complex, it is necessary to formulate priorities and distribute them according to the priority of their implementation. Taking into account this approach, it is recommended to develop the following conceptual stages of the strategic plan for the development of the construction complex:

1. Defining development goals.
2. Analysis of internal and external environment.
3. Identify strengths and weaknesses.
4. Use of available resource base.

5. Creating additional conditions to increase the competitiveness of construction companies.
6. Select the most optimal option of the strategy and formulate the concept.
7. Develop a realistic action plan and directly implement strategic measures.
8. Analyze the achieved (not achieved) results and adjust the goals and ways to achieve them.

It is believed that such a management system will allow to get rid of a number of problems faced by enterprises of the construction industry in Russia [5]. In our opinion, a similar approach to the formation of clusters would be appropriate in the context of the region.

Attempts have been made to form a holistic conceptual approach to managing the development of construction enterprises. In this scenario, a single regional network of construction companies will be formed [6] and it will have to solve the following conceptual tasks:

1. merging of construction organizations operating on a voluntary basis in one territory within the framework of the contract. This creates key opportunities for mutually beneficial cooperation in business and information;
2. create large associations to adapt the group structure to the parameters that best demonstrate efficiency;
3. Adaptation of construction capacity to the optimal needs of consumer state and non-state actors in a particular region;
4. Achieving sustainable competitiveness of construction companies;
5. Involvement of construction firms in the systematic solution of problems facing a particular entity in the region;
6. Centralized provision of enterprises with information directly related to the construction of all facilities in Namangan region;
7. Development of options for the development of management structures, personnel, production activities, etc. (for all groups of companies);
8. Coordination of development and activities of construction companies.

The following principles should be used in the formation of the organizational and economic mechanism of business management in the clustering process:

1. Innovations and the principle of their implementation. Innovations lead to the production and development of production to higher standards. Constantly looking for new opportunities encourages the development of entrepreneurial activity.
2. The principle of systematization. The interaction of the main components of the mechanism, the activity of compatibility forms an effective relationship, including the development of relationships with the external environment. The activities of the individual elements of the mechanism are organized in such a way that eventually the organization achieves its goal.
3. The principle of taking into account the interests of all members of the participants. This is one of the basic principles of management. The mechanism will be long and stable only if it takes into account the interests of all participants in economic activity, including organizations with external relations.
4. The principle of flexibility. Requires rapid adaptation to changes in internal and external environment.
5. The principle of economy and efficiency. Choosing the most optimal and effective way of development.

The following principles should be used in the coordination of the organizational and economic mechanism of business management for the implementation of the construction industry in Namangan region:

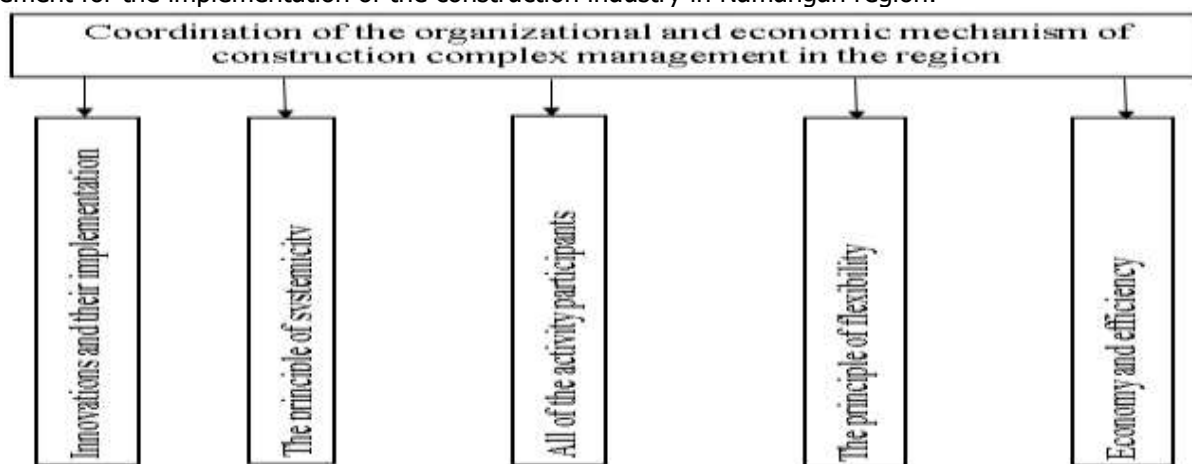


Figure 3. Coordination of the organizational and economic mechanism of construction complex management in the region

A public council on cluster relations in the field of slavery will be established under the Department of Economic Development and Poverty Reduction of the governor.

Objective: To ensure synergistic efficiency through the acceleration of clustering relations in the construction industry. Organizational mechanism of the Council. The deputies of the regional governor (industry, construction materials industry, capital construction, utilities, social sphere), heads of the largest enterprises and construction organizations, representatives of tax authorities, the banking and financial system, the insurance system will be involved in the work

of the council. Once a quarter or as needed, the most pressing issues of capital construction, the issues of cooperation and mutual assistance of the subjects in this process are considered. Institutions conducting research in the field of construction in the region, in particular, NamMTI, will be involved in the preparation of the tables. It would be expedient to appoint the Rector of NamMTI as the Vice-Rector for Scientific Affairs as the Deputy Chairman of the Board.

Economic mechanism. To ensure that all stakeholders in the industry are interested in working together, a marketing research team should be set up at the kegash. This group should analyze and justify the contract prices in the relationship between the entities. Logistics costs should be analyzed and it should be regularly recorded how cheap and reliable the interaction of enterprises in the region is. The financial and banking structures involved in the clusters will also need to justify their interests. Accordingly, mutual financial and economic relations will be formed and improved.

Thus, the situation in the internal segment of construction requires radical changes, one of which is directly related to the formation of a radically new organizational and economic mechanism for the management of the construction complex. The most optimal form of governance is a single regional network of construction companies, which will allow to achieve the main goal of socio-economic development - the improvement of living standards and quality of life.

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