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ABSTRACT

of the dissertation for the degree of Doctor of Philosophy

THE EFFECTS OF LABOR ACTIVITY OF EMPLOYEES ON THEIR PERSONAL DEVELOPMENT IN AZERBAIJAN

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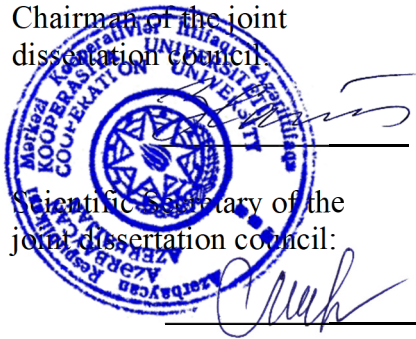
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INTRODUCTION

Research issue rationale and development rate. As a result of the changes in the world economy, there is a change in the directions of social development in favor of the active role of a person in innovative processes, his intellect, the latest knowledge and creative abilities. One of the manifestations of modern global processes is the intellectual and innovative transformation of the content of labor, increasing the requirements for the professional skills of employees, and having developed abilities for continuous learning. Under these conditions, the target directions of motivational management in enterprises change fundamentally. Leaders of successful corporations and firms understand well that today it is not enough to stimulate the labor activity of personnel, but also to ensure their personal development.

In the conditions of global innovative changes, it is extremely important to ensure that motivational management is subordinated to the tasks of continuous professional development of personnel. Countries and corporations that do not adequately motivate employees' individual professional development are doomed to fall behind. All this, combined with the technical and technological backwardness of most workplaces, makes it extremely difficult for workers to compete in the global labor market, to meet the world's growing demands for competences, motivation and skills, and lifelong learning. Therefore, objectively, there is a need for a scientific search for new approaches to solving the problem of increasing the professionalism of the personnel of enterprises in Azerbaijan and improving the regulators of such development in the motivation management system.

World experience proves that the most important source of increasing the competitiveness of enterprises is the personnel capable of professionally solving the tasks set according to their competence and motivation for continuous professional development. The course of European integration chosen by Azerbaijan reveals both important positive opportunities - the prospects of enterprises entering world markets, and possible threats, in particular, the threat of low competitiveness of workers.

The volume and quality of professional training for personnel of enterprises in Azerbaijan lags behind the growing demands of civilized labor markets of the world. The reasons for this situation are multi-factorial: enterprises meet the need for capital investments to increase the professionalism of personnel less; employees' motivation for such development decreases and existing knowledge, skills and abilities weaken over time, reducing the competitiveness of the labor market. All this, combined with the technical and technological backwardness of most workplaces, makes it extremely difficult for Azerbaijani workers to compete in the local and global labor market, and to meet the world's growing demands for skills, motivation, and lifelong learning. Therefore, there is a practical need to find ways to increase the motivation of personnel for continuous professional development at the stage of Azerbaijan's integration into Europe. It is from this aspect that in order to successfully meet such a need, the question of examining the effects of labor activity of employees on their individual development comes to the fore.

Aspects of labor activity of employees, especially the effects on their personal development, have become the object of research of many economists. Among the foreign researchers of these issues, the most famous are M. Armstrong, S. Taylor, S. Beusaert, T. W. Schultz, M. Segers, M. Barron, M. Beer, B. Spector, P. Lawrence, P. Cappelli, E. Ayrançi, O. Adıgüzel, E. Öge, J. Arnold, S. Bayraktaroglu, R. Ferecov, A. R. Noe, E.D. Özler, N. Mercan, B. Secher, E. Cinar, D. Tashci, A.V. Borsheva, A.V. Kibanov, V.R. Vesnin, B.M. Genkin, V. Gerchikov, L.V. Gutsalenko, S. Ivanova, A.P. Egorshina, O.N. Gromova, S.P. Deshina and others.

Among the researches of Azerbaijani authors who investigate different aspects of workers' labor activity and their personal development problems, Z.A. Samadzade, Sh.M. Muradov, T.A. Guliyev, E.A. Guliyev, N. Muzaffarli, R.A. Isgandarov, B.Kh. Atashov, G.A. Azizova, R.Ş. The works of Muradov, M. Aliyev, H. Hamidov, A. Bekirli and others are particularly noteworthy. The problem of personnel motivation for professional development K.A. Shahbazov, M.H. Mammadov, H.S. Hasanov, C.B. Guliyev, V.R. It is actively researched by Rzayev, G.A. Ibrahimli and other scientists.

However, despite the important scientific achievements of scientists, the scientific-methodological basis of the motivation of professional personal development is still poorly studied. The possibilities of forming a motivational mechanism for the professional development of personnel adapted to the tasks of Azerbaijan's integration into the international civilian labor market have not been sufficiently studied. Therefore, the relevance and insufficient study of the scientific problem led to the selection of the subject of the dissertation, its goals and tasks.

Object and subject of research. The object of the study is a collection of enterprises and organizations directly engaged in the management and evaluation of the labor activity of their employees, in the example of SOCAR.

The subject of the research is the set of theoretical-methodical, applied methods and means of motivating employees' labor activity and personal development in the context of Azerbaijan's integration into the international labor market, as well as compliance with the law.

Aims and objectives of the research. The purpose of the dissertation is to summarize the theoretical and methodological principles about individual aspects of the employee's labor activity and to develop scientifically and practically based advanced motivational measures based on the investigation of the effects of enterprise employees on their professional development.

