

REPUBLIC OF AZERBAIJAN

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ABSTRACT

of the dissertation for the degree of Doctor of Philosophy

DIRECTIONS TO IMPROVE THE ORGANIZATION OF HUMAN RESOURCE MANAGEMENT IN HIGHER EDUCATION

Specialty: 5312.01 – “Sectoral economy”

Field of science: 53- Economic sciences

Applicant: **Asaf Asad Kazimov**

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The work was performed at “Finance and economics” department of the Azerbaijan University.


Scientific supervisor: Doctor of economic sciences, Professor
Rovshan Rasim Guliyev


Official opponents: Doctor of economic sciences, Associate Professor
Agil Mahiyaddin Asadov


Ph.D, in economics, Associate Professor
Fikrat Vali Guliyev

Ph.D, in economics, Associate Professor
Rahim Farahim Sadigov

Joint Dissertation Council of the Supreme Attestation Commission under the President of the Republic of Azerbaijan ED 2.46 Azerbaijan Cooperation University and Baku Business University operating under Azerbaijan Cooperation University.

Chairman of the joint dissertation council: Full member of ANAS,
Doctor of economics, professor

Ziyad Aliabbas Samadzada

Scientific Secretary of the joint dissertation council: Doctor of philosophy,
associate professor

Samira Yashar Mammadova

Chairman of the scientific seminar: Honored agricultural worker,
Doctor of economic sciences,
professor **İslam Haji İbrahimov**


GENERAL CHARACTERISTICS OF THE WORK

Relevance and development of the topic. Ensuring the sustainability and innovative development of the national economy depends significantly on the mechanisms of capital development in the country as a whole. Ensuring sustainable economic growth, expanding the interaction of production and social spheres, and developing innovation-oriented activities in the country require the active participation of the education system in these processes. From this point of view, the development and application of effective mechanisms for human resource management in the higher education system, the identification of new tools and means to ensure its effectiveness is an important scientific issue.

The need for the country to embark on a new path of innovative development has made it a necessary task to increase the efficiency and effectiveness of my training of nationally competitive personnel. This, in turn, requires the transition to innovative methods of teaching in higher education, the activation of scientific, scientific-technical and innovative activities. In turn, the implementation of these measures is not possible in higher education institutions without highly qualified, professional staff.

One of the important prerequisites for the formation of an innovative higher education system in the country with a high scientific potential and the effectiveness of training in each university is the existence of effective human resource management in the organization. Due to the expansion of economic relations in the field of training highly qualified personnel, increasing requirements for the quality of human resources in this area and the complexity of their management mechanisms, intensification of competition in the education services market, mass application of information and communication technologies in education. The importance of management has increased. This leads to increased competition in the market of staff training and educational services for the involvement of qualified personnel in higher education institutions.

The need to develop a comprehensive approach to human resource management in higher education, taking into account the current

trends in human resource management in the education system, the characteristics of the Azerbaijani education services market and the global development trends of the modern knowledge economy, determines the urgency of these problems.

The current sharp discussions in the scientific and practical field on the effective functioning of the country's higher education system in the medium and long term make it necessary to conduct research in the field of analysis and solution of these problems. The main starting point in the consideration of this issue is the need to move the country's economic development to a new technological stage.

The global pandemic in the world economy, the crisis processes in the political, social and economic spheres are affecting the socio-economic life of many countries, including the development of the human factor. From this point of view, ensuring the sustainable development of science and education and solving the problems that arise is significantly related to the development of human capital. In this regard, it is necessary to mitigate the impact of existing social and social risks in the field of higher education and training, and to develop methods for effective management of human resources in higher education institutions. A comprehensive and systematic study of these mechanisms in the Republic of Azerbaijan is one of the most pressing issues today. These points are the factors that determine the relevance of the topic of the dissertation.

Sufficient scientific research has been devoted to the study of human resource management in economics, the social sphere, especially the functioning of the education system and the problems of its development, staff management in organizations. Azerbaijani researchers Z.A.Samadzadeh, E.R.Ibrahimov, E.A.Guliyev, T.A.Guliyev, Sh.M.Muradov, A.G.Alirzayev, T.N.Aliyev, I.M.Abbasov, I.H.Ibrahimov, B.Kh.Atashov, K.A.Shahbazov, A.X.Nuriyev, Q.A.Safarov, D.A.Valiyev, R.A.Isgandarov, R.Sh.Muradov et al. investigated by.

