

# **The Ministry of Education of Azerbaijan Republic**

**Influencing problems of strategic and functional  
relationship among motivation, performance management  
and career development to effective and efficient  
management of human resources in the company**

Khadija Humbatova

Thesis Advisor: Nargiz Seyidzade

UNEC SABAH

Azerbaijan State Economic University



June 20

## **Acknowledgements**

I am thankful to Nargiz Seyidzadeh for finishing my dissertation.

A main final thesis project like this is never the work of anyone alone. The support of many different people, in their different methods, have made this possible. With love and intimacy, I would like to express my appreciation to everyone those who dedicatedly have ensured the completion of this work. My friends and family support and encouragement was worth more than I can express on paper.

And finally, I would like to thank managers who participated in my interview process for shared their valuable time.

# Contents

Acknowledgements .....	Ошибка! Закладка не определена.
Contents.....	3
Introduction .....	Ошибка! Закладка не определена.
<b>CHAPTER I. Human Resources Management in the organisations</b>	Ошибка! Закладка не определена.
<b>1.1 Consept and importance of the human resources management in the company.....</b>	<b>Ошибка! Закладка не определена.</b>
<b>1.2 Strategic and Operational Roles of Human Resource Management.....</b>	<b>9</b>
<b>1.2.1 Strategic Role of Human Resource Management.....</b>	<b>9</b>
<b>1.2.2 Operational Role of Human Resource Management.....</b>	<b>11</b>
<b>1.3 Human resources management and productiviness of it .....</b>	<b>12</b>
<b>CHAPTER II. The relationships between factors that affect to human resources management in the company .....</b>	<b>16</b>
<b>2.1 The effect of motivation to the HRM as one of the important factors .....</b>	<b>16</b>
<b>2.2 The effect of career management to the HRM as one of the important factors .....</b>	<b>28</b>
<b>2.3 The effect of performance appraisal to the HRM as one of the important factors.....</b>	<b>36</b>
<b>CONCLUSION .....</b>	<b>56</b>
<b>REFERENCES .....</b>	<b>58</b>

## **Abstract**

Classical management concept has lost its effectiveness in scientific and technological developments and left its place to contemporary management techniques. Parallel to these developments, organizations have also left the concept of personnel management and moved on to understanding of human resources management. Human resource management is more inclusive than personnel management and it takes all aspects of human resource management into account. Modern management techniques are human-centered and reflect the reflection of this understanding in every field. According to the understanding of human resources management, man is most valuable in the means of production. Organizational efficiency and productivity depend on the effectiveness and efficiency of this resource. All the needs of this source should be considered and satisfied. But in this way its effectiveness, efficiency and performance can be improved. The efficiency and efficiency of a person is parallel to his needs, desires and expectations.

Performance appraisal of person, motivation and career management are three concepts that have an important place in the working life and are related to each other. And this factors are very important for every employee. The performance of the individual who does not meet his or her needs will be low, and the institution with low performance will fail. For organizations that value their employees, performance evaluation has an important place in managerial activities. Improving performance levels by increasing the motivation of the workforce has become an inevitable phenomenon for companies, because improving human resource performance is one of the most important factors that increase the productivity of enterprises. If the motivating factors can be identified, the hidden potentials can be

revealed. Career management can be used as an important tool in the realization of organizational goals and objectives. For this reason, organizations should align their career plans with employees' career plans and establish a fundamental career management system to develop both their own career plans and their career plans. Organizations that can not effectively use career management can face many challenges. Many employees will want to leave the organization as soon as possible, for whom they have no future for their career. This situation will lead to the deterioration of organizational culture, culture, communication and security. Eventually, organizational efficiency, productivity and performance will decrease. Effective career management can improve organizational effectiveness, productivity and performance

Employees should encourage themselves to do better things, encourage personal development, fulfill their goals and duties and have the highest ethical standards when they are the primary members of an organization that represents them, they make their way through their hands. The quality of the working life is nothing else.

**Keywords:** Human Resource Management, Motivation, Performance appraisal, Career management.

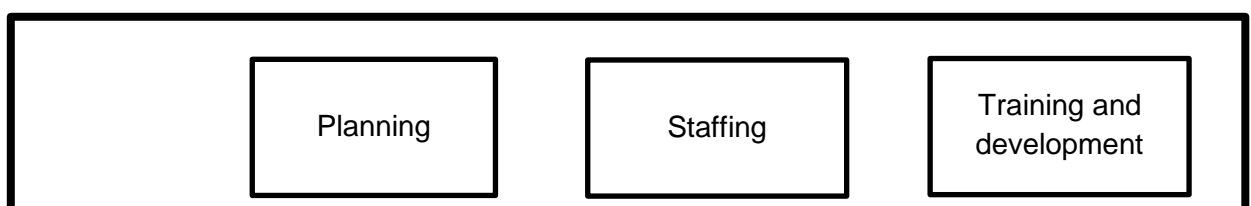
## **CHAPTER I. Human Resources Management in the organisations**

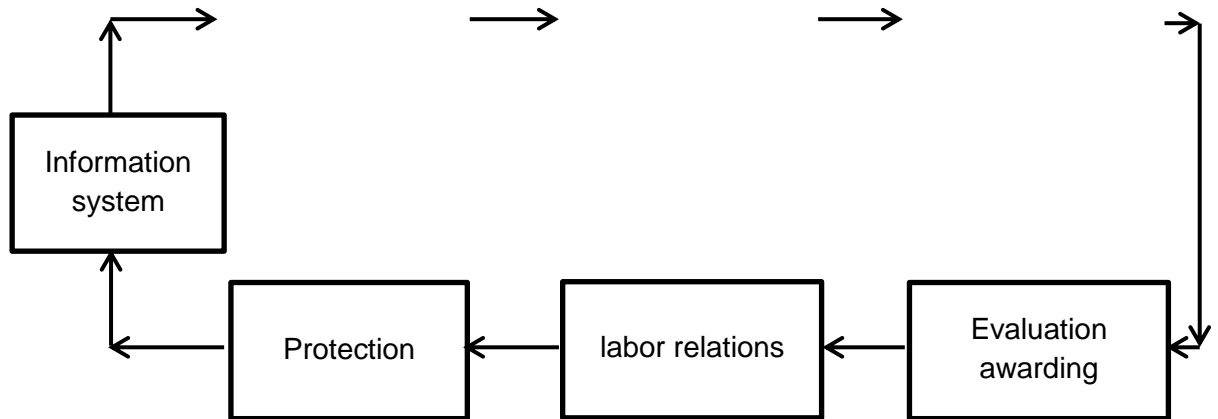
### **1.1 Concept and importance of the human resources management in the company**

There are many departments in an organisations. Some of them are connected with the “primary functions” like as production or sales. Others provide ‘services’ which help in productive performance of basic activities of organisations and also HR department is one of the most important departments in the organisations. The competition conditions of the new economy have made it compulsory for organizations to achieve the sustainable competitive advantage by making optimum use of both physical and human resources. The best way to utilize human resources will be possible to formulate and implement effective human resources strategies and thereby improve the performance of human resources. In the period of the using modern methods of management, human resources management has become of particular importance whether in public

institutions or private enterprises. The thing leads to business success is qualified and talented people more than from the account of the bank, the superiority of production, research and engineering. Human resources management is one of the most important support activities in enterprises. Making the differences is the capabilities and capacities of the workforce in businesses where all kinds of production factors are almost similar. Therefore human resources management in enterprises is regarded as a strategic element beyond the daily activities. Efficiency of organizations to work depends on the effective management of staff that makes up these organizations and the degree of benefiting from them. Therefore all managers must be able to use human resources effectively and be able to deal with the problems that staff may be exposed to. The qualities of the workforce, which it possesses, are very important in the being able to survive of enterprises and providing competitive advantage. Human resources management is responsible for selecting the workforce, placing them in the business units, training, development, and ensuring the continuation of the work of those who are efficient and productive in those enterprises. While fulfilling this obligation, human resource management deals with various activities and undertakes different functions.

The structure of strategic management is changing now. Already all managers must effort for innovation and strategy development for all work in all matters regardless of their organizational position or functional areas of expertise. Structural changes that took place in years 80 and 90 were the clear messages that middle managers and all employees should have more say in business matters. More focusing on HR practices, this new environment required greater emphasis to this field worker on long-term planning and short-term needs. The new needs also increased the importance of more detailed HR planning.





### **HR Process.**

An example of why strategic human resources planning is so important is: Caterpillar has based its strategic Human Resources planning on team periods and quality initiatives to meet the goal of "increasing service quality aimed at customers" as outlined in the organization's strategic plan. At the same time, some structural changes were made in the institution in order to increase the level of responsibility given to employees and directors. This strategy is the most significant change made in bringing Caterpillar operations to levels within long-term plans. When the plan was implemented, it turned out that many employees and authorized persons who carried out director's competences lacked the mathematics and reading skills. The Caterpillar CEO and Human Resources staff created a 5-year strategic Human Resources plan, in order to provide employees with education period and skills necessary to fulfill their responsibilities. The Caterpillar example is an appropriate indicator of how strategic Human Resources plans are important in the organization's strategic plan.

5-10 years ago, when organizations were asked, "What's your Strategic HR plans?" usually common responses were received similar as follows:



“Strategy of selection and placement, strategies of reward systems created to motivate employees, strategy of creating a business environment to ensure that job loss is kept at acceptable levels; Strategy to cooperate with the unions; Strategy to empower employees; Strategy of management systems; Strategies designed to identify the skills needed and to be attractive to those with such skills; Strategies designed to cope with business-related changes and impacts on Human Resources; Strategy to develop new skills to keep up with technological change; Strategy for improving organizational structure for maintaining price competitiveness and quality levels; Strategy for developing multinational human resources to keep up with international competition”.

