

THE REPUBLIC OF AZERBAIJAN

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ABSTRACT

of the dissertation submitted for the degree of
Doctor of Philosophy

MANAGEMENT AND ELIMINATION OF STRESS IN PUBLIC ADMINISTRATION

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GENERAL CHARACTERISTICS OF THE WORK

Relevance and degree of elaboration of the topic. In modern times, the successful development of state administration in the Republic of Azerbaijan, increasing its efficiency, carrying out democratic reforms, establishing the foundations of a tolerant society, etc. such innovations are protected on the basis of the services of the civil servant and make their contributions in all fields. It is the civil servant and the executive employee who carries out the management function by being highly competent, knowledgeable, energetic and constantly improving his/her leadership skills. The official organizes, directs, regulates and stimulates the activities of millions of employees at all stages and levels of management.

"Everyone must obey the law. No one should break the law. No one should claim exclusive rights for himself. No one has the right." These are the views of the great leader Heydar Alirza oglu Aliyev, who thinks about the progressive development of the Azerbaijani people.¹

State administration should be based on political-economic as well as social-psychological regularities of modern society. Since public administration is subjective in nature, elements such as information, knowledge, organizational and normative resources, ideas, expert evaluations, activities of civil servants and those involved in public administration, which are products of human thinking, are necessary for its formation and development. In addition to these, the necessary internal regularities of management activities in the state administration system are very important in management issues and decision-making. It should be taken into account that the state administrator is a human being and he uses the source of his thinking. One of the factors that slow down human thinking and the most important factor is stress. It is impossible that stressful situations do not have a negative impact on the principles of public administration and management style.

¹ Aliyev H. Wise thoughts. About statehood, independence and democracy. October. 1998-2003, 415 p.

It is an indication of how relevant this factor is for political science to identify coping strategies and stress relief. The relevance of the dissertation topic can be expressed in the form of a thesis with the following provisions.

- Studying the resilience of civil servants to stress and eliminating the consequences caused by stress in this activity can create conditions for both improving management activities, and for the employee to often reflect on his own behavior and relationship with the collective, to implement psycho-prophylactic measures, and finally to keep their mental health under constant control. .

- Along with the satisfaction of people's material needs, the satisfaction of their spiritual needs comes to the fore in management, the social-psychological aspect attracts more attention. The psychological comfort of civil servants is manifested in the fact that the stressful activity at work is sufficiently low, especially in the positive direction of the mutual relationship between managers and employees. The increase in psychological comfort directly affects the attitude to work and the performance of employees. Therefore, a civil servant must have socio-psychological knowledge and acquire rich experience.

- The fact that a civil servant has psychologically theoretical knowledge and experience creates a fertile environment for leading subordinates, treating each employee individually, as well as for the positive development of mutual relations between them. Conducting continuous research in this field, systematizing new researched methods is an urgent and important task for researchers.

- Another aspect is the complexity of the management activity in Azerbaijan, the social and psychological readiness of the leader for the new and different changes inherent in the development and management of the current era is of special importance.

- Compared to previous years, due to the influence of a number of factors, the need for civil servants who live with the modern reality in Azerbaijan in organizations and offices, find solutions to various difficult situations, are able to take risks when necessary, use their creativity for development and eliminate stressful situations is extremely high.

- The creation of a positive climate in state institutions in our country, the healthy organization of employee-manager relations, the ability of the manager to maintain his place in public life, etc. it has a positive effect on the development of internal and external success of the state enterprise.

- It should be taken into account that professional analysis skills, communication, dignity, social and political erudition, creative approach to activities, objectivity, etc. traits are weakened based solely on the stress factor. In difficult stressful situations, the rate of making mistakes and the number of wrong behaviors increases, the activity of mental processes deteriorates, the regulator of the will weakens; anxiety, asthenia, sleep disturbance, severe fatigue, weakness, emotional tension, nervousness, sense of danger, unpleasant situations in the employee's behavior will often manifest themselves, which is unacceptable for society.

It is clear from all the mentioned that the subject under investigation can be considered one of the actual issues of our day. Thus, the scientific research conducted in the direction of investigating the stress factors affecting public administration in the Republic of Azerbaijan and modern problems arising during administration is extremely important in terms of increasing the efficiency of public administration in our country, making the topic relevant for political science.

