

Study of the Provision of Construction Facilities with Management Personnel

Usmanov Ilhom Achilovich

Professor Samarkand State Architectural and Construction Institute

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Abstract: This article is devoted to the impact of personnel policy on the rating of construction organizations. The authors carried out a sample survey of construction projects in the city of Samarkand for the provision of management personnel. The presence of objective factors that hinder the improvement of the rating of small construction organizations is shown.

Keywords: rating of construction organizations, personnel policy, provision of construction personnel, analysis of management personnel.

In accordance with the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 699 of November 9, 2020 "On measures to introduce the procedure for determining and maintaining a register of design and survey and construction contracting organizations" [1], starting from January 1, 2021, the Ministry of Construction of the Republic of Uzbekistan maintains an electronic rating of construction contractors.

The electronic rating is based on data provided by construction organizations, statistical data, as well as the results of a survey of organizations. In total, there are seven groups of assessment indicators: personnel policy, financial performance, competitiveness, work experience, material and technical base, labor protection and safety, technologization. Based on the approved estimates, construction and installation contractors are divided into four groups (A - high, B - medium, C - satisfactory, D - low), each of which, in turn, has three levels of reliability (first, second and third). As a result, the electronic rating identifies only 12 hierarchical levels of construction and installation organizations.

At the beginning of 2021, a rating was determined 38630 construction organizations, and on September 10, the electronic rating already included 44489 organizations, which is 15.1% more (table 1)[2]...

Table 1

The results of the analysis of the rating of construction organizations of the Republic of Uzbekistan

Rating level	As of 1 February 2021		September 10, 2021		Change +, -	
	Number of organizations	Share, %	Number of organizations	Share, %	By number	By share
AAA	0	-	0		0	
AA	0	-	0		0	
A	0	-	1		+1	
Total high	0	-	1		+1	
BBB	2		4	0	2	-
BB	27		551		524	
B	276		762		486	
Total average	305	0.79	1317	2.96	1012	2.19
CCC	4078		7035		2957	

CC	9647		8214		-1433	
C	5313		1108		-4205	
Total satisfactory	19038	49.29	16357	36.77	-2681	-12.52
DDD	10698		12957		2259	
DD	193		1796		1603	
D	8396		12061		3665	
Total low	19287	49.92	26814	60.27	7527	+10.33
Total	38630	100	44489	100	5859	100

As the data in the table show, there have been no major changes in the ranking of construction companies over the past months. The overwhelming majority of organizations are rated “satisfactory” and “low”. The share of organizations with a “low” rating has significantly increased. A slight increase in the share of organizations at the “medium” level cannot serve as a basis for a positive assessment.

This fact requires a deep study of the processes taking place in construction organizations.

One of the points of the rating indicator of construction organizations is personnel policy. In accordance with this procedure, it is obliged to provide information on the provision of labor force and qualified managerial personnel. The assessment is carried out according to two main indicators:

A. Potential, which includes a whole group of indicators, such as the total number of workers, the number of management employees (by specialty codes), the number of engineers and technicians (by specialty codes), the number of workers in the production and technical direction (by specialty codes), the number of employees employed at the facilities (by codes of specialties and professions), the number of quality control workers (in the relevant specialties) and the number of labor protection workers.

B. Qualification. This indicator is formed from the following particular indicators: the presence of higher education of the head of the organization (university and faculty), the lack of higher education of the head of the organization, the number of executives with higher education and 3 years of work experience, the number of engineers and technicians with higher education and 3 years of work experience, the number of production and technical employees with higher education and 5 years of work experience, the number of employees employed at sites with 3 years of work experience, the number of employees employed at sites with 5 years of work experience, the number of labor protection workers who have undergone advanced training, the number of security workers labor with a qualification certificate, the number of employees who have undergone advanced training.

The provision of qualified personnel is the basis of the competitiveness of construction organizations. To assess this indicator, we examined the construction objects of the city of Samarkand at the beginning of 2021. In total, 83 construction objects were surveyed, where the contractors were various construction organizations. The study of data on the main characteristics of construction projects showed that the potential of contractors in the city is diverse.), 10 of them are carried out by private construction enterprises and firms (12%), and 13 projects are carried out by private entrepreneurs (16%). From this we can conclude that the construction capacity of the city is quite developed and entirely consists of the non-state sector. It should be noted that there are no large construction associations and concerns for the surveyed objects. This is due to the fact that large investment projects are carried out by foreign companies or republican departments.

Limited liability companies and private construction firms have their own equipment and have a serious material base, which cannot be said about individual entrepreneurs in the field of construction. Almost all equipment at such facilities is rented or on the balance sheet of a subcontractor.

The first indicator of the analyzed construction and installation organizations is the number of workers. The survey showed that only 8 objects are carried out by organizations with more than 30 workers. Construction of the vast majority of objects (54%) is carried out by organizations with a labor potential of up to 10 people, another 23% - with up to 20 people. and 13% have from 21 to 30 workers. This also indicates a large number of small business entities at construction sites.

The next stages of the study is to study the composition of the management personnel of construction organizations (table 2). We proceeded from the assumption that the presence of management personnel is more than 4 people. is a sign of the existence of a formal organizational structure of a construction organization.

Table 2.

Provision of construction organizations with management personnel

No.	Number of management personnel	Number of organizations, units	Specific gravity,%
1	1 person	15	eighteen
2	2 pax	eleven	13
3	3 pax	43	52
4	4 people or more	fourteen	17
5	Total	83	100

The data show that most of the city's construction organizations have a management staff of three people, 13% of two people, and 18% are the only managers. Only in 17% of construction organizations the number of management personnel is sufficient for the formal distribution of management functions.

The next object of analysis is the study of the degree and quality of education of leaders. As shown by the survey of the qualitative composition of the management personnel of construction organizations, 81% of the surveyed managers have higher education. At the same time, 16% still do not have a decent education, which hinders the development of their competitiveness. Of the managers with higher education, 26% have a construction direction, 33% have a different technical direction and 24% have another higher education not related to construction. A survey of managers showed that only 15% of managers have work experience in construction for more than 15 years, 12% - up to 15 years, 20% over 5 years, and 36% have experience of up to 5 years. This suggests that leadership skills in construction are still insufficient.

The survey revealed a number of objective factors that have a negative impact on improving the rating indicators of construction organizations in the city of Samarkand. One of the main factors can be called inadequate stimulation of the activities of small and large construction organizations. Creation of favorable conditions for small business impedes the enlargement of construction organizations, makes large business economically uncompetitive.

The second organizational factor, we would call the widespread use of subcontracting agreements in the organization of construction production. With the current position of the general contractor for the construction organization, it is absolutely not necessary to have a powerful material and technical base. It is enough to conclude a subcontract agreement with specialized small firms. As a result, the quality of construction decreases, and innovative development in the construction industry is hampered.

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