

WAYS TO INCREASE INNOVATIVE ACTIVITY OF EMPLOYEES IN CONSTRUCTION ORGANIZATIONS

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Abstract. *This article studies the problem of innovative activity of employees as an important part of the innovative activity of an enterprise. The author has studied the directions and forms of innovative activity of employees in construction organizations and developed proposals for their further improvement.*

Keywords: *innovation activity, innovative activity of employees, propensity to innovate, innovative environment.*

Introduction. In our opinion, the main sign of a modern productive economy is its propensity for innovation. By innovative tendency, we understand the ability to absorb innovations in all subjects and sectors of the economy. Indeed, it is not the traditional innovative activity, but precisely the inclination to innovation that encourages the work team in companies to implement changes, quickly absorb foreign experience, and introduce new ideas and solutions. Japan's innovation policy after the Second World War, and China's experience today, show how powerful a weapon the propensity to innovate is. The popular phrase "Any innovation in the world, a copy of it will be created in China the next day" shows that entrepreneurs of this country have a propensity for innovation, and no obstacles can prevent the creation and implementation of innovation.

The reforms carried out in our country in recent years require to consider innovative development as a priority. As proof of this, we will focus on the innovative development strategy of the Republic of Uzbekistan in 2022-2026. [1] The main goal of the strategy is "... the development of a continuous ecosystem of "network-territory-scientific/higher education organization" from the creation of new jobs to the creation of economic value (capital) in the formation of the creative economy in the country." At the same time, the tasks of "...increasing the share of innovative active organizations by improving the institutional mechanisms of state support for innovative activities" and "...improving the system of employee evaluation and motivation" are aimed at creating an environment of inclination to innovation.

The propensity of enterprises and organizations to innovation is closely related to the active innovative behavior of employees. Innovative activity is one of the main characteristics of a modern creative worker, and it represents initiative in searching, finding, mastering and popularizing innovations. In other literature, propensity for innovation is defined as the creative and innovative abilities of employees, and the awareness of the need to introduce innovations in the enterprise.

Innovative activity is one of the main indicators of evaluating the innovative activity of organizations. The important part of this term is that, along with the use of innovative potential, the creation of an innovative climate in the team is also reflected in it. At the same time, the reflection of the innovative potential in practice is represented by the innovative activity of the organization's employees.

The term innovative activity of employees is widely discussed in the literature, and scientists have different views on this issue. Some scientists understand that the innovative activity of employees is the realization of their creative abilities in order to increase the competitiveness of the enterprise [2], while others define them as relations in the field of development and use of creative abilities of employees [3]. Some scientists also use the term innovative work behavior of employees, that is, they talk about continuous actions related to creating, proposing and developing new ideas. [4] The development of appropriate scientific methodological and practical proposals for increasing the innovative activity of employees in enterprises and organizations of Uzbekistan is an urgent issue.

Research methodology. The state policy of development of innovative activities in the field of construction is reflected in the Decree of the President of the Republic of Uzbekistan dated November 27, 2020 "On approval of the strategy of modernization, rapid and innovative development of the construction network of the Republic of Uzbekistan for 2021-2025" No. PF-6119.

The scientific assumption in carrying out the research is that the effectiveness of innovative activities in construction depends primarily on the activity of employees, i.e. innovative behavior. Therefore, scientific approaches, theoretical, logical and practical methods related to the study of innovative activities in construction, their results and the role of employees were used in the research.

Analysis and results. The construction sector has a special place in the development strategy of New Uzbekistan. In the last five years, the multifold increase in the volume of investments, including foreign investments, has led to the implementation of fundamental changes in the management of the construction industry, that is, the implementation of measures such as strengthening the material and technical base of construction, providing highly qualified personnel and importing foreign experience. In 2022, a total of 130.8 trillion soums worth of construction work was completed, which is 2.6 times more than in 2018 (51.1 trillion soums). By the end of 2022, a total of 46,971 enterprises and organizations were operating in the construction sector of our country, and 1,314.6 million people were employed in them. [5]

As a result of the actions taken, it is possible to see the acceleration of innovative activity in construction. In particular, the launch of the "Transparent construction" electronic platform, the digitization of tender mechanisms, the introduction of new materials and advanced techniques into the design and construction processes are having a great effect today. At the same time, it should be recognized that the innovative activity of employees in construction organizations and enterprises does not meet the requirements of the time.

The participation of the organization's employees in innovative activities consists of two main directions: applying and participating in the introduction of innovations coming from above (the organization's management and external stakeholders), and from below, that is, promoting and applying innovative ideas in the organization as an initiator. Necessary conditions for innovative activity of employees should be created in both directions (Fig. 1).

It can be concluded from the picture that four main factors determine the innovative activity of employees. The innovative potential of employees is the result of their knowledge, skills and experiences, and reflects the ability to independently create innovation. Gaining experience and acquiring modern knowledge of highly qualified specialists in the field of construction forms the basis for their creative thinking.

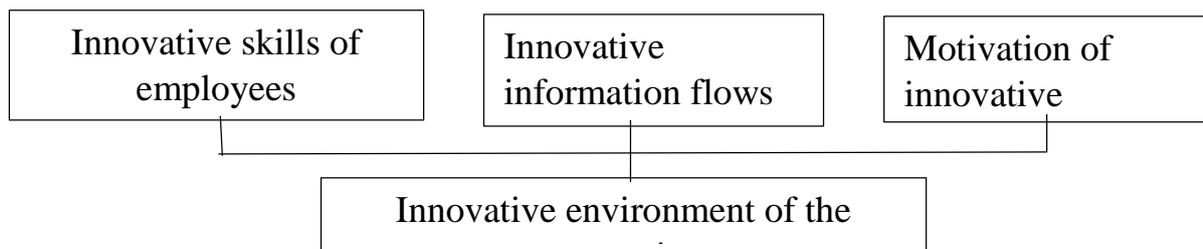


Figure 1. Conditions of innovative activity in the construction enterprise.

