

**KAUNAS UNIVERSITY OF TECHNOLOGY**

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**EVALUATION OF THE PERSONNEL  
DEVELOPMENT SYSTEM**

**Summary of Doctoral Dissertation  
Social sciences, Management and Administration (03 S)**

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**The dissertation was performed in 1999-2003, at the Management Department, Faculty of Economics and Management, Kaunas University of Technology**

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The dissertation is available at the library of Kaunas University of Technology (K. Donelaičio g. 20, Kaunas, Lithuania).

**KAUNO TECHNOLOGIJOS UNIVERSITETAS**

**Vilmantė Kumpikaitė**

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## INTRODUCTION

### **Relevance of the research.**

The modern society steps into new stage of development, in which along to production factors – implements of production, objects of manufacture and work – the fourth factor of production – information plays higher and higher role. Globalisation processes, fast progress of information technique and technology has substantially changed work content, requirements for employees' competence. Personnel development has become one of the most important conditions of the society development. As Becker and Rother (1998) state: "European Union, while increasing its competitiveness, has to develop as effectively as possible and use its qualified employees potential, standing on social compatibility". While successfully integrating into EU, personnel development becomes priority area in Lithuania. This requires reforming of entire system of vocational education, professional development, re-skilling and career, to activate research and development in this field, heading for experience and peculiarities of democratic countries. Modern and moreover future society is society of information, continually learning, knowledge society. Formation of such society is impossible without its constituent elements, such as public and governmental institutions; science and educational organizations and business enterprises personnel development systems re-orienting according to the new requirements.

*Personnel development* crosses the frames of the *traditional personnel administration*, which meets the work practice of personnel department of the Soviet times. Personnel administration is treated as insulated function, in which are emphasised individual procedures of hiring, transfer, professional development, discharge and other, but this treatment lacks a systematic approach, understanding of own place in the enterprise goals system and strategy. Personnel administration is suspended from the strategic decisions of the enterprise, it is only sought with delay to eliminate personnel level lag from material base. *Human Relations theory* has enriched approach to the human being, his role, and common human requirements. Formation of information-knowledge society and of continually learning organization raises new requirements for personnel development.

Therefore very much attention is paid to personnel development in the world. However, it is noticeable that carried out theoretical studies are insufficient. In the scientific literature there is not commonly accepted treatment of personnel development conception, there is not formed unified conception of personnel development system evaluation model, which would allow to evaluate personnel development system in accordance with the requirements raised to it and to take into account the consistency of organization and its employees' interests. This doctoral dissertation is intended for the solution of such scientific problem.

***The scientific problem*** of the dissertation presented for the defence is defined by the issue, requiring special studies: ***how to evaluate personnel development system, focusing on the requirements raised for personnel development and taking into account the consistency of the organization and its employees' interests?***

This problem is analysed by integrating approaches and research of the management, economics and related sciences' directions.

### **Extent of investigation of the scientific problem.**

Personnel development role, its organizational and efficiency issues, when forming nowadays employees, distinguished not only by the professional qualification and experience but also by responsibility, initiative, ability to change, learn etc., are studied by many management specialists:

- New attitudes towards employees is described in the work of the father of the human relation theory Follett (1942), further developed in the works of such Western authors as McGregor (Chazinski, 2002), Mayo (Sheldreik, 2001), are reflected in the practical results of Hawthorn experiment (Galiunaite, 1999; Sheldreik, 2001) and studied in works of Lithuanian authors (Bagdonas, Rapaliene, 1997; Zakarevicius, 1998; Bakanauskiene, 2002 et al.);
- Modern changes of organizations, their development possibilities and the factors affecting them are analysed in the works of the authors of the world (Houtson, 1999; Soliman, Spooner, 2000 et al., Rush, 1997; Carlson, Bailey, 1999), and also by Lithuania authors (Seilius, 1998; Jucevicius, 1996; Zakarevicius, 2003; Stoskus, 2002; Zakarevicius, Kvedaravicius et al. 2000);
- Personnel management importance and its key tasks in the context of the future development are considered in the works of Drucker (1992, 1999), Thornhill and Saunders (1998), Soloman and Spooner (2000);
- Bertel (1992), Watkins and Marsick (1990), Neergaard (1994) in their works analysed issues of the enterprise and personnel development strategy coordination;
- Drucker (1992), Handy (1995), Senge (1994), Sakalas (1996), Ulrich (1998), Zakarevicius (2003), Phelps (1999), Robinson (1999), Harrison (1999), Houston (1999) considered the requirements for personnel development in the light of the nowadays and future changes;
- Byrne (2001), Bruking (2001), Edvinsson, Malone (1997), Friedman, Hatch and Walker (1999, Stewart (1997) et al. analysed the problems of labour force as the capital;
- Vitte (1995), Sveyby (1997), Henze, Kammel, Lindert (1997), Robins (1997), Nerdrum (1999), Shekshnia (2000), Lippitt (1976), Chalofsky and Reinhart (1988) considered in their works issues of personnel management and personnel development efficiency;
- Raizberg, Golubkov and Pekarskij (1975), Sakalas (1996), Shekshnia (2000), Pugatchov (2000) analysed personnel development organizational issues in their works.

However, despite the variety of the research related with the personnel development most of them are directed to the solving of the partial issues

Stated reasoning and arguments have induced to choose the *enterprises personnel development system evaluation* as the research object.

*The aim of the research* – taking into account requirements raised to personnel development, to prepare model of the personnel development system evaluation, focused on consistency of the organisation and its employee's development interests.

The aim is sought by realizing the following *tasks*:

1. To specify the concept of personnel development, to define personnel development system conception, and to distinguish the purpose and content of the personnel development system;
2. To generalize the variety of the scientific approaches to modern environmental factors impact on personnel development system, to identify main environmental factors affecting the personnel development system and to analyse their impact on personnel development system;
3. To formulate requirements for the personnel development system and to specify directions of this system evaluation;
4. To analyse methods of personnel development system activity evaluation;
5. To prepare methodology for personnel development system evaluation research;
6. By verifying the applicability of the prepared methodology to evaluate personnel development systems in Lithuania enterprises and organizations of different size and carrying out other activity, by testing this model and so proving its validity;
7. To estimate common situation of personnel development system in Lithuania furniture industrial enterprises and in each studied individual Lithuania enterprise and organization of different size and carrying out other activity.
8. Heading on the principles, directions of carried out research, to prepare principal model of the clarified demerits of the personnel development systems.

#### **Information sources used in the dissertation.**

Scientific literature and internet sources, using which the scientific research was carried out, are indicated in the list of literature. In the dissertation also are used data of comprehensive research, in which the questionnaires and specific investigation are tuned-up.

#### **Methods of the research.**

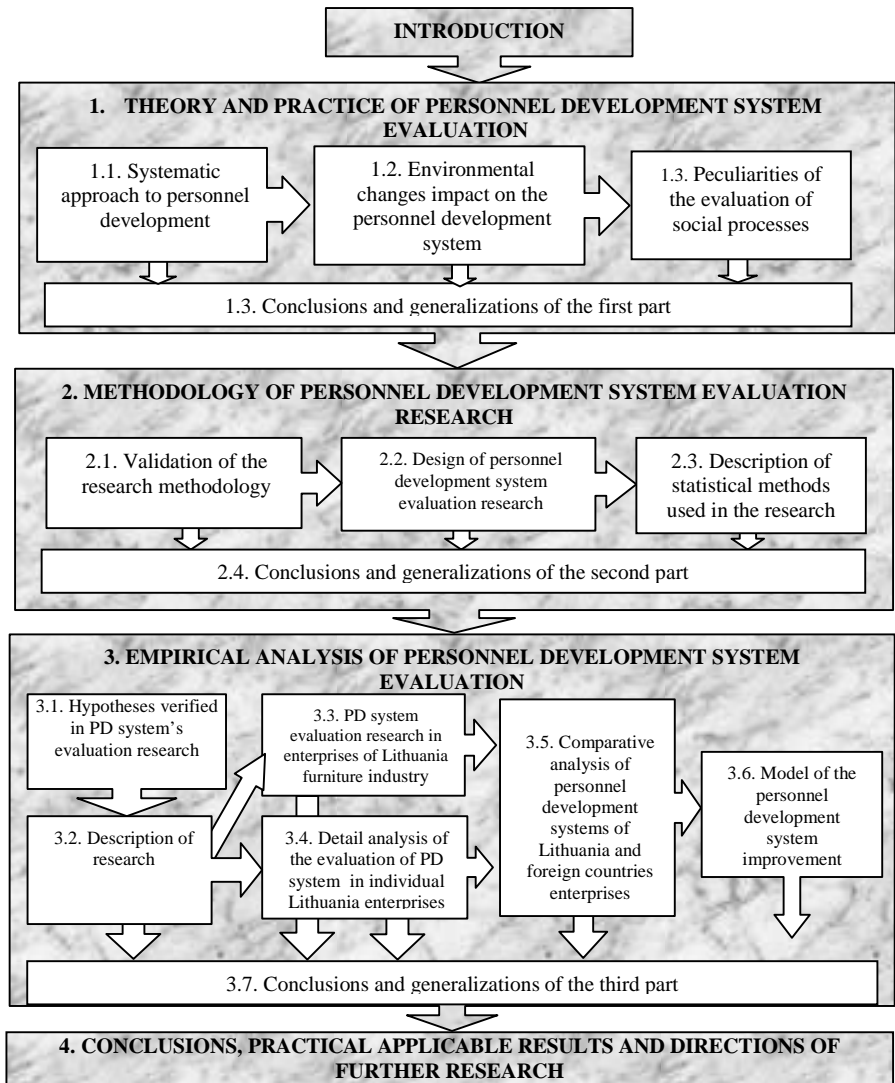
While investigating the problematic of personnel development system efficiency evaluation, seeking for this dissertation goals and solving its tasks the following methods are used:

- *Scientific literature* analysis, in order to specify personnel development system concept, personnel development system content and tasks, factors influencing personnel development system and personnel development evaluation methods.
- *Logical analysis*, by generalising theoretical and practical scientific research.
- *Modelling* by designing model of problem solution and generalising results of logical analysis and practical research;
- *Direct data collection, questionnaires and interview method*, by carrying out personnel development system evaluation analysis in Lithuania industrial enterprises;
- *Mathematical - statistical methods*, by validating analysis statistical selection methods, analysis tool validity and representativeness and processing research results.

