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MAIN CHALLENGES OF HUMAN RESOURCES MANAGEMENT IN EMPLOYEE CAREER DEVELOPMENT

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ABSTRACT

It is known that the creation of a perfect product / service is directly connected to the qualification of the employees.

Competition between companies has led to any organization that needs to constantly improve its product / service. The company can offer the novelty only through the employees. In addition, the process of establishing the novelty must be permanent. Thus it makes clear the need of management for the process. Obviously this is not easy because it is associated with the management of living people, with the development of creative skills, which is unpredictable. It is the responsibility of human resources management.

The survey examines the problems and challenges that the Human resource management must overcome for employee career development.

In the article the discussion is about human resource management approaches to strategic management, development, motivation and corporate culture of employees.

The structure of the article: introduction, researches review of the relevant direction, career development-research findings, main challenges and recommendations.

The study showed an interesting picture in terms of career development. We hope that the findings of this study will provide Human resources management specialists with

a clear understanding of the challenges and will pay more attention to the career development of the employees.

INTRODUCTION

Success or failure of any organization depends on its employees. If the staff is professional, it will significantly increase the success of the company. The competition between companies has led to the fact that any organization needs to constantly improve its product. The company will be able to offer new materials only if its employees will be created. In addition, the creation / submission must be permanent, thus it makes clear the need for standardization and management of the process. Obviously, this is not easy because it is associated with the management of living people, with the development of creative skills, which is unpredictable.

As our research has shown, the following things are important for the development of creative skills in the staff: strategic management of human resources, investing in the education/development of the staff, elaborating motivation schemes, forming a healthy corporate culture.

The article describes the results and recommendations of each of the above mentioned directions.

The first issue we want to focus on is the strategic

management of human resources in the organization, which implies the formation of a competitive workforce that allows the company to exist, develop and reach its own goals in the long run.

Strategic management of human resources is a long-term clear vision of management on what they want to achieve in human resource management. If the management issues will have a clear answer about what they want to achieve in the long term, it will make it easier for them to see the necessary steps taken in the short and medium term. Also, we will not be able to talk about the strategic management of the staff if the management does not have the company's strategy, because these two are closely linked to each other and the management is based on the company's strategy. The main goals of the strategic management of human resources are the following:

- Company requirements for human resources should be satisfied in the longer term. The company should have long-term employees whose creative potential will be relevant to the requirements of the organization.
- Employees' pay compensation plan to help them be motivated and develop their career.
- Be able to develop leadership skills in the staff, who have the ambition, desire and qualification
- Being an effective system of teaching and professional development in the organization to enhance their creative skills.
- Set up an effective communication system between personnel, management and departments.

It's also important that the company's staff should feel very strongly, taking care from the management because they do their best for the company.

LITERATURE REVIEW

career management problems are actual as well as in business (Kharadze, N; Paichadze, N; Paichadze, N; Pirtskhalaishvili, D, 2019)also in educational institutions (Paresashvili, N; Giorgobiani, M; Nikvashvili, M; Pirtskhalaishvili, D; Kharadze, N;, 2019). Some peculiarities are observed in the gender aspect (Paichadze, N; Kharadze, N; Giorgobiani, M; Nikvashvili, M;, 2019) management of people with modern methods affect their development (Amkoladze, G; Gabrichidze, A; Giorgobiani, M; Zedgenidze, M; Kharadze, N;, 2014) which should be taken into account when developing a labor market strategie (Paresashvili, N;, 2015) and In the process of implementing reforms (Paresashvili, N;, 2015) such approaches reduce the conflict situations (Nikvashvili, M., 2016) the need for reforms confirms the research that concerns the success of Georgian business leaders (Amkoladze, G; Gabrichidze, A; Giorgobiani, M; Lomsadze-Kuchava, M; Kharadze, N., 2014) during the management process it is important to take into

consideration the cultural values (Kharadze, N; Chikhradze, K., 2015); (Paresashvili, N., 2016); (Nikvashvili, M., 2017) and peculiarities of the region (Korganashvili, L; Kharadze, N;, 2014) it is important for career management to include Eastern Partnership Recommendations (Paresashvili, N;, 2013), for self-development in human resource is important to conduct trainings (Kharadze, N; Dugladze, D; Pirtskhalaishvili, D;, 2018); (Pirtskhalaishvili, D; Dugladze, D;, 2018)

RESEARCH METODOLOGY

The research was conducted on the the example of hotel services in Tbilisi capital city of Georgia. The questionnaire according to which the survey was carried out consisted of 35 questions. The survey was attended by the respondents employed in Hotels in Tbilisi, that were randomly selected in a short period of time. The study was conducted both of them, quantitative and qualitative.