To achieve this goal, the following tasks were set and solved:

- reveal the essence of different aspects of labor activity and individual development of enterprise employees;
- to clarify the motivational features of the professional development of employees;
- to determine the management methods and technologies of increasing the motivation and professionalism of personnel;
- to assess the current state of professional development of enterprise employees in Azerbaijan compared to the international labor market;
- to assess the effectiveness of motivation for the professional development of personnel at the microeconomic level;

- study the possibilities of forming a motivational mechanism for the professional development of personnel adapted to the conditions of integration into the international labor market;
- The career management system and its main components in Azerbaijani enterprises were analyzed and evaluated.

Research methods. During the solution of the set tasks, it was carried out using general scientific and special research methods, including: analytical and dialectical during the collection, processing and systematization of scientific data on labor activity and individual development; systematization of personnel evaluation methods and technologies, classification and analytics during management of their motivation; economic and statistical for the purpose of comparative assessment of individual professional development trends of enterprise employees in Azerbaijan and internationally; sociological and expert evaluations during the diagnosis of the effectiveness of the motivation of the professional development of personnel; graphic-analytical for the purpose of description of the studied processes; a systematic approach in the process of preparing proposals for improving the motivation of the professional development of personnel.

The methodological basis of the research is the scientific works of foreign and local authors dedicated to the labor activity, personal development, motivation of enterprise employees, as well as their professional development, social responsibility and social-labor relations, legislative acts of Azerbaijan, information of the State Statistics Committee of Azerbaijan, the International Labor Organization, SOCAR the results of expert evaluations and sociological research, annual sustainable development and financial reports.

Basic theses for defense.

The following can be applied to the main provisions of the thesis defended.

1. Due to the lack of a conceptually developed methodology, process and effective economic mechanism for managing human resources in the country, it is necessary to develop modern business organization models in the field of human resources and methods of economic justification of management decisions, taking into account the best practices applied by global companies.

2. Talent management strategy should be integrated into business strategy. Successful talent management practices create a long-term competitive advantage, increase revenues and sales, reduce costs, accelerate the innovation process, while less successful practices or the lack of them prevent the company from achieving its goals, resulting in a negative impact on human resource planning, staffing, and competitive passivity. becomes the source.

3. The most important element to motivate talented employees is to identify those employees, as well as to create a suitable company environment that can accept and develop these manifestations.

4. When the term of the Personal Development Plan (PDP) and the development activities are over, the employee's competencies and professional activity should be re-evaluated to determine whether the development goals have been achieved or not, and whether the employee's qualifications meet the requirements of the enterprise.

5. Strategic management of corporate culture is the most effective way to change social and labor relations in modern economic conditions.

6. In order to better establish SOCAR's direct personnel management system, this company should apply an effective model of personnel management information provision. The information model of the company's personnel management should ensure the use of a wide range of channels and methods of information transmission for making effective management decisions.

7. Effective management of personnel policy in the enterprise will create a high level of unity of the labor team, as well as sufficient mutual awareness of managers and subordinates in all important issues related to ensuring the continuity of the technological process of the industrial enterprise.

8. In any enterprise, a stimulus becomes a motive only when this stimulus is understood and accepted by a person.

Scientific novelty of the research based on the generalization of theoretical and methodological principles of labor activity, it consists of examining the effects on the individual development of enterprise employees and, on this basis, developing applied directions for improving the motivation of the professional development of

personnel. The main results characterizing scientific innovations are as follows:

- by systematizing theoretical and methodological approaches to the process of managing and evaluating employees' labor activity, the results of their field use were determined;
- the main features of using the evaluation results of employees' labor activity in the training and development of personnel were revealed;
- the methods of ensuring individual development of talented specialists in the enterprise, individual development plans and the mechanism of their preparation have been clarified;
- In the context of stimulating the labor activity of employees in Azerbaijani enterprises, the possibilities of applying the technology of corporate culture evaluation have been revealed;
- To substantiate proposals for improving the motivational provision of increasing the professionalism of the personnel of enterprises in Azerbaijan.

Theoretical and practical significance of the research.

The practical significance of the obtained results is that they can be used for the improvement of automated technologies in the assessment and management of the labor activity of enterprise employees and for ensuring the continuous professional development of human resources and strengthening the interaction of interested partners.

The author's work in practical activities, including: during the preparation of measures to improve the collective and contractual labor regulation of the Ministry of Labor and Social Protection of the Population, providing favorable conditions for continuous training of able-bodied citizens and increasing new professional knowledge; can be used in the process of development of employees of the enterprise in the process of developing a collective agreement.

The results of the research “Economics of Labor”, “Sociology of Labor” etc. can be used in the teaching process of subjects.

Approbation and implementation. The main scientific-theoretical provisions, results and proposals of the dissertation are reflected in 6 articles (1 of which is abroad) and 4 theses (3 of which are abroad) published in prestigious journals and conference materials

recommended by the Supreme Attestation Commission under the President of the Republic of Azerbaijan. Among the conference materials are “Questions of improvement of career management with step-by-step promotion” (Poltava, 2020), “The role of the career management system of employees in the economic activity of the enterprise. (Oslo, 2020), “ External experience system of staff evaluation” (Manchester, 2020), “Effective personnel policy in tourism: principles of formation, goals and tasks” (Baku, 2023) can be cited.

