

**THE MINISTRY OF EDUCATION OF THE REPUBLIC OF AZERBAIJAN**

**AZERBAIJAN STATE UNIVERSITY OF ECONOMICS**

**INTERNATIONAL CENTER OF GRADUATE EDUCATION**

**MASTER DISSERTATION**

**on the topic**

**“ORGANIZATION OF TRAINING FOR PROFESSIONAL AND  
TECHNICAL PERSONNEL FOR THE KARABAKH ECONOMIC  
REGION”**

**Aliverdiyeva Sevinj Ruslan**

**BAKU - 2022**

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**“ORGANIZATION OF TRAINING FOR PROFESSIONAL AND  
TECHNICAL PERSONNEL FOR THE KARABAKH ECONOMIC  
REGION”**

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## **Elm andı**

Mən, Əliverdiyeva Sevinc Ruslan qızı and içirəm ki, “Organization of training for professional and technical personnel for the Fuzuli economic region” mövzusunda magistr dissertasiyamı elmi etika və istinad qaydalarına tam uyğun və bibliografiyada istifadə etdiyim bütün mənbələri əks etdirərək yazdım.

# QARABAĞ İQTİSADI RAYONU ÜÇÜN PEŞƏKAR VƏ TEXNİKİ KADRLARIN TƏLİMİNİN TƏŞKİLİ

## XÜLASƏ

**Tədqiqatın aktualığı:** İyirmi birinci əsrin əvvəllərində dünya sürətlə dəyişmə, transformasiya və inkişaf prosesini yaşayır. Dəyişikliklərin sürəti insanlara doğru ilə yanlış ayırmaq imkanı vermədən qərarlar qəbul etməyə məcbur edir. Dünyada baş verən başgicəlləndirici dəyişikliyə uyğun olaraq bu çəşqin dəyişikliklərin yetərincə qəbul edilməməsinin səbəbi, insanların bilik cəmiyyəti olmaq məqsədi ilə çölə çıxaraq özünü reallaşdırmaq üçün səy göstərməsidir.

**Tədqiqatın məqsədi:** Tədqiqatın əsas məqsədi əldə olunmuş nəticələr əsasında ölkədə müasir iqtisadi münasibətlərdə müvafiq tələblərə uyğun yüksək ixtisaslı peşəkar və texniki kadrların hazırlanması problemlərini öyrənmək və işğaldan azad edilmiş Qarabağ bölgəsinin sosial-iqtisadi inkişafı ilə bağlı təkliflər hazırlamaqdan ibarətdir.

**İstifadə olunmuş tədqiqat metodları:** Tədqiqatda sistemli yanaşma, deduktiv, induktiv metod və axtarış metodlarından istifadə edilmişdir.

**Tədqiqatın informasiya bazası:** Tədqiqatın informasiya bazasına Qarabağa, və kadrlara dair xarici və yerli nəzəriyyələr, bu sahədə konfrans materialları, elmi məqalələr daxildir.

**Tədqiqatın məhdudiyyətləri:** Tədqiqatın məhdudiyyətləri bu mövzuda ədəbiyyatın azlığı ilə əlaqələndirilə bilər.

**Tədqiqatın elmi yeniliyi və praktiki nəticələri:** Dissertasiya işinin elmi yeniliyi müasir dövrdə cəmiyyətin informasiyalaşdırılması, qlobal elektron mühitin sürətli inkişafı, rəqabətqabiliyyətli kadrların hazırlanması sistemində yeni informasiya texnologiyalarının tətbiqinin zəruriliyinin əsaslandırılmasıdır. Eyni zamanda, kadr hazırlığı prosesində dinamik əmək bazarında düşünməyin, onların bilik və bacarıqlarından istifadə etməyin vacibliyi göstərilib. Əsas elmi yeniliklərdən biri də xüsusilə Qarabağ bölgəsində rəqabətqabiliyyətli kadrların hazırlanması, elm və təhsilin inteqrasiyasının ölkənin sosial-iqtisadi inkişafına, əhəlinin həyat səviyyəsinin yüksəldilməsinə təsirinin öyrənilməsidir.

**Nəticələrin istifadə olunma biləcəyi sahələr:** Tədqiqatın praktiki əhəmiyyəti yeni iqtisadi şəraitə uyğun səriştəli kadrların hazırlanması, peşəkar kadrların hazırlanmasında informasiya texnologiyalarının tətbiqi problemlərinin müəyyən edilməsi, müəssisələrin və bütövlükdə dövlətin sosial-iqtisadi inkişafının təmin edilməsindən ibarətdir.

*Açar sözlər: Qarabağ, iqtisadi, region, kadr hazırlığı*

# ORGANIZATION OF TRAINING FOR PROFESSIONAL AND TECHNICAL PERSONNEL FOR THE KARABAKH ECONOMIC REGION

## SUMMARY

**The actuality of the subject:** At the beginning of the twenty-first century, the world is experiencing rapid change, transformation, and development. The pace of change is forcing people to make decisions without giving them the opportunity to distinguish right from wrong. The reason why these confusing changes are not sufficiently perceived in accordance with the dizzying change in the world is that, with the aim of becoming a knowledge society, human beings make efforts to realize themselves by going out.

**Purpose and tasks of the research:** The main purpose of the study is to study the problems of training highly qualified professionals and technicians in the country in accordance with the relevant requirements in modern economic relations, based on the results obtained, and to develop proposals for socio-economic development in the liberated Karabakh region.

**Used research methods:** Systematic approach, deductive, inductive method and search methods were used in the research.

**The information base of the research:** The information base of the research includes foreign and local theories on Karabakh and professional staff, conference materials in this field, scientific articles.

**Restrictions of research:** The limitations of the study can be attributed to the lack of literature on this topic.

**The novelty and practical results of investigation:** The scientific novelty of the dissertation is the informatization of society in modern times, the rapid development of the global electronic environment, the justification of the need for the application of new information technologies in the system of training competitive personnel. At the same time, in the process of staff training, the importance of thinking in a dynamic labor market, using their knowledge and skills was shown. One of the main scientific innovations is the study of the training of competitive personnel, especially in the Karabakh region, the impact of the integration of science and education on the socio-economic development of the country, improving the living standards of the population.

**Scientific-practical significance of results:** The practical significance of the research is to identify the problems of training competent personnel in accordance with the new economic conditions, the application of information technology in the training of professionals, ensuring the socio-economic development of enterprises and the state as a whole by increasing the quality of human capital.

*Keywords: Karabakh, economic, region, training, human capital.*

## **ABBREVIATIONS**

<b>ASAN</b>	Azerbaijan Service and Assessment Network
<b>ICT</b>	Information and communications technology
<b>SOCAR</b>	State Oil Company of Azerbaijan Republic
<b>VIM</b>	Veyseloglu Development Center

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## INTRODUCTION

**The actuality of the research:** At the beginning of the twenty-first century, the world is experiencing rapid change, transformation, and development. The pace of change is forcing people to make decisions without giving them the opportunity to distinguish right from wrong. The reason why these confusing changes are not sufficiently perceived in accordance with the dizzying change in the world is that, with the aim of becoming a knowledge society, human beings make efforts to realize themselves by going out.

In this process, in the field of personal training, it is necessary to establish mutually supportive studies between educational institutions and employers. Because of dynamic change; My experiment is to be a teacher who can be heard, the technology is only reaching up to the confusing dimensions that can come on top of people who are up to date.

Operations in the information society are considered to be a social system that generates and consumes open information and can adapt to environmental changes by changing its structure and culture. In other words, businesses are in a constant state of flux with their environment in a turbulent environment. Operations in such an environment need competent and experienced managers who can make forward-looking assumptions and see progress. In order for these managers to be successful, it is necessary to have trained personnel who are equipped with the necessary information and skills and who constantly update their knowledge and skills. However, in this way, operations can achieve the goals and objectives they have set before. The study seeks to highlight the new dimensions that businesses are gaining each passing day and the importance of human investment in shaping them.

One of the main tasks facing the Republic of Azerbaijan, which has made some progress in solving important socio-economic problems in modern times, is to train competent personnel in accordance with the requirements of the labor market.

For the socio-economic development of society, the close connection between



the labor market and the training system is important. Quantitative and qualitative adaptation of professional training to the market economy, linking vocational training with regular education, strengthening vocational guidance, professionalization of secondary education, organization of active participation of employment services in the training process are among the important problems to be solved.

**Problem setting and level of learning:** The process of informatization of society in the world, the rapid development of the global electronic environment necessitate the widespread use of information technology in the education and vocational training system in the training of competent personnel. Although the education and professional training system in our country is provided with 5 new curricula and equipment, there is still much to be done.

It is clear from all this that the master's dissertation "Problems of training competent personnel in accordance with the requirements of the labor market" is one of the most relevant topics of modern times.

**The purpose and objectives of the study:** The main purpose of the study is to study the problems of training highly qualified professionals and technicians in the country in accordance with the relevant requirements in modern economic relations, based on the results obtained, and to develop proposals for socio-economic development in the liberated Karabakh region.

In this regard, the research has the following objectives:

- Investigate the current situation of professional and technical staff and identify problems in this area;
- To study the level of use of modern technologies in the training of competent personnel in accordance with the requirements of the market and to substantiate its necessity and importance;
- To study the impact of the compatibility of the competitive training system with the economic situation of the country on the formation of society and its socio-economic development;
- Training of professional and technical personnel in accordance with the

economic market, a study of the impact of the integration of science and education on the socio-economic development of the country.

**The object and subject of the research:** The object of the study is economics, The subject is Organization Of Training For Professional And Technical Personnel For The Karabakh Economic Region.

**Research methods:** Systematic approach, deductive, inductive method and search methods were used in the research.

**The information base of the research:** The information base of the research includes foreign and local theories on Karabakh and professional staff, conference materials in this field, scientific articles.

**The limitation of the study:** The limitations of the study can be attributed to the lack of literature on this topic.

**Scientific novelty of the research:** The scientific novelty of the dissertation is the informatization of society in modern times, the rapid development of the global electronic environment, the justification of the need for the application of new information technologies in the system of training competitive personnel. At the same time, in the process of staff training, the importance of thinking in a dynamic labor market, using their knowledge and skills was shown. One of the main scientific innovations is the study of the training of competitive personnel, especially in the Karabakh region, the impact of the integration of science and education on the socio-economic development of the country, improving the living standards of the population.

**Practical significance of the results and areas of application:** The practical significance of the research is to identify the problems of training competent personnel in accordance with the new economic conditions, the application of information technology in the training of professionals, ensuring the socio-economic development of enterprises and the state as a whole by increasing the quality of human capital.

# **I CHAPTER. ORGANIZATION OF TRAINING FOR PROFESSIONAL AND TECHNICAL PERSONNEL FOR THE KARABAKH ECONOMIC REGION**

## **1.1. Basic concepts and features of training for professional and technical personnel**

The employee is the basic production factor of an enterprise. The most important factor that determines the success or failure of a business is the number and quality of employees. The main reason why some businesses grow and develop stronger and faster than others is the presence of employees in the appropriate number and capacity rather than the monetary capital owned, and the advantage it provides.

Business and people are completely intertwined. Today's rapid technological developments do not reduce the role of people in business, on the contrary, they increase it even more. The power of a business is directly proportional to the qualities of the people in the business. Therefore, for an enterprise to be successful in free-market conditions, it is necessary to give great importance to the training of its manpower potential. Otherwise, even businesses with highly qualified employees will lose their superiority in a short time in the face of rapidly changing and developing conditions if they do not show the necessary importance and interest in their education.

To eliminate the fear of falling behind the rapid technological developments in our age, businesses will have to feel the necessity of educating all their managers, personnel, and other employees in the face of current changes and preparing them for the future. Because the rival companies' evaluation of these opportunities before themselves will create obstacles that cannot be easily overcome in the competition race. Overcoming these obstacles can be achieved by training programs organized on time and according to the place.

Executive; It is the person responsible for operating the business on behalf of the entrepreneur, who provides the factors of production to produce goods or

services at the profit and risk of others and directs them to meet certain needs. If a broader definition is to be made, the manager is the one who directs himself and his team to the goals of the institution, goes to the problems, constantly thinks and thinks to produce the best solutions, always concludes their work on time, knows how to use authority, does not shy away from the fear of losing, whose line and value are accepted, Knows the team and their jobs well, adopts the principle of progress and advancement by being selected, constantly renews their level of knowledge, can attribute their success to their team and undertake the failures, draws their strength from their knowledge, skills, and experiences, can share their knowledge with their peers, develops their subordinates and takes pride in their achievements, abides by business ethics and norms (Acar A.C. 2012).

A person who aims to serve the institution and can afford to be alone in crowds most of the time until he is understood.

Executive education, on the other hand, is just one of the few activities that are closely related and have common aspects aimed at increasing the effectiveness of organizations and the success of managers. In addition, there are manager training, manager development, and organization development activities. There are some differences between these activities, which have complementary roles and generally use similar tools, in terms of purpose and methodology. For a better understanding of these differences, it is useful to define the basic concepts related to the subject.

It is a planned active learning process aimed at changing attitudes, knowledge or behavioral skills to achieve effective performance in an activity or series of activities. It aims to meet the manpower needs of the business situation, for the present and the future, and to develop the skills of individuals. Various definitions of education have been made. Some of these definitions are as follows;

- Education is the process of bringing about the desired change in one's behavior through his own life. According to this definition, when education is examined; It is seen that it consists of processes such as plan, purpose, acculturation-information, changing behavior.

- Training is to increase the skill related to a particular field of work and therefore to get that particular job done better. It is emphasized that the training is both personal and job oriented. In other words, it is done to acquire certain behaviors, knowledge, and skills for people.

Education is a process of change. From this point of view, the process of change in an individual's behavior that occurs intentionally and through his own life is called education. Education is not only a behavior change, but also a changing phenomenon that increases the knowledge capacity at horizontal and vertical levels, develops talents and skills, and nurtures the mindset.

