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**HRM in EU countries and Azerbaijan: Differences
between implementation of main functions**

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This thesis has been one of the most important academic works I have never done, so, it gained me great experience during the period that I researched and worked on it. And this thesis was written as a part of my Bachelor degree in Economics at Azerbaijan State University of Economics. The topic is of such importance that it concerns all stakeholders: from employees to managers, investors, and regulators. It was therefore important to find a topic that would cover both of my education programs. I am sincerely grateful to Dos. Ragif GASIMOV for his presence and helpful guidance throughout report period. I would like to thank the staff of UNEC for their supports and helps. Their experience and commitment to the highest standards motivated and inspired me a lot.

Abstract

The purpose of this study is to identify differences between the EU model and Azerbaijani human resource management. In the modern world most of enterprises holds HR manager positions to get better staff, to create really motivated employees, and by the help of this process to gain more profit. Azerbaijan is one of the youngest countries in the world. So, the human resource term occurs since 20-25 years at the Azerbaijani companies. Like all post-soviet countries, in Azerbaijan has a lot of difficulties to manage human resources effectively. That's why I have chosen this topic in order to do research how human resources are managed in EU countries, what are the work conditions, how employees are selected to the positions, commonly, what are the main reasons that in most of these countries people are happy with their work.

As we know modern European Union consists of 28 member countries but there are a lot of things that are common for them. In order to do an accurate research I have applied "a triangle countries map" and have chosen 6 countries. The "triangle countries map" means geographically, I mean if you look at the map of EU and follow these 6 countries you will form a triangle. The countries are: Spain, France, Germany, Poland, Czech Republic and Greece.

The main aim of me to choose this topic as I mentioned before, to research good sides of EU model HRM and to help to share them with Azerbaijani companies.

Chapter 1. INTRODUCTION

Defining HRM. Behind the production process of goods or service, there are a human mind, exertion and working hours. Not an item, product or service can be delivered without help of a human. A person is the basic asset for making or developing anything. Today numerous specialists guarantee that machines and innovation are supplanting human resource and limiting their part or exertion. Nonetheless, undoubtedly, machines and innovation are created and developed by the human; they should be worked or if nothing else observed by people. Possibly on account of this reason, organizations have persistently been hunting down capable, gifted and qualified experts to additionally create most recent machines and innovation, which again must be controlled or monitored by people to bring out products. The meaning of this concept is a human plays very indispensable role in producing goods and services despite the development of technology. In this condition we need a science to manage the people, regulating the process and choosing right person. As broadly, we need Human Resource Management.

Market specialists regard that functional human resource management is led by several reversing principles. Maybe the predominant principle is a mere perception that human resources are the most significant assets of a company; a

company cannot be strong without efficiently achieving this resource. The next guiding principle, related in the field, is that it is the HR's duty to obtain, safe, lead, and grow employees whose abilities and ambitions are fit with the running needs and future purposes of the organization. Additional HRM determinants that form corporate culture; whether with strengthening combination and collaboration over the company, instituting quantitative review measures, or getting some other performance; are also generally cited as key elements in company success. HRM reviewed Armstrong, "is a strategic way to the achievement, motivation, improvement and growth, and management of the company's human resources. It is dedicated to forming a relevant corporate culture, and proffering programs which reflect and support the essential values of the company and secure its progress."

Human resource staff duties are generally divided into three domains: individual, organizational, and career. Individual management involves helping workers distinguish their strengths and flaws; fix their deficiencies, and make their greatest supplement to the company. These responsibilities are provided out through a class of actions such as performance evaluations, training, and examination. Organizational development, while, directs on raising a strong system that maximizes human resources as part of larger business plans. This major responsibility also involves the making and keeping of a reform program, which enables the company to

react to growing outside and internal influences. Conclusively, there is the duty of achieving career development. This involves coordinating individuals with the most proper jobs and career ways in the company.

In conclusion, we can define HRM, managing and bringing together the employees, developing an effective use of all opportunities for the achieving of certain goals within an organization.

The brief history of HRM. Scientifically, the concept of Human Resources first emerged with the Industrial Revolution. In this period, economic life is developing rapidly, important industrial establishments are born and people have started to work in factories instead of houses. By 1890, NCR Corporation had its place in history as Personnel Management Department with the opening of a separate staff office.

Frederick W. Taylor's understanding of scientific management is in line with the needs and values of the Industrial Revolution. Taylor objectively investigated the used tools, the needed human power, the required time, and aimed at more production in less time.

Again, World War I began to erupt in these years and psychological tests were applied to select the most suitable soldiers to be taken into the army. Although it was used in the

military, the selection of personnel took place for the first time in the literature.

With the emergence of the Great Depression, we see that too many increases in the number of unemployed have come to fruition. In 1935, concepts such as disability, death pension, an unemployment insurance were put into practice by Roosevelt. One of the most important developments has been the combination of Personnel Management and Psychology (industry psychology has been elucidated by Elton Mayo's Hawthorne research (1927-1932).) It has been shown that the productivity of workers varies not only in terms of working conditions, but also on social and psychological factors.

With World War II, additional revenues have emerged. Employees have begun to receive additional benefits such as clothing, holidays, and they were the ways to increase their motivation and increase their dependence on the job.

After World War II, humanity met with computer technology and learned the concept of Social Relations, which was against the idea of Taylor. Then humanity was starting to focus on the efficiency of labour and many companies turn to Industrial Psychology.

The concept of Personnel Management began to change in the 1990s as the concept of Human Resources Management. Along with the emergence of the concepts of Learning

Organizations and Total Quality Management, human value has begun to increase. Human Resources Management continued to improve after this period. By acquiring new functions (rewarding, motivation, etc.), it has created new concepts in itself. The main purpose of the Human Resources departments is to develop gradually; increasing productivity in the workplace and ensuring that employees are satisfied. It is a bridge between a kind of employer and a worker.

Objectives of HRM. There are four main objectives of human resource management. They are organizational, functional, personal and societal objectives.

Organizational objective. HRM is a way to attain productivity and effectiveness. It serves other functional fields, to support them to obtain productivity or effectiveness in their processes and achievement of objectives to achieve efficiency. It is just a means to help a company with its fundamental objectives. Just released, the division subsists to serve the rest of the organization.

Functional objective. HRM performs such a large number of functions for different departments. In any case, it must see that the simplification ought not to cost more than the advantage rendered. Personal objectives of employees must be met if workers are to be maintained, retained and motivated.

Otherwise, employee performance and satisfaction may decline, and employees may leave the organization.

Personal objective. To help workers in attaining their own goals, at any rate seeing that these goals upgrade the individual's obligation to the organization.

Societal objective. To be civilly responsible for the requirements and challenges of society while minimizing the negative impact of such demands upon the organization. The failure of companies to apply their resources to society's benefit may result in constraints. For instance, organizations may claim laws that limit human resource choices.

The Focus of HRM. Human resources focus on maximizing employee efficiency. HR professionals manage the human capital of an organization and focus on applying policies and processes. They can specialise in recruiting, training, employee-relations or benefits. HR is primarily dealt with the management of people within organizations, focusing on policies and on systems. HR departments are responsible for superintending employee-benefits design, employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefits systems).

More broadly, HRM makes reference to the management of all decisions within an organization that is attached or related to people. HRM is a tool used to try to make optimal use of

Human Resources to foster individual development and to comply with government mandates. Therefore, for a company to attain its goals to must have employees who will help it achieve them.

Importance of HRM for organizational success. Human resources management (HRM) is the integrated use of an organization of management systems, policies and practices to recruit, develop and preserve employees to help organizations attain their objectives. HRM plays an important role in making sure employee satisfaction and improving performance and efficiency. This can improve the competitive advantage of the company and directly conduce to the success of the organization.

HRM provides managers with skills and tools to improve their performance and the performance of their employees. By using these tools and working closely with human resources experts, managers can develop the skills of employees and give strength to the commitment of their employees to the organization. This will strengthen the capacity of the organization to strengthen the performance of individuals and organizations and attain the objectives in accordance with the objectives and performance standards. That is why HRM has grown in importance in recent decades. Administrators can recognize that the effectiveness of the human resources

function has a compelling impact on the income of the organization.