During the research, the author also discussed “Features of the transition from the personnel management system to the human resources management system” (Baku, 2020), “Methodical approaches to the evaluation of employee performance” (Baku, 2021), “The importance of the employee career management system in the economic activity of enterprises” (Baku) .

The name of the organization where the dissertation was conducted. Azerbaijan Cooperation University.

The volume of the dissertation’s structural sections separately and the general volume. Introduction – 12975 characters, 3 chapters (chapter I – 62120 characters, chapter II – 92330 characters, chapter III – 60386 characters), conclusion – 8033 characters and list of used literature – 29480 characters, totaling 284069 characters. 17 tables and 9 pictures were used in the dissertation. The number of marks of the dissertation is 235844 marks, excluding tables, pictures, and the list of used literature.

BASIC CONTENT OF THE DISSERTATION

In the introductory part of the thesis, the relevance of the topic, the level of elaboration, the object and subject, goals and tasks, research methods, the main provisions defended, scientific innovation, theoretical and practical importance, approval and application, the name of the organization where it is performed, the information about the structure and volume are defined. has been presented.

In chapter I of the dissertation entitled “Theoretical-conceptual foundations of the management and evaluation of the labor activity of employees”, the evolution of theoretical approaches to the process of

management and evaluation of the labor activity of employees is investigated, the areas where the methods of labor evaluation and its results are used are determined, the use of the results of the evaluation of the labor activity of employees in the training and development of personnel main features were evaluated.

Due to the fact that there is currently no effective economic mechanism for managing the company's personnel, modern business organization models require the development of methods of economic justification of management decisions in the field of personnel.

The activity of any economic system includes the “costs - results - goals” chain. The concept of efficiency is automatically connected with the completeness of this chain. That is, if not only costs are successfully converted into results, but also if the obtained results are consistent with the goals of the management system and the entire enterprise, the management of employees can be considered effective from an economic point of view¹.

Thus, in its most general form, the economic approach to personnel management means achieving the company's goals with optimal personnel costs.

Economic methods of employee management are in the following forms: planning, analysis, economic independence, which causes employees to show interest in the results of their labor, including material results.

Economic methods of personnel management are aimed at economical use of resources, increasing the quality and competitiveness of goods and services. In other words, the most important thing in economic methods is the optimization of management decisions and motivating employees to implement them².

In modern conditions, organizations consider their costs to employees as an investment, so it should bring income in the form of increasing the efficiency of the enterprise's activities. Consequently, one of the most important economic goals of the personnel

¹ Dëshina, S.P. Efficiency of personnel management in an organization: conceptual approaches / S.P. Dëshina // Journal of Economic Theory. - 2014. - No. 2. - P. 30.

² Mozheikina, M.V. Methods of personnel management / M.V. Mozheikina // Human resource management. - 2017. - No. 2. - P. 357.

management system is to increase the profitability of these investments. Therefore, the economic approach to the management of employees is relevant³.

Based on the study of modern literature, it became clear that currently there is no well-developed, educated and effective economic mechanism for managing the personnel of the enterprise.

When we review the methodology and foreign experience related to employee performance evaluation, it becomes clear that Azerbaijan still has serious differences in the field of personnel evaluation based on the unified system of employee performance management and the mentality of our country⁴.

Despite the fact that in the current conditions, employee performance evaluation has become the most important tool for effective management of a modern company, there are still a number of problems in the personnel evaluation system of Azerbaijani companies. Further improvement of personnel evaluation systems in Azerbaijani companies requires improvement of the professionalism of employees engaged in evaluation, expansion of powers, review of existing systems in personnel evaluation and bringing them to a completely perfect level⁵.

In order to improve employee performance evaluation systems in Azerbaijani companies, it is possible to apply foreign technologies mainly from the experience of Western European and American companies. The following foreign experience can be applied in the restructuring of employee performance evaluation systems in local companies: carefully plan the evaluation procedure; conducting surveys related to the employee performance evaluation system and their satisfaction; expand the set of evaluation methods from traditional interviews to more complex integrated methods for

³ Borodinskaya, O.N. Economic efficiency of personnel policy for personnel development / O.N. Borodinskaya // Bulletin of Omsk University. - 2013. - No. 4. - P. 216-219.

⁴ Shahkaramli Sh. Methodical approaches to employee performance evaluation. // Geostrategy. International socio-political, scientific theoretical journal, No. 01(61) p. 108. 12.04.21

⁵ There again

personnel evaluation (target management, evaluation center); use proven reliable assessment methods (structured interviews, etc.); invite experts in the field of employee performance evaluation to evaluation commissions (including by foreign consulting agencies working in the country); to ensure the openness of the evaluation (informing all employees about the evaluation rules and results); to comprehensively analyze the results of the assessment procedure⁶.

Personnel evaluation in the company should be the main procedure that directly affects the efficiency of the enterprise, because it not only reveals the suitability of the employee for the position, but also allows to assess his potential and prospects for career growth.

It should also be noted that based on the studied theoretical and methodological aspects, the following was discovered: the improvement of personnel policy includes the following factors affecting the competitiveness of enterprises, which significantly increases operational efficiency:

1. Formation of staff to ensure continuous work in production;
2. Minimizing the costs of creating a certain labor potential of the enterprise team;
3. Taking into account the interests of employees, obtaining corporate benefits and increasing professionalism - due to this stabilization of the team;
4. Creating a motivation system;
5. Full use of the knowledge and experience of employees in the implementation of long-term plans of the enterprise.