Researchers of Russia and CIS T.Y.Bazarov, B.L.Yeremin, G.V.Shekin, V.H.Latova, A.Y.Kibanov, Q.F.Krasnojenova, T.B.Samatova, S.L.Tarasova, A.P.Radkevich and others have conducted research on various aspects of human resource management

problems in enterprises.

Foreign economists Ch.Mabey, G.Salaman, J.Storey, M.Armstrong, R. Huang and others.

Without reducing the scientific and practical significance of the above research, we would like to note that in general, the problems of human resource management and development in the higher education system of Azerbaijan, as well as aspects of their effective organization have not been studied in a comprehensive system. Against the background of recent changes in the Azerbaijani economy, there is a great need for the development of the higher education system, the development of effective mechanisms for staff training, as well as the improvement of methods and techniques of staff management in universities. These were the factors that shaped the purpose of the study.

The object and subject of the research. The object of the research is the higher educational institutions of the Republic of Azerbaijan.

The subject of the research is the system of relations that emerges during the management of human resources in higher education institutions.

Research goals and objectives. The purpose of the study is to determine the directions for improving the development of the higher education system of Azerbaijan based on the development of the field of higher education and the study of the scientific basis of human resources management here, as well as the analysis of the mechanisms of the staff management system in higher education institutions. To achieve the set goal, the following tasks were defined and fulfilled:

- Identify many theoretical and methodological approaches to the study of human resource management problems;
- To determine the operational features of the human resources management system in the field of higher education (the field's connection to science and teaching);
- To study the development dynamics of higher education and human resources in Azerbaijan;
- To reveal the problems in the field of personnel training in the higher education system of Azerbaijan and evaluate the impact of human resources management on the development of the higher education system;

- to analyze and evaluate the modern state of human resources management in the country's higher education system;
- To determine the role of human resources management in ensuring the development of Azerbaijan's higher education system;
- to determine the development prospects of the national higher education system and competitive human capital;
- to prepare proposals and recommendations on improving the staff management system in higher education institutions.

Research methods. The theoretical basis of the research is the scientific and administrative management, the school of behavioral management, the relevant scientific, theoretical and methodological substantiations of prominent economists of classical and modern times, the development and effective work of local and foreign scientists, the problems of human resource management. In the research process, analysis-synthesis, comparative analysis, systematic analysis, situational approach, economic-statistical grouping, induction-deduction, logical generalization, etc. methods have been widely used.

Main clauses defended. The following main provisions containing new or innovative elements are excluded from the protection:

1. Determination of the need for conceptual generalizations based on the analysis of various theoretical and methodological approaches to development problems in the field of human resources management;
2. Analyzing the institutional-sociological and methodological foundations of human resources management in the educational system, identifying a number of its specific features and studying them;
3. Analyzing the educational mechanisms of human resources development in the country's higher education system and determining its characteristics;
4. Analyzing the development dynamics of the higher education system in Azerbaijan and evaluating the modern state of human resources management here;
5. To investigate the main problems in the field of human resources management in the country's higher education institutions, to determine the level of their influence on the development of the national higher education system, and to make proposals for solving these problems;

6. On the basis of comparative analyzes of local and foreign economy, to determine the directions of application of advanced methods of human resources management in the development of the higher education system in the educational institutions of our country;

7. Analyzing the activity of higher education institutions and human resource management practices during pandemics and crisis periods, making suggestions on organizing online and distance education as well as the work of the teaching staff in accordance with modern global challenges;

8. To make proposals in the direction of improving the human resources management system in higher education institutions;

9. Development of proposals and recommendations on ensuring the development of human resources and increasing the efficiency of management mechanisms in the national higher education system.

