



## General Trends of Business Career Management

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### Abstract

Correct career management policies provide human resources with the ability to increase the required habits, skills, qualification capabilities and become recognizable. Personnel policy and career management are important and current issues, that's why it has become an object of our research. The research was conducted in the "Human Potential Management" laboratory at the Faculty of Economics and Business of Ivane Javakishvili Tbilisi State University. The research was conducted by an associate professor Natalia Kharadze. Associate Professors, PhD students and other students were involved in it. The questionnaire according to which the survey was carried out consisted of 32 questions and 125 options for an answer. The survey was attended by the respondents employed in Tbilisi, who were randomly selected in a short period of time. For the purpose of conducting a comprehensive research, SPSS statistical software package was used for statistical processing and data analysis. The questionnaire data discussed in the survey was filled by 560 respondents. Several hypotheses have been proved: Hypothesis HP1; Hypothesis HP3\_1; Hypothesis HP3\_2; Hypothesis HP3\_3; hypothesis HP3\_4; in which the correlation analysis has been used, Chi-squared test; While hypothesis HP2 has been used for single-factor dispersion analysis -One Way ANOVA, Cross tabulation analysis, test of homogeneity of variance (Levene). As a result of analyzing the survey data, we had the opportunity to formulate some recommendations that will allow the organizational head to reduce signs of discrimination.

**Keywords:** Career, management, business career, nepotism, human resources management

## Introduction

Correct career management policies provide human resources with the ability to increase the required habits, skills, qualification capabilities and become recognizable, gain respect and spiritual enrichment, fair and transparent personnel policy and career management are important and current issues. Many people think that there is a big difference between an individual's career and his/her personal life. In any case, career is an inseparable part of life, and, therefore, the need to manage it properly is very important. Career can not be properly managed without an individual's correct self-management. It is directly related to our previously conducted studies how correctly a person is managing his own time, defining tasks and priorities, managing the business career affects the organizational climate and conflict situations. That's why it has become the object of our research.

## Literature Review

The professors involved in the research are working on the issues of human resources management and the articles are published. The Laboratory has studied the trends of personnel development (Kharadze & Gulua, 2018) generally as well as in terms of gender (Gulua, Ekaterine; Kharadze, Natalia, 2018)

The causes of conflicts in the organization are studied (Kharadze, Natalia; Gulua, Ekaterine, 2018) Although the conflict is an inevitable and eternal process (Paresashvili, Nino, 2018), it is important to use the methods of constructive behavior in the management of conflict situations (Nikvashvili, 2016) Cultural Management Issues of the Organization (Gulua, Ekaterine; Kharadze, Natalia, 2018) are directly related to Career Management. Our researchers have been interested in all the issues that jointly affect the effective use of human resources. One of them is a leader's function (Amkoladze, Gocha; Gabrichidze, Amiran; Giorgobiani, Maia; Zedgenidze, Merab; Kharadze, Natalia, 2014) which has taken a special role in the conditions of globalization. (Amkoladze, Gocha; Gabrichidze, Amiran; Giorgobiani, Maia; Lomsadze-Kuchava, Maia; Kharadze, Natalia, 2014) The proper use of time and the distribution of jobs according to the priorities have had a significant impact on the proper development of the staff, and we have also studied these issues in various aspects. We analyzed the issues of using free time (Kharadze, Natalia; Gulua, Ekaterine; Dugladze, Davit, 2017) (Pirtskhalaishvili, Dea; Dugladze, Davit, 2018); as well as the correct planning of the working time and the correct distribution of tasks, we studied the issues of proper organization of labor in not only one region but also according to different regions (Kharadze, Natalia; Gulua, Ekaterine, 2017) since the traditions of different regions of Georgia influence their behavior. For us the most interesting research segment has always been the youth, so we studied their behavior separately (KHARADZE & DUGLADZE, 2018); (Kharadze, Natalia; Dugladze, Davit; Pirtskhalaishvili, Dea, 2018). Career can not be properly planned without knowing self-management issues, where serious problems were found during one of the researches (Kharadze, Natalia; Gulua, Ekaterine, 2016) The personal development

provides a precondition to manage our business career correctly (Ekaterine, Gulua; Natalia, Kharadze, 2017) The problems accumulated led us to conclude that it was necessary to study business career management.

The effectiveness of human resource management depends mainly on its correspondence with the organization's level of development. Of course, in parallel with the growth and development of an organization, human resources management programs, practice and procedures should be changed and evolved. (Paichadze, Chokheli, Keshelashvili, Kharkheli, Tielidze, & Tchuradze, 2017) The organization should manage the personnel policy in such a manner as to create the motivation of self-development for qualified staff (Nugzar Paichadze , 2013) and the motivation of qualified staff should be based on fair principles of career management.

### **Research methodology**

The research was conducted in the "Human Potential Management" laboratory at the Faculty of Economics and Business of Ivane Javakhishvili Tbilisi State University. The research was organized by the founder and the manager of the laboratory, an associate professor Natalia Kharadze. The questionnaire according to which the survey was carried out consisted of 32 questions and 125 options for an answer. The survey was attended by the respondents employed in Tbilisi, who were randomly selected in a short period of time.

After using intricate statistical procedures and analyzing the data thoroughly the following factors were determined: the existence of the connection between variables and its reliability; Evaluation of the influence of the factors affecting them; Prognosis of certain variables; Formulation and inspection of hypotheses according to the research issues; Factor analysis; Checking the reliability of the model and making essential conclusions.

For the purpose of conducting a comprehensive research, SPSS statistical software package was used for statistical processing and data analysis. The questionnaire data discussed in the survey was filled by 560 respondents.

During the analysis of data, selection of methods and tests in statistical procedures was made according to which variables we dealt with. So, in order to analyze them, we had to use not only simple but difficult tools as well. Specifically, in the statistical analysis of our data the following types of statistical procedures and methods have been used:

- 1.Descriptive statistics: Frequency analysis, Descriptive, Cross-tabulation and Consumer table analysis;
- 2.Graphical analysis;
- 3.Correlation and Regression analysis;

4.analysis of differences between groups: - comparison of averages, T- Tests, Chi-square tests, Mann Whitney and Kruskal Wallis Tests;

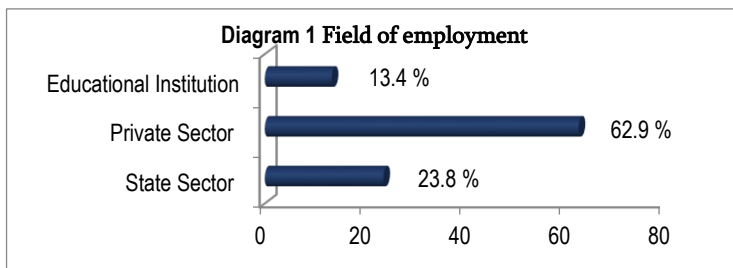
5.various means of Dispersal analysis (single factor analysis, multiple factor analysis on one dependent variable, multiple factor analysis or on several dependent variables);

6.factor analysis;

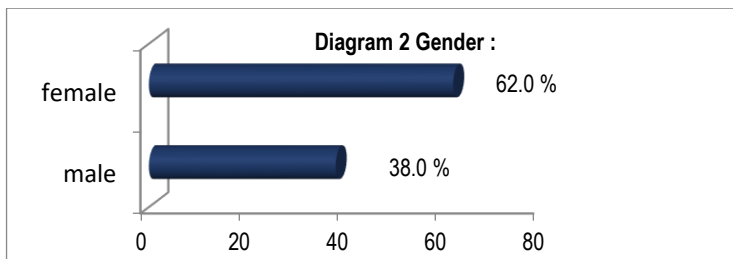
7.Check the reliability of the model.

