

## **Human Resource Assessment Impact to Organization Climate: Case of Lithuanian Public Sector Organizations**

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*The article analyzes influence of human resource assessment to organization's climate. There is a theoretical model of influence of human resource assessment to organization's climate reasoned and its empirical verification performed in the article. For the reasoning of the model there was used a literature that describes a phenomenon of human resource assessment and allows penetrating of connection with organizational climate in its conception. As there was a phenomenological research performed, while examining the phenomenon it was likely this phenomenon shows up in these organizations. By this study there was a striving to gather as much information on influence of human resource assessment to organization's climate as possible; therefore there were purposefully studied big organizations of public sector in Lithuania, in which this phenomenon exists.*

*Assessment of human resources in the article is analyzed as a process. It is represented by eighty five questions that were joined together by the help of factor analysis and reliability analysis into five essential stages of human resource assessment during the process: assessment methodology, organization of assessment, assessors of employees, informational sources and discussion on assessment. By using methodology of questionnaire there was analyzed an influence of process stages mentioned to additive construct of organization's climate which is constructed of thirty nine primary items. This allowed knowing properly organizational climate and constructing of index of wide range organizational climate. Data were processed using the method of one-dimensional regression because it allowed assessment of every connection separately and thus knowing better a phenomenon of influence of assessment of human resources to organization's climate. Findings showed that all process from methodology of assessment to discussion influences organizational climate. The article presents an empirical model of influence of assessment of human resources to organization's climate, which figures structurally a connection between assessment of human resources and organizational climate that shows up in big organizations of Lithuanian public sector.*

*The article is original because the study it described allowed envisaging which stages of human resource assessment process influence organization's climate directly and which are influencing through mediators. The study is restricted by the fact that assessors of employees in the organizations studied were only external. This is confirmed by position of this feature in the model created.*

**Keywords:** *human resource assessment, connection, organizational climate, phenomenon, model.*

### **Introduction**

Recently much attention in scientific literature was given to discussion on issues of human resource assessment and organization's climate (Ahmadi, 2012; Buys & Louw, 2012; Purohit & Wadhawa 2012; Mathur & Nihalani, 2011; Goyal, 2010; Srivastav, 2009; Kundu, 2007). In Lithuania as well as in the world the researches are being performed and different authors and collectives of authors are working at development of this area (Kaselis & Pivoras, 2012; Vilkelis, 2011; Lobanova, 2008; Pivoras & Dapkute, 2004; Vveinhardt & Skindaraite, 2012; Vveinhardt, 2010; Purlys, 2009). In Lithuania the following issues were discussed especially widely and in series in prospect of assessment of human resources: employee's work results and methods, professionalism, orientation towards results (Lobanova,

2008; Patapas & Labenskyte, 2011), personal characteristics, competency, efficiency, quality (Lobanova, 2008; Lobanova & Chlivickas, 2009; Patapas & Labenskyte, 2011), diversity of values (Guy, 2009) etc. In prospect of organizational climate in Lithuania there was a going deep into the question of: connection between organization's climate and knowledge of employees interrelationship (Vveinhardt, 2009); measurement of organization's climate while planning activity development and striving for higher efficiency as well as assessment of changes (Rekasiute-Balsiene, 2005); recognition of striving of organization to be the most successfully working organization (Vveinhardt & Skindaraite, 2012) etc.

As a process, influence of human resource assessment to organization's climate still remains known less both in Lithuania and the world. Literature analysis showed that in

this context even the phenomenon of connection of human resource assessment and organizational climate is not examined and recognized further. These are mostly insights of the authors that originated during the performance of studies of either assessment of human resources or organizational climate. In prospect of this study, origination of such conclusions could be treated as argument that connection between the constructs mentioned exists, just complex knowledge of this connection as particular phenomenon is needed. Therefore the main *problem of the study* is examination and description of phenomenon of influence of human resource assessment to organization's climate.

The *objective of the research* is to gather objective data on existing phenomenon of connection between assessment of human resources and organization's climate by the help of empirical research and describe this connection.

#### **Tasks of the research:**

- To review the literature on the issue of influence of assessment of human resources to organizational climate and to construct theoretical model describing the influence of human resource assessment to organizational climate;
- To perform empirical study on influence of human resource assessment to organizational climate using the instrument constructed specially for its recognition by the authors of the article;
- To verify variables of influence of assessment of human resources to organizational climate performed and describe their descriptive characteristics;
- Based on the findings of the empirical study, to construct an empirical model of influence of assessment of human resources to organizational climate and describe a phenomenon of influence of human resource assessment to organizational climate.

