



WAYS OF FORMING ORGANIZATIONAL AND ECONOMIC RELATIONS IN CONSTRUCTION ENTERPRISES

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Article history:	Abstract:
Received: 21 st March 2023 Accepted: 24 th April 2023 Published: 26 th May 2023	In the article, proposals and recommendations have been developed on the improvement of the organizational and economic mechanisms of management in construction enterprises today, on the scientific-theoretical justification of many socio-economic relations in the improvement of the activities of construction industry enterprises.

Keywords: construction industry, enterprises, organizational-economic mechanism.

In our country, in the conditions of the digital economy, one of the central issues is the organizational and economic improvement and scientific justification of the effective management of construction enterprises. The organization of management in construction is a purposeful and controlled activity that combines various methods of motivating and controlling the work of the team to achieve the specified task (this includes the global goal of the enterprise, as well as short-term goals such as increasing the sales market, improving product quality, increasing sales efficiency also available) etc.).

The organization of the management structure of a construction enterprise is divided into controlled and controlled parts, where the manager is the directorate, manager and information department (also known as the administrative and management apparatus), and the controlled part is the organizational unit that deals with the production process. The success of the enterprise lies in the correct coordination of both components [1].

In order to understand the organization of the management system of the enterprise, it is necessary to determine its goals. They can be different, but they are combined into four main parts [2]:

- Economic - aimed at increasing sales and increasing the company's profit.
- Production and trade - implementation of a certain volume of production and sale of products aimed at ensuring the economic goal, contractual obligations, etc.
- Scientific and technical - aimed at obtaining the necessary technical specifications of the product, aimed at improving quality, as well as increasing productivity as a result of technological improvement.
- Social - aimed at meeting the needs of executive employees.

The economic goal is dominant, and the other three work for this goal, complementing each other. Usually, the enterprise works in each of them at the

same time, naturally dividing tasks between the heads of different departments. An indicator of successful work on the implementation of the organization's goals will be an increase in the volume of sales and an increase in the overall profit of the company, that is, the fulfillment of its economic goal.

The division and specialization of management and its activities are called enterprise management functions by the organization. Based on the long-term principle, the main and specific functions of management are distinguished [3].

The main (also constant) functions are planning, organization, motivation and control.

- Planning is aimed at determining the prospects of economic development, predicting its future state and determining the role of the enterprise in the resulting picture. Based on the obtained results, a further action plan will be drawn up. Planning includes several consecutive stages: concept (theoretical basis, idea), forecast (prediction of business opportunities using scientific reasoning), program (final formation of further activities with calculation of resources necessary for implementation).

- The organization is aimed at forming leadership, regulating the relationship between controlled and managed systems, which increases the efficiency of all other functions due to the creation of a clear system of managers and their successful interaction.

- Motivation helps to find the reasons that help the team to perform the assigned tasks, provides them, thus encourages effective activity.

- Control is the final stage where you conduct observation for verification. The main task of this function is to correct the generated strategy. Control establishes regulatory indicators, then measures and analyzes them, and then determines actions that help improve these indicators. Recommendations can be different: revising goals, redistributing tasks, attracting



employees, improving the organization of enterprise management.

Special functions affect a specific field of activity and are related to the separation of the management structure. The object of the function is a separate link, for example, marketing, sales department, administration system. They usually focus on an area that shows unsatisfactory results in the short term and during the control phase.

Based on defined functions that require different powers for successful performance, a management structure representing one person, department or department of managers is formed [4]. Organization of enterprise management system implies choosing the most optimal option. Based on the scope of necessary powers, six management structures are distinguished:

- Linear. In such a structure, the implementation of management continues from the master to the subordinate in the hierarchy. An important nuance - orders come from only one person. Choosing the optimal number of employees for one manager is very important, work efficiency depends on it. Such a system has its disadvantages, for example, a complex decision-making process - for approval for any actions, subordinates must contact all the higher-level hierarchies, as a result of which there is a slow reaction to even the most important issues, in addition to this, corruption and hooking are also developing.

- Functional. In this organization of enterprise management, the functions specific to several departments are assigned to one department or to a person who executes the orders of several superiors. The advantage of the structure is the complete elimination of the repetition of the executive's work, the disadvantage is the lack of unity of commands, which can slow down the work process as the complexity increases.

- Linear functional. This structure combines the two: solutions are developed by skilled professionals, and then orders are issued in a hierarchy.

- Target software. With this management of the organization of labor in the enterprise, the leaders of each individual project are allocated, after which they give orders aimed at achieving the individual goals of the company. The manager receives orders from the director or his deputy, and includes subordinate employees. Over time, these departments are often transformed into independent in-house firms.

- Matrix. Such a structure immediately combines a linear, goal-oriented and functional organization.

