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Theoretical and Practical Aspect of Employees and Their Activity Evaluation Model (In Example of Statutory Institution)

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Abstract

Research background: The evaluation of employees and their activity requires precise and responsible preparation, it is a process, having a large impact to successful implementation of strategic goals of institution. The evaluation of official work of civil servants in Lithuania does not have deep traditions. Thus, the main analyzed problem is the following: if the criteria of statutory institution employees and their activity evaluation (possibilities and results) are significant to the evaluation results of statutory institution employees and their activity.

Purpose of the article: to make the analysis of theoretical aspects of employees and their activity evaluation and to provide an evaluation improvement model of statutory institution employees and their activity.

Methodology/methods: while analyzing the theoretical peculiarities of employees and their activity evaluation, the analysis, systematization and generalization of scientific literature, scientific articles as well as legislation of the Republic of Lithuania acts have been performed. A quantitative research method was used for the performance of the empiric research; and the qualitative content analysis, descriptive statistical data analysis as well as comparative analysis were used for the analysis of the gathered data. The used in this part researches methodology and results combine the identification of interconnection of statutory institution employees and their activity evaluation possibilities (leadership, people and processes) as well as measuring of their importance.

Findings & Value added: Seeking for useful and effective employees and their activity evaluation process in a statutory institution, a theoretical model of employees and their activity evaluation in a statutory institution improvement was developed on the basis of general evaluation model, which has been successfully adapted in a statutory institution. Having identified the problematic fields of employees and their activity evaluation and determined the reasons of their occurrence and possible improvement opportunities, on the basis of the obtained results, a model of statutory institution employees and their activity evaluation improvement with the indicated in a research problematic fields, improvement possibilities and expected positive results is provided.

Keywords: *employees, employees and their activity evaluation, evaluation model*

JEL Classification: *M12*

Introduction

Evaluation of employees and their activity is one of the most important components of activity management, which helps to increase employees' act productivity and employees' constant development.

Goal of the article – to analyse theoretical aspects of evaluation of employees and their activity and to present a model of improvement of statutory institution's employees and their activity evaluation.

The number of scientific books and articles speaks about some maturity in the area of research of evaluation of employees and their activity. The topic of evaluation of employees and their activity was analysed by Lithuanian academics: A.Sakalas (2003), S.Pivoras,

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R.Dapkutė (2004), R.Vanagas (2014), R.Tumėnas (2008), E.Gustas (2003), M.Kaselis, S.Pivoras (2012), A.Savanevičienė (2008), E.Gimžauskienė (2007), L.Lobanova, A.Stankevičienė (2006), T.Tamošiūnas, A.Šalkauskaitė (2010), A.Župerka, E.Župerkienė (2010), B.Leonienė (2001), I.Bakanauskienė (2002, 2008), F.S.Butkus (2003), E.Bagdonas, E.Bagdonienė (2000), R.Adamonienė (2014, 2015) and foreign scientists K.R. Murchy, J.N. Cleveland (1995), James A.F.Stoner (1995), D.Grote (1996), T.Coens and Mary Jenkins (2000), G.Dessler (2001), G. Latham (2006), J.Edelenbos (2013), M.Fejfarova, H.Urbancova (2015), Z.Skorkova (2016), Jui-Lan.Wu (2013), S.P. Robbins (2003) et.al. The results of theoretical and empirical researches performed by T.Tamošiūnas, A.Šalkauskaitė (2010), S.Pivoras, R.Dapkutė (2004) and other scientists confirmed that model or evaluation of career development of civil servants in Lithuania is imperfect and should be corrected.

Research Methodology

Analysing theoretical peculiarities of evaluation of employees and their activity, there was performed analysis, systemizing and summarizing of scientific literature, scientific articles, and legislation of Lithuanian Republic. Qualitative research method was used to perform empirical study, and qualitative content analysis, descriptive analysis, descriptive statistical data analysis and comparative analysis were used for analysis of gathered data. Research methodology used in this part combines identification of interrelationship between possibilities of evaluation of statutory institution's employees and their activity (leadership, peoples and processes) and results as well as measurement of their significance.