- Education is the process of attempting to close the gap between one's current level of performance and the desired level of performance. Education is the process of trying to increase one's current performance level to reach that goal or goal to achieve a certain goal or reach a certain goal.

- Education is the process of equipping people with the special attitudes, skills, and knowledge needed to carry out their responsibilities.

Based on the definitions above, it is necessary to understand workforce training, a wide range of activities that aim to change employees in various aspects. While these activities can be organized by businesses, the employee can also engage in these activities.

The training aims to develop the skills that will enable the employees to do their jobs better and as a result, both themselves and the business. For this reason, education is a process that is generally continued inside and outside the enterprises and provides various skills to the employees, as well as for all employees, also for young managers who will take charge in different enterprises in the future with a special interpretation (Poyraz E. 2013).

Training in the business provides the knowledge and skills needed to improve the employee's performance. In short, education tries to change the people who participate in the education program. Adapts the newly acquired knowledge and skills of the individual to the environment. If the individual starts a new job, it becomes easier to adapt to the job and the learning process is accelerated.

Education should be placed in a separate place from the following concepts that are used closely with it.

They are activities that aim to develop knowledge, skills, moral values and rational thinking and decision-making abilities that people need in all periods of life and are necessary for all life attitudes, rather than knowledge and skills related to only a limited area of activity.

Education aims to provide young and adult people with a background and necessary conditions with the necessary infrastructures for their basic qualification development to help them and to gain an understanding that affects social customs and ideas in their lives.

#### Factors That Create the Need for Education

Some of the reasons that create the need for training are related to the characteristics and development process of the environmental conditions in which businesses live and interact. Therefore, future years should be taken into account when planning personnel training, and the developments and changes that will occur over time should be accurately predicted. Because new strategies against the innovations that will occur and the successes to be achieved by the implementation of new approaches are possible with the trained workforce under the supervision of successful managers, and this success emerges in the form of the efficiency and productivity of the business.

The reasons for the need for training in the business; economic, democratic reasons, innovations, and complexities:

#### Economic Factors

The rapid change in economic environmental conditions, which is one of the important problems of today, is a phenomenon that affects businesses almost as much as social change. On the one hand, the supply and demand situation of the goods and services produced, the market conditions such as supply, production, and release, and the fluctuations in these conditions, on the other hand, the economic trends and especially the dominant economic system force the business management to change (Tunçomağ K., Centel T. 2005).

The internationalization of businesses with the globalization process has also caused a change in the organizational structures of businesses working in different economic environments. As a matter of fact, from the moment businesses grow and cross the borders of a country, problems such as adapting to different cultures and different societies arise, and for this purpose, the organizational structure is reorganized following the requirements of multinational enterprises. From now on, businesses will engage in businesses that will increase the profits of their companies, improve their market share and increase the value of their stocks, wherever they are in the world.

In the process of economic development and growth, obtaining maximum income through the rational use of existing resources, technological development, and ensuring social welfare depends on people and increasing the quality of this factor, among many other factors. According to the human capital approach, the main factor that will provide growth and structural change in the realization of economic development is the investments to be made in human capital and physical capital. The development of a country depends on investments in physical capital, and therefore on investments in people.

The economic growth of the business leads to the need for talent and skill in every field. Undoubtedly, to achieve these goals, the efforts of only the top managers are not sufficient, but the cooperation of all employees is required. What to do in this case; all employees in the enterprise are subject to continuous training programs until they acquire the skills, behaviors, and abilities that can serve the purposes of the enterprise.

In short, the human element is the basis of the economic development process. Economic growth and structural change can only happen thanks to the importance to be given to people. The greatest importance to be given to people is understood through the education applied.

#### Democratic Factors

Developments in the political field have brought individuals to have their rights more consciously and to adopt a democratic management culture. This

development has led to the increase in the level of knowledge of individuals, the strengthening of individuals in a balanced way with their organizations and other institutions of the society. Today's democratization process has increased the individual's knowledge, experience, expertise, and such rational qualities and abilities. To make these abilities productive, they need to go through a training process.

The concept of democratization for businesses comes into question in two ways. The first is the democratization that takes place throughout the country, which shapes the relations between the enterprise and the state. The second is the democratization that occurs within the enterprise. Democratization in this second sense is a process that enables members of an organization, who are seen as less powerful, to have more power in the management of the organization.

In particular, in recent years of increased participation, business employees want more power and more fulfilling tasks such as a say in decisions that affect the future of the business. To achieve this, they demand rights and activities such as being represented on the board of directors, getting rid of the monotony at work, being aware of business information and company secrets. In the face of all these conditions, the survival of the business is only possible if it has well-trained managers. The training of such managers can be achieved through a systematic training program.

#### Factors Related to Environmental Changes

Uncertainty and change in the business environment have been the last two factors that marked the twentieth century. Like all institutions that want to reach the level of modern civilization of the twenty-first century and to catch up with the standards of industrialized countries, businesses also have to give special importance to people, and therefore to the education and development of people. Only in this way can businesses keep up with the rapidly changing and differentiating external environment (Bovee C.L., Thill J.V. 1989).

In the enterprises that encounter a new invention every day, those who follow the innovation can change themselves, while many businesses that cannot follow



the innovations are left behind. In this case, businesses have to think about how they can renew themselves rather than deal with yesterday's inventions. With the rapidly changing social and economic life all over the world in the twenty-first century, rapid developments in technology, communication, and transportation tools have affected all businesses and increased the need for "good management", "trained personnel" and "expert managers".

In the face of the current rate of change, managers are faced with the necessity of closely following new information and modern management techniques. In this framework, in order not to become immutable in the face of changes and obsolete in the face of innovations, the administrators felt the necessity of constantly renewing themselves and the organizations they lead to ensure the progress and prosperity of society.

In today's information society, only people who are more educated and equipped with the necessary knowledge can seize the opportunity to make a career and rise. A person can't apply the knowledge and skills he has gained in a certain subject until the end of his life. Managers need to constantly renew their knowledge through training and keep up with the new and advanced tools brought by technology throughout their business life. In the face of these innovations and changes, continuous education has to be an important part of business activities.

#### Complexity Factor

The concept of complexity refers to a situation in which various factors affect individually and together. Thus, since certain events or results are the results of a large number of factors, uncertainties increase and it becomes increasingly difficult to make effective predictions and decisions. For example, the use of computers in businesses necessitated some innovations such as personnel training, reorganization, decision-making, and coordination within the enterprise.

The growth of organizations increases the complexity in factors such as changing business conditions, employment opportunities, and competitive environment. In such cases, it is necessary to prioritize employee training to increase the efficiency of the business. Because at one point education; aims to

apply and use the technical expertise and analysis ability of a person in a particular subject in tools and techniques related to that subject, to develop the technological capacity of the person and to gain technical skills to the person.

### Objectives of Education

The importance of education in terms of businesses should be addressed at two points. These; The importance of education in terms of economy and businesses.

The most important purpose of economic efforts in a country is to produce the goods and services necessary for a person to lead his life in the best and most comfortable way. With the production activity, many goods found in nature are transformed into a form that will meet the needs of people through synthesis and analysis processes and are given to people's disposal.

Physical, financial, and human resources, which are the primary sources of production, are the passive sources of the economy. Effectively combining these resources, providing coordination among them, and determining the economic development level of the country correctly can only be achieved with the effectiveness of the manager and the labor factor. A country may be underdeveloped and underdeveloped even though it has sufficient natural resources, an abundant workforce, and capital resources. The reason for this is that there is not a large number of skilled personnel to combine these resources efficiently and carry out production and distribution.

In today's world, where it is very difficult for underdeveloped countries to reach the level of rapidly developing countries, efforts to be made are of great importance to training a talented workforce who will realize these stages. It is possible to express this with the determinations of the British Economist A. Marschallin, "a national investment" and "the most valuable capital, the capital invested in human power".

As a result, qualified personnel is those who manage a business and an organization according to various scientific and managerial principles and rules, and who are always and everywhere in a position to determine the necessary

policies, strategies, and tactics. Due to this feature, the most important factor that plays a role in the economic and social development of a country is the training of personnel of the required quantity and quality.

#### The efficiency of Education in Terms of Management Issues

Businesses are like living organisms; they are born, grow and die. In this organism, the human element is the nervous system of the enterprise, the blood circulating in the blood vessel, and the manager is the brain of this organism. Managers take the most important decisions concerning the future of the enterprise, make plans, coordinate the working order in the enterprise, supervise the employees and play a primary role in the training of employees when necessary. The success of the managers also depends on the qualifications of the employees under their supervision.

Businesses have to take fast and accurate decisions and adapt to the conditions of the dynamic environment they are in. Decision-making is the primary duty of the manager. Managers regard decision-making as a systematic process that consists of clearly defined elements and passes through a series of different stages. It is not enough for managers to just make decisions. The important thing is to implement the decision as soon as possible. However, this is only possible with the presence of a good staff.

The survival of the business in economic life depends on its adaptation to internal and external conditions. Here, the biggest task falls to business management. While the business is dealing with internal harmonization, that is, establishing command-command relations, relations between departments, relations between personnel groups; At the same time, it should not neglect external environmental factors such as natural conditions, market conditions, rival companies, and technological changes in the national and global arena.

For the business to achieve its goals, the working personnel must be motivated in line with the business goals. In addition, the regulation of interpersonal relations, the recruitment, training, and supervision of personnel are also extremely important for the survival of the enterprise. In this context, the

source that will employ the employees in the best way and serve the purpose of the enterprise is the manager. The main factor that brings this knowledge and experience to the manager is education (Bayraktaroğlu S. 2008).

### Objectives of Employee Education

Training in the business provides the knowledge and skills needed to improve the employee's performance. Today, especially the dizzying development of technology and the complexity of the management function reveal the need to train employees. Without participating in a specific training program, it is often impossible to achieve satisfactory performance. In a study conducted at Northam aircraft company in the USA, the personnel was subjected to the necessary training and the following year; Results such as 17% increase in production, 22% reduction in working time, 27% reduction in waste material, 45% reduction in work accidents were achieved.

The main objectives of manager education in enterprises; can be listed as meeting the increasing need for trained personnel in enterprises, increasing productivity in enterprises, ensuring level progress, keeping morale high.

### Meeting the Increasing Need for Qualified Personnel in Businesses

In an increasingly globalized and changing world, it is a generally accepted fact that the increasing need for personnel in terms of quantity and quality can be met with training. With the increasing average size of enterprises; the necessity to use more complex methods and tools; intensification of competition, international relations, and struggles; With the effect of factors such as the strengthening of interest groups, the work of businesses is getting harder. This situation has brought managers to face to face with the necessity of finding personnel with superior knowledge and skills. Here, the biggest problem is that the company does not have sufficient quantity and quality of personnel. While this problem can be felt at the top of the management hierarchy, it can also manifest itself in the middle and lower levels of management. For these reasons, businesses need trained personnel.

Therefore, in order to meet the need for managers with the desired qualifications; It is necessary to plan and implement long-term training activities in

enterprises. This requires the business to have a certain educational experience. For this reason, in the beginning, the developments in the existing manpower structure of the enterprise are tried to be determined in detail. After that, existing deficiencies and surpluses such as leaving the job and retirement should be determined and training programs should be prepared accordingly.

#### Increasing Efficiency in Businesses

Only after education, training, and development can people be a valuable resource and the most important productivity factor. The effectiveness of productivity programs, therefore, depends on the quality of the workforce and managers and their willingness to contribute to increasing productivity. In this context, three important questions need to be considered: First; the question of which to develop among workers, technical staff, managers, the second; what form the development will take and the third one is what will be taught in terms of productivity awareness, skill development, and technological competencies.

In today's rapidly changing conditions and complex relationships, businesses that face various problems in matters such as finance, production, personnel, and marketing every day have an information processing mechanism suitable for them. Regardless of the quality and quantity of this information processing mechanism, the main purpose of all of them is to provide support to business management. For this, every manager needs an effective training program. Increasing productivity in the business depends on the effectiveness of this training program.

As it is known, some of the existing abilities in the individual are innate and some of them have been developed through education and experience. Ultimately, the individual talent of any kind is a given for management, and “performance, and hence productivity, is a linear function of talent”. If the management aims to increase the performance of the same individual by increasing the individual ability, then it will be able to do this with training methods and depending on time.

If a business is efficient, it is well-trained and qualified people who provide it. While training ensures that the manager is successful and effective in his work, it also provides an indirect benefit by helping to increase the productivity of the

people he works with. At this point, it can be said that executive education has two goals. The first goal is the development of the manager's own abilities and the elimination of deficiencies. The second goal is to make people who have been trained and who will take on other jobs productively.

Therefore, the training programs implemented within the organization renew the human resource and save it from burnout. The main purpose of enterprises is to provide efficiency in production and services. In other words, it is to increase the productivity of the person at the same time as increasing the productivity of the enterprise. It is because organizations need new knowledge and principles and aims to increase their productivity. As a result of increasing the skills and abilities of the manager who is doing a certain job, it is possible to improve the management service in terms of quantity and quality. Here, there may not be a linear relationship between the education received by the manager and the success rate. Because, in order to achieve the desired efficiency in education, the administrator must be willing in this regard. However, it is generally accepted by everyone that education is the most important factor in increasing efficiency.

#### Ensuring rank progression

The fact that today's rapid developments have greatly increased the need for managers has made businesses face the necessity of subjecting their talented people to a good training program in order to prepare them for future duties. Thus, those who gain the skills required by the responsibilities in higher positions move to a higher level through promotion.

Promotion is the promotion of a person to a higher level, which requires more responsibility from the position he is in, with higher wages, more privileges, wider authority, and freedom of movement.

Promotion denotes a positive change in one's status. With the promotion of the person, there is an increase in both his authority and responsibilities and his salary. This increase makes him more willing to work and more connected to the business.

