**THE ROLE OF THE HUMAN FACTOR IN THE ISLAMIC AND SCIENTIFIC APPROACH TO THE MANAGEMENT OF THE DIGITAL ECONOMY**

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**Summary**

The main goal of the article is to examine the scientific-theoretical and practical approaches to the development of the digital economy in the management of human resources. The valuable contributions of Hazrat Muhammad (sallallahu alaihi wasallam) to the management of human resources are given a special place in the article. Azerbaijani scientists doctor of economic sciences, professor T.А. Guliyev, doctor of economic sciences, professor K.A. Shahbazov, doctor of economic sciences, professor H.S. Hasanov, doctor of economic sciences, professor I.M. Abbasov, doctor of philosophy in economics, Docent M.A. Aliyev I.M., doctor of philosophy in economics, associate professor H.I. Hamidov, doctor of philosophy in economics, associate professor R.F. Sadigov, doctor of philosophy in economics, associate professor M.H. Mammadov, E.D.Azizova, Z.I.Mustafayeva, S.R.Bayramova, R.A.Iskandarov's contributions to the development of the digital economy in the management of human resources. The main research methodology of the scientific article is to systematically and comprehensively examine the approaches of Azerbaijani and world scientists to the development of the digital economy in the management of human resources. Because these approaches have a great influence on the organization, management and development of the development of the digital economy in the management of human resources. All this will lead to the development of the digital economy in the management of human resources, innovative approach, systematic development and sustainable operation of this field. The main results of the scientific article - the development of the digital economy in the management of human resources, reflect conceptual and theoretical innovations in this field. The results of the research serve the application of the development of the digital economy in the management of human resources, the improvement and development of that field. The originality and scientific innovation of the scientific research is that the main scientific-theoretical directions of the development of the digital economy in the management of human resources have been studied, the theoretical-practical approaches and theories of the formation of this field as a scientific-practical direction have been studied and generalizations have been made and its necessary scientific-theoretical aspects were investigated. In this regard, the study of scientific approaches in the organization and management of the development of the digital economy in the management of human resources in a scientific article can be considered commendable.

**Keywords**: **Modern management system, human resource management, human resource management system, digital economy, digital economy management.**

**DİJİTAL EKONOMİ YÖNETİMİNE İSLAMİ VE BİLİMSEL YAKLAŞIMDA İNSAN FAKTÖRÜNÜN ROLÜ**

**Özet**

Makalenin temel amacı, insan kaynakları yönetiminde dijital ekonominin gelişimine yönelik bilimsel-teorik ve pratik yaklaşımları incelemektir. Muhammed (sav)'in insan kaynakları yönetimine yaptığı değerli katkılara makalede özel bir yer verilmiştir. Azerbaycanlı bilim adamlarının ekonomik bilimler doktoru, profesör T.A. Guliyev, İktisadi Bilimler Doktoru, Profesör K.A. Shahbazov, İktisadi Bilimler Doktoru, Profesör H.S. Hasanov, İktisadi Bilimler Doktoru, Profesör I.M. Abbasov, Ekonomide Felsefe Doktoru, Doçent M.A. Aliyev, Ekonomide Felsefe Doktoru, Doçent H.I. Hamidov, Ekonomide Felsefe Doktoru, Doçent R.F. Sadigov, Ekonomide Felsefe Doktoru, Doçent M.H. Mammadov, E.D.Azizova, Z.I.Mustafayeva, S.R.Bayramova, R.A.Iskandarov'un insan kaynakları yönetiminde dijital ekonominin gelişimine katkılarını ortaya çıkarmak ve keşfetmektir. Bilimsel makalenin ana araştırma metodolojisi, insan kaynakları yönetiminde dijital ekonominin gelişimine Azerbaycanlı ve dünya bilim adamlarının yaklaşımlarını sistematik ve kapsamlı bir şekilde incelemektir. Çünkü bu yaklaşımların insan kaynakları yönetiminde dijital ekonominin gelişiminin organizasyonu, yönetimi ve geliştirilmesi üzerinde büyük etkisi vardır. Tüm bunlar, insan kaynaklarının yönetiminde dijital ekonominin gelişmesine, yenilikçi bir yaklaşıma, bu alanın sistematik gelişimine, sürdürülebilir ve sürdürülebilir faaliyete yol açacaktır. Bilimsel makalenin ana sonuçları - insan kaynaklarının yönetiminde dijital ekonominin gelişimi, bu alandaki kavramsal ve teorik yenilikleri yansıtmaktadır. Araştırmanın sonuçları, dijital ekonominin gelişiminin insan kaynaklarının yönetiminde uygulanmasına, o alanın iyileştirilmesine ve geliştirilmesine hizmet etmektedir. Bilimsel araştırmanın özgünlüğü ve bilimsel yeniliği, insan kaynakları yönetiminde dijital ekonominin gelişiminin temel bilimsel-teorik yönlerinin çalışılmış olması, bu alanın oluşumuna ilişkin teorik-pratik yaklaşımlar, teoriler ve genellemeler olarak kabul edilmesidir. bilimsel-pratik bir yön araştırılmış ve gerekli bilimsel-teorik yönleri araştırılmıştır. Bu bağlamda, insan kaynaklarının yönetiminde dijital ekonominin gelişiminin organizasyonu ve yönetiminde bilimsel yaklaşımların bilimsel bir makalede incelenmesi övgüye değer sayılabilir.

