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# CAREER MANAGEMENT ANALYSIS IN TERMS OF AGE

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### INTRODUCTION

The term «business career» is perceived differently. Some identify it with the word «promotion». In fact it is determined by a person's position in the society and may be associated not only with the promotion but the relegation of a person as well. And Career management involves managing actions aimed at appointing workers in all areas of human activity according to their professional suitability and competence. In other words, we are dealing with a promotion-relegation management of people. In the past working on the same position in one organization by an employee for decades was an ordinary phenomenon. Today we are living in a different world of people, very few employers have clearly defined successive stages of possible promotion and development. At the same time, few employees remain in one

organization for a long time. The process of career movement is characterized by different approaches in different age groups. Exactly the attitude of different age groups towards the career management is the subject of our research.

### LITERATURE REVIEW

Special attention is paid to the attitude towards the human resource management by the scientists employed in our department. These issues are studied from different angles. General trends (Karadze, N.; Paichadze, N.; Paresashvili, N.; Pirtskhalaishvili, D., 2019); (Karadze, N.; Paichadze, N.; Paresashvili, Ni.; Pirtskhalaishvili D., 2019) as well as the peculiarities in the gender perspective (Paichadze, N.; Karadze,

N.; Giorgobiani, M.; Nikvashvili, M., 2019) ; (Paichadze, N.; Karadze, N.; Giorgobiani, M.; Nikvashvili, M., 2019) attention was paid to career management problems in different types of organizations (Paresashvili, N.; Giorgobiani, M.; Nikvashvili, M.; Pirtskhalaishvili, D.; Kharadze, N., 2019) ; (Paresashvili, ; Giorgobiani, M.; Nikvashvili, M.; Pirtskhalaishvili, D.; Kharadze, N., 2019) Development of leadership skills is directly linked to the Human Resource Management (Amkoladze, G.; Gabrichidze, A.; Giorgobiani, M.; Zedgenidze, M.; Kharadze, N., 2014) , research of success factors of Georgian business leaders (Amkoladze, G.; Gabrichidze, A.; Giorgobiani, M.; Lomsadze-Kuchava, M.; Kharadze, N., 2014) , conflict situation management in an organization (Kharadze, N.; Gulua, E., 2018) the development of relevant organizational culture (Gulua, E.; Kharadze, N., 2018) employed students' development research (Gulua, E.; Kharadze, N., 2018) in general as well as in the context of gender (Kharadze, N.; Gulua, E., 2018), the attitude of young people's attitude towards the time management influences a personal career management (Gulua, E.; Kharadze, N., 2017) that has been studied by regions (Kharadze, N.; Gulua, E., 2017); and also by the examples of various leading universities (Kharadze & Dugladze, 2018); (Pirtskhalaishvili, D.; Dugladze, D., 2018) free time management issues were also analyzed (Kharadze, N.; Gulua, E.; Dugladze, D., 2017); (Kharadze, N.; Gulua, E.; Dugladze, D., 2017). Time management problems were discussed in the public and private sectors (Kharadze, N.; Dugladze, D.; Pirtskhalaishvili, D., 2018) Implications of students' attitude survey analysis of professors' evaluation criteria (Kharadze, N.; Gulua, E., 2018); (Kharadze, N.; Gulua, E., 2018) organizational culture management ( Paichadze, N., 2010); management of personality behavior, peculiarities of human resources, managers' qualification raising system (Paichadze, N., 2013), improvement of labor performance management (Paichadze, N., 2013), performance efficiency of personnel management service (N. Paichadze, 2014), professional competence as a factor of a society progress (N. Paichadze, 2015), the problem of unemployment in Georgia (Paichadze, N., 2016), challenges of human resource management at the edge of XXI Century (Paichadze, Nugzar, 2016), labor market in Georgian state sector (Paichadze, N., 2017), human resource management issues in state service (Paichadze, N., 2017), personnel motivation management (Paichadze, N., 2018), labor sociology and human resource management (Paichadze, N., 2018), some aspects of the unemployment problem in Georgia (Paichadze, N., 2018), management of behavior of state and municipal officials. (Paichadze, N., 2018).

