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FACTORS AFFECTING EMPLOYEE PERFORMANCE MANAGEMENT

Abstract: *Objectives: The paper aims to isolate and analyze the factors affecting labor evaluation and performance management in the public sector and, based on research, determine their influence on labor efficiency and productivity. Methodology: Data was collected through a questionnaire survey, in electronic form. 680 civil servants employed in Tbilisi City Hall, Tbilisi City Council, and Tbilisi territorial units (district administrations, ten in total) took part in the research. The collected data were analyzed using the statistical software package SPSS. Different statistical procedures were used to analyze the data and test the hypotheses, depending on the nature of the variables involved in the hypothesis. In particular, frequency distribution tables and cross-tabulation analysis were used for qualitative variables. And for quantitative variables - regression analysis. Various graphical analyses were also used for quantitative and qualitative variables. The chi-square test and the Kruskal-Wallis test were used to determine the existence of a statistical relationship between qualitative variables. Results: the study of respondents by age reveals that middle-aged and older people are mostly employed in public service, for whom stability is more important than career development. Almost 100% of the interviewed civil servants have received higher education. The research showed that job satisfaction and satisfaction with the evaluation system implemented in the organization are influenced by the variable "Elimination of factors hindering work in the department". Conclusion: the recommendations will help the organizations involved in the research, based on legislative changes, to ensure the sustainability of employees with more seniority and experience employed by them in the organization, who have reached the peak of their development and are slowly losing interest and motivation towards the organization and activities. At this time, the organization should offer the employee a way to be promoted or loaded with functional innovations, which will be tied to pay and grade allowance, taking into account seniority and functional/competent responsibility, to maintain the organizational memory and the smooth functioning of the system, to advance the employee and provide him with benefits.*

Keywords: *Human Resources Management, Employee, Performance Management, Performance Evaluation, Job satisfaction, Public Institutions.*

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

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თანამშრომელთა პერფორმანს მენეჯმენტზე მოქმედი ფაქტორები

აბსტრაქტი: მიზნები: ნაშრომის მიზანია კვლევის საფუძველზე მოახდინოს საჯარო სექტორში შრომის შეფასებასა და სამუშაოს შესრულებაზე მოქმედი ფაქტორების გამოყოფა და გაანალიზება და მათი გავლენის დადგენა შრომის ეფექტიანობასა და ნაყოფიერებაზე. მეთოდოლოგია: მონაცემები შეგროვდა ანკეტური გამოკითხვის გზით, ელექტრონული ფორმით. კვლევაში მონაწილეობა მიიღო ქ. თბილისის მერიაში, ქ. თბილისის საკრებულოსა და ქ. თბილისის ტერიტორიულ ერთეულებში (გამგეობები) დასაქმებულმა 680-მა საჯარო მოხელემ. შესრულებული სამუშაოს შეფასების ანალიზი განხორციელდა სტატისტიკური პროგრამული პაკეტის SPSS -ის გარემოში. მონაცემთა ანალიზისა და ჰიპოთეზების შემოწმების მიზნით გამოყენებული იქნა სხვადასხვა სტატისტიკური პროცედურები, ჰიპოთეზაში მონაწილე ცვლადების ბუნებიდან გამომდინარე. კერძოდ, თვისებრივი ცვლადებისთვის გამოყენებული იქნა სიხშირეთა განაწილების ცხრილები და კროსტაბულაციური ანალიზი. ხოლო, რაოდენობრივი ცვლადებისთვის - რეგრესიული ანალიზი. ასევე, რაოდენობრივი და თვისებრივი ცვლადებისთვის გამოყენებული იქნა სხვადასხვა გრაფიკული ანალიზი. თვისებრივ ცვლადთა შორის სტატისტიკური კავშირის არსებობის დასადგენად გამოყენებული იქნა ხი-კვადრატ ტესტი და კრუსკალ უოლისის ტესტი. შედეგები: ასაკის მიხედვით რესპონდენტთა ანალიზი ცხადყოფს, რომ საჯარო სამსახურში ძირითადად დასაქმებულები არიან შუახნის და უფროსი ასაკის ადამიანები, ვისთვისაც სტაბილურობის განცდა უფრო მნიშვნელოვანია, ვიდრე კარიერული განვითარება. გამოკითხული საჯარო მოხელეების თითქმის 100%-ს უმაღლესი განათლება აქვს მიღებული. კვლევამ აჩვენა, რომ სამსახურით კმაყოფილებასა და ორგანიზაციაში დანერგილი შეფასების სისტემით კმაყოფილებაზე გავლენას ახდენს ცვლადი „განყოფილებაში სამუშაოზე ხელისშემშლელი ფაქტორების აღმოფხვრა“. დასკვნა: რეკომენდაციები დაეხმარება კვლევაში ჩართულ ორგანიზაციებს საკანონმდებლო ცვლილებების საფუძველზე უზრუნველყონ მათთან დასაქმებული მეტი სტაჟისა და გამოცდილების მქონე თანამშრომლების მდგრადობის შენარჩუნება ორგანიზაციაში, რომელმაც მიაღწია თავისი განვითარების მწვერვალს და ნელ-ნელა კარგავს ინტერესს და მოტივაციას ორგანიზაციის და საქმიანობის მიმართ. ამ დროს ორგანიზაციამ დასაქმებულს უნდა შესთავაზოს დაწინაურების ან ფუნქციური სიახლეებით დატვირთვის გზები, რომელიც მიზნული იქნება ანაზღაურებასა და საკლასო დანამატთან, რაც ითვალისწინებს სტაჟისა და ფუნქციური/კომპეტენციური პასუხისმგებლობის გათვალისწინებით, ორგანიზაციული მეხსიერების შესანარჩუნებლად და სისტემის შეუფერხებლად ფუნქციონირებისთვის, თანამშრომლის წინსვლას და მისთვის ბენეფიტების მინიჭებას.

