

THE THEORETICAL BASIS OF EFFECTIVE USE OF HUMAN RESOURCES IN POST-INDUSTRIAL SOCIETY

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Introduction. Human resources and the creative potential embodied in them have always been the focus of philosophers, economists and sociologists. With the transition of mankind to the post-industrial stage of development, the role of human resources in the socio-economic and spiritual development of society has increased dramatically [1]. Man's consciousness, his intellect, has become the source of the development of the economy and society as a whole. At present, human capital is included in the list of strategic resources in developed countries. In the modern world, the main struggle is not on the product, but on gaining intelligence and increasing access to it [2]. Historical experience shows that it is the countries with exemplary education, science, technology, health, culture and spirituality that are becoming leaders in socio-economic development [3].

The main features that characterize a post-industrial society are the decrease in the role of material factors in social development, and the increase in the role of information and knowledge as the main resource. Due to the transition to a post-industrial society, serious transformations are observed in all spheres of public life, and the role of intellectual factors and intangible production is significantly increasing. In the course of these transformation processes, the essence of the concepts of resource and capital itself is significantly enriched, they acquire new shades of meaning and content [4]. At the same time, the transformation of the person who is the bearer of information and knowledge and the human resource as a whole into the main productive force has led to a change in the management paradigm [5].

For the above reasons, the study of the nature of human resources and human capital, the characteristics of the formation of structural elements and management on the basis of adequate methodologies. The study is of particular relevance. The relevance, theoretical and practical significance of the topic, as well as its insufficient involvement and study in scientific research in our country, requires, first of all, the development of theoretical and philosophical conceptual foundations of human resource management. It is this necessity that determined the choice of research topic [6].

Analysis of recent research and publications. Local and foreign literature was used as a source base in the study of use of human resources in post-industrial society. Dissertations, scientific articles (in Azerbaijani and English) and Internet resources were used in the research rather than literature sources. Among researchers with scientific articles on a topic close to the topic of human resources – Bağırılı L.B., Kassio F.U., Bayramov A., Məcidbəyli R., Thompson A., Rodriguez B., Smith C. can be shown.

Objectives of the article. The article takes a qualitative approach, thoroughly examining various aspects of human resources, such as personality traits, individual-psychological qualities, team dynamics, the sociological and socio-economic environment, and the broader societal context. Additionally, it incorporates a literature review method, citing various works to strengthen its arguments and provide a broader discussion context. Furthermore, the article uses descriptive analysis to explain the role of human resources in labor processes and collective activities. It emphasizes the importance of shaping and training human resources, improving

professionalism, making informed selections from the workforce, and determining the optimal suitability of each resource for the team's strategic activities. The article also employs comparative analysis to underscore the consequences of neglecting these criteria and characteristics in human resource management.

The main material of the study. The role of human resources as a resource that is always important in the use and management of each of the economic resources is important in terms of economic development and the development of society. In order to systematize human resources and use them effectively, it is first necessary to study the characteristics and problems of these resources. Thus, human resources include:

- level of personality,
- individual-psychological qualities,
- the socio-psychological level of the team where these resources are concentrated,
- the state of the sociological and socio-economic environment,
- represents the level of society as a whole and its subsystems.

Every person in society acts as an object of development, and the main task of the state and society in this area is to ensure that each individual acts according to his personal qualities, abilities and abilities [7]. At the root of the concept of "human factor", along with the skills and abilities of the person, his moral qualities, intellectual level, lifestyle in real life, career motivation, ability to work in a team, etc. stands. The role of the "human factor" and human resources in labor processes and collective activity in the first place in the complex period of modern complexity manifests itself in the implementation of its functions [8]. From this point of view, it is important to form and train human resources, increase their professionalism, make the right choice from able-bodied people, and determine the optimal suitability of each resource object, ie the individual for the strategic activities facing the team. However, failure to take into account these criteria and characteristics, the failure to maintain priorities in these processes has a negative impact on the productive and effective activities of companies and enterprises, creates difficulties in fulfilling the strategic tasks facing the team [9]. In this regard, taking into account the criteria for selecting human resources-managers, staff members required for the formation of staff of each team, enterprise and organization and the features of regulating their use based on individual and professional qualities, forecasting and planning real needs of employees, labor [9].

