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## **THE ANALYSIS OF EXPERIENCE IN RATIONING AND EVALUATION OF LABOR IN BANKING AND CREDIT ORGANIZATIONS OF AZERBAIJAN (ON THE EXAMPLE OF COMMERCIAL BANK ACCESSBANK)**

### **Abstract**

*One of the important aspects of the functioning of the human resources management system is the assessment of the performance of personnel by specialists of human resources structures in companies, how they apply labor rationing methods. It is necessary to analyze at what level the issues of efficiency of Labor assessment of management structures and personnel in banking and credit organizations, what is the level of motivation, methods and intensity and frequency of application of these methods.*

*The article analyzes the results of surveys in banking and credit organizations to find answers to these questions in the process of research and conducted measurements of employee performance, assessment of the level of communication between management and employees, analysis and assessment of the influence of motivation methods on employee performance. As well as the methods of rewarding an individual employee as well as the collective as a whole, coporative information networks, and how digital platforms should be used in the organization of these processes were revealed in the survey process. In the process of the study, the author notes that the most important among the information obtained during the interview is to ensure the completeness of information on the methods used to improve the mood of employees and labor productivity. The main emphasis in the application of these methods is on the fact that the frequency and intensity of their application are currently at a very low level.*

*Based on the above points, the author summarizes the article and gives suggestions and recommendations on improving the chronometry method and labor motivation system in banking and credit organizations.*

**Key words:** *employee assessment, employee performance, labor rationing in credit organizations, leadership styles, Human Resources Management in the banking system, etc.*

### **INTRODUCTION**

Recently holding forums has become a tradition in our country. So, since 2016, the Human Resources Forum has been held annually. This testifies to the development of human resources and the growing interest in this area. In fact, such processes are a positive thing. Since, it contributes to the fact that both individual companies and HR specialists of these companies gather to exchange views. The exchange of experience contributes to the improvement of human resources in Azerbaijan, investment in them, increasing interest and developing more advanced methods, and we see that this trend has expanded recently.

In addition, technological innovation and a skilled workforce capable of working with it must always be in the spotlight. This is especially important for employees who are able to work properly with new technologies as a result of work automation and electronic work. In general, such issues need to be constantly improved, keeping in mind that such questions are number one and an important tool for achieving strategic goals.

Remuneration and motivation is the creation of a system of benefits and incentives that regulates the retention of employees with high performance, supports the achievement of organizational goals and ensures high performance. Examples of these processes include the creation and implementation of employee incentive programs to reward employees based on the appropriate rank and promotion structure, as well as the development and implementation of incentive programs based on financial and non-financial criteria, and the establishment of employee stimulating rewards to create incentives in the workplace.

### **ANALYSIS OF THE RELATIONSHIP BETWEEN AN EFFECTIVE HR MANAGEMENT SYSTEM AND LEADERSHIP STYLES**

In addition to planning the needs of the enterprise, organizational planning also allows you to determine the future needs and the number of workers that will be spent on production. In order to determine the number of such employees in the enterprise, it is important to first carry out the process of timekeeping, called norm-personnel. Thus, the assessment of the amount of work in the enterprise and the choice of the appropriate function for each workplace necessitates the implementation of this process.[2]

For timing, first of all, the current indicators of the enterprise are taken as a basis. The human resources department is informed of the total capacity of the enterprise and the number of employees currently employed, as well as the number of employees in each direction. The human resources staff first analyzes these indicators and conducts an initial assessment. The human resources department then conducts an on-site inspection of the facility to measure how the timing and number of employees will be determined. The appropriate time is selected for timing, and this is done when there is a lot of work at the enterprise. Because the maximum capacity of the enterprise is taken into account.[3]

Several people are usually assigned to the personnel department for timing. These employees draw up measurement criteria for each product and then get to work. The timing results are as follows:

1. The time spent on the production of each product;
2. The number of employees allocated for each job;
3. Personnel involved in temporary and permanent work;
4. The need for workers to operate the equipment;
5. The level of automation in the enterprise;
6. Identification of staff shortages and surpluses;
7. Idling detection.

All this is determined in the course of work and measured several times. Thus, the correct assignment of the personnel spent on the production of each product builds the basis for creating an optimal staff.

In the field of technology development and technological innovation, it is natural for a company to reduce part of the staff or create new vacancies.

Small businesses do not usually require many timing methods, but in other cases, they are widely needed by large businesses.