Today, some of the above-mentioned strategies are still valid, but some of these additions can be made: The existing culture development strategy to prepare for a large organizational launch; Strategy for designing a virtual office to allow employees to work from home; To set a new strategy on a clear level of human resource needs.

But in the last few years, we know that Human Resources professionals are beginning to be seen as critical components within strategic planning teams. Today, in almost every case, the basing of long-term plans on skills, employees and processes is the real. In the past, while "finance" was seen as the most important in strategic plans, Human Resources were added to the list. Human resources strategies affect all employees and functions within the organization.

Motivation issues have an important place in human resources management so that employees can realize efficiency at the highest level. Making or not making their work suitable for business purposes in line with the given objectives is assessed with the performance appraisal systems. Not giving of effective and efficient workforce to other enterprises and ensuring the continuity of employees in the enterprise are among the important tasks of human resources function.

## **1.2 Strategic and Operational Roles of Human Resource Management**

At the heart of the assessment of human resources management lies the fact that there are two fundamental roles in the management of human resources in organizations. These are strategic roles and operational roles. The operational role has a long cycle of implementation in terms of human resources, while the strategic role represents an approach that finds application through the influence of external environmental factors.

### **1.2.1 Strategic Role of Human Resource Management**

The human resources management strategy considers employees as important strategic resources at the point of reaching organizational goals. Human resources are now an ordinary source of production in terms of businesses. Information society has become a major factor of production and has become the source of the most basic added value of production as information workers in the process of producing, processing, preparing and storing information. In this respect, it becomes one of the most strategic departments of the human resource management enterprise.

Many traditional competitive advantages such as changing market conditions, the balance of the economy, capital increase have become less important than today's economic conditions. Today, as the global economy requires competition elements such as innovation, speed, adaptation and low cost, the ability and ability of employees to develop new products, to provide customer service around the world and to form an organizational strategy have gained more importance. Despite all this, intellectual and organizational capital, compared to traditional capital items, is less noticeable because it does not appear in corporate balances. Today's most strategic source for businesses is intellectual capital.

Intellectual capital refers to the ability to work, which is capable, motivated and has a high level of integration. Taking into account the definition and structure, the success of the intellectual capital that each operator has to develop in its own

depends on understanding the philosophy underlying this new approach of management. Continuous learning along with the acquisition of money as the capital of information in today's enterprises is a challenge as the main determinant of competition. In this sense, human resources is the most important production factor of business management. If human resources can be effectively managed, they can become an important source of competition in terms of businesses. Strategically human resources should be assessed in the same context as financial, technological and other resources. Human resources needs and needs should be addressed strategically.

For example, in a business with a thousand employees, it means that human resources management is strategically important to human resource management in managing career plans and achievement charts to understand whether the human resources manager has an effective human resource for managing and maintaining 70% growth of the business over the next four years.

Human resource management systems as a source of organizational competence enable firms to learn and evaluate new opportunities. Personnel management, which traditionally focuses on implementation, activities and complaints, on the contrary, stands out as an important factor with the human resources dimension in securing a strategic structure of businesses. Human resources are the most important element of the organization structure that supports the value creation process and is a potential strategy support for the organization.

### **1.2.2 Operational Role of Human Resource Management**

Operational activities cover both the processes of carrying out the routine tasks of human resources and the relations between the employees and the management, as well as the practices aimed at ensuring the employees' organizational atmospheres and cultural harmonization processes. At this point, all employees who are generally in operation are first to be offered equal employment opportunities. Equal employment opportunities include initiatives aimed at equal treatment of

employees and equal opportunities for training, from recruitment processes to their organizational structure, physical conditions, working hours and rest times. A number of activities are the operational tasks of human resources management, including orientation training in the new adaptation process of individuals involved in the business, training of human resources, salary and wage payments, ensuring employee safety and resolving employee complaints. In short, the fulfillment of the routine duties of the people working in the organization is evaluated within the scope of the operational roles of human resources. Today, many small and medium sized enterprises still fulfill the operational role of human resources but can not fulfill their strategic role. This is due to the existence of individual restrictions in many organizations and the inability of senior management to have broad horizons about human resources. The role of human resources management is, in a sense, the in-house role of staff management.

### ***1.3 Human resources management and productiveness of it***

Effective use and management of human resources requires firstly determining what functions these resources have. Human resources include many tasks and activities. In human resources management, full utilization, efficiency and efficiency are parallel concepts. Despite the fact that businesses are aiming to increase productivity in the most extreme and spend time and resources for this purpose, the number of people adopting the philosophy of full use of human resources is low. Two factors should be considered as the starting point for a serious organization and a coherent plan for the full utilization of the human savings in the enterprises, thus increasing the productivity. The first of these is a clear philosophy of the employer regarding staff relations. The concept of full use can be presented as the core of this philosophy. The second is the transmission of

the essence of this philosophy developed to every manager and every staff member "

"Considering the issues included in the Strategic Human Resources Management, both the organization and the expectations of the occupants are met. Therefore, strategic human resources management is an approach that aims to increase business performance. In the context of strategic human resources management, human resources strategies can improve organizational performance in the following situations:

In order to make harmony between HR strategies and institutional strategies stronger;

- Establishing a sound harmonization process between the institutional strategies and the HR strategies,
- Harmonization of HR strategies with the site in which the organization operates,
- Ensure that HR strategies are able to take specific advantage of some of the organization's competencies and capabilities,
- HR strategies can mutually strengthen each other,
- Formation of HR strategies according to organizational characteristics,

"As can be seen from these statements, institutions that provide a strong alignment between business strategies and the practices of strategic human resource management policies will be more efficient, desirable and productive. Harmonization of human resources strategies applied to business also affects productivity and performance. No human resources strategy is good or bad on its own. The success of the human resources strategy varies depending on the situation and the content used. So the impact of a human resources strategy on organizational performance always depends on how appropriate the other factors are. Compliance means better performance, inconsistency leads to inconsistencies and poor performance. Compliance means consistency and consistency between

human resource strategies and other aspects of the business. The contribution of the human resources strategy to the performance of an organization will be enhanced by ensuring that the compatibility between this strategy and the overall strategy of the organization is in harmony with the environmental factors of the business and is consistent with the business's unique organizational characteristics and culture and with the business's deterministic and distinctive competencies. In addition, the consistency and reinforcement of human resources strategies will also increase the contribution of this strategy to the overall performance of the business "

#### Efficiency Improvement Methods

As regards the methods of increasing productivity, "different methods are used to bring the levels of efficiency of enterprises to desired levels. These methods can vary depending on the type of business and the way it operates. However, an entirely structured approach needs of enterprises will increase in the direction of full utilization of human resources. Having a valid definition of the methods applied to increase efficiency is the first condition for the success of that method. Then, this applied method needs to be transferred well to the entire staff of the business. Below we will briefly discuss the different methods and approaches that can be applied to increase productivity"

Developing better working methods: "It can be said that the most ideal approach to the problem of productivity is management work. Nevertheless, the constructions for increasing the efficiency through the development and application of better working methods are limited in many enterprises. Different working methods have been developed in enterprises with numerically very efficient methods. Because of this, method development work is considered to be a business that should be maintained in most cases, and it is organized only when products, equipment, materials or other factors need to be changed without being operated ".

Removing inefficient applications:

"Considering the enterprises all over the economy, many inefficient practitioners appear to be in the working systems and widely used, while in recent years productivity has been increased considerably by the use of machines instead of humans and the development of better working methods. There are three main sources of inefficient practices that have influenced many businesses in general. One of the most important supporters of restrictive practices that reduce productivity is the state. The second is the businesses themselves, which allow for inefficient practices to emerge. Third, agreements between trade unions and businesses can be counted.

More efficient use of human resources:

"The fourth area of activity that has the most significant impact on productivity is better management of human resources. Better management of human resources means more effective use of talent than an operator has, which means better staff management. Increasing productivity through better utilization of human resources is the focus of this work. In order to increase productivity, it is possible to develop new methods and knowledge of better human resources by taking advantage of the results of the studies currently applied. In addition, the techniques and practices used in human resource management to improve productivity do not require capital equipment, nor do they require the installation of physical equipment that may need to be replaced when utility has passed. In other words, the risks that could arise from work that are oriented towards better utilization of human resources and higher productivity are less. ”

In this context, it is necessary to differentiate the enterprises in order to increase the efficiency of the employees and to make efforts to reduce the costs by the efforts of providing quality products and services. In other words, the enterprises that are trying to determine the needs of the employees and try to respond to them have achieved more successful results with the efforts of increasing the quality of

the working life. It is known that businesses with a certain level of awareness of the quality of their working life are paying attention to the employees' opinions and their participation in the decision-making process. Also, businesses can improve the quality of their work by constantly educating their employees and improving their fee-based wage systems, reducing the number of employees in the business or encouraging teamwork. In enterprises that provide a high-quality working environment, the level of satisfaction and loyalty of employees will be high ". As a result, one of the most important factors in increasing productivity in terms of business is; the employment of qualified personnel. To do so, businesses need to plan their strategic human resources appropriately and minimize the cost of staffing and select the workshops that meet the strategic goals of the business. The efficient and correct use of human resources is a reality that employees and business partners will reach a faster, more systematic, more stable and most importantly more productive outcome to the determined targets.

