

# Personnel Specialists as the Factor of Implementation of Strategic Human Resource Management in Municipalities' Administrations

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**Abstract.** *The article presents theoretical and empirical analysis of practice characteristic of personnel specialists, which are concerned with implementation of strategic human resource management, in the context of municipalities' administrations. Analysis of strategic human resource management functions and attitudes revealed the importance of personnel specialists and challenges arising for them. Empirical survey carried out in municipalities' administrations allows to maintain that personnel specialists, who work in specialized departments, have sufficient experience, hold the executive position, perceive their role as strategic, and are engaged in their work, generate the more strategic attitude towards implemented functions. Therefore, recommendations for the formation of practice characteristic of personnel specialists are formulated in pursuance of implementation of strategic human resource management in municipalities' administrations.*

**Keywords:** *municipalities' administrations, strategic human resource management, personnel specialists.*

**Raktažodžiai:** *savivaldybių administracijos, strateginis žmogiškųjų išteklių valdymas, personalo specialistai.*

## Introduction

Economic, public and political changes induce reforms in organizations of the public sector, as well as their processes and activities. While analyzing the preconditions and successful implementation of the public sector reforms in the world literature [2; 4; 19] it is observed that the emphasis is put on the importance of the improvement of human resources and their management, that is, identification of the essential changes, determination of alternative decisions and effective implementation of the chosen alternative require human resources that are capable of prioritizing in a concentrated and logic manner as well as performing the necessary tasks. Lithuanian scholars [10; 14; 24] stress the significance of human resources (hereinafter – HR) in both modernizing public organizations and ensuring the effectiveness of daily activities. The concepts of management modernization and effectiveness are also being implemented in municipal administrations of the Republic of Lithuania, and the activity is of high importance in

dealing with local communities. This indicates the necessity to analyze some aspects and factors of the implementation of strategic human resource management in these institutions. The strategic approach to the modernization of HR management in the public sector may be much more effective than traditional reforms [4, p.118].

Good practices in implementing particular aspects of strategic human resource management (hereinafter – SHRM) in public organizations are presented in foreign literature. Works focused on SHRM in the public sector were published by D.E Klingner and J. Nalbandian [15], S.T.T. Teo and J.J. Rodwell [21; 25]. However, strategic human resource management in the public sector receives insufficient attention [1, p. 101; 19, p. 266]. Theories, formulated on the basis of business organizations surveys [9, p. 157; 27, p. 188], are rarely applied to public organizations, which are limited by political and public responsibility [14, p. 82].

Personnel specialists receive significantly less attention in SHRM oriented literature. There are no detailed research of personnel specialists and their practice characteristics. Empirical analysis of the roles of HRM specialists in the context of large business organizations is presented in the world literature [2, p. 77–78; 18]. In this regard, works by D. Ulrich and W. Brockbank [44; 45] are of high significance.

The peculiarities of Lithuanian municipal administrations as well as human resource management in public organizations were explored by R. Čiarnienė et al. [8], V. Juknevičienė [14], and others. However, in the context of Lithuanian self-governance authorities, the application of the SHRM concept is not considered, the related studies are not carried out, and practice characteristics of personnel specialists (for example, their specialization) are not researched. Such a situation both scientifically and practically promotes forming the system of SHRM functions relevant to public organizations, and determining correlations between the implementation of this system and practice characteristics of personnel specialists.

The objective of the article is to survey practice characteristics of personnel specialists as the factor of SHRM implementation in the context of Lithuanian municipal administrations. Systemic and comparative analysis, theoretical modeling, generalization and interpretations were employed while modelling correlations between the system of SHRM functions and practice characteristics of personnel specialists. Questionnaire survey was used for empirical research in municipalities' administrations.

### **The content and peculiarities of strategic human resource management relevant to public organizations**

In response to globalization, development of knowledge economy, and growing public demands, the aspirations to ensure effective and efficient strategic management and intellection of public institutions predominate in contemporary public sector management. SHRM is distinguished as one of the most important matters in management of public organizations [8, p. 64; 19, p. 168]. When improving and strengthening institutional effectiveness and practice development, human resources are highlighted as a determinant element; accordingly (HR) management is a strategic concern of leaders in the public service [6, p. 3]. Therefore, when considering

changing environmental requirements, scientists [8, p. 64; 12, p. 257; 13, p. 168; 15, p. 62; 25, p. 22, 267] stress the growing importance of SHRM and possibilities it opens. SHRM is described as a system of coherent, internally integrated attitudes, activities and means of HRM, which supports implementation of strategic organizational goals [1, p. 88; 3, p. 1; 5, p. 105; 6, p. 3; 8, p. 64; 25, p. 14, 267].