One of the characteristics of human resources after timing is the assessment of employee performance.

The sincerity of the relationship between employees and the work of replacement also contributes to the unimpeded and smooth flow of work.

This direction is important in human resource policy. At the same time, replacing each other, they

alternate work in the absence of an employee and have more than one profession. This is one of the main priorities for career growth and employee motivation in enterprises.

Job rotation is a system of allocating employees to different positions by assigning them different duties and responsibilities at different times. According to research, rotating companies not only grow faster but also increase employee satisfaction and motivation.

Through job rotation, companies can meet the training needs of employees for free. By having direct candidates, it will be possible to immediately replace an employee who leaves the company, which benefits the company.

In addition, employees expand their knowledge and skills through rotation. The motivation and efficiency of employees will increase. It is also possible to reassure tired employees by assigning new responsibilities to them through job rotation.

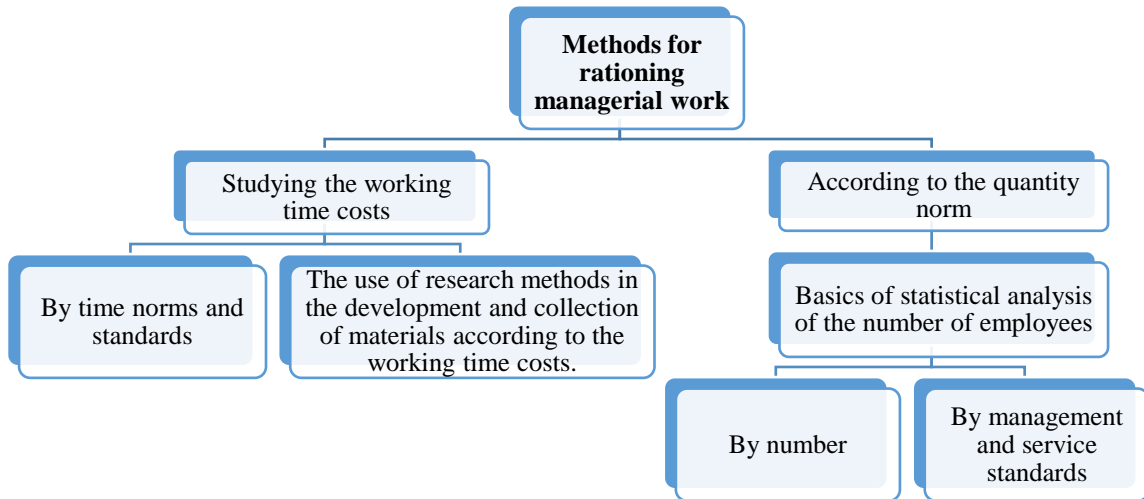
As for the negative effects, some positions cannot be rotated. Thus, some jobs require employees who know a certain technology or have certain skills. In addition, if shift workers do not receive wages for the work for which they are on shift, and the work is intensive, this may have negative consequences for the workers.[4]

It should be noted that when planning a rotation it is necessary to take into account some points. They should always be carefully monitored and carefully planned. Summarizing the most important issues in the rotation, the following principles can be obtained:

There must be a rotation goal.

1. It must be carefully planned;
2. There should be carried out monitoring and evaluation during the rotation;
3. There must be verified the achievement of the goals;
4. Rotation should be beneficial for both the employee and the company;
5. A mentor or facilitator must be appointed during the rotation.

When the human resources department evaluates the work of an employee on a product, the psychological state and behavior of the employee are always taken into account. The effectiveness of employees in the positions of technical workers, machinists, operators, and workers working only in production is more measured by criteria such as employee responsibility, approach to work, compliance with instructions and rules. For senior positions, the evaluation criteria vary slightly. These positions bring to the fore the criteria that are characteristic of leadership positions, such as leadership, initiative, employee development, communication, teamwork, thinking, problem-solving, etc. This requires a more equitable approach, in which the work and time spent by managers and employees on the product take different forms. Let's take a closer look at the process from the diagram below.



**Scheme 1: Methods for rationing managerial work**

The human factor, which is considered one of the factors that create value in the activities of the enterprise, and its personal qualities should be taken into account while assessing and counting for its share in the production of products. Personal and business qualities are determined by several characteristics. Personal qualities include political maturity, discipline, hard work, a sense of responsibility and duty, initiative, perseverance, the ability to work in a team, thoughtfulness, and moral qualities (cleanliness, honesty, simplicity, justice, etc.).