Scientific novelty of the research. It consists of analyzing the level of development of Azerbaijan's higher education sector and the operational features of the human resources management system in higher education institutions, and developing scientifically and practically based proposals and recommendations on the efficient operation of the higher education system and the improvement of human resources management mechanisms in this field. In this regard, the following scientific innovations have been achieved in theoretical, scientific and practical aspects:

- conceptual generalization of theoretical and methodological approaches in the field of higher education development and human resources management;

- the specific characteristics of the activities of higher education institutions in the field of human resources management (the connection of the field to science and teaching) were studied and suggestions were made;

- An analysis of the characteristics of nationally competitive personnel training in the higher education system of Azerbaijan was carried out;

- the development dynamics of the higher education system in the country were analyzed and the modern state of human resources management was evaluated;

- the main problems in the field of human resources management in higher education institutions were revealed and the level of their impact on the development of the national higher education system was determined;

- The role of advanced methods of human resources management in the development of Azerbaijan's higher education system has been defined;

- Directions for improving the personnel management system in higher education institutions have been determined;

- Measures to increase the efficiency of mechanisms for ensuring the development of human resources in the field of higher education in Azerbaijan were developed, suggestions and recommendations were given.

Theoretical and practical significance of the research. The results of the research can be taken into account in ensuring the development of higher education in the Republic and improving human resource management mechanisms in educational institutions. In addition, the results obtained were used in "Management", "Human Resource Management", "Economics of Education", etc. taught in universities. can be used in the interpretation of relevant topics in the process of teaching profile subjects.

Approbation and application. The main provisions of the dissertation and the main results of the research were reported at international scientific conferences in the country and abroad. Some scientific innovations, practical suggestions and recommendations arising from the research are reflected in the scientific articles published by the author in local and foreign scientific publications. Results of the research At the International Scientific Conference on "Integration and Resistance Processes in the Modern World" at the University of Azerbaijan (Baku, 2012), at the IV International Scientific Conference of Young Researchers dedicated to the 97 th anniversary of national leader Heydar Aliyev at Baku Engineering University (Khirdalan, 2020), At the V International Scientific Conference of Young Researchers dedicated to the 98th anniversary of national leader Heydar Aliyev (Khirdalan, 2021), Institute of Economic Development and Social Research (IKSAD, Turkey)

“Tokyo Summit-3. At the International Conference on Contemporary Scientific Research (Tokyo, 2021), at the VI International Conference on Social Sciences at Taras Shevchenko National University (Kiev, 2021), at the Azerbaijan University of Tourism and Management on "Multicultural Values in Management" International Scientific Conference (Baku, 2021), International Scientific Conference on "Sustainable Development in Economics and Management: Problems and Prospects" (Khirdalan, 2022) held at Baku Engineering University. Also, surveys and analyzes on the application of the dissertation work were conducted at Azerbaijan State Pedagogical University and Azerbaijan University. The survey was conducted among a total of 339 people, which were answered by the respondents in accordance with the relevant rules.

Name of the organization where the dissertation work was carried out: the dissertation work was carried out at the "Finance and Economics" department of the Azerbaijan University.

The total volume of the dissertation with a sign indicating the volume of the structural sections of the dissertation separately: The dissertation consists of an introduction, 3 chapters, a conclusion and a list of 128 references. The introduction is 19247 characters, the first chapter is 79357 characters, the second chapter is 66357 characters, the third chapter is 55873 characters, the results are 10053 characters, and the bibliography of 128 numbers used is 18345 characters. The total volume of the thesis work is 147 pages. The total text part of the dissertation (excluding tables, graphs, appendices and the bibliography) is 231323 characters. There are 19 tables and 10 pictures in the dissertation work.

THE MAIN CONTENT OF THE RESEARCH

In the introductory part of the dissertation, there is a broad comment on the relevance and degree of development of the topic, the object and subject of the research, the goals and objectives of the research, methods, the main propositions defended, the scientific novelty of the research, its theoretical and practical significance, approval and application, and the overall scope of the work.

In the first paragraph of the first chapter entitled "**Theoretical methodological foundations of human resources management in the field of higher education**", "**Stages of socio-economic and historical development of the formation of the conceptual foundations of human resources management**" were considered. In the second paragraph entitled "**Institutional-sociological and methodological foundations of human resources management in the education system**", the study of the educational mechanisms and aspects of human resources management, as well as the current approaches to the management of the labor collectives of higher education institutions that belong to the intellectual class of society and are engaged in training national personnel, are widely discussed. has been disclosed. Here, as the main point, the provision of quality educational services according to the set of material values and behavioral norms, rules, traditions and established standards for the organization was emphasized. In the third paragraph entitled "**Educational mechanisms of human resources development**", the scientific and practical importance of researching some evaluation mechanisms and its components, which are one of the development directions of human resources management in educational institutions, is mentioned. Also, for the purpose of effective organization of personnel work in educational institutions, the actual situations of effective evaluation of personnel's work and the analysis of a number of specific issues of personnel problems were analyzed.

