

Article

Issues of Human Resource Management in Construction Materials Industry Enterprises

Fayzullayev Jonibek Mambetsaliy ugli

Alfraganus University Associate Professor, Ph.D

fayzullayev@gmail.com

Abstract: In this scientific article, the problems in the management processes implemented through the existing management system in the construction materials industry enterprises, the general purpose of the construction materials industry enterprise and the enterprise organization of active work processes, financial interest of the enterprise, the effect of management influence on the enterprise's personnel, labor productivity, emotional satisfaction of the employees of the enterprise suggestions and recommendations have been developed on ensuring the level, creating a good psychological environment in the labor team of the enterprise, existing problems in the active process of the management structure and ways to eliminate them.

Key words: building materials industry, human resources management, management methods, management mechanism, management problems, types of management, innovative management, psychological environment, management structure, enterprise labor team, formation of psychological environment, enterprise personnel.

Citation Fayzullayev J.M.. Issues of Human Resource Management in Construction Materials Industry Enterprises. Academic Journal of Digital Economics and Stability 2024, 37(4), 206-215

Received: 14th September 2024
Revised: 01th October 2024
Accepted: 28th October 2024
Published: 24th November 2024



Copyright: © 2024 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>)

1. Introduction

Free competition and an economy oriented towards digitized innovative development are considered the main features of today's modern market economy - this feature is one of the last Nesha has been forming for decades. In developed countries in the West, each generation takes into account the experiences of the previous generations, analyzes the mistakes and shortcomings they have made, and develops the economy of its time. was looking for new methods and methods of management, anticipating the declines, stagnations and stagnations that are characteristic of a civilized market economy and adapting to them learned to develop countermeasures. This feature is also evident in the development trends of the construction materials industry in foreign countries, and the study of this experience was not without its benefits in improving the efficiency of the mechanism of using the methods of managing the activities of the construction materials production enterprises in our country.

Active demonstration in the investment-construction market of foreign countries during the study of advanced foreign experiences of using management methods in enterprises of the construction materials industry. Basic factors, tools and tools used to increase the competitiveness of companies and companies producing construction materials and the reliability of their activity clearly visible.

If we focus on the construction industry of the USA, which has the largest economy in the world and has a lot of experience in this matter, we can see that the builders of this country and

manufacturers of construction materials, it is considered possible to shorten this period without limiting the very short periods achieved in the completion of the construction object - which is It shows that it is possible to steadily reduce the construction period, which is being confirmed by official data. It is necessary to emphasize separately that shortening the terms of completion of construction objects simultaneously complicates this object (in particular, production objects), their management and communication. It happens in the conditions of the improvement of equipment with engineering systems and technological devices. In this case, in contrast to the practice inherited from the old system in our country, American builders and manufacturers of building materials are prone to an increase in the shift ratio. they did not agree, because it reduces labor productivity (it can even be to 10%), construction at the expense of additional payments to workers and an increase in other expenses (from 3 to 5%) It is considered that it increases the value of the object and guarantees the quality of work. Therefore, the construction and building materials industry in the USA, including Germany, Finland, and France, is famous for working in one shift.

At the same time, there are different views on the assessment of the construction market in Europe. For example, according to the data of the Export Market Research company, the size of the European construction market is estimated to reach 2.62 trillion dollars in 2022, while Research & Markets according to the data provided by the Comranua, this volume is considered to be 3.02 trillion dollars.

Analysis of literature on the topic. It is known from management theory and practical experience that any management process is directly related to its basic element - personnel. In the absence of personnel, it is impossible to assess the effectiveness of management effects.

Personnel - is the most important and most valuable asset of any enterprise, and a well-developed personnel system is the main source of the development of this enterprise. However, to achieve success in this direction, it is necessary to correctly choose the methods and principles of strategic or tactical management of personnel. Without taking into account the goals and tasks of the enterprise, without taking into account the socio-economic, cultural and educational features of the business and external environment, and other similar factors, the enterprise it is difficult to organize an effective scheme of mutual actions in work. That's why every enterprise has such an important personnel management, or in modern terms - HR-siuosaty (eng. - "human resources"), such as construction material production enterprises. one of the urgent issues.

