
MANAGERS DEVELOP MANAGEMENT OF EMPLOYEES IN SERVICE INDUSTRIES

Gintaras KAVARSKAS

Mykolo Romerio universitetas

El. paštas: gintaras.kavarskas@yahoo.com

ORCID ID: 0000-0002-1895-9143

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Abstract. *Managers Develop Management of Employees in Service Industries is a scientific article. Management of employment is a serious problem in service industries, a new problem is management of employees in service industries. The aim is to analyze; the tasks for the analysis are two: to analyze employment management development, to suggest the applied measures of the management of employees in service industries. The analysis has conclusions, results, suggestions, and recommendations. The theory of the management relations was applied in order to analyze. The solutions to the eight factors are important. Methods for the research were descriptive for analysis, generalizations and suggestions. A contemporary management is important. The results revealed that management of employment is important, managers can develop management in service industries because the factors and management relations are important. Gintaras Kavarskas – Master of Management, strategic projects management, risk management and management of international projects, employment, employment management, evaluation of management quality of human resources, international management of employment, international employment, international management, employment management direction to countries, management systems, management innovations to countries, assessment of innovations management, emergency and crisis management theories.*

Keywords: *management development, employment management, human resources, unemployment management, service industries.*

Introduction, problem, aim, object, tasks, theory, methods, usage at universities

Managers Develop Management of Employees in Service Industries is the academic research article on the development of the management of **human resources**. How do managers develop management of employees in service industries, the management of employment in service industries, is a question in this scientific article. The understanding of the solutions to the management of employees in service industries can be of sheer importance; there has not been an analysis *pro tanto*. Suggestions are creating a comprehensive synthesis about solutions which are of strategic importance to managers because a modern administration is necessary in institutions of the local municipalities; the author of the article claims that managers ought to look *nunquam retrorsus* and have all the important strategic solutions in advance in order to solve crises in the management of the unemployment in the world; the author of the article admits that an advanced management is possible and this is a contemporary development of management. Managers Develop Management of Employees in Service Industries is the scientific article which will improve managers to develop a contemporary management of employees in service industries. It is generally agreed that a contemporary management is of great importance.

The new and important problem is the management of employees in service industries. This scientific problem is very important since managers will improve management of employees, get higher qualifications and recommendations at work. Other reasons are that the management of employees is important these years, later when there is a rising unemployment in a country, and during a high unemployment in a country. That is a scientific problem and question to be answered. Hypothesis is of sheer importance because according to the research

problem, there is a research question of how managers could develop management of employees in service industries if they apply the theory of the management relations. A research question can be answered at the end of the analysis of the eight factors. The author of the article made all the eight factors which are important to understand because they are improving managers' solutions to be developed these years and during a rising unemployment in an unforeseen future. *A posteriori*, there are eight factors developed by the author's of the article arguments for this research article. It is necessary to ascertain all the eight factors in order to develop management, improve managers' jobs. If there were or is a high unemployment in a country, it ought to be necessary to develop the management of employees in service industries, it is ascribed to all the eight factors in an attempt of the aim of this article. This scientific article is of particular importance to countries in the world from today and to the management success of the next decade; this research article is a breakthrough because it improves management of employees in service industries in countries in the world nowadays and in the future, the characterization in all the eight factors are of consequence of conservation of a low unemployment.

The object is the eight factors of the employment management in service industries. The main aim is analysis on how managers could develop the management of employees in service industries. For the analysis it is necessary to classify factors into the main features and to characterize the most significant factors, to describe, to deduce a conclusion, to come up with suggestions and recommendations, they are of great importance so as to improve management of employees in service industries. The tasks for the analysis are two: 1. To analyze employment management development and measures because these must be examined by countries. It is important to analyze the management of employment since managers develop the management of employees in service industries. 2. To suggest the applied measures of the management of employees in service industries, for instance, to propose eight factors as because these must be being examined by countries before a crisis in an unforeseen future. Having analyzed countries' strategic solutions as the core factors in this scientific research, it is necessary to conclude, suggest, and recommend.

The management relations theory will be applied in order to analyze. Solutions to a rising unemployment are necessary, the eight factors can be helpful for the solutions. Contemporary management systems will solve a wide variety of other issues in crisis of a high unemployment. A research methodology is descriptive and analytic; methods for the research are descriptive for analysis, generalizations and suggestions. The reasons for applying these methods are the eight factors; the qualitative data of the eight factors will be interpreted and analyzed for the research. Analysis of the management of employees in service industries will help with solutions to an unemployment crisis during a rising unemployment in an unforeseen future; the analysis is for the methodology. If the methods are applied, the management of employees in service industries could be developed and the unemployed will be employed. The analysis before a crisis in an unforeseen future and the suggestions will definitely guarantee the best solutions in the local municipalities in countries; therefore managers can better develop management of employees in service industries these years and prepare for solutions to problems before an unforeseen future.