#### **Structure of the Dissertation.**

The structure of the present dissertation is given in figure 1.

The volume of the dissertation is approximately 7,7 quires, 133 pages (without appendixes). The work contains 42 figures; 41 tables, 17 appendixes, 231 literature sources were used in it.



*Figure 1. Structure of the dissertation*

**Scientific novelty of dissertation and theoretical significance.**

1. The concept of “pure social process” is formulated. It describes processes, that highly affect work process results, however, they are directed to the attendance of other processes and it is difficult to specify their influence by monetary effect indicators;
2. Conception “personnel development” was analysed and specified; conception “personnel development system” was defined. In them the employees adaptation, but



not the employees recruiting or hiring, is regarded as the initial moment of personnel development, since although having hired active, competitive employees the further development process lightens, but along with this the circle of the solved problems increases.

3. General theoretical statements about the personnel development system progress trends in Lithuania enterprises are formulated;
4. In the empirical research the quantitative and qualitative analyses were applied in series, by revealing the relevance of the qualitative analysis in the personnel development system evaluation scientific researches, in result of which the research toll was built;
5. The complexity of personnel development system is highlighted, by distinguishing various objectives, procedure, time and other aspects of the personnel development system. The personnel development organisation scheme of circle principle is suggested. It allows more detailed and complexly reflection of sophistication of system and activity continuity;
6. Traditional methods of efficiency evaluation, their suitability for personnel development system evaluation are analysed; their limitation causes are formulated and principles of quantitative evaluation methodology realization, on the basis of which the model for personnel development system evaluation, focused on the clarification of the organisation and its employees' interests consistency, were proposed;
7. Focusing on the principles and directions of conducted research, the principled model of found demerits of personnel development system elimination was proposed.

#### **The practical significance of the research.**

1. The model of prepared personnel development system evaluation, allowing comparison of formal data about the personnel development system and personnel service employees opinion with the approach of other employees to personnel development system, was practically approved and validated;
2. The implementation of personnel development system in Lithuania furniture industry enterprises and in 18 various Lithuania enterprises and organizations was evaluated; the mathematical statistical and logical reliability of received results allows saying that proposed methodology enables to reflect plenty objectively personnel development system of examined enterprises;
3. Received conclusions of research for the improvement of the personnel development system can be useful not only for the industrial enterprises participated in the research but also for other Lithuania organizations;
4. Prepared methodological material allowing systematic implementation of found demerits strategic improvement plan, increases effectiveness of the means proposed in the dissertation. Proposals are provided and adapted in the specific enterprises;
5. During the dissertation preparation author leaded two bachelor graduation works and two master thesis, directly related with personnel development, which later were successfully defended and results of which were applied in practice in the examined enterprises;
6. The analyses and research carried out in the dissertation were used when carrying out the KTU scientific program Nr. BMP- 1 – 03 „Employees competence, system of its evaluation and development”.

*The approbation of the research results* was carried out by reading of papers on the theme of the dissertation (total 16) at the 16<sup>th</sup> annual international socio-economics SASE 2004 conference, (George Washington University, USA, 2004), at the international conference “Leadership. The Challenges for the 21<sup>st</sup> century” (Ljubljana, 2004), at the second international scientific conference „Change – factor of development“ (Krasnobrod, Poland, 2004), at the international conference IMEA Informatics, Management, Economics, Administration 2004 (Pardubice, Czech Republic, 2004), at the seminar – conference of lecturers and students „Modern management – part of culture policy” (Lithuania agriculture university, 2004); „New trends of the industry development” (Bruno University of Technology, Czech Republic, 2003), at the annual international conference „Critical education and utopia. Prospects of the twenty-first century” (Lisbon, Lusofona Humanitarian and Technology University, Portugal, 2003), at the international conference „Transformation in the East and Central Europe“ (Klaipėda University, 2003, 2004), at the international conference „Economics and management“ (Kaunas University of Technology, 1999, 2000, 2001, 2002, 2004), at the scientific conference of the name of Ernestas Galvanauskas „Economics and management: topicalities and prospects” (Šiauliai University, 2002), at the fifth conference „Business, management and studies '99“ (Vilnius Gediminas Engineering University, 1999).

## CONTENT OF THE DISSERTATION

### PART 1. THEORY AND PRACTICE OF PERSONNEL DEVELOPMENT SYSTEM EVALUATION

Aim of the chapter is to look at personnel development as a whole, in tough connection with environment, in result to formulate requirements for personnel development system and identify directions of personnel development system evaluation, to analyse peculiarities of social processes assessment and methods applicable to personnel development system evaluation and to select the most suitable of them.

#### **Systematic approach to personnel development.**

Separation of personnel development as independent research object allows better concentration on the solving of this difficult problem, without breaking of requirements of common personnel management system complexity, therefore, in the dissertation the approach to the personnel development is formulated with respect to the management in a broad sense, but not administration personnel specialist.

*Personnel development in personnel management* plays very important role. Gerbert and Smitsburg, 1995; Brodskaja, 1999; Dessler, 1992, 1994; Stonner et al., 1999, Odegov and Zhuravliov, 1997; Smith, 2000; Ivanovic and Collin, 1997; Sakalas, 1996, and other authors distinguish personnel development as one of the personnel management activities. However, despite this the differences among their opinions exist.

Main variance of opinions is an understanding of the initial moment of personnel development activity (when does personnel development begin in organization?). In this dissertation *personnel formation and development are separated*. As a personnel development beginning is considered moment, when employee is already hired in that organization. However, according to the author distinguishing (framing) of development is more organizational but not essential problem. Employees search, hiring has impact on personnel development as well, since having hired active, competitive employees the further process of development lightens. However, the complex of problems also extends, thus reducing deepness of research.

Having analysed opinions of various authors (Ackoff, 1999; Smith, 2000; Ivanovic and Collin, 1997; Rampton et al., 1997; Dessler, 1994; Bakanauskienė, 2002; Sakalas, 1996; Pugatchov, 2000 et al.) it can be defined that *personnel development system is complex system, the aim of which is to adapt personnel, to develop it according to the changing needs of the enterprises and employees capabilities and interests, by advanced methods organizing career, reserve, employees training, professional development and re-skilling, focusing on the environmental changes and requirements raised for modern enterprises*. Having analysed suggestions of Smitsburg (1995), Brodskaja (1999), Odegov, Zhuravliov (1997), Bertel (1992) Sakalas (1996) et al. the scheme demonstrating content of the personnel development system is proposed (see Figure 2).

The following is distinguished in this figure:

- **Personnel development system participants** – personnel service, which is methodological leader of many works and direct organizer and performer, in forming personnel development strategy, employees – specific and initiative performers of works and immediate superiors, the contribution of whom is very high;
- **Directions of personnel development works** - employees adaptation, career formation, reserve formation, employees training, professional development and re-skilling and servicing works (identification of the needs of personnel development, including identification of employees potential (assessment, certification), identification of quantitative

and qualitative characteristics of the personnel need);

- **Personnel development procedure side** - personnel development programs and methods selection, implementation, results evaluation.

Provided scheme is much enlarged, but more specification is inexpedient, because even the training methods can be amounted very much.

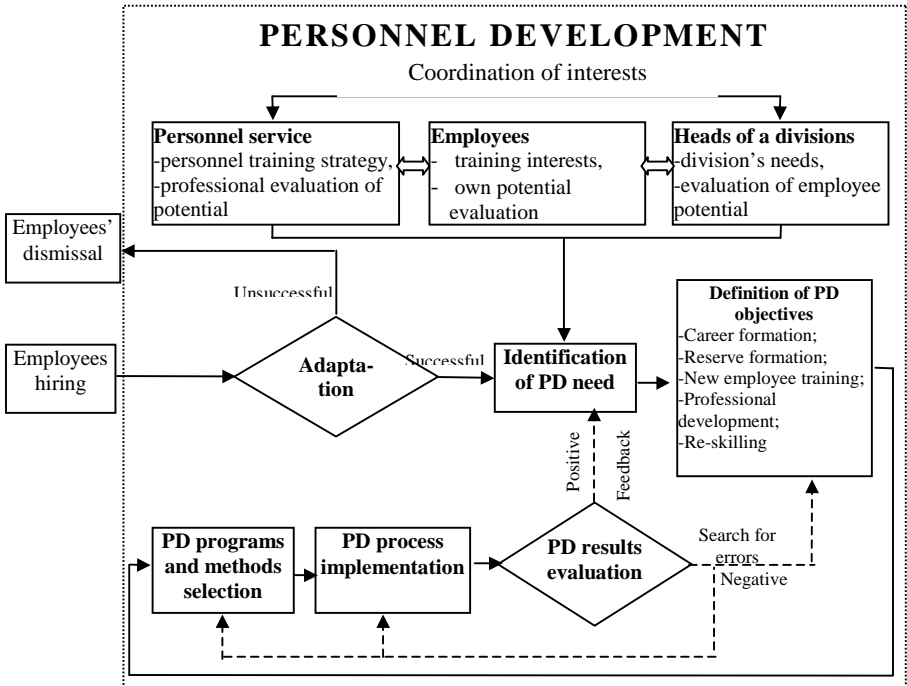


Figure2. Personnel development system content

### Environmental changes impact on the personnel development system.

The object of the personnel development is an employee, and this determines selected factors having impact. At the first stage of classification three factors, influencing personnel development both at macro- and micro- levels, are defined. They are – *theories of management and economics, transition to the market economy and globalisation*. The analysis of factors influence is carried out in accordance with these elements.

Having reviewed personnel development objectives and content as well as environmental factors influence on the personnel development system the generalized requirements for personnel development system are given in this chapter.