In terms of management, promotion means using the person in a place where

they will be more productive. Whether in the public or private sector, a person's greatest desire is to be promoted. Having this desire in people makes it easier for the business to reach its goal. Some criteria such as merit and seniority are taken as basis in the promotion. Although seniority is generally taken as a basis in public institutions, in the private sector, merit and talent criteria are taken as the basis. The way to have the merit and talent required by the upper echelons is through education. Success in education, which is aimed at preparing the person for future jobs, is accepted as a criterion for promotion.

#### Decreased Surveillance

As a result of the training activities of the personnel, the increase in the level of professional knowledge enables him to do the work he is doing with less supervision. As a result of this, it is possible for the personnel in the supervisory task to work more comfortably and in a more balanced environment in mutual relations.

Untrained personnel can present many problems for their supervisors. While strict supervision is a waste of time and effort for the manager, it can also cause some problems for the employee. Good job training to the supervisor; obtaining quality and efficient work from the department, narrowing the area of responsibility, and the success of the department; to the employee; It provides benefits such as an increase in qualified work, self-confidence, and willingness to do business.

#### Keeping the Morale Level High

One of the social and psychological concepts that are difficult to define and measure is the concept of morale. Morale; It is mood-related to mental and emotional intensity, feeling and excitement, and is the expression of a group's feelings and thoughts about the business or enterprise. Or it is defined as the climate or atmosphere that dominates a person or group of people.

Morale is a dynamic concept. That is, constant care is required to elevate it, as it constantly undergoes changes, ups, and downs. Therefore, it is an emotion that always needs to be fed and supported. Morale depends on many factors. In some

cases, job security may be important, while in others it may be important that workers receive good treatment. Again, in some cases, morale may be high in one department of the business and low in the other. Generally, morale is high in qualified and technical jobs and low in unqualified jobs. Sometimes, external factors cause low morale.

Ensuring good morale; reduces internal complaints, reduces job changes, reduces labor costs because when workers are willing to work, productivity will increase, they will perform both faster and better work, reduce the supervision required on workers, and provide benefits such as.

In terms of business, high managerial morale is as important as high group morale. As managers learn new things and increase their skills and abilities, their self-confidence will increase. However, if he has the opportunity to apply what he has learned in his work, he will feel that it is useful and by developing these, his contribution to the management will increase with new ideas. Thanks to the training programs, it is possible to create new views on management practices and develop new methods to increase production. As a result of the training they receive, managers can perform management that supports their subordinates in their relations with other personnel in the enterprise and helps to increase the morale of the employees due to their moderate approach.

However, those interested in morale have recently been treating it not as a single factor, but as a mixture of a measurable set of factors. There are four elements that are considered to be signs of morale and are more or less agreed upon. These are Efficiency; Although it is accepted as a sign of morale, there is not always a complete relationship between them. That is, morale can rise or fall without any change in productivity. The degree of satisfaction with the work done; that is, the degree of enjoyment of the work done by the manager is also a sign of morale. Morale is high if the manager enjoys his job, otherwise low. The pride of being a member of a group; is the pride that the manager feels for the success of the groups he is a member of. interdependence and passion; The degree to which group members like each other. For example, the degree to which managers agree



with each other on the execution, duration, and method of the work and develop common behaviors are indicators that show the presence or absence of this element. Morale is also a concept that includes these four elements.

One of the factors that cause the morale of the managers and personnel in an enterprise to change is the innovations that occur inside and outside the enterprise. If the employees cannot adapt to these innovations, their morale will deteriorate and this will affect the whole business. If the personnel is trained and trained beforehand, the structure of the enterprise will adapt to the innovations very quickly and the innovation will be well controlled. Therefore, all the activities in the enterprise are intertwined with education, and the level of morale that dominates the enterprise has an extremely close relationship with education. In addition, the personnel should be able to apply the subjects learned during the training to their work. Employees who cannot find a practical environment for the training given will experience deterioration in their morale and the ground will be prepared for a conflict environment.

#### Measuring and Evaluating Educational Effectiveness

Managers use the concepts of measurement and evaluation in determining the results of educational activities. Although these two terms are used with the same meaning in some places, there are some differences between them. In general, the concept of measurement is understood as the process of determining the changes in the knowledge, skills and behaviors of individuals as a natural result of educational activities according to certain criteria. The concept of valuation is the process of comparing the results of educational activities with predetermined goals and determining how well the results are suitable for the purposes. The evaluation of the program is made by taking the opinions of those concerned about the purpose-scope-method-evaluation processes that make up the education program. In the evaluation of the program, the opinions of the candidates and trainers participating in the program as students are also taken.

Every evaluation process begins with measurement. That is, evaluation is an operation that can be done on things that can be measured. Therefore, if the desired

behaviors of the person to be raised can be defined and clarified as measurable targets, measurable qualities will also be revealed. While measuring and evaluating, this process should be done in accordance with some basic principles.

These principles are; Measurement and evaluation should be related to the objectives to be achieved, should be based on objective data and standards, all persons related to the educational activity should be ensured to be in harmony for measurement and evaluation, certain principles should be taken into account when choosing the techniques to be used in measurement and evaluation, and the unintended results that the education will provide should also be determined.

## **1.2. Types and methods of training for professional and technical personnel**

In enterprises, some of the tools used to direct the employees in line with the objectives of the enterprise and to realize their work and efforts are training, development and training activities.

There are many things that every person starting a business should learn. Many topics, ranging from how the job is done to how people treat each other in that workplace, are learned consciously or unconsciously. Ex-employees and managers have a great role in the learning process. What is learned from others about the culture of a workplace is handled within the framework of the concept of "socialization". This concept covers what and how things are done in the workplace; It refers to the process of learning how things work in that institution. During socialization, people interact by observing each other, transferring some information to each other, and sometimes warning each other (Armstrong M. 2007).

On the other hand, there are also official training programs that workplaces carry out on their employees directly within the framework of certain objectives. The aim here is to make employees more qualified through the acquisition of talents, skills and knowledge. In recent years, in human resources studies, a broader learning approach has been called "human resource development" within the framework of the concept of "learning organization" by considering the organization as a whole. In this context, human resources development constitutes

an important part of the strategic human resources approach.

- Education is the process of equipping people with the specific attitudes, skills and knowledge needed to take their responsibilities.
- Education is the process of attempting to close the gap between one's current level of performance and the desired level of performance.
- Education is the process of integrating personal and organizational goals.
- Education is helping people learn and develop.

According to Rosoky, another form of training is quality training<sup>3</sup>: “Quality training aims to ensure that an employee acquires the operational, conceptual and practical skills appropriate to effectively fulfill a set of requirements of a role in a given context.”

In general, education means the development of a person as a whole, apart from professional education. It covers the maturation of the individual's goals in life, the examination of his emotional reactions, and the maturation of his understanding of the nature of objects and events in the light of his most current knowledge.

It includes the culture, laws, nature, and other basic skills necessary for communication, thinking, personal development and learning.

### Growing

The concepts of education and development refer to the processes of imparting knowledge and developing skills and abilities. In terms of the words used in English, the concept of education is "education"; it is seen that the concept of training is used as "training" and education has a wider perspective. Apart from this distinction, there are authors who use the concepts of education and training synonymously.

While the concept of education expresses the meaning of “preparing” for the change that will take place in the desired direction through knowledge transfer, the concept of training especially refers to the process of “gaining skills”. Growing; It is the acquisition of psychomotor, cognitive and emotional skills over a long period of time, through the trainer (installer). There is mostly no planned training

program in training. Education in the sense of training takes place in the form of repetition of routine processes.

Growing; It is the process of increasing the effectiveness of the individual in that field and educating the individual in that field, by showing daily practice by an expert or a master in the field in order to eliminate the deficiencies observed in the behavior, attitude and skill level of the employees. Cultivation is short-term as well as long-term. The training aims to bring the current job-related practices to concrete, measurable, observable and controllable levels (Tunçomağ K. ve Centel T. 2013).

It is the acquisition and development of new talents. Training is the effort to develop knowledge and skills that will be beneficial in a specific subject and in a short time. In other words, training is the activity of making people who will work in a profession or service become qualified personnel. The aim of the training is to develop skills that are highly specific and of immediate benefit. It is aimed to prepare employees to carry out well-known jobs within poorly defined task boundaries. This activity gives the employee; It gives a wide range of learning, curiosity and understanding, and the ability to have imagination and to diagnose human relations. Training programs can be carried out on the job within the company as well as outside the company.

#### Development

It is the realization or development of a person's abilities in a teaching process carried out consciously or unconsciously. Development programs often include elements of planned study and experimentation and frequent reinforcement through specific training or mental abilities. It is to increase the education or knowledge and skill level of the personnel who have been trained and working in a profession or service.

The concept of development refers to a slightly different approach from the concept of education. Personnel training in human resources development is considered in a more general sense. At this point, education is mentioned in general and the importance of improving people's ability to understand and

interpret information is emphasized<sup>5</sup>. Development is defined as an ongoing unlimited activity. It is more comprehensive than the concept of training and does not only cover professional activities. Development is the individual's improvement in all aspects and preparation for higher duties and responsibilities with versatile training programs.

Development is a long-term and future-oriented activity. In other words, it helps to prepare the person for other positions, rather than being better and more competent in his current job in a certain period and increases the skills that are necessary but not yet available in job changes.

As a result of all these definitions, the differences between training and development activities can be shown in the table below. Accordingly, it can be said that development activities have a more long-term and predictive approach.

**Table 1: Differences Between Training and Development**

	education	development
Focus	Today	The future
Use of work experience	Low	High school
Aim	Prepare for current job	Prepare for possible changes
Participation	Necessary	Volunteer

**Resource:** Şencan H., Erdoğan N. 2001: s.4.

The purpose of development is to prepare the employee for future tasks. While education includes teaching new information and views in a systematic and planned way; The concept of development means the continuity of this learning process, and the transformation of the acquired knowledge, opinions, and skills into real life in the real conditions of business life. In training, the information obtained through education is transformed into practice and the experience of the person increases within the framework of this information. Although education is one or more activities carried out in a certain period of time, development does not have a certain time period, it continues for a lifetime.

## Organization Development

If the target of training and development activities is not individual individuals, but the whole organization, organization development activity is in question. Because managers work with other people in an organization and cannot apply new knowledge or skills without influencing people in any way. This is the transition from individual learning to organizational practice. This requires more coherent development activities. All working groups, parts of the organization, or the entire organization should share a learning experience. These considerations lead to organizational development activity. Since the organization is a system, all sub-systems that make up the system are also subject to development in organizational development.

In recent studies on the subject of organizational development, this concept is defined as an intervention made to the organizational process by making use of the knowledge of behavioral sciences in order to increase the efficiency and health of the organization throughout the organization, managed from above.

Organizational development focuses more on the emotional and behavioral aspects of organizational relations. The main reason why organizational efforts are ineffective; recognizes that the individual has emotional problems. The studies conducted mostly aim to bring about a positive and general change in the individual's emotions, value judgments, perceptions, attitudes, and interactions with other people.

Organizational development tries to solve the existing and expected real problems of the organization with a number of appropriate methods. Effectively mobilizes the material and human resources of the organization to solve these problems. Organization development efforts are not a program created by the organization itself, outside the organizational culture, the help of consultants is also needed. In addition, organizational development makes use of many training methods that prioritize organizational learning. Team-group work, which includes learning the behavior of the person and the effects of this behavior on others, understanding how the person's behavior is interpreted by the person, understanding the causes of others' behavior and showing sensitivity, and learning

what others think are some of the training methods that organizational development benefits.

The main reason for focusing on these concepts is to give information about them on the one hand and to mention the similarities and differences between them and education on the other hand.

#### The standard for Investing in People (IIP) and Education

Every business that believes in investing in people aims to invest in human resources in order to bring in the best employees within the framework of their own conditions, needs, and possibilities, to ensure their continuity, to develop them and to increase their performance. However, the direction, quality and return of the investments made in this context are of great importance for businesses.

The Investors In People Standard (IIP), which is the first and only international human resources standard that adopts the development of performance with human resources as a method, has been developed in order to measure whether the investment made by the enterprises in the world really benefits the organization<sup>20</sup>. The aim of IIP is to create organizations that can transform investment in human resources into business results by putting human resources and development first. IIP creates a corporate culture that believes that it can make a difference in competitiveness and efficiency only by transforming the investment in people into business performance.

To become an IIP institution; Employee expectations are determined as a result of interviews with all of the top management and middle-level managers and a sample group selected from other employees, a road map is drawn for companies to eliminate the difference by looking at how much they match with the company strategy and expectations. At the end of a period of approximately 18 months, the organization can be certified as an IIP organization if the requirements have been implemented and successfully implemented.

IIP originated in the UK in the early 1990s, where companies invested 40% of their workforce in employees. It has been used as a quality standard since 1998. Today, more than 34 thousand organizations in 26 countries effectively benefit

from the IIP process, which is the international standard for investing in employees. According to the researches, 35 thousand organizations in a total of 26 countries, 13 of which are members of the European Union (EU), in the world, Holiday Inn, Garanti Bank, JTI, MCT (Management Center Turkey), TNT Ekspres and Turkcell within the framework of the discipline stipulated by the IIP standard. is working.

Considering why IIP is necessary for businesses in Turkey; It is argued that it is necessary for reasons such as documenting that the management style is at international standards, increasing employee productivity in the EU process, using training and development resources efficiently, raising holding companies to the same bar, increasing employee and customer satisfaction, increasing company profit, and reducing employee turnover.

IIP argues that the most striking investment in employee training is training. In many companies with foreign capital, the manager exchange programs, which are made to make the corporate culture correctly perceived and assimilated, are among the subject of investment in the employee, while in most of the domestic companies in Turkey, this investment is generally for education.