**Anahtar Kelimeler: Modern yönetim sistemi, insan kaynakları yönetimi, insan kaynakları yönetim sistemi, dijital ekonomi, dijital ekonomi yönetimi.**

**INTRODUCTION**

As it is known, no matter how advanced the management systems are in the world's steadily developing digital economy, human resources management will always be relevant. In the rapid development of industrial enterprises, in determining the goals and objectives of this development, in motivating its work system, in improving the organizational structure of the enterprise, the management of human resources in the organization has a special importance. In our modern world, educated, highly skilled innovators who can make good use of scientific and technical progress and information technologies and managers who know these issues in depth should be given special priority in the human resources management system. In the conditions of new economic relations, human resources management can be achieved by applying highly developed innovation processes and attracting young managers who can use technological and management communication tools, who are able to use all kinds of techniques together with computers and information technologies. For this, the impact of digitized human resource management practices on the performance of industrial enterprises should be investigated and analyzed. Also, the results of the conducted studies should be evaluated. Here, it should be determined that the digital economy has a positive effect on the management of human resources, and as a result, these studies have a positive effect on the organizational performance of employees. In this regard, human resource management studies will increase the organizational motivation of employees, create an effective relationship between the individual and the enterprise, and will have a great impact on the labor productivity of the industrial enterprise by acting in accordance with the main goals. Thus, the effective inclusion of human resource management practices in the processes in the digital economy will lead to the development of organizational motivation of people. With the results obtained in the scientific article and the suggestions put forward, we will achieve sustainable and dynamic development in the holy lands of Azerbaijan freed from occupation in Garabagh. The lands of independent Azerbaijan belong to the people and state of Azerbaijan. President of the Republic of Azerbaijan Mr. Ilham Aliyev: "Karabakh is Azerbaijan!"

**1. Goals and principles of developing digital economy in human resources management**

As is known, the objectives of the human resource management department in an industrial enterprise are more complex than the objectives of other departments. Because the human factor is at the basis of its field of activity. Therefore, the main objectives of human resource management are multifaceted. So, in a general sense, human resources management is aimed at meeting the various needs of people working in industrial enterprises. By meeting the needs of people working in industrial enterprises, it is ensured that the goals of the organization are achieved. From employment in industrial enterprises, training and development process, attachment to the workplace, salary adjustment, motivation assessment, meeting material and social needs, etc. All processes from jobs should be implemented within the framework of human resource management practices.

As we know, by making the strategic manpower plan necessary for the organization, human resources management aims to eliminate the lack of new knowledge in people as a result of the developing innovation changes, to ensure the development of the person and the organization. Thus, in the organizational management system, one of the main goals is to provide organizational development with a human-centered management style by considering the management of human resources as a whole.

Let's consider the main principles of human resources management in the modern management system. Thus, some principles are used to complete the work processes related to human resources management in industrial enterprises with certain stages, in a stable and systematic manner. (Yüksel, 2003). These principles mainly consist of the following:

1. The principle of efficiency. Labor productivity, which is one of the most important factors of human resource management in organizations, is an important issue that industrial enterprises should pay attention to. (Sabuncuoğlu, 2012, p. 20).

2. The principle of equality. Human resource management should evaluate employees in the organization equally, not based on their language, religion, political world view, gender, religion, race, ethnic origin, and make decisions in accordance with the adopted laws of the society and the country. (Yüksel, 2003).

3. Merit (Competence) principle. It is the concept of merit that we often use when talking about the management of human resources in the modern management system. Here the expressions of being worthy, suitable and competent are used. Thus, the word dignity is also used as "A person's suitability for work, state of conformity, value".