### **FINDINGS**

It would be appropriate to consider the use of human resources on the example of the Commercial Bank (CB) "AxessBank".

The structure, function and electronification of human resources are also based on general principles and are of strategic importance in CB AxessBank. Although this policy covers various departments, it is built in accordance with the company's mission. The company pays special attention to the preparation, planning and development of a strategic roadmap for human resources, and a lot of work has been done to increase the responsibilities of employees and improve management.

CB AccessBank plans parts of permanent and temporary employees by developing human resource management plans and policies that support and align with its strategy and operational goals and oversees the management of the bank's business processes. Establishing and constantly monitoring the work schedule of the organization contributes to the complete control of the bank over its future goals in relation to personnel. Strategic goals are also coordinated with the company's management, and some plans are implemented after approval at the management level. CB AccessBank is developing an operational HR plan to identify potential sources of employment. CB AccessBank works with both local and external experts to increase the level of knowledge of employees, increase their efforts and instill professional skills. In particular, the bank, which has established relations with the German company Schuller, invites a specialist to optimize operations and work to improve efficiency. This provides a system of benefits and incentives for outstanding employees to regulate the retention of highly effective employees in the bank and support the achievement of the organization's goals. The process of dismissal and transfer to another position in CB AccessBank is carried out in working order. Thus, layoffs are usually conducted through a final interview called an "exit interview". In the last interview, it is indicated why employees who want to quit leave the bank, what processes they are dissatisfied with and what they are satisfied with. During the last interview, the employee's wishes, desires and suggestions for improving work are taken into account. These processes are aimed at further improving the bank's internal procedures in the future. Special attention is paid to the application of this process, as visible and invisible parties have emerged in

the bank during recent interviews. Execution of the right to dismissal is possible only in cases stipulated by the labor legislation. In the case of a transfer to another job, the bank takes into account the wishes and desires of the employee. It does not apply coercive processes and tries not to upset bank employees. Even at the time of replacement, the worker is paid a salary from the wages of the specific replacement. All these processes are applied in accordance with the Labor Code of the Republic of Azerbaijan. The Human Resources Department of the Bank must ensure proper assessment of human psychology, effective and accurate provision and analysis of information related to its excellent management, as well as its integration with other business systems and processes. [1]

The Bank has developed test assignments to assess logical thinking and language skills, as well as the skills required to apply for a vacancy. At the same time, the creation of psychological tests has begun, and the solution to this issue will soon be considered an important issue.

In Accessbank CB, several people or officials from the human resources department are being appointed and staff is created for conducting the timing process.[5]

According to the directions of the bank's management and HR's instructions, productivity can be increased or decreased, based on the fact that a person's feelings and emotions can directly affect the work of the day.

Officials of the bank where the timing is carried out pay attention to a number of points. For example, the HR department of a bank takes measurements several times in different situations and evaluates the psychological state of people in order to assess the impact on employee productivity. This shows up in the later stages.

"AccessBank" CB applies case-by-case worksheets based on ISO 9001:2008 standards. These worksheets are maintained by the HR manager and department heads. ISO standards allow you to record all the processes that take place in the enterprise and display them on worksheets. In general, ISO documents help to organize production according to a certain plan or program, create conditions for appropriate quality and sustainable processing, minimize losses and residues, increase productivity, reduce the number of incorrect and erroneous operations and reduce costs. Although a few years ago Accessbank began conducting internal audits to check the functioning of its quality management system, this work is carried out and reviewed on a regular basis.

Within the framework of the project on development of professional standards, the company cooperated with the project and ensured its implementation in the company. Based on these standards, the labor functions of HR and other employees have been clarified once again, and this process is still ongoing. There are requirements for the employee in each profession and the processes for which the employee is responsible after employment. Despite the introduction of occupational standards in the last few years, the specifics of the environment and the responsibilities of the employee in that environment have been identified. Due to this standard, some standards that were not previously defined in the Bank are already applied at the level of both ordinary and administrative staff.

Separate standards have been provided for the evaluation of production and office workers at the enterprise, and job competencies have been clarified through job analysis.

CB "AccessBank" has also developed its own business analysis principles, and these principles should be defined by specific features. A specialist was invited and set up to conduct the case analysis. The issue of training a specialist for each operation carried out in the banking activity was brought to the fore and job and duty descriptions for new positions were written.