#### Pre-Service Training

Employees whose employment is finalized in corporate companies are expected to undergo pre-service training, internship and similar practices as a prerequisite for appointment to the staff. There is a standard introduced in the practice carried out in the public sector and some large holdings. Pre-service training, the duration and intensity of which varies according to the job, status and institution, sometimes outside the institution, together with new recruits; sometimes it is carried out in the institution where the person will work. Pre-service training is often beneficial in multi-branch service or production institutions (Boudreau J.W. ve Ramstad P. 1997).

#### Adaptation (Orientation) Training

The general purpose of the integration pieces of training is to inform the person in a way that facilitates their adaptation to the social environment in which



they live, as well as their job and characteristics. As with other pieces of training, the duration, intensity and similar details vary according to the status of the individuals, the institution and the job. The purpose of compliance training is training activities related to the person's workplace, workplace rules, administrative regulations, values of the institution and corporate culture.

#### **In-Service Training**

In-service training is the training that is carried out and applied to meet the training and development needs that may be felt in the course of time in the job or task in which he is placed after the training of personnel selection and on-boarding is given. Three objectives of in-service training have been defined. The first purpose is to provide the employee with the necessary knowledge and ability to ensure that the job he is doing is done better. The other purpose is to provide the employee with the competence to move to higher positions; It is to prepare the lower-level employees to rise to the upper levels. The third aim is to positively change the behavior of the employees towards the organization they work for and the work they are doing.

### **1.3. Key objectives of training for professional and technical personnel**

The process, which starts with strategic human resources planning and determination of human resource needs in enterprises, continues with efforts to meet the need, receiving job applications, conducting the necessary interviews, applying the relevant tests, and training and development studies after the selection of personnel.

Education occupies a very important place in HR management practices. It is known that the importance and value of human beings are the indispensable reality of today's societies, and knowledge is the basic power and main capital. In an environment of unlimited competition, it is necessary to benefit from training and development resources in order to survive and to ensure the continuation of the business, as well as to increase efficiency by increasing the quality.

As HR management is new as a concept, the real handling of education in

enterprises is also new. Technological and economic developments, especially after the second half of the twentieth century, have also been reflected in institutions and organizations. As a result of this reflection, the need for qualified personnel has been among the most important requirements of the enterprises. Today, businesses allocate serious budgets to education. The reason for this is that it is understood that surviving and maintaining its existence in the most efficient way can only be achieved through education and following developments (Boudreau J.W. ve Ramstad P. 1997).

Effective education increases people's performance by increasing their attitudes, behaviors, skills and knowledge. Businesses are on very different socio-cultural and economic lines from each other when both their structures and sectors are taken into account. Therefore, adjusting the type of training to be given, the flow of information, the examples used, and the way of expression according to the characteristics of that business increases the benefit of the training to be received and leads the participants to learn more easily and to get results. The four characteristics of education can be specified as follows:

- Creating the desired behavior in the person participating in the training,
- Gaining the desired behavior to the employee through practice,
- The behavior expected to occur in the person participating in the training is in accordance with the predetermined training objectives,
- Behavior can be created in humans, undergoing a planned training process.

Denison emphasized education and clearly explained the link between education and productivity<sup>13</sup>. Thanks to effective and efficient training, productivity increase is achieved within the organization, a decrease is observed in occupational accidents, a decrease in supervision is ensured, morale is increased, continuity and regularity are achieved in business activities, an increase in production quality is achieved, learning time is shortened, personnel is prepared for upper-level positions of responsibility.

It is aimed to improve the performance of the individual at the group and business level through training, which is one of the most important activities to

increase the effectiveness and efficiency of HR. Performance improvement is also expected with the effort to create an effect in the desired direction, which is an important quality of education. When training is defined as the "change process", the main purpose of business training is to ensure that the behavior of the business personnel changes in the desired direction. Within the framework of this purpose, it is tried to gain the necessary knowledge, skills, and attitudes to the personnel in order to be more effective and efficient through training. The effectiveness of the training can be evaluated more easily if there are positive improvements in the employee's performance and behaviors and measurable changes.

Education is a tool used by management to provide profitability and productivity-enhancing goals by businesses. However, although the benefit of training cannot be determined easily in terms of quantity, it is possible to say that the success of the business increases with the benefits provided by the training.

Ataklı listed the benefits of training in enterprises as follows:

- It shortens the training learning time in enterprises; teaches new recruits and ex-employees new jobs in a shorter time than gaining experience;
- Trainees can keep more information in their minds and put them into practice;
- A programmed education shows results faster than trial and error methods;
- Accelerates the adaptation and learning process of the employee who has just started a new job;
- A trained employee knows his job and does it better;
- Employees' mistakes at work are minimized; knowledge, manners and skills increase;
- The employee's self-confidence increases; solves problems more easily; develop professional skills;
- The employee is more useful in his job; develops more positive attitudes towards work;
- Employees love their jobs more and apply what they learned in training to their jobs. Increases the effectiveness and efficiency of existing applications;

- Existing skills of employees can be improved. The innovations brought by science and technology are learned;
- It is easier to recruit and retain talented people. Thus, the labor turnover rate decreases;
- Management's audit and control costs are reduced;
- The business can also confront its external environment with its educated employees who strengthen the image of the company. It can gain an edge over its competitors in marketing activities.
- Integration between the employee and the job is ensured through training.

In the rapidly developing global economy, information is increasing and changing much faster than in previous centuries. Great and rapid developments in the industry have improved the efforts to make the human element more useful and powerful. Technological development not only changes the content of jobs but also increases the level of education required for jobs. Nelson emphasized that educated manpower is needed in order to use the technology imported from abroad and to increase efficiency. From this point of view, a comprehensive vocational education policy should take into account the individual, the enterprise, and society.

A training program includes an in-depth assessment of needs and an appropriate design of the training framework. Employees participating in the training are also expected to reach pre-targeted criteria. It is not possible to get results from the educational studies carried out without determining the objectives and evaluating the results.

In line with the needs determined in line with the medium and long-term strategic plans of the institution, training investments made in HR are one of the most important key factors that will provide businesses with a competitive advantage. However, while companies are examining the financial dimension of their investments in machinery and equipment, calculating the return rates, and examining whether their investments will be profitable; For in-company training investments, these analyzes are often not done. Simmonds listed the reasons for not evaluating training and development activities as follows:

- Insufficient persuasion of people about the purpose and benefits of evaluation;
- They think that the evaluation is too time-consuming;
- They think that educational evaluation costs are more than any other benefit;
- No educational goals are set;
- Failure to determine appropriate evaluation criteria;
- Difficulty in identifying key areas in the assessment phase;
- Not knowing evaluation methods and usage;
- Lack of expertise and time to analyze any assessment result;
- Concerns that the training program may be inadequate;
- Institution's disapproval of assessment-related initiatives.

Evaluation is a broader concept than measurement in terms of scope. While the basic feature of measurement is to express the results as “numerical”, evaluation is the process of making judgments by interpreting the measurement results according to certain criteria<sup>1</sup>. Evaluation is defined as “the process of making a value judgment about the quality being measured by judging the measurement results against a criterion”. In this framework, evaluation is to make sense of the measurements and arrive at a value judgment about the factors that are expected to be measured. At this point, it is important to develop a criterion before the evaluation phase. In addition to developing criteria, the best way to evaluate the training program should be determined during the evaluation phase. In this context, answers are expected to the following questions:

- Validity of the training: did the participants learn during the training?
- Validity of transfer: did the material learned in the training lead to an increase in job performance?
- Valid within the organization: are the performance of the employees participating in the training the same as those of the other employees?
- Validity across organizations: did the analyzer consider the applicability of this training program in other organizations?

The answer to all kinds of questions about education goes through the concepts and practices of measurement and evaluation. Evaluation is one of the indispensable parts of the training program and provides important data for the effective continuity of the system. Types of assessment in education also reveal the purposes of assessments. These purposes are as follows:

- Evaluation of the training program;
- Evaluation of the effectiveness of the training;
- Identification of educational deficiencies;
- Development of the training program;
- Determining the knowledge and abilities of the employees;
- Evaluation of employee success.

For the success of educational programs, administrators responsible for education should systematically evaluate educational development activities. The purpose of the evaluation of educational efforts is to determine the relationship between the results expected from the educational activities and the results obtained and to collect the information that will be used to maintain the quality of the system by making the education development system more effective in line with the results. Things to consider in this process are:

- Reactions of the trainees to the scope and process of the training program;
- Knowledge or learning gained through educational experience;
- Changes in behavior as a result of training;
- Differences in the quality of the work;
- Observable and measurable good results in individuals or the organization (such as turnover, accidents, and absenteeism rates).

Four phases of the educational evaluation process have been identified. These stages are summarized as follows:

Table 2 (Appendices)

Training programs attended by employees in the enterprise, trainer information, subject of training, duration, start, and end date, place of training, absenteeism, trainer's title and name, type of document (if any) received after

training, etc. such information must be recorded and stored.

The figure below on assessment of learning summarizes the stages of assessment.

Evaluation of a training program reveals concretely the effectiveness of the training and the extent to which they benefit the individual and the institution. In the individual plan, the difference is seen in individual and organizational progress and productivity.

There are many reasons for evaluating the effectiveness of training in businesses. The first of these is to verify the existence of the training unit by showing that it contributes to the goals and objectives of the organization. Another is deciding to continue or not to continue training programs. Another reason is to provide information for the improvement of future training programs. In this framework, the most common reason for evaluating is to determine the effectiveness of a program and ways to improve it. The following factors should be considered to effectively evaluate the improvement of the current training program:

- The subject content meets the needs of the participants;
- The qualifications and quality of the trainer;
- Effectiveness of the methods used by the trainer to maintain interest and teach the necessary attitudes, knowledge, and skills;
- The place where the training takes place is sufficient;
- The timing is convenient for the participants;
- The auxiliary tools used are effective in increasing communication and maintaining interest;
- The coordination of the program is sufficient;
- Identification of the factors necessary for the development of the program.

Evaluation of the training program is important in terms of learning the feelings and thoughts of the participants and understanding whether the training meets their expectations. The benefits of evaluating education can be

listed as follows:

- Evaluation improves future planning and training content and methods;
- Evaluation helps to determine the extent to which the educational objectives have been achieved;
- It helps to review, organize and revise the evaluation objectives, program flow and methods;
- Evaluation is a method of determining the value and effectiveness of a learning program.
- Valuation provides a measure of the practical results of training in the business environment.
- It determines the extent to which corporate targets are achieved.

#### **1.4. The role of training for professional and technical personnel in the development of the Karabakh economic region**

In modern times, strengthening human resources is of exceptional importance for ensuring the socio-economic development of each country. The level of development of society and the results of the activities of any organization is directly related to the level of use of their labor potential. Strengthening human resources to ensure sustainable development is a topical issue. The lack of research in this area in Azerbaijan makes it necessary to study the issues of human resource development and apply new methods.

Personnel policy of the state should be understood as the formation of personnel strategy in specific historical conditions of the state, preparation of goals and objectives, study of scientific principles of selection, staff development, improvement of methods and forms of work with staff.

Personnel policy is an integral part of the overall policy of the organization and must fully comply with its development concept. The Development Concept “Azerbaijan 2020: Vision for the Future” approved by the Decree of the President of the Republic of Azerbaijan No. 800 dated December 29, 2012 sets important tasks such as management and improvement of human resources to meet modern



development requirements, professional development.

The HR department is a functional unit and performs the following functions:

- Preparation of materials defining the personnel policy of the organization and their implementation;
- Determining the needs of the organization in personnel and organizing their involvement;
- Organization of adaptation work of employees;
- Study of existing staff potential;
- Carrying out attestation of employees;
- Career planning of employees;
- Formation of personnel reserve for management positions and organization of work with them;
- Organization of training and retraining of employees;
- Control over discipline in the organization and implementation of possible conflicts;
- Preparation of financial issues and estimates for the implementation of work with staff;
- Implementation of work to ensure the material and moral motivation of employees;
- Monitoring the compliance of employees with the rules and regulations of the organization;
- Recruitment of candidates, transfer of employees in the organization and removal from the organization in accordance with the legislation;
- Organization of clerical work related to personnel;
- Organization of personal accounting, processing of incoming information on personnel;
- Calculation and registration of pensions;
- Preparation of statistical reports on personnel;
- Preparation of references, testimonials and other documents related to employees (response to inquiries from other bodies);

- Ordering, keeping and handing out workbooks to employees;
- Preparation of employee vacation schedules;
- Study the reasons for staff turnover and implement measures related to existing shortcomings;
- Analyze local and international experience in human resource management and apply it in the organization;
- Evaluate the performance of employees.

Proper management of human resources is one of the main factors affecting the productivity and quality of work in any department and enterprise. In order to strengthen human resources, the enterprise and organization must have a purposeful personnel policy. Also, other measures that affect the strengthening of the personnel system are to bring the human resources system to the standards applied in international standards and to be able to apply innovative methods in a timely manner.

Ensuring the development of human resources of the enterprise directly depends on the head of the institution and his personnel policy. The head of the enterprise, as the president of the country, is the person who forms the values of the enterprise.

For almost thirty years, the Azerbaijani Army has been giving us happy days of victory, liberating the territories of Karabakh, which we have longed for and occupied by our hated neighbor, from the enemy. At such a happy time, it is time to write about the economic potential of these areas and determine the direction of business development, provided that it is used effectively. Of course, the historical and cultural significance of these territories for the people of Azerbaijan far exceeds any economic values. It should be noted that the liberated territories have a rich economic potential, and the new economic value created on the basis of the integration of these territories into the country's economy will many times exceed all the financial costs of the Azerbaijani state for the restoration of the territories.

It is safe to say that the favorable business environment to be created in the liberated territories, the formation of micro, small and medium enterprises will

give a major impetus to the dynamic development of the non-oil sector. production will also increase. The material basis of this confidence will be the natural resources of the liberated territories, and the socio-economic base will be selfless and proud people returning to their native lands.