In spite of numerous empirical evidence of correlation between SHRM implementation and results of organizations as well as further discussions, there is no solid agreement about what functions form the SHRM system [23, p. 614]. It is hard to exclude clear and solid core of HRM in theoretical interpretations presented by different authors [24, p. 123]. Most often authors mention the usual personnel management or HRM functions, or declare the necessity to pursue attentive and timely planning of all personnel management / HRM activities. Therefore, the basis for the system of SHRM functions is formed by including and structuring personnel management and HRM functions. The following thirteen personnel management and HRM functions were identified while analyzing literature [15, p. 62; 26, p. 11-18]: participation in strategic management; participation in culture forming and management; HR planning; job analysis, classification and evaluation; organization of work; HR recruitment; HR development; management of personnel movement; personnel evaluation; personnel motivation; consultation and feedback assurance; personnel accounting and statistics; implementation of legal requirements; redundancy management.

SHRM content is often explained in the abstract. For example, C. Ban [3, p. 23] highlights different understanding of HRM functions in SHRM. D.M. Daley, M.L. Vasu [9, p. 159] stress that SHRM does not quest for new functions but rather are focused on adjusting best practices and highlighting their contribution to achieving organizational goals. P. Boxall et al. [6, p. 3], M.R. Allen, P. Wright [1, p. 88] point out that SHRM is systemic question and solutions on combining different aspects of human resource management, linking them with other organizational functions as well as wider context and the results they can provide. The literature on SHRM refers to the position that HRM activities must be formed in the way to correspond not only to the short-term operational needs, but also to permanent strategic needs.

There is a range of scientific works, which mainstream the idea, that there is a universal set of HRM functions, implementation of which inevitably leads to perfection of organizational activity [2, p. 40; 9, p. 157]. Scientists also indicate the peculiarities of implementation of functions, while formulating such sets. For example, D. M. Daley and M.L. Vasu [16, p.157] highlight the following aspects of implementation of HRM functions: guarantees of engagement; compensation systems oriented to activity results; internal carrier opportunities and formal training systems; assessment of activity oriented to results, personnel participation, opportunities to speak, widely determined positions. The systematization of such sets reveals that recruitment, motivation and development functions are crucial. The necessity of consulting and feedback assurance is often highlighted.

Hence, the system of SHRM functions receives poor attention in scientific literature. Considering the attitude that personnel management and HRM functions are the basis of the system of SHRM functions and invoking recommendations about

formation of best practices, the following thirteen functions have been included into the system of SHRM functions: involvement in formation, institutionalization and implementation of the organizational strategy, participation in the management of the organizational culture, development of the HRM strategy, job analysis, classification and assessment, work organization, HR recruitment, HR development, HR movement management, HR assessment, personnel motivation, ensuring guidance and feedback, management of the HR information database; implementation of legislation. The analysis of the literature reveals a great importance of peculiarities of functions implementation and their (functions) correspondence to SHRM attitudes. Therefore, a detailed analysis of SHRM attitudes is relevant.

The main attitude of SHRM concept is the perception that human resources are the most important asset of organization, and giving them (HR) the position of strategic partners.

As it was mentioned, while defining SHRM, it is often accented that this coherent and internally integrated system of attitudes, activities and means contributes to the implementation of the strategic goals of organization. However, while developing strategic orientation, personnel specialists must also keep their attention on operational activities. Operational engagement of personnel specialists positively influences the perceived importance of the department, and, in turn, increases the level of strategic integration of these specialists [21, p. 277, 280]. Properly formulated and implemented functions are a particular “entrance fee” for participating in strategic management [7, p. 172]. In connection with strategic engagement, SHRM literature often stresses the necessity of active participation in analysis of external environment, in the formulation of long-term organizational goals, competitive advantages and organizational culture. The necessity to formulate HRM strategy is accented in the context of SHRM. While establishing HRM strategy, it is necessary to consider the mission, the nature of the activity and conditions, goals and attitudes of management of public organization. Implementation of SHRM also requires active participation in formulation and acceptance of organizational goals and decisions [3, p. 23; 11, p. 95; 21, p. 14; 26, p. 45]. Thus, it can be stated that the implementation of SHRM requires organic and innovative attitude towards human resource management. The organic attitude should manifest itself through continual analysis of conditions of external and internal environments and adjusting functions according to the changing requirements, whereas the innovative attitude should manifest itself through active participation and initiation of ideas when formulating and implementing strategic goals. The essential attitudes of SHRM are generalized in the Table 1.