Research methods: data collection method – survey of focus group of respondents using a questionnaire of opinions - attitudes; methods used for verification of content of variables: factor and reliability analyses; method of modelling of influence of human resource assessment to organization's climate – linear multi-dimensional regression. The authors of the article are grateful to J. Vveinhardt for her contribution in creation of research instrument and selection of questions for the questionnaire based on which the authors of the article created a methodology of the research of influence of human resource assessment to organizational climate and verified it. The research was performed in the big organizations of Lithuanian public sector.

#### **Theoretical Modelling of Influence of Human Resource Assessment to Organizational Climate**

*Connection of human resource assessment (HRA) and organizational climate (OC) in scientific literature* was examined only fragmentary. Usually it reveals itself as a side-issue of HRA or OC (Purlys, 2009; Vanagas, Bihari-Axelsson, 2005) which in the reviewed literature on HRA and OC came out through discussion on elements of organization's culture and indices of its activity most clearly (Purlys, 2009), and through analysis of phenomenon of work characteristics and expression of psycho-social stress (Vanagas & Bihari-Axelsson, 2005).

Fundamental basis for the research of connection between HRA and OC under performance is not finished in complex point of view in the sources of other authors, therefore in striving for better description of influence of HRA to OC, a definition of HRA and a factor influencing OC consisting in it are selected as a base in this study. It was sameness of HRA from which possible areas of connection of HRA and OC and potential direction of influence were distinguished.

Analysis of the researches performed during formation of concept of influence of HRA to OC showed that assessment of human resources and organizational climate are connected (Denison, 1990; Denison *et al.*, 2003). Besides, Dransfield (2000) highlighted that OC depends on employee's involvement into designing of assessment system, domination of feedback type in organization, dominating system stimulation system. Factor variables listed could be prescribed to HRA because, first, they characterize human relationship and, second, describe a framework of assessment system. If that is true, then it could be stated that it is HRA which affects OC. Another important insight is reactivity of management to changes after assessment and their control (Ansoff, 1989) which also allows connecting HRA, which in Ansoff's point of view is characterized as „management's reactivity“ and „changes' ... control“, with OC, that is defined by percept of OC formed as a consequence of changes of „management's reactivity“ and „changes' ... control“. Here it is possible to envisage that it is OC that is object of management, and HRA is presented as instrument of implementation of this management.

*Analysis of HRA concept* showed that knowing of assessment objectives, creation of assessment system, which in broader context are named as assessment methodology (AM), selection of assessors (further assessors of employees (AE)) and data sources (further informational sources (IS)) are presented as elements of HRA construct in literature (Bakanauskiene, 2008; Ozerov, 2008; Lobanova, 2008). It should be worth mentioning here that the authors presented are studying listed elements of HRA construct in context of motivation that could be named as indicator of OC. In this case the interpretation is important. In the context of this study the concept of OC included both employees' welfare in the enterprise and principles and instruments of its formation. As motivation is a result of employees' welfare, it was decided to treat it as a reflector of OC. The article is based on the authors' attitude that culture of OC is developing through social behaviour of individuals which is changed and formed by motivation system. This is partially confirmed by J. Vveinhardt (2007) as well, who states "... whatever important technologies will be, the basement of an organization is made of human". Fairness of the other part of the concept is confirmed by insight of Rekasute-Balsiene (2005) where she notices that OC creates an atmosphere of inter-personal functioning of employees at work place. Thus, often a connection between AM, AE and IS as elements of HRA construct and OC becomes clear in the pattern of constructs of HRA and OC and their consistency. Another element of assessment system is organization of assessment (OA). It shows efficiency of assessment (Grote, 2002; Martin, 2009; Yee & Chen,

2009). In this article “efficiency of assessment of personnel“ is treated as a factor of formation of OC, which can link HRA and OC. As in case of motivation, the concept „personnel assessment“ describes OA, that is element of HRA, however, „efficiency“ allows OA determining a result of OC. Thus, hermeneutically, a whole concept „efficiency of personnel assessment“ potentially describes a link between HRA and OC. Besides, semantics of the whole concept allows envisaging causality of the link between HRA and OC, i.e. influence of OA to OC.

Discussion on assessment (DA) loses its sense if OA causes negative results to an employee and the employee is unsatisfied in the results of assessment (Klimova, 1999; Bazarova, Eremina, 2002). Information presented to employee is not interested, topical, if assessment de-balanced OC and disappointed employees. In modern management of human resources many authors are treating HRA as a systemic activity of a whole organization (Klimova, 1999; Bazarova, Eremina, 2002; etc.). The assessment itself is not restricted to assessment of employee only, but creates OC as well. Interconnection of manager to employee was revealed during DA.

As the result of review of literature, first there was created a model of the construct of assessment of human resources, which shows that dependence between elements of HRA construct exists. This dependence is pictured in diagram form on Figure 1. Interpretation of literature sources allowed conclusion that AM may influence selection of AE and OA. Meanwhile, OA influences DA. AE may influence a selection of OA and IS, and OA should depend on selection of IS.

