



## Ways to Improve the Management of the Regional Construction Complex (On the Materials of the Samarkand Region of Uzbekistan)

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**Abstract:** Construction is one of the leading sectors of the economy of Uzbekistan. One of the features of the construction industry is the regional difference in the development of this industry. The goals of the management system of the regional building complex are determined by the characteristics and level of socio-economic development of the region. This article is devoted to the problem of improving the efficiency of the management system of the construction complex of the Samarkand region. It discusses the principles of improving the management relations of the subjects of the construction complex.

**Introduction.** The construction sector of the Republic of Uzbekistan is developing at a high pace. The growth rate of construction works in 2019 was 119.0%, in 2020 - 109.1%, in 2021 - 106.8%, and in 2022 - 106.6% compared to the previous year. As of January 1, 2023, 46,971 enterprises and organizations were registered in construction, which is 8.2% of the total number of registered organizations. [1]

It should be noted that the Republic of Uzbekistan is characterized by a rather complex territorial distribution of the construction industry, that is, the development of the industry in the regions and their contribution to the development of investments varies in a wide range (table 1).

**Table 1. Indicators of investment and construction activities of the regions of the Republic of Uzbekistan for 2021.[2]**

№	Regions	Investments in fixed assets		Construction works	
1	The Republic of Uzbekistan	269857,5	100	130767,1	100
2	Republic of Karakalpakstan	10099,8	3,74	5289,6	4,38
3	Andijan	14758,6	5,47	6738,2	5,58
4	Bukhara	21138,0	7,83	8340,4	6,91
5	Jizzakh	10763,1	3,99	3431,3	2,84
6	Kashkadarya	16181,5	6,0	7831,1	6,48
7	Navoi	19396,1	7,19	6062,6	5,02
8	Namangan	14348,2	5,32	6762,3	5,60
9	Samarkand	21955,2	8,14	8762,2	7,25

10	Surkhandarya	11507,3	4,26	6545,4	5,42
11	Syrdarya	12574,7	4,66	3287,8	2,72
12	Tashkent	34954,7	12,95	12143,8	10,06
13	Ferghana	15396,7	5,71	8558,1	7,09
14	Khorezm	8806,6	3,26	4891,7	4,05
15	Tashkent city	56725,8	21,48	31908,3	26,6

The data indicate that the intensity of investment development, as well as the share in the total volume of construction work in the context of regions, differ significantly. Due to the special position of the city of Tashkent in the country's economy, in the study we considered only the features of the regions and regions of the country. For example, the Tashkent, Samarkand and Bukhara regions occupy the leading place in the development of investments in fixed assets. The smallest share of investments falls on the Khorezm region and the Republic of Karakalpakstan. Approximately the same picture is observed in terms of the volume of construction work, that is, Tashkent, Samarkand and Fergana regions are in the first places. The smallest volumes of construction work were carried out in the Syrdarya and Jizzakh regions.

Based on the data presented, it can be concluded that it is necessary to develop the construction sector in the regions as one of the priority areas for increasing its competitiveness.

At present, the economy of Uzbekistan has been tasked with the accelerated development of productive forces in the regions in order to increase the uniformity of distribution throughout the country. A striking example of this is the development strategy for the northern regions, primarily the Republic of Karakalpakstan, implemented in accordance with the development strategy of the new Uzbekistan for 2022-2026. [3]

This also applies to the development of regional building complexes, as they play the role of a stimulating factor in the development of all sectors of the economy. In the field of construction, it is necessary to improve regional construction management systems, as one of the most important factors in strengthening the social and industrial base of the regions.

**Materials and methods.** The study of the problems of the regional building complex requires the use of a systematic approach, methods of statistical, logical and scenario analysis, as well as a critical study of the completed scientific developments.

The complexity of the problem of improving the construction management system lies in the presence of several "power centers" of management, that is, a fairly high polarity of economic interests. These are primarily state bodies, large construction companies and small enterprises and firms.

The participation of state bodies in the management of the construction complex is determined by a high degree of responsibility for the pace of socio-economic development of the region, the implementation of social programs and ensuring the effectiveness of centralized investments. At present, public investment is a significant part of the total investment. In 2021, centralized investments in Samarkand region amounted to 26.3% of the total investment. This determines whether the central authorities have an interest and the ability to influence decision-making. [4]

Large construction companies, due to their developed material and technical base, have access to the implementation of large investment projects, which is the basis of their influence on the construction market. According to the data for 2021, large enterprises account for only 4.5% of the total number of enterprises in the construction complex of the Samarkand region, but they completed 15.5% of the total volume of construction work. [4]

The third center of power is represented by small and micro-enterprises in the construction industry. To date, 95.5% of all construction organizations in the Samarkand region belong to the category of small enterprises. This category includes entities employed in the informal sector, the share of which is also quite high. Gaining access to construction sites, high competitiveness and dynamism are the basis for having a significant impact on decisions made in the construction industry.

These forces have their own interests in the region, therefore, the violation of the balance of power between the centers of power causes a decrease in the efficiency of the construction complex, that is, there is a risk of developing three scenarios for the development of the management system: state dominance in the construction industry; the development of a monopolistic form of competition; decentralization of management with a predominance of natural factors.

Currently, there are development trends for all scenarios, so it is necessary to theoretically substantiate the principles and methodological foundations of an effective building complex management system with the participation of all management entities.