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

RESEARCH OBJECT

The goal is to research the problems of career development and its impact on human resources challenges in the service sector.

The survey was carried out on the example of the service sector. Georgian brand hotels were involved and 117 people were interviewed and 35 questions were asked.

RESEARCH ANALYS

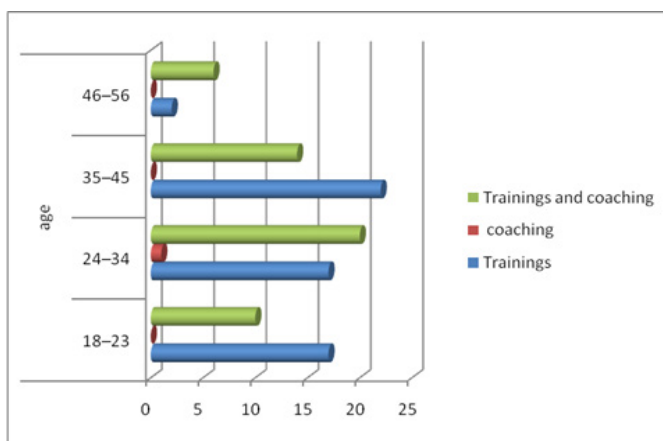


Figure 1: development

At the stage of research, the career development tools of employees were revealed mainly training and coaching is becoming increasingly important for staff qualification.

One of the most important functions of Human Resources Management is training and development. Training can be evaluated as a method of improvement of productivity of staff. The training means helping staff develop a proper attitude and behavior. It has played an important role in the development of human potential. Training encourages employees to be constantly productive and oriented towards advancing the knowledge of the current developments due to the selected trainings that are preceded by a number of activities: Determining the method of training and selection of content create the relevant focus groups. There are internal and external trainings, and in the first case the staff are undergoing relevant issues for the organization's current activities, and external training is largely directed towards increasing the efficiency of the employees and acquiring their leadership skills. These kinds of trainings include lectures and conferences that help people reach a wider range and listen to ideas that will help to assess and solve a range of problems.

In today's reality it is also important the role of coaching/»mentoring» in the development of staff. Its goal is to create collaborative, self-confidence and values that help in personal and career development. The mentor is an expert position, its function is to offer advice on solving the issue, which depends on its experience and knowledge. Many companies are actively using Mentoring today because its benefits are very large for the mentor. On the one hand, the mentor is getting more experienced, more respectful for himself, developing a better leader, and may be able to express new.

As we see, trainings and developments promote the staff more competent, and the staff are more committed to their work, as they see that they care about it, trust and do not delay - try to constantly think about the development of the organization, its advancement, protect his image and self-constantly evolving, because they are responsible for the success of the organization. Therefore, any organization's priority is training and development, it increases the productivity and creativity of employees, which directly reflects the success of the organization.