HRM donates to the success of the organization by ensuring:

- Recruitment and selection of the best candidates,
- Decision of greater legal complication
- Improve productivity or capacity
- Decrease the costs

For gaining the organisational success firstly, HR managers set the goals. But what to know beforehand? Here is the simple explanation. As all employees will not be in the same level of education, the action plan and the professional goals must be explained and expressed in measurable terms and transparently measured for each employee to perform to the best. Most employees will be only too enthusiastic to augment the individual work output if made to understand that no employee is less important or frivolous in accomplishing the company's stated objectives. For an optimum understanding and completion of a particular project, an inclusive approach is always needed. The same is valid for human resource management and its goals.

HR management must ensure that all employees are treated fairly and there are no grounds for dissatisfaction. Special care must be exercised when making strategic decisions which affect the well-being, comfort, and self-respect of employees. HR managers must keep in mind that most employees will not

be committed to an organisation which does not sufficiently or adequately care for them. Creating proper atmosphere and working in good conditions reduce stress and improve the ability to adapt and also the effectiveness of all employees.

Functions of HRM. None of the organizations can form a good work condition without good Human Resources. The main functions of the Human Resources Management (HRM) team contain recruiting and selecting people, training them, performance appraisals, motivating employees, further business communication, workplace safety, and etc. The advantageous effects of these functions we can clarify like following:

Recruitment, Selection and Training - This is one of the main responsibilities of the human resource group. The HR managers arise with plans and strategies for hiring the right people. They form the criteria which are best adapted for a specific job description. Their other responsibilities related to recruitment include defining the obligations of an employee and the enlargement of tasks assigned to him or her.

The recruitment and selection procedures begin with organisational or we can say administrative analysis. This is the procedure of figuring out the total organisation, its objectives, human resources, efficiency and constitutional ambiance. The most beneficial and important data and the

information is retrieved from the corporate strategic plan or human resource strategy if they are available. Other sources are monthly or quarterly reports, authority policies and laws, market flows and global patterns.

The next step is job analysis. This is the process of analysing and listing the tasks that are involved in the job, all the steps taken to perform the different tasks and all the requirements the respective tasks put upon the jobholder. The data on the nature of the job and necessities can be attained from the available human resource guides, job descriptions, making investigations from departmental and sector managers or controllers, the person doing the job and affecting around to see how the job is completed. The final step is individual analysis. This involves performance appraisal of individuals doing the job in order to compare individual knowledge, skills and competence requirements in relation to the job objectives and possible potential for development.

What about trainings? The effective HR Management requires special HR Training for employees in Human Resources. The HR Employees do not own to just the experts in employee relations, but they must be experienced in the communication, project management, fields of expertise and many other. The specific and customized HR Training must be developed concerning the HR Department as its professionalism and quality of services grow constantly. The HR Training is not

just a practice in HR Skills and HR Competencies, but it the managerial training as well.

Performance Appraisals - A performance appraisal is a systematic review of an employee's job production and performance, and overall contribution to an organization. Also known as an "yearly review," "performance review or assessment," or "employee assessment," a performance appraisal measures an employee's abilities, successes, and development, or non-attendance thereof. Companies apply performance appraisals to provide employees essence feedback on their work and to justify pay raises and bonuses, as well as end decisions. They can be conducted at any given time but tend to be annual, semi-annual or periodically.

HRM stimulates spiritually the people working in an organization, to work according to their potential and gives them suggestions that can help them to bring about advancement in it. The team connects with the staff discretely from time to time and runs all the important information regarding their performances and also depict their own roles.

Maintaining Work Situation - It is an essential aspect of HRM because the performance of a human being in an organization is broadly driven by the work atmosphere or work culture that dominates at the workplace. A good working condition is one of the benefits that the employees can expect from an effective human resource group or team.

HR and PR. Expanding Public Relations - The link between human resources and public relations can both be connected with the human management and communications, Human resources professionals are selected to manage company employee's, Your HR team members try to ensure the investment in your employees is profitable for you, your employees and, eventually, your business. HR shows many internal functions to maintain a happy, productive employee post.

The Public Relations team is charged with developing your company brand by serving and keeping your business in the public's awareness. PR personnel spends time outside the confines of your company, significantly supporting your company's image. The success of your PR team members defines how well your business is seen by potential customers and other businesses. The burden of organizing good public relations lies with the HRM to a great extent. They organize business meetings, discussions and various official gatherings on the personal interest of the company in order to build up relationships with other business sectors.

Chapter 2. UNDERTAMING ECONOMIC AND CULTURAL CONTEXT OF EU COUNTRIES.

Brief history of the European Union. The European Union is set up for the purpose of stopping the frequent and bloody wars between neighbours, which completed in the Second World War. As of 1950, the European Coal and Steel Community (ECSC) starts to unite European countries economically and politically for to secure enduring peace. The six establishing countries are Belgium, France, Germany, Italy, Luxembourg and the Netherlands. The 1950s are dominated by a cold war linking east and west. Protests in Hungary on the Communist regime are put down by Soviet tanks in 1956. In 1957, the Treaty of Rome constitutes the European Economic Community (EEC), either 'Common Market'.

The European Union (EU) is composed of 28 member states. Every member state is party to the founding treaties of the union and thereby subject to the privileges and obligations of membership. Unlike members of most worldwide organisations, the member states of the EU are controlled by binding laws in exchange for representation within the

common legislative and judicial institutions. Member states must agree unanimously for the EU to adopt policies concerning defence and foreign policy. Subsidiarity is a founding faith of the EU.

Cultural diversity and human resource management in EU countries. One of the principal features of the European model of management is characterised by the cultural difference specific to the EU area. In accordance with some professionals, the main opposition regarding the approval of the European model of management is characterised by the evidence that among the European countries there are numerous differences from the economic, social, political and cultural point of view. In accordance with cultural dimensions, EU states can be enclosed on groups of countries; at the level of each group, we can classify a group of similarities from the managerial point of view (*fig. 1*)

The cultural dimensions of the model improved by G. Hofstede provide the achievement of a complete analysis concerning the existent cultural diversity in the European area. Raising the European countries according to the power distance and the rate of uncertainty avoidance provides the featuring of the management models special to each of the five classifications of European countries (*figure 1*).

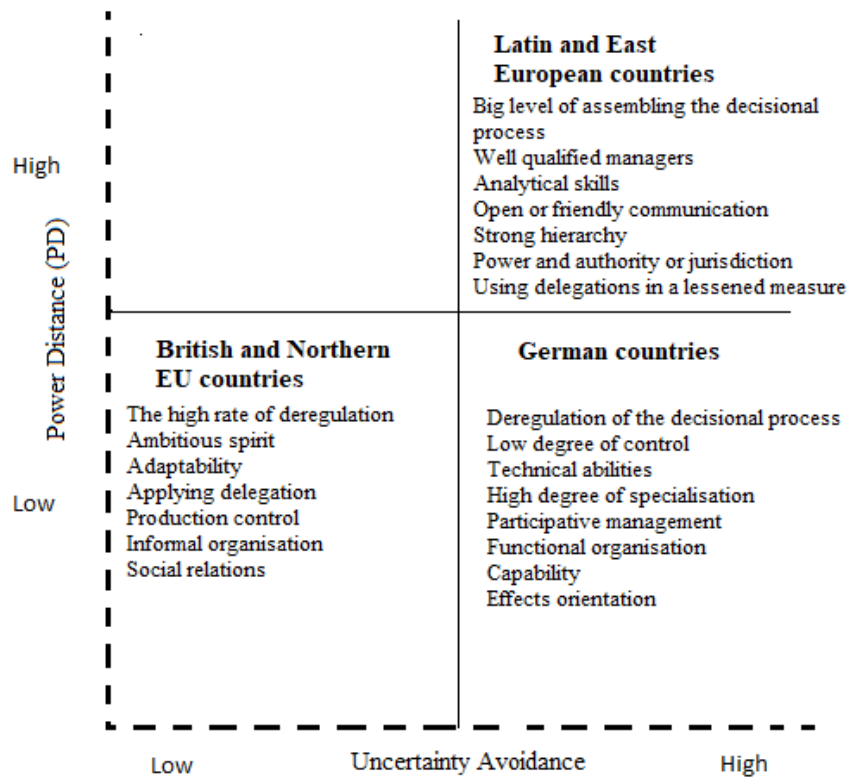


Figure 1. Appearing cultural conditions in Europe.