One can see that personnel development is not issue of regulated system but the issue of the approach. Having generalised opinions of reviewed authors (Drucker, 1992; Sakalas, 1996; Shekshnia, 2000; Storey, 1995; Garavan, 1998; Robbinson, 1999; Houtson, 1999; Garvin, 1993; Dodgson, 1993; Senge, 1990; Pedler, Burgoyne and Boydeell, 1997; Kochetkova, 1999; Schwarze, 1991; Weighman, 1999; Amstrong 1999a, b; Rudiger, 2000; Soliman, Spooner, 2000; Thornhill, Saunders, 1998; Ulrich, 1997, 1998; Harrison, 1999; Phelps, 1999; Bertell, 1992

etc.), we can formulate the following requirements for the personnel development system:

1. Consistency of the organization and personnel development strategies;
2. Personnel development has to help to meet and coordinate needs of the enterprise, its divisions and its individual employees;
3. The learning climate has to be established in the organization;
4. System has to be flexible, respond to the constant changes and focus on the continual learning and correct its strategy;
5. Personnel development has to create possibilities to unfold the capabilities of the employees of various levels (managers, specialists, salaried personnel and workers), to meet their needs and wishes;
6. Personnel development has to be process, in which participate not only personnel service but also managers and other associates, since the role of the managers and employees in the personnel development process increases, and, contrary, role of personnel service decreases. In addition, External organizations can participate in personnel development.
7. Personnel development firstly has to be the objective of each manager and only later task of organizational division management. The first directly develops, the latter organizes development system. The significance of the personnel development function increases in proportion with hierarchical level: at the highest level of control the value of it is the largest;
8. Personnel development has to cover such works as adaptation of new employees and their training, professional development and re-skilling, development of their career and formation of the reserve;
9. Personnel development has to be focused on the future; therefore it has to be planned. Depending on the need of the personnel development and carried out works the long term, average and short term can be distinguished. Personnel development planning is the task of the personnel development division;
10. Personnel development system has to be effective. Therefore, it is necessary to define the need of personnel development (employees should be observed, certified) and the results of the personnel development system and the efficiency of used means have to be assessed. In order to increase the efficiency of these means the following should be made:
  - To ensure sufficient information;
  - To create possibilities for employees to gain new features and develop different competences;
  - To organise new development processes, taking into account technological opportunities;
  - To ensure overall participation and apply principles of team work;
  - To acknowledge necessity of awarding according to the deserts;
  - To seek good enterprises results through continual learning: to promote employees to learn during their all work life; to ensure qualitative and economical education, training of various kinds, problems solving and team up-growth; to focus learning to learning at workplace; to pay particular attention to independent learning.

While increasing personnel development significance, role of the personnel development service relatively decreases, because part of works is transferred to the specialized organisations, managers and colleagues more actively participate in the personnel development work. Together the structure of the personnel development service is improved.

It is thought that when implementing systematic approach to personnel development organising, it is purposeful to distinguish in the personnel development individual sub-systems

according to the personnel categories and further differentiate them according to the development level, terms etc. The advantages of such approach are as follows:

1. Distinguished sub-systems allow defining of personnel development process by simple models, little number of variables, adequately reflecting real processes.

2. In each sub-system, its functioning mechanism the peculiarities, related with personnel development object, level and terms can be examined, without break of the integrity of the personnel development system. Distinguished sub-systems can be independent objects of the detailed research.

3. Distinguishing of each personnel category allows better assessment of the individual personnel categories work, formation features and increase of the personnel development efficiency.

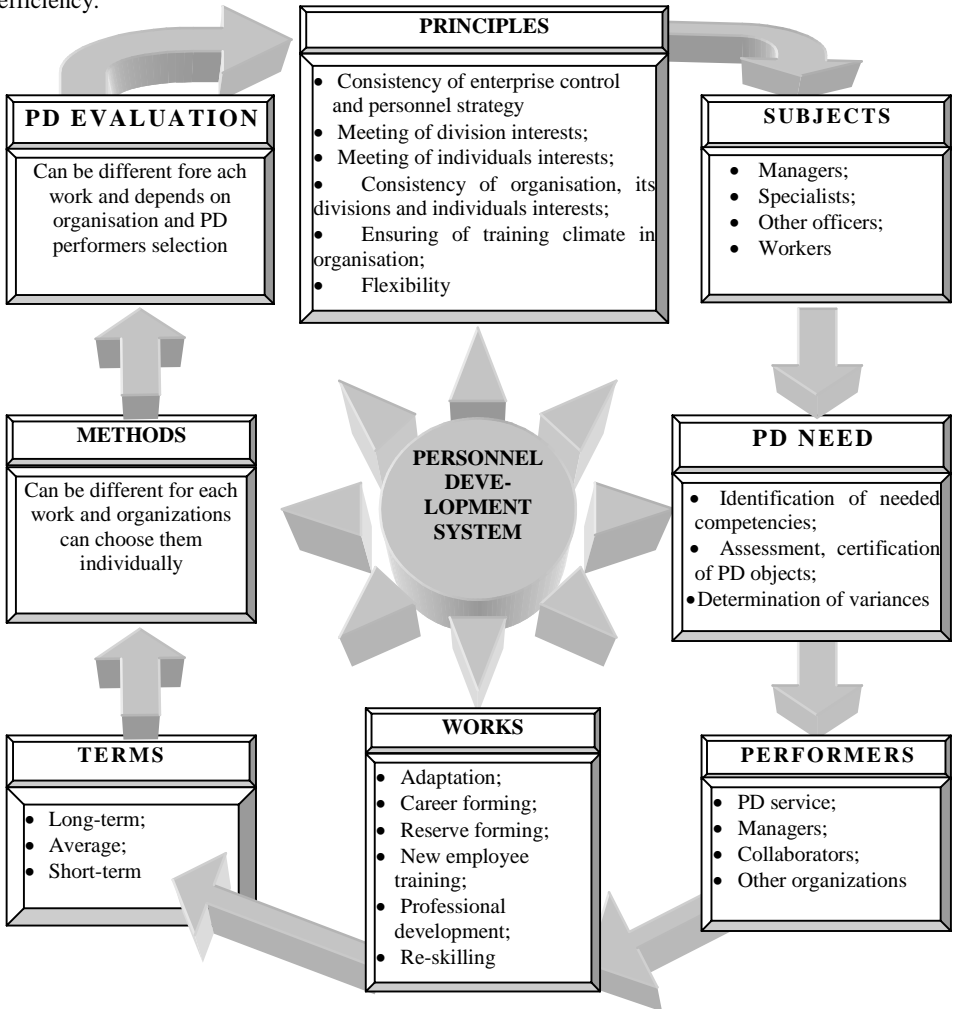


Figure 3. Personnel training system organizational circle

Having evaluated principles of personnel development system organising (Bertel, 1996; Ulrich, 1997, 1998; Shekshnia, 2000; Raizberg, Golubkov and Pekarskij, 1975) author forms *personnel development system circle* (see figure 3) to reflect system complexly, by stating that the model of the three-dimensional personnel development system organising in the space and time suggested by Sakalas (1996) insufficiently reflects the variety personnel development system organising and the proposed circle model makes this more visually.

Personnel development system organizational circle shows continual personnel development activity in organization and interrelations and functionality of all distinguished parts of circle.

Having generalized opinions of analysed authors, formulated requirements for personnel development, the personnel development matrix is provided. The author distinguishes the following directions of personnel development system evaluation:

- ***The approach of the organization to personnel development.***

In order that personnel development system would act effectively, the approach of organization to personnel development should be positive, i.e., in organization should be learning climate, strategies of organization and personnel development should be consistent, organization should focus on continual changes and continual learning and should apply teamwork methods (Barham, 1999; Rudiger, 2000; Soliman, Spooner, 2000; Thormhill, Saunders, 1998; Senge, 1990; Pedler, Burgoyne and Boydell, 1997 etc.).

- ***Identification of development needs and awarding in accordance with deserts.***

Personnel development system will act effectively only then, when the need for this development will be identified properly (Drucker, 1992; Sakalas, 1996; Shekshnia, 2000; Phelps, 1999; Armstrong, 1999a, b etc.). For these purposes assessment, certification of employees work carrying out should go. In addition, it is important that employees were rewarded in accordance with their deserts (Armstrong, 1999a; Barham, 1999; Phelps, 1999), which increase while employees develop and reveal having carried out personnel assessment.

- ***Personnel development functions (work of personnel development service employees (performers)).***

Conception „personnel development function” covers personnel development activity and processes, despite of who performs them (Harrison, 1999). The success of personnel development system activity very depends on personnel development employees (in the dissertation they are named as personnel development performers (see Figure 3), their approach (Shekshnia, 2000; Harrison, 1999; Ulrich, 1997, 1998; Schwarze, 1991).

- ***Personnel development works and their evaluation.***

When evaluating personnel development system it is needed to clarify what works are carried out in the organization. It is necessary to look whether the training of new employees, organization of career and reserve, professional development and re-skilling are carried out, whether there is adaptation system in the organization. However, it is insufficient if wishing the effective operation of system; it is necessary to perform evaluation of personnel development process and clarify whether are employees promoted for development (Kochetkova, 1999; Weighman, 1999; Garavan, 1998; Robbinson, 1999 etc.). It is topical for processes of new employees training, professional development and re-skilling and adaptation. More sophisticated it is evaluating reserve and career organization. These two works are concurrent, but it is impossible to evaluate them precisely, we can only state that the system acts or does not, and are employees and organization satisfied with this. Thus, according to the opinion of the author, when evaluating personnel development system it is purposefully to distinguish these two works.

### **Peculiarities of the evaluation of social processes.**

In this chapter the peculiarities, special attention should be paid for which evaluation, of the social processes are emphasized, the conception of the efficiency as well as its relation with the concept used in this dissertation – evaluation – are reviewed. Terms “efficiency” and „effectiveness” are analysed. Generalization of the conceptions provided by Stoner, Freeman and Gilbert (1999), Meskon, Albert and Khouri (2002), Pass, Lowes, Davies (1997), Hentze, Kammel, Lindert (1997) and other authors allows saying that terms “efficiency” and “effectiveness” can be treated as synonyms and, that here we more face with the problem of translation from the foreign language but not with sense problem. In both terms both resources usage efficiency and achieved results are reflected. While evaluating personnel development system, while peaking about its effective activity, in this dissertation it is treated that it is – *level of human resources use, optimization of personnel development process, in order to achieve maximal result.*

The concept of the *pure social* process is formulated. This process is directed to the servicing of other processes and its results most often *are reflected through results of processes serviced by it.* Contribution of the pure social processes, including personnel development into the creation of the organization value is undoubted. Operations, creating and increasing personnel as property value can be joined under the personnel development name (Drumm, 1995), personnel development means can be focused both on workplaces – organization and co-operators (Thom, 1992), however, in all cases they are focused on orientation of personnel property increase to seek for enterprise’s goals.