Analysis of real demand and supply in the market, organization of recruitment processes and ensuring their selection, increasing the efficiency of work performed by personnel, improving the organizational principles and quality of employees in the enterprise as a whole are necessary conditions. Denial of these criteria, as mentioned earlier, can lead to serious problems in the operation of the enterprise. Researcher N. Shevchenko states that as social-labor relations develop in the process of activity and regulation of the labor market, each able-bodied person has an environment to realize his potential, in which case the individual can show his resource potential, resulting in "human factor" and "human resource" [10]. "Criteria are provided for realistic assessment of the criteria in the labor market, and the selection and formation of human resources takes place on the basis of this resource potential. In this case, human resources demonstrate the features that play the role of "decisive force – the core" in the implementation of the tasks facing the team. In improving the quality of human resource formation, it is important to pay close attention to the specific characteristics of the determinants that determine the organization of these processes. The main determinants are the demand for highly trained staff, the existence of a set of criteria for each staff member, the greater responsibility for the complex tasks facing the team, and the seriousness of the team's predicted strategic goals.

Each of these factors requires a strong selective approach to the elements of the quality of human resources. Researcher V. Suvorova considered it important to study the features of regulating the use of human resources in order to overcome these problems, as well as the formation of quality elements of these resources and the application of a comprehensive management model for these resources. In such a complex approach, the factors of any organization, such as "human resources", "labor potential", "intellectual potential", "human capital" and "human potential", are characterized by the "human resources" factor, which is characterized by quality and criteria. The relevance of each of these factors should be analyzed, the results obtained should be systematized, and finally, the selection of a resource-human resource that meets the criteria of the staff defined by the team should be carried out. In this sense, the concept of "human resource" has system-specific components in terms of characteristics, in other words, human resources have the ability to combine the qualities of human economic resources, as well as to ensure the effective development of any economic system. In these processes, households, which are widespread in our country as an economic system and are active in the formation of gross national product, various types of organizations and institutions, regardless of ownership, local and municipal institutions, regional and national organizations, regions and countries themselves, etc. can be viewed.

Researcher O. Kiselyova considered it important to pay special attention to the systemic quality features of the "human resources" factor in the process of studying the structure and quality of the labor market in a market economy. In addition, the education and professional development of each employee are important in ensuring the quality of the formation and development of human resources. Despite the contradictions about the lack of direct self-justification of capital directed to human resources, for us, human resource expenditures have the ability to justify itself at some stage, capital invested in the development of the economy and society, formed and moving economic resource-determinant. According to a study by a group of Russian scientists, investments in human capital can meet the demand for highly trained workers in the labor market and reduce the deficit in this area. These problems are quite relevant for our country. Despite the fact that every year hundreds of young Azerbaijanis go to study in different countries around the world for bachelor's and master's degrees, a small number of them return to our country to work after graduation. Therefore, measures should be taken to regulate the various mechanisms currently being implemented by the state for the training of highly educated and intellectually trained human resources, to study the specifics of this area, to systematize the problems and to develop regulatory mechanisms in line with modern requirements [10].

