



## THE IMPACT OF PERFORMANCE MANAGEMENT ON THE CAREER DEVELOPMENT OF EMPLOYEES

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### ABSTRACT

**Objectives:** Performance evaluation is an essential aspect of Strategic human resources management. Consequently, many decisions are based on it. Employee career development, the application of various motivational systems, compensation modifications, professional training of employees, and other human resource management decisions are all made based on job performance evaluations. This research aims to study the aspects of employee evaluation used in the public sector, analyze and reveal the challenges encountered during the evaluation methodology and process, and ascertain how these aspects relate to career advancement. **Methods/Approach:** A quantitative research method is used in the research. 680 respondents took part in the research from Tbilisi Municipality. The obtained results were processed using the statistical software package SPSS. Research results confirm that employee participation and involvement in decision-making in public organizations is low and needs improvement. **Results:** 67% of the respondents stated that their career development never happened and that they worked in the position where they were initially appointed. The results of the public service performance evaluation are used only for monetary rewards and not for career development or training courses. Almost half of the respondents question the fairness and objectivity of the evaluation procedures implemented by the organization, which means that they do not fully trust the evaluation process.

The high percentage of refraining from answering some questions indicates that public officials refrain from expressing an opinion which may be due to their fear. The reason for fear may be job loss, demotion, or being considered an undesirable person. Public institutions should promote procedural openness, encourage a diverse environment, and be self-critical in the management process to increase their competitiveness and prevent the outflow of employees from the organization.

**Conclusions:** Recommendations developed based on research analysis will help public organizations make decisions that will increase the rate of career advancement and development of employees in the workplace.

**Keywords:** Human Resources Management, Employee, Performance Evaluation, Career Development, Public Institutions.

**JEL classification:** J24, J28, M12, M54

**Paper type:** Research article

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### INTRODUCTION

Strategic human resource management has taken on greater significance. Performance evaluation is an essential aspect of the new normal human resources management. Consequently, many decisions are based on it. Employee career development, the application of various motivational systems, compensation modifications, professional training of employees, and other human resource management decisions are all made based on job performance evaluations (Kalabina et al., 2021; Khussainova et al., 2023; Khussainova et

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al., 2024a). This is why the job evaluation process should be conducted in an impartial, fair setting, and careful consideration should be given to the selection and application of assessment instruments and techniques.

An employee's value to the organization may be more than the individual's job performance. An employee's unique personal qualities, such as his sense of diversity and range of significantly needed abilities, may make him valuable to the company (Arvey & Murphy, 1998) (Mortensen & Edmondson, 2023). HR has taken on greater significance. Human Resource leaders focus on learning and development, diversity, equity, inclusion, and even mental health and wellness are recognized as vital to the business, especially in these uncertain times (Vesperi, Gagnidze, & Sobolieva, 2024; Tireuov et al., 2020).

Since each leader has a different perception of an employee's significance, performance evaluations can be among the most contentious issues between employees and managers (Khussainova et al., 2024ba). However, when conducted professionally, transparently, and honestly, performance evaluation can strengthen bonds between coworkers and boost productivity. Furthermore, multiple studies have indicated that the most important factors influencing job performance are leadership behavior and employee social support. Empowering employees and task importance play a secondary role in job performance (Lopez-Cabarcos, Vázquez-Rodríguez and Quiñoá-Piñeiro, 2022).

The public sector's human resource management process is characterized by certain differences compared to the private sector, and the mentioned differences also apply to the performance evaluation process. Individuals employed in high positions in the public sector, in most cases, are directly responsible to the population, the decisions they make are directly related to the population's requirements. Although public sector organizations are not focused on profit, their employees anticipate the same evaluation process as in the private sector. Lower-level public sector employees, however, face a quite different reality. Employees in lower positions are typically more stably employed and have a far lesser chance of dismissal than those in the private sector. As a result, their primary motivation for participating in the evaluation process is to profit financially (Góes and Oliveira, 2020) (Pirtskhalaishvili, et al., 2023).

This research aims to study the aspects of employee evaluation used in the public sector, analyze and reveal the challenges encountered during the evaluation methodology and process, and ascertain how these aspects relate to career advancement.

