COMPETENCES OF HUMAN RESOURCES MANAGEMENT: EXPECTATIONS AND REALITY

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Abstract. The competence of human resources specialists becomes more important nowadays due to the knowledge-based development of society and economics. It affects not only the quality of their own work, but also the efficiency, capacity and motivation of all the employees in an organization. The article deals with the composition of competences of human resources management, the profiles, responsibilities and functions of personnel managers. By means of theoretical studies and empirical research, the functions of personnel management and the related competences have been analysed with the aim to reveal employees' expectations regarding personnel managers. The analysis has revealed the current situation in organizations. The results of the empiric research have shown which actions of the personnel management that refer to the competence of human resources management are most acceptable by the employees and how they are affected by these actions.

Keywords: human resources or personnel management, functions of human resources management, competence of human resources managers.

Introduction

It is estimated that the survival of organisations is more and more dependent on their "relative predomination by increasing the efficiency of mentally working employees" (Drucker, 2004). At the current stage when the development of economics and society is based on knowledge, specialists of human resources management take an especially important place among employees. Their competence contributes not only to the quality of their own work, but also to the efficiency, capacity and motivation of other employees.

Subject novwelty and research urgency. The position of a personnel manager and specialists of human resources management is becoming more popular in Lithuania. It is clear that the importance and necessity of personnel management is going to increase in the future. However, how can we prove that a personnel manager should act as a strategic partner and participate in the process of solving strategic issues? Less attention is being drawn to the working people who are actually a source of the competitive predomination. There is just a little research conducted in Lithuanian organizations on

leaders' competences in subdivisions of human resources management.

TNS Gallup carried out a research in Lithuania (Žmogiškųjų išteklių valdymo tyrimas, 2006), in which 71% of all the organizations (n = 304) that participated in the study have indicated that the department of human resources is as important as the other departments. Moreover, even 15% of the organizations have claimed that it is the most important department. Another research (Bajoriūnienė, Tamošaitytė, 2007) has shown that specialists of human resources management act as strategy partners in the majority of Lithuanian companies; 53% of the questioned leaders claimed that.

However, 31% have stated that a leader is the deciding person, while a specialist of personnel management is just an executive person. Most of those leaders could feel a valuable contribution of their employees to the companies, but on the other hand, they did not believe in such a high importance of specialists in human resources or personnel management so that it would be useful to have them among the top leaders. Also, they claimed that there was a deficiency of professional personnel managers.

Scientific problem. Competitive predomination in Lithuania is enhanced by the development of human resources due to the lack of natural resources, so the competitive predomination is impossible without competitive specialists of human resources management. Thus, the current opinion about the value and competence of specialists of human resources management must essentially change. It is important to realize that human resources management must be aimed at the success of the company and not at the human resources management itself.

Determination of the most important competences of human resources management is a suitable solution for systemic changes. However, it is not sophisticated enough due to its formality and disability to create some options how the competences could be supplied in a qualified way. That is why in this article the contribution of a competence of personnel managers to employees is analysed together with the composition of the competences of human resources management. In addition, the opinion of some employees from different companies has been revealed concerning what they think about the competences of their specialists of human resources management.

The aim of the work. The purpose was to carry out an empiric research and theoretical studies of the functions and competences of human resources and personnel management, which would enable to analyse employees' expectations on the competences of their personnel managers and to evaluate the attitude of the staff towards the actual competences of their human resources managers.

The aim had to be reached by solving the following *tasks*: 1) to define the functions and related profiles of personnel managers, the roles and the competences of human resources management; 2) to identify the opinion of the employees from different organizations about the competences and capabilities personnel managers and human resources specialists should possess and actually possess; 3) to find out which aspects of personnel managers' activities re-

lated to the competence of human resources management are valued most and what kind of influence human resources (personnel) managers make on the employees' work.

The object of the research. The functions, role, competences and capabilities of personnel managers or/and human resources specialists.

Selection of respondents and methods. Theoretical studies and an empiric research were conducted. A standard anonymous questionnaire was chosen as the main method of research to determine the common attitude of employed people across various organizations. Some private Lithuanian and foreign companies (from services, market, construction and industrial sectors) as well as public organizations answered the questionnaire. As a result, different approaches to the competences of human resources management were revealed. Each Lithuanian district contains all types of organizations. The technique to question the staff was chosen due to the fact that the study issue was poorly known here in Lithuania at the empirical level (Bajoriūnienė, Tamošaitytė, 2007; Žmogiškųjų išteklių valdymo tyrimas, 2006). Numerous leaders from different organizations were questioned during the research. On the other hand, some general employees were chosen to answer the questionnaire because they were able to reflect the real situation in the companies by evaluating the competences of well known personnel managers and the influence the staff could experience from them.

Hypothesis for the research. According to the results obtained in the theoretical studies on the competences of human re-

sources management, two hypotheses were advanced for the empirical research:

- H1) competences of personnel managers, which by employees are expected not to differ from those of personnel managers;
- H2) personnel managers and human resources specialists exert a positive effect on the employees' work.

Human resources management: value suggestion

The term "value suggestion of human resources and personnel management" means that the actions, sections and specialists of personnel management contribute positively to the main characters of a company (employees, leaders, clients and investors). Dealing with human resources does not start from personnel management, business being the starting point. The personnel managers should be unified by business partnership so that their actions would practically be useful for the company just like the actions of the top businessmen are.

