

The Structure of Human Resources Assessment Process: Conditions for Criteria Formation

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Abstract

The main aim of the article is to analyze the structure of the process of human resources assessment in identifying the conditions for the formation of assessment criteria. The first part of the paper reviews the development of viewpoints to human resources since the beginning of the 20th century. The second part of the paper discusses the emerging problems in improving the activity of the Lithuanian public sector in developing the human resources resounding the time requirements that resonate human resources. The authors' opinion that in getting ready for the process of human resources assessment, in forming the assessment criteria it is not enough to assess the requirements fixed only in laws and in the documents of organizations. The third part of the paper analyzes the methods of human resources' assessment process.

Keywords: Human resources, Assessment process

1. Introduction

In Lithuania as in most other post-Soviet countries in the Central and Eastern Europe countries the economic and social transformations still take place; thus it is necessary to find answers to the questions, which are induced by globalization, as well as the variety of human resources is induced. Organizations are caused to consider not only the changing environment but also the intensiveness of the changes, their content and new circumstances, as well as to formulate objectives for public sector. This is especially important in assessing the inertness in the sector, constant tension between what it is and what must be, as well as among competences and expectations of organization's employees and the requirements formulated by citizens, local and foreign investors. Organizations of the private capital, though slow enough, change their approach to the development of human resources; however, the Weber philosophy inherited from the Soviet times still prevails in the public sector, on which the investment climate depends significantly. The performed reforms in the public sector have not reached the expected results. Especially it has happened in processes of human resources assessment. As E. Gimzauskiene (2007) states, in the organizational theory the viewpoint, which treats an organization as system processing information and solving problems, dominated for a long time. The essence of this approach is the premise that the critical objective of every organization – is to effectively use the information and make solutions. However, the unanimously formulated strategic reference points for sector development are missing – both in practical and theoretical levels.

The relevance of the research. On the one hand, the relevance of the problem is highlighted by the need to improve the investment climate as well as the tensions emerging due to non-qualitative work of the public sector; on the other hand, the problem studies in the public sector cannot be compared to the abundance of the scientific publications analysing the processes of human resources assessment. In addition, when organizing the assessment process, it is necessary to consider the latest requirements formulated for human resources in the public sector as well the social-cultural obstacles, which determine the success of the management for human resources practically being implemented.

The research problem. The research problem has been formulated by the following question: what criteria oriented to management changes should be considered in organizing the process of public sector human resources assessment?

The level of the problem exploration. The process of human resources assessment is analysed by Lithuanian (Leoniene, 2001; Sakalas, 2003; Stankeviciene, Lobanova, 2006; Vaskeliene, 2007; Bakanauskiene, 2008;

Liukineviciene, Garoliene, 2009; Uziene, 2010; etc.) authors and foreign (Fombrun, et al., 1984; Guest, 1987, 1989; Dowling, Schuler, 1990; Schuler, et al., 1993; Marquardt, et al., 1994; Wright, et al., 1994; Welch, 1994; Schneider, 1994; Tyson, 1995; Wood, 1995; Marquardt, 1998; Mabey, et al., 1998; Boxall, 1999; DeCieri, Dowling, 1999; Grote, 2002; Marquardt, Berger, 2003; Bratton, Gold, 2003; Thom, Ritz, 2004; Venkateswara, 2004; Torrington, et al., 2005; Dowling, Welch, 2005; Cascio, 2006; Horton, 2006; Falcone, Sachs, 2007; Graf, 2007; Dowling, et al., 2007; Kaimakova, 2008; Arthur, 2008; Dessler, 2008; Yee, Chen, 2009; etc.) scientists.

The research object. The process of human resources assessment.

The research aim – is to analyze the structure of the process of human resources assessment by identifying the conditions for the formation of assessment criteria.

In order to attain the following **research objectives** were formulated:

1. To review the development of the approaches to human resources.
2. To estimate the challenges emerging for human resources in the public sector.
3. To analyze the methods for the process of human resources assessment.

The research methodology. Referring to J. S. Coleman, 1982; K. M. Wiig, 1997; P. Vanagas, 2004; L. Yaping, J. Jingfang, 2007; E. Chlivickas, 2007; J. Palumickaite, 2008; C. Marinas, A. Manolescu, 2008; J. Martin, 2009; etc. works, the first part of the paper reviews the approaches of scientists to the development of human resources.

Referring to J. E. Lane (2001), A. Guogis, D. Gudelis (2003), J. Staponkiene (2005, 2008), V. Smalskys, E. Skietrys (2008), A. Tumenas (2008), P. B. Guy (2009), A. Raipa (2009), G. Vilkelis (2011) works, the second part of the paper evaluates specific challenges emerging in organizations of the public sector.

Referring to R. L. Daft, (2003); P. S. Horton (2006), M. V. Kaimakova (2008), M. J. Ozerov, (2008); D. Arthur, (2008); G. Dessler (2008), L. Lobanova, E. Chlivickas, (2009); etc. works, the third part of the article analyzes the methods of human resources assessment process.

The research methods. Analysis and synthesis of scientific literature; systemic analysis; comparative analysis; logical analysis.

2. Cultural problems of models' implementation

Since the restoration of the Independence in the beginning of the 9th decade of the 20th century several generations of managers have been educated in the environment of western management science. However, the paradoxical situation has emerged: regardless of the efforts of universities and colleges in training specialists of management, in the practice of most organizations new management methods have not been established or have been only partly established. For example, this is witnessed by the failure of the conception of corporate social responsibility: managers of some organizations could not even name the conception content; for other organizations the social responsibility – is the label used in the market even having not become the culture of activity organization. And the society hardly pays attention and reaction to it.