The research was conducted in the capital city of Georgia, Tbilisi municipality. The municipality of Tbilisi, with its territorial arrangement, is a self-governing unit and has a special status according to the legislation. It has ten territorial units (district councils) distributed according to the districts of Tbilisi. District administrations are separate units that execute public authority in a specific area within their competence. The survey of civil servants demonstrates an interesting picture of what characterizes local self-governments in the direction of human resources management. The municipality's executive body is Tbilisi City Hall, the Tbilisi Legislative Body is the City Council, and territorial units (10 district administrations). 680 professional civil servants from these organizations participated in the research.



Performance management and evaluation systems are the issues that the new public management focuses on. According to this approach, bureaucratic control and monitoring forms and systems in public organizations should be replaced by additional programs of audit, regulation, evaluation, and inspection, such as quality standards, "best practice concepts," customer feedback mechanisms, and other management systems, which will focus on non-punitive measures and sanctions, but on the development and professional training of employees and ensures constant and continuous evaluation of performance (Diefenbach, 2009).

Training and development of employees affect their career advancement while motivating them to be involved in the work process.

## LITERATURE REVIEW

Swingler Kelly. Agile Human Resources - Creating a Sustainable Future for the HR Profession. Business Expert Press emphasizes making human-oriented decisions, where the employee's motivation is the increase of involvement in the work process and the implementation of a new approach known as "Agile HR" (Swingler, 2018).

The system of fair evaluation of employees and the reflection of results in their career management fosters a sense of psychological safety within the organization. The leader should know what to do to achieve the psychological safety of the employees in the organization and help them overcome their fears (Edmondson, 2019).

Based on fair distribution theories, people in organizations pay close attention to the procedures and tools used when their performance is evaluated (Meyerson, 2023). The evaluation process should be transparent and measurable, in some cases quantifiable, to easily compare the results (Becker, Huselid and Beatty, 2009). With such an approach, it is possible to maximize employees' potential. Furthermore, employee attitudes are harmonious, making resolving conflicts easier (Mitchell and Gamlem, 2012). A fair evaluation of subordinates allows for increasing their involvement in work activities, and the objectivity of the work evaluation system is essential for this.

According to the common view, organizations use evaluation systems to assess employees' competencies, identify performances, and based on this, make improvement and development plans, including making decisions related to employee career development (Buckingham and Goodall, 2019).

The article focuses on employees' involvement in the organization's activities, the results of their activities, and the possibility of career growth and development.

## METHODOLOGY

Methods and materials: In the case of properly conducted sampling, quantitative research methods allow the results to be generalized to specific societal groups, demonstrating the reliability of the mentioned method. Quantitative research provides better access to objective reality and is frequently utilized in the social sciences. 680 professional civil servants from the Tbilisi municipality took part in the research. The obtained results



were processed using the statistical software package SPSS. Both simple and complex statistical procedures were used: frequency distribution, cross-tabulation and factor analysis, variance analysis, analysis of averages between variables, and graphical analysis. Various tests, such as chi-square, Kruskal-Wallis, Mann Whitney, Friedman, T-test, Kolmogorov-Smirnov, etc., were used to determine the relationship between variables. Data filtering, division, and transformation tools were necessary for the analysis.

Studying the selected number of respondents with the mentioned method is valid, allowing generalization of the findings in the municipality of Tbilisi.

## RESEARCH ANALYSIS

The following hypotheses were formed during the research process:

### **H1: Respondents with high skills are actively involved in the process of making important decisions in the organization**

The mentioned hypothesis was tested by one-factor analysis of variance (One-way ANOVA) and cross-tabulation analysis. The "skill" mean variable, obtained by transforming the Likert scale data, is scored on a 5-point scale, where 1=lowest, 5=highest.

One-factor variance analysis and the results of Levene's test for homogeneity of variance showed us that there is a 0.05 level statistical relationship between skills and the variable of participation in the process of making important decisions in the organization, P value =0.013, the difference between the means (T value) is equal to 3.215 (see Table 1)

**Table 1.** Test of Homogeneity of Variances

Q57 Have you participated in the important decision-making process of the organization?