Until recently, no major studies have been devoted to the study of the features of stress management and elimination in public administration.

One of the main reasons for this is that the state administration is a closed system, and the psychological work and tests conducted there are not disclosed to the public. But serious studies have been devoted to collective, work stress management, and ideal leadership activities.

The nature of public administration in the Republic of Azerbaijan, mechanisms of civil service and civil service admission, professional training of civil servants, etc. extensive scientific-research works are being investigated around it. Valuable

recommendations of Heydar Aliyev's "Our independence is eternal"² and Ilham Aliyev's "Development is our goal"³ were reflected in the issues of Azerbaijan's public administration system, civil service, personnel policy. On July 21, 2000, the law "On Civil Service" was adopted in our Republic for the first time in order to determine the legal status of civil servants and increase their responsibilities.⁴ With the adoption of the law, the basis for the formation of a unified state policy in the field of public service in the Republic of Azerbaijan was laid. Also, the President of the Republic of Azerbaijan Ilham Aliyev, who is considered one of the main sources in the civil service in Azerbaijan, signed "On additional measures related to the improvement of public administration in the Republic of Azerbaijan", "On the approval of the "Regulation on local executive authorities", "Rules for awarding professional degrees to civil servants in state bodies" "Regulation on types and rules of remuneration of civil servants", decrees of the President of the Republic of Azerbaijan and similar documents define the main strategy of our state in this field.⁵

In the Azerbaijani literature, various studies have been conducted on the topic of state, leadership, management, independence, democracy, management, and tolerance. The authors contributed to the discovery of the management strategies of the State of Azerbaijan. Professional training of public servants in the Republic of Azerbaijan, the essence of public service and public administration, mechanisms of admission to public service, etc. extensive scientific-research works are being carried out around it. Topics such as Azerbaijan civil service, public administration system, personnel policy are discussed by U. Alekbarov, S. Ismayilov, R. Rahimli, Z. Habibova, A. Rzayev, M. Hasanov, N. Huseynova, E. Azadov, etc. works and research works of other authors were reviewed.

² Aliyev H. A. Our Independence is eternal, Azarnashr, 1997-2004. 612 p.

³ Aliyev İ. H. İnkişaf-məqsədimizdir. XXIX book: february 2008-april Baku. Azarnashr. 2016, 400 p.

⁴ Decree of the President of the Republic of Azerbaijan., (Legislative Collection of the Republic of Azerbaijan, 2002,avgust 24)

⁵ Aliyev I. Development is our goal, Volume 113. Baku: Azerneshr, 2021, 391 pages.

Academic U. Alakbarov's name should be specially emphasized in the field of research of innovations in public service. His "Improving personnel potential for sustainable development: Azerbaijan Model", as well as "Organizational foundations of modern public administration: 15 years on innovative development paths", published in local and international journals, etc. In his works, the issues of innovations in the civil service are reflected. ⁶

"Azerbaijan Devlet personnel Yönetimi", "Ethics in the civil service and its main components" etc. published in our country and abroad by R. Rahimli, who is the author of various studies on the improvement of the civil service and the implementation of innovations in this direction. the research conducted in this direction can be shown. ⁷

Z. Habibova, one of the other researchers on the development of civil service in Azerbaijan, "Azerbaijan's formula for success: innovative leader and professional civil service" and other comprehensive studies are important literature on the subject. ⁸

One of the active researchers of civil service and personnel policy problems in Azerbaijan is N. Huseynova. In his book "Civil service: current situation and development prospects", he focuses on various aspects of the civil service problem in general. ⁹

A. Piriyeu is the author of various books on "Political strategy", G. Geybullayev "Administrative management". However, in Azerbaijan, there has been no research related to the stress factor along with public administration, and no work has been shown at the dissertation level in this regard.