Often the approach that the managerial model developed abroad can be directly implemented in Lithuanian organizations is considered. However, the nations have covered different historical path, have acquired unique experience coded in national cultures and determining individual reactions and activity modes (2010). In Lithuania only recently social and cultural conditions for implementation and adaptation of the models developed in foreign countries have been paid more attention.

There are several modes to apply management models. The company following the *ethnocentric* approach transfer the practice and policy, which were used in its country, to its branches in foreign countries. Referring to the *polycentric* approach, the branches are independent from their headquarters. The policy of human resources management is adapted so that it would satisfy the conditions of every foreign country. The grouping of regional branches is based on the *region-centred* approach. The policy of human resources is coordinated in the region as far as possible. The branches can be lead by managers from any other country. However, in this case the greater cultural different are, the harder to reach the interaction of managers and employees.

One of the main mistakes – is to identify Lithuanian culture with the region, which is especially miscellaneous. Ethnocentrism as well as avoidance of changes is often assigned to Lithuanian culture. By means of the comparative study, A. I. Mockaitis (2001) has highlighted differences among Lithuania and other countries according to four cultural dimensions: individualism, power distance, uncertainty avoidance, and masculinity. The individualism index reflects how the society value initiative. In Lithuania individualism is less valued than in Austria, Poland, Finland,

Germany, and Switzerland and others. The closest societies to Lithuania are as follows: India, Japan, Spain, and Israel. The societies, in which the power distance index is low, endeavour to minimize the differences; they treat people as equal, and here abilities determine the hierarchy power distance. In Lithuania the hierarchy index is lower than in such European countries as Poland, Spain, Italy, and Belgium. It is higher than in the Netherlands, Germany, Switzerland, Finland, and Sweden. When the uncertainty avoidance is low, people are more inclined to risk; the organizations are given greater freedom. The index of uncertainty avoidance in Lithuania is less than in Austria, Italy, Spain, France, Belgium, Poland, and higher than in Germany, Finland, Sweden. Masculinity – is precipitance, competition; femininity – collaboration, care, harmony and so on. The masculinity index is lower than in Austria, Italy, Ireland, Great Britain, and Germany; it is higher than in Poland, Belgium, Spain, and Scandinavian countries, where the femininity index is the highest.

This stimulates integrated studies of culture – both national and organizational. However, it is necessary to admit that in Lithuania the noteworthy gap between management science and practice exists; and this is the significant shortcoming of the assessment in respect of organizations' development paradigm. The changing environment, developing processes of civil and consumer-oriented maturity make to change the viewpoint to human resources management. The competitive tension and foreign investments, which induce cultural changes in organizations, actualize the above-mentioned processes in the private sector. However, the public sector lacks the power, which initiates progressive changes involving human resources, which are the most important factor ensuring the efficiency in attaining the aims of a public sector organization and its activity quality. And at the same time it ensures flexibility in the processes of organizations' activity internationalization. Organizations' activities and internationalization being the result of globalization process manifests as the main outcome of the content in international management of human resources as well as of its importance emphasis. However, the public sector partly remains apart from these processes. This is also influenced by the development circumstances of the objective thought of human resources management.

3. Cultural problems of the development

In Lithuania the development of organizational management science was frozen in the fourth decade of the last century after the annexation executed by the Soviet Union. For many decades the management practice referred to the Taylorism, which was overestimated already in the Soviet Russia; and the management thought did not have the possibility to develop naturally and freely. The gap of this natural development has determined the outcomes, which are felt so far. In the Soviet times the management used to solve problems of different character. For example, in the eighth decade of the last century in solving unemployment problem in other countries P. Zakarevicius (1976) wrote: 'Annually it becomes complicated to enlarge manufacturing extensively. The main reason is the lack of workforce'.

As S. F. Butkus (2006) states, the laws in the USSR allowed distributing the total remuneration either equally or proportionally to the coefficients adequate to qualification categories. The examples 'the party and authorities' guarded the wage levelling; this limited the initiative and motivation of employees. In Lithuania only in the beginning of the eighth decade one of the first experiments in the Soviet Union was approved: the system for distribution of the total *brigade* remuneration according to the coefficients developed by workers (the system was created by S. F. Butkus). The experiment which was approved by the authorities of the Communist Party in Moscow significantly enlarged the productivity, and the most productive workers got the wage which two or three times exceeded the planned highest wage limit. However, as during many decades the malevolence against initiative and competition stroke roots, the culture got influenced as well – it is felt till now. The phrase 'the one is punishable for the initiative' used in the Soviet times remains relevant both in horizontal relations of employees and the relations of employees with the top managers.

According to P. Zakarevicius (2002), the following main fields for researches have become evident: personnel management, training of professional managers, qualification refreshment; formation and reorganization of organizational management structures, regulation of managerial activity, regulation of management processes; social problems of organizations' management, the organization and planning of organizations' social development; development of computer-assisted information systems, their installation, the application of computer technique; the organization of separate economic branch management. Even if limited, however, the scientists of Russian centres had better possibilities to get acquainted with the Western science.

In the end of the ninth decade and in the beginning of the tenth decade of the last century the social and political transformations developed the possibility to concentrate the capital. However, the practice human resources management culture distinguished in stagnation for a long time; the stagnation remains the systemic interference of

the effectiveness of the activity, which is related to significant gap between the need to apply the results of scientific activity in management of organizations.

The premise of human resources management points out that the better work quality is determined by the effective human resources prevailing in the organization. In the scientific works published in the second half of the 20th century, human resources were defined as the resources, which had to contribute to the solution of organization's problems as effective and efficient corporate agent (Coleman, 1982). However, the internal resistance, the roots of which lie in the conflict of social and individual interests. This conflict is stronger if the progression of individualism-insularity, which is induced by the political culture of the societies that experienced the authoritarian system and which still remain the interference for economic development.