**Literature Review.** A.V. Voronin (2008) explores the management of the investment and construction complex from the point of view of regional, intersectoral and cluster approaches and concludes that it is necessary to form a regional construction cluster as the basis of the management system.[5] At the same time, it is noted that the construction cluster can only be a part of the investment and construction complex. In the study by L.N. Drobyshevskaya and A.A. Butrenin [6], the main attention is paid to assessing the competitiveness of the regional investment and construction complex based on private indicators (2012). The authors of the work [7] in the management system of the construction complex of the region distinguish the principles and methods of management, mechanisms and forms of their implementation, the subject and structure of management (2017). Separate studies are devoted to the systematization of the functions of the investment and construction complex (2020). [8] This work also notes that five conditionally independent bodies participate in the management of the construction complex: the management bodies of the construction complex, scientific and educational organizations, self-regulatory organizations of builders, public organizations, construction organizations.

In foreign practice, one of the influential forces in construction management is self-regulatory organizations (2019) [9]. The work of A.N. Asaul, L.F. Monakov (2012) [10] is devoted to improving the theory of development of management of the investment and construction complex. In the study by L.P. Vasilyeva, the mechanisms of regulation of the investment and construction sphere of the region were studied and the need for the development of self-regulatory organizations was substantiated (2007) [11]. The authors of another study see the improvement of the management of the investment and construction complex in the development of public-private partnerships and the building materials industry (2019) [12]. At the same time, the conducted studies do not fully cover the problems of improving the efficiency of the management system of the regional investment and construction complex. In addition, current trends in the decentralization of the national economy require clarification of regional features in the development of territorial construction complexes in Uzbekistan.

**Research.** The need to manage regional building complexes is substantiated by the features of the planning system for socio-economic development of the Republic of Uzbekistan. Ensuring sustainable economic growth, the accelerated development of processing industries and energy, the intensification of agriculture requires attracting large amounts of investment. Under these conditions, the task of effective development of investments takes on a national character, which in turn increases the urgency of the problem of increasing the efficiency of the construction complex. The improvement of the management system at the regional level is explained by the diversity of economic entities in the construction complex (table 2).

**Table 2. Information about enterprises and organizations of the construction complex of the Samarkand region for 2017-2021\***

Indicators	Values by years				
	2017	2018	2019	2020	2021
<b>Total enterprises and organizations, units:</b>	2808	3274	4027	4550	5068
Including:					
Construction organizations	1438	1776	2332	2768	3117
Design and survey organizations	196	205	245	273	317

Enterprises for the production of building materials and structures	1125	1234	1403	1456	1567
Other organizations	49	59	47	53	67
Share of construction organizations, %	51,2	54,2	57,9	60,8	61,5

\* The table was compiled by the authors based on the materials of the Samarkand Regional Department of Statistics.

The data show that the number of economic entities in the construction sector over the past years has increased by more than 1.5 times, including construction organizations - by 2.1 times. The share of construction organizations in the complex reached 61.5%.

The study of the state of the construction complex of the Samarkand region made it possible to identify some features of the existing management system for the regional construction complex:

1. Fragmentation of managerial influences. Despite the presence of real power, the governing bodies have limited powers in the field of construction, which makes the management process periodic and insufficiently complete;
2. Weak structured management functions, that is, the lack of strong information and management ties, which reduces the effectiveness of management actions.
3. Low efficiency of organizational and managerial relations and contractual discipline. Often there are situations of ignoring the requirements of regulatory documents and decisions of management bodies;
4. The presence of economic entities that are outside the sphere of influence of the management system or are not taken into account by official statistics;
5. Differences in production tasks, economic interests and economic activity require the development of a management system that would take into account these differences in the interests of increasing the efficiency of the entire complex.

**Discussions.** As the analysis shows, in the scientific developments of domestic and foreign scientists enough attention is paid to the principles and conditions for regulating regional building complexes. At the same time, the concentration of construction projects in Tashkent and other large cities of the country, as well as numerous violations of contractual norms during the construction process, indicate the presence of a problem in the management of building complexes. Practical studies of the authors at the construction sites of the Samarkand region made it possible to identify the following ways to improve the management of territorial construction complexes:

1. Improving organizational relations between the participants in the investment and construction process through the formation of adaptive management structures built on the principles of complexity, marketability, focus on quality and synergy;
2. Development of a territorial system of inter-farm relations to meet the needs of investors at all levels, including government programs, direct investments of legal entities and households;
3. Ensuring the balance of the labor potential of construction organizations and the needs of the investment program, taking into account specialization, mechanical equipment and combination of professions. On the basis of this, programs are being formed to increase the labor potential of the construction complex as a whole.
4. Formation of a territorial construction quality management system covering all stages and levels of the investment and construction process, built on the integration of the economic interests of construction participants and customers.

**Conclusion.** Decree of the President of the Republic of Uzbekistan No. 378 of September 22, 2022 provides for a phased transition to project management in construction, improvement of the activities of the customer service in construction.[13] The provisions of this resolution create conditions for studying and implementing the experience of developed countries in the field of regulation of

relations in construction. Consequently, the task of scientific and methodological support for the use of world construction standards in our country arises. This task, first of all, requires the improvement of the management system of the regional construction complex, for the solution of which we have developed and substantiated the following proposals:

- ✓ Formation of a functional decentralized organizational structure based on a combination of public-private partnerships and ensuring a balance of power among all subjects of the construction complex;
- ✓ Liberalization of the regulatory framework for construction management, which includes granting the right to public associations to develop performance standards in accordance with international standards, revision of licensing rules in the field of design and construction;
- ✓ Activation of the activities of self-regulatory organizations in the field of construction, increasing their competitiveness, development of market methods to stimulate the improvement of the quality of construction products;
- ✓ Implementation of an industry quality management system based on the principles of the priority of the interests of investors and consumers of construction products and the efficiency of construction production.

The theoretical and scientific-methodological substantiation of these proposals will make it possible to form a new mechanism for managing the regional construction complex and increase the international competitiveness of domestic enterprises.

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