Along with these analyses, the following suggestions were made regarding the assessment and attestation of human resources management in higher education institutions:

- Conducting monitoring, as well as organizational and innovative personnel provision, along with the formation of a business environment in the activity of educational institutions;
- Accelerating the dynamism of socio-economic processes in the activity of educational institutions;
- Minimization of a number of bureaucratic reasons for conducting assessment and attestation in the management of human resources in educational institutions.

In the first paragraph of the second chapter entitled "**Analysis and**

assessment of the modern state of human resources management in the higher education system" entitled "**Analysis of the higher education system and development dynamics in Azerbaijan**", indicators of the development dynamics of labor resources in Azerbaijan and indicators of personnel training in the country were analyzed. Also, the number of students receiving scholarships in state higher education institutions, the number of students studying under contracts in state higher education institutions, the number of specialists in higher education institutions, which are the main indicators of higher education, which is one of the most important links of specialist training in Azerbaijan, are state higher education institutions, non-state higher education institutions, the final indicators of training, the number of students studying in higher education institutions in CIS member countries were widely analyzed based on statistical indicators for years.

In the second paragraph of the second chapter entitled "**Assessment of the modern state of human resources management in the higher education system of the country**", including professors and teachers in state and non-state higher education institutions, professors and teachers in state higher education institutions, professors in non-state higher education institutions the relevant number (percentage) indicators of the teaching staff were analyzed in detail. For example, among these analyses, the analyzes during the relevant period show that the management of human resources in higher education institutions should be regularly studied as a separate direction, the formation of specialists who will provide these opportunities along with the provision of the appropriate education policy of the country, the management skills in their creative capabilities, as well as science and also conditions their attachment to education. Considering this point of view, a detailed analysis of the structure of human resources of higher education institutions of our republic is of great importance.

In the third paragraph entitled "**Comparative analysis of human resources management experience in foreign countries and the national higher education system**", socio-cultural and national characteristics of the country were investigated in order to apply foreign experience in the human resources management system in

local higher education institutions. For this, at the initial stage, by comparing the cultural characteristics of the United States, Japan, England, Russia and Azerbaijan, and revealing the degree of compatibility of the parameters of the mentioned countries with the parameters of our country, the study of the experience of England, the United States and Japan from the aspect of applying different methods of the two schools of classical management - American and Japanese management, Russia it was considered necessary by us to study and compare the experience of a country with post-Soviet management features like our country. For this analysis, the indicators of the Hofsted table were used. It should be noted that since there are no official results calculated on Hofstede's evaluation indicators for Azerbaijan, it is possible to think about the socio-cultural differences of the country's population on the basis of approximate results.

Table 1.

Hofsted analysis to identify cultural differences between national groups in different countries

Cultureparameters					
Countries	The distance of power	Escape-fromuncertainty	Individualism and collectivism	Male or female approach,	Future orientation,
Russian	92	94	38	35	80
USA	39	45	90	61	28
Japan	53	91	45	94	79
Great Britain	34	34	88	65	24
Azerbaijan	54,5	66	65,3	63,8	52,8
Note	(92+39+53+34)/4=54,5	(94+45+91+34)/4=66	(38+90+45+88)/4=65,3	(35+61+94+65)/4=63,8	(80+28+79+24)/4=52,8

Source: Based on the results of the author's personal analysis and calculations.

Thus, our first hypotheses based on the data of this analysis are as follows:

- Azerbaijan's culture is more oriental compared to Russia and other foreign countries that conducted the analysis;
- at the same time, since Azerbaijan was part of the USSR for a long time, the features of the post-Soviet culture are also observed;

- as well as the influence of Caucasian culture and "westernization" can be observed here.

Thus, our opinion that the culture of Azerbaijan consists of features of Western, post-Soviet, Eastern and Caucasian mentality can be considered once again confirmed. As we mentioned above, the management style depends significantly on the cultural characteristics of the country, and this factor strongly affects the management of staff. Therefore, it is appropriate to choose the most suitable progressive experience of different countries for our country for the application of advanced foreign practice in Azerbaijan.

