



Career Management Trends in Terms of Gender

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Abstract

Career management is a deliberate process including the involvement of an individual in various activities, resulting in a high level of performance, professional growth. Many people think that the career and the job that we choose represent the goal of our existence, and by this we can demonstrate ourselves and our natural inclinations. Our paper deals with career management. Our interest has been caused by gender peculiarities in career management. Gender Equality gives the opportunity to women and men to have an equal access in all areas of public life. In the course of research we set the hypotheses; Hypothesis HP1: Gender Q2 affects Q1 employment field (1)public sector 2) private sector 3) educational institution;); Hypothesis HP3: Gender Q2 affects Q5 how the respondents were accepted to work (by means of an interview, a contest, a direct manner) where we used the Correlation Analysis, a Chi-square Test; Hypothesis HP2: Gender Q2 affects Q4 work experience. Where we used the Correlation Analysis, the test about Homogeneity of Variance (Levene); Hypothesis HP4: Gender Q2 influences Q15 Are you invited to any kind of meetings? Where a single-factor dispersion analysis is used-One Way ANOVA, Correlation Analysis. The survey showed an interesting picture in terms of gender. The impact of the Georgians cultural values and traditions has been sharply revealed in women's career management process. Considering the conclusions and recommendations received as a result of the survey will eliminate the problems in women's career management.

Keywords: Career, women discrimination, nepotism, management, human resources management

Introduction

The term "career management" was always popular, but it was perceived differently. Career management can be understood as a promotion, which meant moving from one position to another. People in one organization planned a career, it was a decade old and it was a normal event. Knowing your own place and "playing" your career correctly was the key to future promotion and accordingly to career management, but today we live in a different world, also very few employers have clearly defined consistent stages of possible development and a promotion, herewith, very few employees stay in one organisation for a long time to follow the career path. The promotion process is characterized by different approaches to women, which is defined by the culture and traditions of the country. The existing attitude towards women's career management is the subject of our research.

Literature Review:

At any research conducted in our laboratory, we always focused on gender features. This issue was of interest. The culture of our country has been influenced by lengthy coexistence in the Soviet system. Despite the fact that after the 1917 revolution, gender issues had a significant role in making a new formation and in 1918 the constitution was adopted where women and men equality was emphasized, women's role was still limited to specific activities (Kharadze, Natalia; Kakhaber, Chikhradze, 2015). ; (Korganashvili, Larisa; Kharadze, Natalia, 2014) Education is one of the key components of career planning, getting relevant education and occupying a place in the labor market is not easy. The barriers that a person has to overcome can be solved by systemic personal development and joint efforts of the universities and organizations. It is especially important to consider women's problems. (Kharadze & Gulua, 2018). A career planning process should start from school. It is important potential human resources to be able to use its time properly and distribute tasks according to the priorities, and we studied these problems in a gender perspective. (Kharadze, Natalia; Gulua, Ekaterine, 2017) ; (KHARADZE & DUGLADZE, 2018) which was also published in a joint monographical work (Kharadze, Natalia; Gulua, Ekaterine, 2017) The joint work of Professors' joint work at the University in Georgia is also about revealing the role of a woman as a leader and her role in the success of the company - (Amkoladze, Gocha; Gabrichidze, Amiran; Giorgobiani, Maia; Lomsadze-Kuchava, Maia; Kharadze, Natalia, 2014) ; (Amkoladze, Gocha; Gabrichidze, Amiran; Giorgobiani, Maia; Zedgenidze, Merab; Kharadze, Natalia, 2014). The fact that the career management does not start from work and caring about it should be started much earlier, was shown in one of our studies, where we studied the condition of the employed students. (Gulua, Ekaterine; Kharadze, Natalia, 2018) We also studied the influence of such factors on a person's personal development as the time management (Ekaterine, Gulua; Natalia, Kharadze, 2017) at state and private universities.; (Pirtskhalaishvili, Dea; Dugladze, Davit, 2018), ; (Kharadze, Natalia; Dugladze, Davit; Pirtskhalaishvili, Dea, 2018). Developing self-management skills

makes it easier for young people to plan their own career correctly and determine their own abilities. (Kharadze, Natalia; Gulua, Ekaterine, 2016); (Kharadze, Natalia; Gulua, Ekaterine; Duglaze, Davit, 2017)

Research Methodology

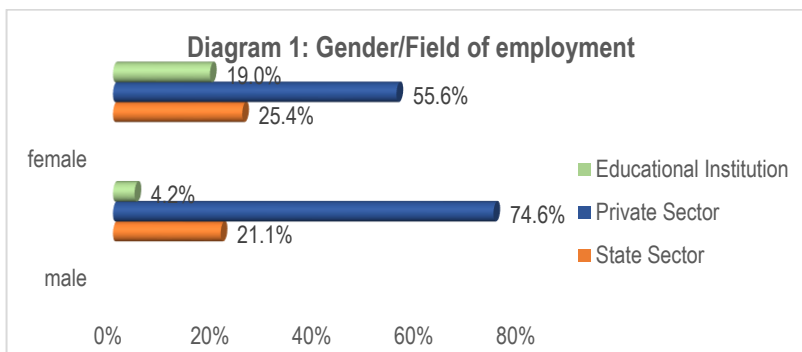
The research was conducted in the "Human Potential Management" laboratory at Ivane Javakhishvili Tbilisi State University. The questionnaire according to which the survey was carried out consisted of 32 questions and 125 options for an answer. The survey was attended by the respondents employed in Tbilisi,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

SPSS statistical software package was used for statistical processing and data analysis.

During the analysis of the data, methods and tests in statistical procedures were selected according to the type of variables. So, in order to analyze them, we had to use not only simple but difficult tools as well. The questionnaire data, which was discussed in the survey, was filled by 520 respondents.