## RESEARCH METHODOLOGY

The research was conducted in the «Human Potential Management» laboratory at Ivane Javakhishvili Tbilisi State University. 560 respondents participated in the survey. The questionnaire included 32 questions and 125 options for

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

## RESEARCH ANALYSIS

In the course of the research, we were interested in what the attitude towards career issues was in different age groups. The survey found that a large proportion of the interviewed respondents from 72.7% to 88.4% in the age group of 18 to 29 years are employed in the private sector. Most of the surveyed respondents from 45 to 54 are in the state sector and this figure is approximately 43% and most of the surveyed respondents above 65 years are employed in educational institutions and their percentage is 75%.

There is an interesting and dangerous tendency connected with employment of young people in Georgia. There are frequent cases when undergraduate students have 2 years and sometimes more than 2 years of work experience. In particular, the interviewed respondents in the age group of 18 to 24 indicate that they have 1 to 5 years of work experience, 90.9% of 18-19 age group respondents have 1-2 years of work experience and 68.2% of the interviewed respondents of 20-24 age group have 1-2 years of work experience, and 28.3% - 3-5 years of work experience. One of our researches which dealt with students' time management and included the state as well as the private sector in different regions of the country showed us that the condition of the employed students is desperate. They are not able to study properly. It is impossible to plan free time and manage stress, they cannot provide healthy nutrition and all these factors affect the formation of a proper human resource.

As the research analysis suggests, tendencies for hiring different age groups are different, namely in the case of young people, the majority of the interviewed respondents 82.3% from 20-24 age groups are appointed to the posts by means of an interview. The tendency is changing over the age of 50 and as it is shown from the data the number of employees employed by means of a job contest in this age group is higher, in particular, in the age group of 50-54, 25% of the interviewed respondents are appointed by a job interview, 32.1% through the job competition and 42,9% are directly appointed. The study showed that the last time a large portion of the respondents in 50-54 age group (50%) moved on the career ladder was over 8 years ago and it happened in the last year for 7,1%. In the last one year the promotion rate is high among the respondents from 30 to 44 age groups, 27.9% of the interviewed respondents of 40-44 age group were promoted one year ago; In the 35-39 age group the same indicator is 26.1% and in 30-34 age group - 31.9%, in 25-29 age group - 66.7%. With the age reduction the number of the respondents who was promoted one year ago increase. After the qualification improvement, the promotion rate is high in the 18-19 age group. It is natural that often an applicant is employed after the internship. This indicator is low in pension age. In particular, from 12 respondents interviewed

in 60-64 age group who improved their qualification only one was promoted. 60% of the interviewed respondents in the age group of 55-59 were promoted after upgrading their qualifications, 42,9% in the 50-54 age group. The lowest rate of promotion after qualification raising is in 20-24 age group. Career movements in all age groups happen largely within the organization. Over the age of 40 the respondents are less mobile and their movement outside the organization is insignificant. The respondents interviewed in the age group of 20 to 29 often leave their jobs and continue their career in other organizations. This indicator ranges from 27.8% to 36.3%. It is natural that young people are more mobile and at the same time they change their jobs in the searching process.

There is little observance of hidden career signs among the interviewed respondents who are about the pension age, in particular, 60-64 age group respondents indicate that they are frequently and never invited to meetings and this figure is 8.3%. The respondents who are above 60 years have answered the same question in the following way: 25% - often and 0% - almost never.