It is true that the Ministry of Education of the Republic of Azerbaijan regulates the organization of personnel training processes abroad at the expense of the state, as well as the State Oil Company of the Republic of Azerbaijan, but provided that these processes are further improved and systematized draws attention to the need for regulation. On the other hand, there is a need to apply management mechanisms that allow more efficient use of human resources in our country, taking into account the analysis of human resource flows and the specifics of their management processes, studying the problems in this area. Researcher A. Balashov and others note that every detail of the formation and use of human resources, which is important for the development of the national economy and society, needs to be seriously studied. If this is not followed, difficulties in studying the organization's adequate human resource needs are inevitable. In fact, government agencies need to maintain a number of criteria and characteristics when selecting such staff. First of all, it is the loyalty of human resources to the state, protection of laws, respect for the rights of every person and within the law, high level of professionalism of civil servants, adequacy of knowledge and skills, compliance with ethical conduct, etc. it is necessary to take into account the characteristics of the criteria. In addition, serious attention should be paid to issues related to the characteristics of the country's labor market, as well as specific problems of labor market regulation [11]. Thus, the processes taking place in the labor market, socio-economic relations, organizational measures related to labor activity are of great importance in raising the level of professionalism of human resources [12]. On the other hand, it can be noted that the labor market also reflects the feature of a prepared "reserve resource bridge" of human resources. In the labor market, in the processes of real production, services and other activities, each person's own skills and qualities, their specific characteristics are revealed, the process of improving the quality of individual work and personnel is underway. conditions are created for the recruitment of motivated personnel. In this area, S. Shapiro, an expert on the formation of human resources, their efficient use and regulation of optimal management mechanisms according to the characteristics of resources, believes that it is expedient to prefer the American model when modeling world experience in human resource management in the post-Soviet space. The essence of the American model of human resource management is the development of initiative, ensuring the creative activity of employees and the abundance of opportunities for free enterprise. For comparison, the main criteria of the Japanese model are the formation of the corporate environment, ensuring the health of the socio-psychological climate in the team. Considering the specifics of improving and regulating the use of human resources, as well as the current problems of efficient use of these resources, the main features and motivations of the American model for regulating the use of human resources are collective decision-making, collective responsibility, non-standard and optimal management [13]. Informal organization of control, collective control, poor evaluation of employee performance, promotion as a key indicator of the manager's ability to coordinate the control system, group orientation of management, assessment of the level of management on collective results, informal personalization of management with its employees Presence of relations, age, promotion of seniority and length of service in promotion, seniority of the group and, finally, long-term employment of the manager in the firm [14]. According to the Japanese model, the main criteria and motivations for regulating the use of human resources, taking into account its characteristics and problems are the individual nature of employee decisions, individual responsibility, strict formality of management structure, accuracy of control procedures, individual control of the manager, quick assessment and acceleration of promotion, professionalism of the main quality of the leader, orientation of management on individual individuals, on individual indicators management evaluation, formalization of rela-

tions between management and employees, conditioning of business career with personal indicators, training of manager on limited specialization, payment of salary on individual results, short-term recruitment principles, etc. belong to. At the root of private attitudes and characteristics to the use of human resources in Japan is, first of all, increasing the productivity of the enterprise. Japanese expert H. Yoshihara was able to summarize a number of features in the process of regulating the use of human resources, including ensuring mutual trust and guaranteeing employment, protection of corporate values and transparency, organization of management based on objective information, formation of quality management, permanent presence of the manager. Adherence to the principle of cleanliness and discipline, etc. included. It should be noted that the world experience in taking into account the specifics of the mechanisms for regulating the use of human resources, for example, as we have seen above, the direct transfer of the American or Japanese model to any country is not acceptable. Consideration of the problems in this area and studying and taking into account the features of the use of human resources for different purposes, identifying appropriate regulatory mechanisms for them are important conditions:

- First of all, the peculiarities of regulating the use of human resources in relation to administrative purposes should be studied, in connection with which the peculiarities of salary, promotion or demotion, re-employment and dismissal should be investigated;

- In order to assess the quality of management activities, many aspects of human resource use – the level of implementation of management tasks, resource allocation and activity planning, staff training and motivation, the level of cooperation between management and employees, etc. related features should be analyzed;

- Features of informing employees about the compliance of employees with the indicators that meet the requirements of the organization, mainly related to increasing the motivation of employees;

- Features related to ensuring the development of employees are formed from the processes of increasing the effectiveness of staff activities, in which case more attention is paid to the features of stimulating the future development of the employee, the formation of perspectives, individual qualities of the employee are taken into account and evaluated;

- Features of the regulation of the use of human resources in connection with the improvement of personnel management processes are formed mainly by the nature of methods of control over the work of personnel. In this case, due to the problems that arise, change the work process, simplify work, change the organization of labor, change the norm of production, organize employee education or retraining, develop new programs to increase employee motivation, transfer employees who cannot cope with their duties, or regulatory mechanisms, such as dismissal and hiring of new employees, are implemented, applied, etc.