Although the process of evaluating and rewarding job applicants has begun in recent months, this has widely spread across the enterprise. Thus, it is a means for employees to be overpaid and to be recognized as an innovative person in the team. Therefore, employees want to take advantage of this distinction.

The organization of birthdays in the company is an example of the value given to employees. Because employees who excel in their work are given gifts, and those gifts keep the memories of people for many years, which binds them to the bank. Gifts are often given to senior officials or experienced employees. Such encouraging processes are found on holidays, especially on significant days.

Due to the increase in workload in the enterprise, the role of human resources has also increased, and the assessment of employees has become an important issue. Therefore, the training and motivation, recruitment, performance assessment and clerical sectors in the enterprise have started to function separately within a single department. However, each of them serves a common purpose.

When talking about increasing efficiency, it should be noted that the employee should be given incentives and values to make more efforts in the production of products and services and strive for development. Being more precisely, the employee should be treated as a partner. So, first of all, in order to get high results from the employee, it is important to demonstrate that he is capable of it. It is important to instill in the employee the skills needed to succeed through behavior and communication. The first task of a manager is to value employees and to make it clear to the employee that this value is given. It is never necessary to look at the employee through the prism of the "executor". Perhaps the biggest mistake would be to do so. On the contrary, we should expect "initiative" from him, not execution. It is necessary to support him to contribute more than the standard, to add value to the work, to create conditions for him to think outside the box. In this case, the employee will produce more benefits than required. The employee should always be told clearly and in detail what is expected of him. There may be some mechanical or technical error in the process. In this case, it is necessary to avoid criticism and to look for solutions together. First, it does not make sense to look back and look for the culprit if something happened. Instead of looking for a solution, looking for the cause of the problem is a waste of time. Second, if you work with an employee in such a situation, the likelihood of a recurrence of such an event decreases. This is because the employee already understands the importance of not making mistakes. He also consciously understands and appreciates that the leader understands him. In short, they lead to the management of creativity and talent in the company. If current employee measurements focus on employee performance, employee potential should also be measured in talent management. Decisions made in talent management stem from the core competitive powers of the enterprise, as well as the competitive powers appropriate to the position. Talent management arises from the integration of the above-mentioned HR (human resources) elements of the enterprise - the involvement, development, motivation of employees, ensuring efficiency and loyalty. The main purpose of talent management is to ensure high performance in the company, to form an enterprise that will achieve its strategic and operational goals.

Effective talent management is about linking employees' goals with the company's corporate goals. Target alignment is not only the definition of job roles, but also an indicator of the employee's continued value to the enterprise. When an employee feels part of the enterprise, performance increases even more. Combining goals builds employee leadership skills and allows managers to focus on the activities of employees towards the most important goals of the company, to fully understand the associated responsibilities for specific goals, and to strengthen the responsibilities and powers of the enterprise.

### ***Methods of improving the system of labor motivation in credit organizations***

In order to develop proposals and recommendations on methods to improve the system of labor motivation in credit organizations, it is necessary to analyze the interview material that has been conducted in these organizations.

For this purpose, both qualitative and quantitative indicators of data were collected and various methods were used:

1. Interviews with heads of credit institutions;
2. Oral interview with employees of the organization.

The aim of the analysis of both quantitative and qualitative indicators was to determine the level of impact of each research method and employee performance on the results of activities used to encourage employees to participate in surveys and interviews, to identify key gaps in applied motivational methods.

Each indicator and criterion was analyzed separately to understand the nature of the data obtained in the research process and the trends they reflect.

In order to obtain the necessary information and find answers to the main questions of the research, interviews were conducted with the heads of human resources departments of credit organizations.

The structure of the interview consisted of a total of nine questions related to the application of motivational methods, their impact on employee performance, and their role in measuring employee performance in the company.

The purpose of choosing an interview method as a method for analyzing quality indicators is to collect detailed information on the effectiveness of methods and tools used to increase motivation and productivity and provide information on the results of surveys conducted among employees to perform research tasks.

The following questions were used during the interviews in the bank-credit organizations in the research process:

1. What can you say about the necessity of motivation in your organization?
2. What motivation methods are used in the organization?
3. What is the intensity and frequency of the motivation methods and tools used?
4. What is the role of other departments in motivating employees ?
5. If we evaluate the level of communication between management and employees on a scale of one to five, how will this assessment be in your organization and why?
6. How do you measure employee performance?
7. How do you think motivational methods affect performance?
8. Are employees in your organization rewarded individually or collectively?
9. Do you plan to improve your corporate information network in order to determine the level of performance of employees and evaluate their performance, and in what direction will this improvement be carried out?