It is postulated that human resources management is oriented complexity, the conditions for employees to develop are created, the sense that employees would feel as if had invested into their workplace and work process is created. In addition, it is stated that human resources are the only resources, whom competitors cannot copy, and make the fundamental factor, on whose actions the success of an organization in the public sector and the quality of provided services. Though public sector organizations have to fulfil the goal to adapt to the changing needs of the society by ensuring the satisfaction of society members expectations, by paying exceptional attention to human resources management, the problem, which cannot be independently solved by management science, exists, - thinking ontologically. Of course, such integration of an individual into an organization lacks the value component and the managerial system supporting its topicality.

At present we are involved into the confrontation of the viewpoints on globalization advantages and disadvantages, the tendency of the world globalization is evident. One is competitive if it dominates world-wide in any economic sector, if uses techniques and tools, if establishes business round the world, if uses any media in order to achieve expected results. In this aspect it is purposeful to develop and apply flexible policy of human resources as well as to reward and promote for deserts; thus this would help an organization of the public sector to maintain the competitive advantage. Human resources management is the main element, which initiates reforms.

4. Definitions of challenges in transforming public sector

External, socio-economic context that acts as a regulating mechanism forming and correcting the objectives for the goal to achieve the functional administrative system, which meets the needs and expectations of the society at a maximum, is important in the process of assessment of public sector organisations. The requirements for the public sector to refuse restrictions, typical of a bureaucratic organisation and develop innovative management culture are raised. However, this is not a simple task. Firstly, there is a lack of a clear vision of the public sector transformation. Public sector reforms carried out in Lithuania up to now have not led to major changes. Secondly, there is not enough methodological substantiation for application of the proposed model of new public management in the national practice.

Systematising various attitudes, J. E. Lane (2001) provides the principles of new public policy and management: the difference between policy and administration is insignificant and vague; there is no rational decision-making in public institutions, there is only limited rationality; top-down implementation of the policy does not work, therefore, automatic implementation of goals in the public sector is not possible; self-governing groups are the best at managing in public administration; public administration officials should not be restricted by the rules of procedures, as the most important thing expected of them is the implementation of the set goals and the proper discharge of their duties; centralization of the public sector could lead to ossification, and hierarchy leads to the lack of real implementation; the systems operate best when they are decentralized; irrationality tendencies are possible or there is a considerable risk of so called garbage can processes; staff members do not have a special type of motivation, they work in order to maximize their own interests – income, prestige and power.

Opportunities for implication of the trends of emerging new public management, the basis for which was business experience, in the public sector were analysed by a number of Lithuanian scientists (e.g., Guogis, Gudelis, 2003; Domarkas, 2004; Staponkiene, 2005; Vanagas, 2006; Staponkiene, 2008; Smalskys, Skietrys, 2008; Tumenas, 2008; Raipa, 2009; et al.). According to V. Domarkas (2004), the ideas of new public administration create prerequisites for increasing the efficiency of the administration, but in some cases they may pose a threat to democracy. Therefore, in recent years a new public management ideology, named the new public service, is formed; it emphasizes that the concepts “democracy”, “self-esteem” and “citizen”, and not the “market”, “competition” and “customer” should dominate in public administration. Civil service (Smalskys, Skietrys, 2008) is based on the participation of citizen communities. However, it must be recognised that such a concept is only possible in the societies where there are old and deep traditions of public communal life. Otherwise, the society is unable to become an equal partner and avoid

the risk of manipulation. At this time employees of the public sector itself are unable to resist the political and interest manipulations more actively.

As G. Vilkelis (2011) states, thinking and systemic transformations also give the stimulus for the development of the new approach. The integration to the European Union and structural funds, the process of assimilation of which has led to qualitative changes of professional competence in public sector organisations, has become one of such impulses. In addition, it is necessary to develop the ideology of the public sector and to reassess values. Values – is a sensitive part of the society culture system; however, according to M. Arimaviciute (2007), the personnel assessment refers to the value system and its priorities as well as it creates modes to assess separate parameters. However, these are only nice words till the strong idea of the public interest is not formed.

5. Criteria and the definition of possibilities

The process of human resources assessment is not only a technical but also cultural problem. Cultural problems complicate the perspectives for the implication of business models into the public sector.

In the context of changes E. Chlivickas (2010) defines public administration as the entirety of media, which organizes and concentrates human, financial, technological and information resources in pursuing for seeking for the anticipated aims. In inducing the search for activity efficiency, public sector organisations of the European Union apply various methods and techniques, direct them to determine the changes in structural work processes, to enhance motivation of employees and improve the assessment of their performance. Clients of both the private and the public sector organizations require more qualified services; thus employees have to possess more knowledge in different fields and to be able to appropriately behave in different situations (Lobanova, Chlivickas, 2009). The process of human resources management in the private and public sector possess similar features; however, in the civil service the human resources management has specific features as well. Public officials perform different and very diverse activity at different state institutions and organizations; however, corporate principals should be applied to them: equality, transparency, political neutrality (Chlivickas et al., 2011).

In the assessment process it is important to identify the essential criteria, which will be followed. The essential requirements have been identified in the national statute-book and have been elaborated in the documents of separate organizations; however, corporate principled criteria do exist. The principled value criteria are presented in Table 1.