According to D. Ulrich and N. Brockbank (Ulrich, Brockbank, 2007), human resources and personnel management should create a value for an organization. Some practical methods of personnel management should bring value to the investors, clients, leaders and employees. The internal matters of organization had been a concern of personnel management for a long time. Personnel managers communicated with the leaders, the staff of the companies, they were taking care of the business strategy and achievements of the companies. However, Ulrich and Brockbank claim that the personnel management

must come out to the external level if its purpose remains the same – to create the value. It means that relationships with clients, the ones who are outside the company, must be the same as with those who are involved in the company directly. In all cases, the value is always determined by a consumer and not by a supplier. In order to increase it, support has to be provided to reach the purpose.

The above authors (Ulrich, Brockbank, 2007) point out several assumptions about human resources (personnel) management. First of all, the final business consumers are present in the markets that are served by a number of companies (implying that clients buying goods and services, investors providing capitals are part of the business, so the personnel managers have to consider all different and even contradictory demands of all the clients, paying attention to both the internal clients, investors and the external ones). The second assumption says that human resources (personnel) management is formed as a source of a competitive predomination (personnel management has to pass the so-called "wallet test" which is to improve the capabilities of the staff and the organization better than their arrivals can do and enhance the clients to open their wallets). The third assumption is that specialists of personnel management have essentially to keep a practical correspondence to the demands from internal and external characters (in other words, they should make their own actions match the precise requirements of the final consumers, plus they should collaborate with the staff of the company). The fourth assumption claims that the specialists of human resources (personnel) management should acquire some knowledge and skills necessary as a link between the actions of personnel management and the value provided for participators (it is essential to gain knowledge and update it occasionally). Profession innovations are equally important as the changes in the client sphere. The fifth, and the last, assumption is that specialists of human resources (personnel) management must have a special and realistic attitude to the main people involved in the business ("The special attitude of specialists of human resources (personnel) management is the one which unites the devotion of the employees, opinions of the clients and returns to the investors").

Five essential prerequisites have to be fulfilled in order to be able to complete and provide the value package of human resources (personnel) management: taking into account the external realities, serving the clients, preparing methods for human resources (personnel) management, supporting the resources of personnel management, and the guaranteed competence and qualification of the specialists of human resources management.

The competences of human resources managers and all specialists in this field are first of all connected to a variety of functions of human resources management. Although the personnel managers are usually specialized in a certain field (such as staff selection, education, qualification improvement, etc), practically they are wide-profiled specialists. Thus, their competences are always contributed by professional knowledge of internal and external realities.

Functions of human resources (personnel) management

Although the functions or different areas of human resources management are partially differently described by various scientists and specialists of human resources managements, they are actually identical. The mismatches appear when independent authors start indicating numbers of functions by applying their own grouping systems and using their own interpretations. The functions of human resources (personnel) management are built up and used in practice depending on both the leaders' approach to human resources of an organization as well as the priorities of management and the specialists' and leaders' competences.

Main functions of human resources management. There are seven functions of human resources management found in the literature. They could be conducted by both leaders and specialists of human resources management. The functions are as follows (Armstrong, 2003): 1) *organization* (the solutions to determine certain work positions, duties and authorities); 2) *regulation of work relationship* (the function is understood as an improvement of work relationships); 3) *provision of resources* (attraction of new people who fulfil the prerequisites of the company); 4) *regulation of work efficiency* (the goal of the function is to insure the maximal efficiency of group and individual work); 5) *development of human resources* (a systemic business development based on the principles of educated organization); 6) *regulation of the stimulation system* (development of payment structures and systems); 7) *relationship system within staff* (relationship at the level of economic

plot – regulation of formal and informal relationship with trade unions and their members).

Additional functions. All the additional functions are attributed to a personnel manager depending on the size of the organization, the type of activities, the size of the staff section and other patterns. According to the specialists from associations of personnel management, the most important strategic tasks of personnel management are the following: to initiate information sharing among the leaders' teams, refer to a clarity and suitability of a certain strategy; to connect the stimulation system to the issues of the strategy; to revise and optimize work processes and to eliminate the invaluable ones; to organize the educative programs in order to increase the potential of the company, which is needed to devise the strategy; to form an organizing culture which would ensure a higher value for the clients (PVPA, 2006).

Processes of personnel management administration (personnel administration). One part of the functions of personnel management is required to follow the work code, other laws and regulations when they are executed. These functions could be defined as the processes of personnel management administration or staff administration (Personalo valdymas, 2007). Most often the sections that concern a personnel manager depend on the size of an organization rather than on the specificity of its activities. Staff documentation when new people are employed or some old ones are dismissed, staff tally, work safety regulations, work conditions, health insurance, etc. are the examples of those specific sections.

Staff administration deals more with work regulations, thus, knowledge and capability to apply them in practice would be a major competence of a specialist in this field. On the other hand, the rest of the functions of human resources management are not described by laws and regulations; this requires managers and specialists to possess a much broader competence.

Personnel management in organizational system. Four main systems of personnel management could be distinguished, and they may be used in every organization (Stankevičienė, Lobanova, 2006): 1) personnel selection system (predicting competences, search, selection, employment, adaptation, dismissing); 2) personnel development system (teaching, raising qualification, using competence in practice); 3) personnel assessment and competence acceptation system (assessment, competence acceptation, carrier planning and management); 4) realization system of personnel capabilities (knowing the personnel and revealing its potential, proper leading and motivation, communication, conversations, entertainment organization).

The contribution of the functions of human resources management to the organizations and their realization system (Lobanova, 2008; Stankevičienė, Lobanova, 2007; Stankevičienė, Lobanova, 2006) should be induced not only by personnel managers, but also by the direct leaders from the executive sectors. Thus, it is clear that all the leading people and not only the personnel managers must possess a proper competence of human resources management.