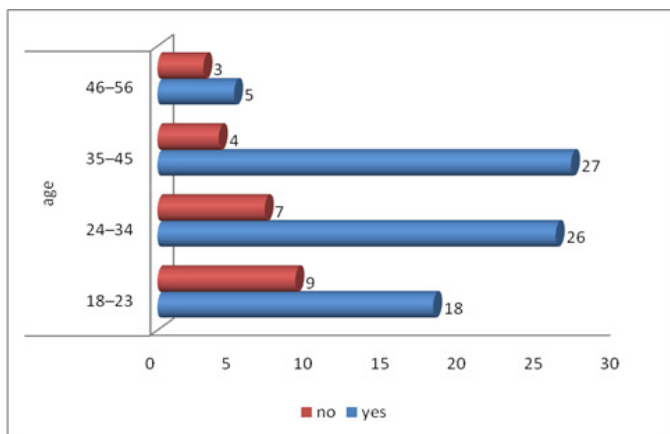


Figure 2: Employee success priority

According to the age the priority of the success of the employee has been analyzed. The people of the age 18-45 think that the development of the employee is a priority for their organization. 45 years and older people do not feel the priority of development by their company which can be explained by the fact that they are less involved in the trainings and continue to work with accumulated experience. This attitude can be reflected on the motivation of the company and it is important to change the attitude towards them to feel like a full member of the organization.

It is interesting to evaluate the results of the survey with the priority of permanent development of employees by the age (Figure 3) and by the different level of managers (Figure 4).

The constant development of employees according to age is the following:

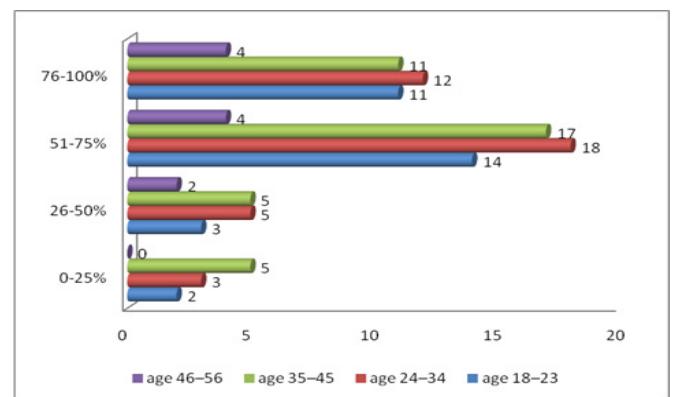


Figure 3: Priority of Constant development by the age

Career development was mostly "almost important" and "important" by age group from 18 to 45. In addition, as we mentioned above (figure 2), the interest from 45 years is quite small in the career development.

The value of career development according to the status of employees has also been evaluated (see figure 4).

It is important that middle and low HR valued the importance of career development. This is considered a positive part of organizational culture because the number indicates that they see this priority and participate in it.

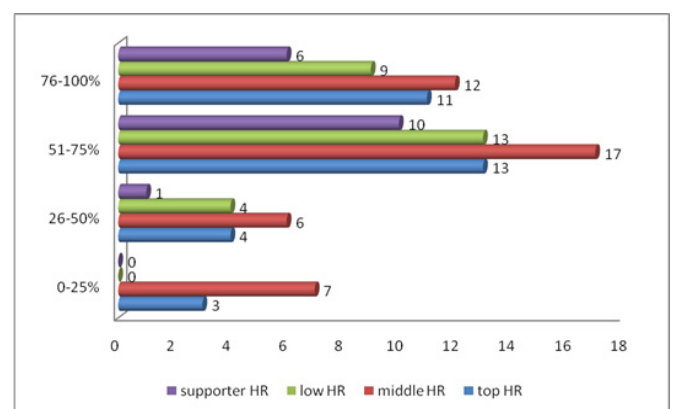


Figure 4: Priority of Constant development by different level of HR

Organizational culture is one of the key factors for promoting healthy and creative skills to achieve the success of the organization. 56% of the respondents considered organizational culture as the main factor of competitive advantage.

CUNCLUSION

As the study has shown trainings and coaching are the main factors for the development of employee qualifications.

Success of any company depends on how satisfied the customer is. Customers' satisfaction can only be achieved if the organization will offer it a constantly updated and perfect product, this requires creative skills by employees but this practice is not easy.

For the development of creative skills for employee is needed:

- Proper strategic management of human resources;
- Investing in education and development;
- Correct motivation system;
- Employee should have a clear understanding of the importance of its success for the company's success;
- Employee should have a feeling that management listens to them, provides advice and recommendations;
- Company management should teach employees to take risks;
- Healthy corporate system.

Finally, it can be said that organizational culture of promoting healthy and creative skills is one of the key factors for achieving the success of the organization.

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SUMMARY

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