Accordingly, without dwelling on all the ins and outs of HR-policy implementation in construction materials enterprises, try to consider its basic principles and features that we do

It is known that any management procedure as a socio-economic phenomenon is purposeful, which is shown by this or that party in order to achieve certain results. shows its effects. As a result, the management system in the enterprise can receive various services and systems for its work, each of them manages certain processes in the work of the enterprise and performs functions increases. One of the most important parts of the corporate management system is the HR department, and the other is the "human resources management" department. The construction and building materials sector is very important and therefore the focus of European roll manufacturers is always focused on this sector, because European construction and building materials producers make up 35% of the total demand for rolling stock on the continent. According to the data of the European Commission, 18.0 million people work in the construction sector of the continent, and they contribute 9% of the GDP generated in the EU.[2]

Of the total volume of the construction market in Europe, general construction works make up 7%, residential construction - 23%, emergency fund - 13%, repair and restoration works - 57%.[3]

It is also possible to single out the following as the main trends in the European construction market [4]:

- 1 Globalization and internationalization of construction products and technologies;
- 2 Transition to systematic decisions in construction and production of building materials - this leads to optimization of expenses in these areas;

3 Strive to use energy-efficient technologies and materials in construction and production of building materials;

4 Implementation of quick-build constructions - this also shortens the construction period and optimizes costs;

5 Increased attention to environmental cleanliness in the production and use of construction materials.

Both in Europe and in the United States, there is an active search for effective ways of organizing and managing the production and production of building and construction materials. attention is drawn. In the field of production of construction materials and their use in construction, implementation of their management forms is involved in a wide range of tools and equipment. Therefore, investments in the field of improving the production management system of building materials are considered to be one of the most profitable investment directions.

Also, Russian scientists A.I. Vakhmistrov and N.A. Asaul cite on this issue, "... Western firms are interested in researching the possibilities of improving management they came to the conclusion that the success of their communities is directly related to the progress in the field of management. [5]

Experiences of the long-term activity of enterprises in international practice show that it is necessary to achieve the effectiveness of their activity. as a necessary condition, it is necessary to have the organization and structure of a developed information system. From the point of view of using the information about the market situation, the building materials manufacturing enterprise with its own developed information system moving ahead of their competitors gives them a huge opportunity - this is the key to realizing competitive advantages and, therefore, the market means to strengthen their feelings. [6] The ability to choose the most optimal organizational structure and work forms is one of the decisive factors of the success of the enterprise.

Research methodology. In the article, the issues of human resource management and human resources management technologies in the enterprises of the building materials industry are compared, the study of statistical data and economic comparison and analysis, logical thinking, scientific abstraction, analysis and synthesis, induction and deduction methods are widely used.

Analysis and results. In any enterprise, the specialists of the human resources department will determine whether the chaotic method of management can be effective in the implementation of a concrete strategic policy. Based on this, this system is called "the human resource management system of the enterprise - it is intended to constantly and systematically influence the employees who carry out labor activities in the enterprise It can be defined as a collection of comprehensive services, systems and measures. Such a structure of management in the enterprise has its own business and external environments, which allows solving both tactical and strategic tasks. The personnel management system of the enterprise is focused on the performance of the following functions (Fig. 1).