## **CHAPTER II. The relationships between factors that affect to human resources management in the company**

### **2.1 The relationships between factors that affect to human resources management in the company**

The future of an enterprise is based on its staff. In this context, the level of motivation of businesspeople plays an important role in maintaining a sustainable competitive advantage and the performance of the person increases with motivation. The result of human resource motivation are increasing numbers of job satisfactions and organization yield. Providing the level of motivation of workers in the enterprises is varied from other activities realised in the organizations and depend on the kind of project. Aforementioned that work satisfaction and motivation are considered different in human resources. Motivation is the power of the people to make them able to select specific job to



stay and work hardly in the given position. The significance of motivating employees is important at all level of any enterprises. Motivation was identified as a very important emotion in the operations of today's small measure, large measure enterprises and multinational organizations and these elements establishes strength toward the success of organizations' strategic objectives in competitive environments. Motivation is the word derived from the word 'motive' which means wants desires, needs, or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals. According to a study conducted by the University of California, people who are more motivated in their work produce both better quality work and better results. Because they are more likely to be connected, active, and mobilized, they tend to stay longer in their companies, which reduces staff turnovers.

There are many important functions of management in the organisations. One of them is to create willingness amongst the workers to perform in the best way of their abilities. Therefore, the role of a manager is to stimulate interest in performance of employees in the organisation. If a person is motivated to get something or to perform particular action, then he or she will put all the endeavors in the task. In this way, it is necessary for a manager to engage a motivated person with knowledge, abilities and experience because hiring a de-motivated worker with knowledge, abilities and experience will not solve the goal. Only motivated workers can achieve their aims in sync with the goals of the organization. Every companies has two types of people. One type of people is self- motivated and do not require any external impulse to perform a task and other is much more common and requires external impulse to get motivated for completing the assign task. Three factors play important role at the time of appraisal of job performance. These are motivation, working environment and ability. Performance is accepted to be a function of motivation and ability, so:

Job performance = f (motivation x work environment x ability)

The common complaint of some managers is not being able to fully utilize the skills of the people working with them. Managers complain about not working as much as needed, not having enthusiasm and enthusiasm in workers and also losing desire for being successful. They do not have motivation for getting something or winning, have regularly dissatisfaction. These administrators can be right up to a point. Many professionals do not make enough effort in human work and also most employees do not use their skills and abilities, and especially their mental abilities. Scientists believe that people use only 8-10% of their mental. It means that having a large number of not using human skills at every organisation. If more parts of an iceberg emerge, the efficiency and success of many businesses will increase. For this reason, finding ways for increasing job performance of employees is very important for managers. The reason of not being at a sufficient level of performances of many employees is the mistakes made by managers to a large extent. For instance, managers do not tell employees what they expect from them. They do not set standards and often do not specify their own goals and objectives. Employees can not know for sure what level of performance is expected from them. This, in turn, affects employee motivation.

In the companies the role of human resource and motivation of employees or business people is different for various culture and economics worldwide. These roles are:

- Proportionate salary;
- Security in job;
- Delightful work;
- Promotion or growth withing company;
- Full assesment of implemented job;

- Fair and adequate communication;
- Being participated in target setting;
- Sense of being highly informed and engaged;
- Freedom to plan and implement work separately;
- A suitable match between job demands and your skills and backgrounds of yours;
- A good workplace (for example light, temperature, tidiness, low noise level).

Ability in turn depends on experience, education, training and its improvement is a slow and long process. On the other hand, motivation can be improved quickly. There are some options and an untrained manager may not even know where to start. As a guideline, the seven strategies for motivation are:

- High intensification / expectations
- Powerful discipline and penalty
- Approaching to people adequately
- Meeting employees requirements
- Setting job related targets
- Reconstructing jobs
- Base rewards on work activities

These are the basic strategies, though the mix in the final 'recipe' will vary from workplace situation to situation. Essentially, there is a gap between an individuals actual state and some desired state and the manager tries to reduce this gap. Motivation is, in effect, a means to reduce and manipulate this gap. It is inducing others in a specific way towards goals specifically stated by the motivator. Naturally, these goals as also the motivation system must conform to the corporate policy of the organization. The motivational system must be tailored to the

situation and to the organization. Organization productivity is influenced by employees' motivation, therefore managers need to understand what influences employees to reach a high performance. There are several factors that can influence employees' motivation. Porter and Miles indentify four major variables that influence work motivation: individual characteristics, job characteristics, work environment characteristics, and external environment characteristics.

**Individual characteristics** Essentially every individual has different motives and objectives. By understanding individual characteristics, managers attempt to understand the needs and wants of each of their employees, classifies competencies, constructs, expectations, values, selfregulatory plans as a five factor model of individual characteristics. In summary: competencies concern the abilities and skills of the individual; constructs represent an individual's ability to combine several pieces of information to form an idea; expectations are an individual's belief about how he and others should behave; values concern what individuals believe to be important and self-regulatory plans concern the goals an individual sets and the plans they make to achieve them. A study of Schoonover, Schoonover, Nemerov, and Ehly (2000) prove that competency is a set of success factor in employee behavior required for an outstanding performance. As noted by Mankoff values play a crucial role of human motivation. But there is evidence that expectation to be an important factor influencing employee turnover .

**Job characteristics** Beardwell and Claydon describe job characteristics as the aspect of the job which determines its limitations and challenges. Job characteristics have been defined by Organizational sciences as significant influencing factors of employees' motivation. For example Hackman and Oldham proposed a model that can give a useful perspective on the factors affecting job design and motivation. The model states that job characteristics of skill variety, task identity, task significance, autonomy and feedback impact three critical psychological states

which are: experienced meaningfulness, experienced responsibility for the outcome and knowledge of the actual results. This in turn influences work outcomes such as job satisfaction, absenteeism, work motivation, etc. Hackman and Oldham's model has been proven by a study by Buboltz & Winkelspecht. They state that a specific job design influences the attitudes, belief, and feeling of employees. In addition Robertson et al describe that the model's elements are based in the realm of personal reward and 17 reinforcement. This is furthermore reinforced by studies from Ward, Muchinsky and Mowday, Portes and Steers, which state that job satisfaction is an important factor of employees' performance because it reduces turnover, absenteeism and increase organizational commitment, respectively.

**Work environment characteristics** An organization where the employees work is likely to impact their motivation: a work environment can influence both the level and the frequency of creative behavior .Amabile designed a componential model of creativity and innovation in the organization. Amabile proposed three organizational factors in the model: firstly, organizational motivation to innovate, which is a basic goal of the organization, as well as supporting creativity throughout the organization. Secondly, resources refers to everything that the organization has available to aid work in a specific area intended for innovation, for example, sufficient time for producing new work in the area, and providing training. Thirdly, management practices involve giving freedom and self-determination in the conduct of work, providing challenging, interesting work, giving clear general strategic goals, and bringing employees together in teams according to their skills and work experience.

**External environment characteristics** Employees' motivation does not only rely on the environment where they work. There appears to be some evidence that the external environment may also impact employees' motivation. However, in this category an organization cannot directly change employees' motivation. Perry and

Porter divided external environment characteristics into several major categories: political, economic, technological, demographic and socionormative.

People work to gain their lives, meet their needs and expectations. They also want to get benefits back in material and spiritual sense. Rendering of motivations to employees in organizations are listed in the following way:

- let employees think they are doing a meaningful job.

According to a survey by BNET wrote and inspired by Dave Lavinsky, a prospect and a pioneer in business planning, a founder of Growththink, said that 25% of employees are motivated by money while 29% are motivated while doing a meaningful job.

.If the work done is really meaningful, it is possible to achieve this. But in companies where employees do not consider their works inappropriate, achieving this is like catching lightning in a bottle.

You may have to go deeper to solve this: in other words, to an organization's mission, strategies, and its strategies for the purpose of existence, vision and mission ... What do you think about listening to their suggestions by employees who don't support such visions, missions and strategies? Maybe it's time to revise those writings that have not changed through years...

- Provide a workplace for employees to work under open and clear job descriptions.

The tasks to be implemented in each position, the expected behavior of the person in that position and the expected results should be determined beforehand and the employees should be separated with sharp lines by determining the points that the employees enter into each other's field of duty. A more efficient working environment can be created if everyone knows who is doing what and why.

- Trust your team and give them real duties, avoid "micromanagement".

Everyone wants to know and feel behind himself people who are really trustful and supportive. Only then can self-confidence be built and the real power reflected outside.

Managers should not only negotiate trivial works, but also negotiate certain important tasks, not by constantly checking them openly, but by creating an environment of trust. People who feel that they are really trusted are one step closer to success.

A person who constantly discovers how his duties are carried out, who holds "micro-management", makes a serious mistake that will fall within the scope of "mobbing".

A good leader who can motivate their pioneering must have the ability to listen before they can speak beautifully.

It is not possible not to participate in the views that connect leadership with the mevlevi teachings. Let's remember these words of Shems:

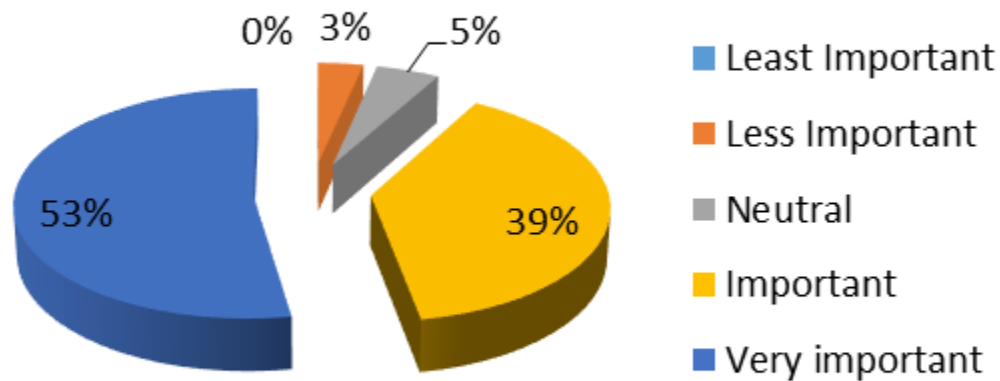
"If it was useful to talk a lot, God gave us two mouths and one ear. So we need to listen more and talk less".