Generalizing the analysis of content and attitudes of SHRM, it can be stated that SHRM system is formed of such functions: participation in formation, institutionalization and implementation of the strategy of the organization; participation in the management of culture; development of HRM strategy; analysis, classification and assessment of works; work organization; HR recruitment; HR development; HR movement management; HR assessment; personnel motivation; ensuring guidance and feedback; management of the HR information database; implementation of legislation. Implementation of these functions requires realizing the attitude, that HR is the most valuable asset and strategic partner in the formation and implementation of organizational strategy. Personnel specialists are very significant in the implementation of

**Table 1: Essential SHRM attitudes**

<b>Determined aspect of HRM</b>	<b>Attitude</b>
Perception of importance of the main object.	HR is the most valuable asset and strategic partner in formulation and implementation of organizational strategy.
Orientation in time.	Orientation to the future and organizational strategic goals, while keeping attention to operational activities.
Key objective.	Support for mission and assurance of HR engagement.
Main tasks of personnel specialists.	Analysis of external environment; participation in formulation of long-term organizational goals, value and competitive advantages, valuables and culture.
Main mean of purpose and goals implementation.	HRM strategy formulation and implementation.
Attitude towards investment in HR.	Particular attention to HR and development of personnel specialists
Prevailing methods of work organization.	Teamwork method in organizing and management style.
Executors of activities.	Outsourcing of separate HRM functions.
The relationship between personnel specialists and various management levels.	Interrelation of personnel specialists with the lowest, middle and the supreme levels of management.

*Source:* composed by authors, according to: C. Ban [3, p. 23, 30], M. Amstrong [2, p. 13, 34, 77-78], P. Boxall et al. [6, p. 3], W. Brockbank, D. Ulrich [7, p. 172-176], A. Eigenhuis, R. van Dijk [11, p. 27, 95], E. E. Jančiauskas, M. Arimavičiūtė [13, p. 169], D. E. Klingner, J. Nalbandian [15, p. 62, 72-80, 82], C. T. Kulik, E. L. Perry [17, p. 542], E. Rasmussen et al. [20, P.111], J. J. Rodwell, S. T. T. Teo [21, p. 22], D. Ulrich, W. Brokckbank [26, p. 150-152, 222], D. Ulrich et al. [27, p. 183, 191].

SHRM, because they have to orient towards strategic organizational goals and to maintain attention for operational activities; to support the mission and assurance of HR engagement; to participate in analysis of external environment and formulation of long-term organizational goals, value and competitive advantages, valuables and culture; to form and implement HRM strategy; to give particular attention to themselves and HR development; to collaborate with managers of all levels.

### **The correlations between the system of SHRM functions and personnel specialists practice characteristics in public organizations**

The analysis of SHRM revealed the complexity and sophistication of this concept, and also revealed that implementation of the system of SHRM functions is correlated with many factors. All correlated factors that are mentioned in literature [3, p. 30; 11, p. 27; 15, p. 73; 24, p. 132; 26, p. 193; 27, p. 191] can be distributed into two groups according to their dependence on external or internal environment. It is often stated

that factors forming external environment are of crucial importance to governmental institutions, which are more open to environmental pressures and restrictions. This group is formed by micro (the accessibility of organizations outsourcing HRM functions and quality of their services, the model of public service) and macro (economical conditions, political-legal factors, interest groups and others) factors. The following factors of SHRM implementation can be included in internal organizational environment: the size of organization, financial resources, organizational strategy, the level of informational technologies in organization and their usage in implementation of functions; the qualification of HR; attitude of the supreme level managers towards personnel specialists and engagement in implementation of SHRM; engagement of the direct managers in SHRM implementation. The scheme of intercourse between the system of SHRM functions and environmental factors is presented in the Figure 1.