Innovative information flows, i.e., the presence of a system of information dissemination in the organization about industry news, instills self-confidence in employees, i.e., the desire to create innovations.

Motivation of innovative behavior means material and moral stimulation of research, critical and creative thinking, and creative approach to work, or better, connecting all motivational mechanisms to innovative activity.

Innovative environment is a broad and complex term, under the influence of the above factors, it embodies a positive view of innovations in the work team, their acceptance as an integral part of production activities. The main sign of the innovative environment is the activeness of all members of the work team in the introduction of innovations, that is, the presence of interest in innovations in the conditions of constant healthy competition.

Creating conditions for innovative activity is an important task of the organization's management. For this, it will be necessary to take measures to recommend the directions of innovation that are suitable for the professional activity, position, working conditions and competence of the employees. The innovative activity of most construction organizations consists in the implementation of small changes aimed at increasing economic efficiency in production.

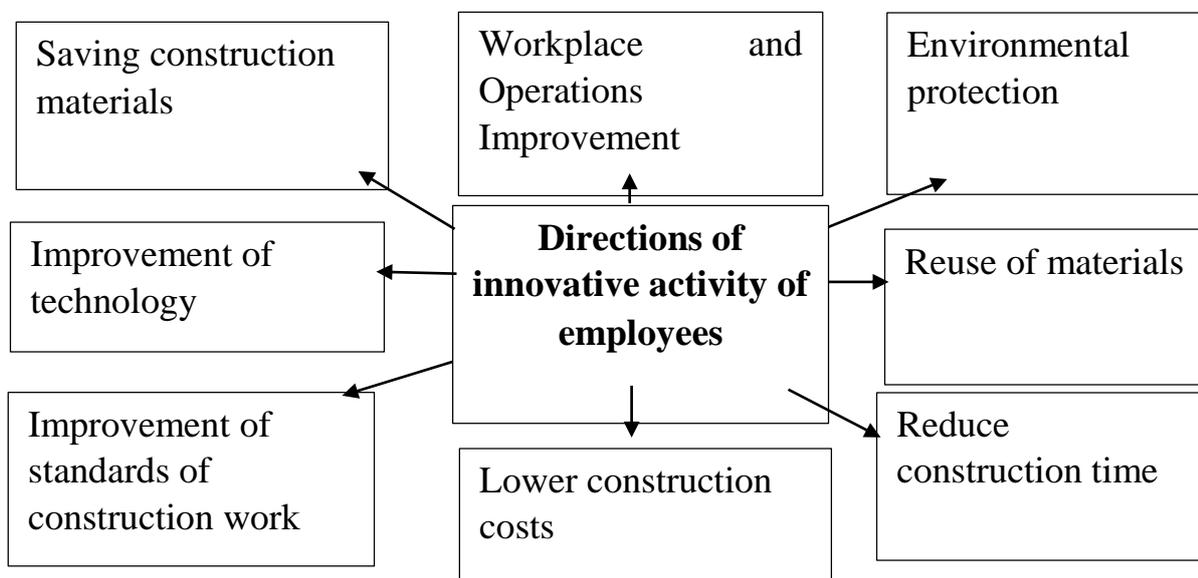


Figure 2. Directions of innovative activity of employees in construction

If we take as an example the organizations that specialize in the execution of construction works, we suggest the development of the following directions of innovations carried out by the initiative of employees (workers and servants): (Fig. 2)

Saving construction materials. About 60% of the construction product cost is construction materials and structures. In order to increase the competitiveness of the industry, the search for ways to save construction materials is an urgent problem of construction organizations. Importantly, in saving materials, the opinion of the worker who directly uses it is very important, because the workers give the final assessment of the volume and quality of the material;

Workplace and Operations Improvement. At the beginning of the 20th century, F. Taylor began his research by studying the work process of employees. Even today, this issue has not lost its relevance, that is, the scientific organization of work is the main criterion of efficiency. Therefore, in the innovative proposals of workers and lower-level leaders, it is necessary to give way to the ideas of improving the workplace, equipment, small labor operations and labor movements;

Reuse of materials. One of the peculiarities of construction production is that the dimensions of the building material do not correspond to the dimensions indicated in the project, that is, it needs to be cut or adapted, in this case, the remains of the material become construction waste. Therefore, it is necessary to support the ideas of spending these residues on other works or using them for other purposes from the point of view of economy and environmental protection;

Improvement of technology. Given the sensitivity of construction production to external factors, timely change of technology and adaptation to conditions creates great opportunities to reduce costs. In this regard, it is necessary to pay attention to the formation of the system for the development of the creativity of the employees for popularizing technological innovations;

Environmental protection. "The most important task of the green economy concept in the construction industry is to reduce solid construction waste. It is necessary to direct the innovative activity of employees to the identification of factors causing waste and their management;

Improvement of internal standards for construction works. The liberalization of management in the construction industry leads to an increase in the importance of internal norms in the organization. The goal of increasing competitiveness imposes the task of developing material consumption, labor consumption, contract discipline and other norms before the employees of the organization.

Summary. Research has shown that each direction requires its own organizational and economic approach and programs. At the same time, other areas can be prioritized according to the company's position and market competitiveness. The most important thing is that the implementation of programs should serve to increase the innovative motivation of employees and create an innovative environment in the enterprise.

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