If an employee has a concern, trouble, he will not be able to work until he can solve it. An organization that cares about its employees should have a good observation skill like an administrator who cares about the needs of his team, should be able to direct sincere questions when necessary, and listen to employees in a truly focused manner. If there is something in hand afterwards, do not hesitate to take actions and shouldn't ignore it.

- Provide a fair wage policy

Although it is quite difficult for many established companies in Turkey, it's possible to create a charging system from the very beginning. It is the best to define pricing policies of work evaluation, work's analyses while creating a new company. Most seated Turkish companies are far from being fair, the issue is

"defining salary for each person, not by position or competence". It is difficult to make innovations that will break the balance, but to ensure a fair and equitable environment, providing the place where everyone is equal and will work for trustworthy company will benefit from the long term.



From the results got and presented in Figure, the salary and the impact of it on motivation. From results of workers about 53% think salary as an important element and 39% as important, while 3.4% find it is less important.

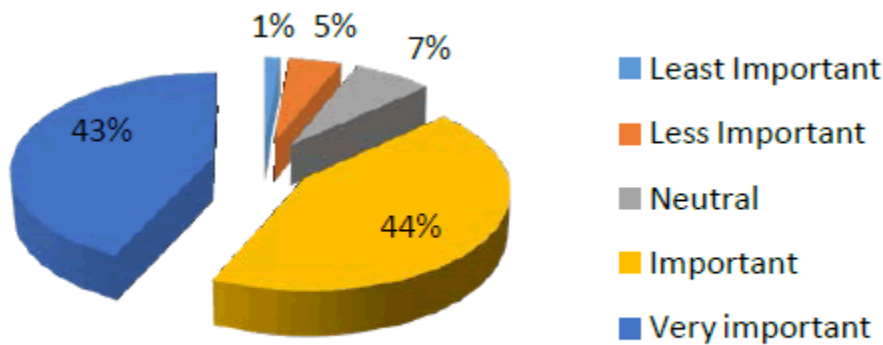
- Accept personalized style of management.

Everyone is different. Everyone's expectations from an administrator, approach style that person likes, and distance between people are different. Someone likes more coaching, wants to get feedback, someone does not like being constantly told about his mistakes. Being a "self-styled administrator" means not to treat everyone equally, but approaches to everyone differently accurate.

- Provide employees an environment where they can improve themselves.



Research, especially since 2008, shows that a motivation is a personal development environment more important than money. The happiest feeling to your employees "I will give you \$ 500 for this month " is less feeling than when you say them "Find personal development program at \$ 500 cost and I will pay for you". Especially being in the Y zone we are such "strange" people, and in work like life our number is increasing every day!



**Figure 5:** Permanent trainings for performance improvement.

From the results presented and obtained in Figure, and the distribution of the workers, about 43% trust that continuous training about improving performance are very important factors , 44% believe it important and 5% find as less important.

In short, the common point of most of the items listed above is directed to the manager, not to the direct institution. In brief, the reluctance in motivation also depends on whom a person works with. If there are managers who can motivate others in a company, it means that this company can provide motivation for its employees.

Many frameworks, types, and theories that are concentrated on worker motivation. Some of them are quickly summarized as follows. While each of them based on comprehensive studies and some have levels of universal suitability, none are the adequate doctrine on motivation. Indeed few motivation notions are accepted

generally. However, an idea that is accepted by all frameworks which target motivation is that there are extrinsic and intrinsic motivational points. Extrinsic motivation is motivation that arises from things or issues that are outside of person. For example, to be motivated to job hard at the workplace because you are desiring a promotion is a type of extrinsic motivation. Social realization, money, fame, contest or material deeds show all models of exterior motivation.

Intrinsic motivation is motivation that are created inside of a person. It arises from the personal pleasure and educational achievement that we get from doing that special activities. For example for individuals who strongly likes music, their motivation to experience the instrument, attend classes and so on is interior motivation. Intrinsic motivation is essential in nowadays. Studies show that it is a vital issue in performance and modernization. At a personal level, interior motivation force you to fulfill your job completely. Major reason for selecting to stay in a job is a vital issue also. It keeps you away from stress.

There are many important motivation theories that are complementary with each other. These theories are described and listed below and summarized in Table. The most important theories are those concerned with goal setting, expectance and equity that are classified as cognitive theories or a process.

**Table**

Category	Type	Theorist(s)	Summary of theory
Instrumentality	Taylorism	Taylor (1911)	
Reinforcement	The motivation	Hull (1951)	

	process		
Needs (content) theory	Hierarchy of needs	Maslow (1954)	
	ERG theory	Alderfer (1972)	
	Managerial needs theory	McClelland (1973)	
Process/ cognitive theory	Expectancy theory	Vroom (1964), Porter and Lawler (1968)	
	Goal theory	Latham and Locke (1979)	
	Equity theory	Adams (1965)	
	Social learning theory	Bandura (1977)	
Two-factor model	Related to needs theory	Herzberg <i>et al</i> (1957)	

Theory X and theory Y	General approaches to motivation	McGregor (1960)	
-----------------------	----------------------------------	-----------------	--

## **2.2 The effect of career management to the HRM as one of the important factors**

Career management and performance appraisal systems are the processes that also include human resources management and also are closely related with other human resources management functions. Developments in the field of technology, changing the nature of business and planning need for the future needs of the organization, revive career management and performance evaluation concepts. The increasing importance of career management and performance appraisal has been an important benchmark in the selection of this research.

The term 'career' has gained great importance in recent years and has been studied by many scientists. The meaning of a career word is a job or position where a person develops the life with the most productive years and, in general, keeps working until the end of his life Career is used in many ways in daily conversation, like as “to make a career”, “to develop a career” and etc.

In recent years, it is a serious problem to keep grown, capable human resources in the workplace. Today, qualified workforce is only maintained in enterprises with an open career guidance. For it, businesses that are professional in their entire business are seriously planning career plans and applications for their employees. Career is moving on a chosen business path, taking responsibility, gaining respect, getting more experience and knowledge as a result of it. In other sources, the

career path is the way that a worker can accomplish in order to earn a breakthrough in his career. The concept of career has been devised and practiced in different ways from the 70s. Also, all kinds of business-related experiences give a person a career. Career does not mean success, failure, quick or slow progress. Because there is no concrete standard of career evaluation. Career phrase means the passage from the French and Latin words.

Career management is connected with the provision of chances for people improving their skills and careers for providing that the organization has the flow of capacity it needs and to satisfy their own aspirations. It is about connecting the necessities of the organization with the necessities of the individual. A significant part of career management is career planning, that forms the progression of individuals within an organization according to assessments of organizational needs, defined employee success profiles and the performance, potential and alternatives of individual members of the company. But career management is also connected with career counselling to assist people improve their careers to their benefits as well as that of the organization. Career guidance is closely linked to employee advancement, aspiration to higher levels, educational background, mental abilities, personal qualities, and personal development. Progress in a healthier way of working of a worker is a result of career guidance. In the simplest language, career guidance is making a plan for a person's life. In institutions where career guidance is properly planned, workers will be able to estimate what status will be after a while, eg after a year, after 5 years. This is important for each employee, because knowing it more closely leads to personal work and increases motivation. Career management is an advanced model for long-term or short-term career planning for staff in the interests of the enterprise. Career guidance aims to prepare a career plan that meets the objectives of performance evaluation. Career management is connected with the provision of chances for people improving

their skills and careers for providing that the organization has the flow of capacity it needs and to satisfy their own aspirations. It is about connecting the necessities of the organization with the necessities of the individual. A significant part of career management is career planning, that forms the progression of individuals within an organization according to assessments of organizational needs, defined employee success profiles and the performance, potential and alternatives of individual members of the company. But career management is also connected with career counselling to assist people improve their careers to their benefits as well as that of the organization.

The main purpose of career management for the company is to compare the objectives of its talent management policies and these policies are to provide that is a talent flow that composes and continues the needed talent pool. There are main purposes of career management policies and they are: 1) to provide them the guiding, assistance and stimulation they need fulfilment its potential and achieving a successful career with the organization in unison with their talents and enthusiasm, 2) to provide those with making a promise series of experiences and learning activities which will provide them for whatever level of responsibilities they can reach the capacity.

One of the most important reasons for career management in enterprises is that employees stay profitable and successful in the workplace. Management support for the key positions of successful individuals has led to the concept of career guidance. Especially, in the promotion and transfer plans taking into account the personal skills, knowledge, experience and personal goals of the individuals has also increased their careers in career development. For increasing employee motivation at the enterprise knowing the wishes and desires of employees on career paths, goals and plans is crucial for career guidance.