### Research Analysis

During the research respondents have been selected from the public and private sectors as well as from educational institutions. The study showed that 62.9% of the interviewed respondents are employed in the private sector, 23.8% - in the public sector and 13,4% - in educational institutions.(see Diagram 1)

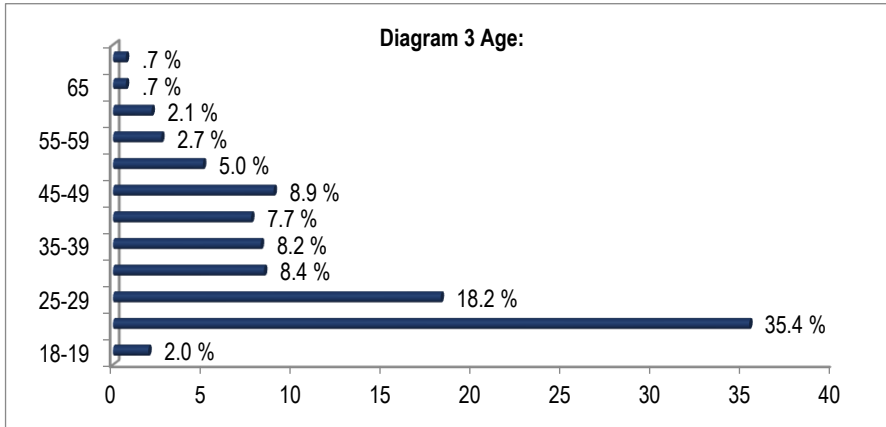


The respondents were divided by gender as follows: 62% of the respondents are female and 38% are male.(see Diagram 2)



We made the analysis of different age groups in the study. It was interesting to see what were the forms of career management in the representatives of different generations, what were the different age group respondents' attitude towards a career, how they perceive career management policies carried out by their organization managers, whether they have a hope of making a progress in the future and what factors they consider to be important for achieving the desired goals and realizing their abilities fully.

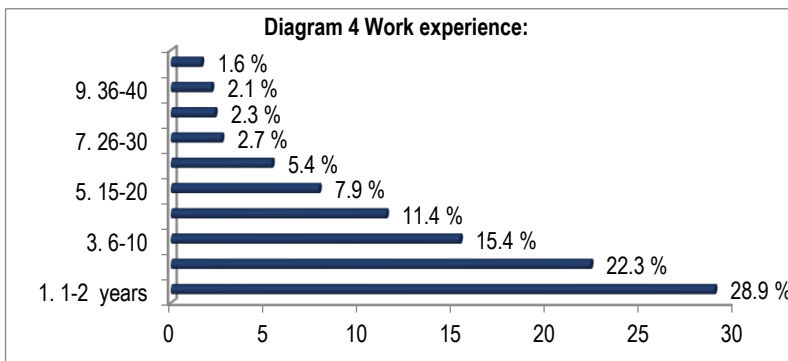
The respondents of the study who are 18-19 years old are 2% of the interviewed people, The respondents who are 20-24 equal to 35.4%, 25-29 - to 18.2%, 30-34- to 8.4%, 35-39- to 8.2%, 40-44 - to 7.7%, 45-49 - to 8.9%, 50-54 - to 5.0%, 55-59 - to 2.7%, the minority is the respondents who are 60-64 years old, 65 years and more than 65 - 2.1%; 0.7 % and 0.7 % (see Diagram 3)



Among the interviewed people the largest percentage was the employed respondents at the stage of searching. In the given period, an individual is seriously looking for different alternatives, taking their own interests and abilities into account. At this age it is very important a person to correctly evaluate his/her abilities, talents and interests.

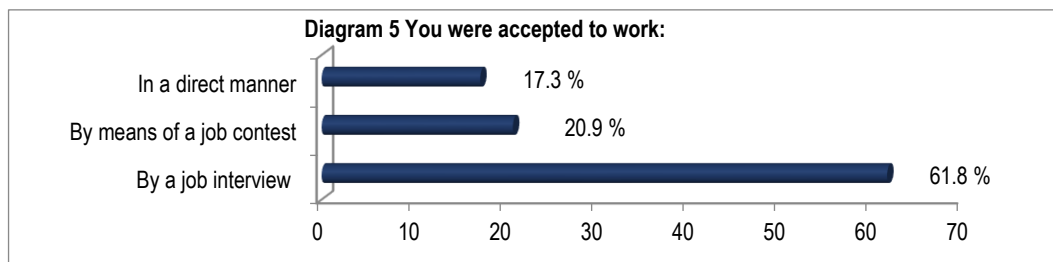
The survey showed that the number of respondents at the stage of maintenance (from 44 to 65) is 27.8% in total.

Among the respondents the highest percentage was revealed in connection with the employed people with 1-2 years of experience, in total the number of employed people with work experience from 1 to 10 years was 66,6% (see Diagram 4)

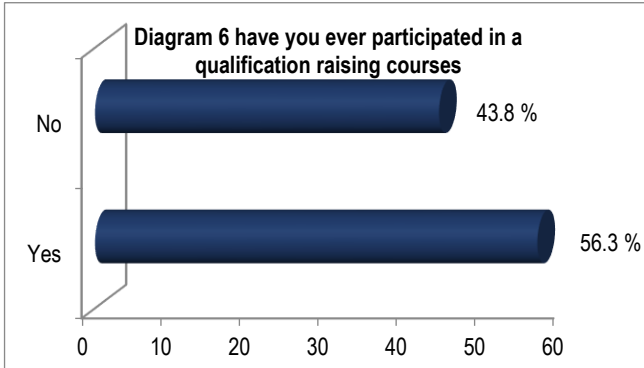


Selection of personnel is one of the most important steps in human resource management. At this time many multifaceted work should be done in which the

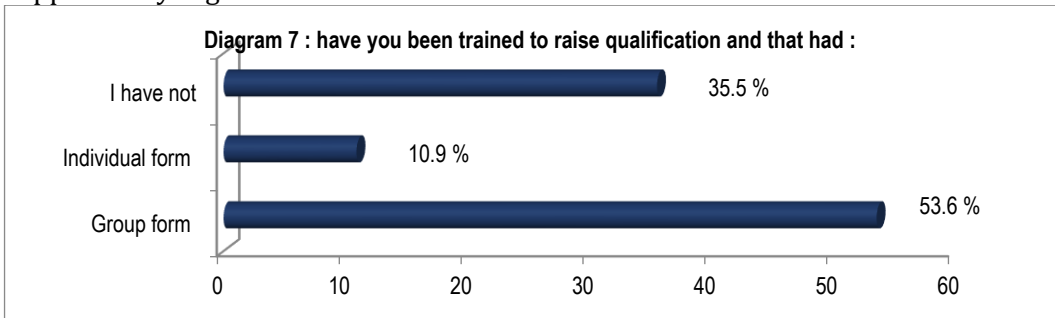
specialists of economics, law, sociology and psychology will be involved. It is important to exclude independent decisions. Psychological and professional qualities of the staff should be studied. In what conditions do people achieve high results and in what conditions do they try to avoid work? Psychologists and sociologists are the best who can answer this question ( Paichadze Nugzar, 2012 ) It is important to examine and evaluate the individual's personality thoroughly, to minimize the subjectivity. Otherwise, there is a big chance that a person can feel a victim of discrimination. A person getting a job without interviews and competitions causes certain doubts in the employees, it was observed in the research process. The fact that 17,3% of the surveyed respondents are employed in the job in a direct manner without a contest and they have not been interviewed is not a positive indicator. Especially in a country like Georgia, where the indicator of nepotism is high and the trust in general towards competitions is low. In the post soviet period it is important to develop an organizational culture based on knowledge, where the main focus will be made on a person (Gulua, Ekaterine; Kharadze, Natalia, 2014) From the results of the survey it can be seen, that the number of people employed by means of a contest is three times less than the number of applicants employed by means of an interview (61,8%) (See the Diagram 5)



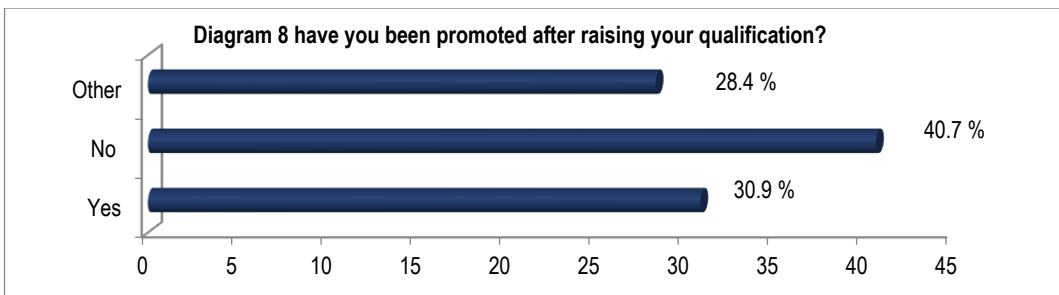
The qualification raising is an important process and needs to be organized seriously. In the organization it is important for each employee to have an equal opportunity to raise their qualifications. Today's employer must have a strategic thinking ability, broad erudition and a high culture. That is why the need for personnel development is important. The organization is obliged to carry out certain activities to reveal an employee's personal potential and to create a modern corporate culture (Paresashvili, Nino, 2016) Such can be both individual and group measures. Big Western organizations spend up to 10% of the wage fund for this purpose, the administration and the immediate supervisor of the work are responsible for the development of the personnel, and the person himself/herself as well because he/she must constantly think about self-development. The study has shown that only 56,3% of the surveyed respondents were able to improve their qualifications with the help of an organization and 43.8% were unable to increase their qualifications with the help of the organization. (see Diagram 6)



Some employees are able to raise their qualifications even without the help of the organization. It was found that the number of the respondents who raised their qualifications neither with the help of the organization nor with their own funds was 35.5%, out of which 10,9% had an individual form and 53,6% - a group form (see Diagram 7). Supposedly increasing qualifications in group forms are largely supported by organizations themselves.

