

INFLUENCE OF HUMAN RESOURCE ASSESSMENT ON ORGANIZATIONAL CLIMATE IN ORGANIZATIONS OF LITHUANIAN PUBLIC SECTOR

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Abstract

The article discusses results of expert assessment of human resource assessment on organizational climate. The study was performed by using interview method. Interview data basis is based on dialectic hermeneutic because it allows understanding of the object through reality model, i.e., in a context of what reality and in what form the thoughts are being expressed (Vaitkevičius 2012). Reality's construct was formed according to the model of influence of human resource assessment on organizational climate that was created and empirically verified by P. Papšienė, S. Vaitkevičius (2013, 2014). Thus, reticular model of influence of human resource assessment on organizational climate created by the authors became a particular map of assessment categories and sub-categories whereby there was orientation in logical contents of respondent's phrases (statements poured out by informant). Literature used to ground the model describes a phenomenon of human resource assessment and allows envisaging of interaction with organizational climate within its conception. By this study there was a striving to gather more information on a phenomenon of influence of human resource assessment on organizational climate therefore there were purposefully studied big organizations of Lithuanian public sector where this phenomenon exists and thus enabled a thorough knowing of phenomenon of influence of human resource assessment on organizational climate.

Key words: human resource assessment, interaction, organizational climate, phenomenon

1. INTRODUCTION

In scientific literature topics of human resource assessment and organizational climate are being discussed intensively enough (Ahmadi, 2012; Buys, Louw, 2012; Purohit, Wadhawa 2012; Mathur, Nihalani, 2011; Goyal, 2010; Srivastav, 2009; Kundu, 2007; Kaselis, Pivoras, 2012; Vilkelis, 2011; Lobanova, 2008; Pivoras, Dapkutė, 2004; Vveinhardt, Skindaraitė, 2012; Vveinhardt, 2010; Purlys, 2009; et al.). A special interest is being felt in Lithuania where discussion of this problem topic has been quite intensive since 2005. In Lithuania, in prospect of human resource assessment, following subjects are being studied: employee's work results and methods, professionalism, orientation towards results (Lobanova, 2008; Patapas, Labenskytė, 2011; et al.), variety of valuables (Guy, 2009), competency, personal characteristics, efficiency, quality (Lobanova, 2008; Lobanova, Chlivickas, 2009; Patapas, Labenskytė, 2011; et al.), and other. Organizational climate in Lithuania was studied more thoroughly in aspect of knowing of relation between organizational climate and employee's inter-communion (Vveinhardt, 2009), in prospects of measurement of organizational climate (Rekašiūtė-Balsienė, 2005) and recognition of organization's striving to be a successful organization (Vveinhardt, Skindaraitė, 2012).

Internecine influence of variables of human resource assessment and organizational climate was little analysed in literature in complex. Usually this internecine influence reveals itself as additional retrospective of human resource assessment or assessment of organizational climate (Purlys 2009; Vanagas et al. 2005). Reviewed literature on human resource assessment and organizational climate, where features of assessment of their influence can be struck, also showed that internecine influence of variables of human resource assessment and organizational climate in authors' works usually reveals itself through discussion on relation between elements of organizational climate and its activity indices (Purlys 2009) or through analysis of phenomenon of work characteristics and expression of psychosocial stress (Vanagas et al. 2005).

As fundamental basis for study of internecine influence of variables of human resource assessment and organizational climate in sources of other authors isn't compete in complex point of view, therefore in

striving for better description of influence of human resource assessment on organizational climate in this article, descriptions of human resource assessment and organizational climate are being selected as basis. Namely from the sameness of human resource assessment and organizational climate there were distinguished their possible areas of interneccine influence and potential directions of influence.

The study on interrelation between human resource assessment and organizational climate performed by P. Papšienė, S. Vaitkevičius (2013, 2014) revealed that in the mass these two dimensions of organizational assessment are closely linked. They not only affect each other, but also form different models of relations. Namely the latter allowed better knowing of phenomenon of interaction of human resource assessment and organizational climate. Of course, although this study expanded boundaries of current knowledge, however it also showed that many questions related to interrelation of human resource assessment and organizational climate still have to be answered.

