

MODERN METHODS OF STAFF MOTIVATION IN THE HUMAN RESOURCES MANAGEMENT PROCESS

 **Rasim Guliyev**

Azerbaijan State Oil and Industry University (ASOIU), Baku, Azerbaijan
e-mail: guliyevsim62@gmail.com

Abstract. This article analyzes the internal management relations of the organization, reveals the factors affecting the effectiveness of the relations between managers and staff in the human resources management system. It is noted that the main points to be paid attention to in organizing the management and motivation process in organizations are: paying attention to the needs of the employee; taking into account the personal qualities of the employee; demonstrating an individual approach to the employee, if necessary; taking into account interpersonal relationships within the group; motivating the employee; guiding the employee in the execution of tasks; learning the employee's basic attitude to work, etc. The article also examines the means of influencing the employee and notes that among the existing means of influencing the employee at present, the most common are administrative-legal influence and moral stimulating influence on the employee. In this process, the methods and features of business career management, such as reward factors, as well as motivation factors in modern times, are analyzed. The article also touches on the methods established for assessing the performance of employees. It is noted that in this regard, the measurement of salaries of administrative employees and production employees should be differentiated and the role of motivational factors in this process is highlighted.

Keywords: Employee demand, modern motivation methods, personnel management system, employee expectations, employee career.

İNSAN RESURLARININ İDARƏ EDİLMƏSİ PROSESİNDƏ HEYƏTİN MOTİVASİYASININ MÜASİR METODLARI

Rasim Guliyev

Azərbaycan Dövlət Neft və Sənaye Universiteti (ADNSU), Bakı, Azərbaycan

Xülasə. Məqalədə təşkilat daxili idarəetmə münasibətləri təhlil edilmiş, insan resurslarının idarə olunması sistemində rəhbər işçilər və işçi heyət arasındakı münasibətlərin səmərəliliyinə təsir edən amillər aşkarlanmışdır. Təşkilatlarda idarəetmə və motivasiya prosesinin təşkilində əsas diqqət yetiriləcək məqamlar bunlardır: işçinin tələbatına diqqət etmək; işçinin şəxsi keyfiyyətlərini nəzərə almaq; zəruri olduqca işçiyə qarşı fərdi yanaşma nümayiş etdirmək; qrup daxilində şəxsiyyətlərarası münasibətləri nəzərə almaq; işçini həvəsləndirmək; tapşırıqların icrasıyla bağlı işçini istiqamətləndirmək; işçinin işə olan əsas münasibətini öyrənmək və s. Məqalədə işçiyə təsir vasitələri araşdırılmışdır. Hazırkı dövrdə işçiyə qarşı mövcud təsir vasitələrinin içərisində ən çox yayılanlar - işçiyə qarşı inzibati hüquqi təsir və mənəvi stimullaşdırıcı təsirlər mövcuddur. Bu prosesdə mükafatlandırma amilləri, eləcə də müasir dövrdə motivasiya faktoru kimi işgüzar karyeranın idarə edilməsinin metod və xüsusiyyətlərinin təhlili aparılmışdır. Eləcə də işçilərin fəaliyyət nəticələrinin qiymətləndirilməsi üçün müəyyən olunan metodlara da toxunulmuşdur. Bu məsələdə inzibati işçilərin və istehsalat işçilərinin əmək haqqlarının ölçülməsi fərqləndirilməli və bu prosesdə motivasiya amillərinin rolu önə çəkilməlidir.

Açar sözlər: İşçinin tələbatı, müasir motivasiya metodları, işçi heyətinin idarə edilməsi sistemi, işçilərin gözləntiləri, işçinin karyerası.

1. Introduction

Currently, enterprises acting in conditions of fierce competition need constant improvement of personnel management methods and motivation methods in order to increase the productivity and efficiency of their activities and strengthen their competitive positions. It is known that the human factor plays an important role in ensuring sustainable development.

