

ORGANIZATION AND IMPROVEMENT METHODS OF MANAGEMENT IN CONSTRUCTION COMPANIES

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Abstract: This article is devoted to the relevant issues of effectively organizing and improving the management system in construction companies within the conditions of a modern market economy. The article analyzes the specific features of construction management, designed organizational forms, matrix structures, and hybrid management models. The article provides information on the implementation of technologies, particularly the use of BIM technology and specialized construction management software. Methods for improving management efficiency through integrated project management, value chain management, quality management systems risk management, and improved communication are considered. The article provides practical recommendations for the management of construction companies on improving the management system.

Keywords .construction management, project management, BIM technology, organizational structures, quality management, risk management, construction companies

INTRODUCTION

In the context of the transition to a market economy, the construction sector is a key component of the economy, making a significant contribution to the development of the national economy and the improvement of infrastructure. At the same time, construction companies face numerous challenges, including intense competition, resource constraints, complex project management, and changing market demands.

In such conditions, the effectiveness of traditional management methods is limited, creating the need to introduce modern management approaches. Construction projects are typically long-term, multi-stage, and complex processes involving specialists from various fields. The successful implementation of projects depends not only on technical aspects but also on the existence of an effective management system.

The problems of organizing and improving management in construction companies also involve the application of advanced technologies, the introduction of modern management methodologies, and the effective management of human resources.

Currently, global trends in the construction sector include the development of construction industry technologies, designed organizational forms, and integrated project management. Construction companies in Uzbekistan also need to improve their management systems based on these trends. This provides an opportunity not only to enhance the competitiveness of companies but also to strengthen the position of the state's construction industry in the global market. The purpose of this article is to provide a comprehensive analysis of modern methods of organizing management in construction companies and ways to improve it, as well as to develop practical recommendations. The research is focused on studying the specific features of construction management, effective organizational models, opportunities for the effective use of information technologies, and other methods for improving management quality.

LITERATURE REVIEW AND METHOD

Analysis of scientific literature shows that the issue of effectively organizing the management system in construction companies is important not only for the general development of the

he economy but also for enhancing the competitiveness of the enterprise. In the formation of management theory, the classic approach founder Henri Fayol stated that efficiency can be achieved through management functions of planning, organizing, coordinating, controlling, and leading. His theory is still practically applied in the activities of many construction companies today. Similarly, the scientific management principles developed by Frederick Taylor serve to increase labor productivity and rational use of resources in the production process. Taylor's idea of "scientific organization of labor" maintains its relevance in optimizing production processes in construction companies. Henry Mintzberg systematically analyzed leadership activities and identified 10 key roles of a manager. This approach plays an important role in the construction sector, especially in project management, communication, and decision-making processes. Michael Porter's theory of competitive advantage is also relevant for construction companies. According to Porter's model, a company can strengthen its position in the market by properly utilizing internal resources, reducing costs, and improving service quality. Uzbek researchers have also conducted important scientific work in this field. For example, Rakhimov A. (2022) in his research showed the need to modernize the management system in construction companies, introduce digital technologies, and improve human resource management.

As a result of literature analysis, it was determined that the following directions are important for improving the management system in construction companies:

1. Strengthening strategic planning and innovation management.
2. Widespread introduction of information technologies.
3. Implementing labor resource management using modern methods.
4. Improving the system of cost control and profitability enhancement.

Thus, existing scientific sources show the necessity of implementing a systematic approach, scientifically based decisions, and innovative management principles to increase the efficiency of management organization in construction companies.

DISCUSSION

The formation of a management system in construction companies is a complex, multi-stage, and resource-demanding process. The effectiveness of management directly depends on the organizational structure of the company, leadership style, level of resource utilization, and internal communication system. Therefore, today the main directions for improving management include the introduction of innovative technologies, the use of digital management systems, and cost optimization issues. In recent years, due to increased competition in Uzbekistan's construction sector, companies have been forced to adapt their activities to market demands. In this process, managers need to actively apply modern management principles, including strategic planning, effective decision-making, and risk management methods.