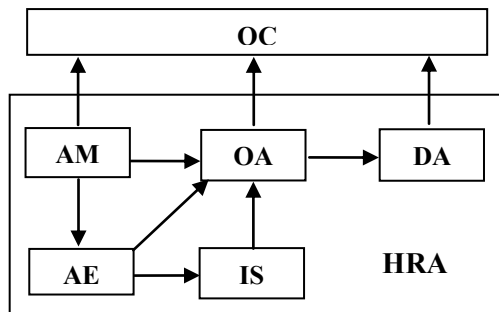


Figure 1. Conceptual model of influence of construct of human resource assessment (HRA) to organizational climate

During development of the model of influence of HRA construct to OC, the attention was given to the fact that, in literature, influence of AM, OA and DA to OC is treated as direct, while AE and IS interact with OC through OA and DA. Involvement of the latter into the model was determined not only by their importance to OC but also by the striving to determine what part of AM influences AM through AE and IS.

Created theoretical model of influence of HRA to OC shows that there is a functional connection between HRA and OC possible, empirical grounding of which would create possibilities for complex knowing of HRA and OC.

### Verification of Constructs of Human Resource Assessment and Organizational Climate by Methods of Factor and Reliability Analyses

Model of influence of HRA construct to OC was verified empirically by using methodology of questionnaire. The research was performed in the big organizations of Lithuanian public sector. According to the definition of the concept of small and medium-sized business (SMB) entities, provided by the Law of the Republic of Lithuania on Small and Medium-sized Business Development, a big organization in Lithuania is the entity with staff more than 250, annual income greater than 138 million Lt, and book value of assets greater than 93 million Lt. Total amount of interviewed is (N = 507) respondents. Methods of factor and reliability analyses were used for verification. They allowed assessment of the connection of variables to empirical quality of this connection. The questionnaire consisted of 131 closed type statements, 7 of which were demographical and 124 were opinions assessing the questions (further called steps of the test). Structure of steps of the test is presented in Table 1.

Table 1

Number of steps of the test

Statements	Total number of items	Statements	Total number of items
<b>AHR</b>	<b>Total: 85</b>	SE	5
AM	25	DC	5
AE	3	MR	6
IS	4	T	5
DA	6	EI	8
OA	47	A	4
<b>OC</b>	<b>Total: 39</b>	CF	5

Methods of descriptive and multi-dimensional statistics were applied for data analysis. Statistical data were processed by SPSS.15 and MS Excel. Number of returned questionnaires suitable for analysis (N = 507).

Factor of human resource assessment HRA is formed of: assessment methodology - AM, organization of assessment - OA, discussion on assessment - DA, assessors of employees - AE. Factor of organizational climate OC is formed of: security and definition - SE, diligence and creativity - DC, values and traditions - T, attractiveness of work process - A, relationship of managers with employees - MR, employees' interrelationship - EI, conflicts - CF.

Content validity of the questionnaire was assessed during factor analysis while creating statements of HRA and OC, which are constructed using the method of Principal components while applying *Varimax* rotation.

Derivative variables of the research were constructed using the method of factor analysis. Some of them, such as DA, AE, IS were constructed of primary items, whereas OA, AM and OC were constructed in three stages. All factors obtained during performed factor and reliability analyses are statistically significant, high Factor scores were obtained, satisfied Variance and high rates of *Cronbach-α* were explained. On purpose of illustration of methodical quality in this article there are presented validity results of final constructive stage of factors used (see Table 2 and 3). Factorization of components of HRA construct is described by high internal consistency of the

Table 3

answers and high factor scores as well as good other statistics (see Table 2.). Due to small number of primary items only AE is characterized by the value of *Cronbach-α* of 0,42. For values of all others, coefficient of *Cronbach-α* exceeds a limit of 0,50.