The liberated areas are rich in various materials of industrial and construction importance. At the same time, these areas have rich water resources, which are of exceptional importance for the industry and agriculture of our country. There are about 120 mineral water deposits of different compositions in the region, which are of great medical importance. In general, about 40% of the total geological reserves of Azerbaijan's mineral waters fall to the liberated regions. The region's energy resources (hydropower, solar, wind and thermal energy potential) will play an important role in meeting all sectors of the economy, as well as the daily energy needs of the population.

All these facts show that these areas have enough raw materials and energy resources to create a wide network of businesses in various forms of ownership. The main task facing the present and future generations are to ensure the sustainable socio-economic development of Karabakh by using these resources sparingly.

The Decree of the President of the Republic of Azerbaijan dated October 29, 2020 "On the organization of temporary special administration in the liberated territories of the Republic of Azerbaijan" established temporary commandant's offices in the liberated territories and protection and restoration, protection of special facilities that are a source of high danger to people and the environment, protection of public safety and other important issues.

On the other hand, the President of the country provided assessment and elimination of damage caused to civilians, state property, including infrastructure facilities, as well as business entities as a result of the aggression of the Armed Forces of the Republic of Armenia on the territory of the Republic of Azerbaijan on November 6, 2020. A special State Commission was set up to assess the damage and submit proposals to the President on the funds required for their

elimination, complete restoration of damaged facilities and repair and construction work, and the creation of a single database on costs (Ələkbərov U. 2013).

For the organization, management, and development of entrepreneurship in the liberated regions, a complex legal, organizational-economic, technical-technological, social, environmental, etc., meeting the requirements of modern times, reflecting the best international practices, based on a systematic approach, development and implementation of character measures are required. In other words, a conceptual approach to land reclamation should be preferred. One of the main ways to ensure this is to train and ensure the activities of professionals in these areas.

There is no doubt that these and new construction businesses, individual micro and small enterprises will be actively involved in the reconstruction of many existing and destroyed settlements in the region, including 14 cities and 46 settlements. They also have to restore a large number of hospitals and clinics, schools and kindergartens, and public libraries. We have no doubt that modern shops, household and catering services, markets, and other social infrastructure facilities will be built and put into operation by micro, small and medium entrepreneurs in the cities and villages liberated from occupation. We assume that the process of organizing these business entities will include preferential (several years of tax exemption) tax and credit (low interest) systems.

The establishment of individual, micro, small, and medium-sized business entities in the liberated areas, equipped with modern equipment and technology, able to effectively use ICT, local raw materials, energy, and other resources, for the dynamic socio-economic development of the region; will ensure a high level of active employment, as well as self-employment:

- collecting and processing of agro-parks and joint ventures (agricultural products, large and small horned animal skins, supply and processing of medicinal plants, fodder supply, production of milk and dairy products, beekeeping, dried fruits, fruit juices, and compotes in accordance with their specific features in the regions) enterprise, etc.) organization of a wide network. Based on international

experience, it is possible to create specialized or mixed-type agro-parks in 161 of the existing 329 administrative districts of Karabakh, with three or more villages and a population of 200-1000 people;

- The existence of numerous mineral deposits in Karabakh may allow the establishment of joint mining and non-ferrous metal enterprises in the Kalbajar and Zangilan regions;

- The existence of 46 settlements in the region, as well as the real industrial potential of cities, can realize the possibility of creating 28 industrial and service neighborhoods there;

- Establishment of border-free trade zones in Fizuli and Jabrayil districts could expand the region's export potential;

- The presence of historical monuments in Shusha, Fizuli, Jabrayil, Gubadli, Zangilan districts will ensure the development of tourism there;

- It would be useful to organize individual and micro-entrepreneurial activities in various areas of agriculture under the self-employment program to be developed within each administrative region of Karabakh.

After the completion of the settlement of the population in Karabakh:

- All-purpose music schools in Shusha, with a core as a branch of the new National Conservatory, a new Mugam House to be built, business entities engaged in the production of musical instruments, orchestras, and ensembles of folk instruments, etc. Creating a Music Cluster;

- Restoration of all music schools in the regions;

- Establishment of "ASAN" service and "DOST" centers in cities with favorable positions;

- In one of the central cities with a convenient transport and communication network for the training of qualified personnel in accordance with the requirements of socio-economic development of the regions, there will be opportunities to establish Karabakh State University, as well as branches of public, private higher and secondary schools and vocational schools (Taliblı M. 2014).

Funds allocated directly from the state budget and the State Oil Fund, foreign

investments, one-time gratuitous donations from international organizations, low-interest bank loans, funds of insurance companies, the population's own funds, and other sources not prohibited by law may be used to finance entrepreneurship in the liberated territories.

The effectiveness of human resources plays an important role in solving socio-economic problems, the realization of selected high achievements, the economic and political development of the country, the proper organization of business relations of all bodies.

## **II CHAPTER. ANALYSIS OF THE EXISTING TRAINING SYSTEM FOR PROFESSIONAL AND TECHNICAL PERSONNEL IN AZERBAIJAN**

### **2.1. The existing problems related to the training for professional and technical personnel**

The transition to market relations has made it necessary to carry out a number of economic reforms in the country. Implemented economic reforms directly depend on the processes of accelerating the state's social policy, increasing the role of the human factor, and increasing the efficiency of the use of labor resources. The leading role of the human factor in the economic development of Azerbaijan, separated from the administrative-command system and the centralized unified economic management system, has significantly increased the relevance of staff training for the reproduction of the labor force, the main productive force of society.

In modern times, the main focus in staff training should be on improving the quality of the workforce, not quantitatively. Because one of the most important requirements of the new economic system is to achieve the consistent development of means of production in accordance with the achievements of the company with the training of personnel and specialists. This compliance means the reproduction of a high-quality workforce, along with an increase in the number of employees with higher and secondary education in terms of the general level of education and professional development of the labor force.

The application of ETT to production in a market economy leads to improved working conditions, the elimination of heavy manual labor, as well as an increase in the level of complexity between mental labor and physical labor.

Elimination of the planned management by the state in the training of personnel in the conditions of market relations makes it necessary to take into account the supply and demand in the labor market. In this case, the factors affecting the student workforce must be taken into account. Such factors include the competitiveness of the workforce, its familiarity with the achievements of the

ETT, and its high intellectual level, as in previous years. Due to the economic crisis in the country, the shutdown of production enterprises, the existence of a disproportion between the number of jobs and the number of workers, differences in the professions and specialties of employees in existing jobs have affected the incorrect training. Thus, in addition to the incorrect definition of labor supply and demand, the decline in interest in vocational education among young people has been reflected in staff training in recent years. Taking into account all this, the following areas should be taken into account in staff training in a market economy (İsmayılzadə A.İ., Bak; 2013).

1. The right personnel training policy should be developed in the country and the demand and supply in the labor market should be taken into account here.

2. The country's demand for labor in existing and developing sectors of the economy must be properly identified.

3. The quality and competitiveness of the trained workforce, based on the experience of countries around the world, should be improved in staff training, and the achievements of the ETT should be taught with theoretical and practical knowledge.

4. The principle of efficient use of working time should be considered as a basic condition in staff training.

5. Public and private funding of vocational education should be provided by increasing the interest of young people in vocational education.

As you mentioned, vocational education has a strong and significant impact on economic development. Vocational education is even more important for developing countries like Azerbaijan. Thus, the task of vocational education in Europe is, to put it simply, to adapt the knowledge and skills of citizens to the updated technology in 3-5 years, while in Azerbaijan to ensure the adaptation of acquired specialties and skills acquired in a planned economy for a long time. is to do. Suffice it to say that about 60-70% of the country's working-age population has been educated or worked in the Soviet system. At that time, a one-time qualification allowed a person to be employed for a lifetime. But now, in a market



economy, the rapid change of technology requires a flexible and dynamic increase in professions and specialties, the acquisition of new skills.

It has not been possible to ensure the interest of young people in vocational education. As a result, many people who start their own lives and have education in certain professions and specialties face the problem of acute unemployment and thus poverty. Because the research clearly proves that the current unemployment problem in the country is not only due to a lack of jobs but also due to the fact that the vocational education and skills of unemployed and job-seeking citizens do not meet the requirements of modern labor market. For example, it is a fact that market structures (and even government agencies) in the country are looking for specialists with work experience and knowledge of the principles of market economy, while on the other hand, there is an army of unemployed people with higher education in the country. Therefore, ensuring the employment of unemployed and job-seeking citizens in the country makes it necessary for them to acquire relevant professions and specialties that are competitive in the labor market and meet modern requirements. Another fact is that every year about 120-130 thousand young people graduate from high school in the country. About 25-30 thousand of them are admitted to higher, 15-17 thousand to secondary specialties, and 15-23 to 20 thousand to vocational schools, and about 70,000 young people are forced to look for a place in the unskilled labor market (İsmayılzadə A.İ. 2013).

This suggests that the problems related to vocational education need to be addressed in a very short time. These problems can be divided into several areas.

First of all, we can note the decrease in the number of vocational schools and students in the country.

Lets` note that, at present, 106 vocational education institutions, including 45 vocational lyceums, 2 vocational training centers, and 59 vocational schools operate under the Ministry of Education. 8 of the vocational schools are in penitentiaries. Compared to 2010, the number of vocational education institutions under the Ministry of Education decreased last year.

Another major problem is that the training of staff in vocational schools in our

country does not meet modern requirements. Thus, at present, the city's vocational schools mainly train locomotive driver's assistants, electric locomotive driver's assistants, metro electric train driver's assistants, railway station duty officers, oil and gas production operator, electrician, process equipment operator, chemical analysis laboratory-commodity operator, welder-welder, personnel are trained in the specialty of an electrician for the repair and maintenance of electrical equipment.

Also, an electromechanical for repairing and servicing electronic medical devices, a carpenter, a carpenter, a parquet maker, an electrician for repairing electric machines, an electric gas welder, a computer operator, a printer, a printing designer, a skinner, an accountant-personal computer operator, a computer operator.

Among them are mechanical specialties for the repair and maintenance of radio and television equipment. Other specialties include bartender, bartender, hairdresser, manicurist, accountant-personal computer operator, sailor-motorist, electrician, ship repair locksmith, welder, model-tailor, and other specialties.

Vocational schools do not have enough opportunities to train personnel who meet modern requirements in these and other specialties. One reason for this is the weak material and technical base of most vocational schools, which are not too old, and another reason is the lack of qualified teachers to teach students modern professions (Muradov Ş.M. 2004: s.29).

It is no coincidence that most of the 2.5 million euro grant allocated by the European Union in 2008 was spent on international specialists and experts working on curricula and teacher training, improving the management model.

The most serious problems in the field of vocational education in Azerbaijan are the non-compliance of material and technical and educational base with modern requirements, almost complete uselessness of teaching equipment, machinery, machines and mechanisms, extremely low salaries of engineers and teachers, graduates lack necessary knowledge and skills and other problems were identified.

Although the amount of funds allocated for vocational education has been increased, 86.3 percent of these funds were spent on salaries, pensions, and utilities. In this regard, the funds allocated for the rapid development of vocational education are not enough. The total amount of funds allocated for technical vocational education in the total budget expenditures on education is less than 3%, which does not allow the development of the field.

For this reason, it is not possible to use the resources needed to improve the quality of education in vocational institutions. This can be seen in the table below.

In European countries, companies are interested in the professionalism of the person who produces the product. Therefore, it is interesting to recruit a vocational school student and make a successful selection of staff from among the students. Therefore, he sometimes pays for vocational school and pays a scholarship to a student he plans to hire in the future. That is, private companies are closely involved in the financing of vocational education.

In Azerbaijan, however, employers are not interested in operating at a level that meets existing standards and has high human resources, as they enter foreign markets not with industrial products, but rather with natural resources. In our country, private companies not only allocate funds for vocational training but also welcome internships. In fact, the employer must provide the interns with a minimum wage or transfer a certain amount of money to the balance of the educational institution in return for the work done. It is no coincidence that the financing of vocational education in Azerbaijan is mainly the responsibility of the state.

**Table 3: Indicators of professional training of personnel in enterprises, departments, and organizations of the republic (2005-2020, in people)**

	2005	2010	2015	2017	2018	2019	2020
Vocational training - total	5254	4792	7453	4502	5629	5130	3478
from them:							
staff retrained	2143	1503	4029	1180	804	1228	640
They have improved their skills	5196	3389	3888	7102	3302	4356	1835
Out of the total number of employees who have been trained and retrained:	10450	8181	11341	11604	8931	9486	5313

directly in the enterprise	4540	2153	4164	2117	2847	1834	2595
abroad	123	118	33	119	44	209	18
in educational institutions	18	186	4002	3838	1437	1975	594
in professional development institutes	...	...	218	441	694	646	320
in refresher courses	...	...	2924	5089	3909	4822	1786
women	1501	712	440	488	1012	1554	423

**Resource:** <https://www.stat.gov.az/source/labour/>

To solve this problem, ie to establish partnerships between employers and vocational education institutions and to regulate this process, a Coordinating Council was established by the relevant order of the Ministry of Education. In addition to representatives of relevant government agencies, the Coordinating Council includes representatives of non-governmental organizations.

However, the lack of a competitive economy does not mean that private companies need vocational schools. Monitoring by the Ministry of Education shows that only 40% of employers apply to vocational schools. He is also in some cases. It is possible to find a job in many specialties without graduating from the vocational school. For example, according to the Main Employment Office of the Ministry of Labor and Social Protection in 2010, 30,000 applicants were provided with jobs, of which 4% had vocational training. Therefore, only in a competitive economic environment can vocational schools achieve quality training. Otherwise, no matter how much money is spent on vocational education, the desired result will not be achieved.

In this regard, change vocational schools should monitor the labor market. The qualification requirements of jobs in the labor market, the ratio of trained personnel to this number should be determined. Due to the lack of such monitoring, there is no information on the number of real jobs, specialties, and professions in the labor market. Monitoring is carried out formally. Monitors receive information from the employment service. In the country, 5-6 percent of the 100 unemployed apply to employment services. In this case, the real demand cannot be determined. It is no coincidence that there is a big difference between the number of job seekers in the country and those sent to vocational training by employment services compared to the number of unemployed who do not have any

specialization.

