

EVALUATION OF FACTORS AFFECTING MANAGEMENT EFFICIENCY IN A CONSTRUCTION COMPANY

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Annotation. This article analyzes the issues of improving management efficiency in the construction sector based on an integrated approach. The study highlights the importance of modern management methods, strategic planning, effective use of resources, the introduction of information technologies (ERP, CRM, HRM), and the development of personnel potential. On the example of the activities of TREST JSC, strategies for implementing mechanisms, monitoring and evaluation systems, and ways to increase efficiency through KPI indicators based on the GANT chart are shown. It is also substantiated that improving management efficiency based on financial forecasts increases the competitiveness and investment attractiveness of the enterprise.

Keywords: construction management, strategic planning, GANT chart, project management, resource management, information technologies, ERP system, monitoring and control, KPI, financial efficiency, personnel potential, digitalization.

INTRODUCTION

Management efficiency is understood as the optimal ratio between the results achieved by an organization and the resources spent on achieving these results. Effective management allows an organization to achieve its goals with minimal resources and with high results. This concept is one of the central concepts of modern management theory and is of great importance for any company, including TREST JSC.

There are a number of criteria for assessing management efficiency, which can be divided into three main groups:

Profitability, profitability, return on investment (ROI), return on assets (ROA), return on equity (ROE), market share and financial stability. These indicators allow assessing the financial consequences of management decisions.

Indicators related to the effectiveness of the management system, the speed of decision-making, the flexibility of the organizational structure, the costs of the management apparatus and the compliance of the management system with its goals.

It includes indicators such as employee satisfaction, staff dissatisfaction, labor productivity, employee competencies, team spirit, and the development of corporate culture.

The most important criteria for assessing management effectiveness include: profit (in absolute and relative terms), productivity (per employee or per working hour), resource utilization indicators (material, energy, labor, and financial), the effectiveness of implementing innovative projects, and the ability to adapt to changes.

In modern conditions, assessing management effectiveness is a complex and multifaceted process that requires a comprehensive analysis of financial and non-financial indicators. For companies such as TREST JSC, a balanced scorecard can be an effective tool for comprehensively assessing management effectiveness.

Internal factors influencing management effectiveness in TREST JSC are factors that are formed and controlled within the organization. They include:

- Management structure and its flexibility
- Staff qualification level and professional training
- Efficiency of the internal information exchange system
- Corporate culture and value system
- Level of material and technical support
- Financial resources and efficiency of their use
- Speed and quality of decision-making processes

External factors are not directly controlled by the organization, but they have a significant impact on the company's activities and management efficiency:

- Competitive environment and market changes
- Economic and legal conditions (tax policy, interest rates)
- State policy and regulation
- Changing customer needs and requirements
- Relations with suppliers
- Demographic changes
- International markets and trade policy

Environmental variability has a strong impact on the management efficiency of TREST JSC. In conditions of accelerated changes in the business environment, an organization must have the ability to quickly reorganize its management system and adapt to new conditions. This ability is an important factor in effective management.

Technological progress is also an important determinant of management efficiency. The introduction of modern information and communication technologies allows not only to automate operational processes, but also to improve the collection, analysis and use of information necessary for strategic decision-making.

KEY RESEARCH

Investment efficiency indicators occupy a special place in the system of economic indicators. Such indicators include: return on investment (ROI), payback period of investments, net discounted income (NPV), internal rate of return (IRR) and profitability index (PI) of investment projects.

Financial stability and solvency indicators are also important for TREST JSC. This group includes indicators such as current liquidity ratio, absolute liquidity ratio, financial independence ratio and financial leverage ratio.

Table 1
System of economic indicators of efficiency¹

Indicator	Description	Standard Value	Target Value for "TREST" JSC
Sales Profitability	Ratio of net profit to sales revenue	≥ 10%	≥ 15%
Return on Assets (ROA)	Ratio of net profit to total assets	≥ 5%	≥ 8%
Return on	Ratio of net profit to	≥ 15%	≥ 20%

¹ Mulallif tomonidan ishlab chiqilgan

Equity (ROE)	equity		
EBITDA Margin	Ratio of EBITDA to sales revenue	≥ 15%	≥ 20%

The system of economic indicators of efficiency should be regularly monitored and analyzed. Based on the results of such an analysis, the management of TREST JSC can identify weaknesses in the enterprise's management system and take measures to eliminate them. To improve economic indicators, it is necessary to develop specific measures to optimize business processes, rationalize the use of resources, and introduce innovative technologies.