Profiles and roles of human resources (personnel) manager

Profiles of human resources (personnel) manager. The work of sections of human resources management is less exposed. The invisibility of the sections indicates a proper work. It lasts as long as there are no problems, otherwise, everybody faces the section to look for the reasons.

There are several profiles of specialists (Personalo valdymas, 2007): *personnel manager* (is well familiar with all the features of staff actions, helps the leaders to solve various issues; it is better if an employee from the inside, who was raised in the company, occupies this position and not an external candidate is selected); *wide-profiled staff specialist* (has some knowledge and experience, takes higher responsibilities in the staff section); *staff specialist and expert* (specializes only on one section of personnel management).

Roles of personnel manager. Essentially, one or several personnel leading persons are responsible for many tasks that have to be accomplished. D. Ulrich's quadrant (Figure 1) classifies all the duties, the formal ones and those which do not give any tangible results, which a personnel manager is responsible for (Ulrich, Brockbank, 2007; Personalo valdymas, 2007; Ульрих, 2007).

The tasks of a *business partner* involve staff strategy, taking into consideration a support of a certain business strategy, quantity optimization of employees, an effective selection done in time, as well as the politics of payment and bonus regulations. An *agent of changes* deals with the integration of newly employed people and the processes
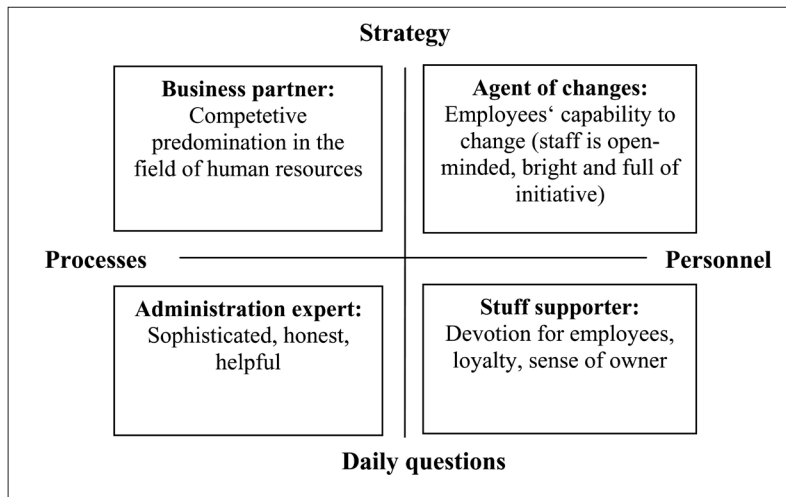
Strategy

| Business partner: Competetive predomination in the field of human resources | Agent of changes: Employees' capability to change (staff is open-minded, bright and full of initiative) |

Processes ——————————— **Personnel**

| Administration expert: Sophisticated, honest, helpful | Stuff supporter: Devotion for employees, loyalty, sense of owner |

Daily questions

Figure 1. **D. Ulrich's quadrant (Ulrich, Brockbank, 2007; Ульрих, 2007)**

of optimization by suspending the current changes in the company. An *administration expert* runs all the staff documentation and administration (safety and health insurance, assessment of work positions, creation of data systems). A *staff supporter* focuses on regulations of employees' replacements and internal communications (information sharing) as the major issues.

One of the essential properties, especially concerning newly employed personnel management, is the capability to raise the priorities and purposes of personnel management. This requires a competence that would allow to analyse both the strategies and human resources of the company. Such an analysis would reveal the advantages and disadvantages.

The variety of human resources and personnel managers' and specialists' profiles, roles and functions results in high requirements which the people taking these positions have to fulfil. They must possess not only a complete package of management and professional competences, but also so-cial and personal competences that enable them to unite the properties of self-control and contribute to the people around – the current staff in this instance.

The competences of human resourses management

Definition of competence. There are several definitions of competence in the literature. For example, it could be described as a continuous path (continuum) which starts at the knowledge of how to do something well and ends at the knowledge of how to do something very well. So, the capability to accomplish a task competently would be placed somewhere in the mid of the path (Pearson, 1984). What is more, the term is defined as a productivity, a capability to solve hot issues at work (Ivanovic, Collin, 1997). It is reasonable to say that a personnel manager should possess the same properties as the leader of a company. It is natural that the qualification and competences determine how sophisticated the leader is and, in addition, these properties

are considered to be the most valuable to acquire for the leaders and specialists.

Qualification is an outcome of teaching and learning. In other words, it is knowledge and skills gained during the educational process. Qualification consists of knowledge as the theoretical basis and of practical skills, capacity.

Competence is a sum of knowledge and skills as well as the capability to adjust them to certain circumstances. The definition of competences is often used as an attribute of knowledge and skills in order to describe the employees' capability to accomplish tasks very well or an organization's capacity to offer the highest quality services.

Composition and structure of competences. It is quite difficult to decide whether or not a person is competent because it depends on the expectations of the social environment. The context should be taken into consideration when the competences are evaluated. The models of competences are widely applied when changes in a company are considered, new people are employed and then educated, but the strategic changes are more often united with competences of human resources management.

R. P. Tett and others (2000) agreed that the values are dependent on the context, and united 12 competences systems into one model. The general model contains 53 competences which are divided into nine blocks: 1) traditional functions; 2) task orientation; 3) person orientation; 4) organizational pattern; 5) attitudes; 6) emotional control; 7) communication; 8) teaching oneself and others; 9) professional capability and interest (Petkevičiūtė, Kaminskytė, 2003).