We contacted several large companies to find out the level of employment of graduates. According to Afig Safarov, head of Azersun Holding, more than 500 employees work in the technical field. 90 of them have technical diplomas. According to Afig Safarov, 30-40 graduates of vocational education apply to them during the year, but none of them is suitable for the job

(<https://hr.azersun.com/pages/contentPage.aspx?ID=18&Lang=2>).

To get a job at BP-Azerbaijan, you need to have a suitable diploma. Nigar Aliyeva, the company's recruitment consultant, said they needed 120 workers in production, mechanics, controls, and electricity. The company has announced a competition for these vacancies. 3,500 people applied to them. About 122 of them had vocational education. Out of 3,500 applicants, 1,350 qualified for BP. Only 2 of them graduated with vocational education. The company met the needs of 120 technicians at the expense of graduates. 55% of them were students of the State Oil Academy. However, a diploma of technical and vocational education would be enough for the required specialties, if the graduates received a quality education in a vocational school.

In this regard, the launch of the Ministry of Education's Modern Azerbaijan Professionals Project to improve the quality of the vocational education system can be considered a positive step. The project envisages the creation of modern pilot vocational education complexes. Following the development priorities of the first 32 vocational education institutions, 5 pilot projects will be implemented, and for the first time in the vocational education system of our country, graduates will be awarded international qualifications. In addition, it is planned to begin the certification of teachers working in the first vocational education institutions. Following the State Program for Socio-Economic Development in the regions, several new specialties are planned to be introduced.

In Europe, vocational schools are considered the main force of the economy. That is why Western governments are taking every opportunity to provide quality and secure education. For this education to be effective in Azerbaijan and for

teenagers to be interested in it, the skills of setting up a business in the profession taught must be instilled in vocational schools and lyceums as well. In developed countries, those who choose vocational education 34 do not look at their profession only as a means of employment. They also receive business education to start a new business. That is, the specialty combines business education. Because entrepreneurs do not need a simple workforce, they need an employee who can solve problems that arise in the business process, make decisions, and understand social responsibility.

One of the important things to be done in this area is the adoption of the draft law "On Vocational Education" prepared by the Ministry of Education. Enterprises have repeatedly stated that one of the reasons for the backwardness of vocational education in the country is the imperfection of legislation in this area. The adoption of the law will not only improve the quality of education in vocational schools but also provide them with modern equipment and strengthen their material and technical base.

It should be noted that the development of vocational education, the training of highly qualified specialists plays an important role in the transformation of each state into a highly developed industrial country. From this point of view, industrialization, scientific and technical development is in harmony with the process of formation of high-level personnel. In the modern world, the profitability of human capital is measured by the cost of its costs. This includes not only the cost of education and training but also the cost of wages lost during the study period. The experience of developed countries shows that the level of professional development of employees and the optimality of the professional composition depends on the volume and efficiency of direct investment in human capital

(<https://www.valamis.com/hub/employee-development-plan>).

## **2.2. Effect of training for professional and technical personnel on its performance**

The level of education and professional training is one of the factors that directly and strongly affect a person's standard of living, both objectively and subjectively. The fact that one of the three sub-indices of the Human Development Index proposed and applied by the United Nations to compare human development among the countries of the world, characterizes education is due to the fact that education is an important factor.

In general, before analyzing the impact of education on the living standards of different segments of the population, it should be noted that, unlike all countries in the world, the level of education of the poor in post-Soviet countries, including Azerbaijan. This is due to the fact that education is free and compulsory. The high level of education facilitates the use of the labor of poor citizens in solving the problem of poverty.

In the most common and inclusive terms, in-service training, which can be defined as planned training activities given to individuals who are employed or working for a certain salary or wage in workplaces belonging to private and legal persons, in order to gain the necessary knowledge, skills, and attitudes related to their duties, is nowadays increasingly popular. becomes important. Intense competition in the world, rapid developments in information and technology have caused the information obtained through pre-service training to be insufficient in the business environment over time. This situation revealed the necessity of in-service training. Providing the employees with the training required by the job and the workplace will prevent the country's resources from being wasted, as well as the effective and efficient use of labor and resources.

In-service training contributes to productivity in two ways: institutional and personal benefits.

### **1. Institutional Benefits**

The ability of in-service training to increase the intended efficiency depends on the realization of certain conditions. The most important of these conditions is

the realistic determination of the factors that reduce productivity in institutions. After the factors that reduce productivity in institutions are determined with an objective approach, it can be determined how in-service training can be used to eliminate these factors. being involved in the process. In this context, unions want to play an active role in the in-service training decisions to be implemented in the workplaces (<http://members.tripod.com/sosyalhizmev/shcek>).

While the in-service training to be given to the employees is a cost factor in the short term for the employers; The benefits to be provided by this training will be more decisive for businesses in the medium and long term.<sup>16</sup> The corporate benefits of in-service training are listed by Sims as follows:

- In-service training increases the profits and profits of institutions,
- Develop work-related knowledge and skills at all levels of the institution,
- Increases morale in the corporate environment,
- It becomes easier for employees to recognize and adopt corporate goals,
- Subordinate-superior relations develop,
- Clarity and trust develop within the institution,
- Institutional development is ensured,
- Preparation of work instructions,
- Understanding and monitoring of corporate policy is ensured,
- The efficiency of corporate decisions and problem-solving processes increases,
- Leadership skills, motivation, loyalty, positive attitudes towards the organization develop, - Improvement is observed in employee and employee relations,
- There is a decrease in the misuse of the means of production and wastefulness against the establishment,
- An atmosphere suitable for communication and development is created in the institution,
- Easier for employees to adapt to change,
- Helps reduce stress and tension and resolve conflicts,



It gives flexibility to the firm.

Thanks to this situation, an increase in the quality of production and efficiency is observed,

- Corporate prestige increases, helps to obtain a good image.

#### Personal Benefits

The quality of the vocational and/or general education received before entering a job is important in case of unemployment or other adverse events. In-service training in institutions; is vocational training, as it is usually done to provide the person with knowledge, skills, and attitudes about his/her job.

The benefits of in-service training to the people working in the institution are as follows (Armstrong M. 2006: p.58):

- Helps employees to make healthier decisions and develop effective problem-solving skills;
- It leads to the development of motivational variables such as success, development, taking responsibility and progress;
- Promotes self-development and self-confidence;
- Increases the power of employees to fight stress, tension, inhibition and conflicts;
- Increases job satisfaction and recognition;
- While increasing the interaction and communication skills of the person, it also improves his/her self-directed approach;
- Provides satisfaction of personal needs;
- Prepares the environment for self-determination and development;
- Improves the writing, speaking, and listening skills of the employees;
- Eliminates the fear of moving to new tasks or promotion.

When the benefits in both dimensions are examined and compared; It is seen that the institutional benefits are mostly material and the evaluation results can be determined mostly numerically, whereas the personal benefits are mostly moral and the evaluation results can be determined by value judgments.

On the other hand, unless the education services provided in education centers

turn into profession, qualifications and knowledge, it would not be appropriate to expect them to turn into improved performance.

### **2.3. Proposing a new training model for professional and technical personnel**

The concept of management training includes the study of the elements of management training, as well as the formation and orientation of management staff in accordance with the tasks facing the organization. The concept of management training means a system of theoretical and methodological views based on understanding and defining the essence, content, purpose, tasks, criteria, principles and methods of staff training, as well as an organizational-practical approach to the formation of the organization's management mechanism. It also includes the development of a methodology for the training of management personnel, the formation of a system of management training and the development of innovative methods and technologies in the training of management personnel.

Presented specifically as a sequence of stages of implementation of the process of training management personnel of enterprises, each of them is the formation of a system of activities to organize and implement a specific stage. The main goals and characteristics of training take into account the level of training and the potential of employees, the need for management personnel of the organization, the main opportunities to achieve the set goals.

The stage of implementation of special pedagogical activities, training, which provide direct training of personnel, includes training and stimulation of personnel, staff development, and creation of relevant skills, development of management skills for the management of a certain structural unit. The process of professional training of management staff reflects a complex continuous process.

The process of staff training is not dynamic in terms of modernity and varies in different directions depending on the goals of the organization. Planning the training process is also very important in the concept of training. The participation of both higher education institutions and organizations should be taken into account when developing a plan for the training of management staff.

In modern times, taking into account the needs of the organization, a unified training plan covering different methods and techniques of the preparation process is created. Planning during training is a special system that leads to the rapid development of the training process.

Basic training - involves the training of qualified personnel with specialized knowledge, skills, and communication skills. Preparation is considered complete when specialized knowledge is acquired to perform a particular activity. Specialized training is designed to obtain specialties aimed at deepening knowledge and skills in order to train management staff in certain areas.

1. Professional development of personnel (staff training) - is the training of personnel to improve knowledge, skills, and communication methods due to the increase of professional abilities or qualification requirements of management personnel. Improving professional knowledge and skills: aims to adapt, update and deepen knowledge and skills to the requirements of modern times. In this case, management specialists are trained to perform more qualitatively complex management activities.

2. Personnel training (retraining) - a training process aimed at acquiring new professional knowledge or learning new knowledge, skills, and ways of communication related to the changing requirements for the content and results of the work, as well as the rotation of personnel in management activities.

In international practice, according to the modern concept of staff training, the staff training process carried out by companies is mainly external and internal corporate. External training involves the use of the services of special employees of the company or business organizations. Employees working in the management structure of the organization may be sent to short or long-term training courses, depending on the current situation. It all depends on the purpose of training. It is important for the company's management to choose the right training methods to ensure that their funds are not wasted (Tunçomağ K., Centel T. 2013).

The purpose of internal training is almost the same, but in this case, the companies themselves directly control the training and development program on a

regular basis. Typically, this involves the establishment of training and effective training centers within the company. Thanks to these training centers, staff have the opportunity to systematically develop their personal skills, to respond to all innovations with their powers. The internal preparation process is responsible for managing a constant portion of the costs for enterprises, forming regular training staff, approving the training program, and creating all the necessary conditions for the preparation process.

In addition, various new approaches are used in management training. The first concerns the problematic situation of the organization's management staff - this is the approach used when any member of the company's management has high skills or insufficient skills or low quality to master new activities. According to this approach, the main reason for the company's low productivity is the activity of management staff, and the company regularly pays special attention to training in management.

The features of the tactical approach are the participation of companies in the retraining of professional and technical personnel in management as a result of significant external changes in the business environment. Although such an approach has an impact on the situation, companies that use this approach may form special training units. In addition to regular training, staff in special training units acquire the necessary knowledge and skills to adapt to the innovative requirements of management activities (Boudreau J.W., Ramstad P. 1999: p.96).

The strategic approach is that organizations model their training plans based on their development strategy and carry out training in accordance with this strategy.

The main purpose of using modern concepts in management training:

- to ensure the effective implementation of new complex tasks in staff training;
- increase innovative management opportunities;
- adaptation to new management technologies;
- Development of uniform rules for methods and techniques to increase the

professional level of staff;

- learning new forms for organizing and stimulating teamwork;
- increase decision-making skills;
- Motivate management to learn more, etc.

In the process of training personnel in the world practice, lectures, small group discussions, conducting practical research, business games, role pieces of training, etc. The use of such training methods is widespread. In addition to using these methods, courses and seminars related to management activities are also organized. Another common method is staff rotation in management departments. The transfer of a low-level manager from three months to a year between management departments leads to the formation of new management specialists in many aspects of the organization's activities. As a result, young staff learns the problems of different departments, learn in-depth the coordination and connections between different departments of the organization. Another important form of training is the participation of personnel in the management process.

In the concept of management training, it is important to implement the following factors during other training:

- In addition to teaching new management techniques and methods during the training of management staff, all aspects of business competence should be explained to them. This, in turn, requires flexibility of the general concept of training, which allows reflecting international experience in training.

### **III CHAPTER. APPLICATION AND EVALUATION OF THE NEW TRAINING MODEL FOR PROFESSIONAL AND TECHNICAL PERSONNEL**

#### **3.1. Application of the suggested training model for professional and technical personnel**

The main goal of various enterprises, departments, and organizations is to develop a personnel policy that can meet the needs of employees in the long run, which is still relevant.

Researchers distinguish between models of organization of professional development of personnel, which in turn are divided into traditional and new, as well as models implemented in the workplace and beyond. Traditional ones include briefings, job rotations, mentoring, challenging methods, training in project groups, lectures, conferences and seminars, situational analysis (case studies), group discussions, business games, role-playing, self-help. self-education, distance education, training.

Among the new models of learning and development are coaching, business trips, bedding (partnership), shading, gaming, each of which has its own characteristics, advantages, and disadvantages, so when implementing one of the models it is important to take into account the characteristics and goals of the organization. is important.

Innovative methods are regularly used in most developed countries, as well as in the implementation of staff training in mega-brand enterprises. Training of personnel through innovative methods plays an exceptional role in the formation of personnel that can ensure long-term and future activities. In many cases, leading firms and organizations, as well as other economic entities, implement innovation policies in the field of personnel training in the field of professional development of personnel, as well as their education (Boudreau J.W. ve Ramstad P. 1999: p.109).

"Retention" and "innovative training" are especially distinguished in the field of staff education. In general, the world experience proves that two main stages

play a special role in the formation of employees and the expansion of their knowledge and vocational education. These stages are comprehensively analyzed by the following scheme.