Career guidance is needed both in terms of both employee and enterprise. In the modern competitive environment, the organizations, where human is the most important factor, can enhance their competitive advantage by increasing their labor productivity, by encouraging employees to work in a good career, and meeting their expectations. Another need for career guidance is the existing competition in the human resources market. To capture employees is important for managers in enterprises where transfers are widespread. Each organization should create an environment where employees can look forward to their future, plan their future, and grow up with an enterprise. Benefits for Career Management Enterprise:

- **Helping Workforce Diversity:** With career planning, professional formations of employees are diversified. Individuals are provided with the opportunity to learn and improve themselves by learning institutional expectations.
- **Providing Business Loyalty:** Increasing interest and attention for individual care brings to the corporate loyalty scene.
- **Creating Placement and Corporate Backup:** By matching human resources plans with individual career planning, it provides the placement of talented staff to be filled with open staff and a corporate backup strategy.
- **To identify the employee who is got promotion:** It helps in the placement and development of talented workshops that can be promoted within the company.
- **Equal fee for equal work:** It enables equal pay for equal work accompanied by performance appraisal management.
- **Facilitating Goal Setting:** Career management makes it easier to plan for the future from the current business.

- **Providing Institutional Mobility:** It aims to enable all employees in the organization to move horizontally and vertically.
- **Unleashing Unrealistic and Hidden Expectations of Employees:** With career management practices, unrealistic expectations of employees are avoided
- **Show a Quick Way to governance about how to do systems related with Performance Evaluation, Training and Development, Remuneration and Plans:** The results obtained from career management activities help management to make managerial decisions.

In addition to the benefits to the enterprise, the benefits of career management for the staff are also crucial.

- Make possible career preferences with prior notice
- For achieving different career goals, better identify the trust and business skills needed
- To illuminate and coherent career goals that are suppressed and conflicting
- Place better career goals within the broad mosaic of life, including work, family life, industrial change and community membership.
- ensuring the integration of persons into the institution By giving career planning support to them with different backgrounds and trainings
- Facilitate the satisfaction of employees' needs (respectability, recognition, seriousness and self-actualization)
- To ensure that managers are aware of physical, social and mental capacities of employees
- Ensuring that employees are motivating their potential skills by identifying career goals in specific settings

Career planning is one of the key concepts in career management. Career planning is the process of determining career goals and ways to accomplish these goals in the process of starting the progress by choosing a career path for a person in the



enterprise. One of the other key concepts in career management is career development.

Career planning; it can be defined as the process of scheduling activities for work, education and other development that will enable employees to recognize opportunities, options and results, determine career goals, and determine direction and time to achieve these goals. Today, human resources department has undertaken work that can be done in career planning. Career planning has become an indispensable application of human resources management to improve productivity by bringing motivation, quality, individual and business goals to a common point. Career planning is the planning of the progress or tangible increase in the organization with the development of knowledge, skills, skills and motives that an employee possesses.

Technological change and development, change in the nature of the work, the future needs of organization has led organizations to attach importance to career planning and development. Career planning usually serves the following purposes:

- **Efficient Use of Human Resources:** Assigning employees to organizations in the most appropriate position according to their own talents and desires. At this stage, the organization and employees try to reconcile their wishes at the most appropriate point. This level is a good standard of living for the employee, feeling good at the workplace, and increasing productivity and profitability for the organization.
- **Evaluation of Occupants for Satisfaction of Promotion Needs:** Employees want to improve their situation in the organizations after a certain period of time. This is a necessity for the employee. The productivity of the individual working in the same position for years will of course be less, and

in the same case the knitting machine will not be able to make full use of the employee's abilities.

- **Assessment of the Occupation Entering a New and Different Field**In some cases the occupation may wish to work in a new and different area, or it may be the case that the organization is required to operate the occupation in a different area. Career management activities need to be utilized to ensure that this new situation does not lead to adversities both in terms of occupation and organization.
- **Promoting Job Performance as a Result of Good Education and Career Opportunities:** In order to improve work performance, it is necessary for employers to receive good training and to benefit from career development opportunities provided by organizations.
- **Ensuring Job Satisfaction, Faithfulness and Work Attachment:** Organizational workshops have different satisfaction factors that connect them with organisation. The first of these, is a demand for a level of occupation that can provide a good standard of living for the organization. A good wage level in the public and private sector is an important influence that ensures the employee's organizational commitment and efficient operation. Another factor is that the statue filled by the occupation is in a position respected or considered "important" by the society. Of course, depending on personal desire, locations with a high level of social satisfaction can be preferred, even if the fee is inadequate.
- **Better Identification of Individual Education and Development Needs:** Identification of the needs of the individual working in the organization for the individual development and benefiting from the necessary educational opportunities is an important issue in relation to the organization and the individual. A constant interaction between the organization and the

individual needs to be established in order to determine these in the best possible way.

Career development is a formal event for each of the employees to develop themselves throughout the series of steps that can be separated by their own unique problems, themes, and tasks, and to provide this to their employees. Career development is a lengthy process that is designed to help employees manage their careers and that covers the entire working life of the employee. Career development is the program and activities required to achieve a personal career plan. For this reason, it is closely related to career planning functions. Career development is the part of the process in which corporate support comes into play. To accomplish this, institutions must determine employees' advancement opportunities and perform performance evaluations. Activities such as training seminars, performance analysis, orientation are examples of career development activities of institutions. The following examples can be presented for different tools used in the career development approach:

- Individual Development Catalogs: An "Individual Development Catalog" may be presented by management to help employees prepare personal development plans.
- Leadership Programs: These programs are designed to gain the competencies of the upper level that they are candidates for. Thanks to these programs, high-potential employees are being recognized by the company's senior management.
- Mentoring Approach: Many companies have accepted the necessity of directing employees to their career and development. This role is carried out by the first managers in many traditional companies. However, in some international companies it seems that this task is carried out by different

managers on a voluntary basis. They need to direct employees in line with company strategy and objectives. For this reason, the selection of the people to serve as mentors is also important for companies.

- Career Counseling Meetings: These meetings can be carried out by the Human Resources Department or by an effective leader in senior management or by a consultant outside the company. At career meetings, employees are introduced career opportunities offered in line with company strategies and objectives and tools they can use for improvement.

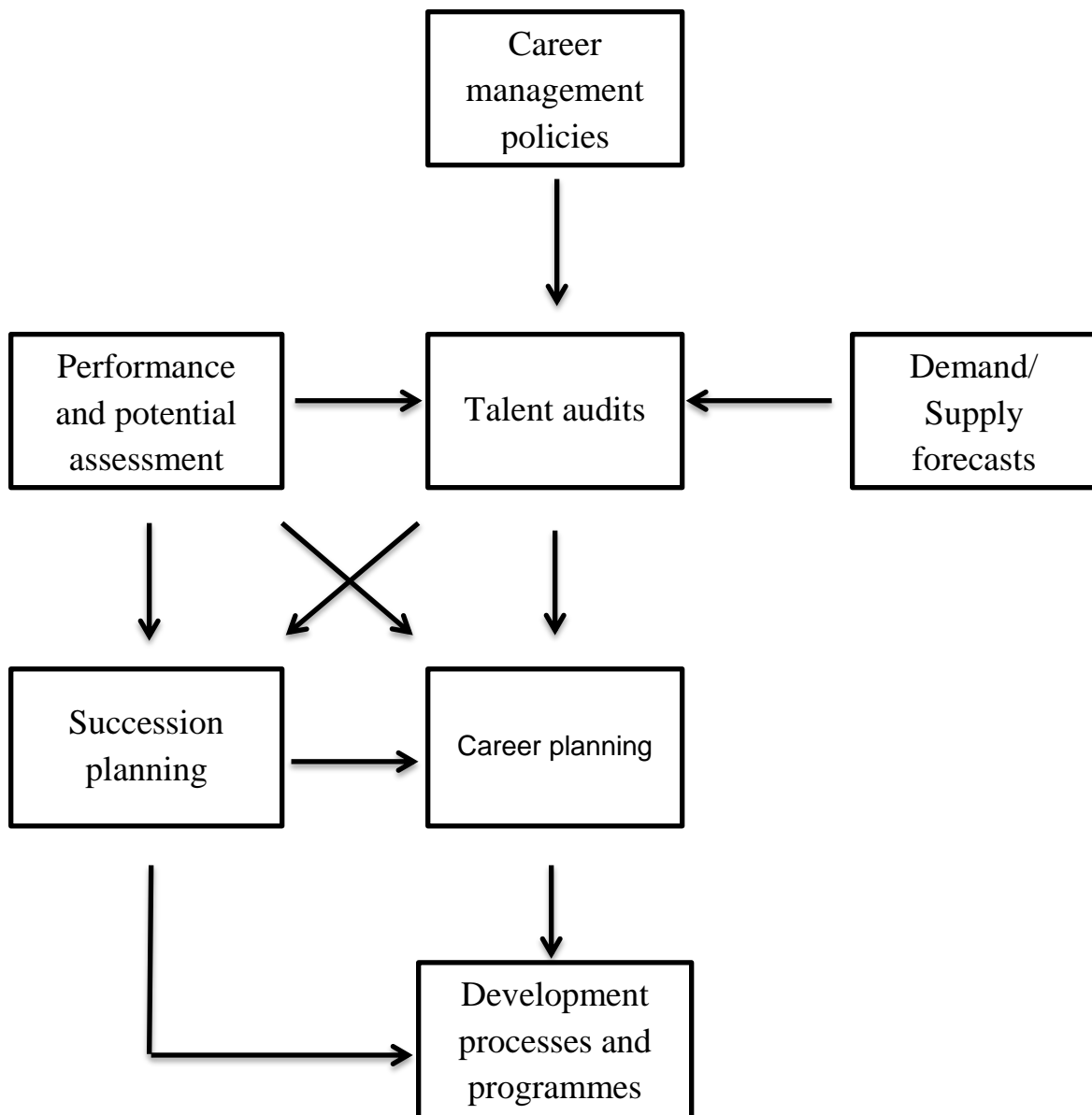


Figure . The process of career management

### **2.3 The effect of performance appraisal to the HRM as one of the important factors**

For being efficient of human factor, which is an important part of the business, the person must have a say and to express his / her career position openly making any decision. Performance evaluation plays an important role in determining the extent to which these criteria are available. But without knowing performance, performance appraisal is impossible. So that, according to Bates and Holton(1995), performance is a multi-dimensional structure composed of various factors connected with each other. Bernadin noted that performance is strongly linked to business results, organizational strategic objectives, customer satisfaction and economic outcomes, Brumbarch wrote that performance consists of results and behaviors.