Author shares more and more often raised idea (Drucker, 1992; Chalofsky, Reinhart, 1988), that even pure social servicing works should be evaluated in accordance with their efficiency. However, when evaluating personnel development system and it is asserted via the increase of the developed employees work efficiency, we face problems: *How to evaluate employees’ knowledge? What is a role of personnel motivation, values system etc. and what are prospects? Why it is necessary to look differently at the personnel management if until now the results of firm were good enough?* These questions arise to managers – practitioners and one can say that gap between propagated scientific statements and personnel management practice is large today also, and not always the “laggard practitioners” are guilty. Internal personnel capital features are expressed unequally, even under the same conditions.

It is noted, that it is not very difficult to analyse personnel development works, but their performance results, efficiency are expressed more heavily. It is difficult to assess them by quantitative indicators (time minutes, quantity units). Personnel development undoubtedly influences general financial results, however its effect is more expressed not through economical but through social efficiency, in which two main measures are distinguished: *work focus and focus on the relations with other people* (Hentze, Kammel, Lindert 1997; Witte 1995). Through the two focuses the fluctuations defined by individual factors are expressed. This precludes evaluating of benefit created by personnel development. In addition the reform going in the world and the country changes values priorities, forms and distributes new orientations, forms new needs and new possibilities for their meeting, this even more impede reliable forecast of the expected activity results, and this in its turn affects evaluation of personnel development system.

The possibilities of personnel development system evaluation, using different evaluation methods, are analysed in sub-chapter *Analysis of methods applicable to the personnel development system evaluation.*

It should be noted that the variety of the methods applied to evaluation is defined both by historical periods and application field and goals established for evaluations.

Possibilities of the application of the traditional efficiency evaluation methods to evaluate



personnel development system: *methods of money flows and costs* for evaluation of personnel development system – are analysed. Costs method allows calculating of rooms' upkeep expenses, necessary equipment and technologies value, wear expenses. Thus it is possible to calculate rather exactly costs of recruiting, hiring, sustenance, training and etc. However the efficiency here is understood very narrowly, as the reducing of the costs. *Method of money flows* is fully applicable, when the received results of implemented measure and implementation costs are clear. However, social processes, as it is mentioned above are sophisticated; it is often difficult to distinguish clearly causes-results relations in them. Applying this method practically the controversial issues stay open: to what one or another activity results should be attributed, therefore final results will be always controversial, although none can say that further work in this field is ineffective.

Analysed capability of application of modern financial methods to evaluate personnel development system has shown (Usry, Hammer, Matz, 1988; Picot, 1993; Ortner, 1982; Williamson, 1985; Ganske, 1996; Schultz, 1989) that these methods require very high work input, which is unjustifiable with respect of expediency.

Author share the opinion of Drucker (1999) that financial methods in the field of the personnel development system evaluation are difficult applicable and therefore much more attention should be paid to qualitative evaluation methods.

In detail are analysed *qualitative personnel development system efficiency evaluation methods*: methodology of financial consulting firm „Skandia“ (Edvinsson, Malone; 1997), Sveiby (1997) intellectual capital evaluation scheme, Chalofsky and Reinhart (1988) personnel development efficiency evaluation methods, on the basis of which the methodology of the personnel development evaluation is formulated.

## **PART 2. METHODOLOGY OF PERSONNEL DEVELOPMENT SYSTEM EVALUATION RESEARCH**

In the second part and the methodology for personnel development system evaluation research is proposed.

### **Validation of research methodology.**

Referring to provisions of Leedy, 1989; Kumar, 1996, Elster, 2000; Piantanida and Norien, 1999, Kardelis, 2000, in this dissertation while seeking to distinguish not only the content of personnel development system, but also causes affecting it, the mixed (both positivistic and phenomenological) approach of research will be followed. It is characterized by:

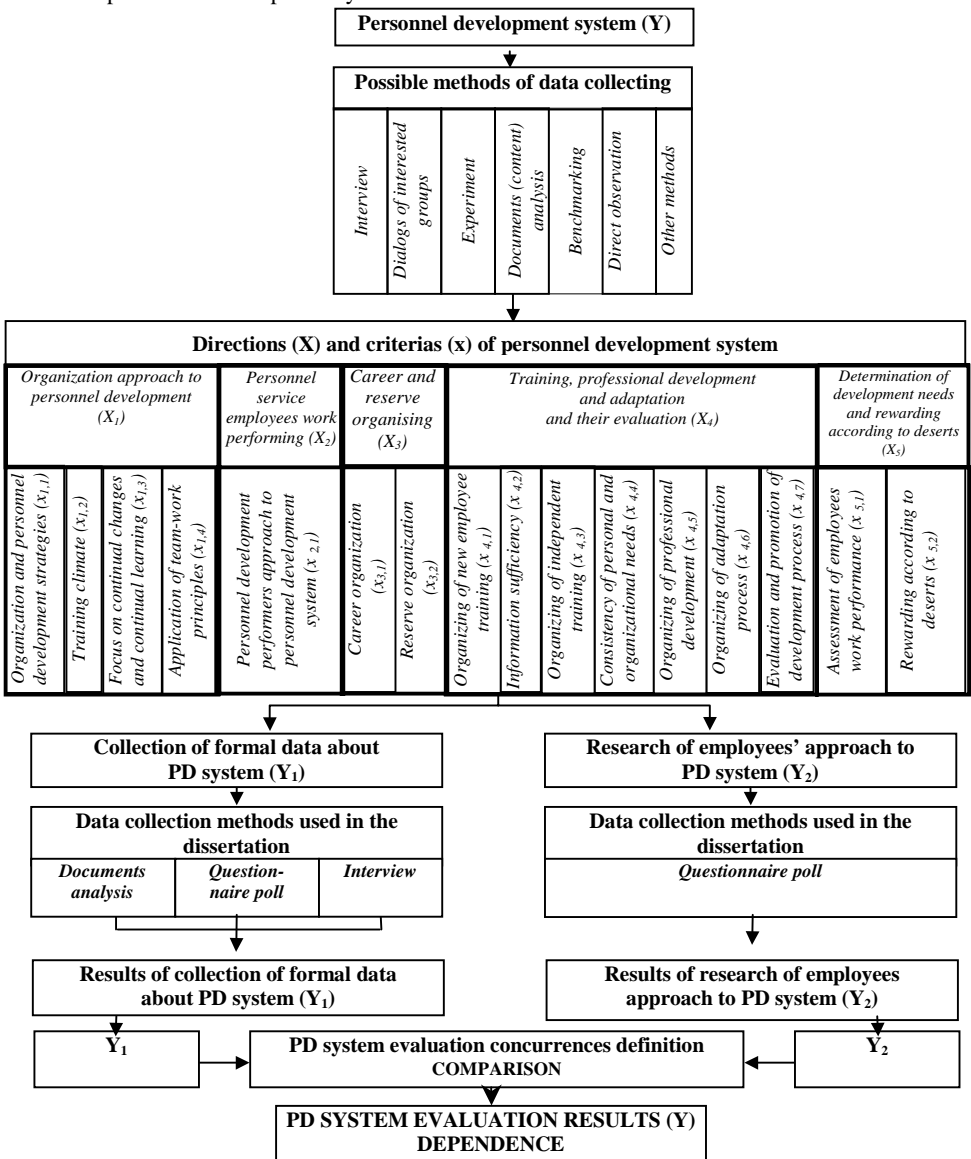
- Formulating of research problem (hypotheses), focused on achievable objectives;
- Validation of research object and data collection principles;
- Selection of data processing methods;
- Selection of conclusions formulation and their propriety verification methodology.

Having generalized evaluation methods the model of personnel development system evaluation is made (see figure 4).

Personnel development system is evaluated by comparing two sides:

- $Y_1$  side, in which for evaluation of personnel development system it is sought to use as many factual data as possible and the opinion of the employees – performers curating this area;
- $Y_2$  side, which reflects subjective opinion of employees – objects using personnel development system services (see figure 3) about the system efficiency (here rest employees – not personnel office staff are interviewed).

$Y_1$  and  $Y_2$  sides' data comparison allows deciding about the actual personnel development system. As a rule,  $Y_1$  side reflects more desirable than actual, while  $Y_2$  side reflects more intuitive personnel development system evaluation.



**Figure 4. In this dissertation proposed personnel development system evaluation model according to current personnel development potential comparing formal personnel development system data and employees approach to personnel development system**

Having generalized studied literature (Bristow et al., 1999; Russ-Eft, 1997; Mathis, 1982; Kane, Crawford and Grant, 1999; Leah, 1999; Houtson, 1999; Hume, 1995; Gibb, 2000; Weightman, 1999; Armstrong, 1999a, 1999b; Harrison, 1999; Dainty, Bagilhole and Neale, 2000; Bergenhenegouwen, 1996; Leach, 1999 et al) the following personnel development system evaluation criteria are distinguished in the dissertation:

- Level of organization and personnel development compatibility: development and business compatibility level, orientation to the requirements raised to modern organizations level;
- Level of main nowadays personnel development functions performance: level of human resources planning, learning level, professional development level, career development level, adaptation level, promotion system level, work and employees evaluation level.

The methodological principles and research criteria given in figure 5 are developed up to specific research methodology, which allows:

- To prove established methodology suitability for evaluation of personnel development system;
- To investigate personnel development system in industrial enterprises of different sizes and in enterprises of one Lithuania industry.

### **Design of personnel development system evaluation research.**

In this work *the following order of the personnel development system evaluation research is made:*

1. Formulating of empirical objective and tasks of research;
2. Construction of research tool;
3. Choosing of research object, selection method and sample size determination;
4. Description of research tool objectivity and representation verification
5. Description of statistical methods used in the research.