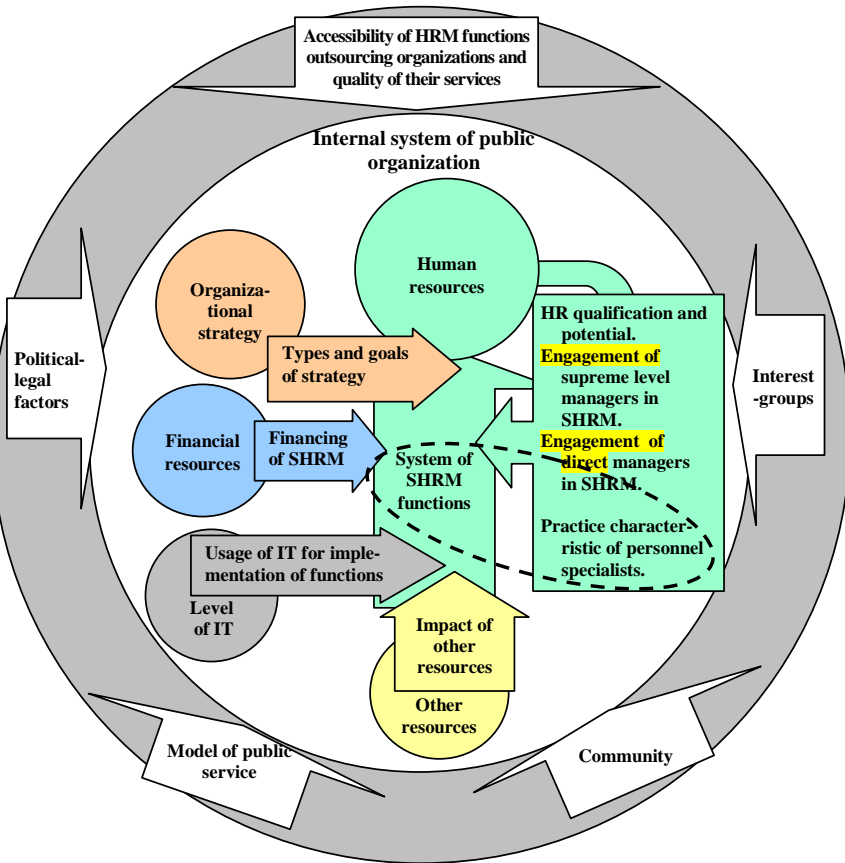


Figure 1: Intercourse between the system of SHRM functions and environmental factors

The connection between adoption of concept, implementation of functions of the adopted concept and practice characteristic of personnel specialists is totally unexamined. With reference to abstracted essential attitudes, it can be stated that personnel specialists are very important in the implementation of SHRM concept. In spite of growing requirements for personnel specialists (for example, to become strategic partners, to analyze external environment and others), their abilities and relevance to implementation of new goals are totally undiscussed, unquestioned, and perceived as natural. While analyzing assumptions and results of reformation of the public sector, it is often stated that personnel specialists meet challenges [10, p. 25; 18, p. 119].

However, there are opinions that the role of these specialists is gradually becoming more primitive, and therefore they experience the crisis of legitimation and confidence [16, p. 132; 20, p. 104]. Thus, it is necessary to add the element of practice characteristic of personnel specialist to the scheme of intercourse between the system of SHRM functions and environmental factors. It is also relevant to identify particular practice characteristics, which might correlate with implementation of the system of SHRM functions (in Figure 1, aspect of further analysis is indicated by a contour line).

In spite of the obvious lack of scientific attention to personnel specialists, a few assumptions about correlation between implementation of the system of SHRM functions and practice characteristic of personnel specialists can be formulated.

*The specialization of specialists, who implement the functions.* While referring to their surveys, D.E. Bowen et al. [5] notice that the existence of personnel department or personnel specialists in organization is a precondition of implementation of SHRM in organization. It is emphasized that a specialized (implementing only HRM functions) department or a specialist (in small organizations) warrant necessary engagement in solution of strategic problems, and formulation of strategic approach.

*The workload of personnel specialists.* Bearing a burden of administrative and operational works is a frequent obstacle for personnel specialists in implementation of strategic role, initiation of changes, and their development [26]. There are suggestions to decrease the burden of administrative work and to invoke these specialists in value creating activities and roles. D. Ulrich et al. [27, p. 183] recommend to establish different units of personnel department, which could share the responsibilities for implementation of strategic and operational activities.

*Qualification of personnel specialists and permanent qualification improvement.* The necessity to develop competence of personnel specialists is frequently accented in SHRM literature [18, p. 100]. Moreover, suitable background is necessary in pursuance of SHRM implementation in organization [7, p. 168; 18, p. 77]. There are diverse empirical data about correlation of background of personnel specialists and the implementation of SHRM functions. For example, survey by E.E. Lawler and S.A. Mohrman [18, p. 100] revealed, that specific background of personnel specialists is a condition of becoming strategic partners. While E. Rasmussen et al. [20, p. 103] state that SHRM stipulates increase of professionalism and qualification of personnel specialists.

*The experience of personnel specialists in the field of HRM.* In scientific literature, there is no analysis of correlation between the experience of personnel specialists and the implementation of SHRM functions.