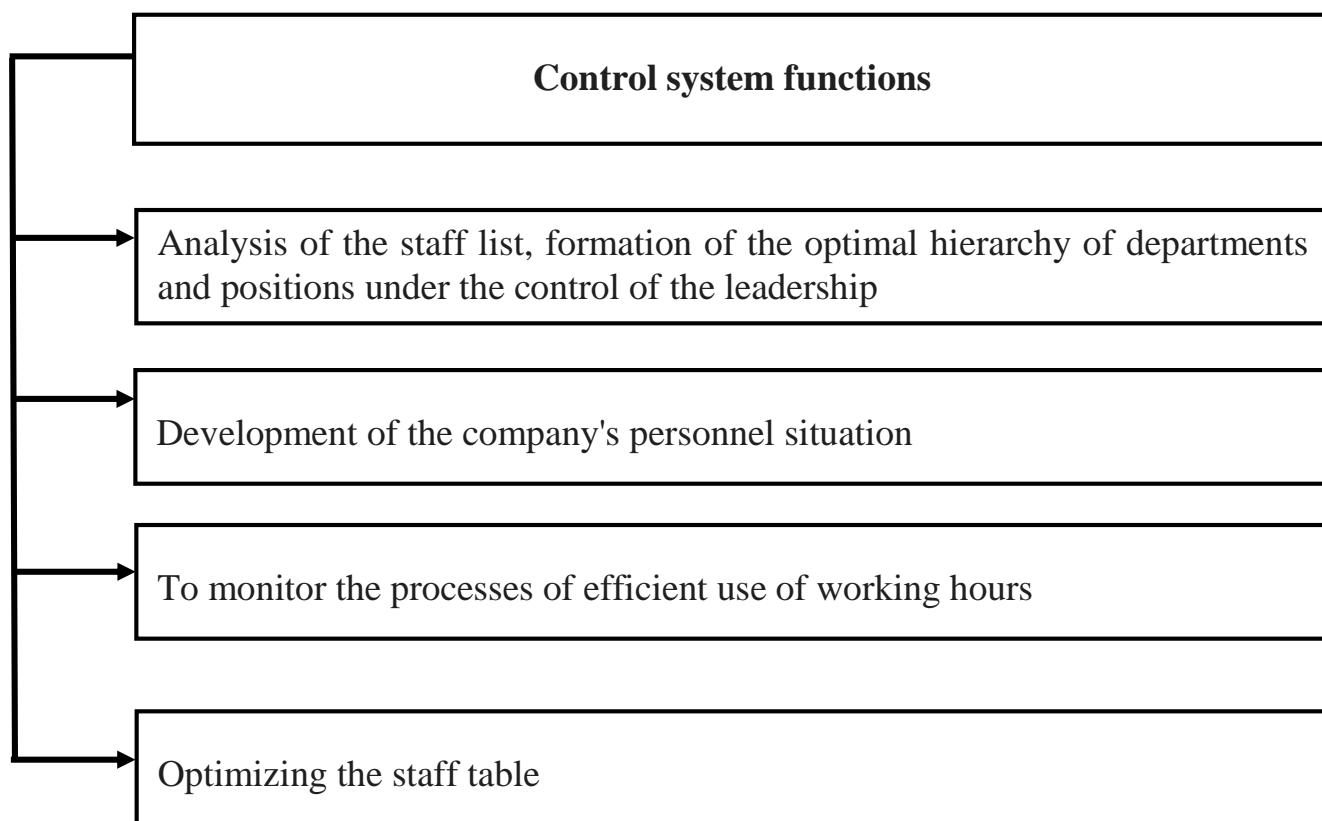


Figure 1. Content of the functions of personnel management system in the enterprise.

In contrast to the above functions, tactical aspects of the personnel management system in the enterprise provide for the solution of the following issues, which are no less important (Fig. 2).

If we talk about the internal and external parts of the personnel management system in the enterprise, then the operational part of the management in most cases is personnel management mechanisms network, and the external part means the elements of the HR service responsible for communication with the departments of production, sales, supply, financial issues.

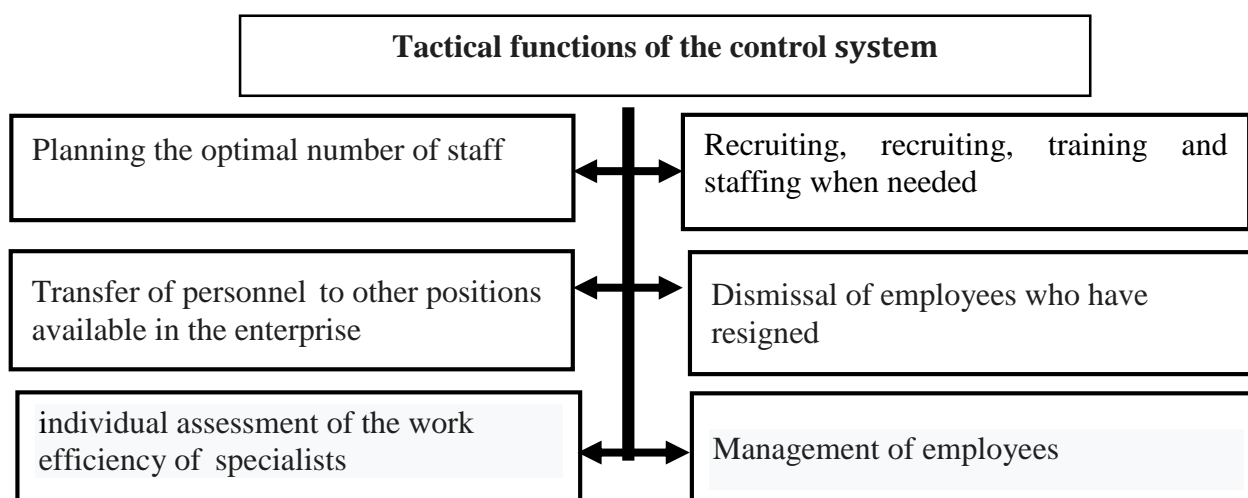


Figure 2. Tactical aspects of personnel management system

It is known that the same rules for the organization of the HR-service, which are the same for the enterprises of all industries, could not exist by themselves - for this, the enterprise scale, type of activity, form of ownership and similar factors have an effect. Nevertheless, there are principles that are universally recommended for all enterprises to follow when developing their management systems, and they are time-tested. Thus, among the principles of universal management, the following can be indicated (Figure 3).