Levene Statistic	df1	df2	Sig.
3.215	4	675	.013

From the following table - ANOVA (see Table - 2), it can be seen that there is a statistically significant relationship between the groups at the 0.05 level (P value= 0.018. F= 3.008)

**Table 2.** Analysis of variance table

ANOVA					
Q57 Have you participated in the important decision-making process of the organization?					
	sum of squares	Df	mean squares	of F	Sig.



<b>between groups</b>	<b>6.954</b>	<b>4</b>	<b>1.738</b>	<b>3.008</b>	<b>.018</b>
<b>within the groups</b>	<b>390.045</b>	<b>675</b>	<b>.578</b>		
<b>Total</b>	<b>396.999</b>	<b>679</b>			

Consequently, the study demonstrated that participants who scored highly (high and highest) are actively or at least partially involved in the organization's decision-making process.

Thus, hypothesis H1 is confirmed: individuals with high and superior skills are actively or at least partially involved in the process of making important decisions.

## H2: Respondents with more length of service and higher education take a higher position

The mentioned hypothesis was tested by a two-way analysis of variance. Levene's test for homogeneity of variance showed that length of service and education both influence the position held, with high reliability (statistical significance level P value <0.001) (see Table 3)

**Table 3.** Levene's Test of Equality of Error Variances<sup>a</sup>

Dependent Variable: Q6 Position held in the organization

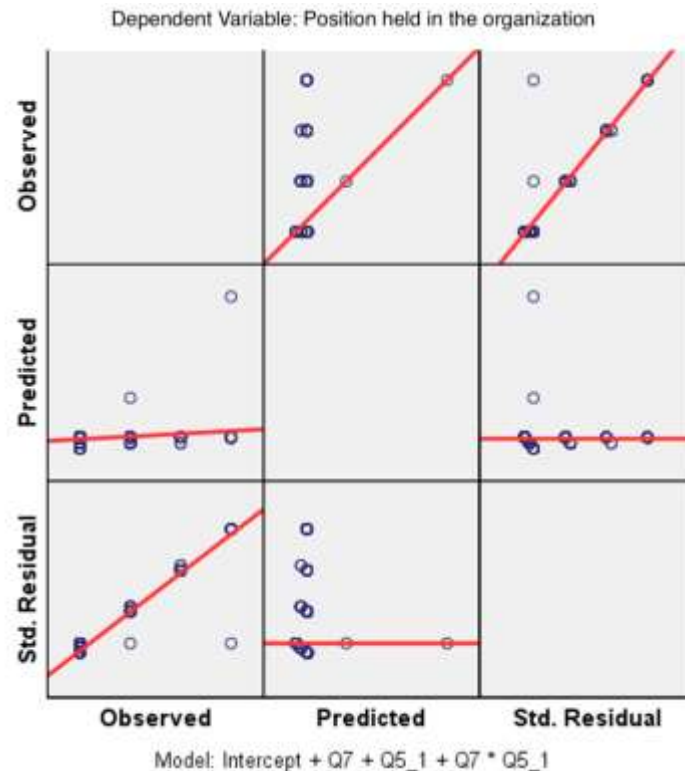
F	df1	df2	Sig.
3.687	9	670	.000

When comparing between groups, it can be seen that not only the set of factors (length of service and education) have a significant impact on the position held in the organization, but also individual factors. In particular, between the length of service (how long have you worked in your current job?) and the position held, there is a statistical relationship with very high reliability (P value <0.001). Education also affects the mentioned variable at the 0.01 level of statistical significance.

Diagram 1 demonstrates the trend matrix, which shows the trends of dependence of individual factors with the dependent variable (position held in the organization) with the forecast and remaining data.

To ensure that respondents with more length of service and higher education occupy a higher position, we presented the frequency distributions of the factors by dividing the data according to each position.

According to the given data, it was clear that the respondents with higher education (bachelor's degree, master's degree, doctoral degree) were distributed among the low, middle-level workers and support staff with the following percentages: 98/99/91%. As for high-level respondents (supervisor position, deputy (I rank)), only respondents with higher education are represented in the mentioned position. This confirms the fact that respondents with high education occupy a high position.



**Diagram 1.** Trend matrix

It is also interesting to note that none of the respondents in high-level positions have 1-3 years of work experience. Mostly, individuals with 6-10 years of experience work in mentioned position. 85% have 4 to 10 years of work experience, and only 15.4% have more than ten years of work experience.