*The position of personnel specialists.* There is an opinion that participation of personnel specialists in supreme management team stipulates the status of these specialists as well as the implementation of SHRM [20, p. 110; 23, p. 611]. Frequently, participation in supreme management team is related to a manager's (executive's) position. Specialists in manager's position consistently analyze strategic problems and therefore develop strategic attitude towards implementation of functions and realization of SHRM in practice.

*The perception of the performed role.* Encouragement for personnel specialist to become strategic partners [4, p. 120; 5, p. 103; 11; 16, p. 134; 18, p. 2; 21, p. 25; 22; 26], or to become members of supreme management groups, which directly influence strategic planning, reveals changes in professional identity of personnel specialists and the performed role. The perception of the performed role significantly influences priorities of work, behavior patterns and, finally, results of organization [17, p. 542]. However, the perception of the performed role is a rare aspect of analysis.

*Engagement of personnel specialists in implementation of functions.* The necessity of engagement of supreme managers and direct managers in implementation of SHRM is stressed in scientific literature [11, p. 13; 17, p. 542; 23, p. 614; 26, p. 196]. Frequently this engagement is explained as realization of the importance of personnel specialists, realization of significance of SHRM functions and time spent for implementation of functions. However, the importance and peculiarities of engagement of personnel specialists are not discussed.

The interface of practice characteristic of personnel specialists and implementation of SHRM functions are presented in Figure 2.

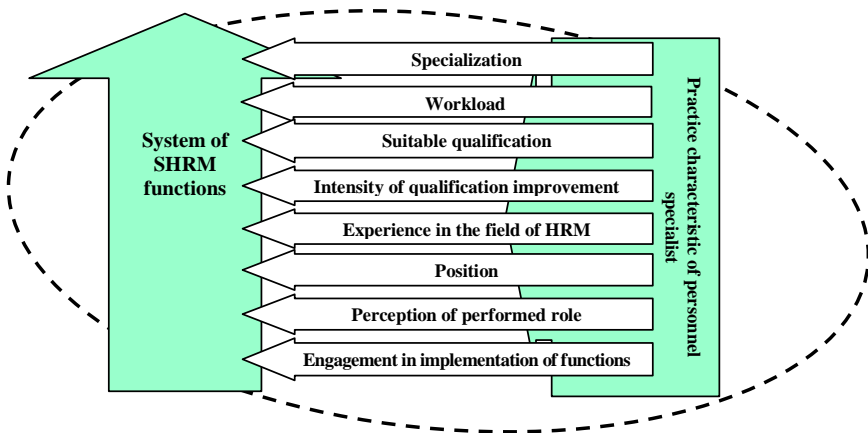


Figure 2: Practice characteristics of personnel specialists, which might interface with the implementation of SHRM functions



Generalizing it might be stated that factors correlated with the implementation of SHRM functions are seldom analyzed in public administration literature. While practice characteristic of personnel specialists and their interface with implementation of SHRM functions remains unexplored and undiscussed. Therefore the scheme of interface of implementation of SHRM functions and environmental factors is complemented with the element of practice characteristics of personnel specialists. Assumptions are also formulated that there are correlations between implementation of SHRM functions and the following practice characteristic of personnel specialists: specialization; workload; suitable qualification; permanent improvement of qualification; experience in field of HRM; position; perception of the performed role; engagement in implementation of functions.

### **The correlation between practice characteristic of personnel managers and implementation of SHRM functions in municipalities' administrations**

Questionnaire survey of personnel specialists in municipalities' administrations was accomplished in order to confirm theoretical assumptions about correlations between SHRM implementation and practical characteristics of personnel specialists. The survey was accomplished in April – August, 2010. General population is formed of 121 specialists, who implement all or particular management functions of civil servants and other employees'. One hundred and nine specialists participated in the survey and this made more than 90 percent of the whole population. Such number of respondents warranted the reliability of the survey and allowed to generalize the results of the survey for the whole population. The validity of questionnaire survey instrument was warranted by detailed theoretical analysis and harmonization with legal regulation. The questionnaire survey instrument was tested in a pilot survey in municipal administrations of Klaipeda region. Although some of respondents were interviewed personally, but most of respondents filled in interactive questionnaires.