In the process of conducting interviews, the need for motivation in credit institutions was determined based on the information obtained. According to the managers we interviewed, managers need to give employees the moral support they need, because they are an integral, important part of the organization. Relationships between employees in the organization should be based on the principles of friendship, mutual support and longevity. This is especially true in the summer months, when working conditions and vacations are high. It should be noted that existing organizational rules, standards and corporate policy play an important role in maintaining internal discipline. It is clear that these rules should serve to maintain, sustain and strengthen the relationship between managers and their subordinates.

Some managers also gave the example that if one of the employees needs to achieve certain goals in order to be rewarded with a bonus, his / her colleagues will certainly help him / her to achieve this goal.

Some credit institution leaders note that financial incentives are not used as the main motivational method. They believe that both tangible and intangible methods of motivation are used in organizations. However, intangible incentives have been a major source of motivation since the start of the business.

Among the information obtained during the interview in the research process, the most important point is the information on the methods used to improve the mood and productivity of employees.

It should be noted that the main focus in the application of these methods is on the very low frequency and intensity of their application. Managers note that such situations can lead to high expectations of employees to be rewarded by management. As a result, employees will look forward to

the gifts, rewards, bonuses and tariffs that will be given to them by management, which in turn can lead to demotivation of employees, leading to undesirable problems between management and employees in the organization.

Another point is that when asked "what is the role of other departments and divisions in motivating employees of the organization?", according to the interviewed managers, the finance department is undoubtedly the favorite of all employees of the organization. The reason for this conclusion is that the department provides financial support and bonuses that meet the basic needs of employees.

As a result of the interviews, it became clear that Access Bank CB applies a bonus system to salaries as the main method of financial incentives for employees. If the employees reach a certain sales volume in the performance of banking services, the credit organization provides bonuses to those employees.

Also, various tests carried out after a series of exams and webinars are organized by the bank-credit organization in the events form. Employees are unaware of the tests, which consist of questions included in the tests organized by the management of the bank-credit organization. After the webinar-internet seminars, which consist of trainings on new banking services, exams are held on the basis of the materials of these trainings. Employees who show high results in these exams are rewarded in various ways.

When employees are positively evaluated by customers on the corporate information network and Facebook page of the bank-credit organization, they are rewarded by managers at the end of the year with a bonus method. Sometimes, in case of special need, employees can be paid in advance.

Some executives noted the importance of intangible motivation methods in the bank. The most important of these methods was the interaction between management and subordinates, and the managers interviewed were asked to rate this level on a scale of 1 to 5 in order to determine the level of relationship. They assessed the levels in different ways. Thus, the level of communication between employees and their immediate supervisors was assessed by 5 points, and the level of communication between the heads of other structural units of employees and the CEO was assessed by 4 points.

As for rewarding employees according to their performance, these measures include praising employees, other members of the staff and employees of all departments and branches of the bank-credit organization when they are positively evaluated by customers through the corporate information network and Facebook page of the bank-credit organization.

According to managers' responses, employees' performance is monitored through phone calls and is constantly monitored. This is because in some cases, employees' attitudes towards customers, services provided by the bank and other issues are checked to assess their performance.

Also, with the help of a mystery client, the general behavior of employees is assessed by management according to predetermined indicators and criteria, such as the provision of services that will meet customer requirements and the level of service quality. At the end, the general manager of the organization informed about the improvement of the corporate information system of the bank-credit organization to assess the performance of employees. He noted that various new types of tests and examinations were introduced after the online seminars, which are considered an important factor in determining the performance of employees.

The data collection process was carried out by conducting a survey among the bank's employees. Respondents participating in the survey were provided with questionnaires consisting of 15 questions.

First of all, it should be noted that the oral survey was conducted among thirteen employees of the authorized bank-credit organization.

The demographic composition of the respondents in the survey is as follows:

**Table 1**

**Demographic composition of the respondents participating in the survey**

Man	7
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Women	6
Total:	13

More than half of the surveyed employees have worked in this organization for more than three years, the rest work in this organization for a period of one to three years. Their answers can be considered reliable. Such employees are carefully acquainted with the internal rules of the bank-credit organization and its personnel policy.