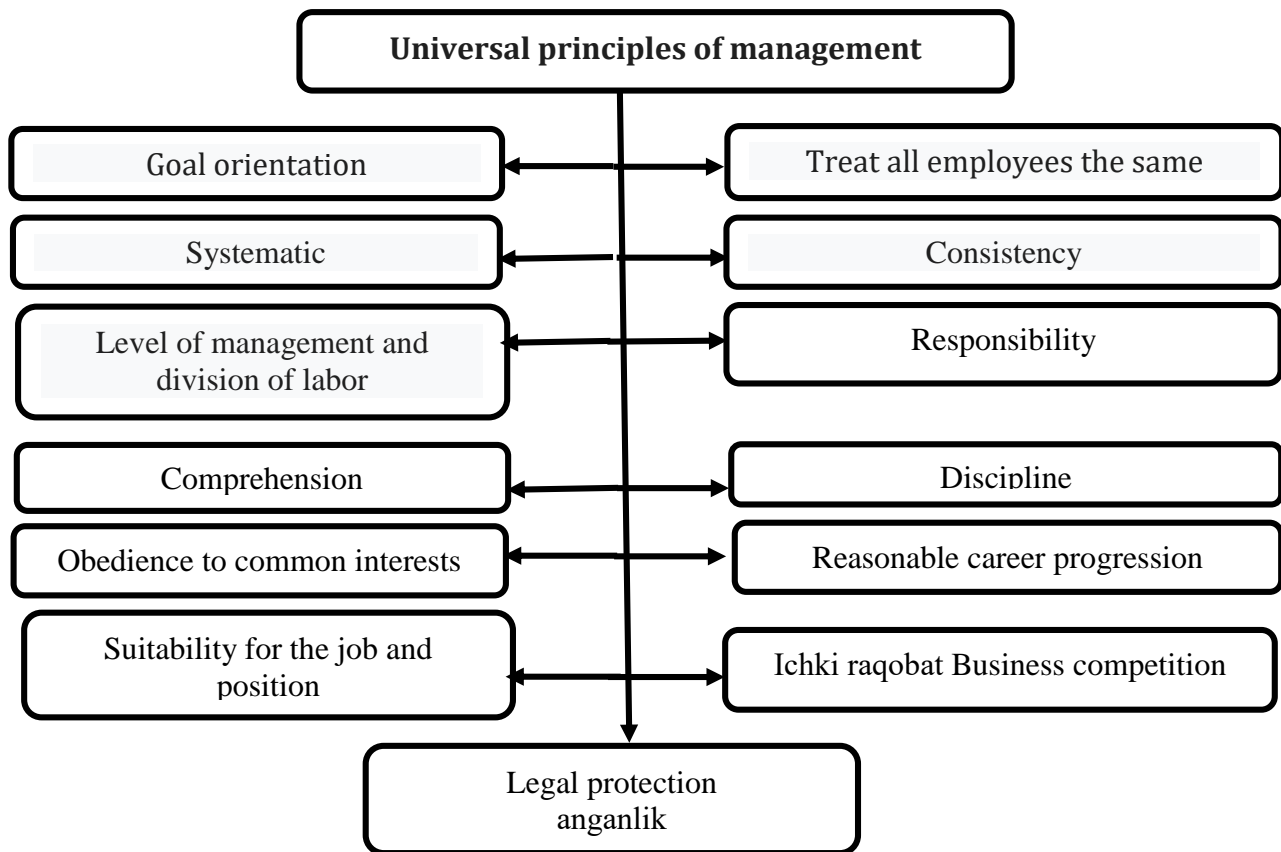


Figure 3. Universal principles of the management system in the enterprise

In view of the indicated principles, management structures are considered universal. Based on them, a single operational mechanism of personnel management in the work of the commission is established. These rules are accepted as mandatory in any enterprise, because they ensure the protection of the rights of the employees of the enterprise, and the business structures are protected by their society. they help them to have the characteristics of orientation. However, in addition to these general rules, we emphasize that there are other special methods of strategic management of human resources in enterprises and organizations. These special methods are based on the need of companies to support the high level of motivation of employees in their work.