Therefore, the main **problem of the study** is a more comprehensive research of phenomenon of interaction of human resource assessment and organizational climate.

The **objective of the study** is to gather empirical data on existing phenomenon of influence of human resource assessment and organizational climate and to form a system of phenomenon's categories and sub-categories, which describes typology of object's conception.

Research methods: data were gathered by using a questionnaire of interview that was composed from structural questions; for analysis of gathered qualitative data there was applied a method of qualitative content analysis that allows to avoid superficiality during text examining. Also there was applied hermeneutical model that transfers starting point of interpretation from statement into reality. The study was performed in big organizations of Lithuanian public sector.

2. THEORETICAL MODELING OF INFLUENCE OF HUMAN RESOURCE ASSESSMENT ON ORGANIZATIONAL CLIMATE

An influence of human resource assessment on organizational climate is still little known in Lithuania and the world around. Mostly these are casual insights of authors that originated as indirect result by performing studies individually on either human resource assessment or organizational climate. In prospect of this study the origin of such conclusions could be treated as argument that influence exists between mentioned constructs, simply a complex knowing of this influence as distinctive phenomenon is required.

Analysed literature on human resource assessment and organizational climate allows a statement that organizational climate depends on designing of employee's involvement into assessment system, dominance of feedback type in organization and dominating stimulation system (Dransfield 2000). Besides, constant assessment has effect on assessment of benevolence of organizational climate. As one of positive features of assessment it was named that during assessment an employee familiarizes with own strong and weak features and this allows to plan refreshment of qualification and training strategically, which often corresponds the expectations of employee (Ansoff 1989).

Creation of assessment procedure eliminates negative aspects in assessment process and that is also related to organizational climate. Employee's positive disposition during assessment ensures successful assessment, and in order to ensure efficient assessment there has to be prepared beforehand an assessment methodology, decision taken regarding assessment organization and guidelines of assessment discussion foreseen. Perception of common assessment model, knowing of assessment goals, creation of assessment system, selection of assessment method, estimators and sources of assessment data ensure a benevolent organizational climate and motivate employees to strive for efficient results (Horton 2006; Stoner et al. 2006; Bakanauskienė 2008; Ozerov 2008; Lobanova 2008; Župerkienė et al. 2010; Mikulskienė et al. 2011).

Assessment methodology combines data sources, determination of assessment goals, creation of assessment system, and selection of assessment method. According to Lobanova (2008), assessment methods are being selected considering goals of personnel assessment.

Organization of assessment in assessment of human resources shows efficiency of personnel assessment (Grote 2002; Martin 2009; Yee et al. 2009). Proper selection of assessment criteria is important because they will show a quality of employee's activity. Organization of assessment is good when it is possible to take decisions with reference to information gathered during assessment. Assessment takes a long time from preparation to implementation, brings a big tumble into employee's activity, i.e. there appears a lateral impediment that does not allow to concentrate thoroughly to a direct work and therefore is not welcomed neither by managers nor by employees. Problems related to organization of assessment raises conflicts between employees, work process becomes unattractive, no interest in activity remains, and motivation is being lost.

Discussion of assessment loses its point in case organization of assessment causes negative consequences to employee and employee stays unsatisfied in assessment results (Klimova 1999; Bazarova et al. 2002). Presented information is not interested and topical to employee, if assessment ruins a balance of positive organizational climate and disappointed employees by estimations of other colleagues. Therefore, assessment information in organizations is being presented broad-brush, little attention is given to discussion of assessment. In modern management of human resources many authors treat human resource assessment as systemic activity of entire organization. The assessment itself is not limited by employee's assessment only, but also creates organizational climate.

Direct leader, leader of manager, manager of personnel department, employees of organization can be **estimators of employees**, the employee is being assessed by itself, clients or other external estimators, independent experts (Lobanova 2008, Vanagas et al. 2008, Župerkienė et al. 2010). As authors highlight, in order to perform his/her work right, the estimator has to be familiar with features of assessment process and assessment methods (Vanagas et al. 2008). D. Jurevičienė et al. (2010) highlights that estimator of employees could be affected by stereotypes, prejudices, previous work results and other, therefore in striving for objectivity it could be advisable that employees of organization would be assessed by competent external estimators.