The organizational structure is one of the most important factors that directly affect the management efficiency of TREST JSC. An effective organizational structure ensures the optimal distribution of resources, a clear system of powers and responsibilities to achieve the organization's goals.

The principle of single leadership in TREST JSC allows for the establishment of a clear hierarchy among management bodies. Each employee is subordinate to his immediate superior and receives instructions from him. This reduces the likelihood of receiving conflicting instructions and clarifies the system of responsibility.

The principle of specialization ensures that employees specialize in specific tasks, which increases productivity and reduces the likelihood of errors. However, excessive specialization can lead to communication problems and a decrease in innovative thinking.

Formal communications include information exchange channels established in the organizational structure. A well-organized system of formal communications in TREST JSC ensures the effectiveness of the decision-making process.

Informal communications are information exchanges that occur outside the formal structure. Such communications can speed up processes, but in some cases lead to bypassing formal decision-making processes. TREST JSC management should strive to use both types of communications purposefully.

Responsibility and authority distribution are an important factor determining the effectiveness of TREST JSC management. Clearly distributed authorities and responsibilities help each unit and employee fully understand their duties and perform them effectively.

A centralized management system ensures uniformity of decision-making, but can slow down the process. Decentralized management increases flexibility, but creates the risk of deviation from the strategic direction. The optimal model for TREST JSC is a balanced distribution.

The choice of the form of organizational structure is also important. TREST JSC, depending on the specifics of its activities, can choose one of the following main types of structures or a combination of them:

- Linear structure - characterized by a clear hierarchy of subordination and vertical distribution of powers. Such a structure is easy to manage, but has low flexibility.
- Functional structure - employees are grouped into functional units. This increases specialization, but can cause management problems.
- Divisional structure - the enterprise is divided into separate business units or product lines. This structure increases flexibility, but can lead to duplication of resources.
- Matrix structure - a combination of functional and project structures. This is effective for innovation processes, but increases the likelihood of conflicts.

The choice of the optimal organizational structure for TREST JSC depends on the characteristics of the company's activities, its size, market situation and strategic goals. Most importantly, the structure should be periodically reviewed and adapted to changing conditions.

In accordance with modern trends, organizational structures that strengthen horizontal ties, stimulate creative thinking and increase flexibility are preferable for TREST JSC. Especially when implementing innovative projects, the use of temporary structures based on the principles of project management can significantly increase efficiency.

Human resources are one of the most important factors determining the efficiency of TREST JSC. No matter how modern technologies an enterprise has, its success largely depends on the qualifications, motivation and loyalty of its employees. Therefore, an effective management system should include mechanisms for fully revealing the potential of employees and directing them to achieve the company's goals.

The leadership style in TREST JSC directly affects management efficiency. In modern conditions, an authoritarian management style is often ineffective, restricts creative thinking and reduces employee initiative. Democratic or participative leadership style ensures the participation of employees in the decision-making process, which increases their motivation and strengthens their responsibility for work.

- Ensuring the participation of employees in decision-making
- Creating an environment of open communication and exchange of ideas
- Encouraging creative and innovative thinking

An effective motivation system should include an optimal combination of material and moral incentives. In TREST JSC, the motivation system should be developed taking into account the individual needs and goals of employees. This system not only increases labor productivity, but also strengthens employee loyalty to the enterprise.

- Fair and transparent material incentive system
- Result-based remuneration
- Opportunities for professional growth and personal development
- Social guarantees and additional benefits

Modern management theory sees employees as one of the most valuable assets of the enterprise. By applying the principles of the school of human relations in the management system of TREST JSC and taking into account the needs and interests of employees, the enterprise can use labor resources more effectively. Among modern approaches, methods such as coaching, mentoring, and the "agile" methodology are of particular importance.

- Creating opportunities for employees to realize their potential
- Building a team spirit and a culture of cooperation
- Providing opportunities for continuous training and development

There is a direct relationship between the level of employee satisfaction and management effectiveness. Satisfied employees are more proactive, adopt the company's values, and make additional efforts to improve results. Therefore, it is important for the management of TREST JSC to regularly study the level of employee satisfaction and take the necessary measures to increase it.

The professional development and improvement of skills of employees is also one of the important factors affecting management effectiveness. TREST JSC must implement continuous training and development programs, create opportunities for professional growth of employees. This not only increases the competitiveness of the enterprise, but also expands the ability to attract and retain employees.

For TREST JSC, attention to human resources is not only social responsibility, but also an important part of the business development strategy. The knowledge and skills of employees, their motivation and loyalty are the main factors of the success of the enterprise.