Also, in foreign literature, the state management system, the essence of civil service, personnel selection, professional training, etc. In Russia, G. Atamanchuk, V.A. Many researchers, such as Bodrov,

⁶ Alakbarov U. Improving human resources for sustainable development: Azerbaijan model, Baku: Science Development Foundation, 2018, 249 pages.;

⁷ Rahimli R. Ethics in the civil service and its main components // - Baku: Public administration: theory and practice, - 2018, №4 (64), - p. 225-236

⁸ Habibova Z. Change management and public administration. Textbook. Baku, 2018. (Internet Resource) <http://www.anl.az/el/Kitab/2019/04/2018-2356.pdf>

⁹ Huseynova N. Civil service: current situation and development prospects, Baku, 2008, 478 pages;

A. B. Leonova, have analyzed this problem in their works. There are also studies on public administration in Turkish literature (Erol Eren, Shaylan Gencay, Şener H.E., etc.). Public administration has been systematically investigated. Turkish authors (Özer M. Hamza A. Kadir Akan Ö., etc.) have written on "public administration". In addition, Bingham R. D., Boven V. M. made a plan of proposals on the theoretical and methodological principles of administration in the field of public service in the work "Public Administration".¹⁰

The psychological aspects of the research problem of the case were discussed by B.H. Aliyev, S. Seyidov, A. Alizade, I. Seyidov, S. Gafarova, J. Mammadov and others from the Azerbaijani authors. In their works, they are the authors of monographs and studies that provide information about personality, stress, individual - psychological characteristics. Their research is a fundamental contribution to both the study of general psychological problems and the study of political activity from the perspective of legal psychology. Extensive studies (L.P. Pamela, E.D. Ogus, M.H. Antoni, G. Selye, etc.) have been conducted in foreign literature on the topics of stress factor, stress relief, positive charge. Recently, Indian researchers (Dr. Roshan Lal, Dr. Ritu Sekhri, Mitchu Storoni) have conducted various studies on stress, stress management, stress management.

Extensive researches (J. J Fox, K. Blanchard, S. Johnson, U. Buffett, I. Adizes, etc.) have been conducted in the foreign literature on stress factors, stress relief, positive charge. Jeff Thomson's various studies on stress in modern times have contributed to stress relief strategies.

Recently, Indian researchers (Dr. Roshan Lal, Dr. Ritu Sekhri, Mitchu Storoni) have conducted various studies on stress, stress management, stress management. There are also studies on public administration in Turkish literature (Erol Eren, Shaylan Gencay, Şener H.E., etc.). Turkish authors (Özer M. Hamza A. Kadir Akan Ö., etc.)

¹⁰ Bingham R. D., Bowen W. M. "Mainstream" public administration over time: a topical content analysis of Public Administration Review //Public Administration Review. T. 54. – №. 2. – 1994, s. 204-208.

wrote articles on "public administration", Güçül N., Pehlivan I., on "ways to deal with stress" contributed.¹¹

Also, in foreign literature, the nature of civil service, public administration system, personnel selection, professional training, etc. In Russia, many researchers such as G. Atamanchuk, V. Grajdan, V. Chirkin, have investigated this problem in their works.

In addition, Michael Mikalovich, Jay Shafritz, Robert Kropf's work "Public Administration" proposed a plan for the implementation of innovations in public administration and the theoretical and methodological principles of implementation of innovations in the field of civil service.

Thus, the analysis of the scientific literature on the problem shows that various aspects of the research topic have been investigated by Azerbaijani and foreign authors. However, the problem of stress in public administration has not been systematically studied either in Azerbaijan or in foreign countries. Apparently, the problem of stress in public administration has not been analyzed.

The object of the research is stress in public administration, its management and elimination process. The subject of the research is the features of this process, the factors affecting it, the individual psychological qualities of the participants, and the positive effect of the effective management model on stress.

Research goals and objectives: The main goal of the research is to analyze the theoretical aspects of the stress factor problem in public administration, administrative and organizational aspects of stress management, practical research of stress management in public administration in the Republic of Azerbaijan, positive experience in this field.

To achieve this goal, the following tasks were defined and performed:

- Study of the main theoretical approaches affecting public administration activity;
- Strengthening the use of socio-psychological methods in public administration and following it;

¹¹ Guglu, N. Stress Management. Gazi University Gazi Faculty of Education Magazine. Ankara. Volume 21. S. 1. Ankara. 2001. p. 100.

- Determining the types of authority and management styles that managers establish over personnel;
- The impact of the stress factor on management, the analysis of psychological studies dedicated to the study of stress resistance;
- To determine ways and means of eliminating the impact of stress on labor activity;
- Causes of stress in public administration;
- The effect of the individual-psychological characteristics of the civil servant and the leader on his resistance to stress;
- Practical examples of the relationship between new public administration principles and stress;
- Improving the state of mutual relations between the manager and the employee;
- Stress management strategies in state institutions of Azerbaijan;
- Elimination of stress as a result of effective management model in Azerbaijan;
- Practical features of stress management in state structures and organizations of Azerbaijan;

Research methods: The report materials of the relevant ministries, the data of the conducted sociological studies were used. The following methods were used during the research.