Accordingly, the second hypothesis was also confirmed. Respondents with more length of service and higher education occupy a high position.

**H3: Gender, age, marital status, and position held by individuals in the organization significantly impact employee involvement/participation in the organization's activities (performance management and decision-making process).**

The employee engagement/participation variable was obtained by transforming the data by calculating a new variable based on the following variables:

- Q38 Do employees in your department participate in the decision-making process?
- Q39 Do employees in your department participate in the evaluation criteria development?
- Q40 Do you participate in the development of criteria used in your assessment?
- Q43 Do you know how your work is related to the goals and priorities of the organization?

The obtained variable evaluation points correspond to the following categories:

1: I am completely involved, 2: partially, 3: I am not involved, 4: I do not want to answer.

We checked the third hypothesis - "Gender, age, marital status, and position held by individuals in the organization significantly impact employee involvement/participation in the organization's activities." - with a two-factor dispersion analysis Two Way ANOVA F-Test (Univariate Analysis of Variance).



The dependent variable is the involvement/participation of employees in the organization's activities, and the factors are gender, age, marital status, and position.

In two-factor variance analysis using Levene's criterion, it was revealed that the combination of all these factors has a statistically significant relationship with the dependent variable at the 0.01 level:  $F = 1.873$ ,  $P < 0.01$  (see Table 4).

**Table 4. Levene's Test of Equality of Error Variances<sup>a</sup>**

Dependent Variable: involvement/participation of  
employees in the organization's activities

F	df1	df2	Sig.
1.873	78	597	.000

In the research process, we determined the influence of individual factors on the dependent variable.

**The influence of gender on the variable of employee involvement/participation in the company's activities demonstrated no difference between female and male respondents ( $P\_Value > 0.05$ ). Moreover, the level of statistical significance  $P$  is greater than 0.05, so there is a similar picture about the involvement in the company's activities among the respondents who are married, single, widowed, or divorced.**

**The obtained data are surprising because Georgia is a country where the cult of the family still exists, and the main duty of a woman has always been household activities and child care.**

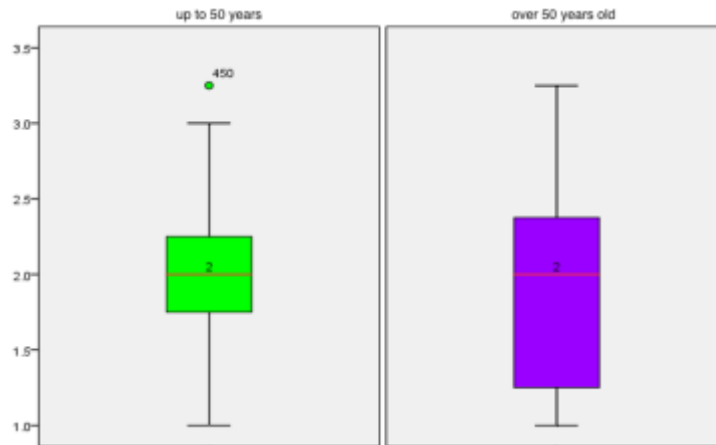
**The fact that a similar picture was observed according to marital status does not necessarily give grounds for alarm. On the contrary, it is important to note that Georgian employers encourage employees to achieve a work-life balance.**

**The influence of age, as a factor, on the employee involvement/participation variable in the company's activities is interesting, as there appears to be a statistically significant relationship between age and the dependent variable at the 0.05 level.**

Accordingly, respondents of different ages differ regarding involvement in the company's activities. Mentioned attitude is reasonable because the respondents in high positions have more work experience, which indicates they are older. Consequently, older age is related to higher positions, and the level of engagement is also high.

The given conclusion is represented by the following boxplot (see Diagram 2).

The provided boxplots demonstrate that 50% of the answers in the case of respondents under 50 are between 1.70 and 2.20, and in those over 50 years old - from 1.20 to 2.40. Compared to responders under 50, those over 50 are more fully and partially involved in the company's activities.