Informational / data sources are knowledge, totality of organization's data from which facts are being gathered. Information gets an exclusive meaning. J. Ruževičius et al. (2007) highlight that properly managed information of high quality allows taking of based decisions. Often the problems of information availability or information quality (comprehensiveness, precision and other) are being faced, especially in case of statistical information as V. Navickas et al. (2010) highlights. Limitations of information availability hinder organizations to take right decision in environment of dynamic activity, as a result of which taking of imprecise decisions negatively affects activity of organization itself. In many cases a speed of statistical information's presentation and processing is inadequate to dynamics of organization's activity environment, therefore decisions taken often contravene with real situation or are not taken at all.

3. VERIFICATION OF RESULTS OF QUESTIONING STUDY ON INFLUENCE OF HUMAN RESOURCE ASSESSMENT ON ORGANIZATIONAL CLIMATE BY USING INTERVIEW METHOD

Interview method was selected for examination of phenomenon of information acceptance barrier. Qualitative research created possibilities to gather original and useful information that describes the problem under research and gives better and more comprehensive result than quantitative research.

It is highlighted that interview allows to gather information during conversation with persons having long experience, good conceptions and a lot of knowledge (Merkevičius 2005). By interview there is a striving to understand experience of informants, to find out opinions on the question under research, which they pour out in own words (Bitinas et al. 2008). According to K. Kardelis (2002), a purpose of interview method under research can be ternary (Cohen, Manion 1989):

1. Direct and key tool for gathering of information required. For example, to find out what respondent is thinking, to clear up what the person knows (knowledge information), what he likes and what he doesn't like (valuables), what thinks (attitude).

2. Tool for verification of the hypothesis raised. For example, to determine or specify relations between variables and the event under research.
3. Method can be applied together with other research methods and during gathering of information, as well in assessment of other methods, for example, questionnaire survey.

Preparation for the interview was done in following stages (Kardelis 2002, Merkevičius 2005, Girdzijauskienė 2006, Bitinas et al. 2008):

1. Definition of subject: „Influence of human resource assessment on organizational climate”.
2. Wilful and formulated goal: „To gather sustaining information on influence of human resource assessment on organizational climate”.
3. Selection of form of the question, which allows to research thoroughly the problem.
4. Selection of informants. While foreseeing them, following informant’s characteristics were taken into account: work place, social status, education and other. Interview was performed in their organizations, therefore, an oral consent of organizations’ leaders was carried to perform the research. Time for interview was being proposed by informant and interview took about one hour. The time was enough to gather information.
5. Informants were instructed, i.e. introduced to research subject, goal and other procedural and process questions of research organization.
6. Notes and answers to questions in this case were not recorded to audiotape, answers were written by hand.
7. After interview the text was coordinated with the informant. Printed text of interview was presented to take a look for participants in case corrections or renewing would be required.

While studying phenomenon of influence of human resource assessment on organizational climate, the questionnaire of the interview consisted of structural questions. Questions by which there was a striving to get more comprehensive information were defined in advance (see Table 1).

Table 1. Structure of questions for informants

Questions for informants
1. During the study of human resource assessment in organizations of Lithuanian public sector there was determined that in assessment process following exist: assessment methodology, organization of assessment, discussion of assessment. Also there were distinguished selection of estimators of employees and sources of information. What could you tell about that?
2. Having performed analysis of interdependence it was determined that assessment methodology is related to selection of employee’s estimators. What could you tell about that? How do you see that in your organization? Could you describe it more comprehensively?
3. During the study it also became clear that estimators of employees are affecting organization of assessment and selection of information sources. What could you tell about that? How do you see that in your organization? Could you describe it more comprehensively?
4. Have you ever considered that organization of assessment can affect discussion of assessment? Let’s try to consider what would be a result of that? Whether discussion of assessment would be a positive thing or not? What do you think?
5. It is determined that selection of information sources responds to organization of assessment. What could you tell about that? How do you see that in your organization? Could you describe it more comprehensively?
6. Could you imagine that assessment methodology, organization of assessment and discussion of assessment can form positive or negative organizational climate? What could you tell about that? How do you see that in your organization? Could you describe it more comprehensively?