The German administrative style is defined by a low level of organizational control and restriction, as defined by a high level of control, in contrast to the management model applied in the countries of Latin and Eastern Europe countries. The irregularity of administrative activities represents the main standard feature of the German, British and Northern administration models. The management technique in northern countries is defined by the low level of distinction between ambiguity and hierarchical levels, similar to the British.

In German management policy, unlike technical skills and very specific training, you have an important precaution the

emphasis is on a common level to the north and the British countries.

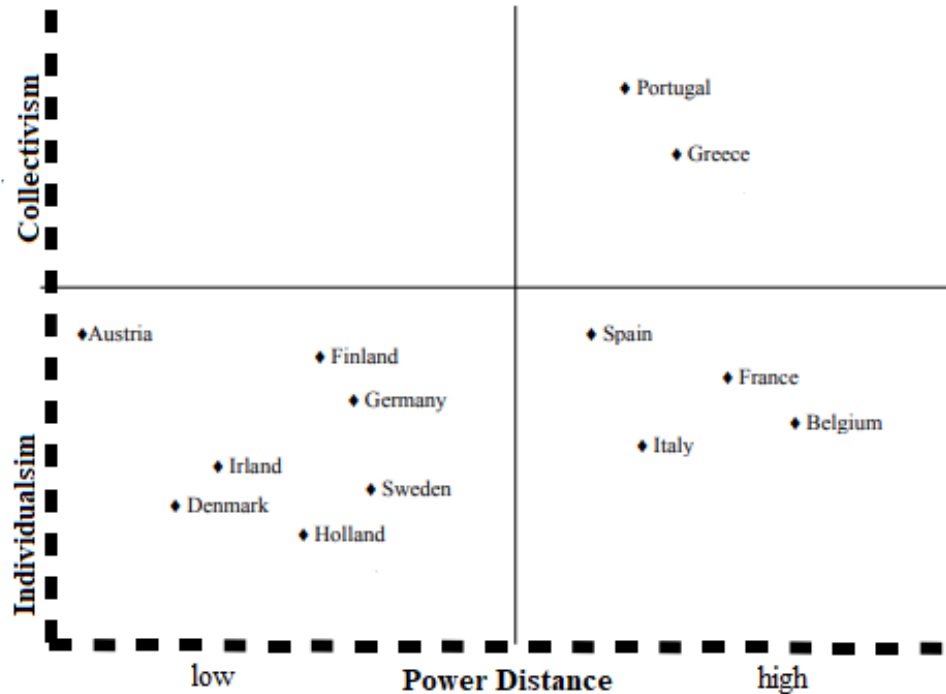


Figure 2. Expressing some EU countries according to the power distance and individualism/collectivism

The relationship between the two dimensions of culture, *power distance*, and *individualism/collectivism* enables the stress of some main differences between the EU countries (figure 2).

The general result of the two cultural vectors towards power and respectively, individualism/collectivism is rendered by the level of economic improvement. In accordance with the level of economic development, the EU countries can be categorised into two groups: wealthy countries and developing countries. Generally, in the wealthy countries (Germany, Sweden,

Denmark, Netherlands, France, etc.) (figure2) there is no clear connection between the distance towards power and collective sort familiarisation. In replacement, at the level of the developing countries (Ex: Greece, Portugal) the relationship between the two dimensions of culture is clear. More than that, from the Latin countries group, Portugal is the one where the collective type orientation is accepted, resembling from this standpoint with the countries in East Europe. In the collective model cultures, the individual opinions do not survive, being led by the group belonging. In the northern, British and German countries, it prevails the individual type familiarisation. In such countries, the opinions dispute is regarded to lead to a higher value.

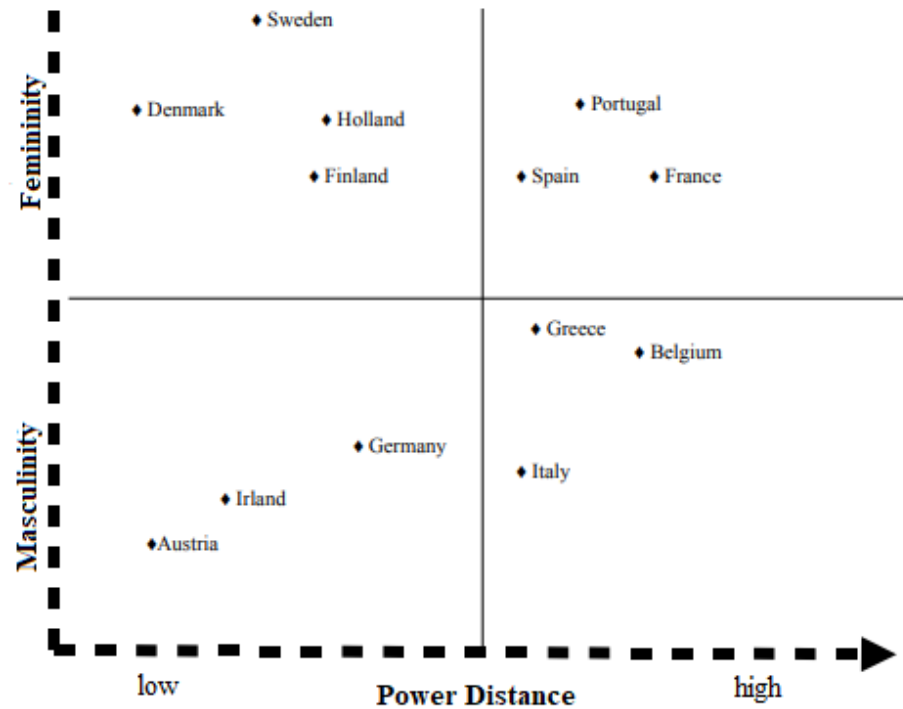


Figure 3. Expressing some EU countries according to the power distance and masculinity/femininity

The relationship between the masculinity index and the power distance index enables to highlight the diversity among EU countries from the standpoint of managerial practices (figure 3). Although the models of British and Northern management are matching (figure 1), the relationship between the power distance index and masculinity/femininity enables the emphasis of some similarities existent among these. The northern countries (Sweden, Finland, Denmark,), although can be held an example of economic development, express cultures of feminine type (figure 3).

From the managerial standpoint, it manages the orientation for dispute decision through compromise, the distraction for working conditions feature and the social atmosphere. From the standpoint of the two dimensions of culture, the models of British and German management are matching (figure 3), is distinguished by a little hierarchical distance and expressing cultures of masculine type. The level of economic development of these countries is defined by the progression of certain values such as competition, performance, and success.

From the standpoint of the two dimensions, the power distance, and masculinity/femininity, the biggest variations can be defined at the level of the Latin and East European countries (figure 3). In countries such as France and Portugal, it predominates the feminine type culture, Italy and Portugal are situated at limits, although they can be devised in the same management type. While Greece is described by a masculine type culture.

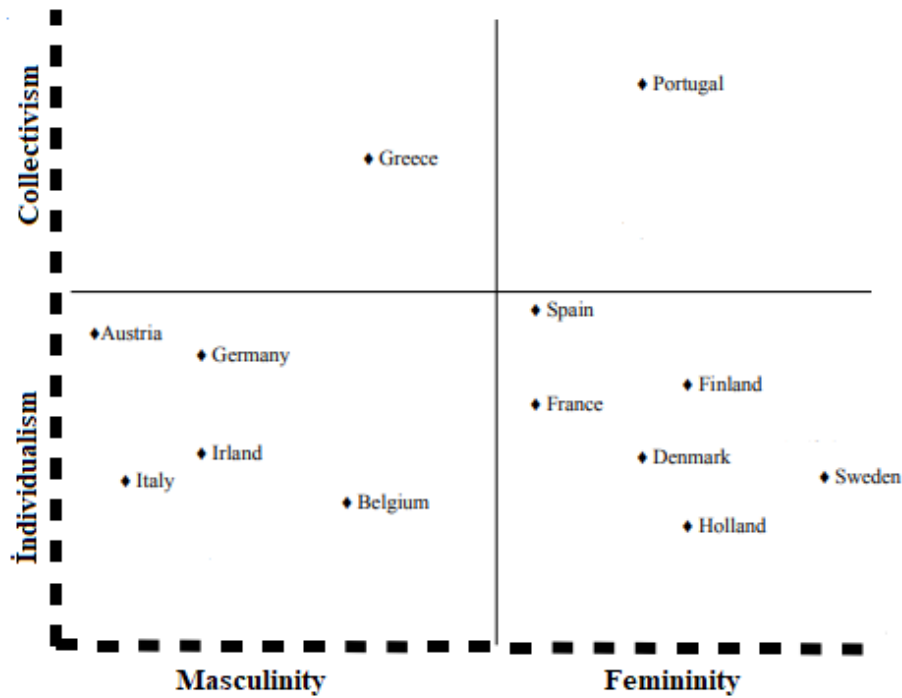


Figure 4. Expressing some EU countries according to individualism/collectivism and masculinity/femininity indexes.