The structures of competences could be applied when the staff and managers are interviewed, selected and assessed by providing a reversal connection to them. If the interviews and selection of new employees are competitive, it is assumed that the behaviour from the past might help to predict the behaviour in the future when similar situations arise (Goldstein, Davidson, 1998). The competences are also utilized when work results are evaluated and when a necessity of staff education is considered according to the lists of competences (Rowe, 1995). Moreover, a compensation system assessing the competences is often used for payment structure and could be involved in certain constructive parts of salary, such as constant salary and variable salary (Cira, Benjamin, 1998).

Capability is the basis of the competences, thus, different kinds of competences are distinguished according to the corresponding capabilities which, by the way, are classified into personal, social and professional (Table 1).

The capabilities may be naturally inherited (part of personal capabilities) and gained (most of professional capabilities). The progress in learning, qualification and competences determines the level of human leaders' and specialists' capabilities.

A question arises when the competences of personnel managers are analysed in an organization: who is the competent person in the section of human resources management? It is important to clarify what kind of personnel manager is necessary to the organization, what kind of person it should be or what that person should do so that he or she would be called competent.

*Table 1. **The system of competences and capabilities (Woodcock, Francis, 1982)***

Kind of competence	The main capabilities and properties
1. Personal competence	A – capability of self-control B – clear system of personal values C – clear personal purposes D – capability to improve personality continuously
2. Social competence	G – capability to affect the people around I – capability to lead J – capability to teach and improve (employees) K – capability to form and improve the group (work group)
3. Professional competence	E – capability to solve problems F – creativity and capability to establish innovations H – updated knowledge (in the field of management, etc.)

The model of the competences is composed of two parts (Lindsay, Stuart, 1997): 1) people are competent if they pay enough attention to their work which, in addition, is important and significant for the organization; 2) people are competent due to their work carried out by the methods of the organization (for example, a person is competent because of an excellent staff leading). All the values of the organization derive from presence and utilization of the treasured behaviours. This is closest to the term of competence. The first instance represents a competent person based on his or her activities, while the second one is based on the quality and methods of activities (Lindsay, Stuart, 1997).

The development of the structures of the competences is affected by the following actions (Petkevičiūtė, Kaminskytė, 2003): experience in human resources (personnel) management; characteristics of the organization and results of the organization's actions. The structures are more common in more successful organizations.

The competence of human resources (personnel) manager could be analysed as the competence of the professional skills in the field of management. Then two dimensions – a section and the quality of competences – are pointed out. The first dimension tells us in which section an employee is competent, such as shared tasks, functions, etc., while the second one describes the quality evaluated on a scale beginning from a fresh employee who is not well familiar with some of the sections and ending with an expert who is conceded by colleagues as the one who knows the section extremely well.

The competences characteristic of human resources (personnel) managers in Lithuanian organizations have been analysed in an empiric research.

Evaluation of the competences of human resources (personnel) managers: results of the empiric research and their interpretations

Characteristics of the research set. The research was carried out in 2008. The people who participated in the research were randomly selected; the questioning was conducted in the electronic way by sending a reasonable number of designed questionnaires to various types of organizations by

e-mail; 130 organizations have responded (each filled in only one questionnaire), among them 103 Lithuanian companies, 19 international private companies and 8 public organizations. The results were evaluated by taking into account the quality of organization staff, the type of a company and the field which the organization belonged to.

Importance of personnel manager's position for organization. Results of the research revealed that only 52 organizations (i.e. less than 50%) from the total of 130 that participated in the study had had such a work position for a personnel manager. This position is mostly assessed as the necessary one in the organizations that had more than 50 employees (Fig. 2). All the companies with 100 and more employees had personnel managers. There were 15 organizations with a number of working people between 50 and 99, and 14 of them had personnel managers, too, while only 12 from 48 organizations which had 10 to 49 employees indicated that the positions for a personnel manager had been established. Finally, just a few organizations that had up to 9 employees had personnel managers (4 from 45).

No dependence of the presence of the position on the type of organization was noted. From 103 private companies, 31 had personnel managers. On the other hand, almost all the public organizations (7 from 8) had them, too, which is more as compared with the private Lithuanian companies. The reasonable explanation could be that the order of personnel management at the public organizations is controlled by the government (by the State civil service law), while highly competent leaders do this in the private organizations. And finally, 14 from 19 international companies had personnel managers, which might be influenced by some management traditions common for international companies.

It is reasonable to expect that the position of personnel manager should be significant for companies in services and market sectors; however, only 26 of 80 companies from the services sector and 12 of 20 companies from the market sector had established the position. The situation was similar in the construction and industry sectors (only 6 from 15 construction companies and 8 from 14 industrial companies had personnel managers).

It is known that an establishment of this position may depend on the size of a company, as well as on the type of its activities, purposes, current approaches to human resources management and staff politics.
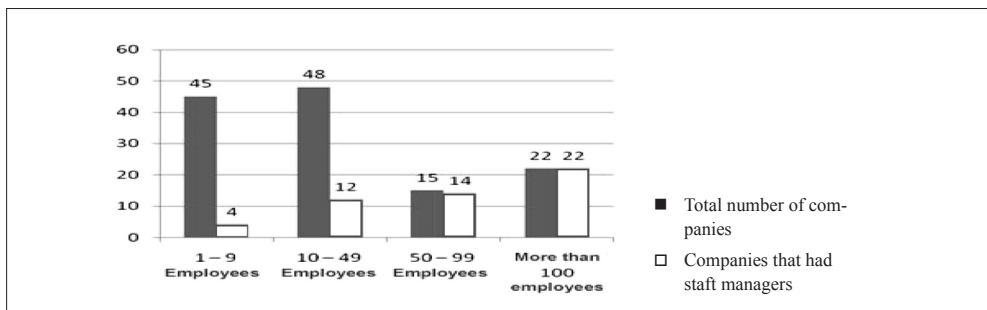

Figure 2. Importance of personnel manager's position for organization (n = 130)

However, the research has revealed that the importance of the position across the companies is more dependent on the size of an organization (number of employed people), than on the other factors.