Table 1. Value criteria enhanced for the assessment

Criteria	Author / authors
Indicators of working – work results and methods, professionalism, orientation to results	L. Lobanova (2008)
	C. Christauskas, V. Kazlauskiene (2009)
	E. Zuperkiene, A. Zuperka (2010)
	A. Patapas, G. Labenskyte (2011)
	I. Segaloviciene (2012)
Personal features, competence, effectiveness, quality	L. Lobanova (2008)
	L. Lobanova, E. Chlivickas (2009)
	D. Jureviciene, A. Komarova (2010)
	A. Patapas, G. Labenskyte (2011)
	S. Husin, G. Musa (2012)
Impartiality, coordination of public and private interests, equality, transparency, political neutrality	J. E. Lane (2001)
	P. S. Horton (2006)
	E. Chlivickas, N. K. Paliulis, J. Raudeliuniene (2011)
	I. Segaloviciene (2011)
	J. Lakis (2011)
Teamwork	J. Jagminas, I. Pikturaitė (2008)
	A. Silys (2009)
	E. I. Muniute-Cobb, M. V. Alfred (2010)

Criteria	Author / authors
Diversity of values, their free choice	A. Patapas, G. Labenskyte (2011)
	I. Bajnok, D. Puddester, C. J. MacDonald, D. Archibald, D. Kuhl (2012)
	R. Vanagas, A. Tumenas (2008)
	P. B. Guy (2009)
	A. Maceika, B. Janciauskas (2010)
	A. Patapas, G. Labenskyte (2011)
	J. Vveinhardt, E. Gulbovaite (2012)

Source: comprised by the authors.

As L. Lobanova (2008) points out, with the declining significance of education, greater attention is given to the competence of the employees. There are new challenges in the public sector as well as in business organisations, and the knowledge acquired in an educational institution is no longer enough to overcome the challenges. With the development of the knowledge society ideology, the development of the concept of human resources capital is increasingly affected by understanding of the significance and the role of intellectual work. Managerial efforts of organisations to pursue efficiency and direct them to improvement of organisational activities and the search for alternative solutions in organisational structures should be considered essential (Chlivickas, 2010). However, in order to achieve the objectives, the changes of political and management culture must take place together. Every new election should not become a commonplace cause of tension in public management structures in anticipation of personal changes and the changes of management policy.

Assessment is the process but not the event, which involves all main persons who make decisions, stakeholders, people who make influence, and those who understand the needs of the organization's activity, as well as strategic goals.

The assessment process, according to E. Zuperkiene and A. Zuperka (2010), is the action to estimate the contribution of every employee into organization's survival under competitive conditions. In literature the personnel assessment is defined both as process and as procedure, as certain kind of control, social phenomenon, the achieved level of the activity, and organization's expectations in respect of employees. The assessment as process is used to measure every aspect of the function of human resources management, including selection and employment, development of employees, the analysis of organization's needs, the process of activity management, compensation and reward system, human resources practice, policy and procedures as well as development of an organization and initiatives of change managements (Gilley et al., 2009). P. S. Horton (2006) states that well-planned and implemented activity assessment system can: develop the system which will relate organization's strategy and directions of human resources policy as well as the activity with persons and positions; will provide more clarity for employees what they are required to do; will regularly inform persons about their activity, their advantages, limitations and possibilities for development; will give the possibility for managers to identify manifestations of poor performance and take up actions to correct them; will improve work environment in the organization; will inform how human resources contribute to strategic goals of the organization; will provide tools to check that all links of the functioning process strive for the goals formulated for them.

M. V. Kaimakova (2008) points out that during the process of human resources assessment limitations are identified and employees are informed how to perform their functions and to develop the plan in order to improve the results of own activity. During the assessment process the organization's limitations, due to which the employees are guilty, become evident. The removal of these limitations takes place through the development of employees' qualification and skills as well their promotion and dismissal. G. Dessler (2001) points out that during the assessment process the important information, referring to which it is possible to make decisions, is obtained.

The authors (Dessler, 2001; Grote, 2002; Thom, Ritz, 2004; Venkateswara, 2004; Falcone, Sachs, 2007; Arthur, 2008; Bakanauskiene, 2008; Ozerov, 2008; and others), describing the process of personnel assessment, note that there is no united opinion on assessment, methods, periodicity, their time and other procedures. The necessity of the personnel assessment is recognized in pursuing for the effectiveness of personnel activity; thus in this field a lot of the material has been accumulated. However, the researches are missing in this field; and experimental works are of small volume. The reason for this is the absence of methodological, theoretical, and consequently methodical

approaches to personnel assessment. If there is no united and standardized assessment system, the very assessment as process or its oncoming causes negative reaction among employees and managers because no specific assessment procedure and its process does not exist.

C. C. Yee, Y. Y. Chen (2009) point out that, in pursuing to ensure the activity quality, it is necessary to assess in the beginning of the year, its middle and in the end of the year. Managers have to inform about progress, to estimate efficiency and to discuss the annual work plan. The activity assessment process is shown in Figure 1 (see Fig. 1).