This aspect is clearly visible in the existing management system of construction materials industry enterprises and the management processes implemented through this system, according to which enterprises employees should be interested in their work both morally and materially so that they can fully engage in the general purpose and activities of the enterprise. Without this condition, it will be ineffective to exert management influence on the company's personnel, and it is possible that labor productivity will drop sharply. Therefore, it is important to ensure the level of emotional satisfaction of workers. To achieve this, it is necessary to keep in mind a number of rules, the observance of which will lead to the formation of a good psychological environment in the work team, and the effective

operation of the management structure. brings Among these rules, the following can be included (Fig.4).

All these principles, rules, and conditions are closely related to each other. In order to achieve success in management, it is necessary to use these different methods and approaches, and it is necessary to skillfully combine them. This clearly shows that management strategy and tactics are not considered static or frozen dogma. On the contrary, in management processes, efforts are made to adapt personnel policies to the goals of the enterprise and changes in the market environment, and this is an effective management mechanism. contribute to its formation.

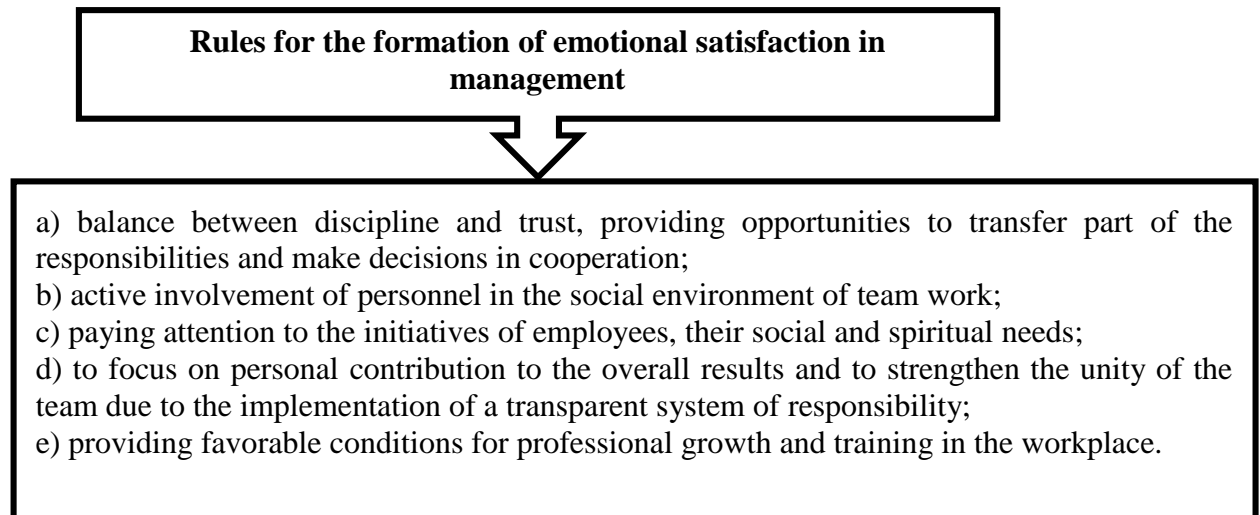


Figure 4. Conditions for ensuring the level of emotional satisfaction of employees in the management process

If the principles of HR-management are understood as the rules that are required to be followed constantly, then the methods of systematic work with personnel are more adaptable than it will be. The method of systematic work with personnel envisages a network of levers and methods that can be selected taking into account current goals and tasks.

Available methods differ in content and level of impact. Therefore, to achieve the best result, it is possible to use various technologies of human resources management in harmony. Here we show that there are three basic types of handles (Fig. 5). They have proven their effectiveness in management practice, and for this reason, they are actively used by various companies these days. These tools and methods include the following:

- 1 Administrative methods - they are based on the principles of maintaining discipline, support and unconditional execution of management orders;
2. Economic supports - they are based on financial incentives for the company's employees;
3. Socio-psychological methods of personnel management - these methods aim to influence employees morally, spiritually and without financial incentives. they help increase labor productivity.

Personalni boshqarishning ijtimoiy-psixologik metodlari – bu metodlar ishchi-xodimlarga axloqiy-ma'naviy va ruhiy ta'sir ko'rsatishni ko'zda tutadilar va moddiy rag'batlantirishlarsiz mehnat unumdorligini oshirishga ko'maklashadilar.