საკვანძო სიტყვები: ადამიანური რესურსების მენეჯმენტი, თანამშრომლები, პერფორმანს მენეჯმენტი, შესრულების შეფასება, სამსახურით კმაყოფილება, საჯარო დაწესებულებები.

JEL კლასიფიკაცია: J24, J28, M12, M54

Introduction and review of literature

Human resource performance management is a complex process with many challenges, complexities, methodologies and, if done well, accompanied by an award. First, it is important to understand the organization's and the employee's expectations regarding the appraisal process (Atkins, 2024). The organization needs to know how to process the information gathered during the appraisal process, and the employee needs to understand the benefits and outcomes of the process. In addition, both parties to the evaluation process must understand the difficulties that can be expected during the evaluation period. The evaluation process considers the qualitative assessment of work performance and employees' skills. In this process, the closeness of the employee to the organization's mission, vision, and core values is also important. In addition, during the evaluation process, a set of factors in the organization is taken into account, which is based on the position he holds.

Job performance appraisal is based on an individual's performance and assigned duties. Managers usually observe employees' skills and achievements over time and analyze whether they have met expectations or achieved the desired results (University, 2023).

Employees need to know in advance what they will be evaluated on. Ideally, each employee strives to achieve a common organizational goal. Setting the right goals is a real and difficult art (Guest, 2024). First, the supervisor decides what to evaluate. Different organizations use different forms of employee evaluation, e.g., assessment with scales, which show in advance what is to be assessed.

It is important to analyze what makes certain activities successful and what is the main concrete advantage today. The answer lies in human resources, that is, in employed people. Organizations with motivated and talented employees offer outstanding customer service and stay ahead of their competitors, even if they offer similar products to customers. Such a key resource is called "human capital" (Aslam, Mudassir, Ghouse, & Farooq, 2024), which gives organizations a sustainable competitive advantage. In the appraisal process, performance management systems are key tools to turn people's talent and motivation into strategic advantages (Pasban & Nojehdeh, 2016) (kharadze, Katsitadze, Giorgobiani, Dzebisauri, & Pirtskhalaishvili, 2023).

Performance management refers to the continuous process of identifying, measuring, and developing the performance of individuals and groups to achieve the organization's strategic goals (Brown, Kane, McCracken, & Mazumdar, 2017). Consider two important components of performance management:

1. Continuity of Process - Performance management involves a never-ending process of setting goals and objectives, monitoring performance, and giving and receiving feedback (DeNisi & Kluger, 2000).
2. Alignment with strategic goals—Performance management means that managers ensure that employee's activities and results align with organizational goals and thus gain a competitive advantage. Therefore, input management directly links employee performance and organizational goals and demonstrates employee contribution to the organization.

An important element of performance management is performance appraisal. However, the evaluation criteria and forms are very different (Glind, et al., 2024). A similar formality is held every six months or once a year between the employee and his supervisor and aims to reveal the strengths and weaknesses of the employees, including evaluating the achievement of previous goals and setting new ones. Ideally, the

evaluation results are mutually considered in the context of the organization's mission. At this point, the appraisal review is constructive, does not consider the compensation system, and does not consider unintended consequences. It should include a yearly performance review (Armstrong , 2010).

According to the first paragraph of Article 53 of the Law of Georgia "On Public Service," "a public institution is obliged to evaluate all officials working in hierarchical positions once a year (Law of Georgia "On Public Service", 2015).

In recent years, Kelly Swingler developed a modern human resource management approach, AGILE HR. Unlike the old HR management, which involved the development of employee control and monitoring policies that stifled creativity and innovation among employees, the AGILE HR approach helps organizations manage employees By motivating, inspiring, increasing participation, and leading employees in the best possible way. AGILE HR assumes that employees come to work to do a job well. Modern man needs more flexibility and autonomy at work. They want to be creative, recognized, and appreciated for their efforts. People want to thank them for doing well. They don't expect to be fired and disciplined for making a mistake. Instead, they want to learn and be supported. Employees expect humane treatment and do not want to be treated as numbers. It is for this reason that modern evaluation systems in the organization should be flexible and not conducted only at one specific point in time. It should include informal feedback. In connection with this issue, it is important to conduct interviews actively and systematically. The biggest problem with the evaluation process is the points received related to the annual bonuses. Because, according to the ratings, annual bonuses are calculated only for a certain number of employees, the evaluation process always becomes a cause of conflict (Swingler, 2018) (Steegh, Voorde, Paauwe, & Peeters, 2025).

The article focuses on what variables influence employees' satisfaction with the evaluation system implemented in the organization and on what factors to consider when choosing evaluation methods and criteria.

Methodology

A quantitative research method, a questionnaire survey, was used. Data was collected through a questionnaire survey, in electronic form. 680 civil servants employed in Tbilisi City Hall, Tbilisi City Council, and Tbilisi territorial units (district administrations, Ten in total) took part in the research. The collected data were analyzed using the statistical software package SPSS. Different statistical procedures were used to analyze the data and test the hypotheses, depending on the nature of the variables involved in the hypothesis. In particular, frequency distribution tables and cross-tabulation analysis were used for qualitative variables. And for quantitative variables - regression analysis. Various graphical analyses were also used for quantitative and qualitative variables. The chi-square test and the Kruskal-Wallis test were used to determine the existence of a statistical relationship between qualitative variables.