The research article is very important to universities' scientists, managers, and the article may be quoted by scientists at universities, managers working in institutions and companies of the local municipalities in countries in the world. Therefore, managers in countries would be better prepared to develop management of employees in service industries and to solve a crisis – danger and insecurity – during a rising unemployment in an unforeseen future.

Managers Develop Management of Human Resources, Management of Employees

Although the eight factors are important to employment management, the eight factors are important to a rising and high unemployment management in an unforeseen future. There are eight factors for managers to develop management of employees in companies and institutions in service industries in the contemporary world and to the management success in the next decade. A further future might possibly have more differences from the contemporary world. If managers work successfully these years in the contemporary world, there will not be a rising unemployment these years and in the further future in the next decade. In general, there are eight factors to help managers in institutions.

In the scientific book there was mentioned "training and development, career development"[1] (Krishnaveni, 2008, p. 38), however, nowadays it is necessary that managers could develop them by using the factors. In another scientific book there was also emphasized "training and motivating"[2] (Snell, *et al.*, 2014, p. 4). Also, in another scientific book there was argued that employees target training [3] (Reid, *et al.*, 2004, p. 28). These are because employment of employees is important to the development of management and relations in management, it is important to have a solved problem of the unemployment so as to improve management and relations in management. In the scientific article Local and international projects management direction to strengthen country, the author Kavarskas (2020, p. 208) emphasized that "It is necessary to often assess all enterprises and institutions in order to decide how many employees should work there"[4]. All the eight factors are important to employment management in a country, all the eight factors solve unemployment in a country, all the eight factors solve a rising and high unemployment in a country; that is why, all the eight factors are important according to circumstances in a country and in the territories of the local municipalities in order that countries' universities and the local municipalities could apply this article on Managers Develop Management of Employees in Service industries. This is a contemporary article which might help with solving problem of a rising unemployment in an unforeseen future.

Social security is important to all people; every country ought to guarantee the social security to the citizens. There was signed the Directive 1152 by the European Parliament The President A. TAJANI and the Council The President G. CIAMBA; in Chapter V, Final Provisions, Article 23, Review by the Commission, there was emphasized the fact that "By 1 August 2027, the Commission shall, after consulting the Member States and the social partners at Union level and taking into account the impact on micro, small and medium-sized enterprises, review the implementation of this Directive and propose, where appropriate, legislative amendments"[5] (DIRECTIVE (EU) 2019/1152, p. 120). Employment and social security must certainly be guaranteed according to the laws in a country. The European Union has a large number of laws which might be used for discussions in other countries. Discussions are one of the methods before creating and updating laws in a country. Great examples might be helpful for other countries too. There was mentioned the European Labour Authority in the Chapter I, Principles, Article 1, Establishment, subject matter and scope, "2. The Authority shall assist Member States and the Commission in their effective application and enforcement of Union law related to labour mobility across the Union and the coordination of social security systems within the Union"[6] (REGULATION (EU) 2019/1149, 28). Management solutions are changed according to the situations in a country and the local municipalities.

Management solutions in an institution or company are updated, managers are responsible for the development of solutions and strategies in order to guarantee a contemporary management. Contemporary solutions are necessary to the employment management.

Professions are changing and a strategy is applied to remain valid for the future; in the Directive's Article 12, Review 1, there was emphasized that "By 18 January 2024 and every five years thereafter, the Commission shall submit a report to the European Parliament and to the Council on the implementation and performance of this Directive, including, among other aspects, its scope and its effectiveness"[7] (DIRECTIVE EU 2018/958, p. 33). The data can be used for improving management solutions. Managers as well as employees are responsible for the data security. Managers as well as employees have their responsibility for the data-protection management.

To run an experiment is not an easy task as the management of employees in the contemporary world in companies and institutions or a new management has some risk; therefore, managers develop a traditional management and do not improve the system of management in order to create a new management for the success in the management of planning, the management of control. Nevertheless this, success in management is being developed by managers with some risk to changes in planning and control of situations in companies and institutions in the contemporary world; therefore, the management of employees would be positively and effectively being developed. Whenever there is a possibility, two teams of managers should work with the management of employees, one team works traditionally, another team come in on a management scheme, for example on sheets of papers, then both teams compare the results, possible results and finds differences in order to develop the understanding of the management of employees for other projects in the future. Formal meetings of managers so as to develop the understanding of the management of employees are effective in companies and institutions in service industries in the contemporary world.