In industrial enterprises, the structure of organizational formation, skills and competence of employees, management's behavior and approach to employees, scientific and cultural levels play a special role in increasing the image of organizations. In industrial enterprises, workplace trust, communication, dignity, cooperation, innovation management, strategic management, accountability, joint work and public relations management play a special role in the development of the organization. The principle of merit should cover not only the first entrants in industrial enterprises, but also the activities that will bring benefits later. Thus, language, religion, race, marital status, gender, and similar differences are not accepted as criteria for individuals' entry into business or promotion. Here, attention should be paid only to the right and equality in the payment of wages and bonuses, taking into account skills and habits. (Yüksel, 2003, p. 23).

4. The principle of openness. All practices and principles play an important role in human resource management. However, the principle of openness is of great importance for the success of human resource management in the management of industrial enterprises. In terms of the practices of employers and companies in industrial enterprises, the principle of openness instills clear, transparent and detailed disclosure requirements to the employee. (Sabuncuoğlu, 2012, p. 22).

5. Confidentiality (confidentiality) principle. Based on the above-mentioned principle of openness, a great responsibility falls on the management of human resources to provide the organization with information in a transparent manner. He also has a serious responsibility to ensure the confidentiality of some important and necessary information towards the organization and its members. (Sabuncuoğlu, 2012, p. 21).

**2. Hazrat Muhammad's (sallallahu alaihi wasallam) scientific approach to human resource management**

As it is known, the history of economic thought of mankind has explored the most optimal ways of socio-economic development of society in all periods. He created numerous fundamental socio-economic theories and economic management models that have stood the test of time. Thus, socio-economic theories and economic management models have always played a major role in meeting the needs of society at various stages of development in the history of economic thought. In this sense, the significance of the socio-economic principles in the Holy Quran, the formation of interest-free economic concepts, the establishment of the Islamic financial management system in the economy and the direction of ensuring the transition to it are among the most urgent problems of today.

When talking about the management of human resources in the modern management system, we must first consider the principles and managerial qualities that were inherent in the management system of Hazrat Muhammad (sallallahu alaihi wasallam), the founder and last prophet of this Islamic religion. The principles of the management system of Hazrat Muhammad (sallallahu alaihi wasallam) are as follows:

1. Adequately knowing the purpose.

2. Belief in the correctness of the goal.

3. Transparency of the goal and informing people about it.

4. Using correct and precise styles.

5. Science and sufficient information.

6. Strong intellect, sound thinking style and proper analytical ability.

7. Programmed movement and organization.

In addition to all this, Hazrat Muhammad (pbuh) has a number of managerial qualities, which mainly include the following:

1. Good manners;

2. Past transparent;

3. Justice;

4. Savings;

5. Charm, attraction;

6. Care, supervision and care;

7. Consultation;

8. To create social unity and inter-group unity;

9. Determination;

10. Fight against corruption;

11. Training and personnel training.

 When we examine the life of Hazrat Muhammad (sallallahu alaihi wasallam) in terms of the principles of governance, we witness that he was a very strong political leader. As much as he is a religious, cultural and social figure, he is a political figure and an ideal leader. Islam was a universal school, as it applies to all areas of human life, it was also a caring teacher, an invincible commander, a strong politician, a scholar and a scholar. He founded and managed his state with precise methods based on humanistic principles, and managed to build a healthy society. His socio-political management is the most beautiful example for people and the most ideal model for social and political leaders.(The Quran)

**2. Approaches of Azerbaijani scientists who contributed to the development of the digital economy in the management of human resources**

In the modern management system, M.A. Aliyev, Ph.D. in economics, associate professor, and H.I. Hamidov, Ph.D. in economics, associate professor, write in the textbook "Management of human resources" that previously mentioned in the literature under the name of workforce management, with individuals related science, today is expressed under the name of Human Resource Management. (Aliyev and Hamidov, 2002, p.13). The textbook "Management of human resources in business" published by the mentioned authors in 2013 states that it covers all the work and processes related to people in the workplace. Planning human resources within the enterprise, determining the necessary job analyzes and responsibilities for this, issuing job announcements for selecting human resources, receiving job applicants, arranging meetings, job adaptation, education and career work, measuring success and work ability, promotion, coordinates job changes, dismissals, job evaluations, wages, discipline, social and cultural activities, medical care and other similar matters. (Aliyev and Hamidov, 2013, p.13).

The authors of the textbook "Economics and Sociology of Labor" in the management of human resources, candidates of economic sciences E.D.Azizova, Z.I.Mustafayeva and S.R.Bayramova believe that the labor force is a collection of physical and mental energy of a person used for the production of goods and services. Labor force is the leading productive force of society. Thus, the labor process can be defined as the process of their productive consumption and the combination of labor power with the means of production for the purpose of creating consumption values. (Azizova, Mustafayeva and Bayramova, 2010, p. 9).