The third question of the survey is: How long have you been working for this organization?

**Table 2**

**Work experience of survey participants in the organization**

Amount of years	Amount of participants	Percentage
0-1	0	0 %
1-3	8	61,6 %
3 <	5	38,4 %
Total:	13	100%

In the fourth question, the interviewed employees were asked to choose which of the motivational methods listed in the list provided to them are currently used in a bank and credit organization. Three out of thirteen surveyed employees noted that salary increases are the main type of motivation method used in a banking and credit organization, and of respondents indicated that bonuses are the main motivation method. The number of employees who claim that the system of motivation methods of the bank also includes such methods of motivation as the development of projects and plans, the assignment of a certain status, training and development programs, participation in the company's profits, vesting certain duties and powers (i.e. 2). According to six respondents, effective communication between managers and their subordinates can be considered one of the main methods of motivation.

The next question was to what extent the motivational tools and means used in the organization influenced the performance of employees:

**Table 3**

**The level of influence of motivational tools and means used in the organization on the performance of employees**

	Good	Does not affect	Bad	Number of participants
Salary increase	100%	0%	0%	3
Bonuses	100%	0%	0%	13
Share in profit	50%	50%	0%	2
Independence	100%	0%	0%	1
Status	100%	0%	0%	2
Training and development prog	100%	0%	0%	2
Communication	66,6%	33, 4%	0%	6

The seventh question of the survey was aimed at identifying the motivational tools that employees want to use in the bank. The number of respondents who wanted to increase their salaries and use more communicative methods was the same: three out of thirteen participants. 76.9% of respondents chose "Training and Development Programs" as a motivational tool most often used by employees of banking and credit organizations. The least motivating tools that the organization wanted its employees to use were

"Granting Status" and "Recognition". According to the results of the survey, the second most motivating tool for employees to use was receiving feedback from managers. 69.2% of respondents preferred to use this method. Five out of thirteen employees have chosen to increase accountability in the workplace. Thus, the application of this method is ranked third among the most desirable means of motivation.

The eighth question was aimed at determining the level of employee participation in management decisions in a bank-credit organization.

Question 8: How do you rate your level of participation in decision-making in your organization?

**Table 4**

**The level of employee participation in decision-making in the organization**

<b>Responds</b>	<b>Percentage</b>	<b>Participants</b>
Absolutely	0%	0
Partially	46,2%	6
I do not participate	23,1%	3
Cannot be answered	30,7%	4
<b>Total:</b>	<b>100%</b>	<b>13</b>

From the data in Table 8, it can be seen that 46.2% of the organization's employees rated their level of involvement in decision-making with the word "partial", while those who refused to answer this question were 30.7% of employees. Three out of thirteen employees surveyed, or 23.1%, said they had nothing to do with decision-making in a bank or credit institution.

In the next question, the respondents were asked to determine the intensity and frequency of rewards at CB "AccessBank":

How often are you rewarded by the organization?

**Table 5**

**Reward range of employees at certain intervals by the organization**

<b>Reward Range</b>	<b>Percentage</b>
Once a week	0%
Once a month	0%
Once a year	46,2%
There is no exact time	23,1%
Other	0%
Cannot be answered	30,7%
<b>Total:</b>	<b>100%</b>

In this question, they were asked to rate the level of communication between employees of the organization and management structures from 1 to 5 points. 46.2% of the respondents rated the level of communication with 4 points, and 53.8% rated the level of communication between management and them with the highest score, i.e. 5 points.

When surveyed employees were asked to provide information on the intensity and frequency of feedback from their supervisors, 61.5% refused to do so, 30.8% said they did not receive feedback from their supervisors, and 7.7% received feedback from their supervisors on a monthly basis.

The twelfth question was asked to the survey participants in order to assess the general level of working conditions in the bank-credit organization. Seven of the participants rated this condition as “normal” and five as “good”, and one rated it as “excellent”.

Table 9 provides information on the Bank's staff training and development opportunities:

**Table 6**

**Available opportunities for training and development programs for employees at CB "Accesbank"**

<b>Responds</b>	<b>Percentage</b>	<b>Amount of Participants</b>
Yes	23,1%	3
No	23,1%	3
Cannot be answered	53,8%	7
Total:	100%	13

When asked whether managers make objective, fair and correct decisions in the process of evaluating the performance of employees, 30.8% of employees rated it as “normal” and 38.5% as “bad”. The remaining 30.7% of employees rated the level of performance evaluation by managers as satisfactory, i.e. good.