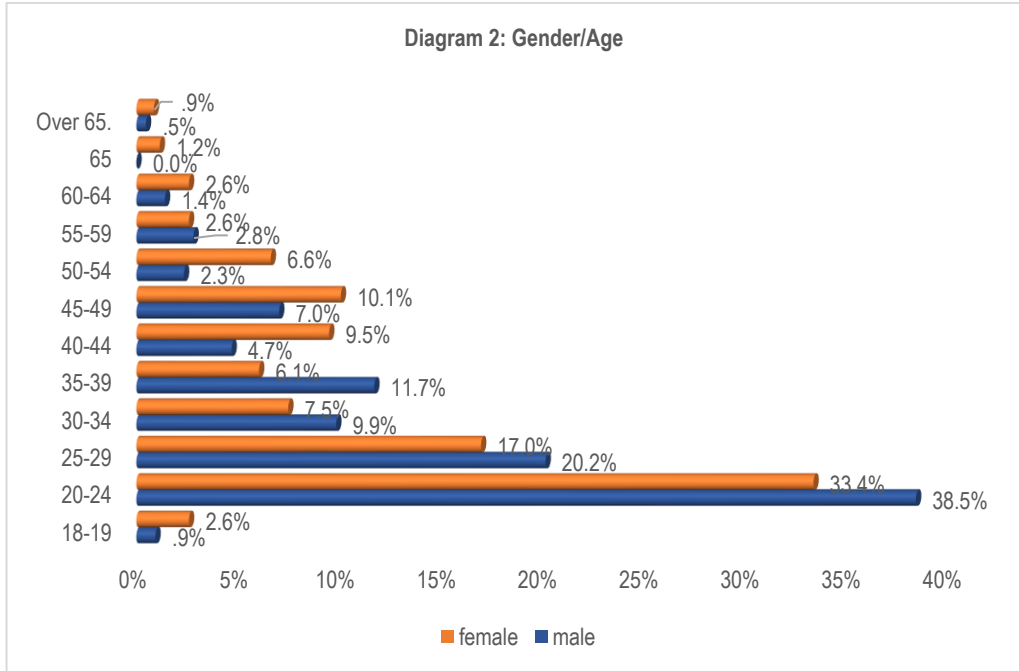
Research analysis

It is interesting to note what peculiarities the carrier management issues have in terms of gender. The study has shown that 19% of the surveyed women are employed in educational institutions, 55.6% - in the private sector and 25.4% in the state sector, compared to men with 4.2%, 74.6% and 21%. As expected, women's share in educational institutions is about 5 times higher, while in the private sector the number of men prevails among the respondents. In Georgia the man is considered to be the main "force" and he has traditionally taken the role of a family breadwinner. This tendency has been saved, so the private sector for the men is more fascinating because of high pay (see Diagram 1) Such a tendency is not only characteristic to Georgia. (Nugzar Paichadze, 2018)

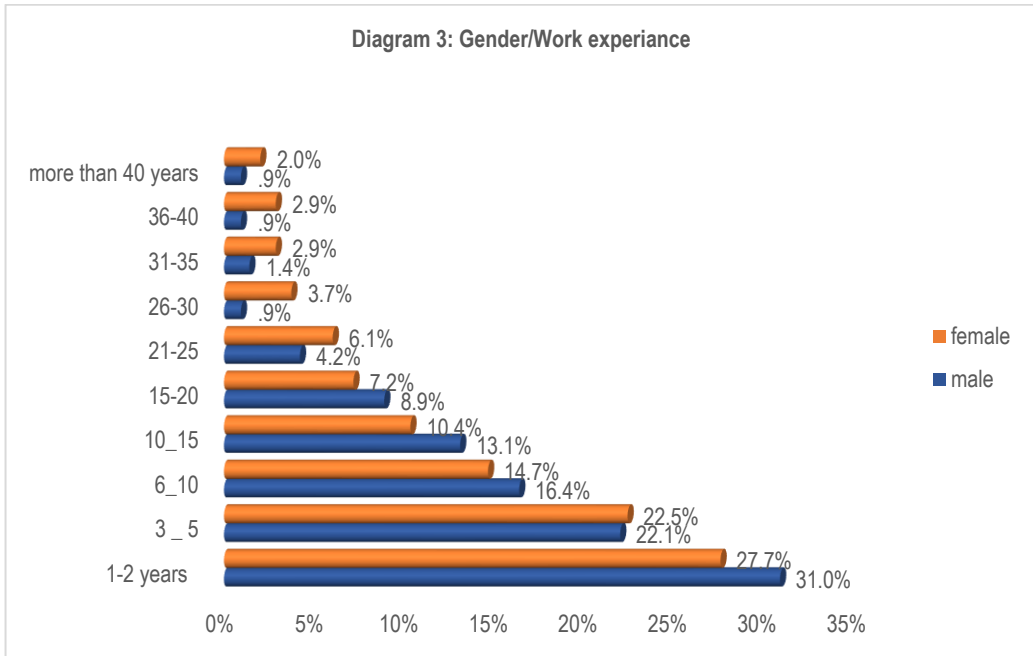


In terms of employment the age group of 18 to 40 respondents are far higher in men. And the percentage of the employed women over than 40 years is a bit but still higher than in men, for example, from the surveyed respondents in the 25-29 age group the share of women is 17% and the share of men is 20,2%, and in the 50-54 age group

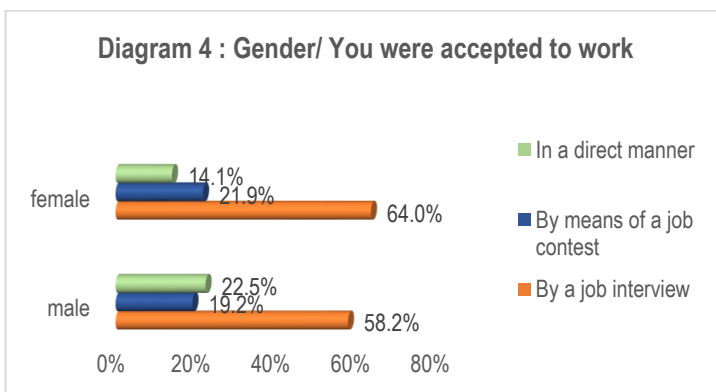
from the surveyed respondents the share of women is 6.6%, while the share of men is 2,3%. These data again may be linked to Georgian traditions, women up to 40 are mostly busy with family and children upbringing (see Diagram 2)



An interesting tendency has been observed in terms of work experience. 31% of the surveyed men and 27.7% of the women have from 1 to 2 years of experience, and 22.5% of the women and 22.1% of the men interviewed have from 3 to 5 years of experience. This tendency is maintained in all categories. From Women in all categories of employment opportunities from surveyed respondents are more. (See Diagram 3) Unemployment problems in Georgia are equally painful for all categories of respondents. (Paichadze Nugzar, 2018)

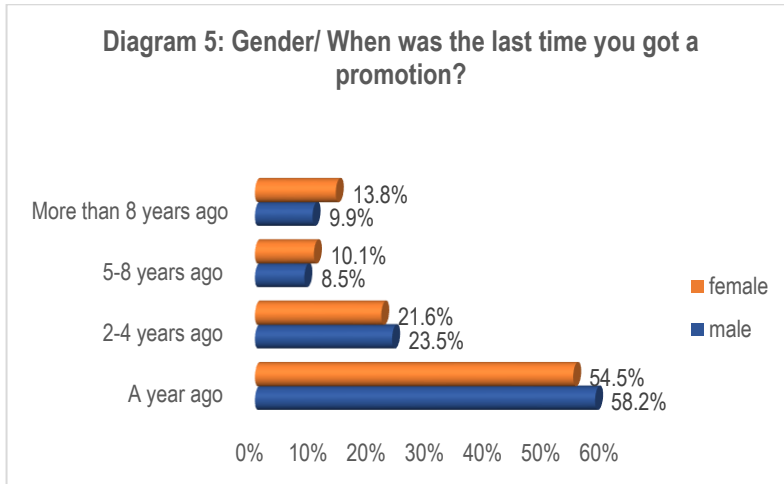


The study has shown that 14.1% of the interviewed women and 22.5% of the men were appointed to the post in a direct manner. 64% of the surveyed women and 58.2% of the men were appointed by means of a job interview (see Diagram 4) As we see the distinctive difference was observed in the conditions of appointing people in a direct manner. High level of engagement in organization management will make it possible to correct the existing shortcomings connected with appointing people to posts. (Nugzar Paichadze , 2014)