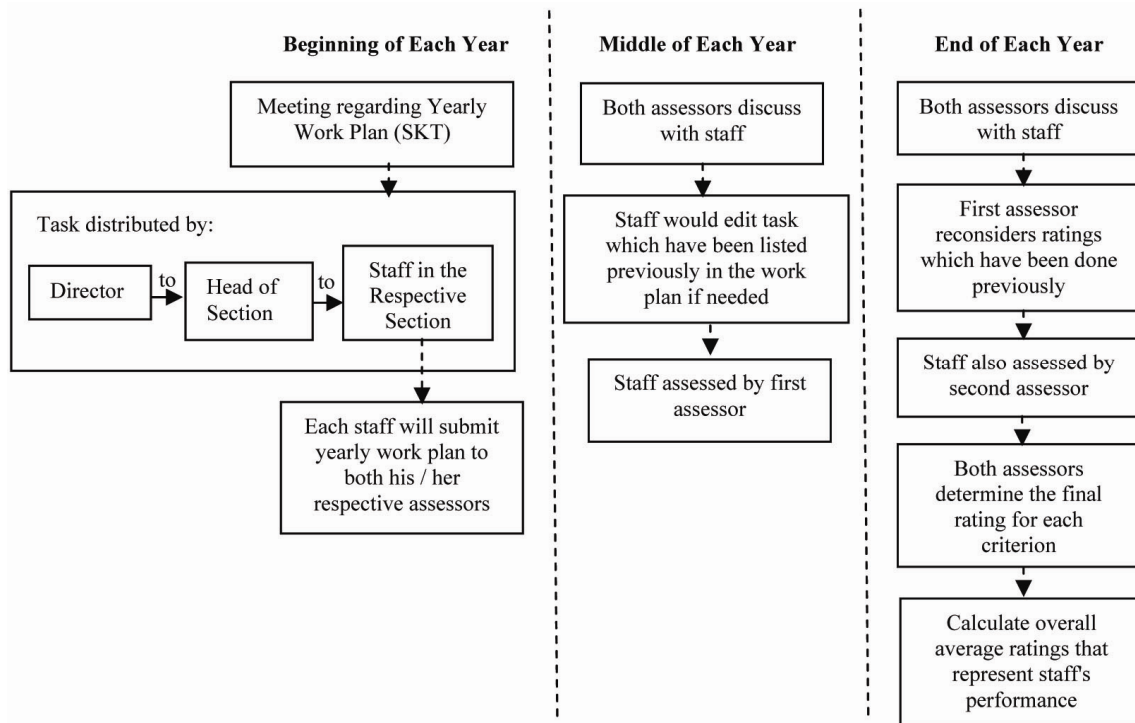


Figure 1. The process of personnel assessment

Source: Yee, C. C., & Chen, Y. Y. (2009). Performance appraisal system using multifactorial evaluation model. *Proceedings of World Academy of Science: Engineering & Technology*, 41, p. 232.

The distribution of the assessment process into stages allows avoiding mistakes in the final result because the mistakes can be noticed in the process of certain stage. Thus even the mistaken decisions occur in the employee's activity, they do not influence the final assessment because it might be observed in stage assessment of the results and the way to further progression is intercepted. N. Thom, A. Ritz (2004) state that the assessment of employee's achievements should be performed periodically and has to proceed in the following five steps: 1. work results characteristic for a specific work place and necessary for an employee to individually achieve *are determined*; 2. work results are *grouped according to their importance*. The more important the work result are for output, group or organization, the more it is emphasized; 3. the extent of *separate work features* (quality, quantity, acceptability) is specifically defined and work results are evaluated as well as the *contribution to the output*; 4. *the contribution to corporate activity is determined* and the proportion of individual and overall results is estimated; 5. *compatibility* revise of the assessment by separate work features (the third step) and overall assessment (the fourth step) *is performed*. The activity assessment is the part of the activity management cycle. J. Martin (2009) distinguishes four stages: 1) the identification of activity function; 2) activity planning; 3) activity observation; 4) formal assessment and promotion / reward. Every stage of the assessment distinguishes in exceptional features. The content of the assessment estimates the employee's working capacity (work results and methods) and employee's personal features (Sakalas, 2003). According to the author, in assessing the following order of the priority is considered: 1) the criteria important for the assessment of employees are concretized; 2) the importance of criteria is evaluated; 3) the scale for criteria assessment is identified; 4) the personnel are evaluated (to use own or external experts). R. C. Grote (2002) presents the ten-stage assessment process: 1) the active participation of the top management; 2) the ideal system with fixed criteria; 3) the appointment of the expert team; 4) the development of the form; 5) the definition of mission, vision, values and basic competences in the form; 6) warrant of feedback; 7) involvement of assessors; 8) assessors'

orientation; 9) the use of results; 10) supervising and reviewing of the programme or plan. The process of personnel assessment, according to I. Bakanauskiene (2008), should consist of three stages: 1) the development of the assessment procedure (the identification of assessment goals, the development of assessment system, the selection of an assessment method, the selection of assessors); 2) assessment (the discussion of assessment, the collection of assessment information and its processing, the assessment conversation); 3) the consolidation of assessment results.

Thus the focuses made by scientists are not identical; however, they can be considered as supplementing one another. However, it is evident that these models do not estimate socio-cultural environment. In other words, they can be implemented in the ideal environment. The ideal environment is such in which the congruence of personal, organizational and social values has been implemented, and the latter is compiled in practice. It is complicated by the following phenomena: nepotism, protectionism and other factors of similar cluster agreement. The above-mentioned problem of sociality as the problem of democratic values development is important in the context of the countries taking part in the assessment process. The mechanism for assessment result appeal would serve in formation of positive climate both in the private and the public sector organizations. The lack of such mechanism is possible to envisage in the model presented below (Fig. 2).