The thirteenth question was aimed at identifying suggestions that employees could make to the organization in order to maximize their productivity. Two of the participants suggested giving employees a "vacation" while 11 refused to answer the question.

**MODERN FEATURES OF LABOR MOTIVATION MANAGEMENT IN CREDIT ORGANIZATIONS**

Such a trend is evident when examining the financial instruments of motivation: in banking and credit institutions, the addition of salaries through the bonus system is the most common method of financial incentives for employees in today's real situation. Thus, we can say this with full confidence based on the results of interviews and oral surveys conducted in the research process in banks and credit institutions, which are considered to be various specialized financial institutions. Under this method of incentives, employees of banking and credit organizations are provided with additional bonuses for the performance of various banking operations in a fixed volume. Such a means of motivation is a method of external motivation and is considered effective in the short term.

One of the methods of motivating employees in banking and credit organizations is the provision of cash rewards, which is the second most preferred method of financial incentives preferred by most managers of credit institutions. Positive customer feedback, often recorded through the call centers of businesses and organizations, allows them to be rewarded with cash during evaluating employees' performance at the end of the year.

As noted in the previous section, motivation and systematic description of the strengths and weaknesses of employees and the evaluation of performance are a complex, but at the same time a strong relationship, however these relationships are the main reasons for employee satisfaction. This, in turn, leads to an increase in the profitability and competitiveness of the enterprise and organization. Motivation in the workplace depends on the desire of employees to receive support from their manager or supervisors, financial needs, their expectations, etc.

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### **Azərbaycanın bank-kredit təşkilatlarında əməyin normalaşdırılması və qiymətləndirilməsi təcrübəsinin təhlili**

**(Accessbank Kommersiya Bankının təmsalında)**

#### **Xülasə**

İnsan resursları menecmenti sisteminin fəaliyyətinin vacib aspektlərindən biri də şirkətlərdə insan resursları strukturlarının mütəxəssislərinin işçi heyətin fəaliyyətinin qiymətləndirilməsi, onların əməyin normalaşdırılması metodlarını necə tətbiq etmələridir. Bank-kredit təşkilatlarında rəhbər strukturlarının və işçi heyətin əməyin qiymətləndirilməsinin səmərəliliyi məsələlərinin hansı səviyyədə olması, motivasiya metodlarından, üsullarından və bu üsulların tətbiq olunması intensivliyi və tezliyinin hansı səviyyədə olmasının təhlil edilməsi zəruridir.

*Məqalədə tədqiqat prosesində bu suallara cavab tapmaq üçün bank-kredit təşkilatlarında aparılan sorğuların nəticələri təhlil edilir və işçilərin performansının ölçülməsi, rəhbərlik və işçilər arasında kommunikasiyanın səviyyəsinin qiymətləndirilməsi, motivasiya üsullarının işçilərin performansına təsirinin təhlili və qiymətləndirilməsi aparılmışdır. Eləcə də sorğu prosesində ayrıca bir işçi fərdin eləcə də bütövlükdə kollektivin mükafatlandırma metodlarından, korporativ informasiya şəbəkələrindən, rəqəmsal platformaların bu proseslərin təşkilində necə istifadə edilməsi aşkarlanmışdır. Tədqiqat prosesində müəllif qeyd edir ki, müəssisə zamanı əldə edilən məlumatlar arasında ən mühümü işçilərin əhval-ruhiyyəsinin və əmək məhsuldarlığının yüksəldilməsi məqsədilə tətbiq olunan metodlara dair informasiyanın dolğunluğunun təmin edilməsidir. Bu metodların tətbiq edilməsində əsas diqqət isə tətbiq olunma tezliyinin və intensivliyinin hazırda çox aşağı səviyyədə olması qeyd edilir.*

*Göstərilən məqamlar əsasında müəllif tərəfindən məqalədə ümumiləşdirilmələr aparılır və bank-kredit təşkilatlarında xronometraj üsulu və əməyin motivasiya sisteminin təkmilləşdirilməsi üzrə təklif və tövsiyələr verilir.*

**Açar sözlər:** *işçilərin qiymətləndirilməsi, işçilərin fəaliyyəti, kredit təşkilatlarında əməyin rasionlaşdırılması, liderlik üslubları, bank sisteminə İnsan Resurslarının İdarə Edilməsi və s.*