More than half of the surveyed respondents in the age group of 18 to 29 say they cannot use their skills at work. From the age of 30 this attitude changes and with the increase in age respondents say that their skills are fully utilized at the workplace. It is interesting to know what attitude towards justice in different age groups is. The respondents of 18 to 24 age group think that the promotion process is not fair in the organization. More than 50% have the same attitude. 55.8% think the same in the 25-29 age group, in the 30-34 age group 65.9% have the feeling of injustice, in the 35-39 age group - 71.7%, in the 60-64 age group 75% have a negative position. This tendency is deplorable and I think it should become the subject of a serious study. Despite the fact that the respondents consider the promotion process unfair in all age groups, the faith in future by the respondents seemed strange for us and that they are confident in their own success. The belief of the future is especially high in the younger generation. In particular, 72.7% of the interviewed respondents in the 18-19 age group are fully convinced that they will succeed by career growth. With the age growth the belief in future is reduced in the respondents. The fact that career advancement is done with unfair methods has been proved with one more question. Respondents point out that they have information about the intervention of an influential person in promoting their colleagues. In particular, this position was observed by: 72.8% of the interviewed respondents in the 18-19 age group and 57.6% in the 20-24 age group. In the respondents being more than 65 years this indicator is 75%. As we see every age group respondents talk about the signs of nepotism. Against this background young people's optimistic attitude to achieve success is surprising. Such a feeling can be attributable to age. It is no question of debate that there is a problem and nepotism as a «national and chronic» disease of Georgians has to be solved.

The feeling of hopelessness has been strengthened by the question: if the respondents think that they will reach the maximum

of their possibilities. The negative answer was the least indicated by the respondents of 18-19 age group and it is 18.2%. And in other age groups this negative attitude ranges from 20% to 39.1%.

The family has always been in the first place because of our traditions in Georgia and people often gave up their careers because of it, particularly women. The survey found that the trend is changing, in particular, if the respondents interviewed in the 18-19 and 20-24 age groups prefer the career and these indicators are 45.5% and 41.9%; in 55-59 and 60-64 age groups the career is preferred by only 6.7 and 0%. It is noteworthy that the majority of the interviewed respondents in all age groups consider the growth of their own material welfare as the main aspiration of career growth. In most cases this indicator is higher than 50%. Exceptions are only 18-19 age group respondents, 63.6% of which pay attention to the well-being of the society. It is nice to see this kind of attitude from young people and we think that old non-professional personnel should be replaced by exactly such staff.

The interesting fact is that young generation is less employed by their profession. For example, 54.5% of the interviewed respondents in the 18-19 age group indicate that they do not work by the profession, at the age of 20-24, this indicator is 49.5% and only 20% in the 45-49 age group. Apparently, the younger generation does not often use the chosen profession and supposedly the funds invested by them are unreasonably spent.

### FORMULATING HYPOTHESES AND TESTING THE RELIABILITY OF THE MODEL USING THE COMPLICATED STATISTICAL PROCEDURES

As a result of the research we have developed the following hypotheses:

**Hypothesis 1: Age Q3 affects how people are accepted at work Q5.**

We used Pearson's Correlation Analysis to determine the strength of the connection between the variables of this hypothesis. We got the correlation coefficient 0.415. By means of the correlation, it was shown that between these variables there is a moderate positive attitude. (See Table 1)

To test the reliability of hypothesis we used Chi-square test that indicates that the statistical significance level P (Sig.) does not exceed 0.001. Accordingly, the first hypothesis is reliable. (See Table 2)

Table 1: Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	127.869 <sup>a</sup>	22	.000
Likelihood Ratio	132.503	22	.000
Linear-by-Linear Association	96.129	1	.000
N of Valid Cases	560		

		Q3	Q5
Q3	Pearson Correlation	1	.415**
	Sig. (2-tailed)		.000
	N	560	560
Q5	Pearson Correlation	.415**	1
	Sig. (2-tailed)	.000	
	N	560	560

According to both indicators, hypothesis 1: Age Q3 affects how people are accepted at work Q5 has been confirmed.

**Hypothesis 2: Age Q3 affects working experience Q4.**

We used Pearson’s Correlation Analysis to determine the strength of the connection between the variables of this hypothesis. We got the correlation coefficient 0,870 . By means of the correlation, it was shown that between these variables there is a strong positive attitude (See Table 3)

From Table 4, received as a result of single factor dispersion analysis, it is shown that F=200.3, P= 0.000; P<0.01, i.e. between the groups a statistically significant link is noticed on 0.01 level. (See Table 4)

		Q3	Q4
Q3	Pearson Correlation	1	.840**
	Sig. (2-tailed)		.000
	N	560	560
Q4	Pearson Correlation	.840**	1
	Sig. (2-tailed)	.000	
	N	560	560

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2574.542	9	286.0	200.49	.000
Within Groups	784.708	550	1.427		
Total	3359.250	559			

Consequently, the hypothesis 2: Age Q3 affects working experience Q4 has been confirmed.