- 1) Dass 21 (Depression, anxiety, stress scale);
- 2) Conor-Davidson endurance, resistance scale;
- 3) HEXACO – orientation of personality;

The research sample included 782 civil servants, employees of open joint-stock companies and employees and staff of private companies. Data necessary for the study were obtained through applied testing and a questionnaire survey. 520 workers with different labor activities participated in the survey, and the raw data obtained as a result of the survey were processed and integrated into statistical programs. The obtained raw data were processed and integrated into statistical programs (SPSS18.0 - Statistical Packet for The Social Science). In the analysis of research problems, t-Test, One-way Analysis of Variance were applied and interpreted in order to determine the existence of a meaningful difference between the groups according to their individual characteristics.

The main propositions defended: the selection of those who want to work in the civil service without considering their psychological qualities and mental characteristics, in most cases leads to failure and stress in their professional activities;

- Studying the individual-psychological characteristics of managers, their professional activities and the elimination of complications caused by unexpected difficulties in this activity provide conditions for the improvement of public administration, as well as for managers to reflect on their own behavior and finally to keep their mental health under constant control;

- The individual professional concept in managers forms an individual psychological or subjective approach to professional problems, and this allows to distinguish the content and essence of the problems that arise in the process of interaction, and ways and means to eliminate them;

- The correct assessment of stress situations in the state administration in Azerbaijan is closely related to the self-control, self-management ability, and self-regulation of the civil servant;

- "Easy service" centers created as a result of effective management lead to stress reduction as a result of customer satisfaction;

- The promotion of a public servant who is not resistant to stress can lead to new, more difficult political problems in public administration.

Scientific novelty of the study:

- For the first time in the Republic of Azerbaijan, a political science analysis of the problem of stress management and elimination was conducted at the dissertation level.

- On the basis of the analysis of the experience of Azerbaijan and some other countries, the individual and psychological behaviors of stress-resistant and non-stress-resistant civil servants and managers were studied and proposals were made to eliminate the causes of stress.

- The stress factors of employees of various public joint-stock companies and employees of the private sector were revealed and the ways of stress resistance in public administration were determined.

- Strategies to positively load the stress factor created in executives and civil servants are shown, and the methods and tools to be used at this time are proposed and justified.

- The features of the negative and positive situations caused by the digital state administration in the civil servant in Azerbaijan were revealed, the stress-causing factors were indicated, and the mechanism for their elimination was recommended.

- In the example of "ASAN service" and "DOST" centers, which have an effect on the reduction of the stress factor as an effective management model in the Republic of Azerbaijan, the reduction of the effect of the stress factor on mass psychology was investigated and the factors determining this process were revealed.

Theoretical and practical importance of the research: The theoretical importance of the research is that the main propositions and ideas put forward can be the basis for conducting future scientific research. The obtained results will be of some importance in the direction of creating scientific provisions and methodological bases related to the creation of stress management and elimination strategies in public administration. The practical importance of the research: the results obtained from the research can be used in the work of increasing the stress resistance of civil servants and managers and in the direction of professional activity organization. At the same time, the obtained results will allow to determine the degree of negative effects of stress in public administration and to put forward the necessary recommendations for its elimination.

Dissertation approval and application: The main results of the research were reflected in the author's scientific articles taught in Azerbaijan and abroad and his speeches and reports at international science conferences.

The name of the organization where the dissertation work was carried out: "Civil service and personnel policy" department of the Academy of Public Administration under the President of the Republic of Azerbaijan.

Dissertation structural sections. The dissertation consists of an introduction, three chapters, 9 subchapters, a conclusion, a list of used literature and an appendix. Introduction-17,293, chapter I - 67,995, chapter II - 70,411, chapter III - 85,337, conclusion - 15,999, the total amount is 259,608.

MAIN CONTENT OF THE DISSERTATION

In the "**Introduction**" part of the dissertation, the relevance and scientific importance of the topic is justified, the level of study of the problem is reviewed, the object and subject, goals and tasks of the research are determined, its scientific novelty, as well as theoretical and practical importance are indicated, information is given about the approval and structure of the work.