The problem of the research is formed as the question: *how to evaluate personnel development system, focusing on the requirements raised for personnel development and taking into account the consistency of the organization and its employees' interests?*

For the solving of the problem the technique of personnel development system evaluation is created.

**The objective of the research is to verify principal suitability of prepared model for the evaluation of personnel development system in enterprises and organizations of various sizes and carrying out different activities.**

The tool of the research was constructed by following stages:

1. Selection of data collection method.
2. Identification of the personnel development system evaluation directions.
3. Formulating of the questions of the questionnaires according to the identified evaluation directions.
4. Making of control questions.
5. Working out of encoding scheme, coordination of questionnaires questions and relating appropriate questions.
6. Description of personnel development system evaluation criteria.
7. Carrying out of reconnaissance research.

In the table 1 methods used for collection of data of research are described.

Table 1

Methods used for collection of research data

Name of research	Collected data	Methods of research
Personnel development system (personnel service)	Formal data about personnel development in organization	Un-standardized interview and development extrapolation, by filling in logbook, content analysis
	Personnel development service staff answers about personnel development in organization	Written interview (questionnaires)
Personnel approach to personnel development system	Employees opinion about personnel development in organization	Written interview (questionnaires)

There are by 55 questions in each questionnaire. For each criterion, depending on its nature and volume, evaluation unequal number of questions is chosen. They are conditionally divided into 5 groups. Open and close type questions are used in questionnaires.

In the chapter the choosing of the control questions and their use expediency, questions encoding system are described and grounded. Provided scheme of methodology reliability assurance is med of 4 stages, by verifying hypotheses by mathematical – statistical methods. During the reconnaissance research the structure of the questionnaires was corrected. Mechanism for analysis of data collected during the research is selected, the object and extend of research are defined.

#### **Description of statistical methods used in the research.**

In this chapter statistical methods (Correlation, Cluster Analysis, t-test and other) are introduced.

### **PART 3. EMPIRICAL ANALYSIS OF PERSONNEL DEVELOPMENT SYSTEM EVALUATION**

In this part the reliability of the analysis of personnel development system evaluation is described, the results of the system evaluation in Lithuania furniture and other enterprises are given.

#### **Hypotheses verified in PD system's evaluation research.**

In personnel development system evaluation research such hypotheses were verified:

*Main hypothesis – H – created research technique is suitable to evaluate personnel development at enterprises and organizations of different size and carrying out various activity ant it makes this reliably, effectually and objectively.*

*1H – volume of research is sufficient that we could interpret received results to the entire investigated industry.*

*2H – personnel development system evaluation at the scale of the single enterprise is reliable.*

*3H – established research tool measures analysed phenomenon – personnel development system reliably.*

*4H – between both questionnaires (of personnel service employees and rest employees) respective parts and general personnel development system evaluation exists statistically significant average or strong relation.*

### Description of research.

Two groups of analysed enterprises are distinguished in the analysis:

- Analysis in furniture industry enterprises, allowing clarification some trends inside the industry;
- Analysis in advanced Lithuania enterprises, in which the statistical reliability of analysis is ensured.

*Analysis in furniture industry enterprises* is carried out by post. Enterprises were selected in accordance with the data of catalogue „Visa Lietuva 2003”, Lithuania statistical yearbook 2002, main indicators of Small, middle and large enterprises (2000). Sample size is 103. 34 questionnaires were suitable for analysis; this makes 33% of sent questionnaires.

*The second analysis* was carried out in May – August of 2003 in 18 Lithuania enterprises and organizations of various activities (10 manufacturing and 8 of service).

It is proved ( $H_1$  and  $H_2$ ) that volume of the research is sufficient to receive reliable results of research.

### Personnel development system evaluation research in Lithuania furniture industry.

Personnel development system evaluation in Lithuania furniture industry enterprises allows conditionally saying that more enterprises have low-average, than high and very high assessment (see table 2). One can say that the evaluation is lower than 50 percent (40.63 percent).

**Table 2**

**Distribution of the number of analysed Lithuania furniture industry enterprises in accordance with distinguished groups of personnel development system evaluation**

Enterprise size	Achieved evaluation of personnel development system					Total: enterprises %
	Up to 25%	26-40%	41-55%	56-70%	71% and more	
Up to 25 employees	5	2	2	0	1	10 enterprises 29.4%
26-100 employees	2	5	3	2	1	13 enterprises 38.2%
101 and more employees	2	2	4	1	2	11 enterprises 32.4%
<b>Total:</b>	9 enterprises 26.5%	9 enterprises 26.5%	9 enterprises 26.5%	3 enterprises 8.8%	4 enterprises 11.7%	34 enterprises 100%

During the research hypotheses were examined and the following results were received:

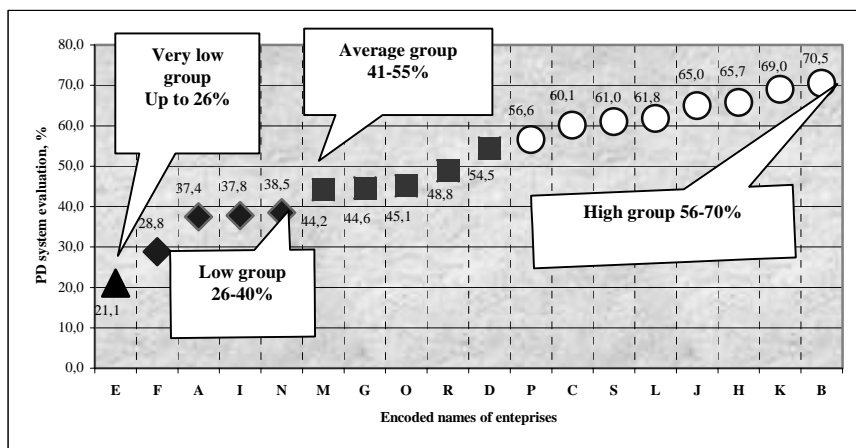
- *The more employees work in the furniture industry enterprise, the higher assessment of personnel development system at this enterprise.* The average strength ( $r=0.475$ ) linear relation between variables is defined, when magnitude is  $p=0.01$ ;
- *The older enterprise, the higher number of employees* – has proved, the average strength ( $0.444$ ) linear relation between variables is defined, when magnitude is  $p=0.01$ . This shows level of work traditions continuity;
- *The more money is allotted to develop one employee, the higher personnel development system assessment of that enterprise* - has proved, the average strength ( $0.422$ ) linear relation between variables is defined, when magnitude is ( $p=0.05$ );
- *The more days are allotted for one employee development, the higher personnel development system assessment of that enterprise* - has proved, the average strength ( $0.454$ )

linear relation between variables is defined, when magnitude is ( $p=0.05$ );

- *The higher average salary in enterprise, the higher personnel development system assessment of that enterprise* – has unproved. The last result allows saying that attention paid to personnel development does not always depend on the success of enterprise activity (higher or lower salary reflects this indicator); the management approach to personnel development more stipulates it.

### Detailed analysis of personnel development system evaluation in individual Lithuania enterprises.

Selective analysis was carried out in 18 Lithuania enterprises performing various activities. Received results do not contradicted with results received during the first analysis. In order to calculate total personnel development system level of each enterprise, the average of evaluation was calculated according to the both questionnaires. In figure 5 we see how personnel development system assessment of analysed enterprises varies from 21.9% to 70.41%. From this we can see that personnel development system assessment of many of analysed enterprises varies from the average to high. It should be noted that in some enterprises, having little number of employees personnel development activity is very well developed, this has been not seen while analysing furniture industry enterprises. Personnel development system assessment is also lower among the enterprises, the activity profile of which now is not very prospective in Lithuania. Thus we can assume that enterprises' personnel development system assessment depends on activity nature. However to prove this assumption more detailed analysis should be carried out, this has not been made in this dissertation.



**Figure 5. Distribution of enterprises participated in research in accordance with general evaluation of personnel development system (average is derived in accordance with both questionnaires)**

Research has proved that employees in organizations also learn independently rather intensively (50.4 learn independently – reading of textbooks, „surfing” Internet, visiting classes on own initiative etc.), at their workplace – 49.4%. However, if there is insufficient control, this cannot give good results. Rather low are volumes of organized professional development: 33.38% of respondents raised their professional skills in this year, 16.20% - in last year, 9.72% - two years ago, 9.58% - more than two years ago, even 27.32 % do not remember when raised

their professional skills and 3.80% have never raised qualification in that enterprise, where he works. Among workers even 4.9% have never improved their professional skills, and 36.7% of workers do not remember when improved their qualification or have made this very long ago – 10-20 years ago. Although organizations give opportunity to part of employees to develop abroad or study in university on the costs of organization, however they distribute unevenly: managers use them mostly, less specialists and workers generally do not use them.

*Carried out research has proved that established research technique is suitable for personnel development system evaluation in enterprises and organisations of various size and carrying out different activity and it makes this reliably, effectually and objectively. Thus, the principal suitability of the created technique for evaluation of the personnel development system was proved.*

During the research other interesting material, which could help to improve personnel development work, has been received, but in theoretical terms they are little interesting, therefore they are not provided in the dissertation.

**Comparative analysis of Lithuania and foreign countries personnel development systems.**

In this chapter, the comparative analysis carried out between Lithuania and foreign countries personnel development system allows saying that generally Lithuania enterprises personnel development system meets common world development tends, especially it has fasten during the last years. This statement more suits larger, joint venture with abroad enterprises. Also Lithuania enterprises personnel development system has its own features, which should be eliminated: in names of positions of personnel development services the carried out work particularities are not reflected, in job descriptions insufficient attention is paid to them as well.

**Personnel development system improvement model** is made, focusing on the problems solved in the work.

Conducted research registers current situation in studied enterprises. However this has no sense if here is no methodology for elimination of found demerits. In this chapter main principles for solving this problem are proposed.

In figure 6 the strategy of personnel development system improvement given in this chapter is provided.