Research analysis

To analyze the evaluation of the work performed by the respondents, the following hypotheses were tested:

H1: Education plays an essential role in determining the evaluation components of the performed work (functions-duties, competencies, skills, the results of the performed tasks, or according to the documents created in the work process);

H2: Respondents in different positions in the organization have different views on the selection of the evaluation category of the work performed;

H3: There is a heterogeneous tendency among age groups regarding the selection of the evaluation category of the work performed;

H4: Seniority and age play an important role in the selection of the performance evaluation method, in particular, respondents with the most seniority and the oldest age recommend "interview" over other categories;

H5: Variables positively predict satisfaction with the evaluation system implemented in the organization:

- It is undesirable to take effective steps; to eliminate work;
- Knowledge of strengths and weaknesses;
- Adequate assessment of actual activity;
- fairness and objectivity of the procedures used to evaluate the respondents' activity;
- Compliance of remuneration with the work performed.

The results of the survey showed us that, in general, evaluation of the performed work is mostly done twice a year (60.3%) or once a year (33.5%) (Table 1).

Evaluation of employees with different periodicities is caused by the fact that different public services themselves choose the frequency of evaluation, in particular, whether to evaluate employees once a year or twice. In the research, respondents are represented from different services. At the same time, it should be noted that according to Article 53, Clause 4 of the Law of Georgia "On Public Service", "a person accepted for the probationary period of an official is subject to an evaluation of the official once a quarter" (Law of Georgia "On Public Service", 2015).

Table 1.
Q10 How often is your performance evaluated? Frequency distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 Once in 1 quarter	42	6.2%	6.2%	6.2%
2 Twice a year	410	60.3%	60.3%	66.5%
3 Once in years	228	33.5%	33.5%	100.0%
Total	680	100.0%	100.0%	

The evaluation of the performed work by what categories is determined by a multiple-choice question, the frequency distribution of which is given in Table 2. As a result of the analysis of Table 2 and the diagram, we found that in unity, most of all and with a very large advantage, it is noted that the evaluation of the performed work is mostly done "according to competencies" (50.4%). Then according to function duties (24.8%), skills (13.4%), performed tasks (6.7%), and lastly - according to the documents created in the work process. Only 0.4% state that they do not have an answer, and 0.1% state that the work performed is not evaluated.

Table 2. Evaluation of the work performed

	Count	Column Responses %
Q11.1 According to function-duties	283	24.8%
Q11.2 according to competencies	574	50.4%
Q11.3 according to skills	153	13.4%
Q11.4 According to the results of the implemented tasks	76	6.7%
Q11.5 According to the documents created in the work process	49	4.3%
Q11.6 I don't have an answer	4	.4%

Q11.7 The work performed is not evaluated	1	.1%
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The cross-tabulation table shows well the frequency distribution of the components of the job evaluation performed, according to education, position, and age.

Table 3.
 Components of evaluation of work performed by education, position and age

		\$Q11 Evaluation of work performed (in column %)						
		According to function-duties	according to competencies	according to skills	According to the results of the implemented tasks	According to the documents created in the work process	I don't have an answer	The work performed is not evaluated
Q5 Education level	Average Education	1	1	0	0	0	0	0
	Medium technical Education	1	4	2	0	1	1	0
	Incomplete higher Education	4	2	1	2	0	0	0
	Bachelor	138	296	74	33	22	2	0
	Master	134	262	75	40	25	1	0
	Doctor	5	9	1	1	1	0	1
Q6 Position held in the organization	Low ring (III and IV ranks)	235	507	126	56	40	3	0
	Middle ring (II rank)	34	45	16	16	8	1	1
	High level - head, deputy (I rank)	7	12	7	3	1	0	0
	Support staff (contract)	7	10	4	1	0	0	0
Q2 Age	18-22	1	2	1	0	0	0	0
	23-29	46	80	24	9	8	0	0
	30-39	85	189	53	26	20	2	0
	40-49	85	158	32	19	6	1	1
	50-59	44	91	24	18	7	0	0
	60-64	16	40	16	3	7	0	0
	65 years and older	6	14	3	1	1	1	0

As can be seen from Table 3, respondents from all groups (education levels, position held, and age) mostly base their evaluation on competency-based assessment, followed by function-based assessment. H1-H3 we used the chi-square test embedded in the consumer tables (Table 3) to test the hypotheses.