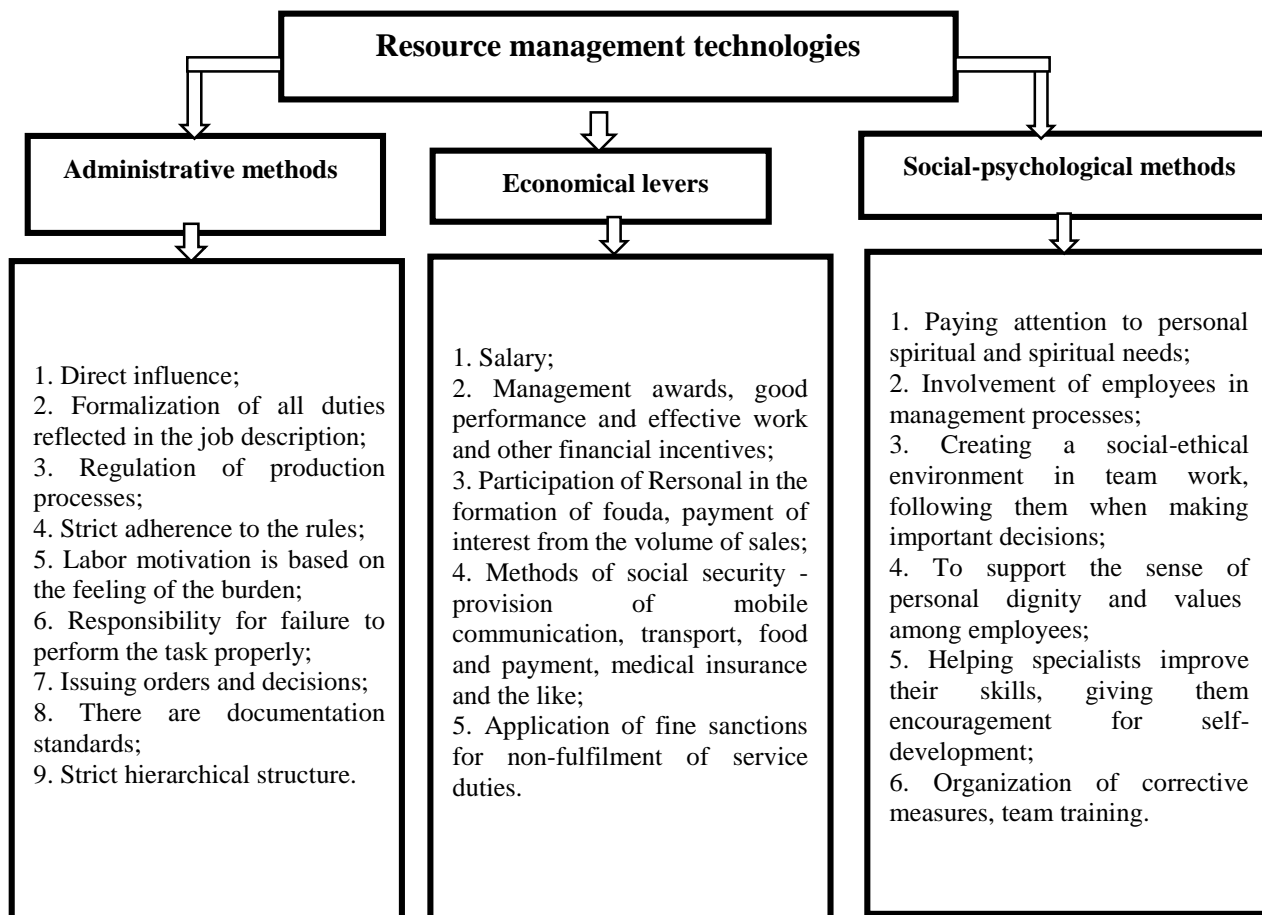


Figure 5. Enterprise personnel management technologies

Human resource management strategies are implemented with different tools and methods. It is necessary to select all of them taking into account concrete methods in accordance with the business concept, mission and philosophy of the brand. At the same time, it should be noted that the extent to which the specific technology of influence in the field of management corresponds to the current goals of the enterprise or organization is also of great importance. will have. Accordingly, it is possible to use the following methods in the personnel selection process:

1. Attracting highly qualified employees of competing enterprises (this is called aggressive headhunting).
2. Using social networks to find and select employees who want to work in a certain market sector;
3. Forming the favorable image (reputation) of the company in a goal-oriented and methodical manner.
4. Use of automated personnel tracking (ATS) and IT systems.
5. Remote personnel management and control, as well as remote selection of employees with the development of a technical solution in the future.