Employment management in projects posts and other types of employment must be contemporary according to the laws in a country. Managers in institutions are responsible for the development of social security and the employment management. In some countries there is no rise in unemployment in the current year, however there can be solutions to the problems in advance. Service industries are difficult to manage because they depend on contemporary factors in a country. Some types of posts belong to projects, some types of jobs can create projects so as to increase numbers of posts in institutions and companies in a country. A rising unemployment might be in one type of the industry more frequent than in other types of industries, however, this type of rise of the unemployment is difficult to manage. There ought to be solutions to the problem of a rising unemployment in a country. The eight factors can be helpful for the management development.

A first factor is that management of projects in service industries can be specific in the world. In the European Union it is difficult to manage employees in service industries. In order to manage employees working in service industries, managers ought to develop the understanding of the main qualities; this is a factor. Three of the main qualities are illustrated in the figure 1 (see Figure 1).

Service industries are important to manage professionally because companies, institutions, firms in the local municipalities develop projects to improve services in territories of the local municipalities. The figure 1 shows the main qualities for management of employees in service industries. The local municipalities ought to give opportunities to people to gain knowledge in the contemporary world for a contemporary welfare of all people. *Me judice*, unemployment management is necessary and it is seen in all the social systems, quantitative and qualitative changes – developments – in countries social affairs are overlapped with environment of economic affairs. A second important factor is difficulty in employment prospects when the unemployment keeps rising. The second factor is also necessary to know when there is a low unemployment.

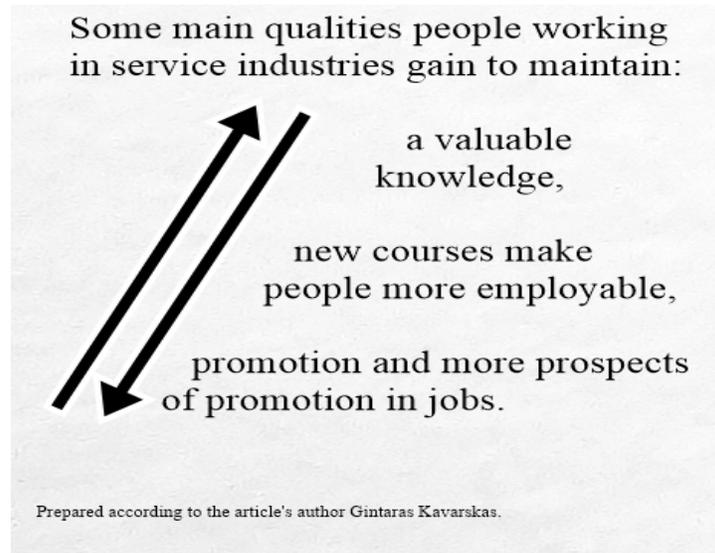


Figure 1. Some main qualities to maintain
Prepared according to the article's author Gintaras Kavarskas

The second significant factor is difficulty in prospects for employment (see Figure 2).

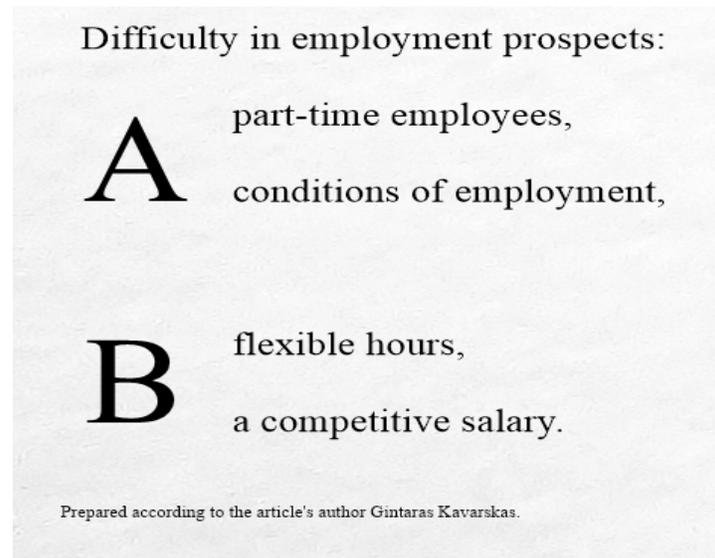


Figure 2. Difficulty in employment prospects
Prepared according to the article's author Gintaras Kavarskas

It is necessary to review prospects to offer them to managers in institutions and companies of the local municipalities so as to solve the main issue of the employment management. A contemporary difficulty or complexity of the employment is the main issue; examination of human resources must be known in countries of the European Union and in the whole world in order to prepare for solutions to the employment management, and a rising or a high unemployment crisis management. It is necessary to come up with a feasible solution to this difficulty. The factor is shown in the figure 2.