Table 3. Chi-square test results

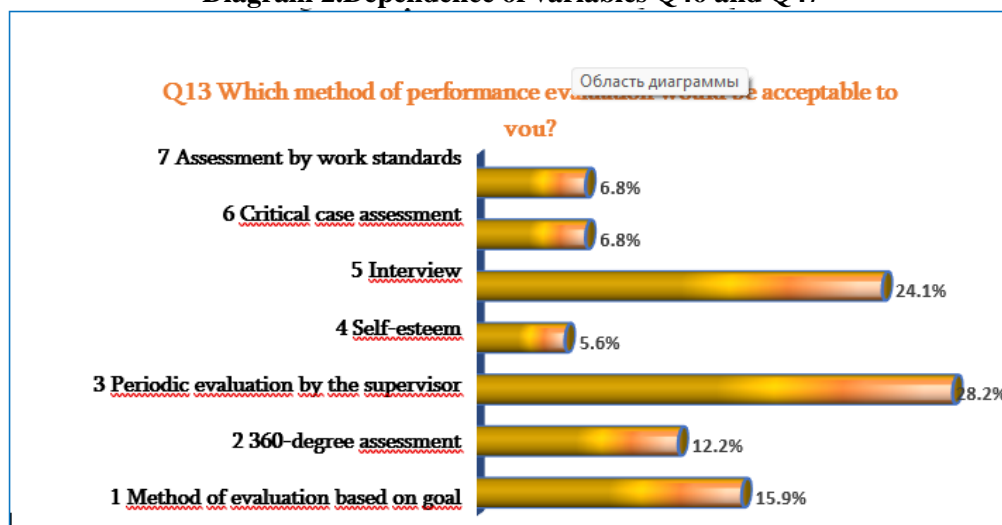
Pearson Chi-Square Tests		\$Q11 Evaluation of the work performed
Q5 Education level	Chi-square	113.433
	df	35
	Sig.	.000
Q6 Position held in the organization	Chi-square	64.564
	df	21
	Sig.	.000
Q2 Age	Chi-square	64.178
	df	42
	Sig.	.015

As can be seen from Table 3, education, position held, and age significantly influence the selection of the performance evaluation category. In addition, the level of education (chi-square coefficient= 113.433, P_value<0.001) and the position occupied (chi-square coefficient=64.564, P_value<0.001). The impact is highly reliable, and there is a statistical relationship between age and the job performance evaluation variable at the 0.05 level.

Thus, if hypotheses H1, H2, and H3 are true, education level, position held in the organization, and age influence the selection of the performance evaluation component.

Selecting the performance evaluation method is an important issue when evaluating the work performed (Fleming & Kowalsky, 2025). From the frequency distribution diagram (Diagram 2), respondents prefer periodic evaluation by the supervisor (28.2%) and interviews (24.1%).

Diagram 2. Dependence of variables Q46 and Q47



The ranking table obtained by several independent sample tests (Table 4) and the table of Kruskal-Wallis test results (Table 5) show whether there are differences in the selection of the performance evaluation method according to seniority and age categories.

According to Table 4, the interview method has the greatest advantage in terms of seniority and age from the average rank column.

Table 4. Ranking table

Q13 Which method of performance evaluation would be acceptable to you?		N	Mean Rank
Q7 Length of service at current job	1 Method of evaluation based on goal achievement	108	348.55
	2 360-degree assessment	83	333.66
	3 Periodic evaluation by the supervisor	192	321.19
	4 Self-esteem	38	254.43
	5 Interview	164	377.1
	6 Critical case assessment	46	347.25
	7 Assessment by work standards	46	326.35
	Total	677	
Q2 Age	1 Method of evaluation based on goal achievement	108	324.76
	2 360-degree assessment	83	311.77
	3 Periodic evaluation by the supervisor	192	328.49
	4 Self-esteem	38	282.25
	5 Interview	164	382.09
	6 Critical case assessment	46	338.24
	7 Assessment by work standards	46	359.47
	Total	677	

This table ranks the assessment methods listed in the top 40% of work experience categories in the following order:

1. Interview
2. Goal-based assessment method
3. Critical case assessment

From age categories:

1. Interview
2. Work standards assessment

Table 5. Table of Kruskal-Wallis test results

Test Statistics

	Q7 How long have you been working at your current job?	Q2 Age
Chi-Square	17.032	15.412
df	6	6
Asymp. Sig.	.009	.017

a. Kruskal Wallis Test

b. Grouping Variable: **Q13 Which performance evaluation method would suit you?**

As the results of the Kruskal-Wallis test (Table 5) show, both seniority and age influence the selection of an acceptable performance evaluation method for respondents (Xalxo, Kamalaveni, Sivasubramani, Parthiban, & Koirala, 2025), and seniority is more influential (with a statistical significance level of 0.01, while in the case of age, a statistical relationship of 0.05 is noted).

Table 6 provides the frequency distribution of performance evaluations by individual categories of seniority and age in percentages.

Table 6. Frequency distribution of performance evaluations by individual categories of seniority and age

		Q13 Which performance evaluation method would suit you?						
		Goal-based assessment method	360-degree assessment	Periodic evaluation by the supervisor	Self-esteem	Interview	Critical case assessment	Work standards assessment
Q7 How long have you been working at your current job?	< One year	13.0%	17.4%	26.1%	0.0%	30.4%	4.3%	8.7%
	1-3	26.7%	12.8%	22.1%	15.1%	16.3%	4.7%	2.3%
	4-5	8.9%	16.1%	37.9%	8.1%	16.9%	4.0%	8.1%
	6-10	12.9%	8.1%	31%	3%	24.7%	10.7%	9.6%
	10 +	20.8%	15.0%	20.8%	4.0%	31.8%	4.0%	3.5%
Q2 Age	18-22	0%	0%	0%	50.0%	50.0%	0%	0%
	23-29	26.2%	15.5%	20.2%	13.1%	16.7%	6%	2.4%
	30-39	12.6%	15.3%	34.7%	4.5%	19.4%	5.9%	7.7%
	40-49	15.5%	7.2%	28.9%	3.6%	26.3%	10.3%	8.2%

50-59	17.7%	13.3%	27.4%	3.5%	27.4%	5.3%	5.3%
60-64	9.3%	11.6%	20.9%	11.6%	37.2%	2.3%	7.0%
65 and more	21.1%	10.5%	10.5%	0%	42.1%	5.3%	10.5%

From Table 6, it can be seen that the Mode of the selected methods is represented by:

By work experience:

- For those with less than 1 year of experience - interview (30.4%) and periodic assessment by the supervisor (26.1%).