The answers of 130 organizations to questions concerning the preferable functions, skills, competences of a personnel manager and the actually possessed ones have revealed that expectations of the employees as regards the competences of a personnel manager are different as compared with the ones the personnel managers possessed.

Employees' expectations regarding personnel managers

Expectations from personnel manager functions. The research into the compulsory functions of a personnel manager showed that a vast majority of the questioned people were quite sure that the position of personnel manager should involve the following functions: familiarity with employees and their motivation (almost 80% of all participators claimed that), employment, adaptation and dismissal (around 75%), education and qualification (more than 60%), staff documentation and tally (52%), and regulations of possible conflicts (around 50%).

To sum up, most of the questioned people thought that a personnel manager of a company should be responsible for employment, education, dismissal and other traditional functions. What is more important, the fact that almost 80% of the participants named familiarity and motivations as the important functions of a personnel manager indicates a gradual change in the approach of employees to the competence of personnel managers as well as their expectations.

Favourable aspects of personnel manager's competences. We analysed which aspects related to competences of a personnel manager were preferred most (Figure 3). The results have exhibited that a personnel manager's sophistication in the work field (47% of the questioned people claimed that) and capability to organize the activity of the department quite well (35% of them) are the most important aspects in the eyes of the employees.

On the other hand, 11% of the employees indicated strong communication skills as an important competence and only 7% thought that staff assessment was an equally important competence. To conclude, the results have revealed that the employees expect their personnel managers to be sophisticated specialists possessing strong knowledge in
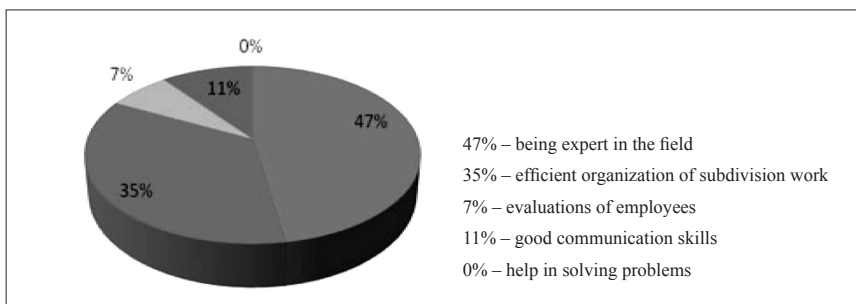

0%

7%

11%

47%

35%

47% – being expert in the field

35% – efficient organization of subdivision work

7% – evaluations of employees

11% – good communication skills

0% – help in solving problems

*Figure 3. **Preferable aspects of personnel manager's competences (n = 130)***
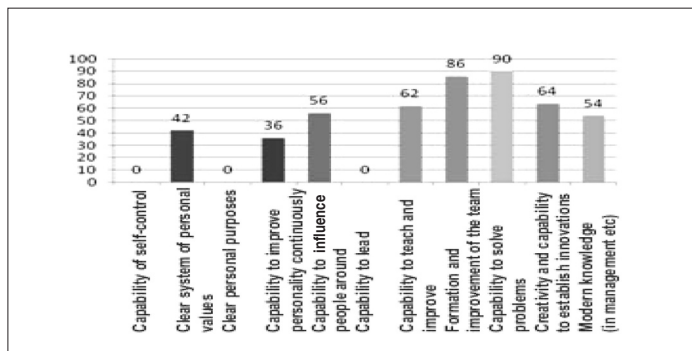
*Figure 4. **Main capabilities of personnel manager's (n = 130)***

the field of human resources management, who would be able to solve the potential problems that only a competent person is able to fix.

Main capabilities of personnel manager. As regards the capabilities a personnel manager should possess (Figure 4), the questioned people named the following ones: capability to solve problems (90% of opinions), to form and improve the team (86%), creativity and ability to introduce innovations (64%), capability to teach and improve (62%).

All these compulsory capabilities belong either to the field of professional competences (the capability to solve problems, creativity, the capability to establish innovations) or the field of so-

cial competencies (Woodcock, Francis, 1982) (capabilities to form and improve a team, to teach). They should increase the contribution of a personnel manager to employees' work.

Main competences of personnel manager. As regards the competences a personnel manager should possess (Figure 5), the following blocks of competences were analysed: professional brightness and interest, organizing pattern, self-improvement and improving others, orientation to a person, orientation to an issue, communication, self-control, traditional functions and attitudes. The results of the research have indicated the competences that should be compulsory for a personnel manager in the opinion of employees: communication
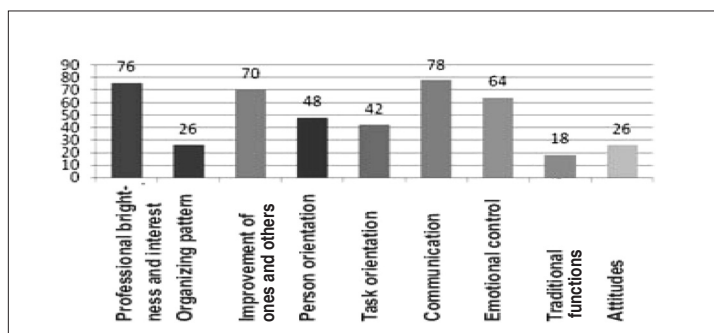

*Figure 5. **Main competences of personnel manager (n = 130)***

33

(78%), professional brightness and interest (76%), self-improvement and improving others (70%), self-control (64%).