In any organization, employees should be considered as its main resource, have a deep understanding of their organizational goals, be involved in the decision-making process and be constantly motivated to work productively. In general, motivation is one of the important issues that need to be addressed in all areas. Provisions with appropriate methods, techniques and tools, arising from motivation theories are used to achieve organizational goals in almost all enterprises and organizations, regardless of their field of activity, in order to determine the impact on employee satisfaction, their productivity and especially efficiency.

Motivation should be understood as a set of factors that stimulate and encourage employees to achieve organizational goals and demonstrate high efficiency in the performance of work. Meeting the vital needs of employees, including the emotional and psychological circumstances in the workplace, a favorable working environment, health, reward system, etc., should be in the interests of leaders and managers to achieve the success of the organization. Currently, various methods of motivation are being used to create a healthy working environment, to build good relationships between staff and management, to increase productivity, which leads to high efficiency and to create a management system that leads to employee motivation. The successful application of these methods, techniques and tools is closely related to the key needs of employees, the work itself, working conditions, the environment, organizational culture and other factors. Examples of motivation methods used by enterprises and organizations include the remuneration system, wages, commissions, bonuses, recreation, vacations, trips, public events, public opinion, recognition, open communication and other events.

2. The criteria of the motivation function and the means of influencing the employee

Criteria of the function of motivation - There are necessary criteria arising from the definition of the motivation's function. These criteria express the nature of the motivation's function and the aspects that are considered necessary. Let's take a look at these criteria:

Demand - it is the need that the employee considers necessary for the possibility of full self-expression, depending on their considerations. Human needs consist of physical, material and spiritual parts (see also: A. Maslow's Pyramid of Needs).

Incentive - it is the result of an attitude that motivates the worker internally and encourages him to process both materially and spiritually. The incentive consists of material and spiritual parts.

Rewarding - it is the encouragement of an employee for a high level of work with

money or values. Let us consider the conditional situations given in the table according to the specified criteria of the motivation's function.

Table 1. Conditional situations of the function of motivation

Motivation criteria Conditional situations	Demand			Incentive		Rewarding	
	physical	material	moral	material	moral	money	valuable things
Providing the employee with the <u>necessary</u> working conditions							
Providing <u>financial aid</u> to the employee due to difficulties in his / her personal life							
Manager's <u>respect for the personality</u> of the employee							
Providing the employee with <u>high</u> working conditions							
Expressing the necessary <u>support</u> to an employee who performs a task poorly							
Rewarding an employee who performs a task at a high level in the <u>amount of one salary</u>							
Awarding an employee who has completed a task at a high level with a <u>wristwatch</u>							

Available ways to influence an employee. The main nature of the behavior and means of influence directed by the manager to the employee in the internal management relations of the organization is that these means of influence can direct a significant part of the employee's potential into the labor process. From this point of view, administrative-legal and moral-stimulating means should be used in the behavior of the manager in relation to the employee, depending on the labor situation. The positive effects of both of these tools can be beneficial if used at the right time.

Administrative and legal impact on the employee. The main nature of the administrative and legal impact on the employee lies in the fact that the use by the manager of administrative means and legal procedures in relation to the employee affects the employees' understanding of their duties in accordance with the situation and orients them towards the more efficient performance of their duties. Means of administrative and legal influence are usually allowed in cases when the employee is indifferent to the labor process and at the same time does not understand the responsibility of the work performed and the area of responsibility.

The means of administrative and legal influence include the following measures:

- Closely assist the employee in planning his/her activities;
- Compare daily work activities and actual labor potential with the job description for the position and identify shortcomings and take appropriate measures;

- Keep under special control and coordinate the activities of the employee;
- Receive explanations from the employee about the reasons for violations committed in the performance of labor functions;
- Reprimand, warn and bring to disciplinary responsibility an employee for violations committed in the performance of labor functions, etc.