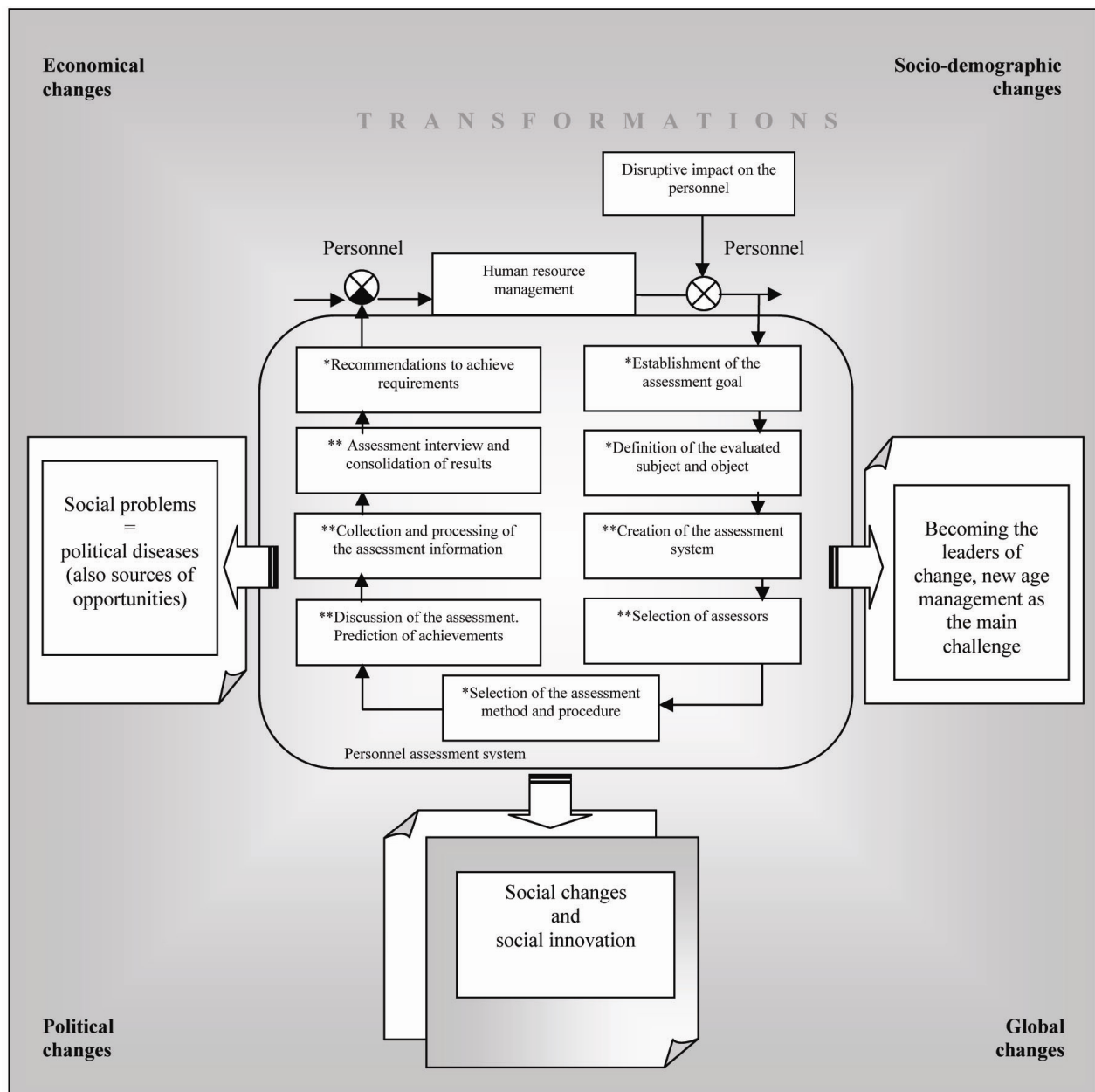


Figure 2. The system of the process of personnel assessment

Modified by the authors according to:

*Ozerov, M. J. (2008). *Ocenka kachestva trudovogo potenciala personala kommercheskogo banka*. Izdatel'stvo VSHB Tomskii gosudarstvennyi universitet, s. 173.

**Bakanauskiene, I. (2008). *Personalo valdymas (Personnel Management)*. VDU leidykla, p. 344.

Disruptive influence upon personnel. The message about approaching assessment worries the personnel. For certain reasons, the requirements of assessment of the potential of human resources may be changed.

Setting the goal of assessment. The contents and methods of assessment may vary depending on the set objectives. As these things depend on the objective, this goal must be defined and clear.

Definition of the subject and the object. More accurate assessment depends on the chosen subject, i.e. the evaluators (internal or external experts) and the object, i.e., an employee, a group of employees, or all personnel.

Establishment of the assessment system. An effective personnel assessment system is developed on the ground of principles and criteria. *The choice of assessors.* Assessors are provided in accordance with their expertise in the field of assessment.

The choice of the method of and procedure of assessment. Methods of assessment, the measurement scale, the method of collection of information and the assessment procedure are selected to the contents of assessment.

The following elements of the system (*discussion of the assessment, anticipation of achievements, collection and processing of assessment information, assessment interview and consolidation of results, recommendations for achieving requirements*) show the effectiveness of the personnel assessment. First of all, the obtained assessment results are converged, systemized and compared to the requirements, which show the quality of employee's activity. Next, deviations and discrepancies to provided requirements are evaluated. Then, the recommendations to eliminate defects are prepared. Finally, incentives for employees, promotion, demotion or job transfer, etc. are planned.

Thus the disruptive impact can be reduced following the introduction of appeal or, in other words, the opportunity of contestation as a value of managerial culture. Since, in accordance with studies (Leoniene, 2001; Dessler, 2001; Daft, 2003; Stankeviciene, Lobanova, 2006; Liukineviciene, Garoliene, 2009; et al.) assessment takes place in order to use the personnel more rationally, to raise their performance efficiency, enhance the quality of work, develop the personality and create a favourable psychological climate in the team. Favourable climate of the organisation promotes mutual understanding, cooperation and informal teamwork, and this has a positive influence on work efficiency and operational effectiveness.