In the modern management system, Professor Tofig Guliyev's "Management of human resources" (Guliyev, 2013, p. 1) and "Labor economy" (Guliyev, 2003, p. 1) textbooks on personnel economics, personnel management, management in the sphere of human resources management, personnel management, politics in the sphere of human resources management, personnel management, digital economy, etc. such issues have been widely explained.

In the modern management system, professor I.M. Abbasov, associate professor R.F. Sadigov. "Management" (Abbasov and Sadigov, 2013, p. 1) and Professor Shahbazov K.A., Professor Hasanov H.S., Associate Professor Mammadov M.H., entitled "Management" (Shahbazov, Hasanov and Mammadov, 2005, p. 1) conceptual and systematic approaches to the issues of human resources management were made in the textbooks.

In the modern management system, R.A. Isgandarov in his book "Staff Management" talks about the efficient operation and execution of the functional divisions of management in the field of management, as the efficiency of work in enterprises and organizations depends on the economic nature of the hierarchical division of labor. (Isgandarov, 2009, p. 9). In this sentence, as in the rest of the book, staff management is equated with the administration of management staff, thereby contrasting it organizationally and functionally with all staff, describing the latter exclusively as a technocratic means to an end. (Isgandarov, 2009, p. 62-63).

**3. The role of leadership in the development of human resources in the digital economy**

As we know, in the changing and complex world of the 21st century, traditional methods of managing industrial enterprises are not enough. In the modern management system, corporate leaders and managers are in demand for newer methods and skills for effective management of organizations.

The development of new technologies in the modern management system has led to many changes in the management of human resources. So, such changes and transformations have had a rapid impact on industrial enterprises and their activities, as well as created a number of new problems and opportunities for their solution for these organizations. In this regard, industrial enterprises need new strategies to make the most of new opportunities and cope well with challenges. (Hıdıroğlu, 2009, p. 68-69). Because the importance of the activity of industrial enterprises is such that it can determine the development or bankruptcy of organizations in the age of digital economy with high competition.

The main functions of leadership in industrial enterprises mainly consist of the following:

- Increasing the behavioral skills of managers;

- Increasing the leadership skills of managers;

- Emphasis on creativity and innovation;

- Emphasis on organizational learning and change;

- Emphasis on strategic management;

- Total quality management;

- Giving importance to the development of education and human capital;

- Emphasis on organizational effectiveness;

- Attention to customer satisfaction;

- Emphasis on participative management and teamwork;

- Attention to the issue of leadership in business and market problems;

- Development of competitive organizational culture;

- Attention to the government's supportive policy;

- Emphasis on science in management and leadership.

It would be more appropriate to apply the following to conduct scientific research on the main functions of leadership in human resource management:

- Paying attention to increasing the powers of employees in the management of human resources;

- Emphasis on employee motivation in human resources management;

- Paying attention to the responsibilities of employees in the management of human resources;

- Emphasis on job satisfaction of employees in human resources management;

- Paying attention to the issue of leadership in change and transformation in human resources management;

- Emphasis on organizational effectiveness in human resources management;

- Forming a culture of trust in human resources management;

- Emphasis on in-service training in human resources management;

- Emphasis on organizational effectiveness in human resources management;

- Paying attention to the needs and expectations of customers in the management of human resources;

- Focusing on stability in the financial and economic system in the management of human resources;

- Paying attention to state-supported laws and principles in human resources management;

- Eliminating difficult rules in human resources management and giving importance to the application of innovative processes to new rules;

- Knowledge management;

- Attention to quality management in product production and service provision;

- Studying the attitude of employees and managers in human resources management and changing them according to new rules;

- Emphasis on increasing profits in industrial enterprises;

- Increasing customer trust and loyalty in human resources management;

- Reduction of financial and administrative corruption in human resources management;

- Giving importance to the export policy of improved products in industrial enterprises;

- Paying attention to changing and improving the laws of industrial enterprises;

- Emphasis on merit during the selection of managers in human resources management;

- Increasing communication skills of managers in industrial enterprises;

- Defining clear goals and missions in industrial enterprises;

- Changing interpersonal relations and behaviors in industrial enterprises according to ethical rules;

- Paying attention to the development of strategic thinking of managers in industrial enterprises;

- Paying attention to increasing the employment of workers in industrial enterprises;

- Paying attention to increasing the productivity of human resources in industrial enterprises;

- Emphasis on increasing financial skills in industrial enterprises;

- Supporting top management in industrial enterprises;

- Increasing the leadership knowledge of managers in industrial enterprises;