**Scheme 1: Stages of training qualified personnel**



**Source:** Bazarov T.Y., Yeregin B.L. 2016.

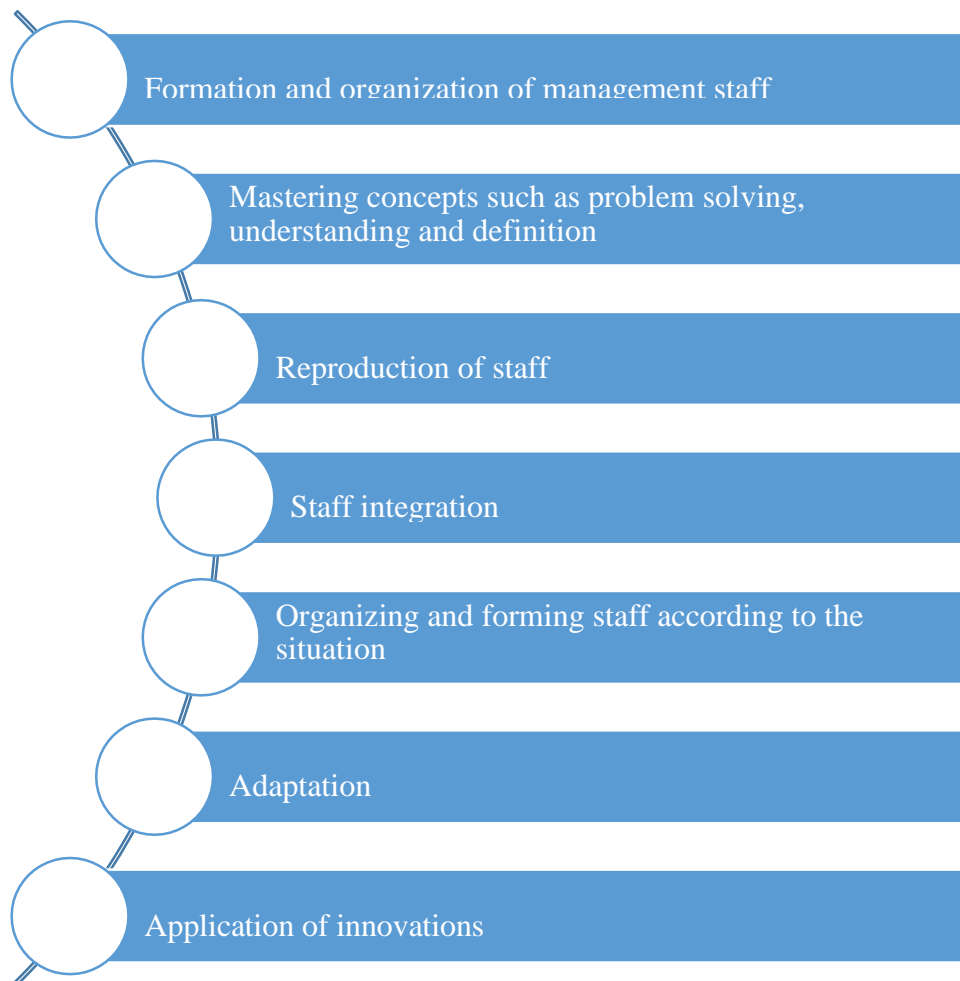
As can be seen from Figure 2, two main stages play an important role in the formation of each staff as a skilled worker, the first of which is pre-diploma education. Pre-diploma education means the theoretical and methodological knowledge acquired by the employee during his / her education. Postgraduate education means the process of practical application of the theoretical knowledge acquired by the employee in this field, as well as participation in professional development and improvement courses. Employees who have comprehensively completed these two stages are not only highly qualified personnel, but also belong to the category of non-alternative employees of each enterprise.

There are some differences between the employer's and the specialist's teaching and learning perspectives on innovative methods of staff training. The training methods used by each country for staff development are different. Thus, German experts H. Scheibl and V. Barts believe that it is important for the employer to apply continuous training. Continuing education has the following main objectives. These goals are given in the following scheme (Armstrong M. 2009, p.107):

As can be seen from Figure 2.3, the main objectives of the innovative approach to staff training are to form, manage, integrate, adapt, innovate, reproduce, adapt, and, most importantly, to solve, understand, and assign problems

to staff. to ensure the mastery of key concepts such as

**Scheme 2: The main objectives of the innovative method**



**Source:** Bazarov T.Y., Yeremin B.L. 2016.

Innovative human resource potential is one of the newly applied methods. It is a human resource that can receive new information, deepen professional knowledge, promote new competitive ideas, find solutions to non-standard problems and offer new ways to solve standard problems. The success of the organization depends on the availability of innovations in this area, as well as the creation of a personnel development system.

Corporate training and training covers the following key provisions:

- Due to the complex and unpredictable nature of the external environment of the Organization, it is necessary to constantly update and increase knowledge;

it is the developmental nature of training aimed at understanding ongoing labor activity. Strategic initiatives are implemented by those with the capacity and



resources to cultivate;

- Training in organizations should not only develop the organization's resilience but also innovate the entire internal mechanism of the organization, create new ideas and solutions. An organization that wants to respond to change must not only use information and knowledge effectively but also create them. Employees of the organization should not be passive about innovations, but they should be active agents.

Vocational training should be seen as an ongoing process that directly affects innovation. An employee's training period begins with the identification of needs, which is a mismatch between the required level and the required level of their real skills. According to the needs, the training budget is formed. Learning costs are considered an investment in an employee's qualifications and therefore expect the organization to return employees in the form of an effective form of work. Criteria need to be developed to assess the effectiveness of staff training and to conduct this assessment .

The innovation factor in this area of personnel work is the focus of the trained employee on self-assessment of the results obtained. A good way to show off is a rating system for assessing knowledge that can be developed with educators. Such an assessment model ensures the effectiveness of learning and their actions.

Innovative processes create conditions for the employee's special comfort and mobility of thought, an effective system of perception, a special inner need for creativity, a kind of self-realization, and integration into the social environment.

The key indicators in innovation are the intellectual, which is most important for the employee's semantic significance and high internal motivation (Tunçomağ K. ve Centel T. 2013: p.41).

Top managers value innovation as an important element of growth. One-third of administrators manage updates when needed. The third-party includes the innovations in the agenda of the senior management group.

For 19% of top managers, growth and innovation are only part of a strategic planning process focused on budgeting and forecasting. Only 27% said they were

fully integrated into innovation. However, these leaders feel more confident in their decisions about innovation and say they have the means to protect it and the right skills.

The development of professional and technical personnel is the acquisition of new powers, knowledge, and skills that employees use or will use in their professional activities. The main methods of professional development are vocational training, career development, education.

Gamification is one of the most interesting models of professional development of personnel, which is gaining more and more popularity every year.

Gamification is the application of computer and business-specific approaches to non-gaming processes to engage users and consumers, increase participation in problem-solving, and use products and services.

The basis of this approach was proposed by Kevin Werbach, associate professor of law and business ethics at the University of Pennsylvania's Wharton School. He is not the creator of this model, because, in his research, Werbach discovered a large number of organizations that implement gambling, and for a long time did not give a specific name to this model. It should be noted that not all business processes can be played, because there are activities and personnel that are not suitable for the use of games.

The play model helps motivate for learning or for the needs of a group that is not very relevant as something that is not so interesting and exciting for each of us. For example, accounting, law, traffic rules, etc. Using this approach to learning, much knowledge can be better received by employees than traditional training - lectures, training, seminars. Playing can create additional interest in a rather boring topic.

However, the gaming method is especially valuable for some companies that are trained in labor operations using computer technology. In modern conditions, at the regional level, as a rule, passive teaching methods are used, for example, mentoring, lectures, seminars, etc.

Analysis of vocational training in various institutions has shown that the

organization has so far used training models such as lectures and workshops under the supervision of an experienced instructor. However, since April 2016, the company has decided to apply the gameplay method, which is presented in the form of a training video game for operational and maintenance personnel.

*Basic concepts and new methods of gamification.*

The process of implementing game strategies in business is called gambling. It can be used to provide an experience that will create the necessary meaning and increase the motivation of employees and customers.

Gamification is the application of computer game-specific approaches to software tools for non-gaming processes to engage users and consumers, increase their participation in solving problems, and use products and services.

Gamification is the use of game techniques in off-game processes. It has been in the corporate environment for a very long time. Competition of factory sites for the highest productivity, call banner, badges, honorary titles - all these tools, which are actively used in the USSR, are also a kind of game.

The main principle of the game is to provide constant, measurable feedback from the user, which allows you to dynamically adjust user behavior and, as a result, quickly master all the functionality of the application and gradually immerse the user in a more subtle game. Another way to play is to create a legend, a story, equipped with devices that accompany the process of using the program. It helps to create a sense of ownership among users, to contribute to the overall work, to achieve any imaginary goals. In addition, as users acquire new skills and competencies, the game introduces a gradual change and complication of goals and objectives.

The set of playing tools in the training is as follows.

Instrumental solutions for the game can be classified by "playground":

Board games;

Wall - plaques of honor, awards, and insignia familiar to us from the Soviet past;

Yard - team building and educational quests using a set of tasks and mobile

applications in an urban environment;

Online - in an online environment, on a corporate portal, in a task manager, in CRM, etc. tools used.

Perhaps the widest field for creativity is provided by online games, although it is difficult to apply to several professions (manufacturing, transport, etc.). In the West, online systems for managing business processes have long been actively played out: corporate social networks Yammer.com and Work.com, task managers Freshdesk.com and Redcrit-ter.com, and companies that develop game modules for various platforms. (Bunchball.com). In the domestic market, gaming tools are mainly turnkey solutions: large companies implement them themselves or order them from foreign contractors (Boudreau J.W. and Ramstad P. 1997).

The main aspects of the game are:

Dynamic - use of scenarios that require user attention and real-time reaction;

Mechanics - the use of game-specific scenario elements such as virtual prizes, statuses, points, virtual goods

Aesthetic - to create an overall gaming experience that promotes emotional appeal;

Social interaction - a wide range of techniques that are characteristic of games, providing interaction between users.

Game elements can be:

Points are a system that allows you to monitor behavior, save points, and comment. There are many rating systems available, from widely used (and easily understood) account balance checking systems to less common systems such as school-area technology computing systems. Evaluation systems can be used for personnel working in different positions, and they are generally divided into five categories:

- \* Experience Points (XP) track experience over time.
- \* Money - means currency points that you can collect and spend.
- \* Reputation - Points affect how you are treated.
- \* Skills - points indicate abilities in a particular area.

\* Karma - you can collect such points by helping others for free.

Badges are badges that mark the capture of a specific goal. In-game mechanics, fall into the general category of "achievements", along with trophies and other symbols of task performance. Insignia has always been a popular part of the game - even before the advent of modern technology, the military and Child Scouts actively used this approach. All kinds of achievements are so attractive that achieving them makes a person feel successful and full; this creates points of interaction between users in the gameplay system and causes them to rush to relive the same experience.

In addition, badges allow people to showcase their achievements to others and track what others have achieved. Some users also like the collection, and the icons allow them to create different collections (<https://www.insperity.com/blog/5-steps-to-creating-employee-development-plans-that-truly-work/>).

Regardless of which achievement tracking model you choose, icons must be well designed and original to maximize user engagement.

Levels are a structured hierarchy of progress, usually presented in ascending order of number or value (e.g., "bronze", "silver", and "gold").

Levels are available to give the user a sense of progress and satisfaction; they act as transcripts of points scored in a particular system. Levels, along with a "world map" that helps you understand where a level is in the overall hierarchy and how to move forward (and not go down accordingly), can be useful for briefly explaining how the progression system works and what users are up to.

Levels and icons have many things in common, and many systems that use icons do not necessarily cover levels and vice versa. However, levels are a powerful tool that can be especially useful when designing a system with a complex internal structure, such as a service hierarchy.

### *Leaders boards*

Leaderboards are designed to display staff results in descending order from highest to lowest. They are already so ingrained in our culture that the situation is clear and immediately understandable - and it can be a powerful stimulus.

Sometimes they can be a big obstacle, especially if they only show the top 10 or 20 players right now. Low-level players or newcomers to the game may be alarmed by the lack of obvious mobility in the system.

This problem is exacerbated by the fact that gaming systems typically demonstrate their complexity in measurable ways, and users do not understand how much time and effort it will take to reach the top. Therefore, today's high-level leaders are social and relative: as a rule, the player is placed in the middle of the ranking (regardless of the absolute results), often covering connections from friends and social networks. In this case, the players feel the potential to rise, which motivates them to try again. On the other hand, super-competitive players, as well as their team environment, tend to be more influenced by direct leaders, taking advantage of the competitive spirit they have established.

Prizes - One of the most important elements of the systems played - and undoubtedly the most noticeable - is the prizes. In general, they can be divided into two categories: internal and external, ie self-generated or externally supplied. The purpose of a well-played system is to provide several rewards that activate users' desires, using external stimuli and pressures as needed. The most understandable model for perception is described by the acronym SDVV (SAPS):

- \* Status - is the use of tools such as headings or levels highlighted in different colors.

- \* Introduction - Providing exclusive opportunities such as lunch with the CEO (CEO) or "celebrity autograph".

- \* Power - control over other employees in the real or virtual world, for example, the role of team leader.

- \* Products - Includes free items, including company prizes, cash, and gift cards.

This is a list of possible rewards that have long been listed as the least important, the most addictive, and the cheapest to the most expensive. One of the benefits of following this approach in gaming is a significant reduction in the fixed costs of motivational programs. Played systems are based on psychological and

virtual rewards for certain behaviors, unlike standard incentive systems such as offering money and rewards (items).

Gaming increases the stages of employees, customers, and those who have to work with it, so the scope is endless.

Now let's analyze the role of this method of improvement in different areas - gaming in personnel development.

### 1. Health

This area is already in need of serious reforms. Even in the West, where there is a high level of medical care in the United States, there are problems. These include health insurance, the cost of medical services, the aging of the population, a healthy lifestyle, and so on. problems with (Noe R.A., Hollenbeck J.R., Gerhart B. 1997: p.201).