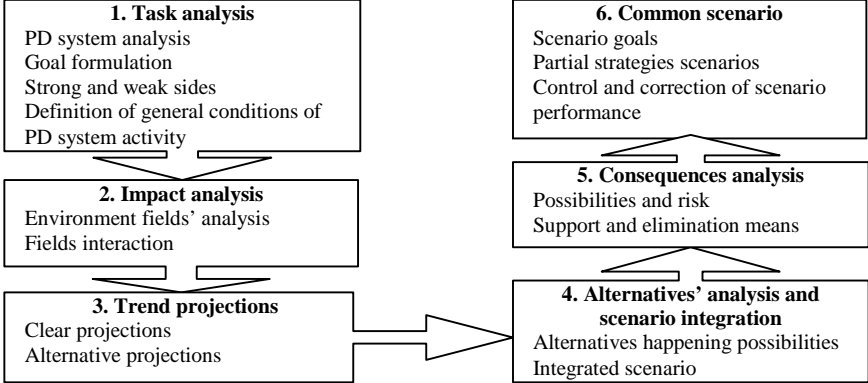


Figure 6. Proposed making of personnel development system improvement strategy

## **PART 4. CONCLUSIONS, PRACTICAL APPLICABLE RESULTS AND DIRECTIONS OF FURTHER RESEARCH**

**I. Generalizing the analysis carried out in the dissertation, the following *conclusions* can be formulated:**

***1. Personnel development is process, covering training of new employees, their adaptation, professional development, re-skilling, career development and reserve formation, in order to improve and develop personal and team work performance, having combined organizational and personal employees' objectives and needs, and allowing employees continually develop, such achieving the best as possible results of organization.***

There are two possible ways of analysis of personnel development system according to analysed authors: 1) by distinguishing personnel hiring and personnel development, and 2) by joining personnel hiring and personnel development. The provided conception of personnel development is based on the fact, that personnel development distinguishing (limitation) is more organizational but not essence problem. Employees search, hiring has impact on personnel development as well, since having hired active, competitive employees the further process of development lightens. However, the complex of problems also extends, thus reducing deepness of research. Therefore, in this dissertation the first variant is chosen: *personnel hiring and development are distinguished.*

***2. Personnel development system is complex system, the aim of which is to adapt personnel, to develop it according to the changing needs of the enterprises and employees capabilities and interests, by advanced methods organizing career, reserve, employees training, professional development and re-skilling, focusing on environmental changes and requirements raised to modern enterprises.***

Personnel development is constituent of personnel management; in this dissertation it is treated as independent system and separated from the personnel management unit. System consists of six key parts: new employees' adaptation, training, career organizing, reserve organizing, professional development and re-skilling.

***3. While analysing factors influencing personnel development at macro- and micro-levels, it is necessary to take into account evolution of theories of management and economics, changes born by transition to the market economy and globalization process.***

The controversial impact of these factors on personnel development system is recorded. The importance of their right implementation in order to reduce their negative impact on personnel development system is found. Evolution of management and economics theories has changed the approach to the employee, organization, scientific analyses about the organization, personnel management, and also about personnel development. The approach to the personnel development, this and other systems, and along with it common activity of organization depend on the chosen management and economics theories application in the organization. Transition to market economy has determined appearance of the unemployment and changes in the fields of economical activity. Employees, wishing to be hired, have to try to achieve appropriate education and competence. Globalization affects the demographic situation of the countries, technological changes, and system of society values. Its impact is both positive and negative. It, in turn, influences number and quality of employees of each organization, the conception of their values, changes of technology and structure and rebounds personnel development system

***4. Taking into account the requirements raised to the personnel development and reviewed environmental factors, it is purposively to evaluate personnel development system in accordance with these directions:***



- Organization approach to personnel development;
- Identification of development needs and rewarding according to deserts;
- Performance of the personnel service employees work;
- Personnel development works and their evaluation.

**5. It is more purposively to use qualitative evaluation methods than the quantitative ones for the evaluation of the personnel development system.**

Traditional and modern financial methods of efficiency evaluation are difficult applicable in the field of personnel development evaluation, they require very high labour costs, which are unjustifiable with respect of expediency. They can be used as auxiliary dimension, when evaluating personnel maintenance of training results etc. It is stated that financial methods, therefore the most attention should be paid to the qualitative evaluation methods.

**6. Methodological idea of dissertation research to evaluate personnel development system by comparison of formal data characterising personnel development system and opinion of personnel service employees with satisfaction of rest employees with personnel development system served the purpose.**

When preparing personnel development system evaluation research methodology the positivistic and phenomenological approaches were combined and it was sought to compare data about the personnel development (it is treated that they define enterprise interests) with employees approach to the personnel development system. The better employees assessment the better their satisfaction with this system and we can treat that internecine interests are better combined. When verifying the applicability of the prepared methodology, taking into account requirements raised for system and distinguished evaluation directions, the model of personnel development system evaluation was created and tested.

**7. The created model is suitable for evaluation of personnel development system in enterprises and organisations of different size and carrying out various activities.**

The application of proposed model in Lithuania furniture industry enterprises as well as in individual enterprises of various industries and received results allows saying that answers reliability (among both groups of respondents, among the separated groups of answers, among the control questions) has proved high level of reliability of created model and carried out research and allows sufficiently objectively reflecting evaluation of personnel development system of analysed enterprises.

**II. During the analysis such practical applicable results, which can help to improve situation of personnel development system in the Lithuania enterprises, were received.**

**1. Trends of distribution show that percent of the most part of enterprises personnel development system evaluation positive answers do not achieve 50** (calculated evaluation average according to the answers of all studied enterprises personnel services employees is 48,22 percent).

**2. During the analysis of the furniture industry enterprises the following generalizing results were received:**

- the average of positive answers of analysed enterprises is 40,63 percent (only personnel development service was evaluated);
- the average strength relation (0.475) between enterprise size and personnel development system evaluation is defined when analysing Lithuania furniture industry enterprises;
- the average strength (0.422) linear relation between money allotted to one employee development and personnel development system evaluation of that enterprise was defined;
- the more days are allotted for one employee development, the higher personnel development system assessment of that enterprise– hypothesis has proved, the average strength (0.454)

linear relation between variables is defined;

- the higher average salary in enterprise, the higher personnel development system assessment of that enterprise – hypothesis has unproved. The last result allows saying that attention paid to personnel development does not always depend on the success of enterprise activity (higher or lower salary reflects this indicator).

**3. Results of analysis in Lithuania enterprises and organizations allow formulation of some key statements:**

- results of personnel development system evaluation of these organizations are better (average 50.58 percent) than in Lithuania furniture industry enterprises (40.63 percent);
- mostly the importance of the personnel development is understood differently, depending on the position. Results show poor level of sophistication of the workers and limited awareness of learning importance;
- attention to personnel development is stipulated not only by enterprise work efficiency but also by its management approach to personnel development system.
- enterprise size influences the personnel development system level: among larger enterprises there are more enterprises paying more attention to personnel development (0.406 strength relation was defined);
- Lithuania employees have raised the level of their skill long time ago. 41% of interviewed workers and 21.4% of specialists do not remember when they raised or totally do not raise their skill, and this shows that their knowledge and skills are obsolete enough.

**4. Cluster analysis used during the research in eighteen various Lithuania enterprises has allowed classifying groups of high, average and low agreement questions.** They show personnel development system activities requiring the most attention (such as learning promotion, or inflexibility of salary) and best developed (adaptation, clearance of organization vision and goals).

**5. Generalized analysis of personnel development (personnel) services structures has unfolded two different approaches to personnel development activity:**

- in small enterprises one employee most often solves personnel development problems, combining this function with carrying out of other functions, therefore here we face alternative to pass part of personnel development works to specialised organisations or do not carry out part of works, to rely the intuition of manager;
- in large enterprises for solving of personnel development issues special divisions are established. Joyfully, that in Lithuania such advanced divisions we have both in joint venture with abroad enterprises and in Lithuania enterprises.

**6. Personnel development services job descriptions analysis has clarified that in many enterprises personnel development works are treated in modern sense, however the prevailing position „manager“ does not allow deciding about volume of actually carried works. Also the external image of personnel development service is reduced.**

**7. Comparison of personnel development service level of Lithuania and foreign countries allows saying that generally Lithuania enterprises' personnel development system level meets common worldwide development trends; particularly it is fastened in last years.** This statement more suits to larger, joint venture capital with abroad enterprises. Besides, Lithuania enterprises personnel development system has own particularities which should be eliminated: in names of positions of personnel development services the carried out work particularities are not reflected, in job descriptions insufficient attention is paid to them as well.

**8. It is purposively to use scenarios method for the improvement of the personnel development system, taking into account the weakest places of the organization development system found during the analysis and the most discrepancies between formal data of personnel development system and employees' approach to personnel development system.**

In accordance with this the principal model for improvement of personnel development system was prepared. This model was applied in the specific enterprise.

**III. Conducted scientific and practical research and received results allowed formulation of further scientific empirical research directions:**

1. Using model proposed in the dissertation to evaluate personnel development system in enterprises of different industries and activities. This is opportunity to define in what industries personnel development activity is better developed.

2. Using model proposed in the dissertation to carry out the reliable research allowing clarification of actual situation of Lithuania enterprises and organizations personnel development systems.

3. To formulate practical recommendations for improvement of personnel development system, following the received results of research.

4. Also the causes why in some enterprises between personnel service staff and rest personnel evaluation are rather high discrepancies should be analysed more detailed and wider (this was not made in this dissertation).

5. To carry out evaluation of personnel development system with respect to time, to observe and analyse its dynamics.

6. To develop personnel development system evaluation research based on the evaluation of financial factors (*value management*).

**List of Publications and Proceedings**  
***Publications Corresponding to the List of Lithuanian Department***  
***of Science and Education***

1. Kumpikaitė, V., Sakalas, A. Personalo ugdymo vieta XXI amžiaus organizacijoje // *Tiltai*,. Priedas: Transformacijos Rytų ir Centrinėje Europoje. ISSN 1648-3979. Klaipėdos universitetas, 2003, Nr.13, I tomas, p. 230-239.
2. Kumpikaitė, V., Sakalas, A. Research of activity with human resources efficiency // *Inžinerinė ekonomika*. ISSN 1392-2785. Kaunas: Technologija, 2002, Nr.2 (28), p. 39-43.
3. Kumpikaitė, V., Sakalas, A. Žmogiškųjų išteklių vadybos ypatumai šiuolaikinėje organizacijoje // *Inžinerinė ekonomika*, ISSN 1392-2785. Kaunas: Technologija, 2001, Nr.6 (26), p. 53-57.