- Creation of effective activity in industrial enterprises, giving importance to the development of organizational relations;

- Determination of the overview of human resources management in industrial enterprises;

- Giving importance to the development of national and moral values ​​in the management of human resources;

- Paying attention to ethical principles in human resources management;

- Changing bureaucratic structures in human resources management;

- Emphasis on strategic planning in human resources management;

- Focusing on meeting the open and confidential needs of clients in human resources management;

- Emphasis on cost management in industrial enterprises;

- Emphasis on Customer Relationship Management in human resources management;

- Giving importance to the opinions of employees during decision-making in human resources management;

- Giving importance to the development of business leadership in human resources management;

- Paying attention to the organizational structure of the human resources management system;

- Giving importance to the improvement of attitude and behavioral skills among employees in the human resources management system;

- Emphasis on supporting entrepreneurship in the human resources management system;

- Focusing on improving the use of new methods in the human resources management system;

- Paying attention to the grounds of creativity and participation in solving the problems of employees in human resources management;

- Paying attention to scientific leadership principles in human resources management;

- Management of group behavior in human resources management;

- Conflict management in human resources management;

- Emphasis on effective strategy implementation in the human resources management system;

- Increasing the role of control strategy in human resources management;

- Emphasis on increasing the importance of effective leadership in human resources management;

- Giving importance to the development of moral development in the human resources management system;

- Emphasis on changing strategy in human resources management. (Hıdıroğlu, 2009, p. 89-97).

**CONCLUSION**

The following results were obtained in the article:

1. Although labor platforms in human resource management have similar features in terms of multifaceted structure and activity, they have a complex structure within themselves. This is an important challenge in human resource management research in the digital economy. Thus, platform workers in the digital economy are also subject to skill levels, job control levels, wages, and more. it combines different features in many ways. To summarize briefly, it is appropriate to consider the following criteria:

- Responsible approach to one's work regardless of the orders and instructions of the provided service;

- Provision of necessary equipment to perform tasks in the work process;

- Determining whether the possibility of profit or loss in the work process depends on the individual's own management skills;

- The entrepreneur works harder than anyone else in his organization.

2. Justice, social-justice, social-equality, halal, transparent and humanistic approach to all issues and other scientific principles stood in the scientific approach of human resources management of Hazrat Muhammad (sallallahu alaihi wasallam).

3. The approaches of Azerbaijani scientists who contributed to the development of the digital economy occupy a special place in the management of human resources. In the development of the digital economy in the management of human resources, the Doctor of Sciences in Economics, Professor T.A. Guliyev, doctor of economics, professor K.A. Shahbazov, doctor of economics, professor H.S. Hasanov, doctor of economics, professor I.M. Abbasov, Ph.D. Doctor of Philosophy in Economics, Associate Professor M.H. Mammadov, E.D.Azizova, Z.I.Mustafayeva, S.R.Bayramova, R.A.Iskandarov, the role of scientific, theoretical and practical research is of great importance for the dynamic development of this field today and in the future.

4. As a result of the article, it was determined that the management should perform a number of functions in order to effectively manage human resources in industrial enterprises. These mainly consist of:

- Creation of perspectives and determination of efficient integration;

- Determination of emotional transformation;

- Determination of business manager leadership;

- Improvement of teamwork in industrial enterprises;

- Improvement of motivation in work with personnel in industrial enterprises;

- Increasing the powers of workers in industrial enterprises;

- Carrying out structural reforms in industrial enterprises;

- Organization and development of highly professional organizational culture;

- Setting effective mission and goals.

The following suggestions are made in the article:

1. During the development of the digital economy in the management of human resources, it is important to take into account the market conditions and the interests of the company's employees.

2. It is considered purposeful to use new methods for optimizing the digital economy in human resources management, as well as "Double Efficiency" and "Automation" methods.

3. In the management of human resources, the motivation system of the digital economy should be improved and more modern methods should be applied, taking into account modern competitive conditions, local and foreign experiences.

4. Along with the increasing role of the digital economy in the management of human resources, there are changes in its business activity. Therefore, fundamental changes should be made in the personnel service, from the traditional form of personnel work to a complex system of human resources management.

5. Qualification requirements for employees of the human resources management center in the digital economy are constantly changing. Employees of this center must have a complex system of knowledge in sociology, psychology and law.

6. In connection with the transition to the digital economy in the management of human resources and the lack of practical knowledge in the field of personnel, it is of great importance to study and apply the experience of countries with developed market relations.

7. The digital economy in the management of human resources, the internal activity of the company and advertising companies should be aimed at improving the image of the enterprise.

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