**Hypothesis 3: Age Q3 affects when was the last time you got a promotion Q6.**

We used Pearson’s Correlation Analysis to determine the strength of the connection between the variables of this hypothesis. We got the correlation coefficient 0.641. By means of the correlation, it was shown that between these variables there is a moderate positive attitude. (see Table 5)

The sixth table (see Table 6) shows the results of Levene’s statistics, the difference of averages (the same T value) equals to 11.085, 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.

Consequently, the hypothesis 3: Age Q3 affects when was the last time you got a promotion Q6 has been confirmed.

		Q3	Q6
Q3	Pearson Correlation	1	.641**
	Sig. (2-tailed)		.000
	N	560	560
Q6	Pearson Correlation	.641**	1
	Sig. (2-tailed)	.000	
	N	560	560

	df1	df2	Sig.
11.085	2	556	.000

**Hypothesis 4: Age Q3 affects whether or not you were promoted in a career over the last 5 years? Q12.**

We used Pearson’s Correlation Analysis to determine the strength of the connection between the variables of this hypothesis. We got the correlation coefficient 0.122. By means of the correlation, it was shown that between these variables there is a weak positive attitude. (See Table 7)

To test the reliability of hypothesis we used Chi-square test that indicates that the statistical significance level P (Sig.) does not exceed 0.001. Accordingly, the first hypothesis is reliable. (See Table 8)

		Q3	Q12
Q3	Pearson Correlation	1	.122**
	Sig. (2-tailed)		.004
	N	560	560
Q12	Pearson Correlation	.122**	1
	Sig. (2-tailed)	.004	
	N	560	560

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37.718 <sup>a</sup>	11	.000
Likelihood Ratio	39.718	11	.000
Linear-by-Linear Association	8.330	1	.004
N of Valid Cases	560		

Consequently, the hypothesis 4 Age Q3 affects whether you were promoted in a career over the last 5 years has been confirmed

**Hypothesis 5: Age Q3 affects whether a person is searching for a job in a parallel mode Q34.**

We used Pearson’s Correlation Analysis to determine

the strength of the connection between the variables of this hypothesis. We got the correlation coefficient 0.131. By means of the correlation, it was shown that between these variables there is a weak positive attitude. (See Table 9)

To test the reliability of hypothesis we used Chi-square test that indicates that the statistical significance level P (Sig.) equal to 0.082. Which means that hypothesis 5 is not reliable. (See Table 10)

		Q3	Q12
Q3	Pearson Correlation	1	.131**
	Sig. (2-tailed)		.002
	N	560	560
Q12	Pearson Correlation	.131**	1
	Sig. (2-tailed)	.002	
	N	560	560

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.993 <sup>a</sup>	11	.082
Likelihood Ratio	18.688	11	.067
Linear-by-Linear Association	9.525	1	.002
N of Valid Cases	560		

Consequently, the hypothesis 5 Age Q3 affects whether a person is searching for a job in a parallel mode Q34 has not been confirmed

## CONCLUSIONS AND RECOMMENDATIONS

1. The findings of the research indicate to a significant trend of human resource distribution. The aging process of human resource is noticeable in educational institutions and replacement of young people almost does not happen, which negatively impacts the education system, it is important to make appropriate state initiatives at the level of law, which will increase young people’s interest;

2. The signs of nepotism have been revealed in responses to various questions that kill a feeling of justice for all generations;

3. In general, in order to increase the sense of justice, it is important to have the same attitude in any field and towards professional staff of any age group. Such an approach can make a hope and a sense of justice in our society;

4. The organizations are less likely to take into consideration the opinions of highly experienced employees, which can not be considered normal. We think that highly experienced respondents have the right experience and the management should take their proposals into account. Otherwise, this age group is better to be replaced with younger staff. And towards the people having a retirement age, the organization has to work out such policies that will make their retirement less painful. This problem is in all areas;

5. The feeling of hopelessness has a negative effect on the productivity of an employee. This attitude is especially important in the younger generation. Proper personnel policies should be introduced by joint efforts of the state and organizations not to receive disappointed generations.