From the cultural standpoint, main varieties are listed at the level of Latin and East European countries (*figure 4*). Belgium and Italy, compared with France, Spain, and Portugal, are dominated by the masculine nature cultures. France and Spain perform a series of elements special to the feminine culture type, but the principal role comes, at a certain extent, to the individual. In Spain, the individual and the group have a relatively close quality level. Compared with the other Latin countries, Portugal is highlighted, being dominated by the collective vision and the feminine kind culture.

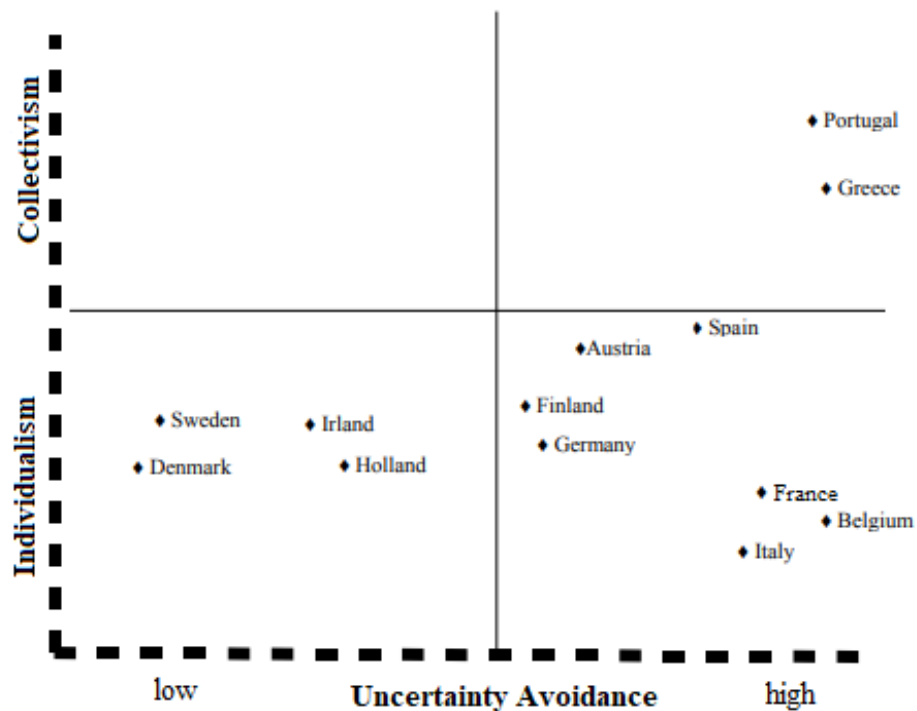


Figure 5. Expressing some EU countries according to individualism/collectivism and uncertainty avoidance indexes.

In the individualist countries (*figure 5*), the strong efforts to avoid uncertainty issue in forming certainly written dictates in a clear form. In the countries dominated by the collective sort culture, uncertainty avoidance is based on a list of rules formed by tradition. At the same time, the relationships between the two dimensions of culture (*figure 5*) indicate the way in which conflicts among groups are progressed in a community. In countries, such as France, Italy, Belgium, there is a much opposition between minorities and moral religious or linguistic groups that have faced affairs. But, the features of the individual type culture special to these countries present, at

least formally, the guarantee that people liberties are respected. In the countries identified by a low level of uncertainty avoidance, dominated by the individual kind culture, the minorities rights are promised.

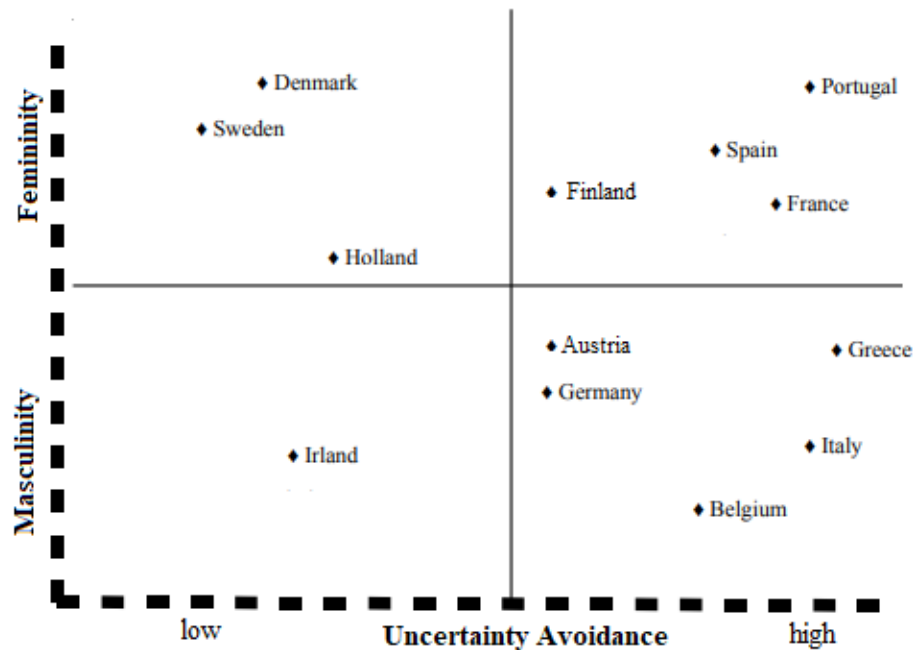


Figure 5. Expressing some EU countries according to individualism/collectivism and uncertainty avoidance.

In the countries identified by a low degree of uncertainty avoidance, such as Sweden, Denmark, Ireland (*figure 6*), one of the motivating circumstances for the employees is expressed by their availability to take part at unknown risks. In the masculine type countries, the results and performance are the main motivating factors. At the same time, the necessity of satisfaction and the need of power represent motivating factors

of a great value. The individuals that relate to feminine sort cultures are usually motivated by the variety of the work conditions. In the countries with a high rate of uncertainty, the individuals are, commonly, not happy with their proper job, the main motivating factors being the safety of the workplace, the respect and the need of belonging. In the countries with a low rate of uncertainty avoidance, one of the main motivating factors is expressed by the demand for satisfaction.

The "European" model of human resource management.

Case countries: My "Triangle countries map" method -

Spain, France, Germany, Poland, Czech Republic, Greece.

HRM as a theory was formalised in the USA in the late 1970s and early 1980s, encapsulated in two popular textbooks (Beer et al. 1985; Fombrun et al. 1984). These approaches modified but both distinguished HRM from personnel management and clarified that the past included more mixture of personnel policies across functions and with the corporate approach (with HR being the downstream position); a bigger role for line managers; a change from collective to individual relationships; and an accent on improving company performance. The concept of “European model of Human Resource Management” was formed largely as a board to the power of US ideas of human resource management (HRM). This mused improvements in the arguments about how we should consider

the notion of HRM (Kamoche 1996). It was disputed (Brewster 1994; Sparrow/Hiltrop 1994) that US assumptions about the nature of HRM were inapplicable in this (and probably other) continents and that Europe needed models of its own.