The chapter of the dissertation entitled "**Theoretical-methodological foundations of the stress factor problem in public administration**" consists of three paragraphs. In the **first paragraph of the first chapter** called "**Essence of public administration and its classical theories and the new public administration approach**", the main principles of theoretical innovations of public administration, the influence of policy and management relationship on public administration are touched upon. Historical trends in the development of the civil service and their relationship with political changes are studied, and it is mentioned that the civil service has a multifunctional activity in the modern era. In addition, this paragraph mentions the actual inadequacy and stress factor of bureaucracy in public administration, the new public administration approach. In the field of public service, the issues of reviewing the professional activity of state civil servants aimed at fulfilling the powers of the Republic of Azerbaijan and its subjects in order to improve the standard of living of its citizens and ensure the development of the economy are analyzed. In the mentioned paragraph, the definitions of a number of general and specific concepts are defined, especially the clarification of concepts such as state policy, state administration, political changes, efficiency, effectiveness, bureaucracy, and tolerance. The question of how to ensure activity in public administration in the direction of the new understanding, which is one of the main goals of the new public administration stream, is answered. Also, the possibility of exposure to less stress factor of administrative leaders with the application of innovative approaches in public administration is analyzed.

The second paragraph of the first chapter is called "**Types and styles of authority established by leaders over personnel.**" In

this paragraph, the impact of theoretical innovations on the activities of management personnel is examined. The main elements of management and the leadership process and the differences between them are analyzed sequentially. The power of the leader over subordinates, as well as the forms of power and influence, are widely considered. Differences between leadership styles and methods are also explored. The work style that can satisfy all members of the collective is analyzed in particular. The importance of flexible management style is also explained by its efficiency in managing conflicts, fluctuations and stressful situations. It is pointed out that the problem of avoiding conflict and stress exists not only in the transition period, but also in fully developed state administration and is of great importance. In addition, it is also emphasized that the process of improving the civil service focused on determining the personal qualities of the leading personnel in order to improve the efficiency, effectiveness, professionalism, representativeness and democratic character of the state bodies. Therefore, the main focus is on finding specific strategies of leadership, power, leadership styles and new management methods. This reflection carried out under the name of "new public administration" is evaluated as the main factors influencing the stress factor.

The third paragraph of the first chapter is called "**Stress factors in manager-employee interactions in public administration**". In this paragraph, it is noted that the characteristics of the managers and the attitudes and behaviors they exhibit in this regard are analyzed to a significant extent on the behavior and productivity of the personnel working with them. In order to reduce the negative impact of stress on employees, managers should not threaten their subordinates with frequent dismissal or punishment, and instead of punishing and threatening employees in situations such as insufficient performance, searching for a solution through communication was shown.

It is also clearly shown that although conflicts and conflicts create many problems, if they are managed properly, they can lead to innovation and development.

Heydar Aliyev's philosophy of statehood, national-spiritual and ideological-political worldview, scientific-theoretical foundations of the transition from the administrative-emirate system to a new society, and the concept of independent statehood are analyzed. The basis of his theoretical and practical activities related to national security is the study and evaluation of the processes taking place within the country, in the region and in the international world, and the preparation of a scientific and political activity program that corresponds to the current situation.¹²

"To lead, that is, to train people and
you need to have the moral right to educate"

National Leader Heydar Alirza oglu Aliyev.

In general, it can be concluded that thanks to Heydar Aliyev's visionary and successful domestic and foreign policy, the foundations of the independent state of Azerbaijan have been strengthened, the international reputation of our country has increased, and the internal and external security of the state has been ensured.

In this paragraph, civil servants are required to fulfill their duties, not to take actions that may complicate the work of other civil servants or lower the reputation of the state body they work for, and to strictly follow the solution of the problem of not considering the appeals of citizens in a timely manner. At the same time, there are strict requirements for officials to follow the norms of service ethics.

