

Implementation of Innovative Human Resources Management Methods in Construction Companies: Analytics and Theory

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Abstract- The article is devoted to the analysis of the implementation of innovative methods of human resource management in construction companies. In the context of a dynamically developing construction sector and constant changes in the labor market, effective personnel management is becoming a key factor for success. The paper examines modern approaches and tools for optimizing the processes of recruitment, training, motivation and retention of employees in construction companies. The author concludes that it is necessary to actively implement innovative methods in human resource management, which helps improve labor productivity, reduce staff turnover and increase the overall level of efficiency of construction organizations.

Keywords: Management, analysis, implementation of innovative methods, human resource management, personnel, construction works.

1. INTRODUCTION

At the end of the 20th century, the global economy entered the post-industrial stage of economic development. The formation of an innovative economy requires a sharp increase in demand for innovations, their supply and a systematic organization of links between the production of knowledge and innovations [1]. An important element of the current economy is not enterprises focused on the production of specific types of products, but post-industrial innovative organizations that employ creative, motivated workers who are able to independently analyze a large array of information. It follows that innovation and human resource management play an increasingly important role in maintaining the competitiveness of organizations in a period of rapid change and increased competition. Any change requires a change in the type of thinking. In any case, if the new order of things is different from the old, then it is necessary to take a fresh look at the entire system. The continuous dominance of innovation and creativity is manifested in organizations that recognize that correctly used creativity can give a company a competitive advantage. Competition in the market has increased sharply in segments represented by intellectual products, which is due to the current stage of scientific and technological progress [2]. In today's economy, companies are increasingly faced with a competitive and constantly changing external environment. In this context, the productivity and even survival of companies increasingly depend on their ability to achieve a strong, competitive position through flexibility, agility and adaptability. Therefore, there is a growing interest among leading companies in an innovative strategy that allows them to improve their productivity, competitiveness and flexibility.[8]

2. LITERATURE REVIEW

In recent decades, human resource management (HR) has undergone significant changes due to the introduction of innovative methods aimed at improving the efficiency and adaptability of organizations. Several scientific schools and research areas have made a significant contribution to the development of this field. Innovation studies is a field of knowledge that studies the essence of innovation activities, organization and management of innovation processes. It ensures the transformation of new knowledge into innovations in demand by society, both on a commercial and non-commercial basis. Innovation studies cover the theoretical foundations of innovation activities, models and modeling of innovation processes, organization and management of innovation activities, state regulation of innovation activities and other aspects.

Various universities and research institutions conduct research aimed at introducing innovative methods into HR management. For example, the University of the West of England (UWE Bristol) offers programs related to human resource management, where modern approaches and technologies in this area are studied.

Scientific schools and research in the field of innovative methods of HR management contribute to the development of effective strategies and practices aimed at improving the performance of organizations and adapting to rapidly

changing market conditions. Continued research and innovation in HR management remain key factors for the successful development of organizations in the global economic context.

3. ANALYSIS AND RESULTS

According to the latest available data, in January 2024, the volume of completed construction work in Uzbekistan amounted to 6,671.4 billion soums, which is 24.5% more than in the same period in 2023. In January 2024, the volume of completed construction work amounted to 6,956.2 billion soums, which is 1% more than in January 2021.

An analysis of the structure of completed construction work shows that in January-September 2024, large construction organizations completed 27.9% of the total volume, small businesses and microfirms - 54.8%, and individuals - 17.3%.