Communication is obviously highly valued (78%), which is closely related to the competence of communication skills. However, they were not emphasized, when the same communication skills were included in the list of other competencies (only 11% of the opinions supported that). On the other hand, professional brightness and interest (76%) and sophistication in the work field (47% supported) have been unanimously indicated the most important competences.

Influence of personnel manager on employees' work. The goal of the research was to reveal the opinion of employees about the influence of their personnel managers they experienced while working. The vast majority (67% in total) of the questioned people completely (25%) or simply (42%) agreed that a personnel manager should only positively influence their work.

The analysed expectations regarding the functions, capabilities and competences of a personnel manager have exhibited the desired situation which the questioned people would like to see. The real situation was identified according to the answers to another set of questions, designed especially for this type of assessment.

Functions, capabilities and competences of personnel managers

Traditional functions of personnel managers. Most of the participants of the research stated that personnel manager's work was tightly connected to traditional functions (Figure 6) which included staff documentation and tally (19%), employment, personnel adaptation and dismissal (25%), training and qualification improvement (18%). However, the research revealed that besides all these compulsory traditional functions of personnel managers, there are some other ones, such as familiarity with employees and motivation (16%), solving conflicts (10%), organization of leisure (such as holiday parties, family holidays, etc.).

In contrast to expectations (of almost 80% of questioned employees), the personnel managers in the companies that participated in the research did not bother about knowing the employees better and motivating them (only 16% do that) or about finding solutions of arising problems (50% and 10%, respectively).

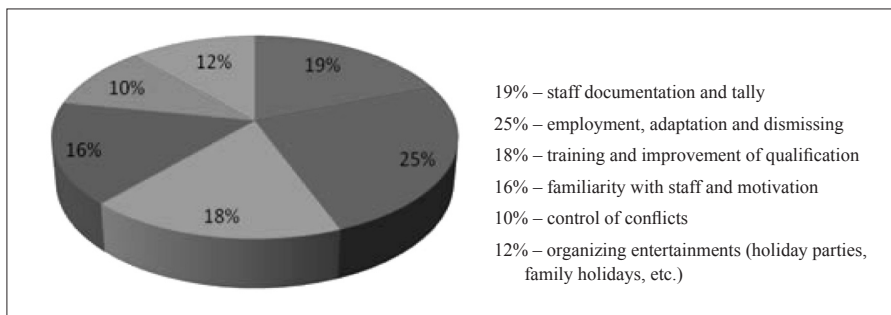*Capabilities of personnel managers.* The research revealed that most of working

19% – staff documentation and tally
25% – employment, adaptation and dismissing
18% – training and improvement of qualification
16% – familiarity with staff and motivation
10% – control of conflicts
12% – organizing entertainments (holiday parties, family holidays, etc.)

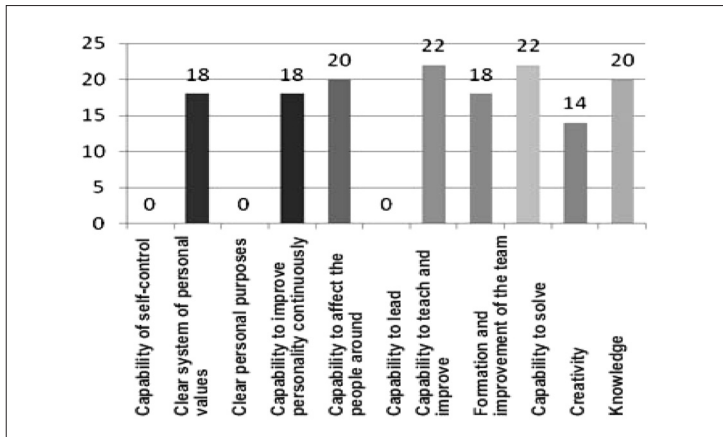*Figure 6. Personnel manager's functions (n = 130)*

*Figure 7. **Personnel manager's capabilities (n = 130)***

personnel managers possessed the following capabilities (Figure 7): training and improvement (22%), solving problems (22%), influencing people and updating knowledge (20% each), formation and improvement of the team, clear personal values, self-improvement (18% each).

Only 14% of personnel managers were defined as creative people capable of innovations, which was much less than the employees expected (64%). Unfortunately, the real capability of the personnel managers to solve problems (22%) was even dramatically more lower than expected (almost 90%).

The available competences of personnel managers. The research has enabled to find out what kinds of competences are available for the personnel managers working in the study companies (Figure 8).

The data have exhibited the most common competencies of personnel managers: professional quickness and interest (24%), task orientation (16%), organizing pattern (16%), improvement of ones self and others (14%), traditional functions (14%) and communication (11%).