The second chapter of the research work is called “Organizational aspects of stress management and coping strategies”. In the first paragraph of this chapter called "Effects, signs and management measures of stress on the organization", organizational stress factors, work stress, external and individual stress sources in the civil service in the Republic of Azerbaijan are reflected. It is noted that a number of actual issues of the organizational importance of stress management have emerged. In this regard, the effects of stress on the organization, its signs, and the increase in stress situations due to insufficient working conditions are brought into consideration. This paragraph also analyzes strategies for

¹² Aliyev H. Our independence is eternal, 46th volume. Baku: Azerneshr, 2013, 495 pages;

dealing with the problem that leads to stress and controlling emotions experienced in a stressful environment. Strategies for coping with stress from work life, administrative arrangements for controlling and reducing sources of stress at the organizational level to reduce or prevent work stress of employees are evaluated. Some measures that can be taken organizationally within the framework of stress management are explained.

It is also noted that when the ethics of business communication between the Manager and subordinates is violated, most of the employees in the team feel morally unprotected and at the same time dissatisfactions arise. To overcome this problem, in terms of business ethics, the relationship between management and subordinates should be based on what principles should be based in public administration. Managerial and collective relations are analyzed in stress management.

The second paragraph of this chapter is called "**Factors causing stress in public administration**". This paragraph covers the problem of stress on the basis of management at the stage of the formation of the new state management structure of the society. The difficulty of management activity is one of the main components of the leader's psychological readiness for various types of changes inherent in the current economy. Also, it is emphasized that every civil servant and leader who is a subject of management must honestly express the provisions aimed at achieving high efficiency indicators of the enterprise he leads, psychologically understand them, and move to a management system based on common sense in management and real management relations. The ability to adapt to innovations and changes and to prevent stress at work is the first priority for a modern civil servant. In this part of the study, what is stress, the causes of stress, the effects of stress on the body, and the negative and positive sides of stress are discussed.

In this paragraph, the factors that cause stress, conflict, the impact of conflict on the collective, the reasons for straining relations and the situations that cause professional stress are analyzed. Therefore, when analyzing the impact of stress on a person, in addition to the individual psychological characteristics of a person, the

directions of education, neurophysiological characteristics of the body and the field of activity are also taken into account.

The third paragraph of this chapter is called "**The influence of individual - psychological characteristics on the resistance to stress of the employee in the civil service**". This paragraph states that each person has a set of personal qualities and physiological characteristics unique to him, which determine his resistance to stress. In addition to the leader's cognitive and intellectual qualities, his individual-psychological characteristics also play a major role in his activity. Individual-psychological characteristics include temperament, character, personality orientation, emotional-will qualities, moral psychological characteristics, abilities, etc. is attributed.

At the same time, the effective management of the organization by a successful leader is not limited to achieving high economic results and high productivity, at the same time, the moral and political results of the activity, the mood created by the activity in people, creating a sense of confidence in our statehood, future development, people themselves, knowledge and abilities and so on. pursues other goals as well. Therefore, one of the important tasks in modern management is the creation of a healthy moral and psychological environment in the collective, instilling in employees a high morale, enthusiasm to work productively, from their work, duties, collective, management, etc. it is about achieving the feeling of satisfaction. These qualities include the personal and professional qualities, abilities and habits of the manager necessary to perform his professional functions. These qualities include the ability to make decisions and achieve their realization, organizational qualities, management culture, strategic thinking and planning, communicative, etc. includes socio-psychological qualities, having a personal management concept and a personal management style, properly organizing work with personnel. These qualities also include the content and form of activity, procedural-dynamic aspects, emotionality, flexibility, purposefulness, creative approach to work, etc. includes. These qualities include theoretical-conceptual preparation of the leader and practical thinking

that interacts with them, management experience, knowledge of modern management technologies and methods, etc. includes.

Also, in this paragraph, the factors that create stress in public administration, the effect of individual psychological characteristics on the resistance to stress of the employee in the public service are examined on theoretical grounds, and the main factors affecting the stress factor are evaluated.

The third chapter of the research work is called "Practical application of stress management in the public administration of the Republic of Azerbaijan". The first paragraph of this chapter is about "Investigating the problem of stress management in state institutions of Azerbaijan". In this paragraph, stress management measures in state institutions in Azerbaijan are analyzed in modern times, and the most important measures of stress management problems in state institutions in modern times are mentioned. At the same time, creation of organizational culture, management of changes, motivation of personnel, management of conflicts, measurement, development and management of service activity (work) and skills, information system and its management are systematically investigated. Thus, the above-mentioned interpersonal conflict resolution methods can be applied at different stages of the conflict according to the conflict situation, the dynamics of the conflict, and the character of the conflicting parties.