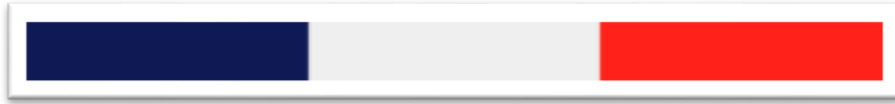
Certain concepts were behind the institution, towards the end of the 1980s, of a research system based on one university by country, anointed to recognizing trends in HRM in Europe. That system evolved from the original five countries to twenty-seven in Europe and some dozen others reached across the world. Some fifteen years after the start of the project, and at the point of the publication of the fourth edited book based on the network's products (Brewster et al. 2004), this seems to be a good time to evaluate what we have seen.



A historical aspect of Human Resource Management (HRM) in Spain is selected for to attempt a general survey of the progression of the personal role in Spanish companies and to recognize the modern situation of HRM in Spain. Covers five periods definitely: (1) HRM during the Franco regime (2) The financial crisis and political change (3) HRM during the 1980s: from the economic crisis to economic recovery, and (4) HRM in today's Spain. Finally, provides specific consideration to the influence of the Single EU Market on HRM methods in Spain.

There is not much proof that Spanish companies practice ordered performance appraisal methods. Actually, there is a shortage of proof regarding performance appraisals in common. This can be due to the case that performance appraisal is a largely unexplored field in the HRM literature—not only in Spain. One study that we reviewed found that more than 40 % of the organizations inspected had no performance appraisal system (Rodríguez, 1991). More recent research emphasized some interesting facts: 53 % of the firms inspected said they do not evaluate the performance of their administrative employees, 50 % do not use performance appraisals to settle promotion potential, and 61 % do not use performance appraisals for career improvement goals (Dolan et al., 2003).

The principal difficulty extends in managing the essence of civil services distribution and in executing the Primary Statute of the Public Employee, which hits the entire Spanish civil sector, highlighting expert career improvement and performance evaluation. Additionally, there exists a substantial delegation to encouraging social discussion, principally considering HRM subjects as wages, working hours and strategic plan. Subsequently, the Spanish Government promises its consignment to the main assistance for a new organisational culture based especially on competence, expertise and much communication among the public worker and the resident.



In France, no other professional business function is so predominantly considered by culture as HRM. In France, Cartesian models of logical thinking, the enthusiasm for anti-authoritarian individualism, and the decrease of disorder within law and bureaucracy affect the company's sociocultural circumstances, particularly, within the education system, the status of executives, and the role of business unionism. Stress is put on the concept of universality in HRM; it is at the junction of all the other corporate functions and its position is shared with the line managers at the technical, relational and necessary level.

As a result of the research in French organisations, we got the challenges in the companies, they are following:

- Communicative dialogue: Execute changes with organizations and workers, also including position sex equality and working circumstances.
- Estimable public companies: work-life stability, and standards
- Ability to move, careers and compensation.



Let's look at the *German* HRM style. Communication. Common employee communication is an essential part of the HRM because it is considered to impart higher organisational responsibility in the workforce. Three types of communication can be divided: top-down (company to an employee), bottom-up (employee to a company), and two-way (interactive). With the view to top-down communication, most organizations have some kind of purpose statement. Furthermore, in medium-sized and large-sized enterprises management guidelines can additionally be determined. These guidelines appoint the features of the leadership theory, which usually is a cooperative or participative management and leadership method. In-house journals, which include all kinds of company-related knowledge, can be found in most of the large companies. With the view to bottom-up communication, patterned attitude reviews have become increasingly important. Forms of two-way communication (e.g., workshops) are sometimes applied after these surveys when outcomes and possible results are discussed on the level of departments or workgroups. As a general inclination, direct

communication either in the form of meetings or automatic has increased (Weber/Kabst, 1999).

Beyond the following ten years, higher than one million general and state workers will attain retirement age and retire the German civil service. Demographic diversity will drive to lacks of experienced and skilful employees and a higher average age among workers. For this inference, hiring, coaching and maintaining corps and funding more in regular and ageappropriate advanced training of employees have become important priorities. Raising employees' enthusiasm and capacity to receive completely their careers is plus an area of stress, using elastic continuous coaching classes which are combined into the work system with the aid of new tools and learning programs. This stress involves designing work with the demands of ageing employees in spirit.



A reduction in the employment rate in the public service was seen within 2010-2011 years. Additionally, a wage freeze at formal level determinants into fiscal strengthening proposals also turns to the pension plan (both public and private sectors), involving increased retirement time. Removal of employees with open-term deals is admitted, with the employee getting a regulated adjustment. General government sector employment

excluding state corporations as a percentage of the workforce, 9.5% in 2010, is then quite low related to the OECD average of 15.1%. Additionally, compensation of government employees as a percentage of GDP, 10.3% in 2010 is close to the OECD average of 11.3%.

The main challenges for human resources in Poland:

- The “doing more for less” difficulty (rise in the number of responsibilities and contemporary conversion of resources (human and economic) demanded the performance of these responsibilities).
- Assuring greater density in the area of HRM in the public service also including broadly distinguished public policy.
- Connecting the level of compensation with production.
- Improving work time compliance and ability to move which we call mobility.
- Developing the public service concept.
- Developing moral awareness in a consecutive manner.



Human resources management (HRM) in the Czech Republic is broadly affected by global organizations running in the territory of Eastern and Central European countries. Training local employees covers human resource (HR) policies and

practices that are better to raise headquarters and is usually defined as best practices. The Czech corporations have either accommodated and copied such practices across time or individually developed similar HR procedures and practices.

The Czech Republic is one of 27 OECD countries who is expecting a decrease in the rate of civil sector employment as a result of executed reforms. A broad range of policies has been deployed in this respect, including 10% salary and personnel cuts. Employment legislation allows for the removal of employees when a ministry attempts to restructure; nonetheless, the government is required to propose reallocation possibilities and the employee is able for an endowment. There are no usual policies to support voluntary leaving. The level of public sector employment as a rate of the labour force, 12.8% in 2010, is somewhat below the OECD average of 15.1%. The compensation of government workers at a rate of GDP, 7.6% in 2010, is essentially below the OECD average of 11.3% and in the lower region of the scale.



Greece leads to decide HRM methods to line departments to a lower extent than the average OECD country. The role of primary HRM organizations in setting and monitoring pay systems and employment circumstances has the most

significant influence on this outcome. Overall, a delegation of HRM practices has led to a broadly relative framework in ministries, but with significant diversity across them. Concerning strategic HRM practices, Greece makes little use of these policies. The most obvious oversight is the lack of a Common Accountability Framework for managers.

The OECD launched a civil governance survey of Greece in 2011 and distinguished a kind of difficulties in human resources management which Greece challenges in securing the effective and sustainable commitment of civil services. The last economic and political environment in Greece fixes some of those challenges in obvious satisfaction and expands their critical, and eternity, weight. Especially under the restraints of restructuring and personnel discount means, the rapid ageing of, and restricted movement in, the civil service limit the government's capability to secure employees with the appropriate talent and abilities are being used in the best approach. Uncertainties over the durability of merit-based recruitment and publicity union this effect. In addition, the shortage of an open, inclusive HR strategy and the struggles faced in organising HRM betterment into the modernisation attempts of government limits the capability of management to increase efficiency in service delivery, promote organisational innovation and progressive plan.

The OECD launched a civil governance survey of Greece in 2011 and distinguished a kind of difficulties in human

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Chapter 3. HUMAN RESOURCE MANAGEMENT IN AZERBAIJAN

Azerbaijan: Economic and business context. Azerbaijan, is found at the borders of Europe, Asia, and the Middle East, is a main economic and business performer in the Caucasus area as a result of its large oil and natural gas resources. With the aid of the International Monetary Fund, Azerbaijan proceeded an economic stabilization performance since the 1990s. Linked with the oil growth, this drove to an average GDP growth percentage of 21% in 2003-2007. Since that time, this rate has reached to stumble and the international condition put an ending to the double-digit increase of the "Emirate of the Caspian". Oil and gas estimate for about three-quarters of Azerbaijan's national revenues and 45% of the GDP, so the drop in raw oil prices since 2014 has gone the country expressly hard.

In accordance with the World Bank statement from 2016, Azerbaijan has reached substantial progress in the decrease of poverty, which is to be taken by reformations in the labor market and the progress of the private area. The unemployment level is steady at about 6% of the workforce.