***Proceedings at referred materials of proceedings of international and Lithuania science organisations conferences***

1. Kumpikaitė, V. Personalo ugdymo ypatumai organizacijoje, integruojantis į ES (Lietuvos organizacijų pavyzdžiu) // *Ekonomika ir vadyba - 2004*. Tarptautinės mokslinės konferencijos pranešimų medžiaga. ISBN 9955-09-622-5. Kaunas: Technologija, 2004, p.86-88. (2 knyga CD formate).
2. Čiutienė, R., Kumpikaitė, V. The importance of employee competence development in Lithuania organizations. *New Trends of the Development of Industry*. International conference proceedings, ISBN 80-214-2518-0. Brno University of Technology, 2003, (CD formate).
3. Kumpikaitė, V., Sakalas, A. Adult education in Lithuania, while its integration into European Union. *Midterm Conference Europe 2003. Critical Education & Utopia. Emergent Perspectives for the 21<sup>st</sup> Century*. International conference proceedings, Lisbon: Universidade Lusofona de Humanidades e Tecnologias, 2003 (in CD format).
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1. Čiutienė, R., Kumpikaitė, V. Šiuolaikinių pokyčių įtaka personalui. *Ernesto Galvanausko vardo mokslinės konferencijos "Ekonomika ir vadyba: aktualijos ir perspektyvos"* pranešimų medžiaga. ISBN 9986-38-381-1. Šiaulių universitetas, 2002, p.26-30.
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She was born in 1975.

In 1993 with silver medal has graduated Garliava 2<sup>nd</sup> (now Jonučiai) secondary school.

In 1993 – 1997 she has studied in Kaunas University of Technology, at Faculty of Management (now Economics and Management). She has taken the degree of management science bachelor in the field of the personnel management.

In 1997 – 1999 she has studied in Kaunas University of Technology, at Faculty of Management (now Economics and management). She has taken the honours degree of management science master in the total quality management field.

In 1999 – 2003 she was at doctoral studies of the social sciences management and administration science direction at the Kaunas University of technology.

In 16- 23<sup>rd</sup> of April 2001 she worked on probation at Moscow Textile University Management department.

In April of 1998 – March of 2002 she worked as engineer in Joint Stock Company “Telebaltikos konsultacija.

In July – December of 2003 she worked as analyst at Management department of the Faculty of Economics and Management of the Kaunas University of Technology.

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Since 2004 – became a member of the Society for the Advancement of Socio-Economics, USA.

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***Dedication:** I dedicate my doctoral dissertation to those my near and dear people, who passed from among us during preparation of my doctoral dissertation: for my father, grandmothers Veronika and Genovaitė, my sister's husband Andrius, my uncle Vytas, my aunt's husband Volodia, my friends Viktoras and Andriejus.*

*Vilmantė Kumpikaitė*

# PERSONALO UGDYMO SISTEMOS VERTINIMAS

## Reziumė

### **Temos aktualumas.**

Šiuolaikinė visuomenė žengia į naują vystymosi etapą, kuriame greta gamybos veiksnių – gamybos priemonių, gamybos objektų ir darbo - vis didesni vaidmenį įgauna ketvirtasis gamybos veiksnys – informacija. Globalizacijos procesai, sparti informacinės technikos ir technologijos pažanga iš esmės pakeitė darbo turinį, reikalavimus darbuotojų kompetencijai. Darbuotojų ugdymas tapo viena svarbiausių visuomenės vystymosi sąlygų. Kaip teigia Becker ir Rother (1998), „Europos Sąjunga, didindama savo konkurentabilumą, privalo kuo efektyviau ugdyti ir išnaudoti savo kvalifikuotų darbuotojų potencialą, remdamasi socialiniu suderinamumu“. Sėkmingai integruojantis į ES, personalo ugdymas tampa prioritetine sritimi Lietuvoje. Tai reikalauja pertvarkyti visą profesinio mokymo, kvalifikacijos kėlimo, perkvalifikavimo ir karjeros sistemą, suaktyvinti mokslinį tiriamąjį darbą šioje srityje, orientuojantis į demokratinį šalių patirtį ir ypatumus. Šiandieninė, o tuo labiau ateities visuomenė – tai informacinė, nuolat besimokanti, žinių visuomenė. Tokios visuomenės formavimas neįmanomas be jos sudedamųjų elementų – visuomeninių ir valstybinių institucijų, mokslo-mokymo organizacijų bei verslo įmonių – personalo ugdymo sistemų persiorientavimo į naujus reikalavimus.

**Personalo ugdymas** (angl. *Personnel development*) išsėina už tradicinių personalo administravimo (angl. *Personnel administration*), atitinkančio sovietinių laikų kadrų tarnybos darbo praktiką, rėmų. Personalo administravimas traktuojamas kaip izoliuota funkcija, kurioje akcentuojamos atskiros priėmimo, perkėlimo, kvalifikacijos kėlimo, atleidimo ir kitos procedūros, tačiau šiam traktavimui stinga sisteminio požiūrio, savo vietos įmonės tikslų sistemoje ir strategijoje supratimo. Personalo administravimas yra nušalintas nuo įmonės strateginių sprendimų. Čia siekiama tik pašalinti personalo atsilikimą nuo materialinės bazės, bet dažnai tai atliekama vėluojant. **Žmonių santykių teorija** (angl. *Human Relations*) praturtino požiūrį į žmogų, jo vaidmenį, bendrus žmogiškus, humaniškus reikalavimus. Informacinės-žinių visuomenės, besimokančios organizacijos formavimas iškelia naujų reikalavimų personalo ugdymo sistemai. Todėl personalo ugdymui pasaulyje skiriama labai daug dėmesio. Tačiau pastebėtina, kad atlikti teoriniai tyrimai nėra pakankami. Mokslinėje literatūroje nėra visuotinai priimtose personalo ugdymo sampratos traktuotės, nėra susiformavusios vieningos personalo ugdymo sistemos vertinimo modelio koncepcijos, kuri leistų įvertinti personalo ugdymo sistemą pagal keliamus jai reikalavimus ir atsižvelgti į organizacijos bei jos darbuotojų interesų derinimą. Tokiai mokslinei problemai spręsti ir skirta ši daktaro disertacija.

Šios gynimui teikiamos disertacijos **mokslinę problemą** apibūdina klausimas, reikalaujantis specialių tyrimų: **kaip įvertinti personalo ugdymo sistemą, orientuojantis į personalo ugdymui keliamus reikalavimus bei atsižvelgiant į organizacijos ir jos darbuotojų ugdymo interesų derinimą?** Ši problema nagrinėjama integruojant vadybos, ekonomikos ir susijusių mokslo krypčių požiūrius bei tyrimus.

### **Problemos ištyrimo lygis.**

Personalo ugdymo vaidmuo, jo organizaciniai ir efektyvumo klausimai, formuojant šiuolaikinius darbuotojus, pasižyminčius ne tik profesine kvalifikacija bei patyrimu, bet ir atsakomybe, iniciatyva, sugebėjimu keistis, mokytis ir pan., nagrinėti daugelio vadybos specialistų:

- naujas požiūris į darbuotojus yra išdėstytas žmonių santykių teorijos pradininkės

Follett (1942), toliau išvystyti tokių Vakarų autorių kaip McGregor (Chažinski, 2002), Mayo (Šeldreik, 2001) darbuose, atsispindi praktiniuose Hawthorno eksperimento rezultatuose (Galiūnaitė, 1999; Šeldreik, 2001), nagrinėti ir lietuvių autorių (Bagdono, Rapalienės, 1997; Zakarevičiaus, 1998; Bakanauskienės, 2002 ir kt) darbuose;

- šiuolaikiniai organizacijų pokyčiai, plėtros galimybės bei juos sąlygojantys veiksniai nagrinėjami pasaulio (Houtson, 1999; Soliman, Spooner, 2000; Rush, 1997; Carlson, Bailey, 1999), taip pat ir Lietuvos autorių (Seiliaus, 1998; Jucevičiaus, 1996; Zakarevičiaus, 2003; Zakarevičiaus, Kvedaravičiaus ir kt. 2000) darbuose;
- personalo vadybos svarba ir pagrindiniai jos uždaviniai ateities vystymosi kontekste nagrinėti Drucker (1992, 1999), Thornhill ir Saunders (1998), Soliman ir Spooner (2000) darbuose;
- Bertel (1992), Watkins ir Marsick (1990), Neergaard (1994) gvildena įmonės ir personalo ugdymo strategijos derinimo klausimus;
- reikalavimus personalo ugdymui šiuolaikinių ir ateities pokyčių šviesoje nagrinėjo Drucker (1992), Handy (1995), Senge (1994), Sakalas (1996), Ulrich (1998), Zakarevičius (2003), Phelps (1999), Robinson (1999), Harrison (1999), Houston (1999);
- darbo jėgos kaip kapitalo problemas analizavo Byrne (2001), Bruking (2001), Edvinsson, Malone (1997), Friedman, Hatch ir Walker (1999, Stewart (1997) ir kt.;
- personalo vadybos ir personalo ugdymo efektyvumo klausimus nagrinėjo Vitte (1995), Sveyby (1997), Henze, Kammel, Lindert (1997), Robins (1997), Nerdrum (1999), Šekšnia (2000), Lippitt (1976), Chalofsky ir Reinhart (1988);
- personalo ugdymo organizacinius dalykus nagrinėjo Raizberg, Golubkov ir Pekarskij (1975), Sakalas (1996), Šekšnia (2000), Pugačov (2000).

Tačiau, nepaisant su personalo ugdymu susijusių tyrimų įvairovės, dauguma jų nukreipti į dalinių klausimų sprendimą.

Išdėstyti samprotavimai ir argumentai paskatino disertacinio **darbo objektu** pasirinkti *įmonių personalo ugdymo sistemos vertinimą*.