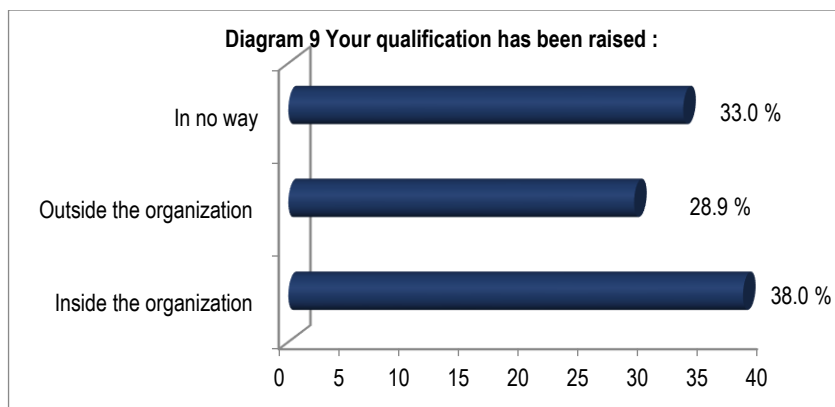


One of the most important issues in human resources management is career management. Professional promotion promotes both the organization and personal development. As the qualifications increase, there are expectations in people that their needs will be more satisfied. This may be not only a promotion at work, but the need of recognition and respect to be satisfied, the study has shown that only 30.9% of the respondents managed a promotion, 40.7% were not promoted, and a large number of 28,4% gave uncertain answers. (See Diagram 8)



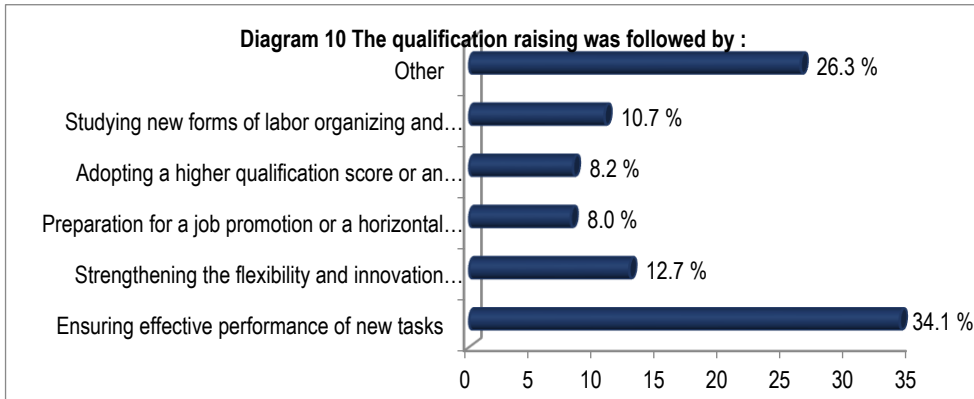
The internal form of qualification raising is naturally associated with less expenditure and at the same time it is easy to control. The research has shown that the cases of qualification raising inside the organization is few but still high, in particular, 28.9% increase their qualifications outside the organization and 38% within the organization (see Diagram 9) If we look closely we can see that the percentage of qualification improvement outside the organization coincides with the number of respondents that have been promoted after the qualification improvement.

In general, we consider that the use of external form of qualification raising should be accompanied by the person's promotion and increasing its potential. Unfortunately there are often cases when the expenses spent on upgrading qualifications are often unreasonable. This has been clearly visible in the results of this survey.

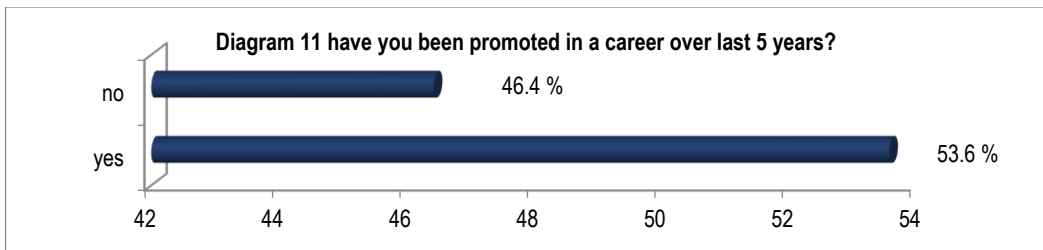


Strengthening the flexibility and innovation capabilities of management ; Preparation for a job promotion or a horizontal movement; ;Adopting a higher qualification score or an adaptation to new techniques; Studying new forms of labor organizing and stimulation. After raising the qualification it is important at least one of the few directions to be achieved, in particular to ensure effective implementation of new tasks; to improve the flexibility and innovation capabilities of management; to prepare for a position promotion or horizontal movement; to adopt a higher qualification score or adapt to new techniques; to get new forms of labor organization and stimulation. It was found out that after upgrading the qualifications, 34,1% could efficiently perform new tasks; 12,7% increased flexibility of management and capabilities of innovation; 8% prepared for a position promotion or horizontal movement; 8.2% managed to adopt a higher qualification score or adapted to new techniques; 10.7% were able to receive the new forms of labor organization and stimulation and 26.3% cannot name in what direction their career activities have been changed after raising qualifications. This indicator is high and may be assumed that we are dealing with inappropriate spending of time and finances. (See Diagram 10)

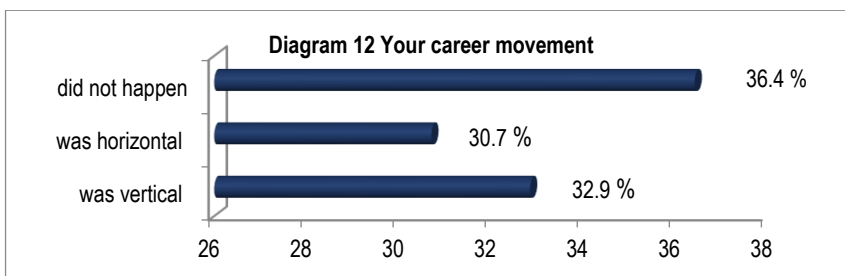




It is important to know in what period of time an employee’s career movement happens. It turned out that in the last five years 53,6% managed the career movement and 46.4% did not change the job in the last five years. (See Diagram 11)

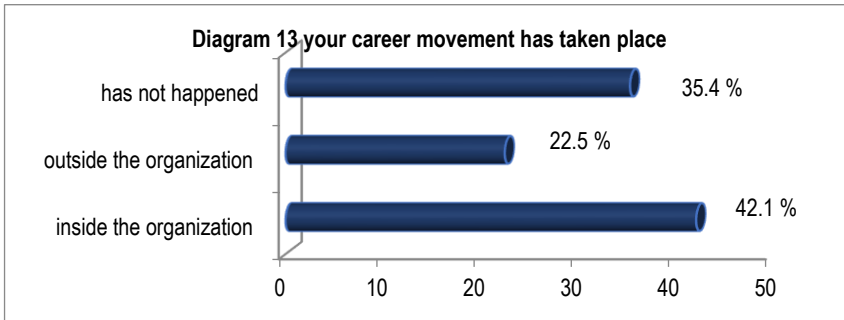


It is known that a career includes both a vertical and a horizontal career. The employees most clearly notice a vertical career form, when they get a gradual promotion at the hierarchical step, accompanied by professional experience growth, at this time not only the status but also the social role changes, and the second horizontal career is less attractive, despite the fact that an employee has to form new tasks and skills. The survey showed that the horizontal movement took place in 30.7% of the employed people’s career, the vertical movement took place in 32.9% and 31.9% of the respondents were not affected by any form of career (see Diagram 12).