According to the questioned people, the possessed competences were less expressed than they should be: communication (78%
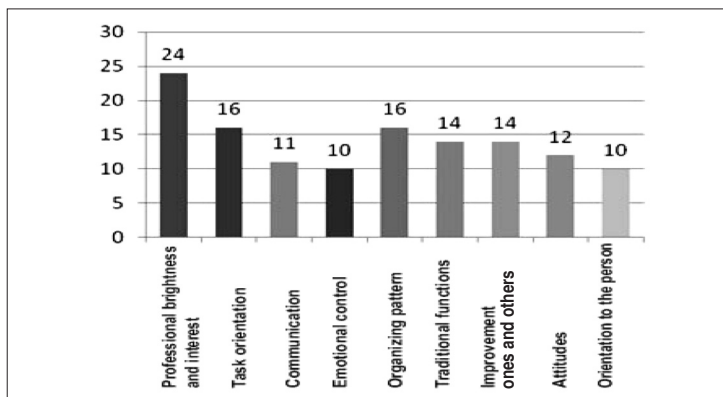

*Figure 8. **The available competences of personnel managers (n=130)***

was the expected level and 11% – the real one), professional quickness and interest (76% and 24%), competence of self-improvement and improvement of others (70% and 14%) and self-control (64% and 10%).

The efficiency of personnel managers. Employees' opinions about their personnel managers' work and functions were clarified. Most of the questioned people (64% indicated their opinions) thought that their personnel managers were either excellent in this field (37%) or good enough (25%).

Such high rates show that people working in the companies were specialists in their fields, on the other hand, the questioned employees were more critical about separate competences and skills of their personnel managers (Figures 7, 8); 20% of the employees claimed that their personnel managers were not efficient enough due to the lack of certain theoretical knowledge, 13% indicated the lack of experience, and 5% stated there was no use from the personnel managers at all. The rationally high evaluations of personnel managers' work quality contradict the context of the previously mentioned opinions.

The evaluation of personnel managers' work. There were very few employees who devaluated their personnel managers' work quality or claimed that they worked inefficiently or even extremely badly. It could be assumed that personal feelings to the personnel managers as the colleagues could contribute to positive or a negative attitude. A larger number of employees (69%) were satisfied with the quality of their personnel managers' work and indicated excellent, very good and good evaluations.

The vast majority of the questioned people (88%) did not mind to see the same person at the personnel manager's position once again. Apparently, employees are concerned not only with suitable work conditions, higher salary or bonuses, but also with the psychological atmosphere which could be guaranteed by a specialist of human resources management. The questionnaire has revealed one more fact: the employees believed that their work was strongly influenced by the personnel managers, thus they did not see any reason to replace them (52%). Some of the questioned people were unconcerned because they could not see any difference in the absence and presence of this position at the companies. Although 19% of the employees preferred to replace their personnel managers, it may be admitted in any case that the position of personnel manager is accepted positively in Lithuanian organizations.

The influence of personnel manager on employees' work. The goal of the research was to find out whether personnel managers made any influence on the actions of their employees. Of the questioned people, 74% definitely felt it, 11% agreed with that to some degree, too (in total, 85% of employees claimed that their actions were influenced by personnel managers). Only 6% of the employees denied any influence on their actions.

The research has revealed that personnel managers affect employees' work and help them to reach progress at work (11%), provides motivation (17%), inspires for further activities (14%). Figure 9 exhibits some important facts, such as personnel manager's assistance in case of any complications at
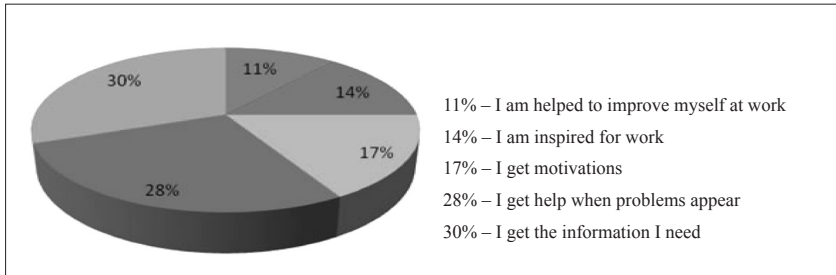
11% – I am helped to improve myself at work

14% – I am inspired for work

17% – I get motivations

28% – I get help when problems appear

30% – I get the information I need

*Figure 9. **The Influence of Personnel Manager on Employees' work (n = 130)***

work (28%), supplying the information the workers need (30%).

Personnel manager's impact on success of company. The research has also revealed employees' opinion about the effect on the success of companies the personnel managers had. An interesting fact is that nobody denied its significance; 82% of the questioned people indicated the effect as very important and 14% as just important.

Employees in functions of personnel manager. According to the results of the research, in small organizations which had no established position of personnel manager (Figure 10), the leaders themselves took these responsibilities (72% of all cases). Such a solution is not the best one because leading a company requires much time and efforts to solve various issues. Moreover, the leader is not always competent enough to perform the functions of personnel manager, thus, it is common

that the leader gives the staff more work to do to save time. For example, 17% of the questioned people claimed that the secretary was in charge of the functions of personnel manager, and 11% revealed that such additional duties were inflicted on incompetent persons. Solutions like these usually cause no satisfaction among the employees because they have to spend much more time on solving the tasks in which they have too little competence. Finally, this lowers the motivation of employees.