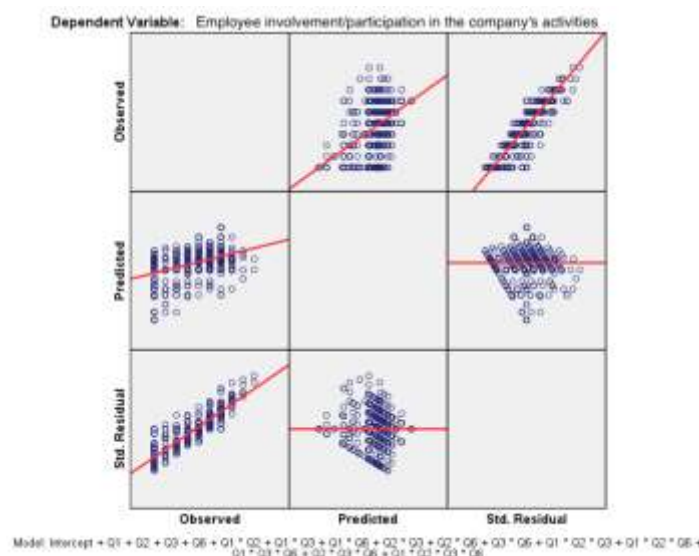


**Diagram 2.** Age\* employee involvement/participation in the company's activities

Among the respondents over 50, the answers are more scattered, while the proportion of those who are not active in this process or do not want to answer is quite insignificant. We can presume that respondents over 50 are more responsible for their work. We may also determine that employees in the aforementioned age group are concerned with maintaining the attained accomplishments and their workplace. This age group is characterized by a dread of losing their jobs, as they are frequently replaced by younger staff members. Therefore, they have to put more effort into their work than others.

For a country like Georgia, the influence of marital status as a separate predictor on the dependent variable is noteworthy. The study's findings revealed that the level of statistical significance  $P$  exceeds 0.05. Accordingly, we have a similar picture among respondents who are married, single, widowed, or divorced in terms of involvement in the company's activities.

A similar picture was observed according to the occupied position. The position held in the organization does not affect the respondents' involvement in the company's activities, the level of statistical significance  $P$  exceeds 0.05.



**Diagram 3.** Trend matrix



The matrix obtained as a result of dispersion analysis demonstrates the relationship between the employee's involvement in the company's activities with the observed, predicted, and residual data (see Diagram 3).

**H4: There is a statistical relationship between the length of service and the current job. In addition, length of service has a positive effect on the career development of an employee.**

The study found that nearly 40% of respondents have 6 to 10 years of work experience in their current job, 26% - more than 10 years, 18.4% - 4-5 years, and 12.6% - 1-3 years, less than one year - only 3.4%. As for the length of service in the current position, 5.1% reported a period of up to one year, 1 to 3 years - 18.5%, 4 to 5 years - 21.6%, 6 to 10 years - 37%, and more than 10 years 17.6%. According to the research, 55% of respondents with 6 or more years of work experience have not changed their job position. Only 11% had the opportunity to be promoted or transferred to another position.

As a result of the chi-square test, the maximum statistical relationship between the length of service and the career advancement of the respondent is established ( $P < 0.001$ ), and Pearson's chi-square coefficient is also quite high (see Table 5).

**Table 5.** Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	61.953	24	.000
Likelihood Ratio	64.485	24	.000
Linear-by-Linear Association	.120	1	.729
N of Valid Cases	680		

Based on the research results, the fourth hypothesis is confirmed.

**H5: Trust in the supervisor and support from him determine employee involvement/participation in the organization's activities.**

Employee involvement/participation in organizational activities is mostly determined by the leader. Thus, it is interesting to predict the nature and strength of the relationship between the mentioned two variables. Furthermore, how will changes in the variable of trust/support towards the supervisor affect employee involvement/participation in the organization's activities?

The trust/support for the supervisor variable is also calculated and obtained by data transformation based on the following variables:

- Q29 Does your supervisor fairly evaluate your work and contribution to the organization?
- Q30 Does your supervisor clearly express his expectations towards employees?
- Q31: Do you receive timely feedback from your supervisor regarding your work?



- Q32: Do you receive constructive feedback from your supervisor regarding your work?
- Q33: Does your supervisor aim to recognize exceptional work performance?
- Q35 Does your supervisor inform employees about the organization's mission and vision?
- Q36: Does your supervisor assist you in enhancing your skills and performance?
- Q37 Does the supervisor discuss the outcomes of your assessment with you?