For those with 1-3 years of experience, the goal-based assessment method is used 26.7%, and the supervisor performs periodic assessments (22.1%).

- 4-5 and 6-10 years - periodic assessment by the supervisor (37.9% / 31%).
- Over 10 years - interview (31.8%).

By age:

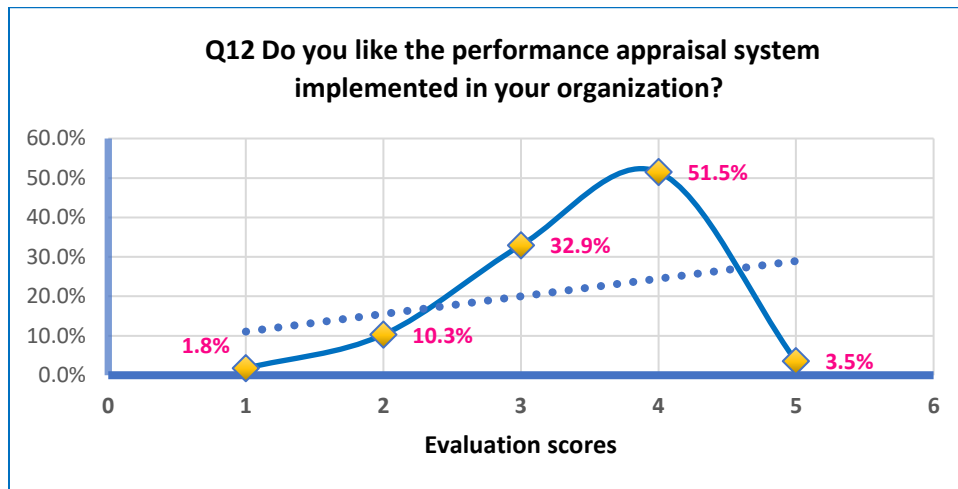
- 18-22 - interview and self-assessment 50%.
- 23-29 - goal-based assessment method 26.2%.
- 30-39, 40-49 - periodic assessment by supervisor 34.7%, 28.9% and 27.4% respectively
- 50-59 - interview and periodic assessment by supervisor 27.4%.
- In the oldest age groups, 60-64 and over 65, the preferred method is “interview.”

Thus, the truth of the fourth hypothesis (H4) is confirmed since there are different trends in the selection of the performance evaluation method in the seniority and age categories (results of the Kruskal-Wallis test (Table 5), and in addition, respondents with more than 10 years of seniority, as well as the oldest respondents - 60 years old and over 60, most often indicate "interview" as the performance evaluation method. After 60, female respondents become retirees who are afraid of losing their jobs, so they need to be evaluated through an "interview." Using dialogue, they will be more able to convince their supervisor to give them a good evaluation (Kharadze, Ramishvili, Giorgobiani, Paresashvili, & Pirskhalaishvili, 2023).

How satisfied employees are with the job evaluation system implemented in the organization (Sulkhanishvili & Kharadze, 2025) is shown in Figure 3. We note that the given variable - Q12 Do you like the job evaluation system implemented in your organization? is rated on a 5-point scale, where the scores correspond to the following categories: 1 = I completely dislike it, 2 = I do not like it, 3 = I do not want to answer, 4 = I like it and 5 = I completely like it) is shown in Figure 3.

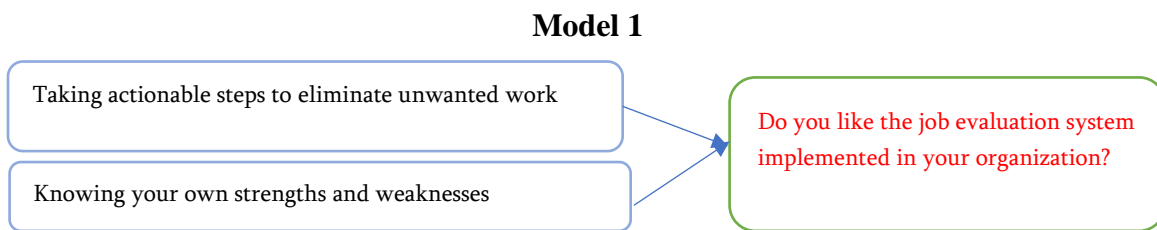
The job evaluation system implemented in the organization is liked by 51.5% of respondents. 3.5% completely like it, and the analysis of the results of the responses shows that almost half of the respondents - 45% (1.8% + 10.3% + 32.9%) do not like it or refrain from answering and expressing their position, which is a fairly high indicator and indicates that the evaluation system in public structures does not serve its purpose. Evaluating the work performed is important for the organization to make objective and fair decisions in the human resources management process (Salehzadeh & Ziaieian, 2024).