During the quantitative research of evaluation of statutory institution's employees and their activity, there was a striving to determine a significance of criteria of evaluation of employees and their activity by questioning statutory civil servants and career civil servants of selected institutions. To form a research sample, there was selected a method of selection according criteria, which is effective in gathering of qualitative data (Bitinas, 2008).

Having performed calculations, there is obtained a required value of representative sample, and given 5% of error, and the number of the questioned was determined - 244 statutory civil servants and career civil servants.

The questionnaire of the research consists of 4 parts (Table 1).

Table 1. Toolbox of quantitative research - questionnaire

	Parts of questionnaire questions	Grounding of parts of questionnaire questions
I.	Social demographic questions: gender, age group, police station the respondents are working currently, education, work experience, position.	Purpose of the questions – to find a relationship between demographic social characteristics of respondents and results of the questions related to the research problem.
II.	Possibilities of statutory institution (criteria: leadership and people).	By the questions there is a striving to research style and methods of management of statutory institution's leadership.
III.	Methods of evaluation of employees and their activity.	By the questions, there is a striving to determine significance of methods of evaluation of employees and their

		activity.
IV.	Process of evaluation of employees and their activity.	By the questions, there is a striving to identify problem areas of process of evaluation of employees and their activity.

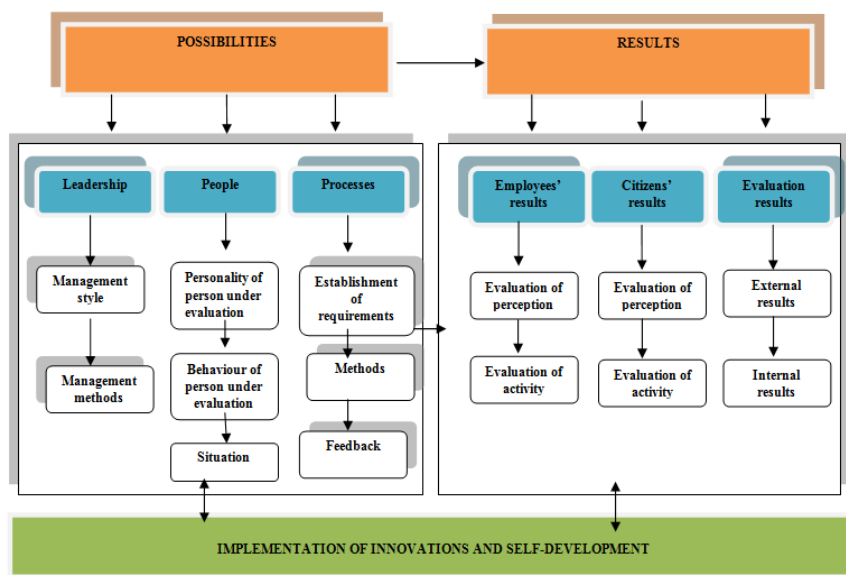
To process research data and draw graphics and to process obtained data, there were used Microsoft Office Excel 2010 and SPSS Statistics 22 programme packages.

Theoretical model of improvement of evaluation of employees and their activity in statutory institution

Goals of theoretical model of improvement of evaluation of employees and their activity in statutory institution are following:

- 1) to present principles of evaluation of employees and their activity to statutory institutions and stimulate statutory institutions to apply them in the process of improvement of evaluation of employees and their activity;
- 2) to make statutory institutions familiar with a cycle of improvement of process of evaluation of employees and their activity PPCA (PLAN, PERFORM, CHECK, ACT);
- 3) to use advantages of different methods of evaluation of employees and their activity for improvement of process of evaluation of statutory institution's employees and their activity.