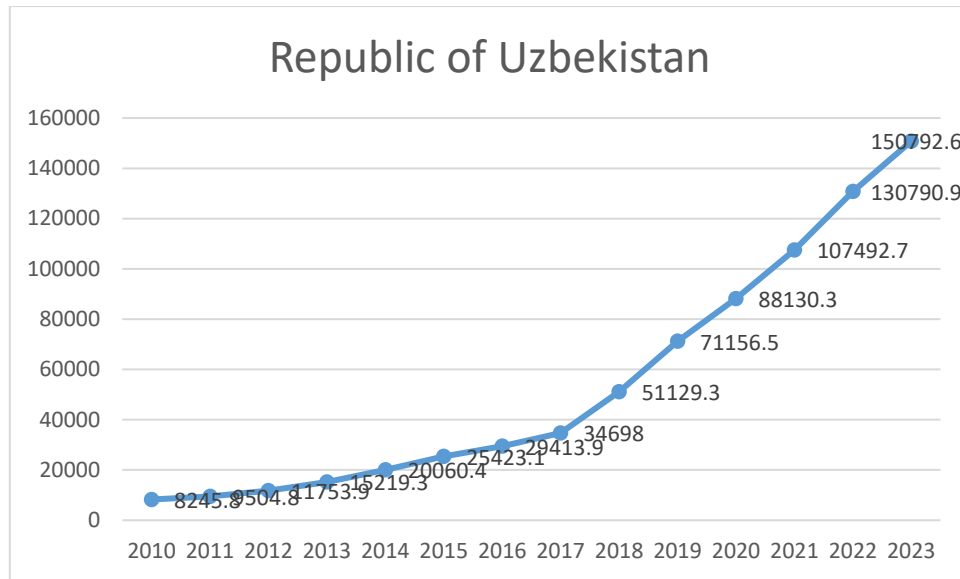


Fig. 1. Volume of construction works (annual) [6]

We see a steady growth in the volume of construction work from 2010 to 2023. The average annual growth rate looks quite high, indicating the dynamic development of the construction industry in Uzbekistan. The largest increase occurred between 2017 and 2018 (by 16,431.3 million soums, from 34,698.0 to 51,129.3 million soums), which is a significant jump. There were also significant increases in volumes in 2019 (+16,027.3 million soums) and in 2020 (+17,373 million soums).

From 2010 to 2015, there was steady growth, but at a slower pace. In 2015, the volume of construction work amounted to 25,423.1 million soums, which is 3 times more than in 2010 (8,245.8 million soums). Since 2017, the growth has accelerated, which may indicate greater involvement of investments and the state program in infrastructure development.

Despite the global COVID-19 pandemic, the volume of construction work in 2020 not only did not decrease, but also increased significantly compared to 2019, which indicates support for the construction sector in difficult times.

The construction industry of Uzbekistan has been experiencing dynamic growth, especially in the last few years, which is a sign of sustainable infrastructure development. The public and private financing program may have played an important role in accelerating the growth rate, especially in 2017-2023.

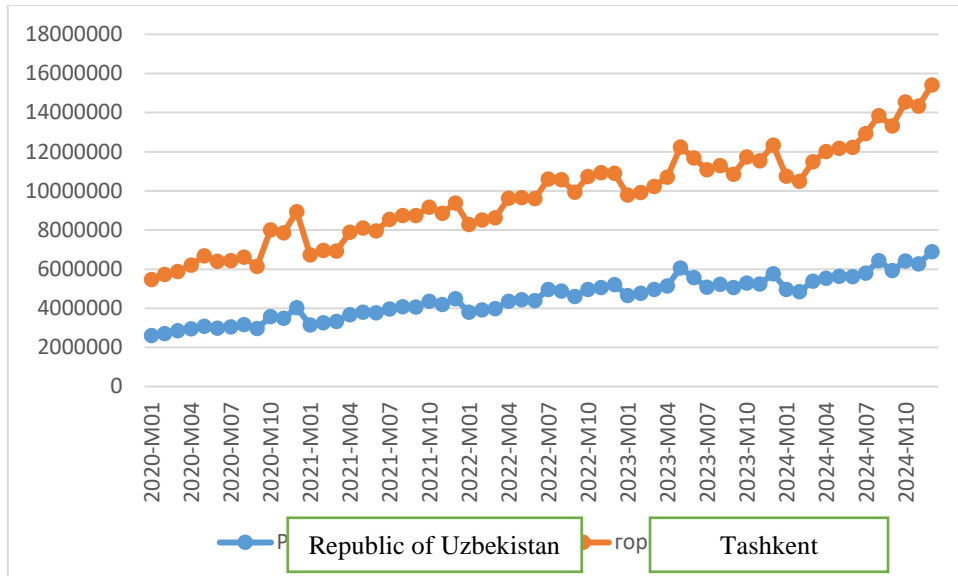


Fig. 2. Salaries in construction in Uzbekistan in Tashkent (quarterly, broken down by month, sum) [6]