To clarify, generally performance is the result of a workman's achievement as a result of a given task over a given period of time. If this result is positive, it is assumed that the staff fulfills their duties and responsibilities successfully and has a high performance, but on the contrary it is assumed that the staff is not successful and has a low performance. Broadly, performance is a process that involves the knowledge, skills and behaviors that an individual or team exhibits in reaching any defined goal. For a employee, performance is an indicator of how well you perform a job for a worker, for a manager, performance is a tool for doing performance appraisal about the success of workers. Performance appraisal of employees is compulsory for determining whether in the organisation they have successfully completed their work or not. Performance appraisal is a part of

performance management process. Generally, performance appraisal is a process that:

- compares the person's abilities, potential power, work habits, behaviors and similar qualities to other people
- evaluates the employee performance of employees by comparing and measuring the manager with predetermined standards
- reates judgments about the success or failure of performance personnel
- elaborates and completes the success of the individual at his / her job, his / her own attitude and behavior, moral status and characteristics, and evaluates and plans the contribution of the individual to the success of the establishment
- evaluates the performance of the performance personnel according to their job requirements
- is applied in the implementation of a balanced wage system, in the recruitment of employees, in the determination of job change and training requirements, in the selection and assignment of occupations.

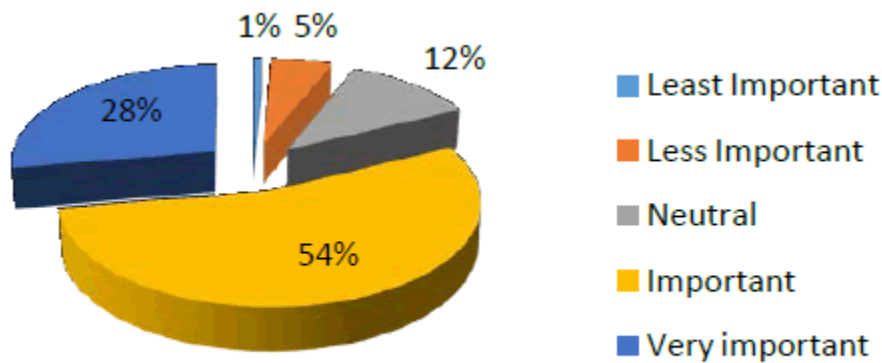
The main purpose of performance appraisal is to get systematic information on how the employee achieves success standards in the area of work. As a result of performance evaluation being successful has an important role for the employee to be more successful, seeing the performance failures is crucial in determining the causes of failure and the strategies that can be used to overcome them. The purposes of performance appraisal also include developing performance standards, informing the company and employee about his / her personal performance, explaining expectations from the worker in a clear way, achieving the individual performance improvement of the enterprise's goals. More broadly, it is possible to rank the performance evaluation objectives in the following way:

- to identify the training needs of the staff,
- to choice for objective dimensions in elevation and displacement

- to help the decision-makers in making decisions about wage increases
- to develop of managerial and employee relations
- to dismiss the employees who have been found to be unsuccessful
- to decide at awarding and awarding system.

There are many benefits of performance appraisal, like as improving the performance of the employer and the enterprise, improving relationships, defining the weak and weak sides of the worker, the emergence of existing and predictable problems, identifying the employee's educational needs, development needs. In addition, performance evaluation has indirect benefits. These benefits are:

- it's easier to define low performance;
- helping employees decide on promotion, displacement, and rewards;
- in the team and in the organisation the role of the worker becomes clear that workers want to know their roles in organisations, where they are standing, what they are doing, what they should do, and what they can do for the company;
- allows to see changes in their performance period both managers and employees
- determines long-term and short-term goals for both the manager and the employee and for worker who sees his success in job becomes easier to predict what future opportunities will be available in the future and identify objectives based on the information obtained;
- allows both for the manager and the employee to see changes in the performance period
- allows enterprises to report their business objectives,
- evaluation results assist to take action for solving problems,
- helps increasing of benefits of organisation,
- leads to increasing service quality.



**Figure 7:** Evaluation and the just report from performance.

As seen from Figure 7, Approximately, 82% of the participants believe it is important to evaluate performance.

To estimate the performance of another person is not easy for a person to estimate the performance of another person impartially. How well the performance assessment system can be built, being human both of appraiser and the person who is evaluated may cause mistakes in the system. Some of these mistakes appear from not using active of system by evaluator; others also appear from either misjudgment of employees or prejudice of person who evaluates the employee.

The misstatements that occurred during performance evaluation were summarized as follows:

- Halo effect – it is a wrong evaluation of evaluator by considering one positive of worker and thinking that he is perfect. For example, it is not true to evaluate person as a reliable worker if he never was late or stayed off from the work.



- Central tendency error - In performance appraisals some evaluators while rating workers' performances they away to say it is "very good" or "very bad" and instead of it they give an average point to the worker.
- Charitableness and strictness – Some evaluators rate regularly performances of workers below or above from average point. In charitableness evaluators rate worker's performance highly, but in strictness rate worker's performance lowly. The purpose of performance assessment is to determine the performance of the personnel in an objective and correct manner. For this reason, low or high estimates of performances are inaccurate.
- Contrast Errors - Contrast Error is a concept during a performance appraisal of a candidate where his/her valuation is impacted by the fact that the previous candidates were relatively good or bad, it is an error where a person sets a certain benchmark, which affects the appraisal of the candidate being interviewed. In practice, the appraiser does not evaluate the performance of previous or subsequent staff when evaluating a staff member in a very short period of time so he overestimates the performance of many employees.
- Influence from recent past events - Because most of the enterprises have a 1 year valuation period, the information and opinions of the administrator are the events that occurred in the last few months. Those who have difficulty remembering the events of the beginning of the year take into consideration recent events in evaluation of performance.

For example, while evaluating the performance of employee his high performance in the last month is perceived as having always showing a high performance during 12 months. Opposite situation also can happen.

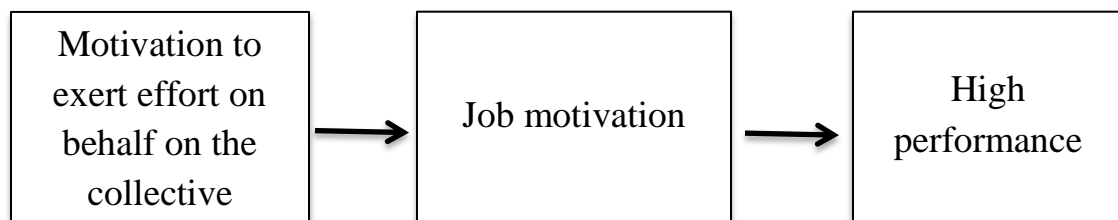
- Earlier conviction – Evaluators with earlier conviction do not objectively evaluate. Earlier conviction can be opposed to sex, religion, political thought, person of other racial, and others. It is commonly seen that, woman who shows

the same performance as a man or new worker shows the same performance as an older worker are less evaluated.

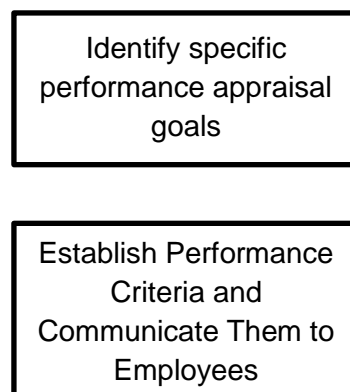
Performance evaluation is a very difficult process, and whatever the method is used, there are some inaccuracies in valuation periods. Some strategists need to improve strategies to eliminate these mistakes.

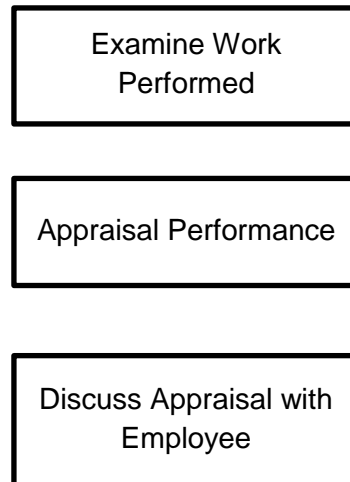
The performance appraisal of employees is a career development tool for manager and employees. There are many large effects of performance appraisal on employee which the manager must determine and understand these effects

One of the main effects of performance appraisal is the effect on motivation.



The figure shows that, the PA process starts with the point which is identifying specific performance goals. An evaluation system probably is not able to effectively serve each of desired purposes, so management should choose the specific goals that it trusts to be realistically achievable and most important. For instance, many firms may want to stress employee improving, however other organizations may want to focus on pay regulations. Too many performance evaluation systems fail because management waits too much from one method and it does not define specifically what it wants the system to achieve.