Thus, personnel policy is based on the characteristics of economic activity, organizational structure of management, communication system, organizational culture, motivation and stimulation system, adaptation to changing conditions, etc. by the organization. is formed accordingly.

In addition, the personnel policy of the organization is based on the assessment of employees' competencies in the field of application of personnel management technologies:

⁶ Shahkaramli Sh. Methodical approaches to employee performance evaluation. // Geostrategy.

- In personnel selection, the evaluation of the applicant by position allows to obtain a more economical employee;
- Staff evaluation is the first step in developing an effective staff development system, designing training programs and increasing staff qualifications;
- Based on the assessment, motivation and stimulation systems for the employees of the organization are formed, etc.⁷

Based on the above, we can come to the conclusion that organizations exist to achieve certain goals, and the employees of the organization are the main ones in the implementation of their main character. The degree of realization of these goals shows the efficiency of the company, that is, the competent use of available resources. Thus, personnel evaluation in the company should be the main procedure that directly affects the efficiency of the enterprise, because it not only reveals the suitability of the employee for the position, but also allows to assess his potential and prospects for career growth.

Thus, personnel evaluation is necessary to increase the overall utilization of the company's human resources. At the same time, the goal of employee evaluation is to learn the level of preparation for the chosen type of activity, development opportunities and development prospects.

In chapter II of the dissertation, which is called “**Analysis and assessment of the current situation of ensuring the personal development of employees in Azerbaijan**”, the career management system and its main components were analyzed in Azerbaijan, the methods of identifying talented specialists and ensuring their personal development were investigated and evaluated, and the personal development plans of employees and their preparation mechanism is justified.

It is believed that in modern conditions, the increase in expenses allocated to science and education in individual enterprises of our country and in Azerbaijan as a whole, as well as the increase in

⁷ Shahkaramli S.A. Personnel policy as a factor of the efficiency of the enterprise. // Scientific-practical magazine "Cooperation". Baku. 2020 year. No. 4 (59) – p. 25-34.

technological innovation costs, not only increases the annual total output of enterprises, but also causes an increase in GDP year by year. In fact, in the context of increasing investments directed to science, education and technological innovations at the micro level, the chances of further expanding the labor activity of employees, rewarding them, stimulating opportunities, increasing the evaluation criteria increase, which leads to the motivation to increase the annual income of enterprises. As a result, these measures increase the volume of investments directed to those directions at the macro level, and enable successful steps to be taken in the direction of personal development of employees. And this finds its clear expression in the increase in the annual growth dynamics of the GDP volume, in other words, in the formation of a more advanced sustainable development mechanism. Therefore, let's try to investigate the current situation regarding investments directed to workers who have undergone vocational training in accordance with the statistical indicators of recent years in order to evaluate the impact of the labor activity of employees working in Azerbaijani enterprises on their personal development. From this point of view, the dynamics of workers who have undergone vocational training for the years 2010-2022 in our republic is of particular importance. (Figure 1)

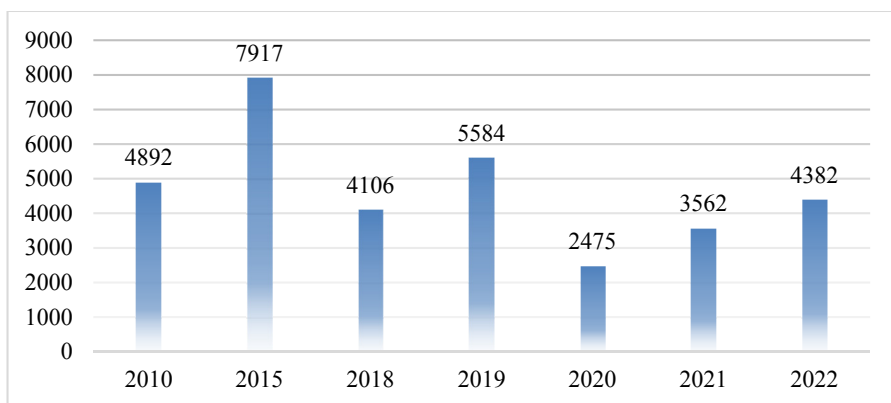


Figure 1. The number of workers who have undergone vocational training in the Republic of Azerbaijan, in people

Source: The picture was prepared by the author based on the information of the Ministry of Labor and Social Protection of the Population of the Republic of Azerbaijan.

The dynamics of those involved in vocational training for 2010-2022 shows that the minimum indicator was 2475 people in 2020, and the maximum indicator was in 2015 with 7917 people. The increasing indicator since 2020 means that the trend of involving employees in vocational training continues in the direction of growth. In 2020, it is inevitable that the Covid-19 virus, which is happening around the world, has its effect on the minimum level of professional training. So, in that period, many companies reduced their investment, so the acquisition of new knowledge, skills and abilities of employees was not so important. However, the revival/growth dynamics in many spheres in recent years show that organizations are now interested in acquiring new functional knowledge by involving their employees in professional training. We can see more detailed information about this in Table 1 below.