Table 2

**Results of factor and reliability analyses of HRA construct**

	Items	Factor	i/tt			
AM	Data sources	0,60	0,37			
	Determination of assessment objectives	0,80	0,56			
	Creation of assessment system	0,81	0,55			
	Selection of assessment method	0,68	0,44			
AE	Employee is not assessed by direct manager (REK)	0,57	0,21			
	Employee is assessed by group of managers	0,80	0,36			
	Employee is assessed by associates	0,66	0,25			
IS	Information on employee is gathered from his colleagues	0,83	0,56			
	Information on employee is gathered from his associates	0,79	0,50			
	Information on employee is gathered from clients	0,73	0,44			
DA	Employee's official functions are corrected after assessment	0,75	0,63			
	After assessment employee is being applied personal means of motivation	0,75	0,60			
	After assessment new positions are given	0,73	0,60			
	After assessment employees wage is being corrected	0,73	0,59			
	After assessment a development of qualification and competency takes place	0,72	0,58			
	After assessment management of process of subdivision or organization is being developed	0,71	0,56			
OA	Data collection	0,82	0,71			
	Data control and reliability	0,62	0,48			
	Research methodology	0,75	0,63			
	Data presentation	0,67	0,55			
	Use of data	0,81	0,70			
	Clearness and comparability of data	0,91	0,84			
	<b>α</b>	<b>r<sub>mean</sub></b>	<b>r<sub>min</sub></b>	<b>r<sub>max</sub></b>	<b>%</b>	<b>KMO</b>
AM	0,70	0,37	0,27	0,58	53,64	0,71
AE	0,42	0,20	0,06	0,29	47,14	0,51
IS	0,69	0,42	0,34	0,50	61,96	0,64
DA	0,83	0,44	0,29	0,62	35,95	0,77
OA	0,85	0,50	0,30	0,74	59,52	0,84

Factor OC explains 63,51 percent of dispersion of all variables, high factor scores, criterion of adequacy of KMO sample- 0,81 (see Table 3). This shows that there was a success in creation of additive factor of OC which well characterizes construct of OC studied widely enough (by 39 questions).

**Results of factor and reliability analyses of OC construct**

	Items	Factor	i/tt			
OC	Security/ definition	0,89	0,81			
	Diligence and creativity	0,87	0,81			
	Values and traditions	0,71	0,60			
	Attractiveness of work process	0,87	0,78			
	Conflicts	0,80	0,69			
	Relationships and communication	0,57	0,65			
	<b>α</b>	<b>r<sub>mean</sub></b>	<b>r<sub>min</sub></b>	<b>r<sub>max</sub></b>	<b>%</b>	<b>KMO</b>
OC	0,88	0,55	0,21	0,76	63,51	0,81

Summarizing it could be stated that it was managed to construct an instrument of assessment of inter-relation of HRA and OC, which is characterized by relatively high internal culture and good content validity.

**Methodology of Construction of Empirical Model of Phenomenon of Connection between Assessment of Human Resources and Organizational Climate**

Phenomenon of inter-relation between HRA and OC was described using the method of linear one-dimensional regressive analysis. This method was selected because it allowed evaluating connection of every HRA stage to other stages of the process and OC individually. Thus, it was more suitable for characterizations of links. Data were processed by SPSS, because the model of one-dimensional regression installed in it is characterized by good connection of customer. In environment of SPSS, one-dimensional linear regression has integrated instruments of assessment of sample's quality and connection's quality that allow assessment of statistical reasoning of statements even before description of model's characteristics. Quality of sample and connection in the output of SPSS regressive analysis is assessed by the help of the ANOVA results. In this case relation between SSR and SSE was taken as information of the model created in an appropriate sample (indicator of connection quality), and a level of statistical significance *p* as indicator of sufficiency of sample volume. SPSS has more integrated indicators of assessment of sample quality, but they only confirm that the sample and model are constructed suitably. In this case it should be noted that variables selected satisfy the condition of sample normality, therefore the results obtained statistically describe the methods of inter-relation of structural elements of HRA and OC that were discovered in the sample of the study.

Table 4

**Regressive analysis of assessment of organizational climate and human resources**

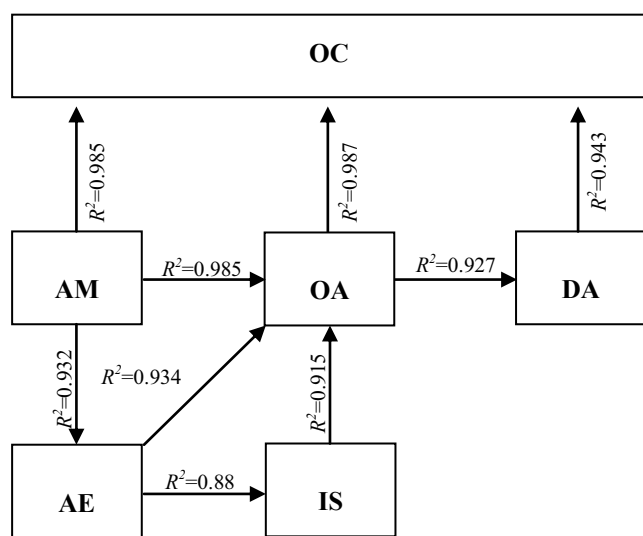
Variables	Zero order correlation	Sum of the squares		R	R <sup>2</sup>	ANOVA <i>p</i>	B
	<i>z</i>	SSR	SSE				
AM → OC	0,993	6204,408	93,946	0,993	0,985	0,00	1,066
OA → OC	0,993	6216,328	82,026	0,993	0,987	0,00	0,960
DA → OC	0,971	5937,931	360,423	0,971	0,943	0,00	1,453
AM → AE	0,965	2856,842	208,602	0,965	0,932	0,00	0,724
AM → OA	0,992	6648,138	102,682	0,992	0,985	0,00	1,104
OA → DA	0,963	2608,619	203,992	0,963	0,927	0,00	0,622
AE → OA	0,966	6304,846	445,974	0,966	0,934	0,00	1,434
AE → IS	0,938	2696,352	369,093	0,938	0,880	0,00	0,977
IS → OA	0,957	6179,243	571,577	0,957	0,915	0,00	1,480