Managers develop the employment in service industries. A variety of projects provide services. The figure 2 gives A and B features for the management of employees in service industries. The local municipalities constantly find the solutions to the part-time employment for the welfare in all the territories. A rising unemployment or a high unemployment crisis could probably pose a threat to people in the territories; in such a crisis, managers' actions must be masterly-planned actions in advance in order to work efficiently. A third factor gives more features for the management of employees.

A third necessary factor is on some features for the development of the management of employees.

The third factor is functionally important to managers in service industries.

Managers improve service industries; employees can improve team management, projects management. The figure 3 gives more features for management of employees in service industries; employees ought to have the opportunity to communicate with others in the institutions' formal meetings with employees, for instance, during the meetings employees can develop their techniques. In the academic research article More effective strengthening to govern the country in municipalities, the author emphasized that "Each citizen is important to the country and to the management effectiveness in the country"[8] (Kavarskas, 2020, p. 246). Well-planned solutions to a high unemployment must be made by managers. The factor is shown figure 3 (see Figure 3).

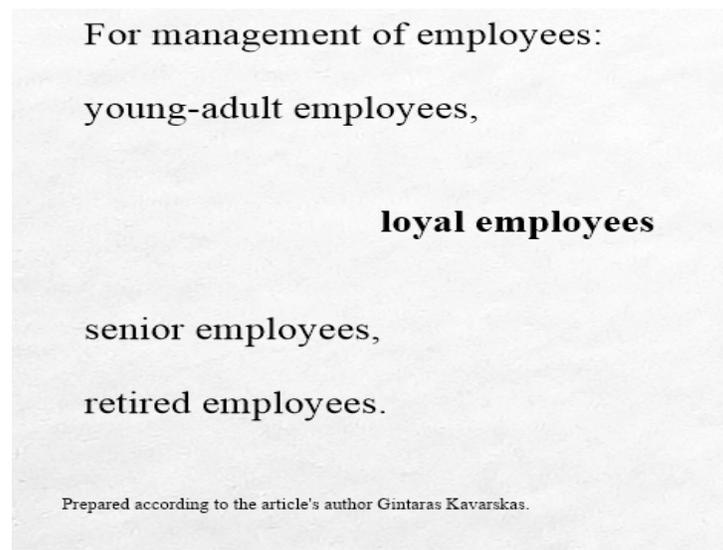


Figure 3. Some features for management of employees
Prepared according to the article's author Gintaras Kavarskas

Managers will be capable to manage the unemployment crisis in an unforeseen future in a country. Another important factor is on a high unemployment effects.

A fourth necessary factor, it is necessary to develop solutions to a high unemployment effects. This is obviously important to managers in service industries. The factor is shown in the figure 4.

Different cycles during a year need individual solutions. The figure 4 presents the idea that management of employees in service industries can be efficient if managers know some of the needs of their employees. In the European Parliament and the Council Directive 1158, Article 9, Flexible working arrangements, there was emphasized that "2. Employers shall

consider and respond to requests for flexible working arrangements"[9] (DIRECTIVE (EU) 2019/1158, p. 88). (see Figure 4)

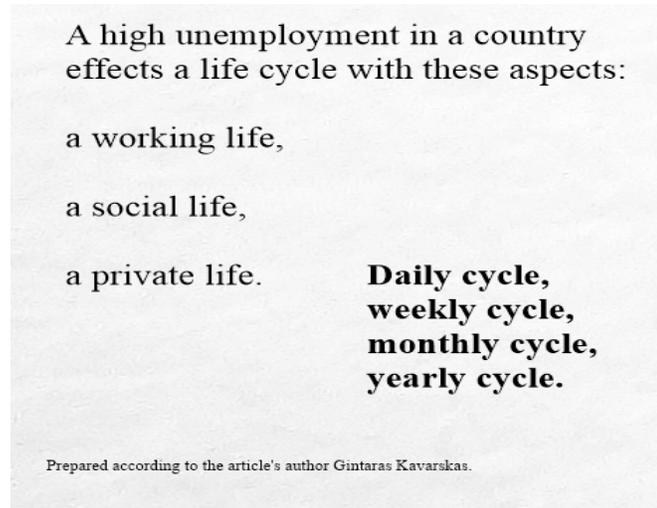


Figure 4. A high unemployment effects
 Prepared according to the article's author Gintaras Kavarskas

The Directive's document that was quoted is also important to parents in the local municipalities for the welfare of the people. Different cycles during a year need individual solutions. Employees in service industries are responsible for their solutions to the management of their cycles.