In modern market conditions, technological development and innovation are among the most important factors in ensuring the competitiveness of TREST JSC and increasing management efficiency. Technological modernization and the introduction of innovative solutions not only improve production processes, but also improve the quality of management decisions.

By modernizing production processes at TREST JSC, it is possible to increase labor productivity, improve product quality and reduce production costs. The introduction of modern equipment and technologies creates opportunities for more efficient use of resources, increased energy efficiency and environmental safety.

- Introduction of energy-saving equipment and technologies
- Automation and robotization of production processes
- Application of modern quality control systems
- Mastering waste reduction and recycling technologies

Innovations allow not only to improve products and services, but also to optimize management processes. For TREST JSC, stimulating innovative activity, unlocking the creative potential of employees and searching for new ideas is an important task. Innovative management increases the ability of the enterprise to adapt to changing market conditions.

- Creation of a support system for innovative ideas
- Development of mechanisms for commercialization of scientific and technical developments
- Stimulation of innovative activity of employees
- Cooperation with external innovative infrastructure

Information technologies and digitalization are a powerful tool for increasing the efficiency of management at TREST JSC. Modern information systems automate the processes of collecting, analyzing and processing data, which increases the speed and quality of decision-making. Digital transformation processes should cover all parts of the enterprise and be linked to the strategic development program.

- Implementation of enterprise resource planning (ERP) systems
- Use of Big Data and artificial intelligence technologies
- Development of cloud technologies and mobile applications
- Increasing the level of cybersecurity

One of the important tasks for TREST JSC in the field of technological development and innovation is the development and implementation of a digital strategy. Such a strategy should cover all departments of the enterprise and create opportunities for optimizing business processes, reducing costs, and improving the quality of products and services.

It is recommended to focus on the following areas of technological and innovative development (Figure 2.5):



Figure 1. Directions for technological and innovative development²

The process of introducing technological innovations requires an integrated approach. This process should include conducting a technological audit, identifying priority areas of development, forming investment programs, training employees, and introducing new systems. In order to effectively organize innovative activities, it is advisable for TREST JSC to create a special unit or working group, as well as develop mechanisms for evaluating innovative projects and financing them.

CONCLUSIONS AND SUGGESTIONS

The following can be included among the main factors that positively affect efficiency: the financial stability of the enterprise, the presence of highly qualified personnel, clearly defined business processes, sufficient production capacity, and experience in producing quality products. These factors create a solid foundation for the sustainable development and competitiveness of TREST JSC in the market.

The main factors that negatively affect management efficiency include: low level of information systems development, insufficient stimulation of innovative activities, communication problems between individual departments, centralization of the decision-making process, and slow adaptation of the management system to changes. These factors are obstacles to improving the efficiency of the enterprise and strengthening its competitiveness.

1. Improving the organizational structure - increasing the flexibility of the management system, strengthening horizontal ties between departments, introducing project management principles.

2. Developing information systems and digitalization - implementing an ERP system, developing business analytics tools, ensuring database integration.

3. Improving the personnel management system - revising the motivation system, developing personnel training programs, creating mechanisms for attracting and retaining talented employees.

4. Stimulating innovative activity - creating a system to support innovative ideas, stimulating the innovative activity of employees, strengthening cooperation with external innovative infrastructure.

The program for modernizing management mechanisms should be implemented in the following areas:

- Increasing the effectiveness of strategic management - improving the strategic planning system, developing mechanisms for implementing the strategy, developing a strategic control system.

² Mulallif tomonidan ishlab chiqilgan

- Optimizing the decision-making system - accelerating the processes of developing and adopting decisions, improving information support for decision-making, developing mechanisms for assessing the effectiveness of decisions.

- Organizing business process optimization - reviewing key business processes, modeling and optimizing business processes, automating business processes.

- Improving the risk management system - developing a system for identifying and assessing potential risks, taking measures to minimize risks, monitoring the effectiveness of the risk management system.

Thus, the above-mentioned set of measures can significantly increase the management efficiency of TREST JSC, strengthen the competitiveness of the enterprise and ensure its long-term sustainable development. A comprehensive approach and a step-by-step action plan are necessary to implement the recommendations. The active participation of management and employees in this process, as well as constant monitoring of changes, are important.

Based on financial forecasts, it can be concluded that the company is on the path of sustainable development. All key indicators have an upward trend, which ensures the financial stability of the company. However, the slight downward trend in profitability indicators indicates the need for the company's management to take additional measures to optimize costs and increase profits.

Recommendation for investors: the company's stable growth indicators indicate that it is an attractive object for long-term investments. In particular, a significant increase in net profit is expected in 2025-2027, which may increase the profitability of investments.

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