Table 1

**Vocational training of personnel in the Republic of Azerbaijan
(people)**

| | 2010 | 2015 | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|-------------|--------------|-------------|--------------|-------------|-------------|--------------|
| Vocational training - total | 4892 | 7917 | 4106 | 5584 | 2475 | 3562 | 4382 |
| From them: | | | | | | | |
| remade | 1503 | 4029 | 804 | 1228 | 640 | 795 | 601 |
| They have increased their qualifications | 3389 | 3888 | 3302 | 4356 | 1835 | 2767 | 3781 |
| From the total number of employees who have received vocational training and increased their qualifications: | 8181 | 11781 | 9943 | 11040 | 6883 | 8083 | 10842 |
| directly in the enterprise | 2153 | 4164 | 2847 | 1834 | 2595 | 2098 | 2715 |
| in a foreign country | 118 | 33 | 44 | 209 | 18 | 14 | 100 |
| in educational institutions | 186 | 4002 | 1437 | 1975 | 594 | 997 | 1019 |
| in vocational training institutes | ... | 218 | 694 | 646 | 320 | 479 | 399 |
| in advanced courses | ... | 2924 | 3909 | 4822 | 1786 | 2892 | 4920 |
| women | 712 | 440 | 1012 | 1554 | 1570 | 1603 | 1689 |

Source: Prepared by the author based on the annual reports of the Ministry of Labor and Social Protection of the Population of the Republic of Azerbaijan.

Another point is that the number of persons who have increased their professional qualification in 2018-2022 was 6 times more than the number of those involved in retraining, and 3 times more than the minimum. This shows that employees are more interested in acquiring new knowledge in their professional fields. In addition, the recent influx of female workers into the labor market has led to increased interest in inclusion and diversity as an enterprise. Thus, while the number of women who received vocational training and increased their qualifications was 1012 in 2018, the trend of increasing the number of participants continued and in 2022, 1689 women participated in various trainings and increased their professional knowledge.

If we pay attention to the socio-economic indicators of the labor market (table 2), it can be seen that the share of the non-state sector in the distribution of the employed population by years is higher.

Table 2

The main socio-economic indicators of the labor market in the Republic of Azerbaijan (thousands of people)

| | 2010 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|--------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Number of work-force | 4587,4 | 4915,3 | 5012,7 | 5073,8 | 5133,1 | 5037,7 | 5089,9 | 5141,6 | 5194,4 |
| Number of employed population | 4329,1 | 4671,6 | 4759,9 | 4822,1 | 4879,3 | 4785,6 | 4721,2 | 4831,1 | 4901,1 |
| From them: | | | | | | | | | |
| state | 1142,7 | 1176,1 | 1171,4 | 1158,4 | 1154,9 | 1146,1 | 1116,4 | 1089,2 | 1075,7 |
| non-state | 3186,4 | 3495,5 | 3588,5 | 3663,7 | 3724,4 | 3639,5 | 3604,8 | 3741,9 | 3825,4 |

Source: Prepared by the author based on the annual reports of the Ministry of Labor and Social Protection of the Population of the Republic of Azerbaijan.

Thus, from the above-mentioned tables, it can be concluded that the personnel management strategy should be integrated into the business strategy of companies. Successful practices of talent management

create a long-term competitive advantage, increase revenues and sales, reduce costs, accelerate the innovation process, less successful practices or the lack of them prevent the company from achieving its goals, ultimately have a negative impact and become a source of competitive passivity.

Analyzing the results of the research, we can clearly say that the strategy of managing talented employees is focused on the future. Also, the results show that staff development is often limited to a small number of employees who are focused on becoming leaders and are called talented.

In order to start the process of talent management in SOCAR, the research object, it is necessary to first identify the critical tasks that affect the business. In the table below, it is possible to see the dynamics of critical positions in enterprises included in the structure of SOCAR for 2021-2023 (table 3).

Table 3.
SOCAR's statistics on critical tasks for 2021-2023

| Year | Critical task | | Follower | | Appointment | |
|------|---------------|--------------------------|----------|--------------------------|-------------|--------------------------|
| | Number | Percentage with previous | Number | Percentage with previous | Number | Percentage with previous |
| 2021 | 1504 | | 2024 | | 65 | |
| 2022 | 1320 | 88% | 1918 | 95% | 60 | 92% |
| 2023 | 900 | 68% | 1830 | 95% | 45 | 75% |

Source: Prepared by the author based on SOCAR data.

Critical tasks are evaluated according to criteria such as operational impact, skill criticality, resource criticality, and strategicness using the expert evaluation and ranking method. business critical tasks are characterized as follows:

- Bringing income;
- Requiring long-term preparation of the reserve (more than 5 years, less 1-3 years);
- There is no or little in the labor market;
- Participate in the development and implementation of the enterprise strategy;

Based on the indicators mentioned in the table, the list of critical positions in SOCAR is showing a downward trend. The experience during the research period showed that the main root cause of the decrease in the number of critical positions was the subjectivity allowed in the first years when selecting positions according to the above-mentioned criteria. And accordingly, the follower list has decreased. During 2021-2023, in order to ensure a more objective and transparent decision on the appointment of Followers to vacant critical positions, career interviews were organized in accordance with the relevant methodology, and as a result, 170 people who completed the FIP were appointed to the position of Followers. Thus, it can be said that the talented employees who have fully implemented the action plans mentioned in the individual development plans have also achieved career development.

