

## The Importance of Personnel Authority and its Management in the Construction Field

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**Abstract:** In the article, in addition to determining the health of personnel in the field of construction today, as well as a good understanding of production techniques and technology, they should know the laws of economy and economic development, business strategies, the foundations of scientific management, legal issues of business management, and be able to quickly solve the tasks that arise in production.

**Keywords:** productivity, labor resources, investment, construction industry, personnel potential.

Performance management means effective management. Ensuring sustainable high performance is all about management functions and the linking process involves communication, decision-making and leadership. The conditions of the market and market relations require the skillful management of labor resources and, first of all, the right selection of personnel both at the macroeconomic level and at the level of its primary links - enterprises, organizations and other economic entities. Placement is also important. A large part of the working population (about 8–10 percent of those employed in the field of material production) is currently working in the construction industry. Positive results are being achieved in the field of diversification of the types of products produced by network enterprises and expansion of production volumes, processing of local raw material resources. If we look at the latest figures, in 2022, enterprises in the field of construction materials produced a total of 25 trillion soums of products. In 2017, this figure was 6.8 trillion soums, and the growth rate reached 3.2 times. In particular, by 2022, 12.5 million tons of cement (an increase of 45%), 20.2 million tons. sq. m. construction glass (59.4% increase), 17.3 mln. sq. m. ceramic tiles (1.8 times), 61 mln. sq. m. plasterboard (2.1 times), 890 thousand tons of dry construction mix (4.8 times increase), 340 thousand tons of lime (13.7 times increase), 2000 rolls of wallpaper (89 times increase) growth was ensured. About 12 and a half thousand enterprises producing construction materials are operating in our country today. In the past years, 120 types of construction materials were produced, and today their number has exceeded 180. Due to the liberalization of the foreign exchange market, expansion of cooperation with other countries and the implementation of an open policy, wide access to local and foreign investors, the creation of a number of benefits and conditions and the support of the state, the development of the banking sector and the increase of preferential loans. In the field of building materials, there have been great developments in the past five years.

**In particular, from 2018 to 2022, 5,386 million dollars were appropriated for 7,385 investment projects:**

360.2 million dollars for a total of 668 projects in 2018;

➤ 560.0 million dollars for a total of 690 projects in 2019;

➤ 749.6 million dollars for a total of 686 projects in 2020;

- 1332.6 million dollars for a total of 866 projects in 2021;
- 1,820.0 million dollars for a total of 761 projects in 2022.

Also, in 2022, according to the approved Investment Program, 1,701.1 million dollars will be appropriated for 790 large prospective projects with a total value of 2,130.0 million dollars in the field of construction materials. In addition, investment projects are being implemented within the framework of socio-economic development programs of the regions. It is they who mobilize both the main funds of the construction and the circulating funds, create the necessary objects for the national economy and the population. The analysis of personnel work in the period before the reforms shows that it had the following negative aspects.

- the formality of career orientation, selection and placement of personnel, i.e. workers and leaders (managers);
- overestimating or underestimating the personal qualities of some employees, their work results
- lack of suitability of the employee for his position or protectionism in hiring;
- reduction of responsibility for labor results;
- not knowing self-criticism and self-discontent;
- pay equalization, not paying enough attention to skill and initiative, independence

Today, the personnel policy in construction is almost the same as in other industries, and it is primarily based on market requirements and market relations, independence in decision-making. In this, the main attention is focused on the strengthening of the human factor, because the fate of economic development is decided not by plants and factories, machines, equipment or production reserves, but first of all by people and workers. Those who make the activity of the enterprise or organization effective or ineffective are the workers and the labor team. In this regard, the main aspect of the influence of the human factor on increasing the efficiency of construction consists of the following:

- personnel selection and promotion;
- personnel training and continuous training;
- stability and compactness of personnel;
- improvement of material and moral evaluation of workers' labor.

In solving these tasks, construction organizations (firms) have a wide range of activities, like other enterprises. But the general rule here is that production requires people who are distinguished by their education and professional skills. Today, demand and supply are often in conflict with each other, and the demand for such people is strong in the emerging labor market. The labor management system in construction currently includes three interrelated blocks:

- 1) formation of labor resources of the enterprise;
- 2) development of labor resources of the enterprise;
- 3) Increase the quality of the working period of life.

The provision of resources for construction production is one of the most important factors for the successful implementation of current and prospective programs of capital construction. In market conditions, the attitude of enterprises and organizations to the formation of resources and their use changes quantitatively and qualitatively. Formation of personnel potential and its use in market conditions is primarily the task of educational institutions, enterprises and organizations. In the

conditions of the market and market relations, each enterprise, each construction organization should develop its own personnel policy, which, on the one hand, ensures its economic stability, and on the other hand, ensures the steady flow of production, should be directed.

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