Measurement and evaluation of servant performance in modern conditions in Azerbaijan includes human rights, resistance to stress, emotional intelligence, tolerance and personal qualities. It was also emphasized in the study that the creation and implementation of a system of comprehensive assessment of the professional activity of civil servants is one of the most proven methods of increasing the efficiency of civil service in general. Of course, in order to optimally increase the efficiency of the civil service, first of all, it is necessary to evaluate this efficiency.

All this proves that, in addition to the general requirements, the employee needs to have a good memory, great attention, observation, restraint, compactness, intensive work, know the techniques and

technology of the work, as well as know the "technology" of the psychological climate.

The second paragraph of this chapter is called "ASAN Service" model as a clear example of the result of effective management. In this paragraph, the effectiveness of management in the theory of public administration of Azerbaijan is analyzed. As the main model in stress management, the efficiency factor of public administration is kept in mind. Today, it is possible to emphasize the successful results of "ASAN Service" created as a result of effective management. The example of "ASAN Service" is shown as a stress relief model. President of Azerbaijan Ilham Aliyev, taking into account the need to increase transparency in the activities of state bodies as a result of effective management, to provide services to citizens with better quality, convenient, new style and by applying modern innovations, to follow ethical rules and polite behavior in relation to citizens, and to ensure citizen satisfaction, the state In order to improve the services provided by the bodies, to accelerate the transition to electronic services, the State Agency for Citizen Services and Social Innovations under the President of the Republic of Azerbaijan is established. The main concept of "ASAN Service", "E-Government" and "DOST Agency" is to effectively deliver public services to citizens through technological innovations and innovative approaches, and to ensure that no corruption is allowed.

In the third paragraph of this chapter, it is called "Methods of stress management with state and private structures in Azerbaijan and their practical application features". Thus, this paragraph lists common organizational strategies that can be used to reduce stress in public administration. Also, the results of the research conducted among civil servants and workers with labor activity (Survey; Dass 21 (Depression, anxiety, stress scale); Connor-Davidson endurance, resistance scale; HEXACO – orientation of personality;) are shown graphically, compared, analyzed. The survey was conducted with 520 employees, and the question "Causes of stress at work" was answered. Testing included 782 civil servants, employees of public joint-stock companies and employees and staff of private

companies, and the results of the study were recorded through charts and tables.

As a result, the research was concluded, scientific-analytical generalizations were made, as well as considerations, theoretical and practical proposals and recommendations were put forward for solving the problem. As a result of the research, it is recommended to develop systematic solutions to the problems of stress elimination as a result of the research conducted among civil servants in the public administration of the Republic of Azerbaijan, which is indicated in the third paragraph of the third chapter of the dissertation. In order for civil servants to work effectively, their psychological status must be checked every six months, and tests must be conducted by a psychologist. Therefore, people engaged in political activity should first of all be deeply familiar with human psychology, especially social and political psychology issues.

In addition, creating a supportive environment in Azerbaijan state institutions: Job enrichment: Defining roles and reducing conflicts in state institutions: Planning professional development paths in state institutions: Creating a positive environment in the workplace: Time management in state administration: Social support: Goal setting activities: Physical improvement of working conditions: Wage adjustment: Stress management training: strategies such as relieve stress.

According to the conclusion, despite the fact that there are stress factors and global difficulties facing the improvement of the efficiency of the civil service system in the Republic of Azerbaijan, the decrees and orders signed by the President of the Republic of Azerbaijan Ilham Aliyev, as well as other steps taken, are based on the elimination of these problems. After solving these problems in a short time, the efficiency of the civil service system in the Republic of Azerbaijan will be even higher.

The main content of the dissertation is reflected in the following scientific works of the author:

1. Stress in public administration // Materials of the scientific-practical conference of PhD students and dissertation students on "Heydar Aliyev and Azerbaijan's national development strategy" Academy of Public Administration under the President of the Republic of Azerbaijan Baku, "Aspoligraf" 2016, p. 93-99
2. Stress factors in public administration // "Public administration: theory and practice" scientific-theoretical journal. No. 3 (59) Baku-2017. pp. 251-255. ISSN 2309-1347
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