Conclusions. As a result of the research, the following conclusions and provisions, suggestions and recommendations are presented to the scientific community:

1. Knowledge and information have become the main resource of society. Unlike the traditional production process, modern production is a specific "combination" of production and consumption. When knowledge and information are used productively, they do not run out, on the contrary, they increase in quality and improve. In any case, their volume, role and value increase compared to the situation at the beginning of the production chain. One of the main indicators of capital is the self-growth of capital. This allows them to be characterized not only as factors of production, but also as capital.

2. The creative nature of labor activity, the complexity of the problems encountered and the increase in their diversity have necessitated a change in the management paradigm. It is no longer possible to manage creative activity and creative people with traditional management methods, it is necessary to find new management tools that increase its creative potential and stimulate creative activity. The study identified two important areas of such management – human resource management and knowledge management. The study concluded that labor is one of the most important potential areas of self-government. With the emergence of the concept of intellectual capital, there is a serious need to manage human resources on a new basis. Management of intellectual resources should be aimed at developing the intellectual potential of staff and stimulating the creative activity of the employee. Such management allows to reveal the intellectual and creative potential of the employee and use it effectively [15].

Knowledge management has been shown to be another important area of intellectual resource management. In the modern world, the main factor that provides a competitive advantage is not quality, but innovation. The study concludes that knowledge management is one of the key management tools to ensure continuous innovation. In the process of knowledge management, the knowledge spiral, which ensures the transformation of secret knowledge into obvious knowledge and vice versa, allows to achieve continuous innovation. One of the main functions of managers should be to ensure the effective operation of the knowledge spiral. At the

same time, the correct organization of cognitive activity and the ability to learn faster than their competitors are considered to be the main means of ensuring a lasting competitive advantage. It is shown that cognitive activity can occur in a particular organization depending on the circumstances and decisions. There is evidence that there is a significant difference between information and knowledge. There are explicit and implicit types of knowledge. It is argued that obscure knowledge plays an important role in innovation [16].

3. The person is accepted as an object of investment. The main purpose of investing in human beings is to increase human productivity by expanding knowledge and skills, acquiring information and cultural values, prolonging working age, protecting against diseases and protecting the environment [17]. It is these ideas that form the basis of the idea of productive consumption.

Fundamental and applied scientific research is also related to intellectual investment. Expenditures on research and development are valued as an investment. In this case, the concept of investment covers all current expenses that increase income and the ability to create a product. Intellectual investments include staff training and retraining, research costs, as well as the cost of obtaining patents and licenses, ie investments in human and institutional capital.

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JEL O15

Konul Aghayeva, Ph.D., Associate Professor, Azerbaijan University of Architecture and Construction, Azerbaijan State Economic University. **Uzeyir Mehrali**, Master Student, Azerbaijan State Economic University. **The theoretical basis of effective use of human resources in post-industrial society.**

The article meticulously dissects the multifaceted landscape of regulating human resources, recognizing them as the linchpin of economic development. At the core of this exploration lies a profound acknowledgment of the "human factor" and its overarching influence on labor processes and collective activities. In the intricate tapestry of modern complexities, the stability of companies hinges on the effective management of human resources, permeating diverse realms such as asset management, organizational structures, and the seamless operation of high-tech equipment. Furthermore, the article underscores the integral role of human resources in executing multifaceted