It is necessary to emphasize that an additional solution to the problem of the management of the employees individual needs during a high unemployment can be made by the local municipalities, institutions that care for the social security of employees in a country. A fifth important factor is about opportunities in employment.

A fifth necessary factor is given in the figure 5 on employment opportunities for permanent and temporary posts. The factor is important to managers as well as employees in service industries since they develop their understanding of these opportunities in order to manage employment (see Figure 5).

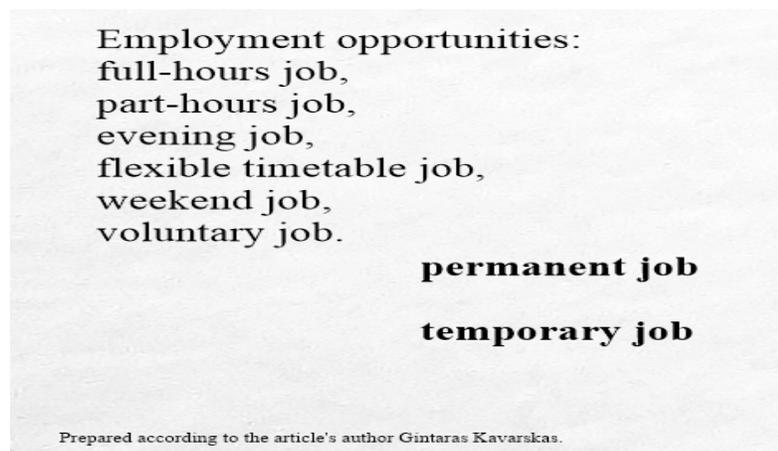


Figure 5. Employment opportunities
 Prepared according to the article's author Gintaras Kavarskas

The study of the factor in the figure 5 shows that there are different opportunities for employees in service industries. The local municipalities usually have managers in order to develop management for seasonal and temporary jobs. It is necessary to have a legal employment, that is why a formal documentation is required, in the Directive's Chapter II, Conditions of Admission, Article 10, Obligation of cooperation, there was emphasized the fact that "Member States may require the employer to provide all relevant information needed for issuing, extending or renewing the authorisation for the purpose of seasonal work"[10] (DIRECTIVE EU 2014/36, p. 384). In case of a high unemployment crisis and an insecurity of countries, managers in institutions, the local municipalities ought to have efficient instruments for swift actions. Managers ought to have solutions to the development of the unemployment, solutions how to balance a rising unemployment as a crisis. A sixth important factor is on more perspectives in a country.

A sixth necessary factor is on perspectives of the employment management (see Figure 6).

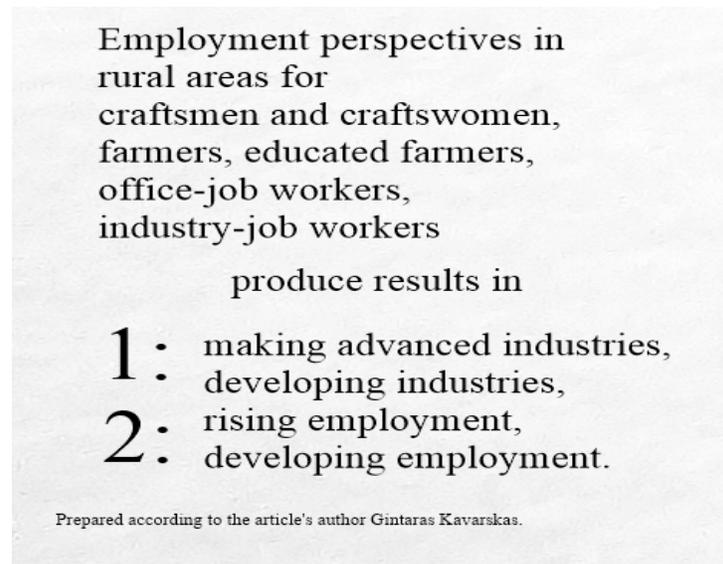


Figure 6. Employment perspectives in rural areas produce results
Prepared according to the article's author Gintaras Kavarskas

It is necessary to develop perspectives in employment; this is strategically important to managers in service industries since the local municipalities are responsible for the development of the industries in the local territories. The factor can be seen in the figure 6.