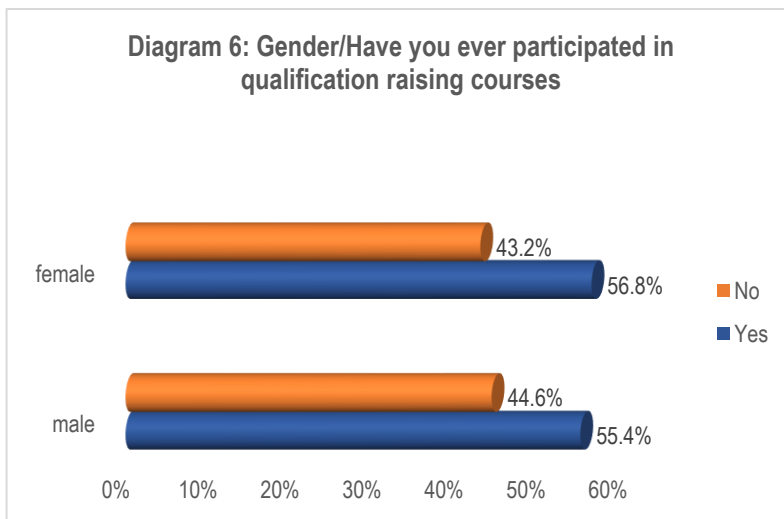


How the employees are promoted and by what features this process is characterized in terms of gender. About 54.5% of the women respondents and 58.2% of the men, were promoted a year ago, more than 8 years ago 13.8% of the interviewed women and 9.9% of the men were promoted, were interviewed by women who surveyed and

9.9% of respondents. We can assume that men's career growth is continuing with much more success, since the recent promotion rate is slightly but still higher among the men respondents (see Diagram 5). Such attitude points to the peculiarity of a corporate culture. (Paresashvili, Nino, 2016)

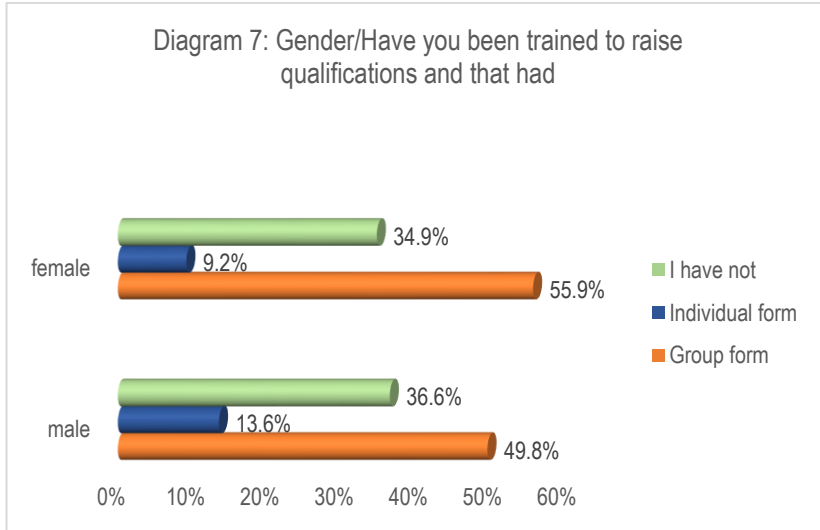


With the help of the organization, 43.2% of the surveyed women have participated in the qualification raising courses and 56.8% have not raised their qualification with the help of the organization. These indicators are 44.6% and 55.4% in men. We can conclude that no discrimination was observed in this regard. (See Diagram 6)

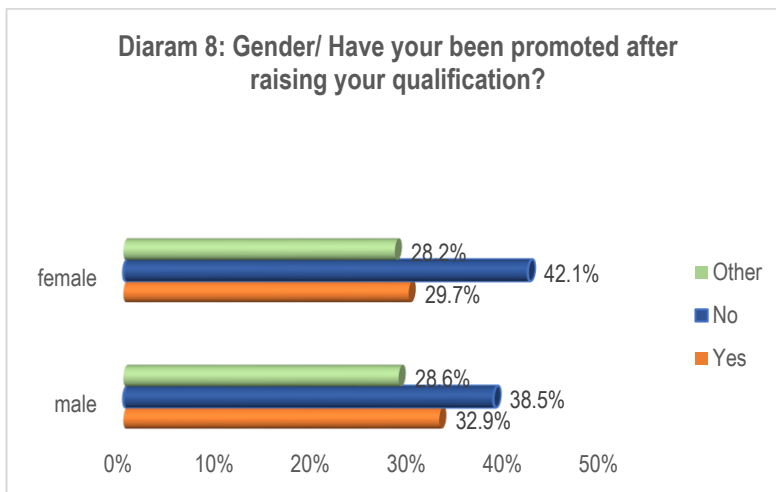


with a private or an organization initiative, 34.9% of the interviewed women and 36.6% of the men have not attended qualification raising courses, 9,2% of the interviewed women and 13,6% of the men have used individual forms of qualification raising while group forms have been used by 55,9% of the women and 49.8% of the

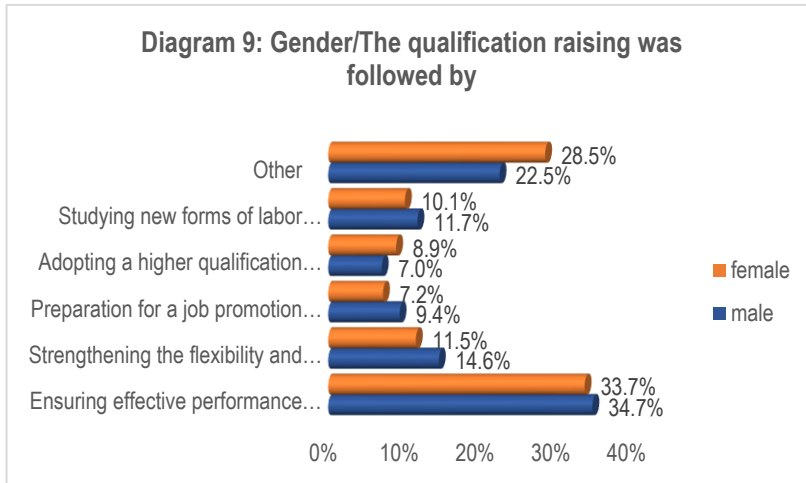
men (see Diagram 7) Presumably, individual forms of qualification improvement are used with own money or in case of high ranking officials it is much more accessible for men.