Note: AM – assessment methodology, OA – organization of assessment, DA – Discussion on assessment, OC – organizational climate, AE – assessors of employees, IS – informational sources

In this study there was no difference of basic value level detected between dependant and independent variables, how one will be changed when another changes, because it is not the objective of this study.

### Empirical Model of Phenomenon of Connection between Assessment of Human Resources and Organizational Climate

During the research while constructing model of OC dependence on HRA (see Figure 2) it was determined that three out of five researched stages of HRA process are directly influencing organizational climate: assessment methodology (AM), organization of assessment (OA), discussion on assessment (DA).



**Figure 2.** Empirical model of influence of construct of assessment of human resources on organizational climate

Selection of AE and IS also affects organizational climate, but they are influencing through the mediator OA. AM affects OC directly and through mediators. In the researched HRA such mediators are OA and AE (first level), IS and DA (second level). This is because AM is a fundamental factor of HRA, which in ideal case determines all actions that should be performed in the process of HRA.

During the research there was an attitude held that AE are external participants of HRA, therefore in the researched organization there was researched the case when AM is prepared by department of personnel, and AE are participants of HRA, but not creators of methodology. Nevertheless, the research performed showed that participation of AE in organization of assessment is active because departments of personnel organized the assessment with respect to AE and AM. Meanwhile AE influence OA by coordinating their actions with methodological regulations prepared by personnel department and settled IS to work with which AE have a competence. DA depends on OA. That was confirmed by more detailed analysis of HRA, during which it was determined that DA was performed not in all cases during HRA.

### Summary and Discussion

Constructed empirical model of connection between HRA and OC showed that there is a link between HRA and OC. Besides, in the researched enterprises it was envisaged that employees as well as in many other social systems are fixing and reacting stronger to the dimensions they are related directly. Dimensions they are not related directly also have influence, but employees in the researched enterprises recognized them as a context of dimensions of direct influence. Nevertheless, this insight is characterized by situativity. It is likely that dimensions of model's connection could be affected by the size of the enterprise. In the smaller or bigger enterprises the assumptions could be formed for formation of different models of connection. This statement is based on the fact that range of responsibility is differently distributed between employees in enterprises of different sizes. Also different strategies of activity are being applied. For example, in the enterprises that are outsourcing this service, the model would stay the same as described, meanwhile, in the enterprises that are performing this activity themselves it could be different. Fairness of the latter statements should be researched in the future.

Despite this study expanded boundaries of present knowledge, herewith it showed that at least few questions on connection between HRA and OC should be answered:

One of them is validation of the model constructed in bigger variety of enterprises. Limitation of selected phenomenological research is a variety of enterprises. As it was important to know a phenomenon of connection between HRA and OC, phenomenological approach of the study was selected, therefore only those enterprises were researched where it was known that the phenomenon under research exists in particular form. By the research performed it was a striving to know better the phenomenon and its performance. In researching the phenomenon in the future there are at least two possible directions of its recognition: search for forms of connection between HRA and OC and studies of spread of present connection model in different populations.

Another question is a search for optimal model of connection between HRA and OC that allows coordinating OC with other activities of HRA performed in the enterprise that are necessary to enterprise's activity control and warranty of performance efficiency insomuch that they would affect OC positively. It becomes important in perspective of organizations management when enterprises are striving for absolute balance of activities performed.

### Conclusions

- The performed study of connection between assessment of human resources and organizational climate allowed:
  - creation of theoretical model of connection between human resource assessment and organizational climate that connects five stages of human resource assessment and organizational climate;
  - research of theoretical model of connection between assessment of human resources and organizational climate.

- The questionnaire of opinions – attitudes used for the research was verified using the methods of factor and reliability analyses. The questionnaire is characterized by high internal consistency; therefore statistical arguments constructed to ground models are enough.

- Empirical research of influence of human resource assessment to organizational climate, which was performed

by using linear multi-dimensional regression method, stood up and allowed a creation of dependence model that describes structures of individual relations formed as a result of the connection.