The volume of construction work in the Republic of Uzbekistan has demonstrated stable and dynamic growth from 2010 to 2023. Since 2010, the volume of construction work has increased from 8245.8 million soums to 150792.6 million soums, which is a significant increase. The accelerated growth is especially noticeable since 2017, when the volume of construction work increased significantly. The largest jump was recorded in 2018 (+16431.3 million soums), indicating the rapid growth of infrastructure during that period. From 2017 to 2023, the growth rate accelerated, which is likely due to increased investment in the construction sector and support from the state development program. Despite the global economic crisis caused by the COVID-19 pandemic in 2020, the volume of construction work not only did not decrease, but also increased significantly, indicating the importance and sustainability of the construction industry. In general, the construction sector in Uzbekistan shows strong and sustainable growth dynamics, which is a sign of economic stabilization and active development of infrastructure.

A company creates new products for a number of reasons, but, as a rule, the main reason is the desire to increase profits. The most profitable products will be those that meet customer needs to a greater extent than competitors' products and, therefore, are preferable to them. Companies need to identify these needs, generate new ideas and focus on their implementation.[8]

Most works on the innovation economy begin with the general statement that companies must implement innovations if they want to withstand competition. This is a true statement, since any company that is unable to generate and implement new ideas will simply waste its resources and is doomed to failure. Innovation requires not only the presence of new ideas, but also the desire and, most importantly, the ability of specialists to use them in the process of creating new products.

In the field of management, many variables have been identified that affect organizational innovation [4]:

- a vision of what the organization wants to achieve;
- search for opportunities, experience and technical potential;
- maintaining market orientation;
- market evolution and segmentation;
- management and promotion of creative resources.

The human factor, and in particular human resource management, is today considered the key to successful innovations since the participation of creative personnel in the innovation process. Experts argue that there are no good technologies or good innovations without creative and competent people who can adequately use them and benefit the company. At the same time, incompetence can manifest itself if the company does not have a business project that determines the role of technology and innovation, or if there are no necessary and sufficient conditions for the manifestation of the capabilities and capabilities of personnel.

Taking into account that human resource management determines and significantly changes these capabilities, capabilities and relationships, it is obvious that it becomes the most important element in the development of innovative activities in the company.