The next stage in the progressing cycle continues with building performance criteria (standards) and connecting these performance expectations which are related thereof. Then the performance is implemented and the controller assesses the performance. At the end of the assessment, the controller and the worker jointly review done performance and evaluate all of them against built performance standards. This review assists to figure out how well worker have met all these standards, defines reasons for deficiencies, as well as draws up a plan to correct the issues. At this period, goals are puts forward for the next assessment period, and this cycle repeats.

#### Settle Performance Criterias

The most general assesment criteria are traits, conducts, skills, goal achievement, and progress of potential.

#### Traits

Some employee traits for example as behaviors, appearance, and ambitions are the ground for some evaluations. However, some of these generally used aspects are subjective and may be either not related to work performance or difficult to explore. In those cases, false assessment may occur and establish legal problems considering the organization as well. It was a case in *Wade v Mississippi Cooperative Extension Service*, here the circuit court decides: In a performance assessment system, common peculiarities such as superiority, public acceptance, person's behavior against others, appearance and grooming, own conduct, his/her lifestyle, ethical habits, resourcefulness, ability for progress, mental alertness, and adherence to organization are susceptible to partiality or/and to the own taste, inclination, or fancy of the controller as well as clearly subjective in form and especially susceptible to fully subjective characteristics by those conducting the assessment. At the same time, defined traits may describes the work performance and, if this relation is established, utilizing them may be appropriate. Traits such as adjustability, judgment, outlook, and conduct may be used when it is related to defined work.

### Behaviors

When a person's task outcome is hard to define, organizations may assess the individual's task-related behavior or skills. Such as an relevant behavior to assess a manager might be described its leadership style. For people working in teams, supporting others, teamwork and partnership, or service orientation of customer might be relevant. Chosen behaviors may be relevant as assessment criteria for the reason that if they are perceived and remunerated, employees aimed to repeat them. If defined behaviors result in targeted outcomes, there is strong point in using them in the assessment process.

### Competencies

Competencies involves a wide range of knowledge, abilities, traits, and conducts that may be counted as technical peculiarity in nature, relate to interpersonal abilities, or are business-oriented. Several managers suggest that cultural abilities such as ethics and integrity can be chosen for all jobs. There are also abilities that are job-oriented. Such as, analytical thinking and attainment orientation might be important in professional work. In leadership works, suitable abilities might include growing talent, delegating authority, and also people management abilities. The competencies chosen for assessment purposes should be closely associated with job achievement. Investigation conducted by the Michigan Business School University and financed by the Society for Human Resource Management (SHRM) and the Global Consulting Alliance explored that prosperity in HR depends on ability and special skills in the next five main areas: Strategic contribution: Associating companies to their markets and quickly ranging workers' behaviors with company needs. Business knowledge: Finding out how businesses are ruled and transferring this into action. Personal credibility: Demonstrating perceptible value; being part of a managerial team. HR delivery: Producing efficient and valid service to customers in the spheres of crewing, performance management, progress, and assessment. HR technology: Utilizing technology and Web-based instruments to submit value to customers.

### Goal Achievement

If companies consider ends much more essential than instruments, goal achievement results become a relevant factor to assess. The established outcomes should be under the control of the person or team and should be achieved those results that lead to the company's success. At upper degrees, the goals might be engaged in financial aspects of the company for example profit or cash flow, and market concentration such as market interest or position in the market. At lower organizational degrees, the results might be relevant to the customer's quality

demands and delivering according to the promised table. To aid the process, the manager needs to supply specific examples of how the worker can further develop and achieve specific goals. Both sides should reach an consent as to the worker's goals for the future assessment period and the helping hand and resources the manager needs to supply. This point of employee assessment should be the most positive aspect in the whole process and help the worker focus on conduct that will produce positive outcomes for all concerned.

### Improvement Potential

When companies evaluate their workers' performance, most of the used criteria focus on in the past. From viewpoint of the problem, a performance management is that you cannot change the past. Unless a company takes further steps, the assessment data become slightly historical documents. Therefore, companies should emphasize the future, involving the conducts and results needed to develop the worker, and, in the process, achieve the company's goals. This process involves an assessment of the worker's potential. Including potential aspect in the assessment process provides more effective career planning and progress. You should keep in mind that the assessment criteria presented here are not jointly exclusive. In fact, many assessment systems are hybrids of mentioned approaches.

On the other hand performance assessment process on worker motivation creted that the system is crucial for worker motivation. Performance assessment system has helped increase job performance at workplace. The regular evaluation of performance leads to worker motivation. The performance normatives are quantified and attached against an person evaluation process which is important for worker motivation. Performance assessment rating degree can be considered such as a technique that has a decisive effect on done work performance and worker motivation. The workers may be motivated if the assessment process is

based on defined and present job descriptions. The performance assessment identifies performance problems to increase worker productivity and motivation.

On the effect of performance evaluators on worker motivation said that the different raters can improve the accuracy of performance assessment (can diminish bias) and increase worker's perceptions of honesty. Customers can know the worker when they do a right job assessment process that are crucial for worker's motivation. Subordinate assessments may give reliable information to increase on the worker's motivation. Companions or co-workers regularly know the job of the one employee better than the controller does and they are more straightly affected by the worker's actions, despite it is positive or negative.

On the challenges of performance assessment on worker motivation accepted that some managers tend to act tolerantly or strictly in their rating of personel which may affect the worker' motivation. The manager's skill to address the abilities gaps can make a significant impact on the worker's motivation. Ordinary ratings may create affect on worker's performance and motivation. Right assessment of the worker's performance may boost their motivation. Workers should also consider that performance assessment is a growing process and not happens only once a year. The controlled expectations of the rates can lead to fair feedback for worker motivation.

The study wraps up that performance assessment process on worker motivation established the system is crucial for worker motivation. Various raters can maximize the accuracy of performance assessment (can diminish bias) and increase worker's perceptions. The manager's skill to direct the skills hole can have a crucial impact on the worker's motivation.

The study suggests that the performance assessment system is an essential issue for worker motivation. Performance assessment system helps to increase

employee job performance and motivation at workplace. Various raters might be used to raise the accuracy of performance assessment and improve worker's perceptions of fairness that can grow staff motivation.

### Performance Assessment Methods

This used type of performance assessment system depends on its function. If the main emphasis is on choosing people for boost, training, and excellence pay increases, a regular method, such as rating ranges, may be appropriate. Shared methods, including input of employees, may be more suitable for growing employees.

Regular methods were previous oriented approaches that focused only on the previous performance. These methods are ground on studying the person's qualities of the employees. It may involve judgment, power, loyalty, ambition and knowledge. The following are the regular performance assessment methods which used in the past:

- a) Ranking Method. Superior lines up his worker based on merit from the degree "best to worst". Nevertheless why best and how best are not involved in this method.
- b) In 1931 Graphic Rating Scales. A behaviorism enrichment had been introduced to graph rating table. The graphic rating table is a scale that lists several of traits and a range of performance for each aspect. The Worker is then ranked by finding the grade that best figures out his or her level of performance for each trait.
- c) Critical Incident Method. This method is focused on certain analytical behaviors of worker that makes crucial difference in the performance. Critical



incident method maintains a record of employee's work similar conduct and return it with the worker at prearranged period.

d) Narrative Essay. In this method the manager tells an explanation about worker's strength and weakness aspects for improvement at the end of assessment period. This method basically attempt to focus on behavior . Some of the assessment criterion are as followings: general impression of performance, actual capabilities & charactersitics, past performance, and suggestions by other people.

Modern Methods were built to enhance the traditional methods. It tried to improve the shortcomings of the previoud methods, for example, biasness and subjectivity. The following shows the typical modern methods:

e) Management by Objectives (MBO)

The performance is ranked against the accomplishment of the objectives defined by the management. MBO involves three important processes; object formulation, implementation process and feedback of performance. Weihrich suggested the system view to management by objectives. It contained seven components; strategical planning and order of objects, creating objectives, plans for action, fulfillment of MBO, control and assessment, subsystems and organizational and management progress.

f) Behaviorally Anchored Rating Scales (BARS) BARS put an individual's performance against special examples of conduct that are attached to numerical ratings. For example, a stage three rating for a physician may require them to demonstrate sympathy to understanding while a stage five rating may demand them to demonstrate superior levels of empathy. BARS use discernible statements or stable examples to elucidate different stages of performance for each aspect of performance.

g) Humans Resource Accounting (HRA). In this method, the performance is evaluated under the terms of cost and collaboration of the employees. Johnson connect both HRA models and utility analysis models (UA) to build the idea of human resource in costing and accounting (HRCA).

h) Assessment Center. An appraisal center is a central place where supervisors may jointly have their participation in job oriented exercises valued by trained observers. It is specially focused on observation of conducts across a number of choosen exercises or work samples. Eveluators are demanded to participate in inbasket exercises, work teams, computer matches, fact finding exercises, analytical/decisive making problems, role playing and presentation exercises in oral form.

i) 360 Degree It is a famous performance assessment technique that involves appraisal inputs from several of stakeholders like direct supervisors, team participants, customers, co-workers and self . 360 Degree supplies people with information about the effect of their action on other people. The 360-degree feedback assessment method is a common performance used for appraisal method that involves assessment input from several levels within the company as well as foreign sources.

The 360-degree method is unlike regular performance reviews, that supply workers with feedback only from controllers 22. In this method, individuals all around the ranked worker may provide ratings, such as chief managers, the worker himself or herself, controllers, subordinates, co-workers, team members, and local or foreign customers.23 As many as 91 percent of Fortune 500 firms use some firm of 360-degree feedback for either worker assessment or development.24 Many firms use outcomes from 360-degree programs not only for common applications but as well as, for succession planning, learning, and professional progress.