All of the sub-variables described above are evaluated on a 4-point scale, and the variable based on them - "trust in the leader and support from him" is likewise evaluated on a 4-point scale, where 1 = yes, 2 = partially, 3 = no, 4 = I don't want to answer.

The linear regression analysis demonstrates whether trust in the supervisor and support from him leads to employee involvement/participation in the organization's activities. From the summary table obtained as a result of the implementation of the mentioned procedure (see Table 6), it can be seen that there is a positive average relationship between trust/support for the supervisor and the involvement/participation of employees in the company's activities ( $R=0.364$ ), there is also a directly proportional, although weak, relationship between the estimated and real data. ( $R\text{ Square}=0.133$ ).

**Table 6. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.364	.133	.132	.483

a. Predictors: (Constant), Trust in the supervisor and support from him

b. Dependent Variable: Employee involvement/participation in the company's activities

In the variance analysis table, ANOVA with very high reliability (P value does not exceed 0.001) confirms the reliability of the given regression model (see Table 7).

**Table 7. ANOVA**

Model		sum of squares	df	mean squares	F	Sig.
1	Regression	24.233	1	24.233	103.828	.000
	Residual	158.242	678	.233		
	Total	182.475	679			

a. Dependent Variable: Employee involvement/participation in the company's activities

b. Predictors: (Constant), Trust in the supervisor and support from him

In the table of coefficients obtained by linear regression (see Table 8), Beta is equal to 0.364. Therefore we have an average positive correlation.



**Table 8.** Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.450	.050		28.936	.000
	Trust in the supervisor and support from him	.317	.031	.364	10.190	.000

C. a. Dependent Variable: Employee involvement/participation in the company's activities

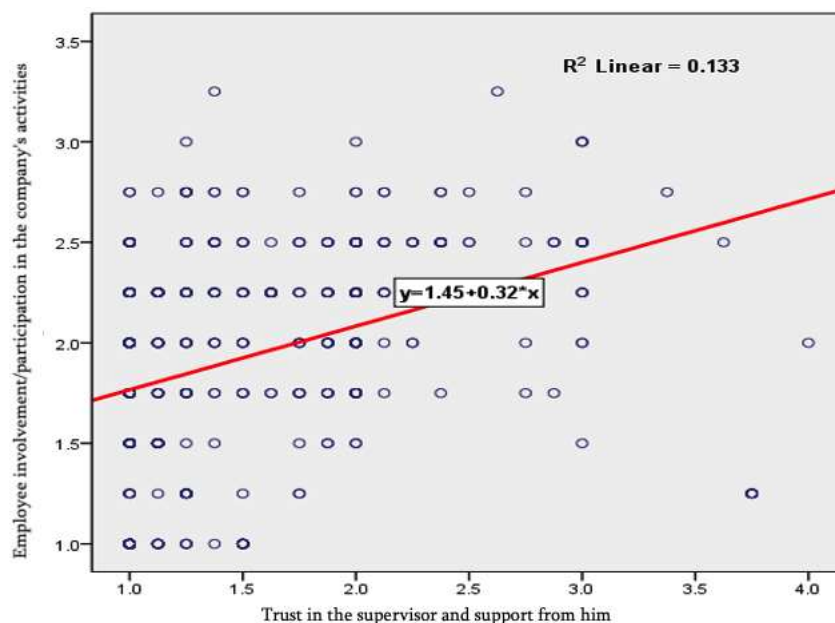
Based on the data in the table of coefficients, the regression equation takes the following form:

**"Employee's involvement/participation in the company's activities" = 1.45 + 0.32 \* "Trust in the supervisor and support from him".**

One point increase in the variable of trust/support towards the supervisor leads to a 1.77 times increase in the employee's involvement/participation in the company's activities.

Such a strong connection raises the danger that mistrust of the leader may grow due to the influence of nepotism or other nefarious factors. Thus, it becomes even more important to use transparent criteria in the employee evaluation process. Consequently, the employee's career advancement must be directly linked to their evaluation results.