Today, with the growing need for qualified employees, many organizations use a marketing approach in their work with personnel, which shows that 20% of buyers bring 80% of the income to the organization, and it is precisely this 20% that the company spends maximum time and effort on. It's the same with personnel. In the organization, employees are ranked not according to the hierarchical principle, but according to their contribution to the company's achievements. Companies try to focus on these employees and provide them with special training and professional development opportunities.

The most important element in motivating talented employees is to create an appropriate company environment that encourages employees to show talent while also accepting and developing these manifestations. You should pay enough attention to the talents and consider them as your internal customer. We must not forget that what the manufacturer will sell depends on the knowledge of the workers.

Talented employees should be motivated by connecting them with the company, that is, the employee should feel connected to the company's life, try to improve the company's results (as much as possible), be proactive (offer ideas to optimize the company's activities). At the same time, by stimulating the “superpowers” of employees, the company can achieve such an effect that the

implemented actions give a tangible result for the talent (bonus for exceeding the norm, certificates for an idea, a percentage of the result for a very good idea), a transparent hierarchy of duties and requirements, equal treatment of all employees, training opportunities to improve the performance of employees in their fields, etc.)

The most important element in motivating talented employees is to create an appropriate company environment that encourages employees to show talent while also accepting and developing these manifestations. In order to solve the company's problems with a well-thought-out form of promotion, it is necessary to create all kinds of competition programs, to install communication boxes. Employees demonstrate their talents and expect their ideas and their status in the company to be approved by their colleagues.

During the analysis of the literature related to the subject of the research, the author determines the most characteristic stages in the preparation of FIP. The author follows the necessary procedure when developing a methodology for compiling the FIP for use by SOCAR employees.

The methodology offered to SOCAR employees for the preparation of the PDP consists of 6 main stages and is completed with the lists of implemented activities, responsible persons, minimum necessary documents and the description of the expected result at each stage. While preparing this methodology, the characteristics of the SOCAR enterprise were taken into account; when assessing personnel competencies, conducting annual interviews, planning development, and dividing the areas of responsibility of the employee, his direct supervisor, and the employee of the personnel department.

When drawing up the PDP, it is important to sufficiently determine the period of implementation of the plan (from three months to a year), depending, for example, on the intensity of training or the scope and specialization of acquired knowledge and skills. If it is necessary to prepare a group of employees as a reserve for critical positions in the company for up to 5 years, it is advisable to prepare a PDP for each employee for one year and add it later according to changing training goals (for example, acquiring new skills).

When the period of activity of the PDP and the development activities are over, the employee's competencies and professional activity should be re-evaluated to determine whether the development goals have been achieved or not, and whether the employee's qualifications meet the requirements of the enterprise. However, even if the employee meets the expectations of his supervisor (or employer) in terms of efficiency and professional growth, it is advisable to prepare a new PDP in order to maintain professional knowledge and skills at a certain level or to deepen them. Thus, the systematic use of PDP in SOCAR and its constant presence in the practice of personnel development in the enterprise is ensured.

In chapter III of the dissertation, entitled **“Improving the evaluation of employees' labor activity for their individual development in Azerbaijan”**, the evaluation of corporate culture was carried out in the context of the stimulation of the labor activity of employees, the possibilities of applying the technology of evaluation of the labor activity of employees in Azerbaijan were investigated and revealed, and the improvement of the measures of motivation and stimulation of employees in the country were substantiated and relevant proposals were put forward.

Strategic management of corporate culture is the most effective way to change social and labor relations in modern economic conditions.

The research showed that companies with a regressive type of corporate culture created a progressive type of corporate culture in organizations such as the company. For each type of corporate culture, such enterprises should develop and implement an appropriate strategy to improve social and labor relations (SLR) for its development (Table 4).

Based on Table 4, it can be noted that for enterprises with a progressive type of corporate culture, the strategy of corporate culture innovation and modernization of corporate culture, and for enterprises with a regressive type of corporate culture, the strategy of forming a new democratic culture is the corresponding transformation of corporate culture, in companies with a “debt” culture - the values of the Western culture It is appropriate to propose a strategy for

adaptation to the conditions of the Azerbaijani experience and the features of the labor mentality of the Azerbaijani worker.

Table 4

Strategies for the development of corporate culture for its types in the context of the improvement of SLR

| Type of corporate culture (CC) | Strategy for the development of CC and SLR | Strategic directions for the development of CC with the aim of improving the SLR |
|---------------------------------------|---|--|
| Progressive | The innovation strategy of CC and the modernization of SLR | <ul style="list-style-type: none"> - Increasing the efficiency of teamwork; - Creating a creative environment and developing creativity; - Maintaining a healthy lifestyle; - Organization of corporate events. |
| Regressive | A strategy for the democratization of CC with the corresponding transformation of SLR | <ul style="list-style-type: none"> - Formation and transfer of company values; - Revising the motivation system and social programs; - Formalization of market business processes; - Preparation and implementation of adaptation programs for new employees; - Development of democratic leader qualities in the manager; - Development and distribution of information channels; - formation of a positive employer brand; - Eliminate resistance to changes in the internal environment; - Maintaining a favorable climate and a healthy lifestyle |
| Accepted | The strategy of adaptation of CC and SLR to the conditions of Azerbaijan's experience | <ul style="list-style-type: none"> - Improving the external manifestations of CC; - Development of social dialogue; - Strengthening of social protection |

Source: Compiled by author.