Morally stimulating effect on the employee. The main nature of the morally stimulating impact on the employee is that in this case the employee does not allow violations or irresponsibility and the manager uses the necessary motivational measures to direct the maximum amount of the employee's real labor potential to the labor process. These means of influence are more effective when they are necessary and appropriate to the working situation. In this regard, it can be noted that rewarding an employee in an amount equivalent to the economic result obtained in connection with productive labor does not meet the economic interests of the organization and at the same time reduces the dynamics of labor activity due to laziness, etc.

The means of emotional stimulation include:

- Employee reward for positive work;
- An expression of gratitude to the employee;
- Presenting the positive work of the employee as an example;
- Supporting and motivating the employee in difficult moments, etc.

The theoretical basis of the concept of employee productivity, which is directly related to the problems of motivation, is also given in the study. Thus, the theories put forward by such scientists as Maslow, Alderfer, Herzberg, McClelland explained what needs and factors can influence the level of employee motivation.

3. Evaluation of employee performance

3.1. Analysis of methods and features of business career management as a motivational factor in modern times

In general, it should be noted that the 1960s and 1970s are considered the beginning of the period of development of personnel management. Since that period, enterprises and organizations began to develop various strategies and technical guidelines for managing and motivating employees, based on the assessment of their performance [2].

Employee performance appraisal is important for career management in business at enterprises. Thus, an effective motivation system should be based on the results of the work done by employees and encourage them to improve and increase these results.

In this regard, it is necessary to reveal the essence of the concept of labor productivity and introduce methods for its assessment in enterprises and organizations.

It should be noted that comparing expected results with actual results will fully demonstrate the performance of an individual, group or enterprise and organization.

After working for some time, the efficiency of employees increases and the quality of work improves. For this, it is important to analyze the case. As a result of the analysis of positions, there should be obtained job descriptions that reflect all the features of each position in the enterprise and the employee who will perform this work. As an example of job descriptions, we present the job description below.

Main duties and responsibilities of the chief specialist:

- Participating in the management of human resources processes of the organization and performing documentation work;
- Providing relevant reports to the head of the department on the work done;
- Performing the work assigned to him on the software used in the organization for human resources management (for example, SAP);
- Providing consultation on employment, vacation, dismissal and other formalities;
- Participating in the writing of internal policies and regulations related to the implementation of the organization's activities;
- Implementing the goals set in accordance with the goals set out in the strategic plan for the activities of the organization;
- Carrying out all activities in accordance with the policies and procedures of the organization.

Job descriptions should be more accurate and of high quality and must be meticulously prepared. To be more precise, according to Torrington, job descriptions are implemented through the analysis of job responsibilities. In the course of the analysis, the necessary knowledge, skills, powers and functions appear to perform the work. Each task combines several functions. Each job description is compiled according to the principles of work and not according to the employee. They can be listed as follows:

- Duties and responsibilities
- Significance of obligations
- The contribution of the position to the mission, goals and objectives of the enterprise and organization

The functions performed by the personnel correspond to the mission of the enterprise and the organization. This helps management in the selection of suitable employees for the appropriate position. In addition, job descriptions play an important role in direct recruitment, training, orientation, remuneration, performance management and legal protection.

If there are no job descriptions in any enterprise or organization, the first thing the company will do is conduct a business analysis. Job analysis is the process of obtaining the information needed to write job descriptions by understanding how an employee performs their job. Different information can be obtained during the analysis of work in different enterprises and organizations. However, the most common information that can be obtained may be:

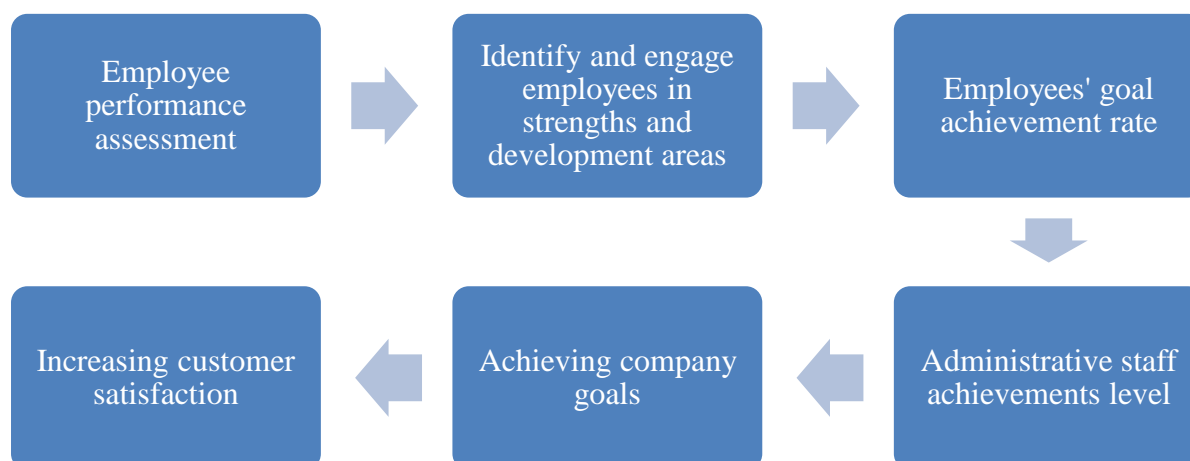
- Obligations,
- A detailed description of the main obligations,

- Powers,
- Educational requirements,
- Special qualification,
- Work experience requirements
- Used equipment/supplies,
- Working conditions,
- Competencies,
- Physical and moral requirements of work

In addition to the above, job descriptions may also indicate the career opportunities of the employee and performance evaluation criteria. Other psychological considerations and workload should also be taken into account when writing job descriptions. Because then the performance will be evaluated based on these job descriptions.

Employee performance evaluation is carried out by analyzing the employee's performance, monitoring him/her during a certain period of work and analyzing all documents related to the results of his / her activities. By performing an efficiency assessment, businesses and organizations can find out whether employees are achieving their goals. In addition, businesses and organizations can learn about customer satisfaction [5].

The following diagram clearly shows what opportunities can be achieved and evaluated by conducting an efficiency assessment:



Scheme 1. Possibility of performance assessment and evaluation scheme

When it comes to the reason for its importance to evaluate employee performance, it involves a lot of questions. These include the following:

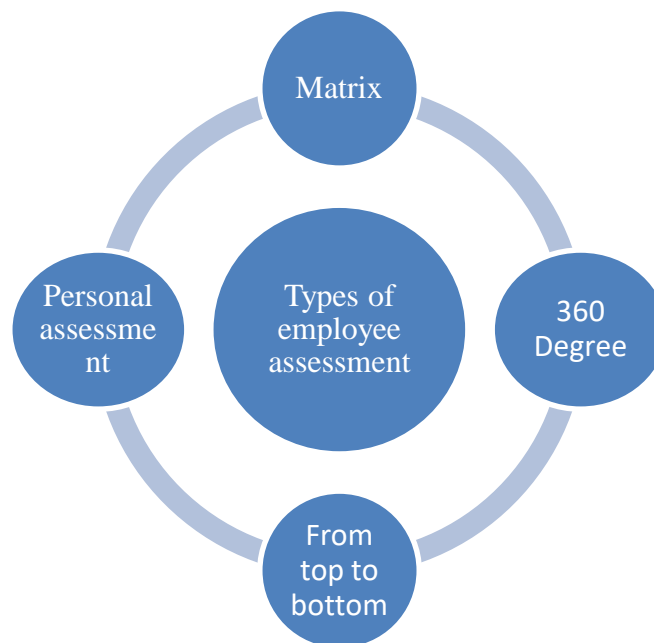
- Ensuring a fair approach;
- Determining selection and training standards;
- Determining the award;

- Determining the suitability of employees for the position;
- Determining the training needs;
- Improving the efficiency of control and supervision;
- Increasing motivation and work-related relationships;
- In order to improve the efficiency of the work of employees, regularly inform them about the results of activities and performance indicators.