Unlike regular approaches, 360-degree feedback concentrates on abilities needed across organizational limits. Also, by changing the responsibility for assessment to more than one person, some of the general appraisal mistakes can be diminished or eliminated. Software is available to allow managers to show the ratings quickly and easily. The 360-degree feedback method may supply a more objective action of a person's performance. Including the perspective of several sources results in a wider view of the worker's performance and may diminish biases that get from limited views of conduct.

Having different raters also gives the procedure more legally defensible. So, it is crucial for all sides to know the assessment criteria, the methods for accumulating and summarizing the feedback, and the use method in which the feedback will be shown. An assessment system involving different evaluators will naturally have more time and, be more expensive. Nevertheless, the way companies are being arranged and managed may emanate innovative alternatives to regular top-down appraisals.

According to some controllers, the 360-degree feedback method has big issues. Ilene Gochman, chief of Watson Wyatt's organization effectiveness practice, states, "We've decided that use of the 360 is actually badly correlated with financial outcomes." GE's former CEO Jack Welch says that the 360-degree system in his company had been "gamed" and that individuals were saying good things about others, resulting in all good rankings. Another detracting view with an adverse twist is that result from co-workers, who might be rivals for boost and promotions, might willingly distort the information and sabotage the workers. Yet, since so several companies use 360-degree feedback assessment, it shows that some firms have found methods to get ridd of the pitfalls. Google sees a various approach to 360-degree feedback as it gives supervisors and workers to nominate 'similar reviewers' from anywhere around the company. According to the

company's supervisor of HR technology and operations, Melissa Karp, "People are honestly sincere in their feedback." One person might ask, which cases raised at Google when people write negative comments? Karp said, "managers are encouraged to utilize that as a 'explored moment' to talk to the individual who wrote something negatively. However, for Google it is not too much of a problem."

The highest risk with 360-degree feedback is privacy. Many companies outsource the procedure to make members feel comfortable that the posts they share and receive is fully anonymous, but the information is more sensitive and, in the bad hands, could impact to their careers.

Table shows the summary of performance appraisal methods with pros and cons for each method:

SR	Appraisal Methods	Key Concept	Pros	Cons
a)	Ranking Method	Rank employees from best to worst on a particular trait.	<ul style="list-style-type: none"> <li>✓ Simple and easy to use.</li> <li>✓ Fast &amp; Transparent.</li> </ul>	<ul style="list-style-type: none"> <li>× Less objective.</li> <li>× Not suitable for large workforce.</li> <li>× Difficult to determine workers strengths and weakness.</li> </ul>
b)	Graphic Rating Scales	Rating scales consists of several numerical scales representing job related performance criterions such as	<ul style="list-style-type: none"> <li>✓ Adaptability.</li> <li>✓ Easy to use and easily constructed.</li> </ul>	<ul style="list-style-type: none"> <li>× Rater's bias (subjectivity).</li> <li>× Equal weight for all criteria.</li> </ul>

		dependability, initiative, output, attendance, attitude etc. The employee is rated by identifying the score that best define his or her performance for each trait.	<ul style="list-style-type: none"> <li>✓ Low cost.</li> <li>✓ Every type of job can be evaluated. Large number of employees covered.</li> </ul>	
<b>c)</b>	Critical Incident	The method is concentrating on certain critical behaviors of employee that makes all the difference in the performance.	<ul style="list-style-type: none"> <li>✓ Feedback is easy.</li> <li>✓ Assessment based on actual job behaviors.</li> <li>✓ Chances of subordinate improvement are high.</li> </ul>	<ul style="list-style-type: none"> <li>× Analyzing and summarizing data is time consuming.</li> <li>× Difficult to gather info about critical incidents via a survey.</li> </ul>
<b>d)</b>	Narrative Essays	Rater writes down the employee description in detail within a no. of general groups such as overall impression of performance, existing capabilities and qualifications of performing jobs, strengths and weaknesses.	<ul style="list-style-type: none"> <li>✓ Filing information gaps about the employees.</li> <li>✓ Address all factors.</li> <li>✓ Provide comprehensive feedback.</li> </ul>	<ul style="list-style-type: none"> <li>× Time consuming.</li> <li>× Easy rater bias.</li> <li>× Required Effective writers.</li> </ul>
<b>e)</b>	Management by Objectives	The performance is rated against the objectives achievement stated by the management.	<ul style="list-style-type: none"> <li>✓ Easy to execute and measure.</li> <li>✓ Employees have clear understanding of the roles and responsibilities expected of them.</li> </ul>	<ul style="list-style-type: none"> <li>× Difference in goal interpretation.</li> <li>× Possibility of missing integrity, quality, etc.</li> <li>× Difficult for appraise to agree on objectives.</li> <li>× Not applicable to</li> </ul>

			<ul style="list-style-type: none"> <li>✓ Assists employee advising and direction.</li> </ul>	all jobs.
<b>f)</b>	Behaviorally Anchored Rating Scale	BARS links aspects from critical incident and graphic rating scale methods. The manager grades employees' according to items on a numerical scale.	<ul style="list-style-type: none"> <li>✓ Employee performance is defined by Job behaviors in an expert approach.</li> <li>✓ Involvement of appraiser and appraisee lead to more acceptance.</li> <li>✓ Helps overcome rating errors.</li> </ul>	<ul style="list-style-type: none"> <li>× Scale independence may not be valid/reliable.</li> <li>× Behaviors are activity oriented rather than result oriented.</li> <li>× Time consuming.</li> <li>× Each job requires spate BARS scale.</li> </ul>
<b>g)</b>	Human Resource Accounting (HRA)	The people are valuable resources of an organization. Performance is assessed from the monetary incomes yields to his or her organization. It is more reliant on cost and benefit analysis.	<ul style="list-style-type: none"> <li>✓ Improvement of human resources.</li> <li>✓ Development and implementation of personnel policie.</li> <li>✓ Return on investment on human resources.</li> <li>✓ Enhance the proficiencies of employees.</li> </ul>	<ul style="list-style-type: none"> <li>× No clear-cut guidelines for finding cost and value of human resources.</li> <li>× The method measures only the cost to the organization and ignores employee value to the organization.</li> <li>× Unrealistic to measure employee under uncertainty</li> </ul>

<b>h)</b>	Assessment Centers	Employees are appraised by monitoring their behaviors across a series of selected exercises.	<ul style="list-style-type: none"> <li>✓ Better forecasts of future performance and progress.</li> <li>✓ Concepts are simple.</li> <li>✓ Flexible methodology. Assists in promotion decisions and diagnosing employee development needs.</li> <li>✓ Allow multiple traits measurement.</li> </ul>	<ul style="list-style-type: none"> <li>× Costly and difficult to manage.</li> <li>× Needs a large staff and a great deal of time.</li> <li>× Limited number of people can be processed at a time.</li> </ul>
<b>i)</b>	360 Degree	It depends on the input of an employee's superior, peers, subordinates, sometimes suppliers and customers.		<ul style="list-style-type: none"> <li>× Time consuming and very costly.</li> <li>× Difficult to interpret the findings when they differ from group to group.</li> <li>× Difficult to execute in crossfunctional teams.</li> <li>× Difficult to maintain confidentiality.</li> </ul>

## CONCLUSIONS

The general development of the country depends largely on the quality of the work and the organization. Today, as in the whole world, public and private organizations in Azerbaijan are interested in developing. The people who make this development are people. For this reason, the proper and efficient use of human resources is a necessity of the time. Human resource management covers all aspects of human activity in the workplace. Human resources management is a process that involves planning human resources, defining commitments, job advertisements for human resources selection, job applications, meeting appointments, job alignment, training and development, ability to succeed and work, promotion, job change, social and cultural activities, medical care and other similar subjects. The most important feature of managing human resources is that one accepts human as the basis. The resources that managers use to achieve their goals are money, personnel, materials, space and time. Among these resources, the most important, the most difficult to provide is the human resource which is generally called "staff". Given today's economic conditions, it is clear that, human resources are among the most valuable sources of public institutions or private. It is a factor that organizations play the most important role in reaching the purpose of human resource and organization. Previously, individuals who are considered to be only engaged in specific tasks are now seen as individuals who analyze problems and offer suggestions for solutions to these problems. Human resource of organisations is a factor that plays the most important role in reaching the purpose of organisations. In other words, employees are seen as one of the most important sources of information for businesses and they play an increasingly important role in institutional transformation activities with their proposals, complaints and experiences. In addition to, there are some factors like as



motivation, career management and performance appraisal system which affect directly the human resources of organisation.

## REFERENCES

- Hr.dergi.com
- Prof. Dr. İsmet Barutçugil “Performans Yönetimi”-
- Banfield P, Rebecca K (2012) Introduction to Human Resources Management. (2ndedn.) Oxford University Press, UK.
- <http://www.forumlordum.net/sorular-cevaplar/100163-insan-kaynaklari-yonetimini-etkileyen-cevresel-faktorler-nelerdir.html>
- Bartol, K.M. ve diğ. « Influence Of Performance Evaluation Rating Segmentation On Motivation And Fairness Perceptions », Journal Of Applied Psychology; 2001, 86 (Part 6):1106-1119
- Argon, T. A “Qualitative Study of Academicians’ Views on Performance Evaluation, Motivation and Organizational Justice”, International Online Journal of Educational Sciences, 2010, 2 (1), 133-180