The object of this article is a component part of a wider survey. The questionnaire used in this empirical survey was formed of two main blocks of questions: 1) questions identifying practice characteristic of a respondent (i.e. 10 questions about respondent's specialization, workload, qualification and it's improvement, experience, position, perception of the performed role and engagement in implementation of functions); 2) questions measuring implementation of SHRM functions (i.e. 12 questions about the following peculiarities of implementation: involvement in formation, institutionalization and implementation of organizational strategy, participation in the cultural management of the organization, development of the HRM strategy analysis, job classification and assessment, work organization, HR recruitment, HR development, HR movement management, HR assessment, personnel motivation, ensuring guidance and feedback, HR information database management; implementation of legislation). The correlations between implementation of SHRM functions and practice characteristic of personnel specialists were examined by applying statistical criterion and coefficients of correlation. SPSS

program was used for calculation. Statistical analysis has revealed that there is correlation between many SHRM functions and a few practice characteristics, other characteristics are correlated less significantly, and some characteristics are not correlated (see Table 2).

With reference to the data presented in Table 2, the application of statistical criteria revealed correlation between specialization of personnel specialists in

**Table 2: The correlations between implementation of SHRM functions and practice characteristic of personnel specialists**

SHRM function	Specialization	Work load	Suitable qualification	Permanent improvement of qualification	Experience in field of HRM	Position	Perception of performed role	Engagement	
								Realization of significance of function	Time spent for implementation
Involvement in formation, institutionalization and implementation of the organizational strategy	-	-	-	-	-	t=3,093; df=103; p=0,003	r=0,432; p=0,001	r=0,357; p=0,001	r=0,551; p=0,001
Participation in management of culture	-	-	-	-	-	t=3,093; df=103; p=0,003	r=0,432; p=0,001	r=0,405; p=0,001	r=0,404; p=0,001
Development of the HRM strategy	-	-	-	-	-	t=2,148; df=105; p=0,034	r=0,607; p=0,001	r=0,297; p=0,002	r=0,395; p=0,001
Job analysis, classification and assessment	-	-	-	-	-	-	r=0,324; p=0,001	r=0,232; p=0,018	r=0,345; p=0,001
Work organization	F=3,389; p=0,038	-	-	-	-	z=-2,646; p=0,008	r=0,378; p=0,001	r=0,216; p=0,026	-
HR recruitment	F=3,520; p=0,033	$\chi^2=7,152$ ; df=2; p=0,028	-	-	f=5,663; p=0,005	t=2,791; df=104; p=0,006	r=0,346; p=0,001	-	r=0,249; p=0,011
HR development	-	-	-	-	-	t=2,515; df=102; p=0,013	r=0,553; p=0,001	-	-
HR movement management	F=5,960; p=0,004	-	-	-	-	-	r=0,333; p=0,001	-	-
HR assessment	T=2,268; df=104; p=0,025	-	-	-	-	t=2,660; df=104; p=0,008	r=0,437; p=0,001	-	r=0,257; p=0,008
Personnel motivation	-	-	-	-	-	-	r=0,354; p=0,001	-	-
Ensuring guidance and feedback	$\chi^2=11,469$ ; df=2; p=0,003	-	-	-	-	z=-3,129; p=0,002	r=0,389; p=0,001	-	r=0,213; p=0,031
Management of the HR information database	-	-	-	-	-	t=2,299; df=105; p=0,023	r=0,425; p=0,001	r=0,226; p=0,019	r=0,233; p=0,018

- statistically significant correlation is not diagnosed.

municipalities' administration and such SHRM functions as work organization; HR recruitment; management of HR movement; HR assessment; ensuring guidance and feedback. The survey revealed, that specialists working in the specialized personnel departments (or position) stated that they implement functions, which correspond more with the attitudes of SHRM. Therefore it can be stated that *specialization is an important factor, which correlates with the implementation of SHRM.*

The analysis of linkages between the workload of personnel specialists of administrations and implementation of SHRM revealed that answers of respondents statistically significantly differ only in HR recruitment case. However, HR recruitment, which mostly corresponds to SHRM, has been indicated by personnel specialists, who have more than 126 civil servants and employees of a municipal administration, i. e. those who have the heaviest workload. So, it cannot be admitted that less workload of personnel specialists will condition the implementation of SHRM.

The analysis of qualification of personnel specialists and the intensity of qualification improvement has not revealed any statistically significant correlations between this practice characteristic and the implementation of SHRM functions. But it should be noticed that specialists, who improved their qualification permanently, stated that they implemented functions, which corresponded more with the attitudes of SHRM. However, the absence of statistically significant correlation does not allow to state that permanent improvement of qualification is a significant factor of implementing SHRM in municipalities' administrations.