A significant problem in the activities of construction companies is the inefficient use of resources and uncertainties in planning. In many companies, due to insufficient implementation of project management systems, cases of time and budget losses are observed. To eliminate this, it is necessary to introduce technologies such as BIM (Building Information Modeling) and digitalize all processes. Analysis shows that in modern construction companies, digital management systems (Enterprise Resource Planning) for managing financial and production processes on a single platform yield high results. Such systems allow real-time monitoring of costs, analysis of resource utilization, and profit forecasting. Furthermore, the human factor is also an integral part of the management system. Improving the skills of qualified engineers, economists, project managers, and technical staff, training them

in the use of modern software tools is of great importance. Another important aspect of improving management in construction companies is financial control and cost reduction. Analysis of income and expenses shows that through effective management, the profitability indicator increases year by year. For example, between 2020-

2024, the construction company's net profit increased from 130 million soums to 270 million soums. This situation proves that the improvement measures in management are yielding results.

In general, the discussion shows that the following directions are relevant for improving management in construction companies:

1. Implementation of digital management systems.
2. Strengthening financial control and reducing costs.
3. Improving personnel potential and developing management culture.

RESULTS

The following table shows the income and expenses of a construction company during the period 2020-2024

Year	Income (mln soums)	Expenses (mln soums)	Profit (mln soums)
2020	850	720	130
2021	910	770	140
2022	980	820	160
2023	1050	870	180

During the period 2020-2024, the company's income steadily increased. If the total income in 2020 was 850 million soums, by 2024 this indicator reached 1180 million soums, indicating a 38.8% growth. Expenses also relatively increased, but at a slower rate - from 720 million soums to 910 million soums, representing a 26.3% increase. Profit increased from 130 million soums in 2020 to 270 million soums in 2024. This is 2.08 times more than the initial year, showing that the profit volume has significantly increased as a result of efficient use of resources in the company. The above data shows that during the period 2020-2024, the company's economic activity gradually improved. Revenues increased by an average of 7.9% annually. The following factors played an important role in this

- Increase in construction volume and implementation of new projects.
- The income volume increased year by year as a result of the construction of new types of facilities (multi-story buildings, industrial buildings) in the company's activities.

- Especially in 2023-2024, an increase in government orders and private investments was observed.
- Keeping costs under control.
- Although cost increase is a natural process, its growth rate was significantly lower than revenue growth (26.3%). This indicates the effective use of resources in the company, renewal of material-technical base, and implementation of a cost analysis system.
- Sharp increase in profit volume.
- Profit increased from 130 million soums in 2020 to 270 million soums in 2024, representing a 108% increase. This indicator shows the formation of economic stability in the company. Particularly, the rapid profit growth since 2023 indicates the effective implementation of planning, accounting, and analysis in the management system.
- Relative analysis between income and profit.
- If in 2020 profit constituted only 15.3% of income, by 2024 this indicator increased to 22.8%. This confirms that the company's profitability level is increasing.
- Impact of management strategy and modern technologies.
- Analysis shows that the automation of financial planning through the ERP (Enterprise Resource Planning) system, as well as the implementation of BIM (Building Information Modeling) technology, has been an important factor in increasing production efficiency.

CONCLUSION

Effective organization of the management system in construction companies is an important factor in increasing production efficiency, rational use of resources, and ensuring economic stability. The information studied at the end of the article shows that clear planning of management processes, proper distribution of responsibility, and correct establishment of control mechanisms significantly improve company performance.

The following directions were found to be the most effective for improving management in construction companies:

- Automation of management processes through the introduction of modern information technologies into production;
- Improving the professional skills of employees and strengthening the incentive system;
- Optimizing costs and rational use of resources;
- Improving the internal audit and monitoring system;
- Applying project management principles in practice.

Based on this, it can be concluded that improving the management system in construction companies not only increases the efficiency of the company but also creates a foundation for the competitiveness and innovative development of the entire industry.

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