In the first paragraph of the third chapter entitled "**Directions for the improvement of the human resources management system in ensuring the development of the higher education system of Azerbaijan**" entitled "Priority directions for the development of the personnel training and human resources management system in the field of higher education of Azerbaijan", the radical renewal of teaching technologies in the Republic of Azerbaijan is fundamental at all levels of the national economy. issues related to the creation of a new management system structure, the balancing of the higher education process with socio-economic development, as well as the development and application of new methods of higher education management at the national, regional and sectoral level, as well as at the level of a separate higher education institution, were noted. . From this point of view, we believe that the development and application of a balanced indicator system model for the management and strategic planning of these higher education institutions is an urgent issue for the strategic planning and management of Azerbaijan's higher education institutions. One of the strategic directions of the socio-economic development of the country can be defined as using the potential of higher education. We believe that in order to manage the development of higher education, it is necessary to develop the quality management system of higher education on a new basis, to develop and apply new standards and criteria in this field, both at the level of the country, regional and field, as well as at the level of a separate educational institution. In order for this system to function effectively, effective organization and implementation mechanisms must be

identified, established and applied.

In the second paragraph entitled "**Directions for the improvement of the human resources management system in higher education institutions**", among the current issues, the activity of the administrative-structural departments for the management of human resources of the country's higher education institutions should be restructured, and this activity should also include the following directions:

- Strategic analysis and forecasting of personnel policy development;
- Coordinating and managing job standards;
- Organization of an effective recruitment system;
- Implementation of performance evaluation;
- Implementation of training and other development programs;
- Career planning;
- Development of corporate culture, etc.

In the third paragraph, "**Ways to increase the efficiency of human resources management mechanisms in the field of higher education in the country**", the main problems in the development of the higher education system are mentioned. These problems include:

- In particular, insufficient development of the human resources management system in higher education institutions in the field of management of technological innovative knowledge level of personnel resources;
- Staff of higher education institutions are not very sensitive to changes in the labor market;
- Currently, the inefficiency of the education system at all management levels;

In the experience of higher educational institutions of Azerbaijan, it can be noted that the superior methods of assessing the quality of personnel resources are not applied at a sufficient level.

Also, issues related to the aspects of staff management in higher education institutions were suggested:

The need to improve the quality of human resources management in higher education institutions is primarily related to the application of modern, advanced international experience in the educational field

of the country's educational institutions and public and state accreditation and regulation of the activities of higher education institutions, as well as the transition from formal control principles to more effective and comprehensive, i.e. quality diagnostic control methods. In the process of monitoring the activities of higher education institutions, the transition to such control principles should include four main groups of parameters that reflect the development of the human resources management system in the field of higher education:

1. Evaluation of the perspectives of increasing the personnel potential of higher education institutions;
2. Evaluation of the efficiency of personnel policy of higher education institutions;
3. Evaluation of human resources management, internal control of staff activity and management procedures;
4. In particular, the assessment of the quality of corporate governance and human resource management in private higher education institutions.

After the global COVID-19 crisis and the Second Karabakh war, we want to build a future for our society that will be fairer, healthier, more sustainable and more innovative than before. For these reasons, it can be noted that research and innovation, by creating and applying new ideas and new technologies to achieve this goal, stimulate continuous improvement and increase productivity, help better coordination of people and communities, exciting new careers and dynamic by supporting new businesses, we can create opportunities to improve public services. As can be seen from the world experience, with the support of the quick actions of the financial authorities, scientists from all over the world show interest in their efforts to achieve this global priority, to cooperate between countries and fields (relevant professions), and to exchange the results openly and quickly. In turn, fast-track funding is enabling researchers and policymakers to come together to clarify and address important issues, and businesses to collaborate in new ways to meet national needs. Against the background of the above, based on economist scientist prof. I. Ibrahimov's research, we can note that the number of higher education

institutions reached 51 in the 2021-2022 academic year. The number of students here was 212.1 thousand. Currently, 40 out of 51 higher education institutions are state and 11 are non-state higher education institutions. Experiments carried out on the example of higher educational institutions show that there are many factors that affect the level of education, and these should be taken into account in the educational institutions that will be established in the territory of the Karabakh economic region of Azerbaijan freed from occupation:

- Innovative training methods and technologies are not used at the maximum level in all existing higher education institutions;
- The quality and transparency of education in some universities do not meet the demand;
- Educational infrastructures in many educational institutions do not meet the demand;
- There are a number of shortcomings in the accountability and management mechanism for the results of education in a number of universities. The salary of teachers in some educational institutions is not done properly on the results and qualities of education, etc.¹

The effectiveness of the organization is primarily determined by the knowledge, skills and appropriate attitude of the employees. If there is a choice, employees become high-level jobs according to the parameters of the models, people with the necessary knowledge and their skills, personnel training as the main factor that ensures the development of the organization. Education, staff development and success are the most important prerequisites for the functioning of any organization.² The quality of education and the content of the continuous education process should be aimed at making the individual more intellectual and developing creativity in the organization. In this case, educational institutions, whose budget consists mainly of investments of enterprises, must bear a great

¹ Ibrahimov İ. H. Development directions of regions and liberated territories. - Baku: Cooperation publishing house. -2022. -240 p.

² Business Administration and Management. Textbook. Group of authors / tert. ed. A.B. Employees of the Department of Business Administration with the participation of Mr. Abbasov. - Baku: "Economics University" publishing house. - 2011. - pp. 92-98

responsibility towards their customers. Five main principles are proposed for effective cooperation between enterprises and educational institutions:

- 1) mutual information of personnel;
- 2) mutual responsibility, including students;
- 3) certification of teaching staff;
- 4) cooperation based on competition³.

In order to clarify the discrepancies in the categories related to the economic nature of man in the modern economic literature, the study also focuses on some points: some literature identifies not only human resources with human potential, but also the concept of human capital. In our opinion, the most important subtlety here is that the content of the concept of human capital includes people's ability to participate in the production process. Accordingly, human capital can be divided into the following components:

- 1) total human capital - knowledge, skills, habits used in various workplaces and organizations;
- 2) specific human capital - knowledge, skills, habits used in certain jobs and specific companies;
- 3) education, health, professional and professional experience and knowledge embodied in people in the form of intellectual capital. The following formula for calculating human capital is presented in the study:

$$IK = Ks + Km + Kt$$

Here-*IK*- human capital; *Kt* - educational capital; *Ks*-healths capital; *Km*- is the capital of culture⁴

From this point of view, the essence of the concept of organizational culture in enterprises as a scientific term, the scientific paradigms and methodological approaches of professional culture in

³ Karyakin A. M. Personnel management: Electronic teaching allowance. 3rd edition / Ivan. gos. energy Univ. - Ivanovo, -2005. -p. 96

⁴ Ismayilov Ch. Improving human resources for sustainable development: the Azerbaijani model. / Ismayilov Ch., Abdullayev A., Gurbanova G., Huseynova Kh., Zeynalova E., Nagiyev F., Seyidzade M., Hasanov A. - Baku: Science Development Fund under the President of the Republic of Azerbaijan. MTM Innovation LLC Publishing House. -2018.- p. 102.

human resources management were analyzed in detail in the research work. In general, at present, the development of higher education attracts attention as one of the outstanding directions of the socio-economic development of our country in the near and long-term perspectives. Thus, the main line of the measures carried out in the process of updating the higher education system according to the requirements of the time, approved by the order of the head of state of Azerbaijan No. 295 dated May 22, 2009, which is intended to be implemented for the years 2009-2013 and the higher education of the Republic of Azerbaijan regulated by the State Program for the necessary reforms in the system. At the same time, this process is based on the rules of organization of teaching with the credit system at undergraduate and graduate levels of higher education institutions currently operating in our country, in basic (basic higher) medical education and at the graduate level of ANAS, adopted by the Cabinet of Ministers of the Republic of Azerbaijan on december 24, 2013 is carried out with the implementation of decision No. 348. From this point of view, based on the analysis, it can be noted that the education policy, which includes the national and secular values, provides the national interests of the state and presents it to the public.