The following graphic illustrates the trend of the linear relationship between trust in the supervisor and the variable of support from him and employee involvement/participation in the company's activities (see Diagram 4),



**Diagram 4.** Trust in the supervisor and support from him



It can be seen from the given diagram that there is a directly proportional average strength relationship between the mentioned variables, thus confirming the truth of the H5 hypothesis.

**H6: Knowing one's strengths and weaknesses helps the respondent to make a training and development plan.**

To test the mentioned hypothesis, we applied crosstabulation analysis and chi-square test. The results reveal a statistical relationship between variables at the 0.01 level, thus confirming the truth of the H6 hypothesis.

**H7: The received training affects career development or transfer to another position**

To test the seventh hypothesis, we first asked the respondents whether the training helped to improve their job performance, approximately 91% (cumulative percentage) of the respondents fully or partially claimed that the training they received helped to improve their job performance.

The results of the chi-square test reveal that the variable "Q55 When was the last time you received training?" - influences the variables "Q53 When was the last time you had career development?" and "Q54 When was the last time you were transferred to another position" (see Table 9).

The obtained results reveal that only 19.1% of the respondents who received training one month ago mention career development, 72.3% deny this fact, and 8.7% refrain from answering at all.

**Table 9.** Chi-Square Tests

Q53 When was the last time you had career development	Chi-square	100.872
	Df	36
	Sig.	.000
Q54 When was the last time you were transferred to another position	Chi-square	126.156
	Sig.	.000

According to the chi-square test results, variable Q55, "When was the last time you received training?" has a statistically significant relationship with the following variables: Q54 When was the last time you were transferred to another position? And Q53: When was the last time you had career development? (With very high reliability (P value <0.001). According to the chi-square coefficient, the mentioned variable has a greater influence on the following variable: "Q54 When was the last time you were transferred to another position?".

According to the results, we can conclude the truth of the seventh hypothesis: the received training affects career development and transfer to another position. The evaluation process must be related to the employee's career. It is essential to establish work standards before the evaluation. Further, employees should be evaluated according to the mentioned standards. In the third stage, feedback should be delivered to the employee to eliminate the deficiencies discovered throughout the evaluation process (Dessler, 2016)\_(Kharadze, Katsitadze and Pirtskhalaishvili, et al., 2024).



Biased and unfair leadership can have a detrimental effect on employees' performance, particularly in public organizations (Suleymanli, 2018). Employees whose leaders set specific goals that are measurable, time-bound, and achievable achieve results more easily. After completing the goal, it is important to motivate the employees (Nwosu, Okoh and Goodluck, 2020) (Kharadze, et al., 2023).

One of the most important incentive decisions should be promotion. The content of the work should be related to the professional qualification requirements imposed on the employee (Vernau, et al., 2021).

Such an approach will make it possible to draw up a development plan. It is also crucial for the employee to participate in determining work standards (criteria) and solving problems related to his work (Paichadze, 2018).

Using different evaluation systems increases the sense of objectivity, so it is important to use all methods. When using direct supervisor evaluation, there is sometimes a risk of supervisor bias, either in favor of or against the employee. Perhaps the supervisor cannot observe the process of the employee's relationship with customers very well. In such a case, there are other evaluation methods (Liang, et al., 2021): Evaluation commissions (Silva, et al., 2017), self-evaluation (Kamer & Annen, 2010), Evaluation by subordinates (Varma, et al., 2021), 360-degree appraisal - The mentioned method reduces the degree of bias and leads to employee openness, trust, and positive employee behavior (Karkoulia, Srour and Messarra, 2020), Performance evaluation from the outside - (Ulrich, 2018), Graphical rating scale- (Jaiswal, 2020) and Competency-based form of assessment - provides an opportunity to focus on factors such as knowledge, skills, habits, and more. These factors are considered tools for achieving positive results in the organization and increasing the results not only for the employee but also for the organization (Gallardo, 2020). Evaluation of critical cases (Singh, 2015) the said form is important to represent the means of discovering areas for improvement and should not be focused on punishing the employee. Management by objectives (MBO) as a primary evaluation method. In general, MBO refers to an organization-wide goal-setting and evaluation program (Venier, 2024). It is important to take into account the correct distribution of strategic and tactical goals among employees.