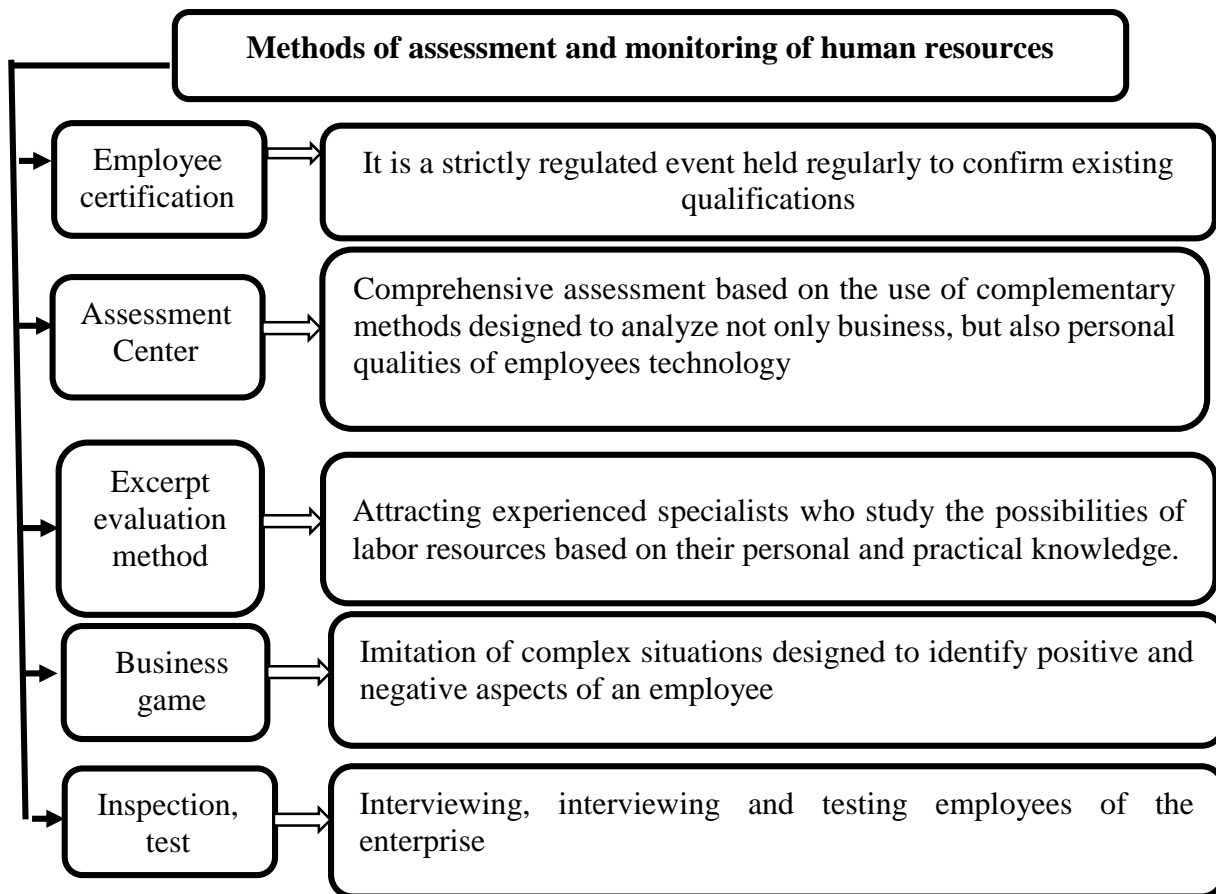


Figure 6. Methods used to evaluate and monitor personnel in enterprises

The goals and principles of modern human resources management are based on the rules of social cooperation and striving to improve the living conditions of employees. Achieving economic balance played an important role in the realization of this fraternity. Good financial provision of the company's employees and their training and training at the expense of the corporate budget - this is important for the production efficiency of this company. It is an investment made, and at the moment, it has prepared the ground for ensuring the financial stability of the entire enterprise.

Summary. The role of the HR-department of the enterprise in ensuring that these employees are effectively adapted to the work activity of the enterprise in the process of recruiting new employees to the enterprise and managing them will be big. In this process, there are two main tasks - one of them is a person who has just started working in this company and is still fully aware of all the ins and outs of the company's activity. It consists of giving encouragement to underpaid employees, as well as speeding up the process of their entry into the labor force. The goals in this regard can be achieved using the following technologies:

- implementation of the system of mentoring of experienced employees to new employees;
- getting to know the team at work, conducting personal interviews with the head of the department and the direct manager;
- organization of company-wide introductory tours, study of corporate culture;
- development and improvement of the communication skills of the employees of the enterprise, formation of algorithms for working with non-standard applications and other important activities of the enterprise conducting trainings and seminars on the use of technologies;

- organization of role-playing games aimed at uniting employees and strengthening team spirit.