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### SUMMARY

Business career enables human resources to increase qualification opportunities and become recognizable at the same time. In the course of the research, we got interested what kind of attitude towards career issues was in different age groups. What the manner was by which the career of different generation respondents was managed, what the respondents' attitude is to the career, how they perceive the career management policies implemented by the executives of the organization. The research was conducted in the «Human Potential Management» laboratory at Ivane Javakhishvili Tbilisi State University. 560 respondents participated in the survey. The questionnaire included 32 questions and 125 options for an answer. SPSS statistical software package was used for statistical processing and data analysis.

As a result of the research we have developed the hypotheses:

**Hypothesis 1: Age Q3 affects how people are accepted at work Q5.**

We used Pearson's Correlation Analysis to determine the strength of the connection between the variables of this hypothesis. We got the correlation coefficient 0.415. By means of the correlation, it was shown that between these variables there is a moderate positive attitude.

To test the reliability of hypothesis we used Chi-square test that indicates that the statistical significance level P (Sig.) does not exceed 0.001. Accordingly, the first hypothesis is reliable.

According to both indicators, hypothesis 1: Age Q3 affects how people are accepted at work Q5 has been confirmed.

**Hypothesis 2: Age Q3 affects working experience Q4.**

We used Pearson's Correlation Analysis to determine the strength of the connection between the variables of this hypothesis. We got the correlation coefficient 0,870 . By means of the correlation, it was shown that between these variables there is a strong positive attitude received as a result of single factor dispersion analysis, it is shown that  $F=200.3$ ,  $P= 0.000$ ;  $P<0.01$ , i. e. between the groups a statistically significant link is noticed on 0.01 level.

Consequently, the hypothesis 2: Age Q3 affects working experience Q4 has been confirmed.

**Hypothesis 3: Age Q3 affects when was the last time you got a promotion Q6.**

We used Pearson's Correlation Analysis to determine the strength of the connection between the variables of this hypothesis. We got the correlation coefficient 0.641. By means of the correlation, it was shown that between these variables there is a moderate positive attitude.

The results of Levene's statistics, the difference of averages (the same T value) equals to 11.085, 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 0.01level.

Consequently, the hypothesis 3: Age Q3 affects when was the last time you got a promotion Q6 has been confirmed.

**Hypothesis 4: Age Q3 affects whether you were promoted in a career over the last 5 years? Q12.**

We used Pearson's Correlation Analysis to determine the strength of the connection between the variables of this hypothesis. We got the correlation coefficient 0.122. By means of the correlation, it was shown that between these variables there is a weak positive attitude.

To test the reliability of hypothesis we used Chi-square test that indicates that the statistical significance level P (Sig.) does not exceed 0.001. Accordingly, the first hypothesis is reliable.

Consequently, the hypothesis 4 Age Q3 affects whether you were promoted in a career over the last 5 years has been confirmed

**Hypothesis 5: Age Q3 affects whether a person is searching for a job in a parallel mode Q34.**

We used Pearson's Correlation Analysis to determine the strength of the connection between the variables of this hypothesis. We got the correlation coefficient 0.131. By means of the correlation, it was shown that between these variables there is a weak positive attitude.

To test the reliability of hypothesis we used Chi-square test that indicates that the statistical significance level P (Sig.) equal to 0.082. Which means that hypothesis 5 is not reliable.

Consequently, the hypothesis 5 Q3 Age affects whether a person is searching for a job in a parallel mode Q34 has not been confirmed.

Some recommendations were worked out based on the research.