Our performance evaluation system consists of 4 main stages:

- 360 Degree Skills Assessment;
- From top to bottom;
- Matrix;
- Personal assessment

This can be seen more clearly in Scheme 2:



Scheme 2. Types of employee assessment

The skills of employees are evaluated using the performance appraisal system. Using 360 degrees, the employee is evaluated not only by managers but also by their employees, colleagues and clients, which provides a more objective result.

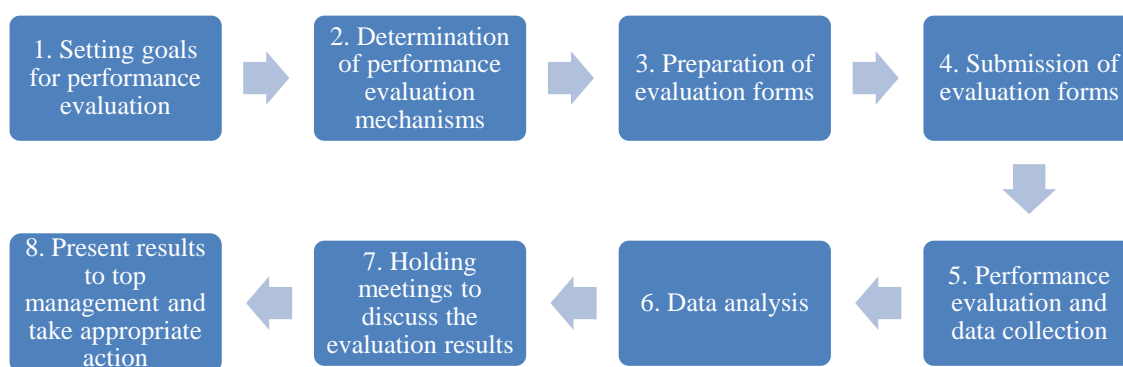
The monthly and annual goals of employees are evaluated using a rating system.

- **Monthly performance evaluation:** Applies to specialists and lower positions. These employees are evaluated based on a written process by their supervisors, taking into account their level and how they have achieved short-term goals and objectives in the implementation of the work goals of the unit (department). In addition to salary, employees who contribute to this process are rewarded according to monthly performance.

- **Annual performance evaluation:** Based on this score, the top-down goal distribution

evaluates the degree to which employees achieve the goals set for them at the beginning of the year and at the end of the year. Development and changes related to goals are monitored throughout the year and awards are given at the end of the year based on the evaluation.

In order to evaluate and provide the right assessment of the employees' performance a workflow is established for evaluating the effectiveness of human resources, which is carried out annually:



Scheme 3. Scheme of employee performance evaluation

As can be seen from Scheme 3, first must be set goals and take into account key factors called KPIs. All processes up to the final stage are based on complete information, accurate assessment and so on. The final conclusion is passing the results to the top management. Employee performance evaluation ultimately affects the following:

- Affects the annual wage growth;
- Affects special bonuses and rewards;
- Presentation;
- Career development;
- Determination of training needs;
- Moral reward.

In general, the “human resources department” is directly involved in the development of corporate strategic goals, regulations, plans and budgets and also oversees the activities of the organization to ensure the implementation of corporate missions and objectives. Controls the management of the remuneration process based on the positive results of employee appraisal and the development of remuneration rules, processes and procedures for motivating, hiring, retaining and motivating employees in tangible and intangible ways, as well as within the enterprise or organization. Gives advice on employee relations and communication strategies and rules to reduce conflict and maximize employee engagement.

The issue of wages is also one of the most important factors in the company. Salary is a series of measures and has a certain level. That is, wages are more dependent on the skills of the worker and the value attached to him.

Businesses are directed directly to payroll issues after a job analysis. Thus, wages with a hierarchical structure increase at regular intervals. This shows that not all workers should receive the same wages [1].