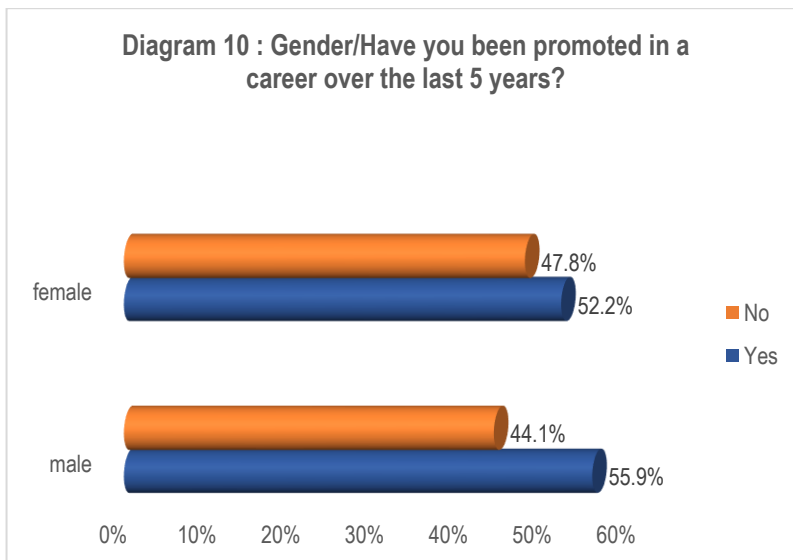
In case of 29.7% of the women surveyed and 32.9% of the men were promoted after raising their qualifications. There are almost 3 percent more promotion facts in case of the men. (See Diagram 8) 42,15 of the interviewed women respondents indicate that their career movements have not taken place after raising the qualification and the same is reported by 38.5% of the men. There is a little discrimination also in case of a promotion, which is presumably the reason for conflicts and it is also evident in other research. (Kharadze, Natalia; Gulua, Ekaterine,; 2018)



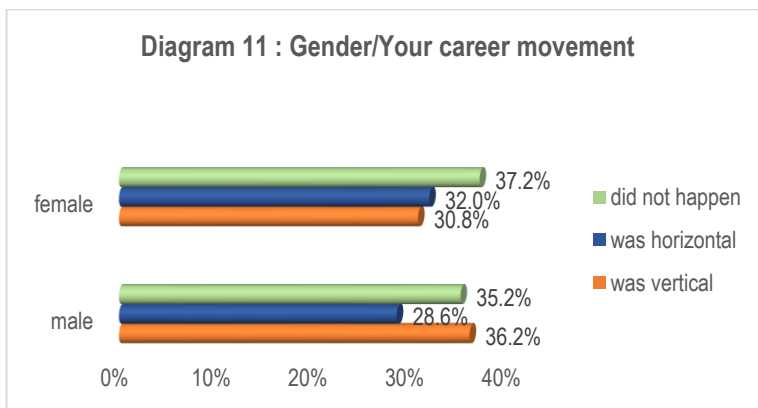
Upon qualification upgrading, it was necessary to ensure the effective implementation of new tasks; to improve the flexibility and innovation capabilities of management; to prepare for a position promotion or a horizontal movement; to get a higher qualification score or adapt to new techniques; to obtain new forms of labor organization and stimulation. It was found that 9,4% of the surveyed men and 7.2% of the women were prepared for a job promotion or a horizontal movement. As it seems from the two categories of the respondents the men indicated the career progression more in terms of a percentage. (See Diagram 9)



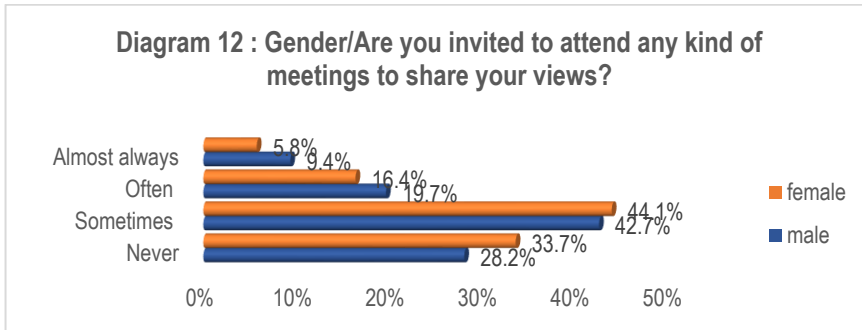
The tendency of recent years in terms of a promotion of respondents is interesting. It turned out that in the last five years among the interviewed women only 52.2% and 55.9% in men were promoted. (see Diagram 10)



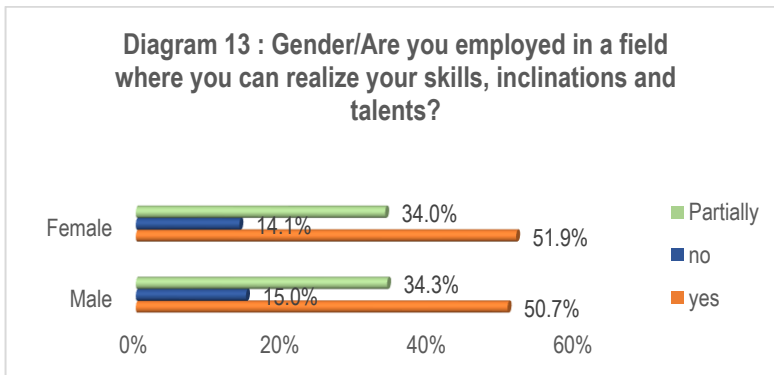
Career movements in the horizontal and vertical directions indicate the privileged position of the men, in particular, it turned out that the horizontal movement happened in 37.2% and the vertical movement took place in 30.8% of the interviewed women's career, as for the men their horizontal movement rate was 28,6% and vertical - 36,2%. (See Diagram 11) The indicator of promotion in the vertical direction is about more than 6% in men among the interviewed respondents. The society is not ready for women to be appointed on a high position. In other equal conditions, choices are made on a woman. Although in the cabinet of ministers and in the parliament they are trying to increase the number of women, it is not enough to completely make a woman free from a "secondary role". Most of the respondents report in private conversations that they prefer a manager to be a man. This issue is a subject of a separate research and we will continue to conduct a research in this direction since these decisions have a significant impact on the formation of an organizational culture. (Gulua, Ekaterine; Kharadze, Natalia, 2018)



Secret career cases are revealed at different meetings by invitation of the people who do not have a high position. 5.8% of the surveyed women respondents report that they are almost always invited at such meetings, and 33.7% are never invited. As for the men, such meetings are almost always attended by 9,4% of the interviewed men respondents and 28.2% - almost never. As it seems the men are also privileged in case of a secret career. Although in some cases necessary and useful initiatives often come from women, it is also a sad fact that such initiatives are not accepted just because their author is a woman. (See Diagram 12)

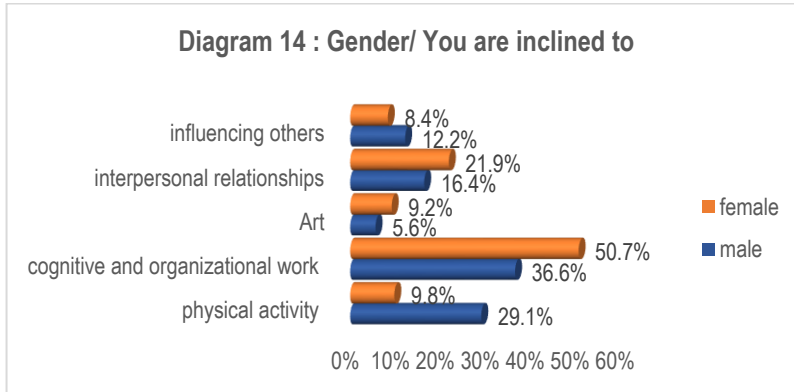


In terms of revealing their own skills both sexes are in the same difficult situation. More than 50% of them are unable to realize their skills at the workplace. The reasons for this are various. These may be the mistakes made in a career management, at the time of choosing a profession, and maybe nonprofessionalism of managers at the organization and weak management. (See Diagram 13)