Figure 1. Theoretical model of improvement of evaluation of employees and their activity in statutory institution

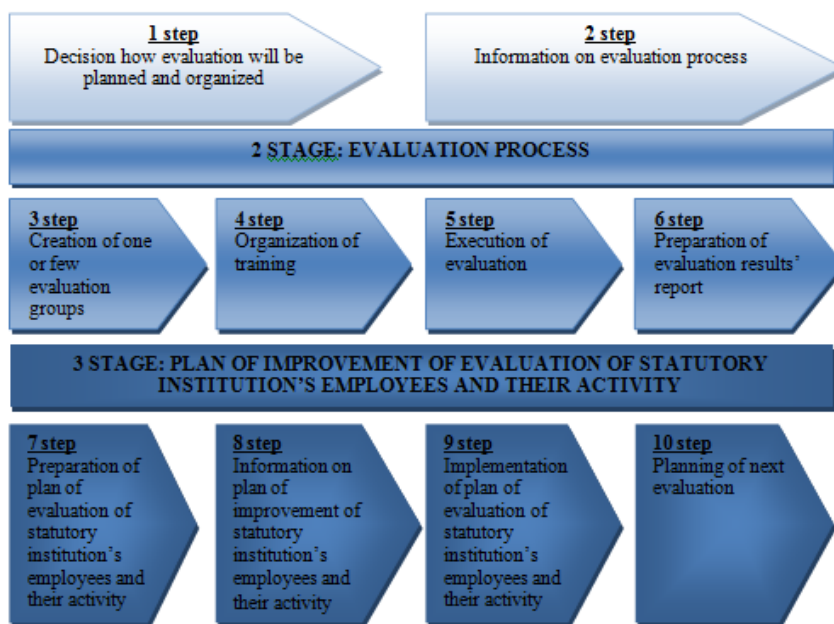


Structure of theoretical model of improvement of evaluation of employees and their activity (further ETM) in statutory institution consists of 6 criteria that comprise the most important aspects that should be analysed by statutory institution by applying ETM: leadership, people, evaluation processes, citizen's results, employees' results, results of evaluation of employees and their activity. This process creates a constant cycle of implementation of innovations in statutory institution and training, which helps statutory institution to improve (Figure 1).

During evaluation, statutory institution is recommended to follow the main elements of EVM (6 criteria, 14 partial criteria) and to follow established recommendations of EVM application. ETM application process is divided into 10 steps (from beginning of evaluation of employees and their activity to implementation of plan of improvement of evaluation of employees and their activity). These steps warranty a consequent improvement of evaluation of statutory institution's employees and their activity, and are supposed as guidelines of efficient EVM application (Figure 2).

Main goal of the method of improvement of evaluation of employees and their activity is to determine strengths of statutory institution's employees and their activity, the main areas of improvement of statutory institution's employees and their activity.

Figure 2. Steps of statutory institution's activity improvement by applying ETM



Based on general evaluation model, theoretical model of improvement of evaluation of employees and their activity in statutory institution, the goal of which is: to provide statutory institution with the principles of evaluation of employees and their activity and stimulate to apply them in process of improvement of evaluation of employees and their activity, as well to make statutory institution familiar with the cycle of process of improvement of evaluation of employees and their activity PPCA (PLAN, PERFORM, CHECK, ACT).

Problem areas of evaluation of statutory institution's employees and their activity identified during the research

Having performed the research of evaluation of statutory institution's employees and their activity, there were identified problem areas of evaluation of statutory institution's employees and their activity, determined possible reasons of their occurrence and presented measurements and possibilities of improvement of these problematic areas.