functions across production, services, and management within contemporary corporate environments. A significant facet of the discourse revolves around the formulation and cultivation of human resources. The narrative unfurls the intricate process of nurturing and enhancing the professional acumen of individuals, delving into the mechanisms that elevate their skill sets and contribute to their continuous growth. The article intricately navigates the labyrinth of challenges and considerations inherent in the strategic selection of able-bodied individuals, scrutinizing the nuanced decisions involved in building a workforce that aligns with the dynamic demands of the modern business landscape. Within this expansive exploration, the article sheds light on the crucial dimensions of workforce development. It peels back the layers of complexity surrounding the training and education of human resources, offering a nuanced understanding of the strategies employed to raise their professional levels. The discourse extends beyond mere skill acquisition, delving into the intricacies of creating an environment conducive to ongoing learning and adaptation, a critical aspect in a world marked by rapid technological advancements and evolving industry landscapes. In essence, the article serves as a comprehensive guide through the labyrinth of managing human resources, offering valuable insights into the delicate balance required for the harmonious functioning of contemporary organizations. From the strategic considerations of asset management to the meticulous process of selecting and cultivating skilled individuals, the narrative encapsulates the dynamic interplay between human capital and the complex machinery of economic development. As a scholarly exploration, it not only contributes to the theoretical understanding of workforce dynamics but also provides practical implications for organizations seeking to navigate the challenges and harness the potential of their most vital resource – human capital.

Key words: human resources, labor market, education system, human resource management, labor potential.

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JEL O15

Конул Агасва, Ph.D., доцент, Азербайджанський університет архітектури та будівництва, Азербайджанський державний економічний університет. **Узеїр Мехралі**, магістр, Азербайджанський державний економічний університет. **Теоретичні основи ефективного використання людських ресурсів у постіндустріальному суспільстві.**

Стаття ретельно розбирає багатогранний ландшафт регулювання людських ресурсів, визнаючи їх стрижнею економічного розвитку. В основі цього дослідження лежить глибоке визнання «людського фактору» та його всеосяжного впливу на трудові процеси та колективну діяльність. У заплутаному гобелені сучасних складнощів стабільність компаній залежить від ефективного управління людськими ресурсами, що пронизує різні сфери, такі як управління активами, організаційні структури та безперебійне функціонування високо-технологічного обладнання. Крім того, у статті підкреслюється невід’ємна роль людських ресурсів у виконанні багатогранних функцій у виробництві, послугах та управлінні в сучасному корпоративному середовищі. Значний аспект дискурсу обертається навколо формулювання та розвитку людських ресурсів. Розповідь розгортає складний процес виховання та вдосконалення професійної кмітливості людей, заглиблюючись у механізми, які підвищують їхні навички та сприяють їх постійному зростанню. Стаття заплутано орієнтується в лабіринті викликів і міркувань, пов’язаних із стратегічним відбором працездатних осіб, ретельно досліджуючи нюанси рішень, пов’язаних зі створенням робочої сили, яка відповідає динамічним вимогам сучасного бізнес-ландшафту. У рамках цього обширного дослідження стаття проливає світло на вирішальні аспекти розвитку робочої сили. Він знімає шари складності, що оточують навчання та освіти людських ресурсів, пропонуючи тонке розуміння стратегій, які використовуються для підвищення їхнього професійного рівня. Дискурс виходить за рамки простого набуття навичок, заглиблюючись у тонкощі створення середовища, сприятливого для постійного навчання та адаптації, критичного аспекту у світі, позначеному швидким технологічним прогресом та еволюцією галузевих ландшафтів. По суті, стаття слугує вичерпним путівником через лабіринт управління людськими ресурсами, пропонуючи цінну інформацію про тонкий баланс, необхідний для гармонійного функціонування сучасних організацій. Від стратегічних міркувань управління активами до ретельного процесу відбору та виховання кваліфікованих людей, розповідь містить у собі динамічну взаємодію між людським капіталом і складним механізмом економічного розвитку. Будучи науковим дослідженням, воно не лише сприяє теоретичному розумінню динаміки робочої сили, але й дає практичні наслідки для організацій, які прагнуть долати виклики та використовувати потенціал свого найважливішого ресурсу – людського капіталу.

Ключові слова: людські ресурси, ринок праці, система освіти, управління людськими ресурсами, трудовий потенціал.