How can gaming + help here? It involves the development of many projects that will help people to lead a healthy lifestyle, pay attention to health insurance, read more and learn about health, become more literate and educated about prevention, and promote health with the help of various mechanics. All this is possible thanks to these - play is the most powerful means of motivation. If in the past it was boring and uninteresting to do something, today it will be interesting and inspiring.

### 2. Innovation

Playing techniques can be successfully applied not only in everyday life, but also in science, inventions, and innovations. The fact is that the games stimulate thinking. This is partly due to the fact that the game involves a person in the process so much that he is seriously focused on the goal. It has been found that if the goal is a serious scientific problem and we use game motivation, a person can find a solution faster due to the increased concentration on the task. Thus, some groups of scientists can make discoveries and work more successfully on innovations and technologies. The play effectively combats psychological inertia, creative stagnation and helps to work more efficiently.

### 3. Business and marketing

Gamification can also be used to attract potential customers. As you know, business and sales are built on trust. It is important for marketers not only to be able to rationalize their decisions but also to be able to engage people in dialogue and build relationships. This is where gaming helps (<https://www.insperity.com/blog/5-steps-to-creating-employee-development-plans-that-truly-work/>).

Marketing is used to create different game behaviors. It is important to try out all the promotions and activities and understand that playing is not just about holding competitions with prizes. This is a more complicated thing.

#### 4. Education

In the education system, the play used in staff development is also used to keep students' attention. If the material is presented in an interesting and playful way, then students' ability to memorize increases. Everyone knows that the effectiveness of teaching depends in many ways on how well the teacher delivers the material. The form of presentation is of great importance.

Playing in education can increase the effectiveness of educational programs and reduce the cost of education without compromising the quality of education. It will also play an important role in improving the approach of staff - teachers, managers, as well as technical staff.

#### 5. Social projects

Social projects may also need to be played out. Usually, some charities hold events with a request to donate money or take part in a campaign. It may work first. But today it is observed that people are no longer actively involved in social projects. Interest in social activities is declining day by day, it is difficult to motivate people.

Playfulness principles can be applied here to encourage people to do something. Play can help charitable foundations that raise money for the treatment of children, youth, patients, and orphanages. Gaming allows people not only to observe what is happening but also to become direct participants in all processes.

#### *Career Management*

Simulation games for career management begin far beyond the company.



Recruitment and selection of future staff take place through various means: for example, in the management of a commercial bank Sberbank uses an international student competition "Bank Battle". With the help of a computer game that mimics the work of a commercial bank, students assess their capabilities, and Sberbank selects promising graduates.

### *Teaching process*

Internship and development programs for young professionals are available in many companies and include game intrigue, social communication, competition, and other aspects, focusing on the values that are important to the new generation. For example, Beeline offers to learn "the secrets of the corporation for 365 days."

Most games are used to increase employee loyalty and motivation: companies offer a variety of games to both learn and save through emotional and sometimes extreme games.

Thus, motivational theories and models are meaningful and procedural, and can and should be chosen individually for each company and each employee. It is also necessary to take into account the personal characteristics of the staff and the fact that something that motivates one employee can have a completely opposite effect on another, so both theories and various means to motivate employees should be carefully selected. It is also important to consider what the company needs and only try to apply modern technology.

From modern motivational systems, there are two main forms of motivational elements: motivation for results and status. The choice of one form or another of motivation is determined not by the content of the work, but by the principles of governance, national traditions, and corporate culture in a particular organization.

Gaming is an effective way to increase the involvement of employees (or customers), but it is important to use it not only in-game attributes (icons, points, prizes, etc.), but also in a complex way and to develop an individual system.

In the retraining and improvement of personnel, theories of motivation are divided into material and procedural. Content theories of motivation describe the structure and content of needs, their relationship to human activity motivation; try

to answer the question of what motivates a person to action. Process theories of motivation analyze a person's reactions to motivating factors, that is, to things that direct his efforts to achieve various goals.

Motives for work have also been identified: self-affirmation, sociality, independence, reliability, innovation, fairness, and competition.

Gaming has been defined as the use of gaming techniques in non-gaming processes.

The game includes elements such as points, badges, levels, leader boards, and prizes. Its scope is wide, there is an opportunity to develop an individual system for each company (<http://members.tripod.com/sosyalhizmev/shcek>).

Based on research, we can say that Gamification is a separate model of motivation that can combine elements of other motivational theories.

The field of application is wide, it is possible for each company to develop an individual and complex motivation system, starting with online games and ending with simple game elements. Points, icons, levels, etc. are included in the game. The purpose of such elements coincides with the motive of the work. Thus, the assumptions have been confirmed, playing is a separate method of staff motivation and is currently one of the most effective methods.

### **3.2. Assessment of the results of the applied personnel training model**

As mentioned above, the role of the employee factor in the overall performance and growth of companies is great. Therefore, sometimes companies try to attract the best staff from other companies.

But the training of good staff is also the result of certain complex work. One of them is the opportunities created for this within the company. In some companies, it is important to consider what is being done for the career development of professional and technical staff. The following examples evaluate the results of these improvements.

According to AzerCell Telecom's human resources department, the company has benefited from international experience in human resource management since

its inception. in People” (IIP) - Meets the requirements of the Human Investment Standards and received the “Standard” certificate in 2004 and the “Silver” certificate in 2011 and 2014. During the certification held in January 2018, Azercell was awarded the "Gold" certificate, proving at the international level that it manages its employees at a high level. As an indicator of this, the company has invested AZN 4,583,629 in employee development over the past 5 years. Employee development programs include not only classical education but also online training, coaching, and mentoring programs (Lockwood N.R. 2011: p.68).

It was noted that the training package of Azercell Academy created within the company is constantly expanding, currently covers more than 30 training programs and about 40 professional teachers: Azercell Academy, a corporate university, provides training and knowledge sharing to professionals in their field It has also become a separate development tool by strengthening its capabilities. In addition to conducting international training within the company, Azercell Academy has also provided training to a number of public and private structures in the local market.

According to the company, according to the results of the employer brand research conducted over the past 2 years, Azercell is one of the 3 best employers among the companies ranked in the market for the best salary and high working conditions, employee behavior, employee development prospects, and other criteria. Declared a good employer: The commitment of Azercell employees to the company remains high. According to last year's employee affiliation survey, this figure was 87%. Thus, 92% of employees answered positively to the question “I am proud to work at Azercell.” The company always supports the initiatives of employees, constantly creating a dynamic work environment and creating opportunities for their personal and professional development.

#### *Vertical and horizontal road in Kapital Bank*

Career development in this company is a complex system that serves the development of the company and the employee. Kapital Bank also supports career development along with the professional development of its employees. Career Development in the Bank is an ongoing and inclusive process. They gain

knowledge and skills, get involved in various projects, get acquainted with the innovations in the bank, and gain more experience. Kapital Bank also pays special attention to the development of leadership skills of employees and the application of management competencies.

Career development in capital banking is carried out vertically and horizontally. As each of our employees progresses in the field in which they work, they can also achieve horizontal career development in other relevant fields. The bank pays special attention to 3 points in career development (<https://www.edgepointlearning.com/blog/cross-training-employees/>):

- 1) employees are motivated enough to do the job;
- 2) have the necessary competencies to perform the necessary work;
- 3) the environment and opportunities for them to apply their skills.

Veyseloglu's development system - Veyseloglu company always attaches great importance to increasing the knowledge and skills, professional level of staff. For this purpose, it organizes courses, seminars, training, and various events in the country and abroad. realizes development and career planning. For example, the development mechanisms in the Group of Companies in 2018 consist of several parts.

Development training for professionals and technicians - these training include pieces of training, including time management, communication, and emotion management, which cover almost all employees, including specialists in the company. In addition, management training is being conducted for the department, regional manager, and senior staff.

Work training - these training are aimed at developing employees' knowledge and skills in specific areas.

In addition to special programs - orientation, training programs for salespeople and cashiers, the company also has a unique VIA - Veyseloglu First Step Program. The purpose of VIA is to provide employment to graduates of selected universities and relevant faculties and to provide specialists and permanent staff in a number of departments of the group of companies. There are

many advantages to this. Leading director of "Veyseloglu Group" LLC, training and paid experience in mentoring, orientation training, including general management, financial management, HR management, logistics, law, emotional intelligence, customer satisfaction, communication, and other basic business skills training, discussions with company executives as invited guests, tasks aimed at developing strategic thinking and presentation skills, etc. are being implemented (<https://www.veyseloglu.az/az/career-opportunities>).

The group of companies includes the Veyseloglu Development Center (VIM), which organizes training, seminars, and various educational projects for the personal and professional development of employees.

#### *An individual development plan in SOCAR*

According to SOCAR, the career development of employees in the company involves the implementation of comprehensive measures to plan and implement a system of service promotion in accordance with the service and individual quality indicators of the employee, serving the development of the enterprise and the employee. Personnel policy approved by the decision of SOCAR dated April 22, 2019, the formation of a reserve base of personnel, the recruitment of professionals in the specialties and professions required to increase labor productivity, the creation of the necessary conditions for their development and more efficient management of human resources determines the making.

Significant work has been going on for many years to establish a vocational school and modern training centers to train professional and qualified personnel in the oil and gas sector, to finance the education of young professionals at prestigious universities, and to attract them to the company. SOCAR has been implementing various SAP modules, including the HR module, since 2008. Based on international experience in the field of "recruitment", "performance appraisal and career planning", "knowledge testing", "organization of training", "employee relations" for more effective implementation of this process, taking into account the principles of management based on international experience. In addition, an employee performance appraisal and career planning program has been developed

and implemented as a pilot project at several SOCAR enterprises. There is always a need to consolidate the activities in the field of resources on a single platform and integrate them using advanced information technologies.

For this purpose, SAP, one of the leading companies in the global arena and previously cooperating in various fields, was involved in this work and launched the "Transformation of Human Resources Functions" program. The main goal of the project is to increase the efficiency of professional and technical staff management, to create a fundamental basis for the development and retention of professional staff, as well as to ensure transparency in staff spending (<https://www.bamboohr.com/blog/employee-development-plans/>).

All career development processes are based on the Job Standards, which reflect the job functions, characteristics, competencies and qualification requirements assigned to the positions and evaluation criteria approved by the order of the President of SOCAR. At the same time, high-ranking positions that directly affect the production processes in SOCAR are identified, and successors are identified from among the employees who meet the requirements of professionalism, education and internship. Individual Development Plans for identified successors are prepared and systematic measures are taken to develop them.

## CONCLUSIONS AND RECCOMENDATIONS

Post-industrial society is characterized by the mass dissemination of creative, intellectual labor, the growing volume of scientific knowledge and information used in production, the dominance of the service sector, science, education, culture over the industry, and agriculture. The leading factor in increasing the role of continuous training and development of personnel in a post-industrial society is a fundamental change in the content of labor as a result of the use of new techniques, technologies, and methods of production activity. In such circumstances, it is necessary to develop and train staff.

There are differences in the practice of professional development in the world due to the socio-cultural structure of countries, the activities of administrative units, and the level of basic education. Countries that invest heavily in education are also at the forefront of in-service training. These countries have high productivity based on individuals, businesses, and countries. In some countries, however, in-service training has not been successful due to low levels of education and the distribution of employment.

Insufficient educational infrastructure in enterprises, shortcomings in basic education of the workforce, financial difficulties, lack of cost-benefit analysis in the use of resources are the most important obstacles to in-service training in these countries. In addition, the inadequacy of the units and trainers that organize in-service training hurts the effectiveness of in-service training. In addition, many employees working in non-occupational occupations are unable to take advantage of in-service training activities, even if they are listed in the employment.

1. Research shows that employee development refers to any type of activity performed by an organization to help employees achieve professional success by expanding their knowledge and skills in their field of work and overcoming obstacles to success.

The concept of employee development is ideally focused on self-development at three levels: individual, group, and organizational. Employee development

activities are divided into three categories: career development, personal counseling, and knowledge and skills development (training).

2. Experienced teachers, mentors, specialists, managers, etc. in staff training, which is the main way to receive staff training. is the implementation of a purposefully organized, planned, and systematic process of acquiring knowledge, skills, and ways of communication under the leadership of.

Research shows that the training of qualified personnel is effective if the costs associated with it, in the long run, will be less than the costs of increasing productivity as a result of other factors or errors in the recruitment of labor.

3. Training of qualified personnel also affects important factors of social efficiency (increasing guarantees of job retention, opportunities for progress, self-esteem, and opportunities for self-realization).

The most important problem with all these issues is the lack of planning and coordination of in-service training in all companies and institutions. In addition, there is not enough information to draw scientific conclusions about in-service training in the world. Statistical organizations disclose information on in-service training only for government agencies and organizations.

There is little information on in-service training in the private sector. Except some large industrial organizations, no in-service training was observed. It has the effect of increasing productivity so that the countries of the world can emerge from the crises they face from time to time and become a global player in a reshaping world.

Thus, there is a strong need to increase the quality and quantity of staff development practices, which are very important in the activities of the structures.



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11. Приведенная классификация является в достаточной мере условной. В реальной практике обучения разные методы, как правило, используются в комплексе.

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## APPENDICES

### *Appendices 1*

**Table 2: The Four Stages of the Education Evaluation Process**

<b>Evaluation criteria</b>	<b>When?</b>	<b>Why?</b>	<b>How?</b>
Reaction	Before leaving the training place during or immediately after training.	The effectiveness of the content of the training program and the way the training is delivered.	With the training program evaluation forms.
Information	At the end of the training program, the participants do not leave the training place.	To measure how effectively the message that the training program wants to convey is conveyed.	Pre-test and post-test results and training program evaluation with forms.
Application	1 to 60 days after the training program.	To measure the extent to which the training program is transferred to the practice and business environment, and to what extent the program is utilized.	Participants' action plans and colleagues, customer surveys, through their managers.
Business results	3 months after the training program.	To measure the impact of the training program on business goals and objectives.	With the performance development of the participants towards the business goals and objectives.

**Resource:** Tunçomağ K. ve Centel T. 2013: p.83.

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