Questions for informants

7. It is determined that assessment methodology determines organizational climate.
What could you tell about that? How do you see that in your organization? Could you describe it more comprehensively?
8. It is determined that organization of assessment determines organizational climate.
What could you tell about that? How do you see that in your organization? Could you describe it more comprehensively?
9. It is determined that discussion of assessment determines organizational climate.
What could you tell about that? How do you see that in your organization? Could you describe it more comprehensively?

By interview questions there is a striving to ascertain the system of human resource assessment that is present in the organization and to describe elements of that system. By presentation of questions there was a striving to study more deeply modelled dependencies between connections of human resource assessment and organizational climate and to ground existing functional dependencies on particular variables.

Method of qualitative content analysis was applied for analysis of gathered qualitative data, which allows to avoid superficiality during text analysis. V. Žydzūnaitė et al. (2005) highlight that Ph. Mayring states that *content* analysis is a valid method allowing to make specific conclusions with reference to the text under analysis.

The goal of content analysis is to diagnose (Žydzūnaitė 2005): how the person under investigation describes a phenomenon by realizing investigator's questions by invoking own experience; what inadequacies exist between theoretical description of phenomenon under research and its expression in social space; how the person under investigation thinks while talking of the phenomenon under research; what possibilities and limitations to apply acquired knowledge, skills and abilities in activity or social reality exist.

Steps of analysis or qualitative analysis that were performed during the study:

- 1) Selection of unit of text analysis, which describes finished thought about action, process (part of sentence, sentence).
- 2) Multifold reading of interview text.
- 3) Open coding of selected units of the text by highlighting essential thoughts that are being told in particular text unit.
- 4) Comparing of open codes by finding identical and different codes.
- 5) Selection of different codes.
- 6) Connecting of codes related with common thought or idea into sub-categories.
- 7) Connection of categories into categories according to common idea that relates them and similar.
- 8) Presentation of categories, sub-categories and interview texts proving the last in tables.

Summarizing it could be stated that interview method selected for study of information acceptance barrier in organizations of public sector created possibilities to get original and useful information that additionally described the problem under research and allowed to gather more comprehensive data on the result obtained by questionnaire methodology. This allowed to describe a construct of information acceptance barrier in Lithuanian public sector organizations and, based on that, to answer the question how organizational climate is affected by assessment of human resources, which creates presumptions for further modelling of activity of information acceptance barrier function in a wider context.

4. RESULTS OF EXPERT ASSESSMENT OF STATEMENTS ON INFLUENCE OF HUMAN RESOURCE ASSESSMENT ON ORGANIZATIONAL CLIMATE

The study was performed by using interview method. Analysis of interview data is based on dialectic hermeneutics because it allows understanding of the object through reality model, i.e. in a context of what reality and in what form the thoughts are being expressed (Vaitkevičius 2012).

Construct of reality was formed according to the model of influence of human resource assessment on organizational climate created and empirically verified by the authors (Papšienė, Vaitkevičius 2013; 2014). Thus, created reticular model of influence of human resource assessment on organizational climate became a particular map of assessment categories and sub-categories whereby there was orientation in logical contents of respondents' phrases (statements poured out by informants). Usually classical interpretation of interview data is being performed in logical order of Weber's (1985) six steps sequence:

- First step. Coding of every word.
- Second step. Coding of semantic units (combinations of words according to their semasiological meaning).
- Third step. Coding of whole sentence.
- Fourth step. Coding of subject (homogenous passage in point of view of meaning).
- Fifth step. Coding of paragraph.
- Sixth step. Coding of whole text.

Thus a system of categories and sub-categories is being created from single statements of informants, which describes typology of object conception. Model of romantic hermeneutics is the most suitable for that (Vaitkevičius 2012). The very goal was to assess a correctness of already created model by invoking informants. Therefore the most suitable for that purpose, due to its interpretation logics, was model of hermeneutics (Vaitkevičius 2012), which replaces starting point of interpretation into reality that coincides in its content with system of concepts (due to specifics of method application renamed into categories) and sub-concepts (renamed into sub-categories) of the model already created and which gives a sense to both contents of human resource assessment and organizational climate as well as relation between them. Thus there was a search in opinion of informants for statements answering the question that results obtained by quantitative study of employee's opinion are also seen by their managers.