The companies that did not have any staff mangers (Figure 11) explained such a choice by feeling no necessity to establish a separate subdivision specialized to perform this type of work (82% of questioned people thought the same). Only a tiny part of organizations (8%) admitted that they had no money to employ an additional worker, while just a few more organizations (10%) thought that the functions of a personnel
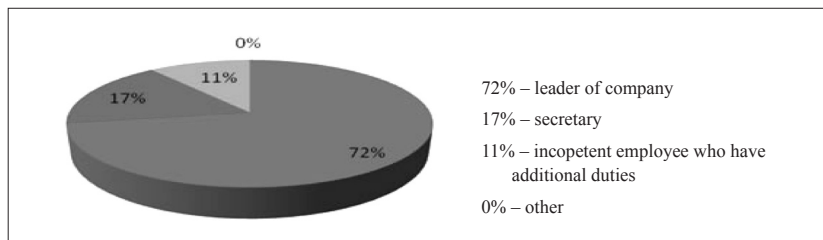

72% – leader of company

17% – secretary

11% – incopetent employee who have additional duties

0% – other

*Figure 10. **People who are in charge of personnel manager's functions (n = 130)***

0%

10%

8%

82%

10% – functions of staff manager could be
    handled by other employess

8% – there is no money for the additional
    employess

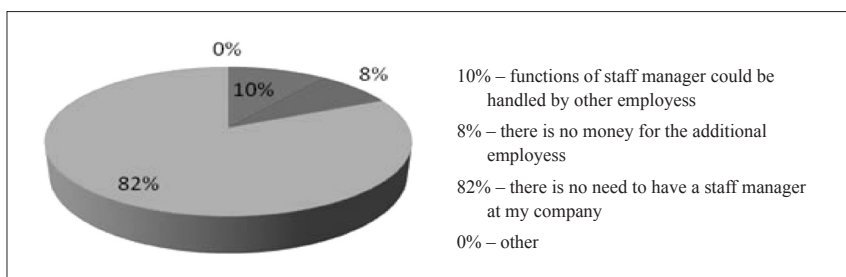82% – there is no need to have a staff manager
    at my company

0% – other

Figure 11. **Reasons why a position for personnel manager is absent in some companies
(n = 130)**

manager could be easily handled by other employees.

The reason why there is no position of personnel manager at a certain organization could be a small number of employees because it would be complicated to establish one more position in such an organization. However, the situation in larger companies with more than 50 employees is interpreted differently. For example, TNS Gallum, a research agency, conducted a research in Lithuania in 2006 (Žmogiškųjų išteklių valdymo tyrimas, 2006). The data were as follows: 71% of the questioned organizations (n = 304) agreed that a subdivision of human resources management was as important as all the other ones. In addition, 15% indicated that it was the most important.

Apparently, the position of personnel manager is becoming more popular in Lithuania. However, much time is going to be needed until every organization establishes this position.

The results of the empiric research have reflected the real situation – the current and actual personnel managers' competences and their influence on employees' work, because the questioned people could speak from their experience and properly evaluate the actions of personnel managers and their competences.

Verification of the hypotheses. Analysis of the data collected during the research has not supported the first hypothesis (H1): the evaluations of competences which the employees expect the human resources manager to possess are actually different from the assessments of the currently possessed competences. The second hypothesis (H2) has been fully verified: specialists and managers of human resources management exert a positive influence on employees' work.

Although the expectations of employers as to the competences of personnel managers are still greater than the actual competences, it could be assumed that they create a significant value for the organizations.

Conclusions

1. When organizations are compiling the value package of human resources (staff) management, it is essential to pay attention to the external realities, to serve the participators, to compose the practical methods of human resources management, to improve personnel management and to ensure the competence and

professional quality of human resources managers and specialists.

2. Sections of competences of human resources (personnel) managers and specialists of this field are directly connected to the functions' variety of human resources (personnel) management. There are four major systems of personnel management areas applicable to all organizations: personnel selection, personnel training, personnel assessment and competence acknowledgement, and realization of personnel capabilities.

3. There are three distinguished kinds of staff specialists found in the literature in respect to the pattern of activities (personnel manager, wide-profiled staff specialist and staff specialist-expert); there are four roles of personnel manager (business partner, agent of changes, administration expert, stuff supporter) and three sorts of capabilities (personal, social and professional). According to these profiles, roles and capabilities, competences are classified respectively.

4. The competence of a human resources (personnel) manager should be assessed by taking into consideration the context: the models of competences are widely applied in organizations for planning changes, employing and training personnel, while strategic changes are more often contributed by competences of human resources management. The competence of a human resources (personnel) manager, considering him or her as a professional in management, could be analysed by two dimensions – the area of competence and quality.

5. Besides the size of a company, many oth-er factors affect the presence or absence of the position of personnel manager, such as the type of activities, purposes and attitudes to human resources management in the company, as well as personnel politics. However, statements of the questioned people during the research have shown that the importance of this position is mostly determined by the size of organization (number of employees), rather than on the type of company, sector and activity patterns.

6. The answers of employees to the questions that were designed so as to reveal the expected and the actual personnel managers' functions, capabilities and competences, have exhibited that the competences which the employees expect from a human resources manager actually differ from the currently possessed competences:

• contrary to expectations, personnel managers pay less attention to knowing the employees and motivating them (80% of the employees were expecting that and only 16% were satisfied), to solving conflicts (50% and 10%, respectively);

• only 14% of personnel managers have been recognized as bright and open to innovations, which is much less than expected (64%), while the actual personnel managers' capability to solve problems (only 22%) is much lower than the expected one (almost 90% of opinions);

• the actual competences of personnel managers are lower than the expected ones: communication ability – 78% and 11%, respectively, professional

brightness and interest – 76% and 24%, competence to improve oneself and others – 70% and 14%, emotional control – 64% and 10%.

7. Despite these differences, 85% of the questioned employees have indicated a positive influence of human resources

(personnel) managers on employees' work. The study organizations (n = 130) have acknowledged the effect of personnel managers on the success of organization: 82% of the companies have assessed this effect as very significant and 14% as significant.

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