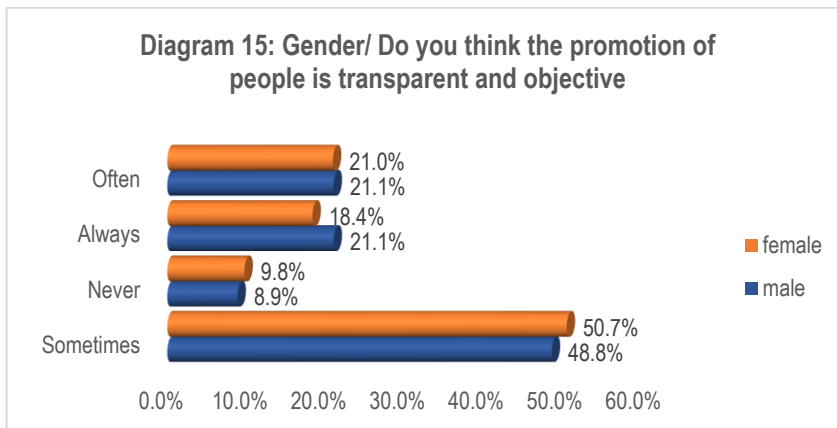


We have received interesting data in the identification of the respondents' inclinations. It was found that only 29.1% of the interviewed men and 9.8% of the interviewed women are inclined to physical activity. This indicator is natural due to the physical characteristics of a man, it is also interesting that 50.7% of the interviewed women and 36.6% of the men are prone to cognitive and organizational activity, 21.9% of the interviewed women and 16.4% of the men are prone to interpersonal relationships. These are the features that are vitally important for leadership positions, even though women are leading with these features, their promotion rate is much lower which indicates the signs of a discrimination. On the other hand, from the research it is shown that 8,4% of the women and 12.2% of the men have an inclination to influencing others. In the 21st century, we do not consider this feature for people who are in a leading position to be a healthy attitude. Naturally, it is acceptable to influence others in a decision-making process if it is possible to use modern psychological methods of persuasion, but I doubt that the respondents meant this! In the conditions of having managers with this inclination there are conflicting

situations in the organization and an unhealthy model of an organizational culture is formed. (Paresashvili, Nino, 2018) (See Diagram 14)

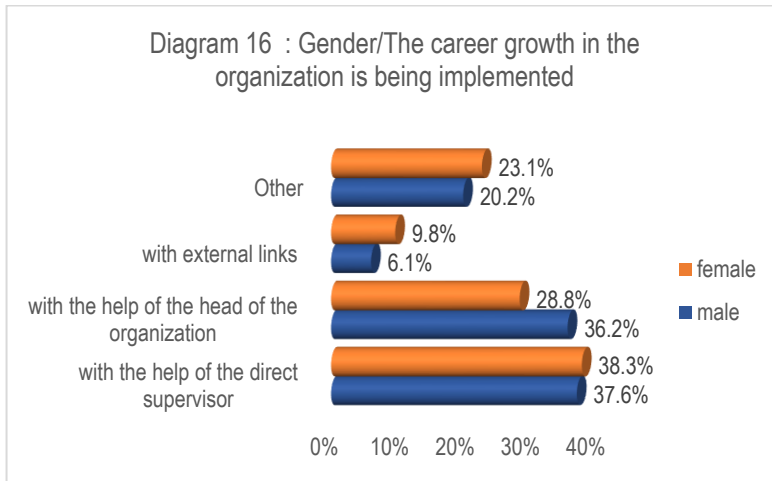


Representatives of both sexes have a feeling of unfairness towards the career management almost equally. About 50% of both sexes believe that the promotion process is not objective and transparent (see Diagram 15). I think this is a systemic problem that is influenced by Soviet methods of governance. It is hard for a country to adapt to the modern and European style of governance, to acquire democratic processes and to refuse in some cases the ugly traditions that the Georgian people have developed over the years and became almost a genetic code. Regrettably, also the mechanisms for conflict settlement in the conditions of the existing organizational culture are quite unrefined. (Paresashvili, Nino; Maisuradze, Teona, 2017) The respondents say in private talks that it is impossible to move forward without "relatives." It is a difficult process to crush these opinions. The Georgian people must work out this by strict compliance with the legislation. We will provide you with the initiative in recommendations.

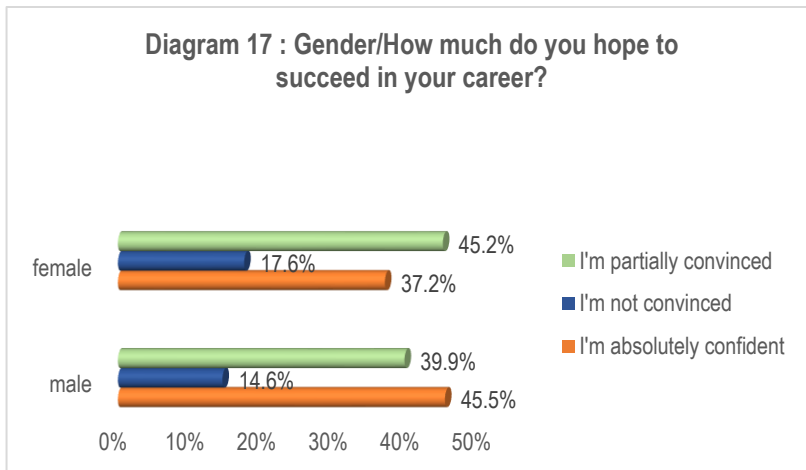


37.6% of the interviewed women and 38.3% of the men indicate the role of a direct supervisor in a person's promotion. 23.1% of the interviewed women and 20.2% of

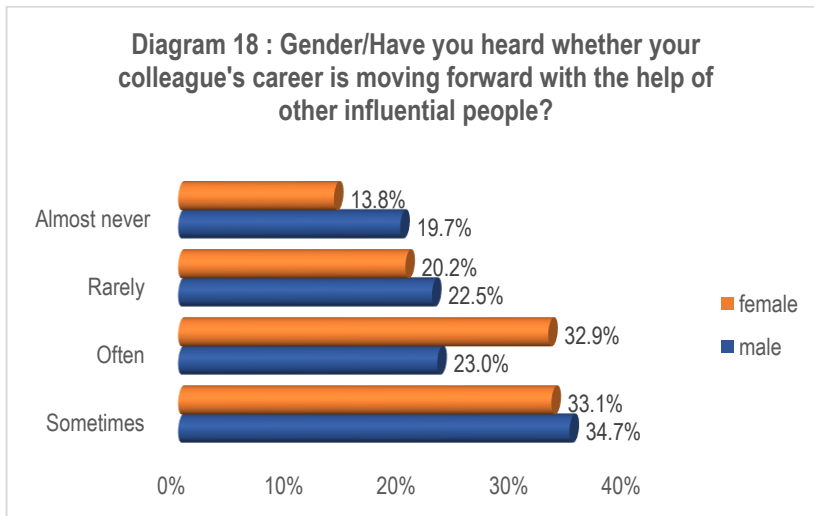
the men did not answer this question (see Diagram 16). 9,8% of the interviewed women and only 6,1% of the interviewed men talk about external links in the promotion process. As it has been revealed women are more straightforward and do not avoid showing their views, these qualities are important for the leader's positions. In the management process management of knowledge is important, that will raise an employee's motivation and a woman's role should be high in this process, based on her qualities. (Nugzar Paichadze , 2013). However, the tendency is different.