For organizations with progressive corporate culture, we recommend the following measures to improve HMS: increasing the effectiveness of teamwork, innovativeness of labor activity; create a creative environment by stimulating the results of innovative work; maintaining a healthy lifestyle, taking into account the characteristics of reproduction of the intellectual potential of employees; organization of corporate events aimed at the formation of innovative values and the development of creative thinking.

For the development of corporate culture and the effective implementation of CSR transformation strategies, it is necessary to monitor its results. In order to improve the corporate culture strategy, the algorithm for comprehensive evaluation of the implementation of the corporate culture management strategy consists of six stages: the selection of parameters for the evaluation of the corporate culture strategy and the effectiveness of the corporate culture strategy, the selection of information sources, methods, tools, the formulation of requirements for evaluation, the culture of the corporate culture management strategy evaluation of the implementation and its impact on the EMS, analysis of the results of the evaluation, making decisions about taking appropriate measures.

In order to better establish SOCAR's direct personnel management system, this company should implement an effective model of personnel management information provision. The information model of the company's personnel management should ensure the use of a wide range of channels and methods of information transmission for making effective management decisions.

Also, it is possible to use the information model of personnel management for efficient management of the organization. The information model of the organization's personnel management is a type of business model of enterprise management, which includes all existing information flows in the enterprise, the rules and algorithms of data formation, reception and interpretation, has a purposeful character and internal management flexibility.

In general, the application of information models of personnel management and the corresponding automated systems gives companies the following advantages:

- increasing the efficiency of management decision-making;
- increasing the clarity of information provision;
- increasing the speed of reaction to certain changes in the work of the organization or its divisions;
- increasing the motivation of personnel, etc.

In order to better establish SOCAR's direct personnel management system, this company should implement an effective model of personnel management information provision. It should be noted that the information model of the company's personnel management should ensure the use of a wide range of channels and methods of information transmission for making effective management decisions. Data transfer at the plant is carried out in the form of commands, requests and reports. Regulation of information provision of the personnel management system is carried out with the help of instructions and internal regulations of the company.

Any company that wants to survive in the long term must focus on the loyalty of its employees. This necessity arises, first of all, from the fact that the quality of employees is a condition for the formation of their high professional motivation, which in turn manifests itself in all aspects of activity. Only loyal employees who are committed to the goals of their organization are ready to give all their abilities and all their strength to win over competitors. The ability to skillfully manage staff loyalty in the hands of a modern manager becomes an important success factor for the entire enterprise.

In order to manage staff loyalty, a long-term prospective system is proposed, which provides a consistent assessment of the current level of loyalty, the formulation and development of programs to increase employee loyalty, and the monitoring of the implementation of programs for employees working in an industrial enterprise.

From this point of view, a stimulus in any enterprise becomes a motive only when this stimulus is understood and accepted by a person.

Therefore, an efficient motivation mechanism is needed, which directs the activity of employees to the final result in accordance with the set goal. And as research shows, motivation should primarily provide material interest, that is, the appropriate salary level and material rewards in general. Thus, the development of a system of

indicators characterizing the importance of the employee in the enterprise and the efficiency of his work is a necessary direction for the implementation of the idea of creating an effective motivation mechanism.

The above-described approaches to the formation of the staff motivation and stimulation system are implemented to some extent in the practice of managing the McDonald's restaurant chain, whose partners are Azerbaijani enterprises and entrepreneurs, as well as foreign investors.

An important element of the labor incentive system in this company, without exception, is the re-certification of all employees based on the completion of special check questionnaires - checklists, that is, a list of standard check questions and an analysis of all the basic (above) requirements for personnel. The questionnaire is filled out for each employee by his immediate supervisor, who also takes into account the opinion of colleagues and subordinates of the certified person. The characteristics of the employee mentioned in the questionnaire are evaluated with a certain number of points, then an integral rating indicator is determined, on the basis of which his professional importance and the level of usefulness for the company are determined. Possible evaluations are divided into five levels of importance, according to which decisions are made regarding the employee's remuneration and the introduction of other incentive measures (Table 5).

Table 5

The scale of changes in the remuneration of workers, taking into account the results of the certification of McDonald's restaurant chain

| № | Evaluation level of employees | The amount of one-time payments based on the results of the certification | Salary benefits |
|---|-------------------------------|---|-----------------|
| 1 | Exceptional level | 150% of salary | 60% |
| 2 | Great work | 100% salary | 40% |
| 3 | It meets the standards | 50% of salary | |
| 4 | Improvements are needed | | |
| 5 | Unsatisfactory work | | |

Source: The table was prepared by the author based on the analysis of data from McDonald's restaurant chain.

As can be seen, employees in the first three (higher) assessment groups are given a one-time bonus (similar to what happened in the past in state-owned enterprises) based on the results of the year and quarter, and are also guaranteed to receive permanent personal allowances for the salary due to the quality of work (the first two assessment groups).

A very important incentive tool, especially for ambitious, goal-oriented employees, is the recruitment of certified employees with the first two evaluation levels to fill higher-ranking vacancies. Moreover, this is not an empty formal tool, but a real management decision of the management that should be implemented, as is known (using the results of previously conducted attestations).