The difficulty of corruption still lingers unsolved and may seem as an obstacle to industry development. In 2017, the country placed 122rd of 180 countries ranked by Transparency International. The 20-year-old dispute with Armenia around the discussed region of Nagorno-Karabakh noticed an increase of forces in 2016 and is questionable to be solved in the expected future.

With the collapse of the Soviet Union in 1991 and the ending of collectivity resources, Azerbaijan has chosen a policy of deregulation and has private 99% of its agricultural division. Agriculture provides approximately 6% of the GDP and operates 37% of the employment. Nevertheless, productivity rests low as a result of the lack of modernity at the agricultural part. The major products are wheat, cotton, tea, silk, and tobacco. The country also produces different potentially marketable products, including natural pink grapes, persimmon, and other unique products. The percentage of the GDP in the agricultural field has been weakening regularly year on year, likely the industry and co-operation sectors. In the large-scale project "Azerbaijan - 2020: Outlook for the Future", the Azerbaijani Government conceives to raise – as well double – the amount of per capita GDP in the country. This increase is to be determined by non-oil businesses. One of the advantage areas will be the agricultural field, which also has a substantial impact on poverty decrease in provincial areas.

Culture and human resource management in Azerbaijan.

In Azerbaijan, HRM development can be evaluated and evaluated as two periods. These are the Soviet and post-independence periods. Just as Azerbaijan, which has been living in the Soviet Union for seventy years, is in every area, many applications still remain in the field of HRM since then. From this point of view, it is useful to give brief information about the Soviet HRM practices before giving information about the present situation of Azerbaijan HRM practices.

In the Soviet era, when central planning was dominant, the HRM function was always preserved within other operating functions after the production function. For this reason, this function is centralized. This centralization took place with the local communist party organizations. Each local communist party organization was tasked with overseeing the general social environment and made a final say at all appointments (Domsch and Lidokhover, 2007: 2). In the Soviet era, four sections dealing with personnel affairs in each major business. There were. The first is the recruitment, removal and personnel department dealing with judicial proceedings in assessing their performance; the second is the unions responsible for organizing social life; holiday camps, kindergartens, sports and social activities, and most importantly, the activities necessary for the employees to be house owners. Third, the wage

department, was charged with timely payment and management of wages. Finally, the chapter dealing with the design of jobs and work safety managed by the chief engineer. As can be seen from these chapters and the activities they have carried out in the Soviet era it has never been a HRM strategy set at the enterprise level (Domsch and Lidokhover, 2007).

With the disintegration of the Soviet Union, all of the above functions have been rolled into a huge void. The personnel department, which is obliged only to carry out legal procedures related to the employees, was inherited from the Soviet period in the enterprises in Azerbaijan. Fee departments have also been transferred to accounting departments in many businesses. In the 1990s, the Kadrolar branch, the only branch of the business that was interested in human beings, was still a branch of employees who saw their salaries and other personal affairs. Even some of the firms did not even have the Kadrolar Branch, and all of the employees' personal affairs were managed by an accountant. Beginning in the 1990s, with the understanding of Quality Management System, which showed the idea of spreading the quality from the lowest level to the highest level, human being started to come to the forefront more. Staff names change over time as human resources department, but there are still many the company's activities were limited to managing the employees' personal affairs. But among its functions, new

concepts such as rewarding, performance, evaluation, career management have also begun to enter. Now, the importance of human understanding has increased in time and the selection of the right person for the right work has become one of the main tasks of the human resources department.

Executives who realize that the capital invested in their employees actually improves their efficiency in realizing the company's goals, have begun to pay attention to the behavior of workers. Even later, in some large corporations, the training and development branch further developed and acted as the effective branch of human resources management. Nowadays, many companies have started to see man as a capital to be invested rather than a managed resource in order not to fall behind. This way of thinking is the most obvious indication that human resources management has become one of the main branches of the companies.

As a result, we know that Azerbaijani HRM practices have not been fully liberated from Soviet practices, especially when they are going to modern applications with the contribution of foreign capital enterprises, and they are a mixture of these two. In the next part of the study, the questionnaire and interviews will try to put forward the factors that affect the formation of Azerbaijani HRM practices in the framework of organizational and environmental factors in Brewster model.

Chapter 4: DIFFERENCES BETWEEN EU COUNTRIES AND AZERBAIJAN

Hiring Process: Recruitment and Selection. One of the most major human resources functions in each business is the process of recruiting and selecting the "true" staff. How the company determines "true or right" is essential, and there are two pretty diverse aspects of that inquisition. On the one hand, a public management strategy centres on the strength of the selection technique to distinguish people with the necessary technical acquaintance, analytic ability, and communication abilities (among different characteristics) necessary to succeed. In another way, the sociological aspect stresses the reality that selection rules and methods are both outputs of and shapers of the organizational knowledge, considering what is charged in the organization and ensuring selection of new staff who fit into the organization and support its cultural values. This role of the selection method drives on also an exceptional significance to an almost new business and one that is made up of people attaining from a broad diversity of social and trained

successes, such as the European Union and its component institutions.

Spain. Recruitment methods in Spain are common. Favored methods involve personal contacts, offered applications, and internal promotion (Baruel, 1996; Florez-Saborido, Gonzalez-Rendon, & Alcaide-Castro, 1992). More than half of the organizations, all big in size, viewed by Rodríguez (1991) described that they did not have a formal recruitment policy. Nonetheless, there does look to be an expansion in the utility of press advertising, headhunters, and passing work agencies (Florez-Saborido et al., 1992). Segalla and his partners (Segalla, Sauquet, & Turati, 2001) asked nearly 300 directors working in financial organizations in France, Germany, Italy, and Spain their recruitment choices in a released situation. They found that Spanish managers were further fit to adopt internal advertising policies and can prefer local applicants over strangers (Segalla et al., 2001). They also found that Spanish recruiters concentrated on technical skills rather than on formal training.

France. France employs the most career-based recruitment policy. Admission into the public service is achieved through a centrally managed computing for research, which is distinguished by priority but a not professional society. Most jobs are open to internal Number of fixed working hours per week: 35 average number of annual leave days per year: 25 average number of bank (public) holidays per year: 11 the total

number of hours worked per year: 1573 and external recruitment, with applicants applying directly to the post. Some dimensions have been newly taken to raise external recruitment for top management and decrease it for secretarial and technical positions. A variety of diversity policies is in place to promote the image of women and the handicapped. These include a special right for an interview, preference in the selection process and awards for members.

Germany. Facing the past of this specific institutional circumstances, how has the HRM been chosen in Germany? During years, a very negative view has been drawn. Lawrence (1991) presented one of the most often cited statements of HR practices in Germany. Based on case studies of twelve companies in West-Berlin he arranged that German employment market institutions have a definitive impact on the management of personnel in companies. More accurately, he argued that through collective agreement managers have suffered their direct impact on pay negotiations, that works councils condition their activities in such a way that they enhance reactive rather than pro-active, and that the need of primary vocational training leads to an overemphasis on training issues. So, Wever (1995) indicated that the German business system is highly regulated. She witnessed some severe disadvantages of what she called a “negotiated approach” to HR problems in German companies. This approach is described, for example, by passive change, high

bureaucratization, and reduced energy. An important element of the HRM is the careful selection of the employees. This includes the use of regular or patterned selection plans (e.g., structured interviews, formal tests, evaluation centres). The most frequent way of selecting candidates in Germany is a multi-step method that includes an initial screening of the application papers (e.g., curriculum vitae, school and academic records, references). In the following stage, promising candidates are interviewed at least once, in most examples by an HR expert and a supervisor for the position to be filled. The interview itself is predominantly unorganized or semi-structured. Formal tests are unusually applied. Assessment centres are applied mostly for the selection of management trainees. Also, German companies generally avoid the use of formal formulated tests, such as IQ tests or character surveys (Dietz et al. 2004; Schuler/Frier/ Kauffmann 2000; Weber/Kabst 2000).

Poland. The Recruitment policy of Poland is highly decentralized and a cross of career and position-based systems (with a tendency towards a position-based model). All job vacancies are open to domestic and outer applicants, and selection is made by direct questionnaire and interview. In 2011, the Public Service Act was changed to raise the level of persons with handicaps hired in government offices, providing advantages to disabled people in offices in which they express less than 6% of workers (in 2010, disabled employees

estimated for 2.8% of the Civil Service). This affirmative action is expected to increase social equity while keeping policies of recruitment.