Work on increasing the general motivation of the company's employees will be carried out. In order to achieve the desired result, it is necessary to implement the methods of material and moral stimulation. Both of these methods are used together in similar situations. In this way, it is an interest that is beyond labor activity. It is strengthened not only from the financial point of view, but also by the employee's sense of pride in the work he has done.

It is necessary to note separately that it is difficult to form an effective management system without deep analysis and work. Therefore, this management activity necessarily involves a set of measures to evaluate personnel and increase its efficiency. Various technologies are used to analyze the level of professionalism and competence of specialists. The following methods of assessment and monitoring can be distinguished in their work (Figure 6).

The head of HR service aiming to achieve long-term results will also need to implement a system of training and quality improvement in the enterprise. This includes roundtable discussions, business breakfasts, other forms of face-to-face communication, professional training courses, on-line trainings, seminars, lectures, independent it will be possible to organize through such methods as learning and

In addition to monitoring the level of productivity of employees in the enterprise, it is necessary to conduct a deep analysis of the activity of the HR service itself. Evaluation of the effectiveness of the selected personnel policy is so important that it is no less important than the production capacity of the enterprise. The existing methods of monitoring the efficiency of personnel management are mainly based on comparative analysis and calculations of the value of investments. The use of benchmarking and other similar analysis and technologies for timely identification of possible errors in tactical management, including future development and allows tightening of growth points.

From the above, we can see that modern approaches to HR-management and enterprise management technologies are the strategic and every aspect of this economic entity. focused on lateral development, it is difficult to achieve this without highly qualified employees. Today, in the conditions of various social and economic complexities, human resources are considered as the basis of the competitiveness of the enterprise.

List of used literature

1. Vakhmistrov, A. I., & Asaul, N. A. (2003). *The role of corporate associations in the management system of the regional construction complex*. St. Petersburg: Stroyizdat.
2. Grigorenko, Y. (n.d.). *Review of the situation in the EU construction industry: Conclusions for the steel market*. Retrieved from <https://gmk.center/rosts>
3. Viktorov, M. Yu., & Kozyrev, K. V. (2006). *Foreign experience in the management of construction organizations*. Scientific Works of the Free Economic Society of Russia. Retrieved from <https://suberleninka.ru/article/n>
4. Komarov, I., & Eremenko, I. (2000). The role of investment policy in the modern economy. *Observer + Observer*, 12, 45–50.
5. Chekulaev, E. D. (1999). *Organization of activities of Russian construction companies based on the use of modern foreign experience* (Doctoral dissertation). St. Petersburg: St. Petersburg University.
6. Ibrahim, M., & Kaka, A. (2007). The impact of procurement strategies on project performance. *Construction Management and Economics*, 25(5), 509–520. <https://doi.org/10.1080/01446190601164000>
7. Ofori, G. (2000). *Challenges of construction industries in developing countries: Lessons from various countries*. Construction Industry Development Board.
8. Hardin, B., & McCool, D. (2015). *BIM and construction management: Proven tools, methods, and workflows*. Wiley.
9. Zou, P. X., Zhang, G., & Wang, J. (2007). Understanding the key risks in construction projects in China. *International Journal of Project Management*, 25(6), 601–614. <https://doi.org/10.1016/j.ijproman.2007.03.001>

10. Cheng, E. W., & Li, H. (2002). Construction partnering process and associated critical success factors: Quantitative investigation. *Journal of Management in Engineering*, 18(4), 194–202. [https://doi.org/10.1061/\(ASCE\)0742-597X\(2002\)18:4\(194\)](https://doi.org/10.1061/(ASCE)0742-597X(2002)18:4(194))
11. Hillebrandt, P. M. (2000). *Economic theory and the construction industry* (3rd ed.). Palgrave Macmillan.
12. Finkel, G. (1997). *The economics of the construction industry*. M.E. Sharpe.
13. Love, P. E., Edwards, D. J., & Irani, Z. (2008). Forensic project management: An exploratory examination of the causal behavior of design-induced rework. *IEEE Transactions on Engineering Management*, 55(2), 234–247. <https://doi.org/10.1109/TEM.2008.917730>
14. Barrett, P., & Barrett, L. (2010). The potential of positive places: Senses, brain and spaces. *Building Research & Information*, 38(3), 268–283. <https://doi.org/10.1080/09613211003620016>
15. Ofori, G., & Toor, S. R. (2009). Leadership development for construction professionals. *Construction Management and Economics*, 27(10), 933–950. <https://doi.org/10.1080/01446190903233116>