There was a striving to reveal opinion of informants during deep interview. As Dialectic hermeneutics does not regulate the order of interview conduction therefore it was decided to allow informants to select themselves concept acceptable to them for description of construct. Thus a comparative analysis of data of interview and created construct of influence of human resource assessment on organizational climate was performed not in a level of concepts but their contents (see Table 2).

Table 2. Categories and sub-categories of human resource assessment and organizational climate as projection of information acceptance barrier in organization's human resource management

Categories	Sub-categories	Number of statements	Examples of statements
Foresight of assessment procedure	Determination of assessment goals	3	„Efficient assessment needs a foreseen goal < ... >“. „<...> subject to goals raised by higher organization“. „< ... > there is a partisanship to enterprise's strategic goals“.
	Selection of assessment method	4	„< ... > methods differ (even after a change of enterprise manager)“. „In many cases methods differ due to selection of criteria < ... >“. „< ... >, which are organizing work and thus foresee criteria subject to method“. „If assessment process in organization is smooth, clear and transparent, criteria, indices are known in advance, results are tangible enough, the process itself would form positive organizational climate“.
	Creation of assessment system	7	„It is known in advance in our organization (before assessment) < ...> how it will be assessed“. „< ... > the assessment itself is performed smoothly“. „< ... > qualitative indices should be assessed as well“. „< ... > because employees are being involved into „social race“. „< ... > there are confirmed schedules of activity assessment“. „< ... > assessment is being tied to position, not a result“. „< ... > employee is seen in every step, control system exists“.
	Selection of estimators and data sources	5	„< ... > different estimators are assessing differently < ... >“. „Commission is being created by the order of manager < ... >“. „< ... > principles of creation are not foreseen“. „<...>, in order to be able to organize assessment properly“. „< ... > commission is being created for two years“.
	Assessment methodology	1	„Faulty methodology, < ... >, of course, forms negative organizational climate“.
Organization of assessment	Gathering and processing of assessment information	4	„Organization of assessment and information < ... > on extent of whole institution“. „Assessment should be organized inasmuch the persons under assessment should get all information not only on own results but on colleagues as well“. „Employee can brag that he will be well assessed <... >“. „
	Assessment conversation	5	„Important role should be played by characteristic of direct manager in regard to particular employee“. „< ... > everyone would have comprehensive information“. „< ... > if during assessment process information was public and acceptable, meaning of discussion decreases“. „< ... > assessment is more the tool of motivation“. „< ... > preconceived possibility to assess realistically own prospects, own results in regard to colleagues disposes positively“.
	Organization of assessment	1	„< ... >, organization of assessment, of course, forms negative organizational climate“.
Discussion of assessment	Expedience and validity of assessment results	8	„Very good or good < ... > indices reached by all employees are being announced in internal website“. „< ... > discussion as such is not topical“. „< ... > any veiling of information means negative“. „< ... > should not be limited by analysis of dry numbers“. „That information is not interesting < ... >“. „Only a few times it was assessed as satisfactory“. „< ... > if talks of results, writes papers himself, a real assessment is a result of assessment“. „< ... > preconceived possibility to assess realistically own prospects, own results in regard to colleagues disposes positively“.