**Darbo tikslas** – *atsižvelgiant į personalo ugdymui keliamus reikalavimus, parengti personalo ugdymo sistemos vertinimo modelį, orientuotą į organizacijos ir jos darbuotojų ugdymo interesų derinimą.*

Tikslo siekiama sprendžiant šiuos **uždavinius**:

1. Patikslinti personalo ugdymo sąvoką, apibrėžti personalo ugdymo sistemos sampratą, išskirti jos pagrindinį tikslą ir turinį;
2. Apibendrinti mokslinių požiūrių į šiuolaikinių aplinkos veiksmų poveikį personalo ugdymo sistemai įvairovę, išskirti pagrindinius personalo ugdymo sistemą sąlygojančius aplinkos veiksmus ir išnagrinėti jų poveikį personalo ugdymo sistemai;
3. Suformuluoti reikalavimus personalo ugdymo sistemai ir išskirti šios sistemos vertinimo kryptis;
4. Išanalizuoti personalo ugdymo veiklos vertinimo metodus;
5. Parengti personalo ugdymo sistemos vertinimo tyrimo metodologiją;
6. Tikrinant parengtos metodologijos pritaikomumą, įvertinti personalo ugdymo sistemas skirtingo dydžio ir skirtinga veikla užsiimančiose Lietuvos įmonėse ir organizacijose, išbandant modelį ir tuo patvirtinant jo pagrįstumą;
7. Įvertinti bendrą personalo ugdymo sistemos situaciją Lietuvos baldų pramonės

įmonėse ir kiekvienoje tirtoje skirtingo dydžio kita veikla užsiimančioje Lietuvos įmonėje ir organizacijoje;

8. Orientuojantis į atliekamo tyrimo principus, kryptis, išaiškintus trūkumus parengti principinį personalo ugdymo sistemų tobulinimo modelį.

**Darbe naudoti informaciniai šaltiniai.** Mokslinė literatūra, interneto šaltiniai, kuriais naudojantis atliktas mokslinis tyrimas, nurodyti literatūros sąrašė. Darbe pasinaudota ir išsamaus tyrimo, kuriame derinama anketinė apklausa ir konkretus tyrimas, duomenimis.

### **Tyrimo metodai.**

Tiriant personalo ugdymo sistemos efektyvumo vertinimo problematiką, siekiant šios disertacijos tikslo ir sprendžiant jos uždavinius, naudojami šie metodai:

- *mokslinės literatūros analizė*, norint patikslinti personalo ugdymo sistemos sąvoką, personalo ugdymo sistemos turinį ir uždavinius, personalo ugdymo sistemą sąlygojančius veiksnius bei personalo ugdymo sistemos vertinimo metodus;
- *loginė analizė*, apibendrinant teorinius ir praktinius mokslinius tyrimus;
- *modeliavimas*, konstruojant problemas sprendimo modelį ir apibendrinant loginės analizės ir praktinio tyrimo rezultatus;
- *tiesioginis duomenų rinkimas, anketinė apklausa ir interviu metodas*, atliekant personalo ugdymo sistemos vertinimo tyrimus Lietuvos pramonės įmonėse;
- *matematiniai - statistiniai metodai*, pagrindžiant tyrimų statistinės atrankos metodus, tyrimo instrumento validumą bei reprezentatyvumą ir apdorojant tyrimo rezultatus.

### **Darbo struktūra.**

Disertacijos apimtis apie 7,7 spaudos lankus, 133 puslapiai (be priedų), 231 literatūros šaltinis, 42 paveikslai; 41 lentelė, 17 priedų.

**Pirmojoje dalyje** į personalo ugdymo žvelgiama sisteminiu požiūriu, nagrinėjama personalo ugdymo ir jos sistemos samprata, personalo ugdymo sąsajos su personalo ir įmonių vadyba, analizuojamas lietuviškų vadybos ir valdymo terminų vartojimas, pateikiama požiūrių į personalo vadybą ir ugdymą įvairovė, analizuojami personalo ugdymo tikslai ir turinys, juos veikiantys veiksniai. Remiantis išanalizuota literatūra bei aplinkos veiksniais, suformuluoti reikalavimai personalo ugdymo sistemai bei išskirtos personalo ugdymo sistemos vertinimo kryptys bei kriterijai. Taip pat nagrinėjami socialinių procesų, tarp jų ir personalo ugdymo vertinimo, ypatumai ir jiems vertinti taikytinų metodų galimybės. Apžvelgiami tradiciniai ir šiuolaikiniai efektyvumo bei specialūs socialinių procesų vertinimo metodai, kuriems šiame darbe skiriamas ypatingas dėmesys.

**Antrojoje dalyje**, pagrįsta personalo ugdymo sistemos vertinimo tyrimo metodologija, pateiktas personalo ugdymo sistemos vertinimo modelis palyginant formalius personalo ugdymo sistemos vertinimo duomenis ir darbuotojų požiūrį į personalo ugdymo sistemą, pristatytas personalo ugdymo sistemos vertinimo tyrimo instrumentas, tyrimo objekto, atrankos būdo parinkimas ir imties dydžio nustatymas, tyrimo instrumento patikimumo ir objektyvumo tikrinimas bei aprašyti tyrime naudojami statistiniai metodai.

**Trečiojoje dalyje** aprašytas atliktas empirinis personalo ugdymo sistemos vertinimo tyrimas. Čia pateikiami Lietuvos baldų pramonės įmonėse ir detalaus personalo ugdymo sistemos vertinimo aštuoniolikoje skirtingo dydžio ir skirtinga veikla užsiimančių Lietuvos įmonių personalo ugdymo sistemų vertinimo, atliktų pagal dvi anketas, tyrimų rezultatai. Taip



pat šioje darbo dalyje atlikta Lietuvos ir užsienio šalių įmonių personalo ugdymo sistemų lyginamoji analizė bei pateiktas personalo ugdymo sistemos tobulinimo modelis.

### **Mokslinis darbo naujumas ir teorinis reikšmingumas.**

1. Suformuluota „grynojo socialinio proceso“ sąvoka, nusakanti procesus, kurie stipriai įtakoja darbo proceso rezultatus, tačiau yra nukreipti į kitų procesų aptarnavimą ir jų įtakos dažniausiai neįmanoma išreikšti piniginiiais efekto rodikliais;
2. Išnagrinėta ir patikslinta samprata „personalo ugdymas“, apibrėžta sąvoka „personalo ugdymo sistema“. Jose pradinio personalo ugdymo momentu laikoma darbuotojų adaptacija, o ne darbuotojų paieška ar priėmimas, nes nors priėmus aktyvius, kompetentingus darbuotojus palengvėja tolesnis ugdymo procesas, bet kartu pagausėja ir sprendžiamų problemų ratas;
3. Suformuluoti bendrieji teoriniai teiginiai apie personalo ugdymo sistemos vystymosi tendencijas Lietuvos įmonėse;
4. Empiriniame tyrime nuosekliai taikyti kokybiniai ir kiekybiniai tyrimai, atskleidžiant kokybinio tyrimo aktualumą personalo ugdymo sistemos vertinimo moksliniuose tyrimuose, ko pasekoje sukonstruotas tyrimo instrumentas;
5. Išryškintas personalo ugdymo sistemos kompleksiskumas, išskiriant personalo ugdymo sistemos objektyvinius, procedūrinius, laiko ir kitus aspektus. Pasiūlyta rato principo personalo ugdymo organizacinė schema, leidžianti detalai ir kompleksiskai atvaizduoti sistemos sudėtingumą ir veiklos nenutrūkstamumą;
6. Išnagrinėti tradiciniai efektyvumo vertinimo metodai, jų tinkamumas personalo ugdymo sistemai vertinti; suformuluotos jų ribotumo priežastys ir pasiūlyti kokybinio ir kiekybinio vertinimo realizavimo principai, kurių bazėje parengtas personalo ugdymo sistemos vertinimo modelis orientuotas į organizacijos ir jos darbuotojų ugdymo interesų derinimą;
7. Orientuojantis į atliekamo tyrimo principus, kryptis, išaiškintus trūkumus, parengtas principinis personalo ugdymo sistemų tobulinimo modelis.

### **Praktinis darbo reikšmingumas.**

1. Praktiškai patvirtintas ir pagrįstas parengto personalo ugdymo sistemos vertinimo modelis, leidžiantis palyginti formalius duomenis apie personalo ugdymo sistemą ir personalo tarnybos darbuotojų nuomonę su kitų darbuotojų požiūriu į personalo ugdymo sistemą;
2. Įvertintas personalo ugdymo sistemos įgyvendinimas Lietuvos baldų pramonės įmonėse ir 18-oje skirtingų Lietuvos įmonių ir organizacijų; gautų rezultatų matematinis - statistinis bei loginis patikimumas leidžia teigti, kad pasiūlytas modelis įgalina pakankamai objektyviai įvertinti tiriamų įmonių personalo ugdymo sistemas;
3. Gautos tyrimo išvados personalo ugdymo sistemai tobulinti gali būti naudingos ne tik tyrime dalyvavusioms pramonės įmonėms, bet ir kitoms Lietuvos organizacijoms;
4. Parengta metodinė medžiaga, leidžianti sistemingai įdiegti išaiškintų trūkumų strateginio tobulinimo planą, padidina darbe pasiūlytų priemonių veiksmingumą. Pasiūlymai pateikti ir adaptuoti konkrečiose įmonėse;
5. Disertacijos rengimo metu vadovauta vėliau sėkmingai apgintiems 2 bakalauro ir 2 baigiamiesiems magistrų darbams, tiesiogiai susijusiems su personalo ugdymu, kurių rezultatai buvo praktiškai pritaikyti tirtose įmonėse;
6. Disertacijoje atliekamos analizės ir tyrimai panaudoti vykdant KTU mokslo programą Nr. BMP- 1 – 03 „Darbuotojų kompetencija, jos įvertinimo ir ugdymo sistema“.

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### ***Padėka***

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*Šią daktaro disertaciją skiriu tiems artimiesiems ir bičiuliams, kurie mano disertacijos rengimo laikotarpiu iškelejo Anapilin: savo tėtei, močiutėms Veronikai ir Genovaitei, sesers vyriui Andriui, dėdei Vytui, tetos vyriui Volodai, bičiuliams kun. Viktorui ir Andriejui.*

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