Thus, it can be concluded that the general principles of organizing motivational programs should include the following:

- motivation and stimulation systems for managers should be competitive with other companies where this organization is fighting for valuable personnel;
- the financial incentive mechanism should direct the management to achieve final results both in its own work and in the work of enterprises and the company as a whole;
- the variable part of the profit should be used in management to flexibly react to the results of business activity, that is, with the increase in the rank of the head of the corporate hierarchy, bonuses and additional payments should increase.

As a result of the conducted research, the following results were obtained and certain proposals were put forward:

1. Despite the fact that the evaluation of employees' performance has become the most important tool for effective management of a modern company in the current conditions, there are a number of shortcomings in the personnel evaluation system of Azerbaijani companies. Further improvement of personnel evaluation systems in Azerbaijani companies will lead to improvement of evaluation, expansion of powers, review of existing systems in personnel evaluation and bringing it to a completely perfect level.

2. To increase the overall use of the company's human resources, it is necessary to evaluate the performance of employees. At the same time, the goal of employee evaluation is to learn the level of preparation for the chosen type of activity, development opportunities and development prospects. The effectiveness of the evaluation of the company's employees depends on several main variables - the ability of employees, their motivation, objective capabilities and the correct organization of the evaluation process. Thus, as a result of the occurrence of subjectivity during the assessment of employees, it remains the main problem in the process of managing the personnel of enterprises.

3. Talented employees should be motivated by connecting them with the company, that is, the employee should feel connected to the company's life, try to improve the company's results (as much as possible), be proactive (offer ideas for optimizing the company's activities). At the same time, by stimulating the “superpowers” of employees, the company can achieve such an effect that the implemented actions give a tangible result for the talent (bonus for exceeding the norm, certificates for an idea, a percentage of the result for a very good idea), a transparent hierarchy of duties and requirements, equal treatment of all employees, training opportunities to improve the performance of employees in their fields, etc.).

4. When drawing up the PDP, it is important to sufficiently determine the period of implementation of the plan (from three months to a year), depending, for example, on the intensity of training or the volume and specialization of acquired knowledge and skills. If it is necessary to train a group of employees as a long-term reserve for critical positions defined by the company, it is advisable to prepare a FIP for each employee for a year and then add it according to changing training goals (for example, acquiring new skills).

5. Measures to improve the efficiency of the planning and professional selection system in the enterprise:

- ✓ Application of the extrapolation method and the method of expert evaluations in the enterprise for more accurate calculation of the required number of employees (personnel planning) in order to ensure the smooth running of the production process;

- ✓ Cooperation with higher education institutions to attract young specialists with new ideas;
- ✓ Establishing professional relations with the educational institutions of the city and expanding the possibilities of attracting candidates to vacant positions due to active participation in the “Vacancy Fair” event;
- 6. Suggestions for improving the motivation system:
 - ✓ The experience of foreign companies shows that the amount of salary for the position is regulated by the level of education, the quality of the diploma (secondary, higher, special educational institution).
 - ✓ Work experience also affects salary growth, but the rates are different for different categories of managers and professionals. This approach is quite justified, because increasing the direct working time in production structures (stores, departments) affects the improvement of the specialist's qualification, experience, ability to predict possible situations and prevent work problems in time;
 - ✓ In UK businesses, big distribution can be done by doing promotions in the form of gifts depending on the success of the employees.

The main provisions of the dissertation work, the obtained results and proposals are reflected in the *scientific article and theses* published by the author without co-authorship:

1. Features of the transition from the personnel management system to the human resources management system. // – Baku: News of ANAS. Economics series, 2020 (September-October). - p. 58-65.

2. Issues of improving career management, taking into account stage-by-stage promotion. // Collection of the proceedings of the International Scientific and Practical Conference “Current Problems of Economics, Industry, Management and Law”. 2020, – p. 51-53.

3. The role of the employee career management system in the economic activities of the enterprise. // Oslo, Norway: Scientific Collection “InterConf”, (37): with the Proceedings of the 1st International Scientific and Practical Conference “Recent Scientific

Investigation” (December 6-8, 2020). Dagens naeringsliv forlag, 2020. – p. 219-228.

4. External experience of the employee evaluation system. // – Manchester, Great Britain: Scientific Collection “InterConf”, (39): with the Proceedings of the 8th International Scientific and Practical Conference “Science and Practice: Implementation to Modern Society” (December 26-28, 2020). Peal Press Ltd., 2020. 1851 p. P.347-351.

5. Shahkaramli Sh.A. Personnel policy as a factor of the efficiency of the enterprise. // Scientific-practical magazine “Cooperation”. Baku. 2020 year. No. 4 (59) – p. 25-34.

6. Methodical approaches to evaluating the performance of employees. // Geostrategy. International socio-political, scientific theoretical journal, - Baku: No. 01(61) 2021. - p. 101-109. 2021

7. The importance of the employee career management system in the economic activity of enterprises. // Geostrategy. International socio-political, scientific theoretical journal, - Baku: No. 06 (66), 2021. - p. 130-136.

8. Study of career development on the main components of the career management system in Azerbaijani enterprises. // Economics and management of construction. - Baku: No. 4(17) 2021. - p. 339-345.

9. Improving procedures for developing plans for individual development of enterprise employees. // Financial economics. – Moscow: No. 7, 2022. - p. 266-271.

10. Effective personnel policy in tourism: principles of its formation, goals and tasks // - Baku: Republican scientific-practical conference on “The main principles of sustainable development and reintegration in territories freed from occupation”, 2023.



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