Of course, the assessment process raises a number of questions, how to evaluate intellectual activity of employees and its contribution, especially, when people work in teams. According to L. Vaskeliene (2007), it is necessary to understand that the estimation of the organization's intellectual capital is a purposeful multi-stage process of information aggregation and interpretation, which should be implemented coherently, i.e., determining the particularity of the need for assessment of intellectual capital, clearly defining the objectives of the assessment corresponding the problematic nature of the situation, evaluating opportunities for assessment emerging on the junction of the needs and limitations, depending on the specificity of the problem situation, set goals and opportunities of assessment, selecting adequate assessment techniques and clearly defining assessment procedures. The conceptual model for the assessment of organization's intellectual capital is suggested. In this model the assessment of intellectual capital is formalized as the process of six consistent stages of assessment: the analysis of a situation; the formulation of aims; the identification of assessment possibilities; the choice of assessment tools; the organization of assessment process; decision-making (Uziene, 2010). According to R. Alonderiene and I. Bakanauskiene (2004), when assessing the employees in teams, the same factors of formalised assessment are relevant: the goals of assessment, its periodicity, establishment of the criteria and the scale of assessment, selection of the method of assessment and determination of the subject of assessment. The main factor, which influences the particularity of assessment in teams – is the type of a team. According to the composition of the team members and the character of the assignment three types of teams are identified: work and services, projects and networks.

In the process of consolidation of assessment the assessor has the right to ask specialist questions, require certain information and oblige people to use the results of assessment. When analysing the development of the function of assessment, it is important to know how the influence of assessment appears, or, speaking instrumentally, how the influence of any assessment may be enhanced (Dvorak, 2012). One of the latest models for competence assessment allows to insight what processes determine the success of the organization and its employees, to evaluate how managers can influence these processes. Organisational efficiency, determined by leaders oriented towards people,

productivity and changes, is in the centre of the model of sustainable management. Implementation of applied productivity programmes and systems, uniting the purposefulness of application of human resources and relations, productivity and reliability as well as innovations, helps adapt to new opportunities and threats in the intensively changing environment (Lobanova, Chlivickas, 2009). L. Lobanova (2008), having performed the researches in Lithuania, has determined that while improving the current system of assessment of human resources in the public sector, it is necessary to take into account the aspects of the assessment systems and assessment procedures relevant to employees themselves: clarity of the assessment criteria, individuality of the conclusion of annual assessment, specification of the right to disagree with the conclusions of assessment, fixing the outcomes of inaccurate or unfair assessment.

I. Bakanauskiene et al. (2008) analyzed the activities of personnel management in Lithuanian organizations. The research results showed that the results of formal assessment are used by the organisations for making decisions on the remuneration (63 per cent) and promotion of employees (24 per cent). Large organizations are more likely to evaluate employees purposefully (correlation 0.71) and periodically (0.69), establish the criteria of employee assessment by analysing work regulating documents (0.65).

M. Kaselis, S. Pivoras (2012) point out that only a little more than one third of the respondents positively evaluate the benefits of individual consequences of performance assessment in accordance with the results. Improvement of civil service is strongly accepted, and assessment of performance in accordance with the results is opposed the most, compared to the other aspects of the reform, their benefits are evaluated quite sceptically. This shows that there is a lack of understanding the importance of the assessment of performance results, their usefulness and the influence. Therefore, it is necessary to discover appropriate ways to show civil servants the benefits of performance assessment in accordance with the results. All the more because R. Vanagas, A. Tumenas (2008) note that the reformed system of Lithuanian civil servants performance assessment is inconsistent. Although it is required to assess the results, the performance management system, which would record specific works and they would be ranked under their importance, has not been created; the system of measurement of performance results has not been created as well. In addition, there is no assessment of other objective aspects. For example, the base of assessment requirements for employees, on the grounds of at least Geneva scheme adopted in 1950, is not fully implemented. Specification of the requirements is provided in Table 2 under the requirements of Geneva and the German association for work analysis and enterprise organisation.

Table 2. The specification of the requirements considering Geneva Scheme and REFA

Requirements of the Geneva Scheme	REFA requirements	Specification
Possibilities	Knowledge	Education, experience, intelligence level
	Physical state	Health, physical training, action coordination
Responsibility	Responsibility	For oneself, for others' work, for others' security
Load	Mental	Attention, thinking tension and mental work intensity
	Physical	Dynamic, static, one-way
Work conditions	Environment influence	Climate, humidity, cleanness, dust, vapour, noise, lighting, safety

Source: A. Sakalas, V. Silingiene (2000). *Personalo valdymas (Personnel Management)*. Kaunas: Technologija, p. 137.

In the International Labour Conference in Geneva, it was agreed on the most important factors to be taken into account in assessing the job: knowledge, skills, responsibility and environment. However, such an agreement is missing in the national practice. These principles are not institutionally included in the assessment methodology of public sector employees. In addition, it can be presumed that organisational (managerial) culture, as the axiom, is largely formed in private activities, the values organised by which are organically implicated in organisational culture of the public sector. Therefore, to sum up this discourse briefly, it can be argued that the fast qualitative changes in the public sector of Lithuania as the example of the region are impossible.

Pokropivnyi (2003) claims that personnel assessment establishes employee efficiency in order to achieve goals of an organization and consistently collect information required for the further decision management process. Integrated personnel assessment contents, methods and procedures are provided in the figure below (please refer to Fig. 3).