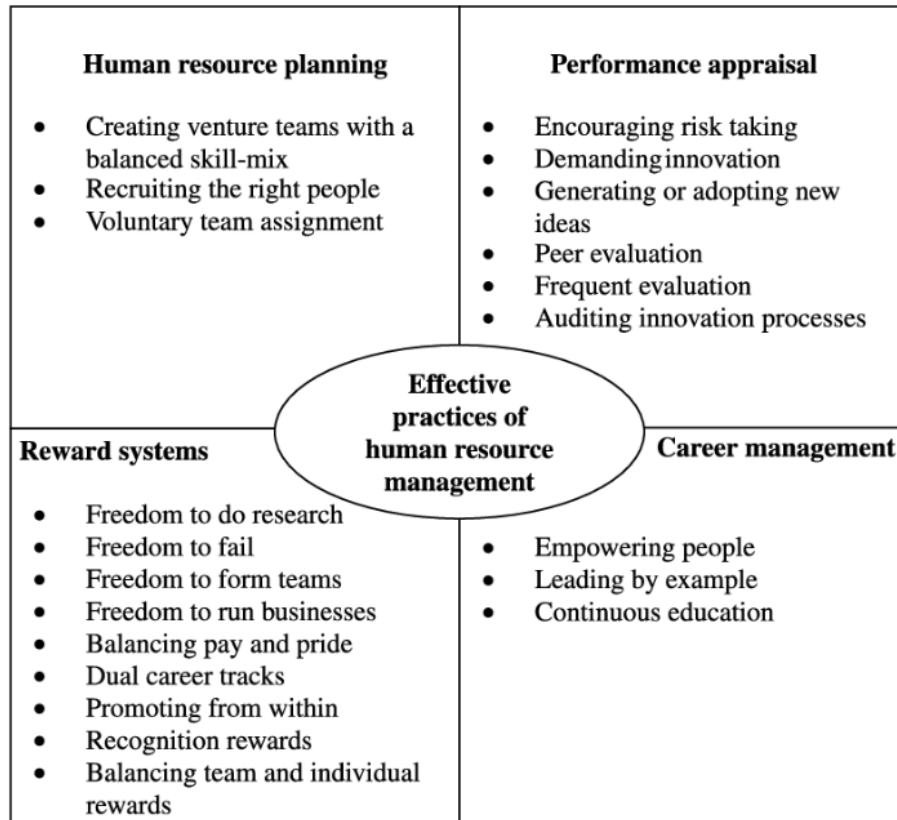


Fig.3. Effective practices of human resource management [7]

In most cases, innovation is understood as a creative idea that manifests itself in the components of production and technological work, which has subsequent implementation. In terms of human resource management, any rational proposal to optimize the management process at low financial costs can be considered an organizational innovation [3]. From our point of view, when implementing a unified innovation strategy, management innovations embodied in a new method or principle of management are important. In addition, it is necessary to take into account the volume of the company's costs. Here, innovation is understood as an improvement in the management process, which does not burden the main activity of the company with significant economic costs. At the same time, innovations in human resource management allow you to improve the production process and improve the final product or service. Consequently, innovations in human resource management represent the final result of innovation activity in the form of a new or modernized management system applied in the real activities of a particular company. Along with this, the innovative policy of human resource management is focused on economic and organizational changes on the scale of the innovative strategy of the company's development.

Thus, the innovative process of human resource management can be defined as the sum of management actions aimed at developing human resources that are necessary for the implementation of the company's overall innovative strategy.

For a company, the transition to the creation of a new product or service is associated with the task of redistributing the resources it has at its disposal, including human resources. At the same time, there is a risk that, in addition to the reorientation of production, also concerns the threat of breaking previous relationships, low innovative receptivity, and the threat of losing highly qualified workers. Therefore, the task of innovation in human resource management in companies is not only the selection of competent and interested employees, but also the ability to retain them, develop their professional competence within the scope of the existing strategy. In this case, human resources are not only the main element of the production of new products, but also part of the company's development strategy. Therefore, any specific specialist is not only the sum of costs, but also a factor that increases profits, productivity and labor intensity. And here there is an economic need for capital investments in the development of the creative potential of any employee of the company, as well as the creation of criteria for the full identification of his or her abilities and the

capabilities of the personnel.

4. CONCLUSIONS

Thus, the introduction of innovations in human resource management can be defined as a specialized activity aimed at modernizing the human resource management system in order to develop the creative and innovative potential of personnel and stimulate innovative behavior of the company's employees. All of the above is the main reason for the transformation of the requirements for the strategy of innovative human resource management and the formation of specific conditions for this, since today the definition of human resources as a certain object to which exclusively economic and administrative measures are applied is, of course, not exhaustive.

The construction industry is undergoing significant changes due to technological advancements, globalization, and increasing project complexities. Traditional human resources management (HRM) methods often fall short in addressing the dynamic challenges faced by construction firms. This study explores innovative HRM methods that can enhance productivity, workforce satisfaction, and organizational efficiency in construction companies. By implementing advanced HR practices such as digital HR systems, artificial intelligence (AI)-driven recruitment, workforce analytics, and agile project management, construction firms can achieve higher levels of efficiency and competitiveness.

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