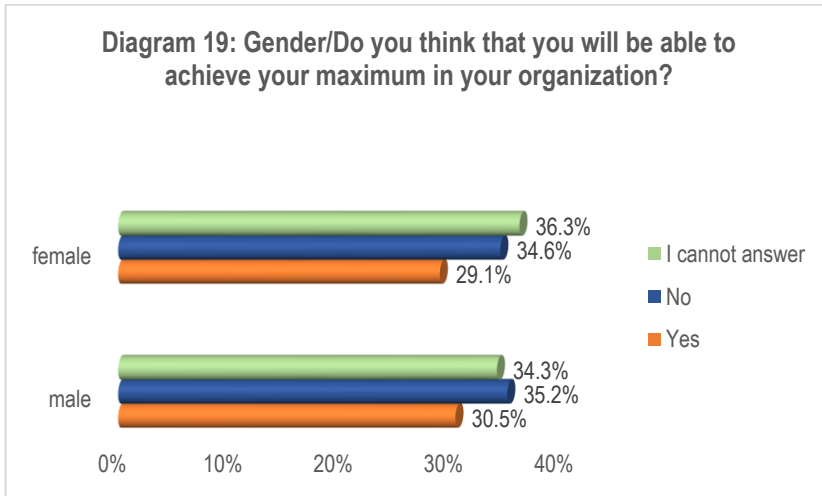
How much do they hope to achieve success and what is the respondents' faith in the future? As it has been found out 17.6% of the women do not have any hope to achieve success, while only 14.6% of the interviewed men have a similar position, 37,2% of the women surveyed and 45.5% of the men are completely convinced about their success. (See Diagram 17) This attitude is further proof that the society is not ready to recognize the possibilities of men and women alike.



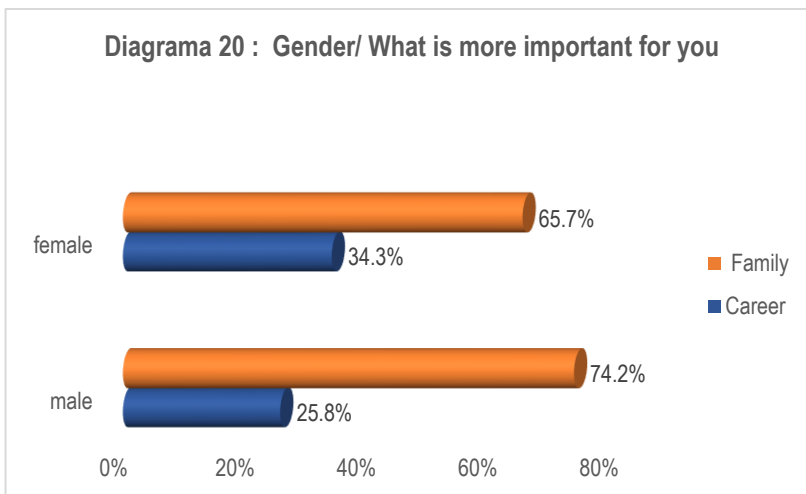
While talking about the interference of influential people in their colleagues' career progression 13.8% of the interviewed women report that they have never heard of such facts, and 19.7% of the interviewed men report the same position. In interviewed men and 32.9% of the interviewed women and 23% of the men frequently heard about such interference. (See Diagram 18) Presumably promotion facts are much higher in men and women's discontent is noticed in the answers. How strong this union is we will see later. It may be assumed that women's high inclination to communicative connections and their characteristic features have an influence on obtaining information. Men are less involved in informal relationships that the previous studies have confirmed.



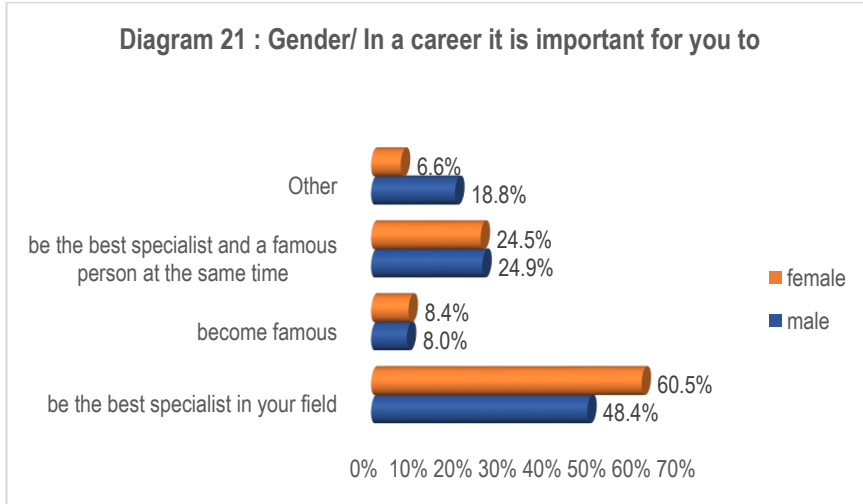
The feeling of achieving maximum of your capabilities in the organization is vague because in both sexes – in women as in men (36.3% and 34.3%) find it difficult to answer the question. This fact indicates the hopelessness of the employees which is determined by many factors (See Diagram 19). 30.5% among the interviewed men and 29.1% of the women have a hope of their bright future. The happiness of the society is in the belief of the future. These answers do not confirm a hope for future in the respondents.



An interesting trend has been shown in the attitude towards family and career. It was found that for 65.7% of the interviewed women family is important and only 34.3% are choosing career, and in case of the men a family is privileged by 74.2% of the interviewed respondents and career is preferred by 25.8%. (See Diagram 20). The greatest desire for career advancement and equalizing with the man is clearly visible in these answers. Women try to take the responsibility of caring about the family on themselves, to be less dependent on men. Younger generation in Georgia seeks to succeed. The previous findings also showed that the number of married people is low in educational institutions. The stereotype according to which a woman only should take care of children in a family and a man is the main "breadwinner" is in the process of destruction. This is also confirmed by the fact that in recent years many women have taken the initiative of taking care of the family and went far away in different European countries.