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### **Žmogiškųjų išteklių vertinimo poveikis organizacijos klimatui: Lietuvos viešojo sektoriaus organizacijų atvejis**

Santrauka

Pastaruoju metu daug dėmesio mokslinėje literatūroje skiriama žmogiškųjų išteklių vertinimo ir organizacijos klimato klausimų aptarimui (Ahmadi, 2012; Buys, Louw, 2012; Purohit, Wadhawa 2012; Mathur, Nihalani, 2011; Goyal, 2010; Srivastav, 2009; Kundu, 2007). Lietuvoje šia tema, kaip ir pasaulyje, taip pat yra atliekama tyrimų. Ši sritis analizuojama įvairių autorių bei autorių kolektyvų (Kaselis, Pivoras, 2012; Vilkelis, 2011; Lobanova, 2008; Pivoras, Dapkutė, 2004; Vveinhardt, Skindaraite, 2012; Vveinhardt, 2010; Purlys, 2009). Lietuvoje, vertinant žmogiškųjų išteklių perspektyvą, itin plačiai ir nuosekliai buvo aptariami tokie klausimai: darbuotojo darbo rezultatai ir metodai, profesionalumas, orientacija į rezultatus (Lobanova, 2008; Patapas, Labenskytė, 2011), asmeninės savybės, kompetencija, efektyvumas, kokybė (Lobanova, 2008; Lobanova, Chlivickas, 2009; Patapas, Labenskytė, 2011), vertybių įvairovė (Guy, 2009) ir kt. Kalbant apie organizacijos klimato perspektyvą Lietuvoje, daugiausia dėmesio kreipiama į ryšio tarp organizacijos klimato ir darbuotojų tarpusavio santykių paįtinimą (Vveinhardt, 2009); organizacijos klimato analizę planuojant veiklos tobulinimą bei siekiant didesnio efektyvumo ir pokyčių įvertinimo (Rekašiūtė-Balsienė, 2005); organizacijos siekių būti sėkmingai veikiančia organizacija atpaįtinimą (Vveinhardt, Skindaraite, 2012) ir kt.

Mažiau tirta tiek Lietuvoje, tiek ir pasaulyje žmogiškųjų išteklių vertinimo, kaip proceso įtaka organizacijos klimatui. Literatūros analizė parodė, kad šiuo aspektu, netgi paties žmogiškųjų išteklių vertinimo ir organizacijos klimato sąveikos fenomenas nėra išsamiau nagrinėtas ir paįtintas. Dažniausiai tai yra autorių įtvalgos, kurios atsirado vykdant arba žmogiškųjų išteklių vertinimo, arba organizacijos klimato tyrimus. Šio tyrimo metu, tokių išvadų atsiradimas gali būti traktuojamas kaip argumentas, jog sąveika tarp minėtų konstruktų egzistuoja, tiesiog reikalingas šios sąveikos, kaip tam tikro fenomeno, kompleksinis paįtinimas. Todėl pagrindinė šio tyrimo problema – žmogiškųjų išteklių vertinimo įtakos organizacijos klimatui fenomeno tyrimas bei jo apibūdinimas. Šio tyrimo tikslas – naudojantis empiriniu tyrimu, surinkti objektyvius duomenis apie egzistuojantį žmogiškųjų išteklių vertinimo ir organizacijos klimato sąveikos fenomeną bei apibūdinti šią sąveiką. Tyrimo uždaviniai:

- Aptvelgti literatūrą žmogiškųjų išteklių vertinimo poveikio organizacijos klimatui tema bei sudaryti teorinį žmogiškųjų išteklių vertinimo įtakos organizacijos klimatui apibūdinantį modelį.
- Atlikti empirinį žmogiškųjų išteklių vertinimo įtakos organizacijos klimatui tyrimą, panaudojant specialiai jo paįtinimui sukonstruotą straipsnio autori tyrimo instrumentą.
- Verifikuoti atlikto žmogiškųjų išteklių vertinimo įtakos organizacijos klimatui kintamuosius bei apibūdinti jų aprašomąsias charakteristikas.
- Remiantis empirinio tyrimo duomenimis sudaryti žmogiškųjų išteklių vertinimo įtakos organizacijos klimatui empirinį modelį bei apibūdinti žmogiškųjų išteklių vertinimo poveikio organizacijos klimatui fenomeną.

Tyrimo metodai: duomenų rinkimo metodas – tikslinės respondentų grupės apklausa nuomonių-nuostatų klausimynu; kintamųjų turinio verifikacijai panaudoti metodai: faktorinė ir reliabilumo analizės; žmogiškųjų išteklių vertinimo įtakos organizacijos klimatui modeliavimo metodas - tiesinė daugiamatė regresija. Straipsnio autoriai dėkoja J. Vveinhardt už jos indėlį sudarant tyrimo instrumentą ir atrenkant tyrimo klausimus, kurių pagrindu straipsnio autoriai sukūrė žmogiškųjų išteklių vertinimo įtakos organizacijos klimatui tyrimo metodiką ir ją verifikavo.