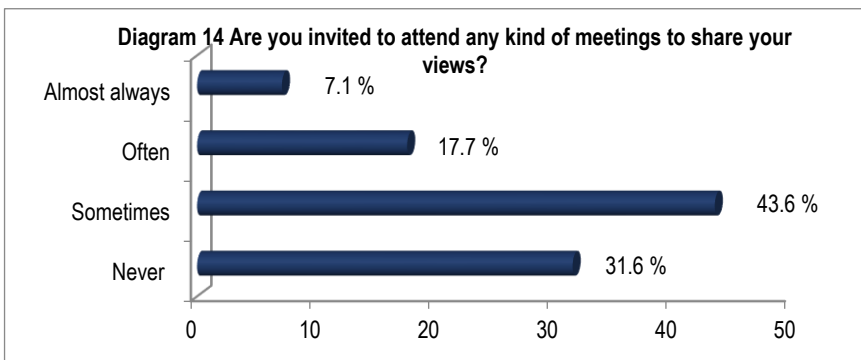


Among the career forms a non-specific career is important that is very common in Japan. In their opinion, the supervisor should be such a specialist who will be able to work at any place. When a person is moved to the highest level of management, he

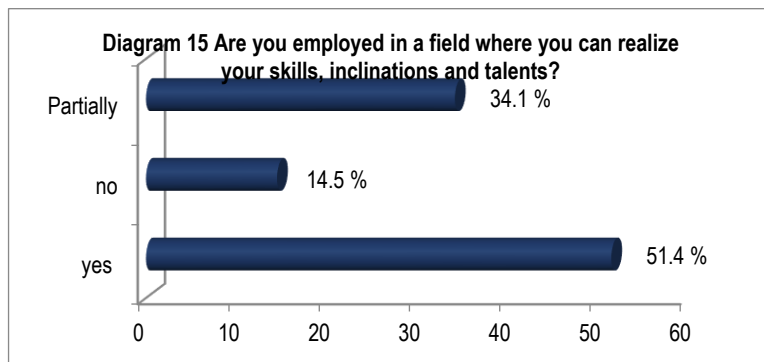
should be able to see the company from all directions, thus the person on one position does not stay for more than one year and his/her tasks are constantly changed. During the interorganizational career a person goes through development stages in different organizations. The existing difference in the practice of human resource management in different countries is due to different factors. One of the key factors among them is a legislative base of human resources management. In this case, we mean the regulation of human resources management issues on the country's legislative level (Nugzar Paichadze, 2018) The study has shown that 41.2% managed the growth of the career within the organization and 22.5% - outside the organization. (See Diagram 13).



The secret career form is most natural for organization members. It is available for a narrow circle that has sufficient knowledge and wide connections outside the organization. Such a worker may have an ordinary position in the organization. In some cases, the salary of such people is much more than the position they occupy provides. Secret career forms are often associated with nepotism, since such people are relatives of high-rank officials. As a result of our research, it has been confirmed that 24.8% of the employed people are frequently and almost always invited to meetings and appointments, while 43.6% of the respondents responded "sometimes", 31,6% of the employees are almost never invited to any kind of meetings. (See Diagram 14).

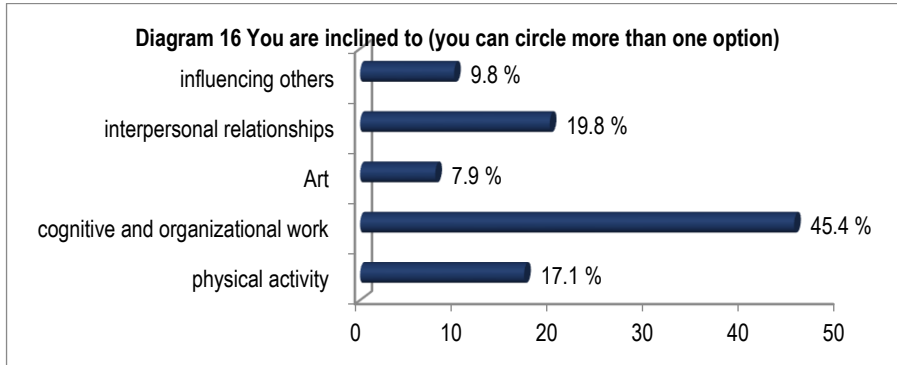


Professional orientation is of great importance while choosing a profession. In most cases, young people choose their professions by the advice of others. In case of Georgia, parents' influence is great, schools are less likely to be able to identify pupils' inclinations and the development of hidden talents. Often a child grown up in a doctor's family chooses the same profession, even though he is not inclined towards this type of activity. In this case, the person can not be fully realized. In many cases, his/her real vocation remains beyond the development. This kind of attitude is caused by the values established in the Soviet system. (Kharadze, Natalia; Kakhaber, Chikhradze, 2015) As a result of the survey, it was found that 51.4% of the respondents were able to realize their skills and inclinations at work, while 14.5% were partially and almost never able to do that (See Diagram 15) Thus, the respondents are in a process of searching for a new job. Under the circumstances when the unemployment level is high in Georgia, leaving a job and searching for a new one can be explained by many factors (Paichadze Nugzar, 2018) but one of them is definitely inconsistency with people's skills and inclinations.

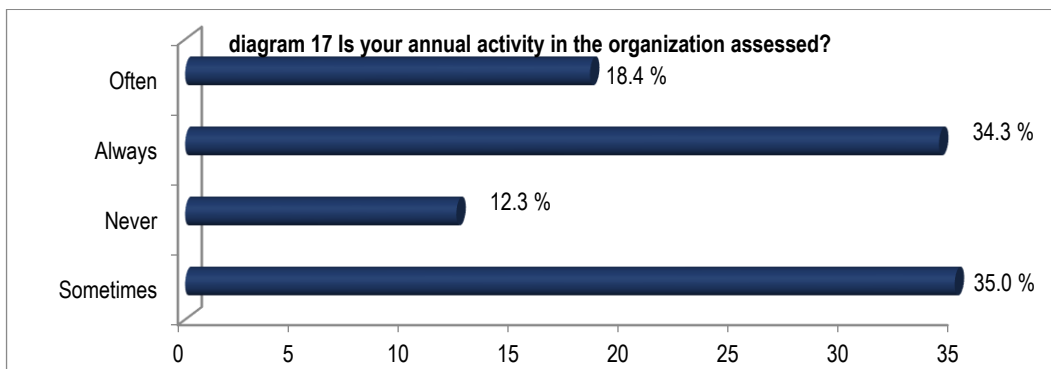


The famous American researcher John Holland identifies the following types of a person's individual orientation: a real orientation when a person is inclined to work where using the physical force is necessary, such a category in our study is 17.1%; During a research orientation people have an inclination towards cognitive and organizational activities, the inclination to the research orientation was named by 45.4% of the respondents, 7.9%, were prone to an artistic orientation, during a social orientation people are inclined to the activities which are related to interpersonal relationships, 19.8% represented such a category of respondents, while during an initiative orientation people are prone to activities that are connected with influencing others. 9,8% of the respondents have attributed themselves to this category (See Diagram 16). Cultural values of Georgians influence the formation of people's inclinations, all nations have dominant features, and our nation is excessively prone to being the first in everything. According to the Georgian tradition, every second person at the table wants to be a toastmaster, there are many people in the country who want to be at the highest level of its management. The excessive ambition is good and dangerous at the same time. One thing is obvious - in the process

of management the region's peculiarities must be taken into account. (Korganashvili, Larisa; Kharadze, Natalia, 2014)

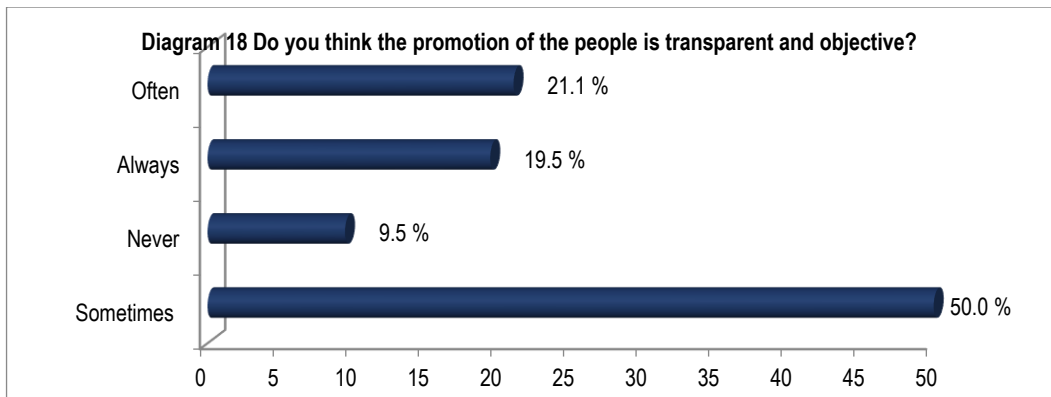


In any organization a great attention is paid to create a well-prepared reserve. The existence of a personnel reserve allows to prepare the candidates with the scientific and practically well-argued program for new vacant positions. For this purpose, the list of candidates for a promotion should be made. The promotion of the person should be based on the fair assessment of their work and achievements. In particular, it should be determined how the outcomes of the person's activity are, his/her organizational and analytical skills, the sense of responsibility, how he/she manages to make independent decisions and its justification. The results of internship and testing are important to be taken into account when taking a person into a reserve. The study showed that only 18.4% of the respondents indicated that their annual work is assessed; the answer "Always" is indicated by 34.3%; "Never" and "Sometimes" are answered by 47,3%. (See Diagram 17)