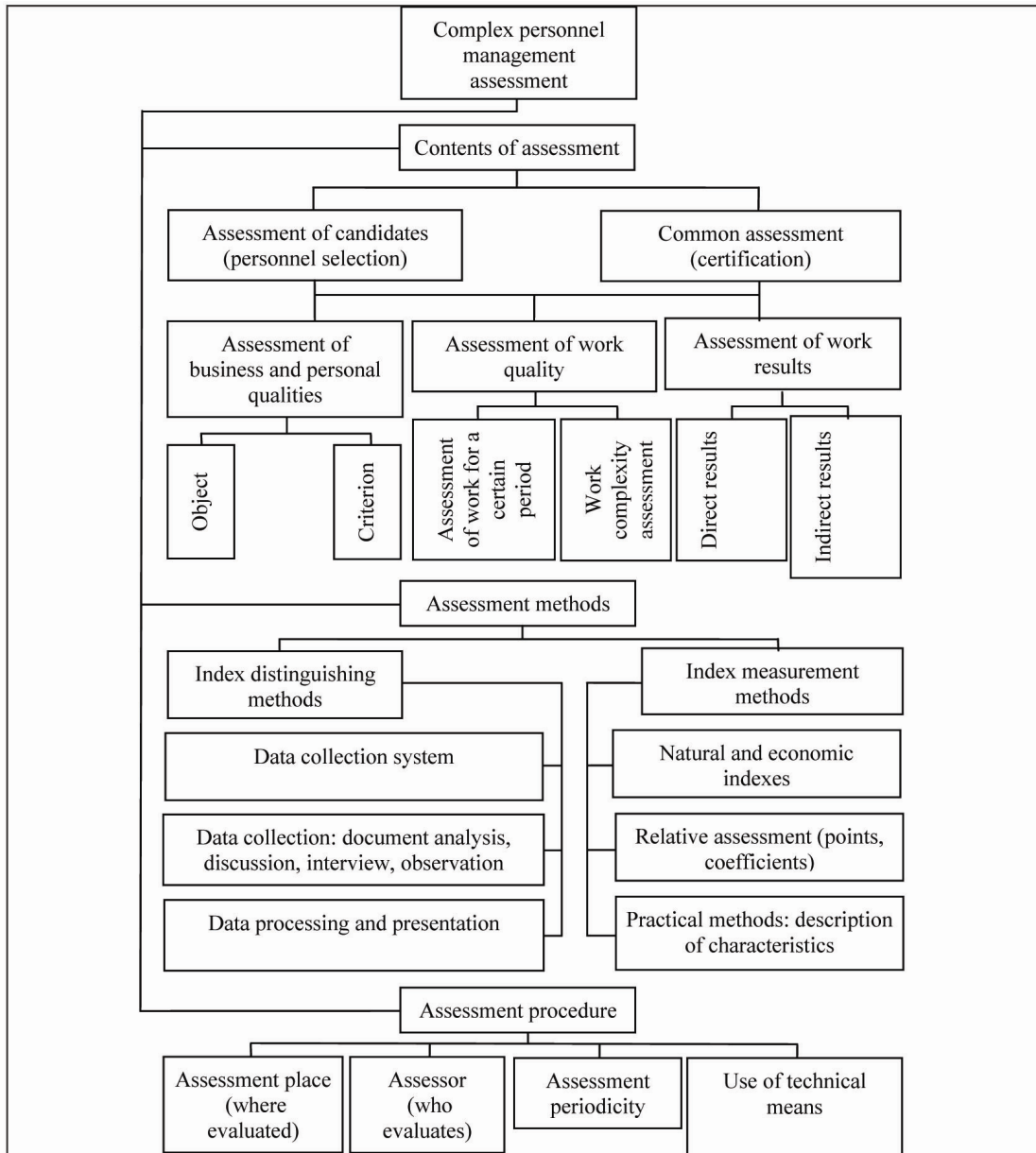


Figure 3. Contents, methods and procedure of the complex personnel assessment

Source: Pokropivnyi, S. F. (2003). *Ekonomika predprijatija*. KNEU, p. 102.

Scientists note that the whole work process must be evaluated consequently, and this partially corresponds to the aforementioned assessment process stages proposed by the scientists. The final result must not be evaluated spontaneously, since this assessment is partial, although very simple.

Upon generalizing the academic literature in the aspect of human resource assessment, it is possible to state that personnel assessment process takes an important place in human resource management. Clearly created assessment system allows achieving the set goals efficiently. Modern assessment practice accepted in the field of organization management is frequently related to shorter time intervals, and assessment methods are adhered to in order for results to be efficient and comprehensive. Comprehensive personnel assessment, which results determine the creation of future career, transfer or dismissal of an employee and changes of organization performance.

6. Conclusions and discussion

The ideas postulated by new public management can seem very attractive, especially for business practitioners; however, we suggest narrowing down the discussion on the transfer of the principles tested in the private sector to the public sector to the national business culture. It reflects the basic value criteria, by which social interaction is organised.

Referring to the example of Lithuania as socially and economically developing country, it is possible to state that such concepts as values, participation of communities and so on are used very easily and not considering cultural context. Fast qualitative changes and mechanical transferral of models are impossible – and this must be admitted.

The strategic goal of the assessment of human resources in the public sector organisations is to safeguard the public interest, which consists of explicit and implicit legitimate expectations of members of the society. Value and systematic changes, orientation to modernisation of management abandoning traditional administration, which no longer meets the pace of ongoing changes, are relevant to the modern public sector.

The assessment process – is the algorithm based on logic sequence, cyclically repeated activity aimed to assess and improve the functionality of organization's systems. The assessment process in an organisation creates fields of tension; therefore, both its procedures and taken decisions must be clear and transparent, directed to the goals of the organisation.

The assessment process should not increase tension but decrease it by diminishing the gap between expectations and the given phenomenon as well as envisaging optimal ways to overcome contradictions. Thus the assessment process should be humanized by estimating psychological and social competence aspects of people. This is ensured by clear functions of evaluators and organization's values.

The analysis of the suggested models for the assessment process shows that most of the models are characterised by similar cyclical logic, which differs in the form of presentation, but not in the content. However, thinking about the practice of assessment, the detailed description of the assessment process should be more preferable to the organisations. External information context of the assessment environment, not as an essential criterion, but as material for the formulation of objectives and planning procedures should be included in assessment of employees of public sector organisations.

The qualitative implication of the models involves the insinuation of values, sociality strengthening and appeal.

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