When determining the salary quota, first of all, a certain salary is established for each position or a single unit price is established for the enterprise. This price remains unchanged and applies to recruits. Then it is increased by adding a certain percentage to this amount. A clear example of this can be given: if the initial amount provided for a specialist is 500 manats, then after a certain period of time the hired person will demand an increase from him. Let's look at the percentage in this example. An employee who receives a salary of AZN 500 will increase his salary by 30% in a year. This means 150 manats, which brings the total to 650 manats. It should not be overlooked that this increase is not given just like that, but is formed due to the high efficiency of the employee, proximity to work, enthusiasm, skills and so on. This phase relationship itself can be divided into subcategories. For example, an allowance of AZN 150 may not be paid in full due to minor shortcomings in an employee's performance and performance. If this amount is attributed to the level of specialist, then it can be indicated as junior specialist, specialist, leading specialist, senior specialist, senior specialist, which means an allowance of 30 manats for each position based on distribution. Therefore, employees who differ slightly are nonetheless evaluated at their pay rates. This is a kind of fair distribution principle. In fact, this factor, which allows for a broader assessment, on the other hand, allows for differentiation.

Sometimes companies evaluate employees without performance analysis, but this is not correct. Because, in fact, a person who works more leaves the enterprise due to an incorrect assessment and does not want to return there again. On the one hand, this leads to the loss of employees, on the other hand, to the decline of the enterprise. There are professional classifications in Azerbaijan and on the basis of these classifications, a number of enterprises and organizations have formed their wage rates and as far as possible, have been adapted to this system. Although there were previously classifications provided for in these tariff rates, more advanced forms are being developed. It kind of plays the role of the main line. If you take a closer look, you can see that the human resource rating system is closely related to the mental activity of the employee. Suppose two specialists do the same job and perform the same task. The first employee is more competent both in terms of language skills and computer skills. However, he takes little responsibility for his work and in some cases even makes mistakes in his work. Although the second employee has less language and computer skills, he is less likely to make mistakes in his work. In this case, how to approach the evaluation of the work of both? It would be better to leave the salary of the second worker a little higher. How can this be done? Let us place a random position of a specialist of the 1st category. Let us apply the sub-appraisal method to assess employees from a broader perspective within this task. More specifically, we divide the 1st degree into 1.1, 1.2, 1.3. We will determine the salary for both specialties. 1.1 - 510, 1.2 - 520, 1.3 - 530. Let's include the first specialist in group 1.1

and if we increase his salary, he will not be similar to the second specialist included in group 1.2. There will be a slight difference in group 1.2. This will solve the 3rd row, which is slightly different from the specialist. Thus, each specialist will receive a salary depending on the level of their knowledge and skills.

At enterprises, there is a distinction between the measurement of salaries of administrative employees (these employees are often called office employees) and production workers (operators in banking and credit organizations). Because the work performed in production is different from the work performed in the office (administrative and management structures). Within the production, the work is also divided into two parts: technical work and practical (i.e., accountable) work. Depending on the nature of the work and the forms of its implementation, its classification also differs. Usually at large enterprises, the lower level of the rating is set for production (operation) and the upper level is gradually raised to specialists and managers.

The salaries of managers are slightly different. Managers should have managerial skills, team building skills, excellent relations between manager and employees, responsibility, analysis and forecasting, work experience, work discipline, creativity and initiative, interpersonal relationships, attitude to tasks, etc. [5]. It is important to check these qualities before electing a manager and assign a salary to the manager based on this quality. It should also be noted that wages are determined not according to the staff, but by the position. However, in some cases, due to the high length of service of the employee, wages may be overpaid. It is necessary to take into account the shortage of personnel for this work. For example, there is practically no CNC specialist in Azerbaijan. Therefore, for any person, i.e. an experienced person, it is a natural process to demand payment for doing this work. This must be taken into account. Otherwise, CNC enterprises will lose key employees and disrupt the coordination of work. Sometimes, in order to remember about this process, certain people at the enterprise are selected and trained for this work. Sometimes additional bonuses are given for timely work and high sales. It is given not constantly, but regularly once or twice a year. Sometimes, towards the end of the year or on holidays, employees receive a salary supplement. This creates a certain wage growth.