There are many factors that affect the employees of the organization. One of them is the right selection of people and their promotion. There is no guarantee that the person selected or promoted by the manager will be good. There is not an absolute guarantee that they will behave exactly the way the organization expects it from them; During the career management process, people's perception of their colleague is often

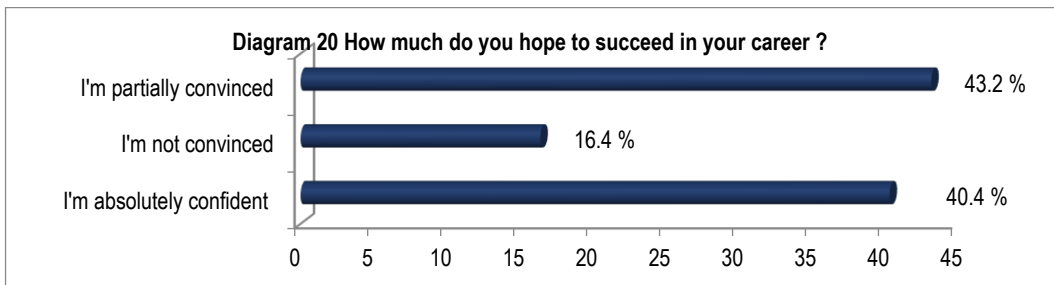
not objective, as they are inadequate in the case of their self-evaluation. The colleague's promotion is often followed by biased information. The existence of recognized values that are supported and shared by people is important in the organization. For example, without sharply established criteria, it must be impossible for the person to be promoted. (Kharadze, Natalia; Gulua, Ekaterine;, 2018) (Kharadze, Natalia; Gulua, Ekaterine;, 2018) These criteria must be clear and each member of the organization must have the opportunity and equal access to fulfill these criteria. The promotion must be made by taking such criteria into account. In this case, also the chance of dissemination of biased information is less. When acquired values are clear people know how to act in a particular situation. The survey found that a large part of the respondents consider their career management in the organization as unfair, in particular, 59.5% think that promoting a colleague is "Sometimes" and "Never" transparent. At this time it is difficult to maintain calmness in the organization and it is necessary to spend time on extinguishing the conflicts. (Paresashvili, Nino; Maisuradze, Teona;, 2017) Only 19.5% of the respondents in the survey believe that the colleague's promotion is always fair. (See Diagram 18)



In various organizations, there are tools and methods of staff promotion. Based on of what status the person is the promotion process is carried out with a different method. However, in any case it is important the process to be objective and transparent. 8,4% of the respondents report the interference of external people in a career management, presumably they mean influential people, which contains signs of nepotism. It is noteworthy that 22% of the respondents did not answer this question, which is quite a high indicator. Considering that the survey was anonymous even more confusing is why they did not want to give answers. 38% thinks that the direct supervisor takes the decision in the promotion process and 31.6% thinks that promotion is carried out by involving the head of the organization. (See Diagram 19)

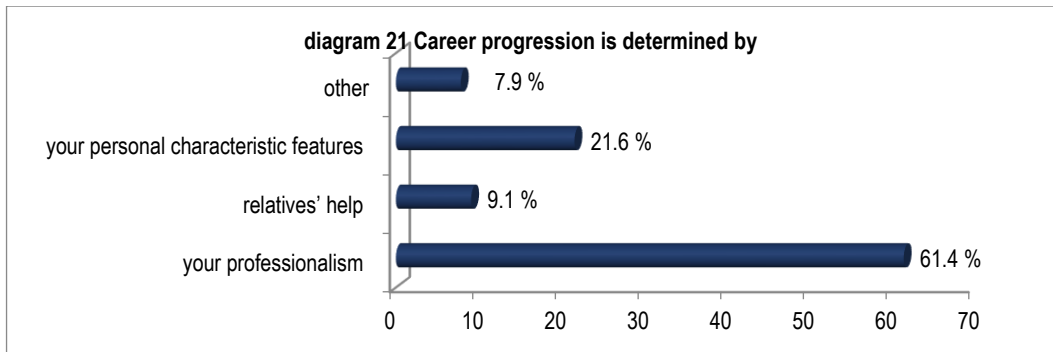


What is the motivating policy in the organization and employees' belief in the future are the factors that influence the developing of organizational culture, this factor determines the climate of the organization. When an employee has a feeling of hopelessness he/she can not be a loyal member of the organization. The loyal member of the organization is fully committed to the values and norms of behavior in the organization, trying not to do the opposite of the organization's interests, the person is disciplined. Such relationships reduce the tension in the organization and the number of conflicts is small. The study showed that hope for the future in terms of career growth is partially in 43.2%, and 16.4% has no such hope, 40.4% is totally confident. (see Diagram 20) It should also be considered that some of the respondents pointed in the questionnaire that they hope for success and promotion in the future, but not in the organization where they were at the time of the interview.

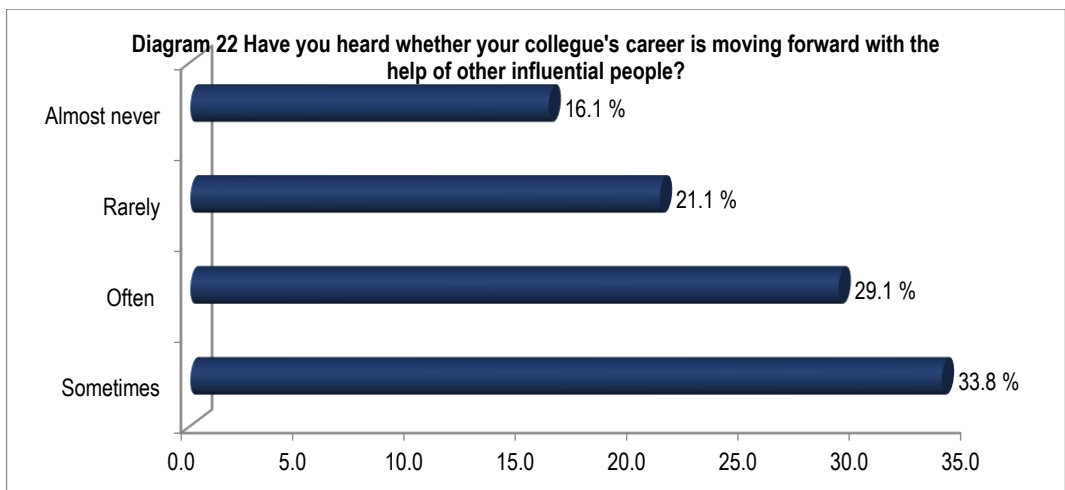


The professionalism and the characteristic features of the personality should determine a person's career, and this is the requirement of an ordinary employee in the organization. After the promotion, people are very sharp in assessing every behavior of people. The most severely people suffer from violations of the rules. The above rule can be both organizational and ethical. The violation of the rules is accompanied by the emergence of a conflictogene and often it grows into a conflict. Instead of a conflictogene, it is important to develop positive emotions in the organization, which is only possible through fair decisions. And people experience positive emotions when they are adequately acknowledged, their merits are appreciated and they can realize themselves. Also when they see that their colleague's

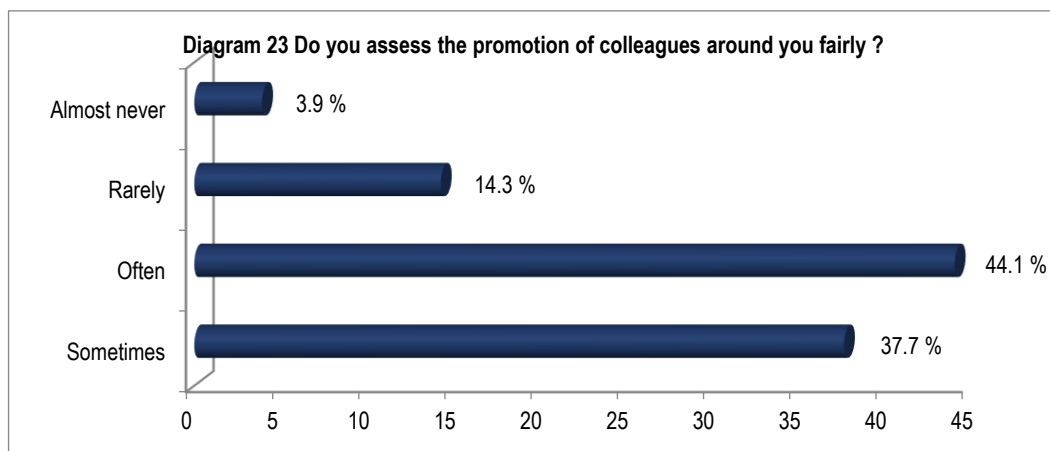
promotion was fair. Education should play an important role in all areas (Mikiashvili, Nino; Giorgobiani, Maia ;, 2017) The study found that 9.1% of the respondents think that their career advancement is determined by the relative's help (see Diagram 21) 61.4% of the respondents indicate the need for professionalism. However, during the questionnaire, there was a frequent cases where both professionalism and a relative were indicated.