Czech Republic. The CR applies a recruitment method which holds a compound of career based and position based. Admission within the public service is reached a number of regular work hours per week: 40 Medium number of yearly sabbatical days per year: 25 Medium number of public holidays per year: 13 Total number of hours worked per year: 1782 by a competing experiment, with entry, committed to the organisational level. All vacancies are announced externally and each post is open to inner and outer recruitment for a direct request. There is a different policy in the position which places a 4 percent ration for selecting people with a handicap and exacts a penalty on organizations who do not abide by.

Greece. The recruitment policy used in the Greek civil service is especially career based. Admission into the public service is managed by a competing examination and is led both central and at the organisation level. Not many jobs are open to external recruitment and all applicants first have to enter the public service. Additionally, there have held some steps used to defeat external recruitment of professionals, secretarial and technological support staff. Subsequently, Greece holds a variety policy in place that gives the decision to handicapped candidates in the selection process.

Work Conditions. This is the situations in which a person or employee work, including but not restricted to such things as agreeableness, physical atmosphere, stress and turbulence levels, a measure of security or danger, and the similar.

Spain. The average annual work hours in Spain, 1663 hours in 2010, is lesser the OECD average of 1745 hours. This is made by somewhat less weekly work hours and more public leaves. Data are unavailable concerning desertion in the civil service, although disciplinary dimensions exist to decrease it.

France. The average annual working hours in France, 1573 hours in 2010, is one of the lowest of all OECD countries, and well under the OECD average of 1 745 hours. This is made by very low work hours per week and a few additional days of annual vacation. The average number of weak days used per employee is 13 days per year.

Germany. The average yearly working hours in Germany, 1814 hours in 2010, is above the OECD average of 1 745 hours. This is made by more work hours per week and is partially balanced by some extra days of yearly vacation. The average number of weak days driven per year is 16.32 days and a medicinal consent is only wanted after three days of sickness

Poland. Public service workers in Poland work 1790 hours per year on average, which is somewhat bigger than the OECD average of 1 745 hours. This is driven by higher working hours

per week, and slightly balanced by more yearly vacation days than normal. Data on desertion are unavailable but the government sector does restrict the number of weak days per year conceded (even with a doctor's certificate) in order to decrease desertion.

Czech Republic. The average annual work hours in the Czech Republic, 1782 hours in 2010, is somewhat bigger than the OECD average of 1 745 hours. A bigger than average working week of 40 hours is frequently balanced by a few extra annual vacation days and public leaves or holidays.

Greece. The average annual working hours in Greece, 1 678 in 2010, is slightly below than the OCED average of 1745 hours. This is made by a somewhat below than average working week and a few extra leaves. Data are unavailable concerning desertion; nonetheless, there are some standards to assure weak days are reasonable, especially when falling next to a public vacation.

Training and Development. For to keep a competitive point in the marketplace, your organization must finance in the training and development of your workers. Human Resources Development (HRD) concentrates on both training workers for their current jobs and developing abilities for their future positions and duties or responsibilities. HRD actions hold

training for directors, administrators, and staff; tuition compensation programs; client service training; achievement management; harassment restraint training; 360-degree reviews; and profession coaching.

Spain. 5-14 days of training per year.

France. 3-5 days of training per year.

Germany. 1-3 training days per year.

Poland. Obligatory introductory training (preliminary service) has been organized for employees using up work within the public service for the primary time, but the director general of office may release a person from it. Preliminary service does not pass 4 months range. The training method involves central training, concerning priorities appropriate to members of the public service; general training, regarding key skills needed to present civil service duties; specialist training, comprising concerns linked to the special office; and training under special professional improvement.

Czech Republic. 10-15 days of training per year.

Greece. 3-5 days of training per year.

Payment Settings. *Spain.* Education or educational abilities are the principal determinants of the first salary for all categories, with age also of some importance. Past salary levels and years of practice and experience are allowed for

possibility when fixing the salary of a new boot. Additionally, seniority-based salary is in use.

France. The first salary is fixed for a single, full collective bargaining agreement for the whole central administration. Rewards are arranged centrally, at the decentralized level or separately. Compensation is not listed to other variables and is updated yearly. A variety of factors gives low salary levels, with informative requirements being primarily suitable for management and professionals. Seniority-based payment is applied, but the gains applied have been decreased in recent years. The number of years in a similar environment factor into reward levels of new boots.

Germany. First salary and rewards for state employees are placed in a singular, complete arrangement for the whole federal government within a collective bargaining framework. Pay is not listed to other variables and is updated every two years. Generally, civil assistant compensation is adjusted in line with the agreement reached for state employees. Achievement, appropriate experience, and skills are the most important determinants of the first salary for all grades, with job content also of some importance. Seniority-based salary is no longer in employment.

Poland. Poland's public administration makes no arrangement for aggregate dealing, rather base salary is consulted through an individual bartering framework. Base salary and rewards are swelling listed (contingent upon parliament's decision).

Instructive capabilities and employment content are of high significance to base pay levels, and in addition the specific service the position is in. Performance, status and experience are fairly vital, and age isn't essential in any way. As respects status pay a common administration corps part is allowed a reward for long haul work with the common administration.

Czech Republic. Main salary is decided by a solitary, comprehensive arrangement between the administration and associations for the whole focal/national open segment. It isn't ordered to some other factors and is amended like clockwork. Decentralized transaction and individual dealing decide rewards, which are changed yearly and are not connected to different factors. A vast scope of components are vital to the assurance of base pay over every single progressive level. Status based installment is as yet utilized, and the past compensation and number of years in a comparable position are considered for setting a newcomer's compensation.

Greece. Remuneration isn't available to arrangement as base pay and rewards depend on the suggestions of a free looking at board of trustees. Information are not accessible with respect to the elements which decide base pay in the distinctive various leveled levels; be that as it may, rank based pay is still being used and is figured in light of the quantity of years in comparable positions.

Chapter 5. QUESTIONNAIRE FRAMEWORK

In the framework of the research model of this research, it is aimed to reveal the general view of the functions of HRM applications in Azerbaijan, and to investigate the impact areas of environmental factors that are effective in the emergence of the situation. In this part of the work of another expression, the main objective is to analyze the organizational factors of the research model, to draw a picture of their application and to determine the areas of influence of environmental factors that are effective in the emergence of this picture. In the HRM applications of the research model, the organizational factors that he dealt with in his thought that he was influential were as follows:

- Recruitment and Selection processes;
- Human resources development practices (education and career management;
- Salary management practices;

- Performance appraisals applications;
- Employee, employer relations and communication.

Information on these HRM applications from the Azerbaijani enterprises was collected through the Granet scale (questionnaire) which was prepared by considering the organizational factors included in the Brewster model and also used in the Granfield International HRM surveys.

Scope and Method of Research. The scope of the research is the enterprises operating in Azerbaijan's capital Baku. E-mail and face-to-face interviewing methods have been used in the implementation of these surveys. With these surveys, the total number of enterprises reached in the survey was 28.

Table 1.1. *Sector of the companies participating in the survey.*

Sector of your company		
Banking	4	14.2 %
Finance-audit	11	39.3 %
Construction	0	0 %
Consulting	2	7.1 %
Tourism	5	17.9 %
Other	6	21.6 %
Total:	28	100 %

As can be seen from the table 1.1, a significant part of the enterprises participating in the survey is composed of businesses operating in the finance-audit (39.3 %), banking and tourism. 21.6 % of enterprises participating in the survey also pointed to the other option in question in which sector you are operating. When we examine these selected enterprises in detail, it is generally seen that they are enterprises operating in the private sector.

Another of the general information about enterprises participating in the survey is the number of employees in these enterprises. The numbers of employees working in the enterprises participating in the survey are shown in Table 1.2.