With reference to the analysis of linkages between the experience of personnel specialists in the field of HRM and implementation of SHRM, it can be stated that answers of respondents statistically significantly differ only in HR recruitment case. In this case the most experienced specialists (more than 12 years experience) declared the opinion, which mostly corresponded with the attitudes of SHRM. Thus, it might be stated that *the experience of personnel specialists is a significant characteristic related to the implementation of SHRM in municipal administrations.*

The survey revealed statistically significant correlations between personnel specialists' perception of the performed role and implementation of all SHRM functions. The more personnel specialists perceive the performed role as strategic, the more their implementation of functions corresponds with the SHRM attitudes. Therefore *perception of the performed role is a significant factor of implementation of SHRM in municipalities' administrations.*

The survey showed statistically significant correlations between the positions of personnel specialists and implementation of the following SHRM functions: involvement in formation, institutionalization and implementation of the organizational strategy; participation in management of the organizational culture; development of the HRM strategy; work organization; HR recruitment; HR development; HR assessment; ensuring guidance and feedback; HR information database management. Specialists in manager's (executive's) positions defined

implemented functions more correspondently to the SHRM attitudes, than specialists in non managerial positions. Thus, it may be concluded that *manager's (executive's) positions held by personnel specialists is an important factor ensuring the implementation of SHRM.*

It has been determined that the more the significance of the function is realized, the more it's implementation is in compliance with the SHRM attitudes. Such statistically significant link has been established when exploring the implementation of most of the functions of SHRM (such as involvement in formation, institutionalisation and implementation of the organisational strategy; participation in management of organisational culture; development of the HRM strategy; job analysis, classification and assessment; work organisation; HR information database management). The link between time spent for the implementation of the functions and its compliance with the SHRM attitudes is even more frequent. Such link has been established when examining such functions as involvement in formation, institutionalisation and implementation of the organisational strategy; participation in management of the organisational culture; development of the HRM strategy; job analysis, classification and assessment.; HR recruitment; HR assessment; ensuring guidance and feedback; HR information database management. So this makes the *involvement of HRM specialists an important factor ensuring the implementation of SHRM.*

Generalizing, it can be stated that the survey revealed correlations between SHRM implementation and such significant practice characteristics of personnel specialists as specialization; workload; experience in field of HRM; perception of the performed role; position; engagement in implementation of functions. The results of the survey conducted in municipal administrations of the Republic of Lithuania confirm the findings by D. E. Bowen et al. [5], E. Rasmussen et al. [20], C. Sheehan [23], D. Ulrich et al. [26, 27] about the importance of specialization and workload of personnel specialists in the context of human resource management of public organizations. They also complement the ideas of C. Sheehan [23], D. Ulrich et al. [26, 27] with the revealed significance of the engagement of personnel specialists in strategic human resource management. So, in order to implement the system of SHRM functions in Lithuanian municipal administrations, it is of crucial importance to develop the following significant characteristics of personnel specialists: to ensure specialization; to establish a sufficient number of personnel specialists and to improve the distribution of the positions among them; to employ experienced specialists and to ensure the opportunity for already employed specialists to accumulate the necessary experience; to declare the importance of HR and personnel specialists in strategic municipal documents and daily activities; to include personnel specialists in working groups performing strategic analysis and planning; to develop and introduce measures focused on dissemination of strategically relevant information in the personnel unit and administration. These recommendations are summarized in Figure 3.