In spite of the fact that 61.4% of the respondents believe professionalism is the key criterion for the success, only 16.1% of the respondents say they have not heard about the interference of an influential person in their colleagues' promotion, 21.1% indicate that they rarely heard about this kind of fact, 29.1% notes that they often heard the influence of the person in the promotion process and 33.8% thinks that the promotion of their colleagues always happens this way. 62.9% secretly indicates that nepotism is known to them. (See Diagram 22). Naturally such attitudes will complicate the personal development in an organization. Our previous studies also confirm that personal development with the help of the organization is less likely available and is not equally accessible.

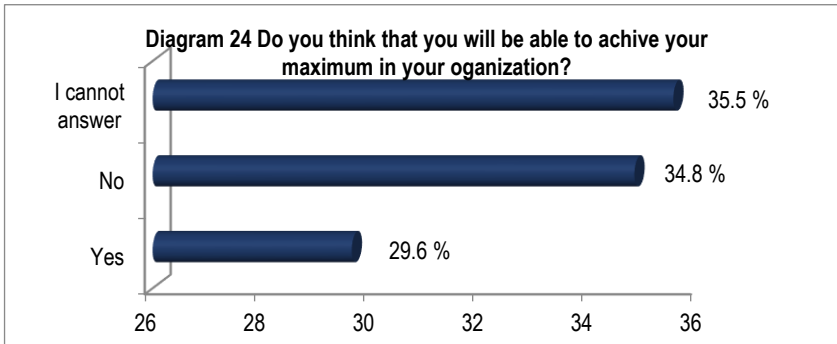


The feeling of injustice is one of the important barriers on the way of development of the organization. It is impossible to establish a high quality staff if there is a feeling of injustice. People try to be useful to the organization, to be known, recognized as individuals. Frequently these values are more important than money and material values. The manager's main task is to act in such a way and to make such decisions that employees can feel the need and the importance of their role, thus it becomes possible to unite every member for one goal. It is possible to create a collective only with keeping being fair. Violation of the principles of justice leads to discrimination and it has an impact on labor productivity. The survey found that only 44.1% of the respondents evaluate their managers' decision as fair categorically "almost never" is indicated by 3,9% and "rarely" and "sometimes" by 14.3% and 37.7%. It may be concluded that most of the employees - 55.9% are more disappointed by unfair decisions (see Diagram 23).



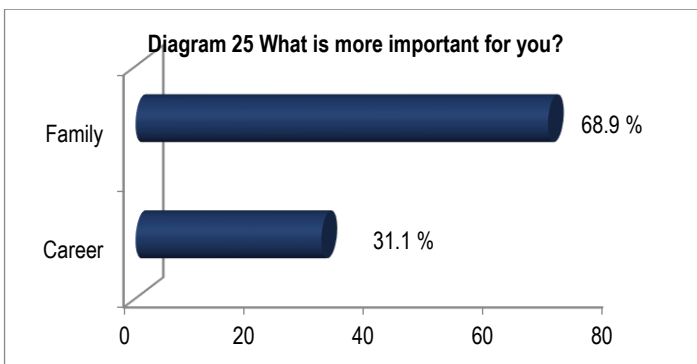
For most people labor is satisfying. The human resource management theory is based on this fact. People try to contribute to the success of the organization. Thus the main task of the manager is the effective use of human resources. He/She should create such an environment in which each person can reveal his/her abilities and skills as much as possible. Particular attention should be given to increasing staff participation in solving important problems of the organization. Personnel independence and self-control should be increased. Such an attitude increases the economic efficiency of production. After that the feeling of satisfaction resulting from labor is increasing and the employee is firmly committed to the organization. The survey showed that 34.8% of the respondents believe that they cannot achieve success in the organization, only 29.6% is convinced in the success and 35.5% find it difficult to answer this question, which also indicates a negative attitude and hopelessness (See Diagram 24).





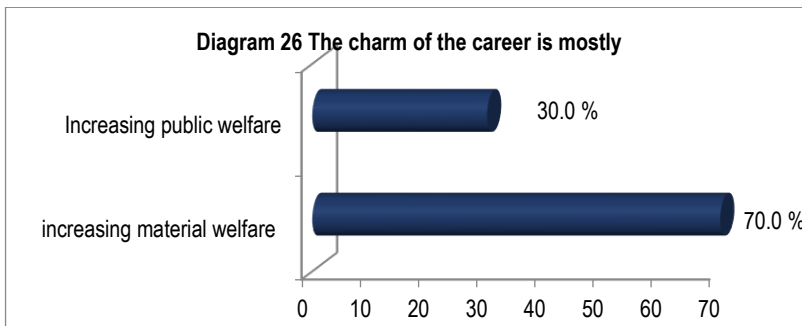
The family in Georgia is an important value. (leila, gaprindashvili) "In the other half of the 19th century the scientific study of the family life begins by historians, ethnographers and sociologists". The woman locked in a family life by Georgian feudal-patriarchal norms came out by the help of capitalist relationships and then the idea of a socialist equality in the public arena, but women mostly got busy with the domains that were similar to their family activities, because men are still at the decision-making mechanisms.

The traditional role of women was the family and the change of this value is a very difficult process. For the most part, women were choosing the kind of activities associated with education and medicine. In today's reality not only in Georgia but in many countries of the world there are signs of discrimination against women and in this respect Georgia is not an exception. The study showed that 68.9% of the respondents prefer the family and not a career. (See Diagram 25) We did not deliberately put that option to the question in the questionnaire where the respondent would have the opportunity to indicate that both of them are equally important.

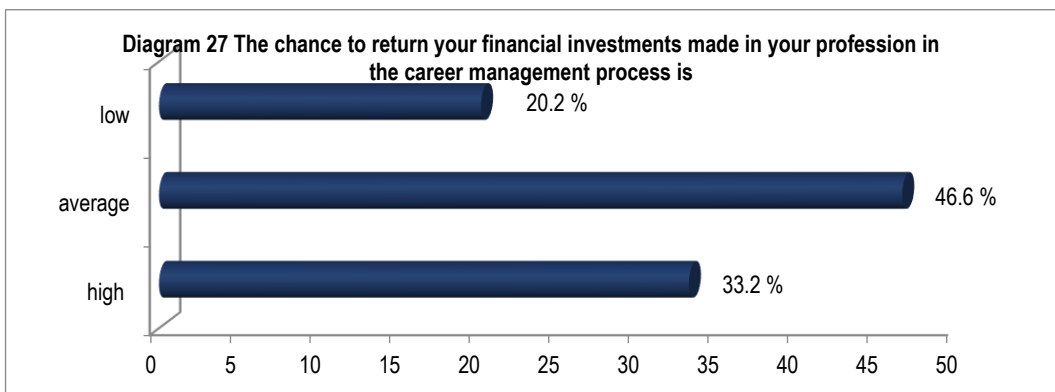


As a career it is important in the organization (especially in the public sector) to select such personnel who are thinking and acting in accordance with the state interests. This means when the interests of the organization and the interests of the country are higher than your personal interests. I will recall the words of the Georgian figure Ilia