Table 1.2. *Numer of employees working in the companies*

Number of employees		
1-9	5	17.8 %
10-49	20	71.4 %
50-249	2	7.1 %
250-499	1	3.6 %
500+	0	0 %
Total:	28	100 %

When we look at the numbers of employees, we see that the biggest share is the enterprises with 10-49 employees. The percentage of employees with 1-9 employees is the second largest. When we look at these percentages, it appears that

businesses involved in the survey are usually small and medium-sized enterprises (SMEs). It can be said that the result reached satisfactorily if we assume that the enterprises that can fully implement HRM applications will be small and medium-sized enterprises.

Other general information intended to be obtained about the enterprises in which the surveying enterprises are established with domestic capital or foreign capital. The capital of the enterprises participating in the survey is the same as in Table 1.3.

Table 1.3. *Funding capital of these companies*

Funding capital of these companies		
Domestic	23	82.1 %
Foreign	5	17.9 %
Total	28	100 %

Table 1.4. *HR functions which are used by the companies*

HR functions		
Job Analysis	5/28	17.9 %
HR Planning	5/28	17.9 %
Hiring & Orientation	18/28	64.3 %

Training and Development	15/28	53.6 %
Performance appraisal	10/28	35.7 %

When we look at the functions which are used by the companies participating in survey we observe that 64.3 percent of companies use apply hiring and orientation function.

Table 1.4. *Difficulty in providing staff in Azerbaijan's enterprises*

Educated	5	17,8 %
Young	3	10,7 %
Experienced	15	53,6 %
Well disciplined	2	7,1 %
Other	3	10,7 %
Total:	28	100 %

As can be seen from Table 1.4, the survey respondents have not so much difficulties in obtaining young and educated employees. But they have difficulties to obtain experienced employees.

Table 1.5. *Selection and placement practices in Azerbaijan's enterprises (%)*

	Disagree	Agree	Neutral
All employees in our company are examined and recruited	89,3	10,7	0
All employees in our company are recruited based on interviews	14,3	57,1	28,6
The selection of employees in our company is carried out by the director	53,6	10,7	35,7
The selection of employees in our company is carried out by a commission (HR manager, department manager, etc.)	42,9	57,1	0

Table 1.6. *Training and Development in Azerbaijan's enterprises.*
(%)

	Disagree	Agree	Neutral
Trainings in our company are conducted by professional	17,9	64,2	17,9

trainers			
Trainings are conducted by our managers in our company	53,6	21,4	25
Trainings in our company are conducted under the supervision of managers	25	39,3	35,7
The need for training in our company is determined by looking at the performance evaluation results	25	42,9	32,1
Trainings in our company are organized at the request of employees	17,9	35,7	46,4

When the results in Table 1.6 are examined, it is seen that those who participated in the survey have 25 % participation in the part or questions which shows that they don't think, the need of training must be determined looking at the results of performance evaluation, while the training needs of the employees are determined in accordance with the performance evaluation results. Determining the training needs of employees according to the performance evaluation results can

be a positive result in terms of the motivation of employees. However, the fact that managers have a large share in determining training needs, that is, having a large share in determining the training needs of managers and top management, can be an obstacle to an objective determination of needs. The use of professional trainers and the consideration of proposals from employees when the training needs are determined by the enterprises can prepare the ground for a more realistic determination of needs.

Salary/Payment setting. In order to encourage the employees to achieve the desired level of performance in terms of salary management, to retain the qualified workforce or to attract qualified labor to possible job vacancies, the reasons such as reducing the turnover rate and increasing the loyalty to the operation are of great importance. The wage, a factor that determines the level of motivation and welfare for employees, is an expense for employers. Given these facts, every business aims to set up an effective wage system and use it most effectively for organizational purposes. Below we will try to evaluate how effective the wage management is in Azerbaijani enterprises. Questions for evaluating wage management were prepared according to the 5-point Likert scale and asked to what degree they participated in the following questions:

- Your business is paid according to the job, not the person

- Motivation is a tool to attract qualified workforce to pay wages
- Salaries are the most important source of motivation for workers
- The effective wage system is the basis for employees' high performance
- We pay more for high-performing employees in our business

Asking these questions about wage management in the survey is to find out how effective the wage system is.

Table 1.7. *Payment or salary settings in Azerbaijan's enterprises*

	Disagree	Agree	Neutral
In our company, salary is paid on job, not on the employee/person	28,6	10,7	60,7
Salary is the main motivation for employees	10,7	71,4	17,9
In our company, salary is based on the results of job evaluation	7,1	67,9	25
Employees with high performance in our company receive more salary	46,4	21,4	32,1

Salaries are paid at equal intervals and in unchanged amounts	3,6	82,1	14,3
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Chapter 6. RESULTS AND CONCLUSION

In this dissertation topic, I tried to appear main differences between implementation EU and Azerbaijani model of Human resource management processes. I have analysed work condition, payment/salary settings, trainings and development, and hiring process (recruitment and selection) in 6 EU countries and Azerbaijan. Firstly, I want to share my results and write conclusion part:

Result 1. Hiring process, Recruitment and Selection of employees. Recruitment methods in *Spain* are common. Favored methods involve personal contacts, offered applications, and internal promotion. *France* employs the most career-based recruitment policy. Admission into the public service is achieved through a centrally managed computing for research, which is distinguished by priority but a not professional society. The most frequent way of selecting candidates in *Germany* is a multi-step method that includes an initial screening of the application papers (e.g., curriculum vitae, school and academic records, references). The Recruitment and Selection policy of *Poland* is highly

decentralized and a cross of career and position-based systems (with a tendency towards a position-based model). All job vacancies are open to domestic and outer applicants, and selection is made by direct questionnaire and interview. The *Czech Republic* applies a recruitment method which holds a compound of career based and position based, it's similar to France. The recruitment policy used in the *Greece* is especially career based also. Admission into the public service is managed by a competing examination and is led both central and at the organisation level. Not many jobs are open to external recruitment and all applicants first have to enter the public service. In *Azerbaijan*, recruitment methods are common also, it's similar to Spanish policy. These methods involve personal contacts, offered applications, and internal promotion, interviews etc. But after Soviet society collaps, Azerbaijan has a lot of difficulties with corruption. This is still one of the most important problem in a many companies (specially public) which can't be solved easily.

Result 2. Work condition. The average annual work hours in *Azerbaijan*, 1919 hours (2018) is more than *Spain* (1676), *France* (1482), *Germany* (1371), *Poland* (1745), *Czech Republic* (1782) but lesser than *Greece* (2042 hours, accourding to Forbes)

Result 3. Training and Development. *Spanish* employees have 5-14 days of training per year, in *France* this is 3-5 days per year, *Germany* holds with 1-3 days per year which is lesser

than these 5 countries and Azerbaijan. Employees' of *Poland* have 5-10 days of training per year, In *Czech Republic* there is 10-15 days per year, *Greece*, 3-5 days. In *Azerbaijan* number of trainings per year is 5-10 days per year which is the same with *Poland*.

Result 4. Payment/Salary settings. In *Spain*, education or educational abilities are the principal determinants of the first salary for all categories. In *France*, the first salary is fixed for a single, full collective bargaining agreement for the whole central administration. Rewards are arranged centrally, at the decentralized level or separately. Compensation is not listed to other variables and is updated yearly. In *Germany*, the first salary and rewards for state employees are placed in a singular, complete arrangement for the whole federal government within a collective bargaining framework. Pay is not listed to other variables and is updated every two years. *Poland's* public administration makes no arrangement for aggregate dealing, rather base salary is consulted through an individual bartering framework. Base salary and rewards are swelling listed. In *Czech Republic*, Main salary is decided by a solitary, comprehensive arrangement between the administration and associations for the whole focal/national open segment. It isn't ordered to some other factors and is amended like clockwork. In *Greece*, remuneration isn't available to arrangement as base pay and rewards depend on the suggestions of a free looking at board of trustees. The first salary is based on education or

educational abilities. In Azerbaijan, the background of employee, from former workplace, education, experience is the most used determinants of first and monthly salary like most of countries.

Conclusion. From 1991, Azerbaijan is an independent country, in 27 years many things have changed in the attitudes of companies. The human resource management jobs started to develop since about 10-15 years. When we try to analyze to see with which EU country's HRM is similar to Azerbaijan, we can get a clear information that, Spanish Human resource management style is nearly similar to Azerbaijan. But in Azerbaijan work hours is more than Spanish, in hiring process, Azerbaijan has a lot of difficulties in result of corruption.

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