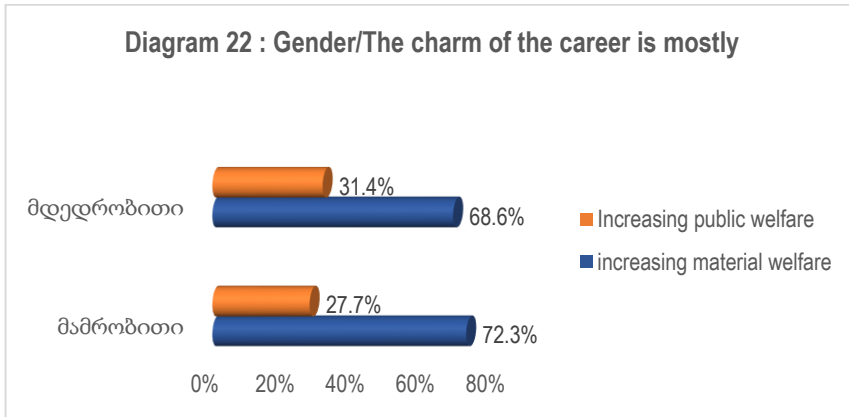


60.5% of the interviewed women think that career is important for them in order to become the best specialists in their field, while 48.4% of the interviewed men have the same desire. 6,6% of the interviewed women and 18.8% of the interviewed men gave vague answers to this question (see Diagram 21)

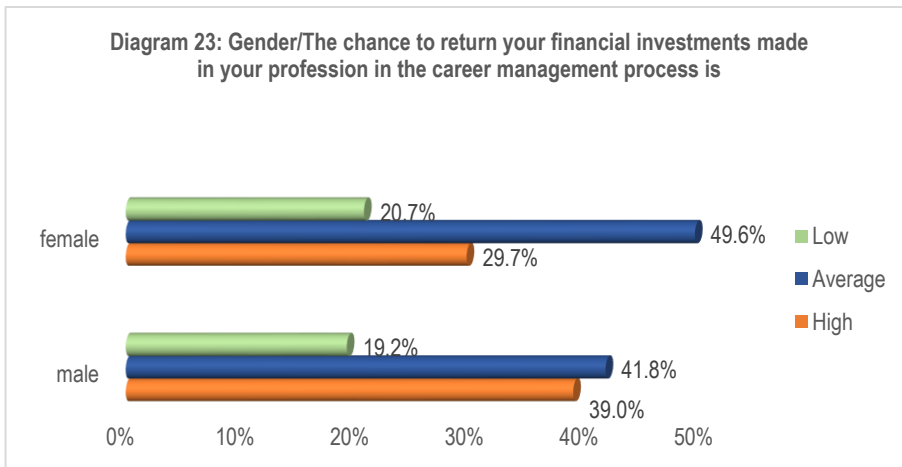


As it was shown from the survey, 31.4% of the interviewed women believe the charm of the career to be the growth in the society welfare and 68.6% think that its charm is an increase in material well-being, while in case of the men the data was distributed as follows: the welfare of the society was indicated by 27.7% of the surveyed men and increase of material welfare – by 72,3 %. (See Diagram 22). This indicator further confirms our belief that women are distinguished by much higher sense of state thinking, and, therefore, it is important for women to be promoted in any field. The state sector as well as the private sector needs personnel who are thinking and acting in accordance with the state interests.

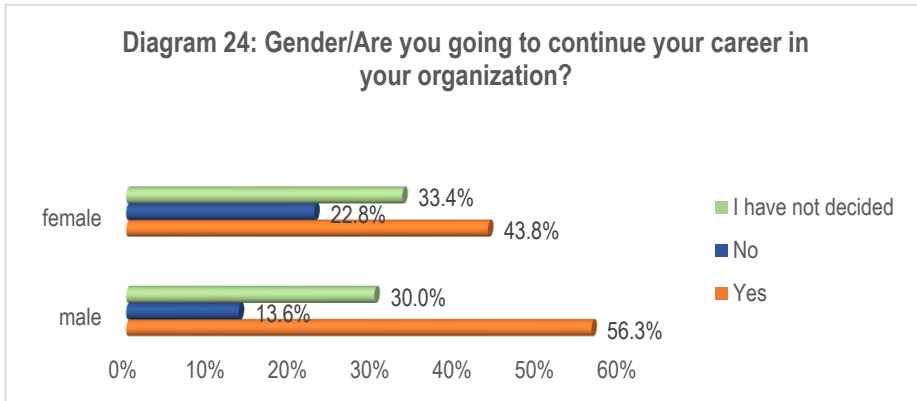
The special desire of the men to increase their earnings and emphasis on material welfare may be the influence of cultural value too. More precisely, in the Georgian society the man is still unable to adapt to becoming equal to a woman and attracting finances in the same way.



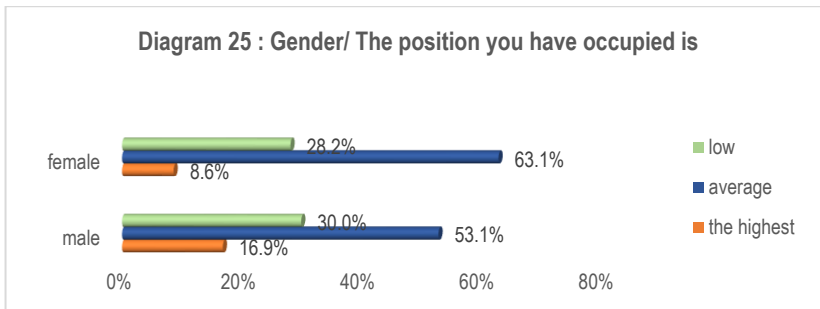
There are many facts of women’s discrimination and a feeling of hopelessness in the study. The women have a less hope of winning back the investments made in education compared with the men. In particular, 39% of the interviewed men believe that the chance of returning investments made in education is high while only 29.7% of the surveyed women have the similar expectation (see Diagram 23). The reason for such an attitude may be the realization of people in other fields. Traditionally, men often refuse to work with their own profession and the main reason for this is an income growth.



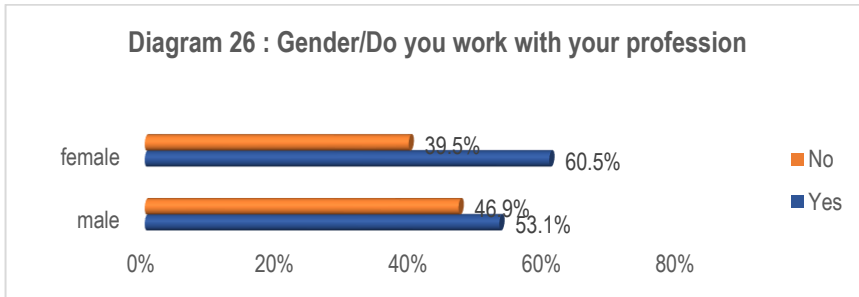
22.8% of the interviewed women and 13.6% of the men (see Diagram 24) have a desire to continue their career on the present position. A high number of the men are ready to change their jobs and increase their own material welfare as it has been shown above.