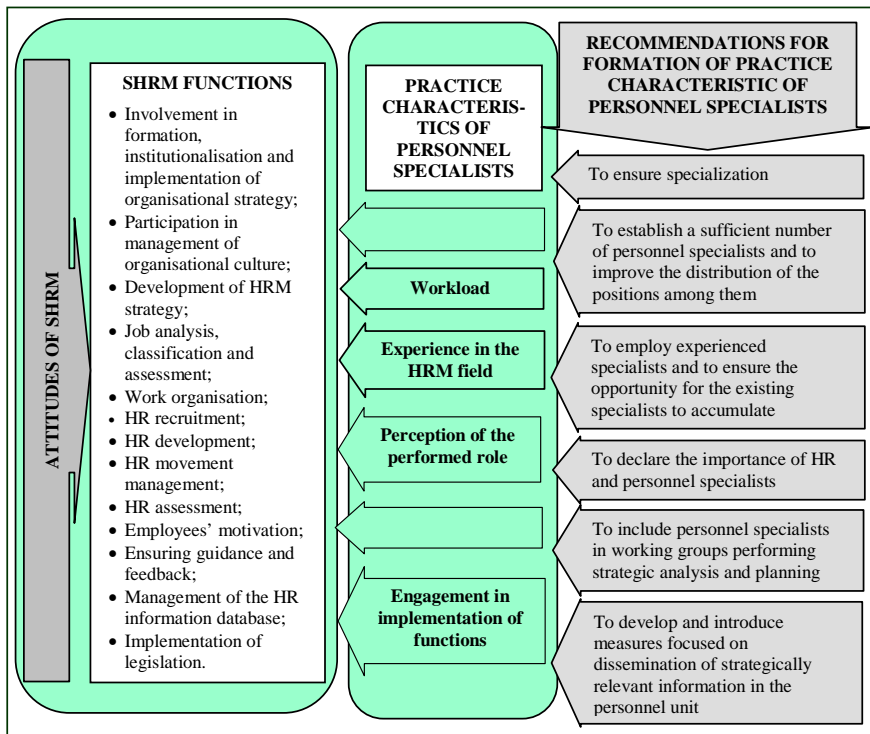


Figure 3: Stipulation of implementation of the system of SHRM functions by formation of practice characteristic of personnel specialists

## Conclusions

1. The system of strategic human resource management functions is formed considering the attitude that personnel management and HRM functions are the basis of this system and invoking recommendations about formation of best practices. The following thirteen functions are included into the system of SHRM functions: involvement in formation, institutionalization and implementation of the organizational strategy; participation in management of the organizational culture; development of the HRM strategy; job analysis, classification and assessment; work organization; HR recruitment; HR development; HR movement management; HR assessment; personnel motivation; ensuring guidance and feedback; HR information database management; implementation of legislation. Implementation of these (SHRM) functions requires realizing the attitude, that HR is the most valuable asset and strategic partner in formation and implementation of organizational strategy. Personnel specialists are very significant in the implementation of SHRM, because they have to orient towards strategic organizational goals and maintain attention for operational activities; to support mission and assurance of HR engagement; to

participate in analysis of external environment, formulation of long-term organizational goals, value and competitive advantages, valuables and culture; to form and implement HRM strategy; to pay particular attention to themselves and HR development; to collaborate with managers of all levels.

2. The factors, which correlate with the implementation of SHRM functions, are seldom analyzed in public administration literature. Thus, practice characteristics of personnel specialists and their interface with the implementation of SHRM functions remains unexplored and not discussed. Therefore, the scheme of the interface of implementation of SHRM functions and environmental factors is complemented with the element of practice characteristics of personnel specialists. Assumptions are also formulated that there are correlations between the implementation of SHRM functions and the following practice characteristic of personnel specialists: specialization; workload; suitable qualification; permanent improvement of qualification; experience in the field of HRM; position; perception of the performed role; engagement in implementation of functions.

3. Questionnaire survey of personnel specialists of municipalities' administrations revealed correlations between practice characteristic of these specialists and implementation of SHRM functions. It could be stated, that perception by personnel specialists of the performed role is a significant factor in implementation of all functions of SHRM. Position of specialists and their engagement in implementation of functions are significant factors in implementation of many functions. Specialization, workload and experience are significant factors only in implementation of individual functions of SHRM. In order to implement the system of SHRM functions in Lithuanian municipal administrations, it is necessary to develop purposefully such practice characteristics of personnel specialists as specialization; workload; experience in the field of HRM; perception of the performed role; position; engagement in implementation of functions.

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**Personalo specialistai kaip strateginio žmogiškųjų išteklių valdymo savivaldybių administracijose veiksnys**

Anotacija

Straipsnyje teoriškai ir empiriškai analizuojamos savivaldybių administracijų personalo specialistų veiklos charakteristikos, susijusios su strateginio žmogiškųjų išteklių valdymo (SŽIV) įgyvendinimu. Vadovaujantis požiūriu, kad personalo vadybos ir žmogiškųjų išteklių vadybos funkcijos formuoja SŽIV funkcijų sistemos pradmenis, taikant SŽIV nuostatų analizę sudaryta šių koncepciją atitinkanti funkcijų sistema. Atlikus SŽIV funkcijų ir esminių nuostatų analizę, išryškėjo personalo specialistų svarba ir jiems keliami nauji reikalavimai. Atlikus savivaldybių administracijose personalo specialistų anketinę apklausą, galima teigti, kad strategiškesnį požiūrį į įgyvendinamas funkcijas sukuria specializuotuose skyriuose dirbantys, turintys pakankamą patirtį, einantys vadovaujamas pareigas, savo vaidmenį strategiškai suvokiantys ir į vykdomą veiklą įsitraukę personalo specialistai.

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