Table 2.
Statistical information about public and private higher education institutions

	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022
Number of higher education institutions	51	52	52	52	51
Number of students studying - total, people	16767	17672	18765	19870	21217
	7	3	4	7	3
The number of students per ten thousand people of the population	171	179	189	199	211
Number of students admitted to higher education institutions:					
undergraduate - total, person	38546	42102	44324	45003	45986
graduate total, person	6515	6937	6998	9105	10877

Source: www.stat.gov.az

So, it is known from the statistical indicators that at the beginning of the 2017-2018 academic year, only 51 higher education institutions were operating in the country, and at the beginning of the 2021-2022 academic year, the number of higher education institutions is equal to 51. It goes without saying that the absence of new educational institutions offering their services in the market of higher education services in a country during the last 5 years or the increase of only one unit in the number cannot be considered an effective indicator. Also, it cannot be said that there is no demand for educational services and new higher education institutions among members of the society. From the data of the table, it can be seen that the number of students admitted to higher education institutions has increased by 19.3% from 38,546 to 45,986 at the bachelor's level, and by 66.9% at the master's level, from 6,515 to 10,877.

Table 3.

About non-state higher education institutions

	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022
State higher education institutions - number	39	40	40	40	40
The number of students studying - people	153351	161326	169015	177084	187987
The number of students per ten thousand people	157	164	170	177	187
Number of students admitted to state higher education institutions (people):					
bachelors	34975	37302	38421	39417	40124
graduate student	5964	6460	6552	8237	9812

Source: www.stat.gov.az

It should be noted that among the institutions operating in the field of higher education in Azerbaijan, according to the type of ownership, more state educational institutions prevail. So, table 2.1.4. and from the data of table 2.1.5, it can be seen that in the last 5 years, the number of state higher education institutions increased from 39 to 40, and the number of non-state higher education institutions decreased from 12 to 11. The number of students of non-state higher institutions per 10,000 people increased from 15 to 24 (persons) within 5 years. However, this

indicator has increased by 19.1% in 5 years, from 157 people in 2017 to 187 people in 2021. At the same time, let's note that since the year of restoration of independence in the Republic of Azerbaijan, the legal bases of the development of higher education, the personnel potential of educational institutions have been comprehensively analyzed. The organization of higher education at a high level in each country largely depends on the level of general education.

Table 4.

About non-state higher education institutions

	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022
Number of higher education institutions	12	12	12	12	11
Number of students studying, people	14326	15397	18639	21623	24186
The number of students per ten thousand people	15	16	19	22	24
Number of students admitted to private higher education institutions (people):					
bachelors	3671	4800	5903	5586	5862
graduate student	551	477	446	868	1065

Source: www.stat.gov.az

It should be noted that the number of staff members who received the scientific title of professor in state higher education institutions did not decrease during the same period. Currently, only 7.8% of the employed population in the Republic of Azerbaijan is working in the field of education. This indicator is at an even lower level in the regions of the country, with the exception of Baku capital 8.4%. The majority of those engaged in the field of education are located in the capital of the country and its surroundings. Thus, at the beginning of the 2020-2021 academic year, 30 out of 40 higher education institutions are located in Baku. In other regions, 1, 2, 3 higher education institutions can be observed. In some regions, such institutions do not exist at all.

In this context, we would like to point out that within the framework of measures for the return to territories freed from occupation in the national priorities until 2030, the opening of branches of higher education institutions operating in the Republic in these regions and

Table 5.

Faculty of state and non-state higher education institutions (at the beginning of the academic year, people)

	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2020/ 2021
Number of teaching staff (main staff) - total	14500	14569	14779	15064	15235	15235
of them: those with scientific degrees:						
PhD	1162	1140	1252	1228	1239	1239
Doctor of Philosophy	5694	5571	5937	5988	6075	6075
Scientific names:						
Professor	1104	1058	1148	1141	1132	1132
Associate Professor	3645	4064	3900	4172	4156	4156

Source: www.stat.gov.az

the establishment of new public and private higher education institutions in the mentioned areas will increase both employment and can serve to provide, as well as meet the demand for qualified personnel of various orientations. Direct or indirect costs for the development of science become a factor of economic growth. Therefore, every country pays special attention to the sustainable development of science.⁵

The possibility of applying these methods in Azerbaijan should be adapted to the local management culture. This issue is especially relevant at a time when integration processes are expanding on a global scale recently, and the influence of the "age Z" generation, which we are standing on the threshold of, is strengthening in public life.