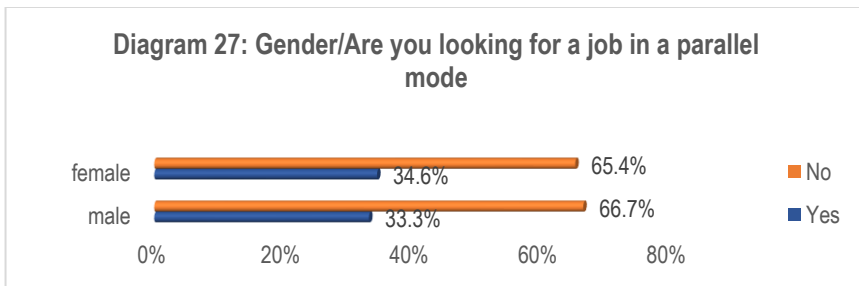
The study has found that from our chosen respondents the low positions are occupied by 28.2% of the interviewed women, the average positions – by 63.1% and the high positions – by 8.6% while in men these indicators are 30%; 53.1% and 16.9%. The advantages of the men respondents in case of high positions are obvious and it is about 9% more compared with the women. Although women are employed on far lower positions their ambition to seek a better job is low. Perhaps the reason for this is still the established values. In case of the women there are fewer chances to advance. (See Diagram 25)



Whether they work with their profession or not gives important information about how much correctly they managed their personal career, as it was found 60,5% of the interviewed women and only 53.1% of the men work with their own profession. The impact on these indicators is likely the trace of the Georgian traditions. Frequently the medical university graduates choose business as their own career, these attitudes are answered well in our society with the Georgian film "Bridegroom without a Diploma" where the main character's vocation is handcraft and family insist on him becoming a lawyer. I think such attitudes are still many while "choosing" a profession and these stereotypes need to be destructed in society and we need to work on this for a long time. Our country has started caring about the vocational institutions and the propaganda to promote them but it is not enough. The demolition of stereotypes built for centuries needs generations. (See Diagram 26)



The number of job seekers in both sexes is nearly the same. More than 65% of the interviewed respondents in both sexes are not searching for a job, and more than 33% are looking for a job and are not satisfied with an occupied position, (see Diagram 27)



Formulating the hypotheses and testing the reliability of the model using the complicated statistical procedures in terms of a gender

The following hypotheses have been developed into the research process;

Hypothesis HP1: Gender Q2 affects Q1 employment field (public sector 2) private sector 3) educational institution)

We used Pearson's Correlation Analysis to determine the strength of the connection between the variables of this hypothesis. We got the correlation coefficient 0,085. By means of the correlation, it was shown that between these variables there is a weak positive attitude (See Table 1)

Table 1 : Correlation		Q2 Gender	Q1 Field of employment
Q2 Gender	Pearson Correlation	1	.085*
	Sig. (2-tailed)		.043
	N	560	560
Q1 Field of employment	Pearson Correlation	.085*	1
	Sig. (2-tailed)	.043	
	N	560	560

*. Correlation is significant at the 0.05 level (2-tailed).

By the Chi-square Test statistically we established a link on 0.05 level between a gender and Q2 Q1a field of employment (State sector 2) private sector 3)educational institution) (See Table 2)

Table 2: Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.169 ^a	2	.000
Likelihood Ratio	34.000	2	.000
Linear-by-Linear Association	4.074	1	.044
N of Valid Cases	560		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 28.53.

Respectively, the hypothesis HP1: The gender Q2 affects Q1 a field of employment (state sector 2) private sector 3)educational institution) has been confirmed.

The hypothesis HP2: The gender Q2 affects Q4 work experience.

We used Pearson's Correlation Analysis to determine the strength of the connection between the variables of this hypothesis. We got the correlation coefficient 0,095. By means of the correlation, it was shown that between these variables there is a weak positive attitude (See Table 3)

Table 3 : Correlation		Q2 Gender	Q4 Work experience
Q2 Gender	Pearson Correlation	1	.095*
	Sig. (2-tailed)		.024
	N	560	560
Q4 Work experience	Pearson Correlation	.095*	1
	Sig. (2-tailed)	.024	
	N	560	560

*. Correlation is significant at the 0.05 level (2-tailed).

The fifteenth (see Table 4) provides the results of Levene’s statistics, the difference of averages (the same T value) equals to 11.896 the statistical significance level P (Sig.) does not exceed 0.001, i.e. there is a link between a gender and Q2 and Q4 work experience.

Table 4: Test of Homogeneity of Variances (Levene)	Test of	df1	df2	Sig.
		1	558	.001

Respectively, the hypothesis HP2: The gender Q2 affects Q4 work experience, has been confirmed.

The hypothesis HP3: the gender Q2 affects Q5 How the respondents were accepted to work: by a job interview, by means of a job contest, in a direct manner.

We used Pearson’s Correlation Analysis to determine the strength of the connection between the variables of this hypothesis. We got the correlation coefficient -0,089. By means of the correlation, it was shown that between these variables there is a weak negative attitude on 0,05 level (See Table 5)

Table 5 : Correlation		Q2 Gender	Q5 You were accepted to work
Q2 Gender	Pearson Correlation	1	-.089*
	Sig. (2-tailed)		.035
	N	560	560
Q5 You were accepted to work	Pearson Correlation	-.089*	1
	Sig. (2-tailed)	.035	
	N	560	560

*. Correlation is significant at the 0.05 level (2-tailed).

By the Chi-square Test we established a statistical link on 0.05 level between a gender Q2 and How the respondents were accepted to work: by a job interview, by means of a job contest, in a direct manner (See table 6)

Table 6: Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.548 ^a	2	.038
Likelihood Ratio	6.406	2	.041
Linear-by-Linear Association	4.461	1	.035
N of Valid Cases	560		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 36.89.

Respectively, the hypothesis HP3: the gender Q2 affects How the respondents were accepted to work: by a job interview, by means of a job contest, in a direct manner has been confirmed.

The hypothesis HP4: the gender Q2 affects Q15 Are you invited to attend any kind of meetings?

We used Pearson’s Correlation Analysis to determine the strength of the connection between the variables of this hypothesis. We got the correlation coefficient -0,089. By means of the correlation, it was shown that between these variables there is a weak negative attitude on 0,05 level (See Table 7)

Table 7: Correlation		Q2 Gender	Are you invited to attend any kind of meetings to share your views?
Q2 Gender	Pearson Correlation	1	-.089 [*]
	Sig. (2-tailed)		.036
	N	560	560
Are you invited to attend any kind of meetings to share your views?	Pearson Correlation	-.089 [*]	1
	Sig. (2-tailed)	.036	
	N	560	560

*. Correlation is significant at the 0.05 level (2-tailed).

From table 6 received as a result of a single factor dispersal analysis it is shown that F=4,409, P= 0.036; P<0.05, i.e. there is a link between the groups on 0.05 level. (See Table 8)

Table 8 : ANOVA	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.418	1	3.418	4.409	.036
Within Groups	432.575	558	.775		
Total	435.993	559			

Respectively, the hypothesis HP4: the gender Q2 affects Q15 Are you invited to attend any kind of meetings? has been confirmed.

Conclusions and recommendations:

Women's interest and desire to move forward is still low in Georgia. However, in recent years the breakdown of existing stereotypes is noticed according to which for women the most important is successful family activities and not the career progression.

As for most of the men, career growth is the main source of income and material welfare, and their interest in career advancement is much higher compared with the women.

In order to achieve a gender equality, all organizations should have transparent criteria not only for hiring people but for promoting them as well. (Kharadze, Natalia; Gulua, Ekaterine;, 2018); Kharadze, Natalia; Gulua, Ekaterine;, 2018 The above criteria should include career growth within the limits of relevant qualification and time period. Such an approach will reduce the facts of nepotism.

The necessity of establishing an organizational culture based on knowledge.

(Gulua, Ekaterine; Kharadze, Natalia, 2014) where it will be possible to use all employees' initiatives regardless of their gender to achieve the goals of the organization.

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