Managers are paid a certain amount, given that they are also responsible for their subordinates, which ensures that they are motivated by their duties. Not only managers, but also financially responsible people, cashiers are given additional responsibilities. Because responsible persons are more serious about their work and money and material goods are given to self-activity to prevent damage to the property of the enterprise, as well as to prevent theft. Examples of such processes are the payment of AZN 50 to an employee of the economic department who received AZN 400 or AZN 100 to a cashier who received AZN 500.

In addition to the salary, a bonus system is applied, which is part of this system. The bonus system is designed not only to increase the motivation of employees, but also to reveal

the potential and create conditions for the employee to work harder, to give him value at the enterprise, to become more attached to the enterprise. Giving value to the employee also improves work harmony. The coherence of work accelerates the progress of the enterprise.

The issue of providing social packages for work is also important. The use of these packages by relatively low-paid or low-income workers increases their motivation. On the other hand, encouraging people who are engaged in innovation, that is, putting forward new proposals and helping them in their personal work is also a branch of motivation.

In another approach, salary is a key factor in motivating employees. It is through this that the employee's commitment to the work increases and the employee loves the job and expresses the sympathy with all his/her efforts.

Employee performance management provides a direct link between employee performance and organizational goals and enables employees to deliver value to the organization.

Conclusion. To clarify the essence of motivation management methods, it is necessary to study the concept and characteristics of the motivation function. As we know, the word motivation is based on the motivational factor. A motive is a subconscious and internal motivating factor that directs a person to a goal. The main elements that form the motive are: thought; culture; worldview; material, spiritual and physical needs; formed way of life and lifestyle; belonging to social groups, etc.

Motivation is positive behavior that directs oneself and others towards individual and common goals. There are key factors in human behavior that shape motivational expectations:

- When in the life of society there is enough prosperity, welfare and benefits that determine the needs of a person;
- When a person has the necessary labor resources to obtain well-being, goods and benefits

Motivation in relationships within the organization is a positive and effective management function that ensures an increase in the level of efficiency of the labor potential of personnel and its focus on the goals and objectives of the organization.

The fact that an organization has well-developed implementation plans and structure is not yet the basis for productive employee work. The reason is that these factors are not in the interests of the employee, but mainly in the interests of the employer. From this point of view, the employer should be interested in increasing the creative and entrepreneurial potential of the employee in the process of labor activity and take into account the common values of human relations arising from his internal moral needs in the organization's internal management relations. In this regard, it is advisable for the manager to take into account the following key motivational aspects of the employee-to-employee relationship:

- Pay attention to the needs of the employee;
- Take into account the personal qualities of the employee;
- If it is necessary, demonstrate an individual approach to the employee;

- Take into account interpersonal relationships within the group;
- Motivate the employee;
- Guide the employee regarding the task execution;
- To study the real attitude of the employee to work;
- Have good intentions towards the employee;
- To be tolerant in dealing with the employee;
- Respect the personality of the employee, etc.

References

1. Adair J. (2004), Adair on Teambuilding and Motivation. London: Thorogood Publishing.
2. Blaskova M., Grazulis V. (2009), Motivation of Human Potential: Theory and Practice.
3. Boeree C.G. (2006), Abraham Maslow, Personality Theories. http://www.social-psychology.de/do/pt_maslow.pdf
4. Moore L.L. (2010), Using achievement motivation theory to explain student participation in a residential leadership learning community. Journal of Leadership Education, No.9, 22-34.
5. Neuman W.L. (2014), Social Research Methods: Qualitative and Quantitative Approaches, 7th edition. USA: Pearson New International Edition.
6. U.S Commerce Center, National Technical Information Service (1976), Herzberg's Two-Factory Theory of Job Satisfaction. <http://www.dtic.mil/dtic/tr/fulltext/u2/a033814.pdf>