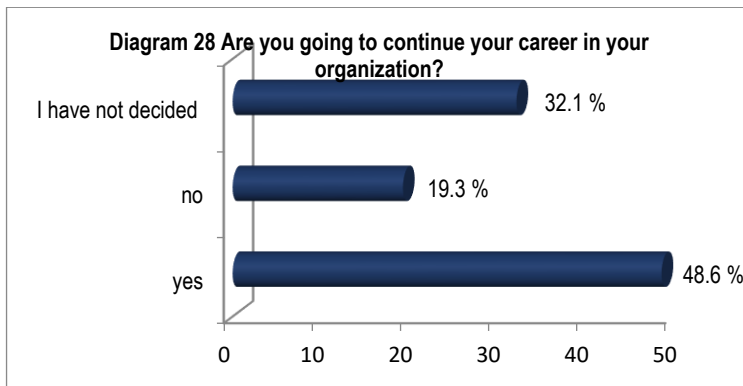
Chavchavadze, who demanded the protection of specific principles and rules from the people employed in the public service, which meant state thinking. "Every man or society is even higher and decent, when he/it puts the law above himself and he/it stands under it, the happiness and a long life of the society depend on this." "There is no right without a duty and the duty is to respect, even to defend the rights of others and not to break them." The study showed that for the majority of the respondents, the charm of the career lies in the growth of personal material welfare and 70% thinks so and only 30% thinks that the charm of the career is to increase the well-being of the public. (See Diagram 26)



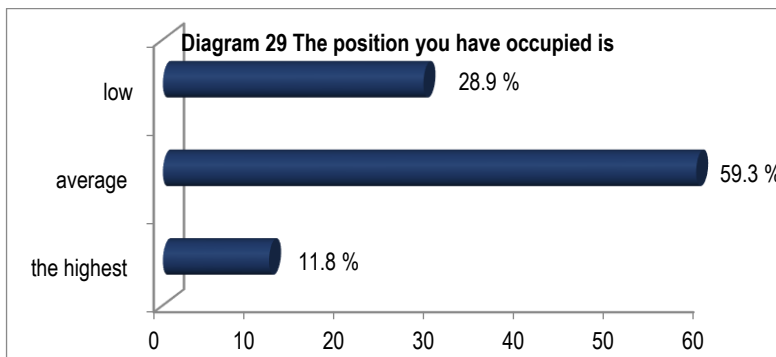
Investments in education are quite high in the case of Georgia's population. While there are free educational institutions, for achieving success only the knowledge received at this institutions is not enough. In many cases, young people try to get trainings in Georgia and outside the country with their own money. On the background of such expenses, it is important to have a feeling that you will be able to work in the future and you will not feel a sense of insecurity. According to the survey data, only 33.2% of the respondents think that they have invested money in education correctly and, unfortunately, 20.2% think that the chance to return these investments back is very low, 46.6% think that the chance is average. The respondents think that the specialty was wrongly chosen and should not have invested money in a particular direction. (See Diagram 27).



As a result of the survey we can assume that one of the main reasons for this kind of attitude is the wrong business career planning of these people. It is known that each individual's career consists of: growing, searching, forming, activity maintenance and falling stages. As it seems at the stages of growing and searching, human interests and skills were incorrectly considered, the market requirements may not have been considered, and, therefore, the investments in education are considered wasted. The fact that most of the respondents think that their investments in education are inappropriate, may be the reason of that more than half of the respondents are not firmly on their workplace and are trying to find a job. In fact, 48,6% are satisfied and are not looking for another job, 32,1% are not determined and 19,3% are firmly looking for a new job (See Diagram 28). We can conclude that most of the employees are young people, they are trying to help their families due to bad social background and are willing to accept any kind of activities. So after completion of studies (master's degree course, doctoral study), they hope to change their jobs.

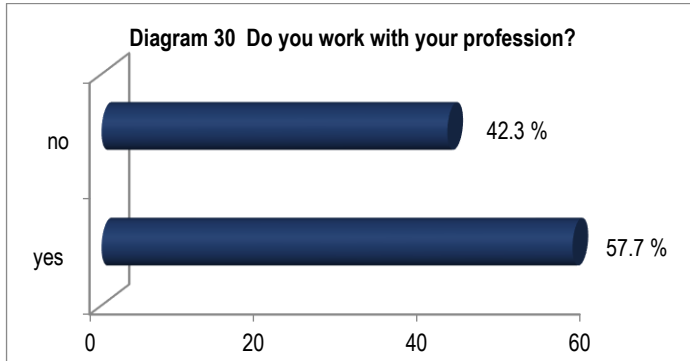


As a result of our research, it was found that 28.9% of the respondents were low-level managers, 59,3% were of the average level and just 11.8% were of the highest level. (See Diagram 29)

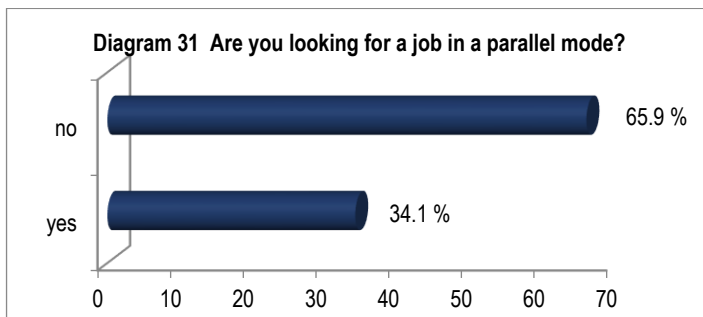


The study showed that there were serious errors made in the course of personal career management, the fact that 42,2% of the respondents do not work with their

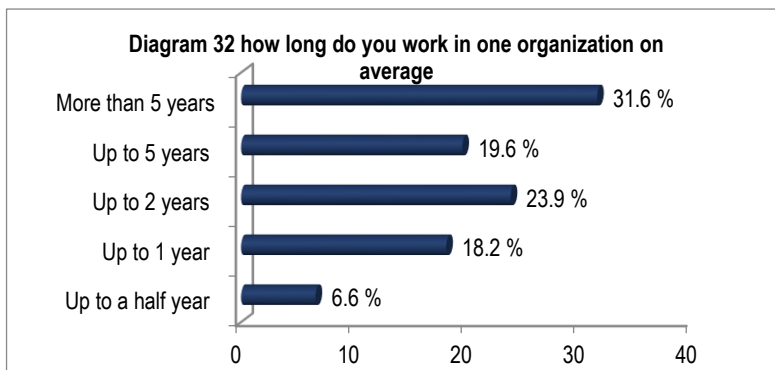
own profession and only 57.7% manage to work in their own profession has strengthened the idea that investments in education are improper. (See Diagram 30)



The study found that 34,1% of the respondents are looking for another job and 65,9 do not want to change their jobs. (See Diagram 31)



How loyal the people are towards the organization is well evident from one fact, in particular, how often they change their work. The survey found that only 31,6% work in one organization more than 5 years, 19,6% - up to 5 years, 23,9% - up to 2 years, 18,2% - up to a year and 6,6% - less than one year. (See Diagram 32)



## Formulating Hypotheses and Testing the Reliability of the Model Using the Complicated Statistical Procedures

Hypothesis HP1: Variable (Q)7 Have you ever participated in qualification raising courses with the help of the organization (without or with financing) that were related specifically to your work to perform affects variables Q8 qualification raising forms - individual and group and Q9 if they were promoted after upgrading their qualifications

The table of Pierson's Chi-square test made by using the Chi-square test (Table 1) indicates that the statistical significance level P (Sig.) does not exceed 0.001. i.e Have you ever participated in the qualification raising courses with the help of your organization (with or without financing) which was related to your work (Q)7 and raising qualifications by the respondents – between individual and group (Q8) - there is a statistically important link on 0.01 level, that means the reliability of the link is very high (99% trusted). (See Table 1)

Table 1: Pearson Chi-Square Tests)	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	327.077 <sup>a</sup>	2	.000
Likelihood Ratio	374.679	2	.000
Linear-by-Linear Association	311.619	1	.000
N of Valid Cases	560		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 26.69.

Also, between (Q7) If you have participated in the qualification raising courses with the help of your organization (with or without financing) which was specifically related to your work? and (Q9) whether they were promoted after raising qualifications, there is a statistically important link on 0.01 level, that means the reliability of the link is very high (99% trusted). (See Table 2)

Table 2 : (Pearson Chi-Square Tests)	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	171.783 <sup>a</sup>	2	.000
Likelihood Ratio	195.002	2	.000
Linear-by-Linear Association	170.658	1	.000
N of Valid Cases	560		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 69.56.