Management of statutory institution creates only a partial possibility to evaluate quality of management abilities of own managers, because method of this evaluation is not foreseen in legislation and its process is not being performed. There would be a possibility for employees

to evaluate quality of management abilities of own managers, if evaluation of employees and their activity in statutory institution would be performed by using method of 360-degree evaluation. Most respondents participating the research wish that they would be evaluated not only by direct manager, but by colleagues, citizens as well. 360-degree evaluation method selected by respondents would be more objective in evaluation of employees and their activity, because information on activity evaluation is being gathered from different people surrounding employees: managers, subordinates, colleagues, citizens. Part of respondents also wish that evaluation of employees and their activity would be performed twice a year, because evaluation of employees and their activity performed once a year gives no constant feedback between employees and managers.

Having performed the research, having analysed and systemized the results obtained during the research, it was determined that for evaluation of employees and their activity all criteria and partial criteria presented by the article authors in theoretical model of possibilities (leadership, people, processes) and results (employees' results, citizens' results, evaluation results) of improvement are significant. *In case no criteria exist or one of the possible criteria is executed improperly – indices of results' criteria will be satisfied.* Also, *the dependence exists between criteria and partial criteria of results and possibilities*, for example, during research it was determined that in case of absence of proper trust and respect stimulation between management and employees, the persons under evaluation won't understand sense of evaluation and results of their evaluation will be satisfied. *Quality of results of evaluation of employees and their activity depends on relationship between character of possibilities and intensity of that relationship*, for example, in case statutory institution's leaders improperly strengthen trust and respect between managers and employees, not only team work and cooperation. *Possibilities of evaluation of employees and their activity are related in the level of main criteria and partial criteria.*

Having performed research analysis and having determined that in statutory institution a dependence exists between criteria of results and possibilities and their partial criteria, and having identified problem areas of evaluation of employees and their activity and their reasons, model of improvement of evaluation of statutory institution's employees and their activity can be presented.

Model of evaluation of statutory institution's employees and their activity consists of the main and partial criteria of possibilities and results and implementation of innovations, process of improvement of evaluation of employees and their activity. Problems of criteria and partial criteria of possibilities, determined during empirical research, are related to result criteria and their partial criteria. Presented possibilities of improvement of identified problems will help statutory institution to reach the results to be reached. Most important, that having eliminated determined problems, it is necessary to implement innovations in statutory institution and improve evaluation of employees and their activity with reference to method of cycle PPCA (PLAN, PERFORM, CHECK, ACT).

Conclusions

Based on interpretations of concepts of evaluation of employees and their activity by different authors, the concept of evaluation of employees and their activity is presented – this is a purposely created and constantly developed process that reflects statutory institution's standard, goals and tasks, by which there is a striving to improve employees' (managers and employees): working activity (work results, possibilities of development, improvement and

refreshment, increase of motivation), interrelationship (constant mutual feedback, cooperation, trust, team work), personal competencies and criteria (leadership, professional, special, general and managerial knowledge and similar).

Evaluation of career civil servants and statutory civil servants activity is being performed according to regulation of different legislation, because status and service of statutory civil servants is regulated by the law of confirmation of statute of in-house service of Lithuanian Republic and regulations, and status and service of career civil servants is being regulated by the law of civil service of Lithuanian Republic and regulations.

Creation of theoretical model if improvement of evaluation of statutory institution's employees and their activity enabled identification of problem areas of evaluation of statutory institution's employees and their activity, determine relationship between possibilities of improvement and positive results.

In striving to implement innovations in statutory institution and improve evaluation of employees and their activity results of the performed research supposed further directions of improvement: to perform the process of evaluation of employees and activity with reference to the method of cycle PPCA (PLAN, PERFORM, CHECK, ACT); to strengthen inter trust and respect between management and employees; to create conditions suitable for team work; to stimulate cooperation; to increase objectiveness of selection, career development, wage; to develop managerial, leadership, communication abilities for career civil servants; to create possibility for employees to evaluate quality of managers management abilities; to recommend legislation creators to legalize evaluation of employees and their activity to be performed by using the method of 360-degree evaluation; to execute the process of evaluation of employees and their activity twice a year; during annual dialogue, direct managers should discuss career planning with every employee.

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