- The departmental structure combines product and regional principles. Here, the main parts will be departments that are provided with a certain independence, enter into contractual relations with each other and are independently financed by profits. At the same time, management makes long-term decisions.

The organization of the management structure of the enterprise should be selected from certain social laws that affect the activity of the firm as a whole. These laws include:

- The technical-economic law, which reveals the essence of the technical aspect of production, reflects the attitude of man to technology and nature.

- Social and socio-economic laws that indicate the nature of relations between certain classes.

- Legal.

- Socio-psychological laws that show the nature of relations between employees and all departments in the company, their interaction. The principle of effective construction of the management structure of the enterprise

Successful organization of enterprise management begins with certain rules of construction, principles to be believed in choosing structure and management methods. First of all, we must not forget that the main source of increasing labor productivity is always a person, so an effective work program of the company should be created based on his psychological and social qualities. In addition, if you give employees or departments some independence, their efficiency will increase significantly. However, the freedom of employees must be combined with centrality, and the main goals of employees - quality standards, company policy - must be maintained.

The next principle is that planning should always have a long-term perspective and be based on constant market changes. Also, should be willing to expand the workforce if needed. When choosing a management system, it is necessary not to complicate the management process, to pay attention to the simplest and most understandable forms. And, of course, do not forget about the interests of consumers.

The management method is a method of influencing employees and the team as a whole, the purpose of which is to ensure the coordination of their work to obtain the necessary results. According to the content, the methods of organization of enterprise management are divided into three broad groups:

- Administrative methods are based on the subordination of employees to the hierarchy and in turn are divided into organizational and management methods. The first covers all management structures



and ensures a clear division of tasks, which are reflected in the general instructions and norms of the enterprise. The latter constitutes an operative response and is manifested in the form of an order.

- Economic methods are based on interest in production results and are aimed at motivating employees to achieve the goals set for them by management. This includes financial incentives for employees in the form of bonuses, as well as financial responsibility for the work performed.

- Socio-psychological methods based on the psychological state of employees include various educational and training activities, creation of a comfortable working environment and regulation of social relations in the team, participation of workers in management.

Organization of personnel management in the enterprise is carried out with the help of top management appointed by the owner of the company or the board of founders. The administrative apparatus should include four directions: general, technical, economic and operational.

General management unites all line managers and is managed by the director of the enterprise, who in turn relies on deputies and assistants. At the head of the technical direction is the chief engineer of the organization, who is usually the first deputy director of the enterprise. However, its most important function is to manage scientific research. At the head of the economic service is the chief accountant, who is subordinate to the planning-economic department, labor department, accounting, material and technical support, finance department and marketing department. The operational management service consists of a production-dispatching department and a planning-dispatching office. The dispatcher on duty is appointed as the head of the operational service. Further management is determined on the basis of production volumes and includes shop managers and foremen.

Korxonalar xodimlari bilan ishlashni batafsilroq tahlil qilish kerak. Yuqorida ta'kidlab o'tilganidek, inson tashkilotning asosiy manbai hisoblanadi, shuning uchun unga maksimal darajada e'tibor berish kerak. Kadrlar bilan ishlash moslashishdan boshlanadi. Ushbu jarayon odamlarni o'zlarining vazifalari bilan amaliy tanishtirishni, ularga barcha kerakli ma'lumotlarni, korxonalar qoidalari va qoidalarini, uning maqsadlarini aniq etkazishni, shuningdek xodimlar o'rtasida shaxslararo munosabatlarni o'rnatishni o'z ichiga oladi.

We should not forget about the development of personnel, improvement of their professional skills. It all

starts with understanding the need for continuous training and self-development of employees, understanding their role in the team and increasing responsibility for their results. Educational events and trainings are being held for this purpose. Development is based on training, which must be managed and financed by the organization. An important advantage for employees is the opportunity for career growth with professional development.

The analysis of enterprise management organization clearly shows the high role of employee motivation. Motivation is the process of encouraging employees to work effectively and is based on administrative, economic and socio-psychological influence methods. The structure of any motivation consists of three main parts: identifying the needs of employees, the salary that the employee can receive, and assigning the action necessary to satisfy the need.

In order to motivate employees, there are needs such as physiological, social, psychological, recognition of his personality by society, the need for self-expression, joining a job well done, etc. Summary. Organization of enterprise management planning is a complex and multifaceted process that requires skilled development by specialists. As the company grows, there is a tendency for the organizational and management structure to become more complex and scaled. The main goal of any enterprise is to comply with the established standards, for which the level of discipline should be brought to the required level. For this, each firm chooses the most suitable methods of influence and management for its structure.

Management of the economy and enterprises by the organization are closely related to each other. With the right approach to the selection of company management, working with employees, methods of motivating employees to achieve the desired results, the company will develop and increase its profit. With the wrong approach, everything will be the opposite. Therefore, the management organization should pay maximum attention and periodically analyze the results of management activities.

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