Tyrimas atliktas didžiosiose Lietuvos viešojo sektoriaus organizacijose.

Žmogiškųjų išteklių vertinimo įtakos organizacijos klimatui teorinis modeliavimas. Žmogiškųjų išteklių vertinimo (ŽIV) ir organizacijos klimato (OK) sąveika mokslinėje literatūroje nagrinėta tik fragmentiškai. Dažniausiai ji atsiskleidžia kaip ŽIV ar OK vertinimo šalutinis rezultatas (Purlys, 2009; Vanagas, Bihari-Axelsson, 2005), kuris aptvelgtoje ŽIV ir OK literatūroje ryškiausiai atsiskleidė per organizacijos kultūros elementų ir jos veiklos rodiklių ryšio aptarimą (Purlys, 2009) ir per darbo charakteristikų bei psichosocialinio streso raiškos fenomeno analizę (Vanagas, Bihari-Axelsson, 2005).

Kadangi atliekama ŽIV ir OK sąveikos tyrimui fundamentinė bazė kitų autorių šaltiniuose nėra kompleksiniu poįtūriu išbaigta, todėl siekiant geriau apibūdinti ŽIV įtaką OK, šiame straipsnyje pagrindu pasirinkta ŽIV apibrėgtis ir joje glūdintys OK lemiantys veiksniai. Būtent iš ŽIV tapatumo ir buvo išskirtos ŽIV ir OK galimos sąveikos sritys bei potenciali įtakos kryptis.

Formuojant ŽIV įtakos OK konceptą, atliktų tyrimų analizė parodė, jog žmogiškųjų išteklių vertinimas ir organizacijos klimatas yra susiję (Denison, 1990; Denison, Haaland, Goelzer, 2003). Be to, Dransfield (2000) paįtymėjo, kad OK priklauso nuo darbuotojo įtraukimo į vertinimo sistemos projektavimą, grįįtamojo ryšio tipo vyravimą organizacijoje, vyrajuančią skatinimo sistemą. Įvardinti faktoriniai kintamieji gali būti priskirti ŽIV, nes pirmiausia jie apibūdina žmogiškuosius santykius ir antra, apibrėžia vertinimo sistemos kontūrą. Jeigu išties taip yra, tuomet galima teigti, jog būtent ŽIV veikia OK.

Pirmiausia, kaip literatūros aptvalgos rezultatas sudarytas žmogiškųjų išteklių vertinimo konstrukto modelis, kuris parodo, jog egzistuoja priklausomybė tarp ŽIV konstrukto elementų. Literatūros šaltinių interpretacija leido daryti išvadą, jog VM gali daryti įtaką DV parinkimui ir VO. Tuo metu VO daro įtaką VA. DV gali sąlygoti VO ir IŠ parinkimą, o nuo IŠ parinkimo turėtų priklausyti VO.

Formuojant ŽIV konstrukto įtakos OK modelį, atkreiptas dėmesys į tai, jog literatūroje VM, VO ir VA įtaka OK traktuotina kaip tiesioginė, kai DV ir IŠ su OK sąveikauja per VO ir VA. Pastarųjų įtraukimą į modelį sąlygojo ne tiek jų svarba OK, kiek siekis nustatyti kokia VM dalis OK veikia per DV ir IŠ.

Sudarytas ŽIV konstrukto įtakos OK teorinis modelis rodo, jog tarp ŽIV ir OK galima funkcinė sąveika, kurios empirinis pagrindimas sudarytas galimybes kompleksiskai paįtinti ŽIV ir OK.

Įmogiškųjų išteklių vertinimo ir organizacijos klimato konstrukčių verifikacija faktorinės ir reliabilumo analizės metodais. ĮIV konstrukto įtakos OK modelis empiriškai verifikuotas panaudojant klausimyninę metodiką. Tyrimas atliktas didžiojoje Lietuvos viešojo sektoriaus organizacijose. Iš viso apklausta (N = 507) respondentų N organizacijose. Verifikacijai naudoti faktorinės ir reliabilumo analizės metodai. Jie leido įvertinti kintamųjų sąryšį ir šio sąryšio empirinę kokybę.

Įmogiškųjų išteklių vertinimo – ĮIV faktorius sukonstruotas iš: vertinimo metodologija – VM, vertinimo organizavimas – VO, vertinimo aptarimas – VA, darbuotojų vertintojai – DV. Organizacijos klimato – OK faktorius sukonstruotas iš: saugumo ir / apibrėžtumo – SA, darbštumo ir kūrybiškumo – DK, vertybių ir tradicijų – T, darbo proceso patrauklumo – A, vadovo santykių su darbuotojais – SV, darbuotojų tarpusavio santykių – DS, konfliktų – KF.