At the end of the study, the following results were obtained:

Summarizing the research conducted within the framework of this dissertation, the following conclusions can be reached:

In modern conditions, the radical renewal of teaching technologies in the Republic of Azerbaijan, the creation of the structure of a fundamentally new management system at all levels of the national economy, the balancing of the higher education process with socio-

⁵ <https://data.worldbank.org/>

economic development, as well as this balancing at the national, regional and field level, as well as at the level of a separate higher education institution it is necessary to develop and apply new methods of higher school management.

At the same time, the following sub-systems should be reflected in the optimal model of the higher education quality management system:

1. Organization and management subsystem of the quality management system of higher education;
2. The sub-system of ensuring the guaranteed quality of higher education;
3. Educational environment subsystem of the higher education quality management system;
4. Sub-system of auditor control and assessment of higher education quality management system;
5. Self-regulation subsystem of the higher education quality management system.

We believe that in accordance with the main subsystems of the optimal model of the higher education system that we mentioned in the research, the priority directions of the optimization of the quality management system of higher education should be the following:

1. Minimization of the role of the state in the quality management system of higher education under the subsystem of organization and management of the quality management system of higher education, implementation of certification of all types of professional activity, in particular, certification of personnel and pedagogical teaching staff for this professional training;
2. Development of adequate criteria for the evaluation of the quality of educational activities of higher education institutions for the development of the technology for determining the standards of higher education for the subsystem of ensuring the guaranteed quality of higher education;
3. Ensuring the real independent activity of educational institutions, ensuring their rights and academic freedom under the education environment subsystem of the higher education quality management system;

4. Strengthening the role of public institutions, business structures and independent associations involving educational institutions, activating the role of mass media in the implementation of public accreditation of educational institutions by structural and professional associations on the auditor control and evaluation subsystem of the quality management system of higher education;

5. The self-regulation subsystem of the higher education quality management system, ensuring the openness of the entire system, creating conditions for the emergence of real competition in the field of higher education in the country, improving relations between the subsystems of the higher education quality management system.

Thus, most of the above-mentioned problems in the field of human resources management in the higher education system are related to the inefficiency of the organization of human resources management in higher education institutions. The need to improve the quality of human resources management in higher education institutions is primarily related to the application of modern, advanced international experience in the educational field of the country's educational institutions, public and state accreditation and regulation of the activities of higher education institutions, transition from formal control principles to more effective and comprehensive, that is, quality diagnostic control methods. . In the process of monitoring the activities of higher education institutions, the transition to such control principles should include four main groups of parameters that reflect the development of the human resources management system in the field of higher education:

1. Evaluation of prospects for increasing the human resources potential of higher education institutions;

2. Evaluation of the efficiency of the human resources policy of higher education institutions;

3. Evaluation of human resources management, internal control of staff activity and management procedures;

4. In particular, evaluation of the quality of corporate governance and human resource management in private higher education institutions, etc.

The following scientific works of the author have been published on the research work:

1. Kazimov A.A., The role of business ethics in the management of the enterprise //Azerbaijan University. Azerbaijan towards a developed society: republic-wide scientific-practical conference on realities and perspectives.-Baku: “Science and education” publishing house, -2011 № 2. -p.130-132 (785 characters);

2. Kazimov A.A., Information culture in human resource management in enterprises in the information society // Azerbaijan University. International scientific conference on "Integration and resistance processes in the modern world." - Baku: Science and education.-2012, p.223-225 (1333 characters);

3. Kazimov A.A., Personnel planning in enterprises as a necessary direction of human resource management//Silk Road Journal (ISSN 1810-911X)- Baku: “Azerbaijan University” printing house -2013. №2.- p. 5-9 (1496 characters);

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7. Kazimov A.A., Development technologies of human resource management in enterprises: consultations, paradigms and tools// Azerbaijan University. Actual problems and perspective directions of development of national economy in the conditions of modernization. Materials of the Republican scientific conference.-Baku: “Azerbaijan University” printing house -2018. - p.75-80 (3495 characters);

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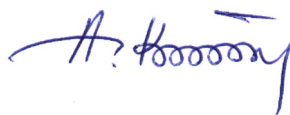
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Address: AZ1106, Azerbaijan Republic, Baku city, Najaf Narimanov Street, 93.

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