Diagram 3. Satisfaction with the performance appraisal system implemented in the organization

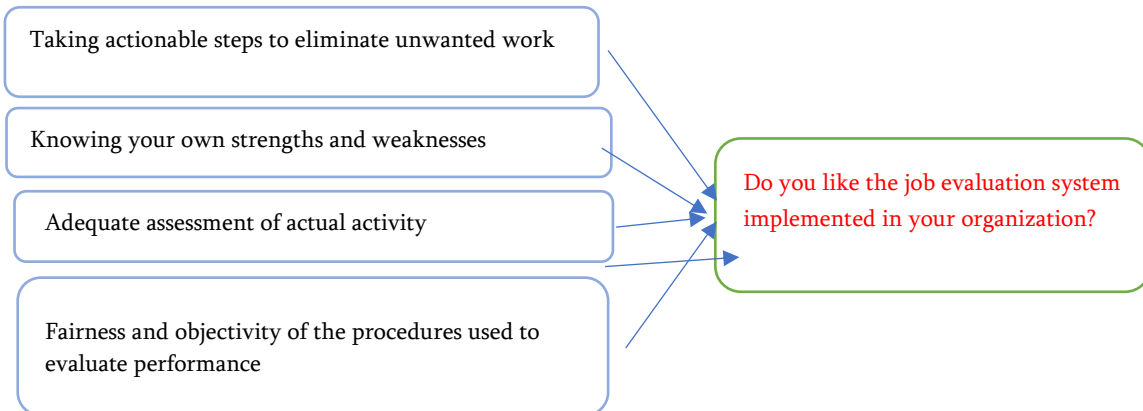


Satisfaction with the job evaluation system implemented in the organization leads to stability, increased motivation, and trust in the company and the manager, so it is important to know what factors influence the evaluation (Kharadze, Katsitadze, Pirskhalaishvili, Dugladze, & Tushishvili, 2024). For this purpose, we tested the **truth of the H5 hypothesis**. To predict satisfaction with the job evaluation system implemented in the organization and how the dependent variable will change due to the action of this or that factor, we used hierarchical regression analysis and determined how various variables will influence it step by step (Pirskhalaishvili, Kharadze, Katsitadze, Dugladze, & Sulkhaniashvili, 2023):

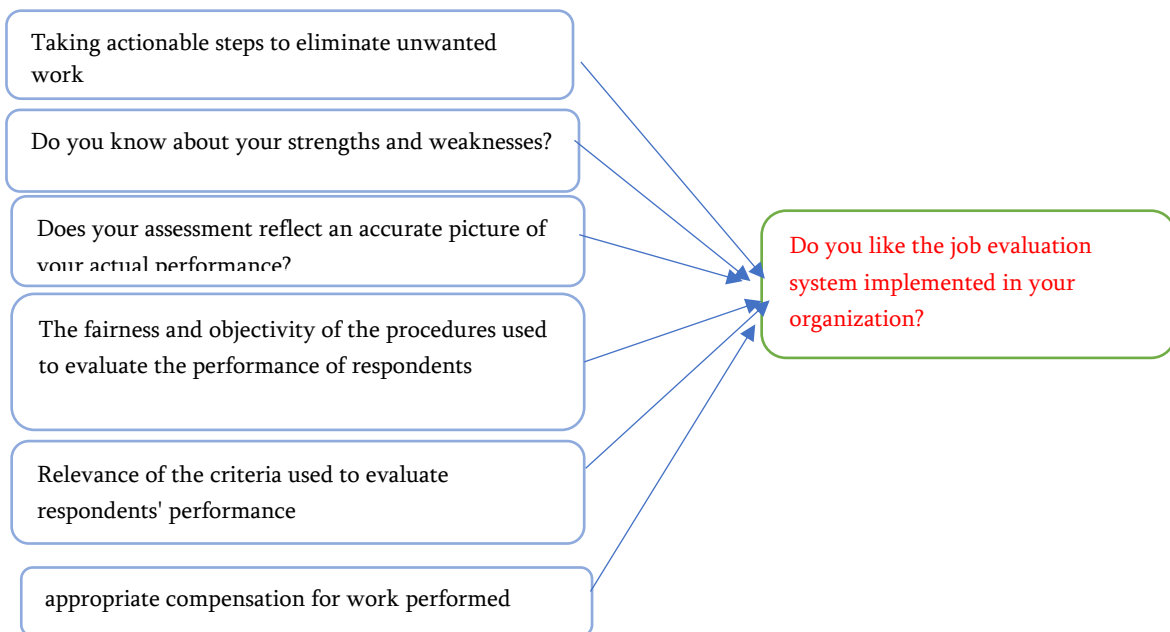
Scheme for testing the **hypothesis H5** using hierarchical regression:



Model 2



Model 3



In the given chart, the variable "Do you like the job evaluation system implemented in your organization?" is a dependent variable, while the others are predictors.

Each predictor is evaluated with 4 points, where we got different tables due to regression. The Model Summary table (Table 7) shows the R coefficient and the total correlation between the dependent and independent variables.

R Square is the correlation between estimated and actual data.

Table 7.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.445	.198	.196	.725	.198	83.313	2	674	.000
2	.580	.337	.333	.660	.139	70.255	2	672	.000
3	.610	.372	.366	.643	.035	18.689	2	670	.000

a. Predictors: (Constant), Q16 Do you know your strengths and weaknesses? Q15 Are appropriate steps being taken to eliminate unwanted work in your department?

b. Predictors: (Constant), Q16 Do you know your strengths and weaknesses? Q15 Are appropriate steps being taken to eliminate unwanted work in your department? Q18 Does your assessment reflect an accurate picture of your actual performance?, Q20 Are the procedures used to evaluate your performance fair and objective?

c. Predictors: (Constant), Q16 Do you know your strengths and weaknesses? Q15 Are appropriate steps being taken to eliminate unwanted work in your department? Q18 Does your assessment reflect an accurate picture of your actual performance? Q20 Are the procedures used to evaluate your performance fair and objective?, Q25 Is your compensation appropriate for the work performed?, Q23 Are the criteria used to evaluate your performance relevant to your job?

d. Dependent Variable: Q12 Do you like the job evaluation system implemented in your organization?