Categories	Sub-categories	Number of statements	Examples of statements
	Environment of assessment	4	„ < ... > doesn't decide himself about environment“. „Direct manager has to talk what score he gives and to motivate why < ... >“. „They have certain possibilities to give a tilt towards own side when, where, how it will take place < ... >“. „< ... > how much time will be intended, what methods will be selected“.
	Discussion of assessment	1	„Additional discussion of assessment would be unnecessary < ... >“.
Estimators of employees	Selection of estimators	4	„Estimators of employees should be the persons as much as possible familiar with specific of work under study“. „< ... > usually they are managers of structural subdivisions“. „estimators should be impartial, competent < ... >“. „< ... > managers of structural subdivisions“.
Sources of information	Selection of data sources	4	„Sources of information before assessment process are known“. „ < ... > he has the right to decide regarding the sources, just order is being dropped“. „Employee fills a questionnaire of assessment < ... >“. „The order foresees requirements on the last year < ... >“.
Organizational climate	Interrelationship of employees and relationship between manager and employees, communication	8	„< ... > performance of which requires a lot of time and results will be minimal“. „< ... > answers because a lot of documents need to be filled“. „ < ... > in case colleague was commended causeless (majority does not want to recognize the manager is right)“. „ < ... > increased workload, a lot of additional time has to be intended for assessment“. „ < ... > there are never 100 percent of satisfied“. „< ... > cannot for general climate, but during assessment it is very“. „< .. > others show they are unsatisfied“.
	Organizational climate	2	„Faulty methodology, organization of assessment, of course, form negative organizational climate“. „If assessment process in organization is smooth, clear and transparently, there are in advance known criteria, indices, tangible enough results, the assessment process itself would form positive organizational climate“
Antecedents of purpose of information acceptance barrier function	Purpose of assessment as coordinator of public sector organization's goals and development direction	3	„ If assessment process in organization is smooth, clear and transparently, there are in advance known criteria, indices, tangible enough results, the assessment process itself would form positive organizational climate“. „In our organization it is known in advance (before assessment) < ... > how it will be assessed“. „Sources of information are known before assessment process“.
	Influence of assessment system on organization	2	„Faulty methodology, < ... >, of course, forms negative organizational climate“.. „Organization of assessment and information < ... > works < ... > on the extent of whole institution“.
	Assessment as factor of organizational climate management	1	„< ... > assessment is more as motivation tool“.

In summary of the study results it can be stated that all concepts and sub-concepts distinguished by employees during survey could be identified by interview performed by managers. That indicates that in a sense of content both assessments coincide, which allows to state reasonably that object is being recognized equally in all levels of organization, hence measurement of influence within it between human resource assessment and organizational climate is meaningful.

Interview analysis by using method of dialectical hermeneutics also allowed to envisage three presumptions of information acceptance barrier activity, which hypothetically describe the fact of presence of the barrier.

Besides the result already named in the statements of informants there can be envisaged logical consistency of process sequence. Thus it can be stated that regressive models created and described in the dissertation also are informative and describe a sequence of influence of human resource assessment on organizational climate. For example, influence of human resources on organizational climate is shown in such statements as: „< ... > the more employees are being involved into „social race““ while talking of creation of assessment system; „If assessment process in organization is smooth, clear and transparent, criteria, indices are known in advance, results are tangible enough, the assessment process itself would form positive organizational climate“ while talking of selection of assessment method; „Fault methodology, organization of assessment, of course, form negative organization climate“ while talking of both assessment methodology and organization of assessment and organizational climate. Besides, these statements also show that in the level of assessment methodology, organization of assessment and discussion of assessment, the influence on organizational climate is clearly described, meanwhile, while in case of creation of assessment system this influence is being identified through statement „social race“ that describes one of features of organizational climate, however it is not directly related to construct of common organizational climate.

CONCLUSIONS

- Performed study of influence of human resource assessment on organizational climate created presumptions:
 - to state that managers not only realize an existence of interaction of human resource management construct levels with organizational climate, but also distinguish the levels of direct interaction and direction of interaction that is important while describing functions of information acceptance barrier in organizations of public sector;
 - to allow gathering more evidences on existence of influence of human resource assessment on organizational climate and on typology of model of that influence.
- Interview questionnaire prepared during the study creates possibilities to know deeper influence of human resource assessment on organizational climate. The questionnaire was verified by using method of content analysis that allows making specific conclusions based on the analysed text.
- Results obtained during the empirical study allow to describe influence of human resource assessment on organizational climate in organizations of Lithuanian public sector and based on that to foresee possible change of organizational climate by performing assessment of human resources. Thus, that allowed to answer the question what processes are taking place and how they are taking place during the process of self-organization of information acceptance barrier in public sector organization, which can also be called as information acceptance barrier function.

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