Finally, the main task of the organization and human resources management is to use such a system of evaluation based on objectivity so that the sense of justice is not lost. In addition, it should be linked to the career development of employees.

## CONCLUSIONS AND RECOMMENDATIONS

During the research, respondents were selected from the civil servants of Tbilisi City Hall, Tbilisi City Council, and district administrations. By confirming the hypotheses used in the study, it is possible to generalize results in the municipality of Tbilisi.

- *Respondents have a clear idea of their weaknesses, as well as what qualities and skills represent their strengths, but most of them are not given the opportunity to choose training and education programs. Public*



*institutions were recommended to help employees choose the training and specialized training courses, taking into account their weaknesses and thereby improving self-development and qualification.*

- Almost half of the respondents question the fairness and objectivity of the evaluation procedures implemented by the organization, which means that they do not fully trust the evaluation process. They question the objectivity of all parties participating in the evaluation process, which complicates the mutual dependence of employees and strains the organizational climate. Such an environment will affect the efficiency of work. According to the legislation, all public institutions must take care of the efficient management of work and increase the efficiency of the state budget. Public institutions should take care of the fairness and objectivity of the procedures, as well as the establishment of a positive climate among employees in the organization.*
- The high percentage of refraining from answering some questions shows that civil servants are reluctant to state their position, which may be due to their fear. The reason for fear may be job loss, demotion, or being considered an undesirable person. Public institutions should promote procedural openness, encourage a diverse environment, and be self-critical in the management process to increase their competitiveness and prevent the outflow of employees from the organization.*
- For the respondents, the results of the job performance evaluation are not related to their career development in the organization, which affects their work efficiency. In this situation, the process of performance evaluation loses its meaning. Public organizations should base all career promotions and professional advancements on the results of employee evaluations and not on individual, vague, and unreliable decisions so that the evaluation process does not lose its meaning.*
- The research findings confirm that the participation and involvement of employees in the decision-making process in public organizations is low and needs to be improved. Organizations use different methods when using motivational systems. To increase motivation, organizations should involve employees in the decision-making process and provide information about all important processes. In this way, employees feel more important and valued, which increases their work efficiency and determination to do the job better.*
- 67% of the respondents state that their career development never happened, and they work in the position where they were initially appointed. The results of the public service performance evaluation are used only for monetary rewards and not for career development or training courses. Employees are mostly awarded the best grades by their supervisors only because, by law, one form of benefit - a "cash reward" is given to an employee only based on a "good" or "best" grade. All this makes the evaluation process only a formal part, based on which a specific goal is achieved. The paradox is the fact that if most of the surveyed respondents are rated highly, based on which they deserve to be encouraged, then why are decisions such as career development, salary increase, satisfaction increase, use of motivational systems, etc., not made based on the results of the evaluation. The above assumption is supported by the research findings related to employee rotation. Rotation (horizontal transfer) is one of the important tools for employee development. 66% of respondents state that they have not been transferred to another position, and many respondents refrain from answering the question. This clearly shows the unhealthy and underdeveloped working environment in*



organizations. *Public institutions need to analyze the results of the study in detail and take into account the recommendations regarding the evaluation process and ensuring fairness.*

- *The training and specialized retraining courses completed by the respondents do not affect their career development and promotion. Because public organizations spend budget money on training and retraining employees and offering them courses, they should help employees in career development.*

Presented research can be carried out in other public organizations to get a broader picture. The conclusion and recommendations apply to the organizations participating in the survey, although in the future, the research can be conducted in other public organizations.

The mentioned recommendations will provide practical help to the organizations participating in the research in managing human resources, increasing efficiency, and spending the budget effectively. The mentioned recommendations can be utilized in Tbilisi Municipality bodies.

### **Author Contributions:**

Conceptualization, T.S., N.KH; methodology, T.S., N.KH; software, T.S., N.KH; validation, T.S., N.KH; formal analysis, T.S., N.KH; investigation, T.S., N.KH; resources, T.S., data curation, T.S., writing-original draft preparation, T.S., writing-review and editing, T.S., N.KH; visualization, T.S., supervision T.S., N.KH; project administration, T.S., N.KH. All authors have read and agreed to the published version of the manuscript.

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The authors declare no conflict of interest.

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