Table 7 shows that the factors in all three models have a high statistical significance (the dependent variable's P value in none exceeds 0.0001) . - **Q12 Do you like the job evaluation system implemented in your organization?** The correlation between estimated and actual data is highest in the third model. The following ANOVA table (Table 8) tests the reliability of our models, i.e., how adequate our data is for constructing a regression model. The statistical significance level for all three models is less than 0.01, so we can consider all three models reliable.

Table 8.
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.550	2	43.775	83.313	.000
	Residual	354.140	674	.525		
	Total	441.690	676			
2	Regression	148.793	4	37.198	85.345	.000

	Residual	292.897	672	.436		
	Total	441.690	676			
3	Regression	164.269	6	27.378	66.121	.000
	Residual	277.420	670	.414		
	Total	441.690	676			

The following table, Coefficients, provides the regression equation coefficients for all three models.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.066	.135		30.033	.000
	Q15 Are appropriate steps being taken to eliminate unwanted work in your department?	-.500	.039	-.446	-12.896	.000
	Q16 Do you know your strengths and weaknesses?	.159	.114	.048	1.389	.165
2	(Constant)	4.556	.130		34.987	.000
	Q15 Are appropriate steps being taken to eliminate unwanted work in your department?	-.203	.044	-.180	-4.653	.000
	Q16 Do you know your strengths and weaknesses?	.127	.105	.038	1.209	.227
	Q18 Does your assessment reflect an accurate picture of your actual performance?	-.351	.056	-.287	-6.241	.000
	Q20 Are the procedures used to evaluate your performance fair and objective?,	-.234	.053	-.206	-4.420	.000
3	(Constant)	4.603	.130		35.346	.000
	Q15 Are appropriate steps being taken to eliminate unwanted work in your department?	-.164	.043	-.146	-3.814	.000
	Q16 Do you know your strengths and weaknesses?	.179	.103	.054	1.735	.083
	Q18 Does your assessment reflect an accurate picture of your actual performance?	-.244	.058	-.199	-4.180	.000
	Q20 Are the procedures used to evaluate your performance fair and objective?,	-.079	.057	-.070	-1.383	.167
	Q23 Relevance of the criteria used to evaluate performance to the job	-.231	.052	-.216	-4.487	.000
	Q25 Is your compensation appropriate for the work performed?	-.104	.033	-.120	-3.174	.002

Beta According to the Beta coefficient, the dependent variable has the following correlation with the variables included in all three models:

Model 1:

Average negative correlation with the variable: Q15 Are appropriate steps being taken to eliminate unwanted work in your department?

Model 2:

Weak negative correlation with variables: Q15 Are appropriate steps being taken to eliminate unwanted work in your department? Q18 Does your assessment reflect an accurate picture of your actual performance? Q20 Are the procedures used to evaluate your performance fair and objective?

Model 3:

Weak negative correlation with variables: Are appropriate steps being taken to eliminate unwanted work in your department? Q18 Does your assessment reflect an accurate picture of your actual performance? Q23 Relevance of the criteria used to evaluate performance to the job, Q25 Is your compensation appropriate for the work performed?

It should be noted that the factors are rated on a 4-point scale, with the following correspondence:

1=Yes, 2=Partially, 3=No, 4=I do not want to answer, which indicates that the lower the scores (category "Yes") of the factors, the more acceptable the performance evaluation system implemented in the organization becomes.

Thus, a one-point decrease in a factor results in a one-point increase in the rating system. We see that from the coefficient table, the factor - Q16 Knowledge of strengths and weaknesses - was excluded from the first and second models and will not affect the approval of the evaluation system, and from the third model - Q16 Knowledge of strengths and weaknesses and Q20 Fairness and objectivity of the procedures used to evaluate the performance.

The regression equation for the first model will have the following form:

Satisfaction with the job evaluation system implemented in the organization = 4.066--.500 Q15 Are appropriate steps being taken to eliminate undesirable work in your department?

For the second model:

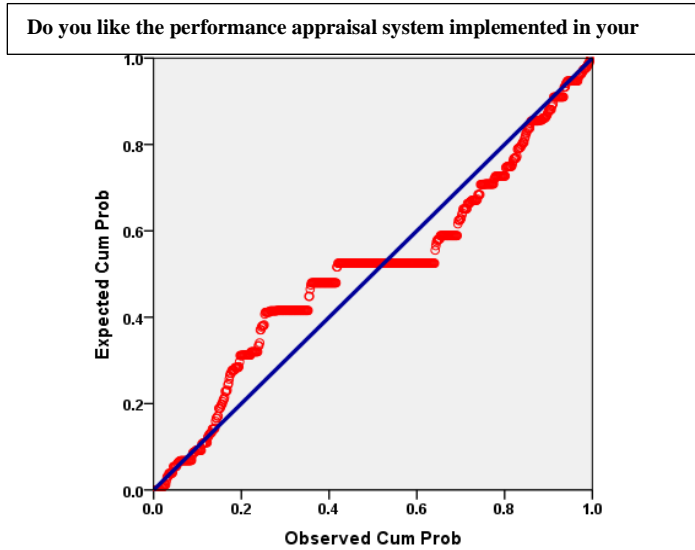
Satisfaction with the performance appraisal system implemented in the organization = 4.556--.203*Q15 Are appropriate steps taken to eliminate undesirable work in your department?- .351* Q18 Does your evaluation accurately reflect your performance?--.234* Q20 Fairness and objectivity of the procedures used to evaluate performance.