We used Pearson’s Correlation Analysis to determine the strength of the connection between the variables of this hypothesis. We got the correlation coefficient 0.747 between (Q)7 and Q(8) and - 0.553 between Q7 and Q9. (See Table 3)

Table 3 : Correlations		Q7	Q9	Q8
Q7	Pearson Correlation	1	.553**	.747**
	Sig. (2-tailed)		.000	.000
	N	560	560	560
Q9	Pearson Correlation	.553**	1	.570**
	Sig. (2-tailed)	.000		.000
	N	560	560	560
Q8	Pearson Correlation	.747**	.570**	1
	Sig. (2-tailed)	.000	.000	
	N	560	560	560

\*\* . Correlation is significant at the 0.01 level (2-tailed).

By means of the correlation, it was shown that between these variables there is a strong positive attitude because their indicator exceeds 0,5.

Thus, between Q7, Q8 and Q9, there is a strong positive correlation and by this the hypothesis HP1 has been proved.

Hypothesis HP2: (Q13) career movement affects on where Q14 career movement has taken place

We used the crosstabulation analysis to test the given hypothesis. The table received as a result of this analysis (Table 4) shows that inside the organization 157 respondents (66.5%) were vertically promoted and 62 respondents (26.3%) were horizontally promoted. As for the movements outside the organization 24 respondents (19%) were vertically promoted, and 95 respondents (75.4%) were horizontally promoted. (See Table 4)

Table 4 : Cross tabulation analysis			Q13. Your career movement			Total
			was vertical	was horizontal	did not happen	
<b>Q14. Your career movement has taken place</b>	inside the organization	Count	157	62	17	236
		% within Q14. Your career movement has taken place	66.5%	26.3%	7.2%	100.0%
	outside the organization	Count	24	95	7	126
		% within Q14. Your career movement has taken place	19.0%	75.4%	5.6%	100.0%
	has not happened	Count	3	15	180	198
		% within Q14. Your career movement has taken place	1.5%	7.6%	90.9%	100.0%
	Total	Count	184	172	204	560
		% within Q14. Your career movement has taken place	32.9%	30.7%	36.4%	100.0%

The fifth table (see Table 5) shows the results of Levene’s statistics, the difference of averages (the same T value) equals to 68.479, the statistical significance level P (Sig.) does not exceed 0.001, i.e. between the vertical and horizontal career growth and career movement of the employed people inside and outside the organization there is a statistically high level of connection on 0.01 level i.e. with 99% reliability we can that the vertical and horizontal career growth of the employees affects the respondents’ career movements within and outside the organization.

**Q13. Your career movement**

Table 5. test of homogeneity of variance (Levene)	df1	df2	Sig.	
	68.479	2	557	.000

From Table 6, received as a result of single factor dispersion analysis, it is shown that  $F=468.3$ ,  $P= 0.000$ ;  $P<0.01$ , i.e. between the groups a statistically significant link is noticed on 0.01 level. (See Table 6)

Table 6 : dispersion analysis -One Way (ANOVA) Q13. Your career movement	Sum of Squares	df	Mean Square	F	Sig.
Within Groups	242.857	2	121.429	468.300	.000
Total	144.428	557	.259		
	387.286	559			

The test about Homogeneity of Variance (Levene) and Dispersion Analysis demonstrated that there is a statistically significant connection between the groups, as a result of this the hypothesis 2 was confirmed.

Hypothesis HP3\_1: (Q15) Are you invited to attend any kind of meetings to share your views affects Q20 How career growth in the organization is being implemented

Hypothesis HP3\_2 : (Q15) Are you invited to attend any kind of meetings to share your views affects Q21) How much do you hope to succeed in your career?

Hypothesis HP3\_3: (Q15)Are you invited to attend any kind of meetings to share your views affects Q17. You are inclined to (you can circle more than one option)

Hypothesis HP3\_4 : (Q15) Are you invited to attend any kind of meetings to share your views affects Q31 which position you have occupied.

The Correlation Analysis (see Table 7) Between the variables Q15 and (Q31) in which level of management they are employed there is a weak negative correlation (the correlation coefficient equals to 0,274). Between Q15 and Q20 whose **initiative is to improve an employee's career growth** there is also a negative correlation (the correlation coefficient equals to 0.103) and between Q15, Q21 and Q17\_ there is also a weak negative correlation with the corresponding 0,226 and 0,121 coefficient indicators.



Table 7: Correlations		Q15	Q31	Q20	Q21	Q17
Q15	Pearson Correlation	1	<b>-.274*</b>	<b>-.103*</b>	<b>-.226*</b>	<b>.121*</b>
	Sig. (2-tailed)		.000	.015	.000	.004
	N	560	560	560	560	560
Q31	Pearson Correlation	-.274*	1	-.007	.093*	-.071
	Sig. (2-tailed)	.000		.871	.028	.095
	N	560	560	560	560	560
Q20	Pearson Correlation	-.103*	-.007	1	.112*	-.103*
	Sig. (2-tailed)	.015	.871		.008	.015
	N	560	560	560	560	560
Q21	Pearson Correlation	-.226*	.093*	.112*	1	-.009
	Sig. (2-tailed)	.000	.028	.008		.837
	N	560	560	560	560	560
Q17	Pearson Correlation	.121*	-.071	-.103*	-.009	1
	Sig. (2-tailed)	.004	.095	.015	.837	
	N	560	560	560	560	560

\*\* . Correlation is significant at the 0.01 level (2-tailed).

To check these hypotheses, we used the Chi-square test and found the existence of the connection by all categories. According to the Chi-square test, there is no statistically significant connection between (Q15) Are you invited to attend any kind of meetings to share your views? and Q20 whose initiative is the employee's career growth since the statistical significance level exceeds 0.05. (See Table 8)

Table 8 : Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.616 <sup>a</sup>	9	.181
Likelihood Ratio	12.925	9	.166
Linear-by-Linear Association	5.882	1	.015
N of Valid Cases	560		

Consequently, the hypothesis Hypothesis HP3\_1: (Q15) Are you invited to attend any kind of meetings to share your views affects Q20 How career growth in the organization is being implemented . has not been confirmed.

We established by the Chi-square Test a statistically important link on 0.01 level between (Q15) Are you invited to attend any kind of meetings to share your views? and (Q21) how much the respondents hope to achieve success in career growth. (See Table 9)

Table 9: Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	50.499 <sup>a</sup>	6	.000
Likelihood Ratio	51.539	6	.000
Linear-by-Linear Association	28.563	1	.000
N of Valid Cases	560		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.57.

Consequently, Hypothesis HP3\_2 : (Q15) Are you invited to attend any kind of meetings to share your views affects Q21) How much do you hope to succeed in your career? has been confirmed.

We established a statistically important link on 0.01 level by the Chi-square test, between (Q15) Are you invited to attend any kind of meetings to share your views? and what they are inclined to 1) physical activity 2) cognitive and organizational work 3) Art (acting, musician, painting 4) interpersonal relationships 5) influencing others. 17 (see Table 10)

Table 10 :Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	34.327 <sup>a</sup>	12	.001
Likelihood Ratio	32.860	12	.001
Linear-by-Linear Association	8.166	1	.004
N of Valid Cases	560		

Consequently, Hypothesis HP3\_3: (Q15)Are you invited to attend any kind of meetings to share your views affects Q17. You are inclined to (you can circle more than one option) .has been confirmed

We established a statistically important link on 0.01 level by the Chi-square test, between (Q15) Are you invited to attend any kind of meetings to share your views? and (Q31) in which management level they are employed? (See Table 11)

Table 11 Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	55.244 <sup>a</sup>	6	.000
Likelihood Ratio	47.305	6	.000
Linear-by-Linear Association	42.099	1	.000
N of Valid Cases	560		

Consequently, Hypothesis HP3\_4 : (Q15) Are you invited to attend any kind of meetings to share your views affects Q31 which position you have occupied.has been confirmed.

Conclusions and recommendations:

- The study has shown that business career management is unsatisfactory in the organization.
- Most organizations do not have a proper formation system of business professional and promotion of personnel reserve.
- Creating personnel reserve and proper work with them does not happen according to a plan. Most employees and also leadership prefer the specialized career and the horizontal career remains beyond the focus.
- Annual assessment of the worker's performance does not happen systematically, the results of which can be used when promoting a specific person.
- The survey also shows that nearly half of the employees are unable to realize their capabilities and skills, and most of them believe that promoting their colleagues is often biased, nepotism often takes place there and so on.
- Due to all this and other drawbacks listed above, we need to carry out some specific events such as: All organizations should have a well-established system of staff professional promotion and personnel reserve of the people to be promoted, pay more attention to the development of non-specialized career, as it is in Japan, the staff annual performance should be assessed systematically, which will be the basis for the promotion of workers, the

objectivity degree of our employees' promotion should be improved, nepotism should be prevented.

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