Klausimyno turinio validumas įvertintas faktorinės analizės metu sudarant ĮIV ir OK teiginius, kurie sudaryti principinių komponentų metodu, pritaikant faktorinių ašių sukį pagal didį iausią sklaidą (Varimax rotaciją).

Tyrimo išvestiniai kintamieji sukonstruoti faktorinės analizės būdu. Kai kurie jų tokie kaip VA, DV, IŠ sukonstruoti iš pirminių rodiklių, o VO, VM ir OK konstruoti trimis etapais. Visų atliktų faktorinės ir reliabilumo analizių metu gauti faktoriai statistiškai reikšmingi, gauti aukšti faktoriniai svoriai, pakankamai paaiškinta sklaida ir aukšti Cronbach- $\alpha$  koeficientai. Metodinės kokybės iliustravimo tikslais šiame straipsnyje pateikiami regresiniam modeliavimui naudotų faktorių finalinio etapo konstrukcinio validumo rezultatai.

Įmogiškųjų išteklių vertinimo ir organizacijos klimato sąveikos fenomeno empirinio modelio konstravimo metodika. ĮIV ir OK tarpusavio sąveikos fenomenas aprašytas panaudojant tiesinės vienmatės regresinės analizės metodą. Šis metodas pasirinktas, nes leido individualiai įvertinti kiekvieno ĮIV etapo sąveiką su kitais proceso etapais bei OK. Tokiu būdu jis buvo tinkamesnis sąryšiams apibūdinti.

Įmogiškųjų išteklių vertinimo ir organizacijos klimato sąveikos fenomeno empirinis modelis. Tyrimo metu, konstruojant OK priklausomybės nuo ĮIV modelį nustatyta, kad trys iš tirtų penkių ĮIV proceso etapų daro tiesioginę įtaką organizacijos klimatui: vertinimo metodologija (VM), vertinimo organizavimas (VO), vertinimo aptarimas (VA). DV ir IŠ parinkimas taip pat veikia organizacijos klimatą, tačiau jie veikia per mediatorių VO. VM, OK veikia tiesiogiai ir per mediatorius. Tokiais mediatoriais tirtame ĮIV yra VO ir DV (pirmo lygmens), IŠ ir VA (antro lygmens). Taip yra todėl, kad VM yra ĮIV fundamentinis veiksnys, kuris idealiu atveju nulemia visus ĮIV metu atliktinus veiksmus.

Tyrimo metu buvo laikomasi nuostatos, kad DV yra išoriniai ĮIV dalyviai, todėl tirtose organizacijose tyrinėtas atvejis kai VM parengia personalo skyrius, o DV yra ĮIV dalyviai, bet ne metodologijos kūrėjai. Visgi, atliktas tyrimas parodė, kad DV dalyvavimas organizuojant vertinimą yra aktyvus, nes personalo skyriai vertinimą organizavo atsižvelgdami į DV ir VM. Tuo metu DV, VO turi įtaką derindami savo veiksmus su personalo skyriaus parengtomis metodologinėmis nuostatomis bei nusistatytais IŠ, su kuriais DV turi kompetencijos dirbti. VA priklauso nuo VO. Tai patvirtino išsamesnė ĮIV analizė, kurios metu nustatyta, jog VA ne visais atvejais buvo atliekamas ĮIV metu.

Išvados. Atliktas įmogiškųjų išteklių vertinimo ir organizacijos klimato sąveikos tyrimas leido sudaryti teorinį įmogiškųjų išteklių vertinimo ir organizacijos klimato sąveikos modelį, kuris sujungia penkis įmogiškųjų išteklių vertinimo etapus bei organizacijos klimatą ir ištirti teorinį įmogiškųjų išteklių vertinimo ir organizacijos klimato sąveikos modelį. Tyrimui naudotas nuomonių-nuostatų klausimynas verifikuotas faktorinės ir reliabilumo analizės metodais. Klausimynas pasiūlyti aukšta vidine konsistencija, todėl pakanka statistinių argumentų sudarytiems modeliams pagrįsti. Empirinis įmogiškųjų išteklių vertinimo įtakos organizacijos klimatui tyrimas atliktas daugiamatės tiesinės regresijos metodu pasiteisino ir leido sudaryti priklausomybės modelį, apibūdinatį sąveikos metu susiformuojančias individualių ryšių struktūras.

Raktažodžiai: *įmogiškųjų išteklių vertinimas, sąveika, organizacijos klimatas, fenomenas, modelis.*

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