For the third model:

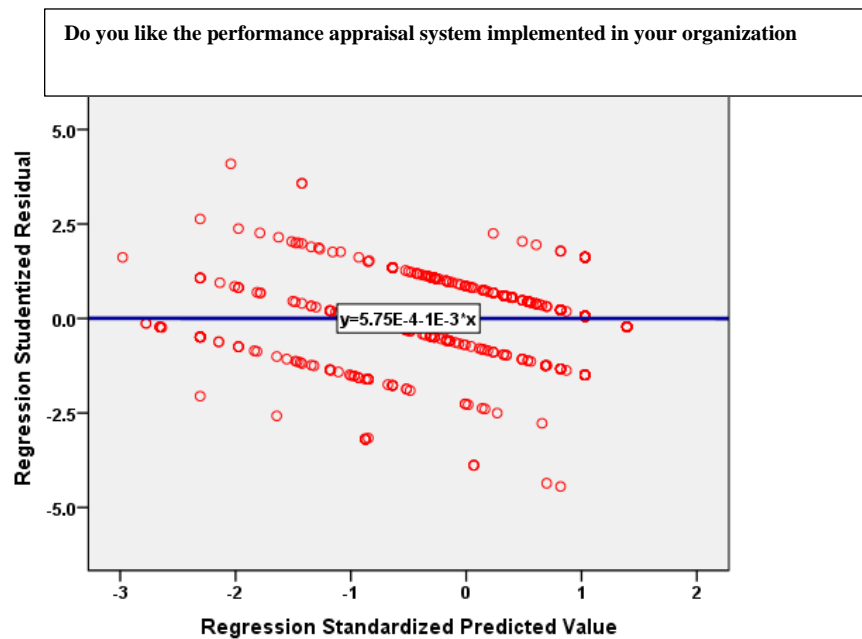
Satisfaction with the job evaluation system implemented in the organization = 4.603-.164*Q15 Are appropriate steps taken to eliminate undesirable work in your department?- .244* Q18 Does your evaluation accurately reflect your performance?--.231* Q23 Relevance of the criteria used to evaluate performance to the job --.104* Q25 Is your compensation appropriate for the work performed?

The resulting regression diagrams show an increasing trend favoring the rating system.

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Results

the study of respondents by age reveals that middle-aged and older people are mostly employed in public service, for whom stability is more important than career development. Almost 100% of the interviewed civil servants have received higher education. The research showed that job satisfaction and satisfaction with the evaluation system implemented in the organization are influenced by the variable "Elimination of factors hindering work in the department". The analysis shows that almost half of the respondents are

unsatisfied with the service and evaluation system. Only 37.2% of respondents' remuneration is appropriate for the work performed. And 62.8% take a different position. We can conclude that more than 50% of employees are dissatisfied with their pay. Therefore, it is unsurprising that 61% of respondents are ready to leave their jobs if offered a better turnkey. An employee with such an attitude cannot be a loyal organization member. It is important to consider and improve the mentioned factors. 56.9% of employees evaluate the salary policy and the steps taken by the management negatively. It is, therefore, logical that only 33.8% of respondents stated that their pay and rewards reflect the effort they put into their work.

Conclusions

- The analysis of the respondents by age reveals that middle-aged and older people are mostly employed in public service, for whom the feeling of stability is more important than career development.
- The results show that almost 100% of the interviewed civil servants have received higher education.
- When respondents choose assessment methods, it is difficult to determine how informed a decision the respondent makes when answering or how correctly he understands what each form of assessment implies. Therefore, it is interesting whether the respondents take part in developing the evaluation criteria or how much their opinions are taken into account.
- The research showed that job satisfaction and satisfaction with the evaluation system implemented in the organization are affected by the variable "Elimination of factors hindering work in the department". 55% of the respondents say that in their department, the elimination of factors hindering the work process takes place; according to 35%, it is partially done; for 8.2%, it is not done, and 1.8% do not want to answer the question. The analysis shows that almost half of the respondents are unsatisfied with the service and evaluation system.
- One important stimulator for an employee is satisfaction with salary (Serreqi, 2020). In this regard, the public sector of Georgia cannot withstand criticism, as the respondents' answers confirm. Only 37.2% of respondents' remuneration is appropriate for the work performed. And 62.8% have a different position. We can conclude that more than 50% of employees are dissatisfied with their pay. Therefore, it is unsurprising that 61% of the respondents are ready to leave their jobs if offered a better salary. An employee with such an attitude cannot be a loyal organization member. It is important to consider and improve the mentioned factors.
- In the public sector of Georgia, there is an unequal attitude among organizations regarding the remuneration of employees, which in many cases is perceived by subordinates as discriminatory (Mikiashvili & Konovalova, 2024). The unemployment rate in the country (tradingeconomics.com, 2024) Does not pose a danger of shortage of personnel to the employer. In many cases, low-qualified personnel satisfied with a low salary are recruited based on their abilities. 56.9% of the employees evaluate the salary policy and the steps taken by the management negatively. It is, therefore, logical that only 33.8% of respondents stated that their pay and rewards reflect the effort they put into their work.

The organizations involved in the research were recommended to ensure the sustainability of the employees with more seniority and experience employed by them based on the legislative changes, who have reached the peak of their development in the organization and are slowly losing interest and motivation towards the activity. The organization needs to offer the employee ways to be promoted or loaded with functional innovations, which will be related to pay, class allowance, Maintaining the organizational memory and the smooth functioning of the system, advancing the employee, and providing him with benefits. In this way, a solid organizational culture based on family-type loyalty and mutual benefit will be formed. In this way, a solid organizational culture based on family-type loyalty and mutual benefit will be formed.

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