Managers in rural areas develop service industries when they understand the management of the perspectives; the figure 6 gives the employment perspectives to produce results. The local municipalities could hold control over projects while caring for the welfare of the local people. Another factor is that the necessary developments of changes in the employment management in rural areas, a rising unemployment or a high unemployment crisis might also be an obstacle for planning actions on time; managers' strategic solutions might need a new review and a further examination in rural areas. In the end, managers should develop their understanding of finding effective solutions to dynamic situations, processes of management which are being worked now and in advance, and might possibly be being worked during a crisis. A seventh important factor is on three contemporary aspects in a job management in industries.

Seventh, some aspects in a job management in industries is a modern factor. It is necessary

to develop management of employment since this is vitally important to the employees in service industries. The factor is shown in the figure 7 (see Figure 7).

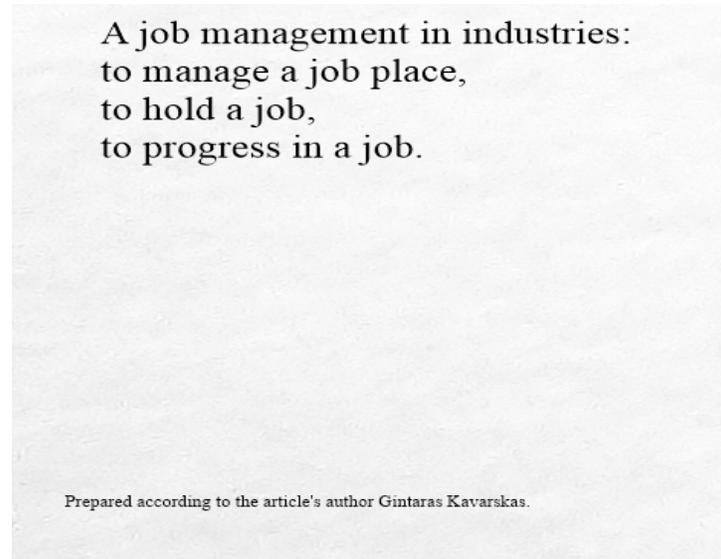


Figure 7. Some aspects in a job management in industries
 Prepared according to the article's author Gintaras Kavarskas

The factor is important because the features might be concurrent whenever it is possible in conjunction with the collaboration. The figure 7 gives features of a job management, the consideration is very important to the managers in an institution, a company, and the local municipalities for the management of the employees in service industries. The managers in companies of the local municipalities ought to give consideration to the features mentioned in the figure 7 for the welfare of the country. Four times every year, the employment can be analyzed by the local municipalities inasmuch as information about a rising unemployment crisis is important in advance, in principle, in order to care for the social systems in the country. The local municipalities must have managers to tackle a problem of a rising unemployment, solutions to problems must be analyzed in order to develop the best relations with other municipalities in the same country and in different countries. A last important factor is on progress for countries during a rising unemployment.

Eighth, last but not least, progress in countries is a real advantage (see Figure 8).

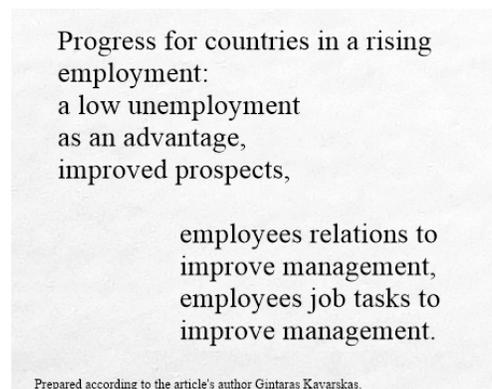


Figure 8. Progress for countries during a rising employment
 Prepared according to the article's author Gintaras Kavarskas

Progress for countries during a rising employment is the factor which is shown in the figure 8. A country can easier solve a problem of a rising unemployment when good examples from other countries are very helpful for the development of the solutions of a rising unemployment. A variety of projects provide services. These years, it is a fundamental necessity to protect countries from a rising unemployment in the countries in the European Union and in the other countries in the world.

The development of employment in service industries, in projects' posts and in other types of posts, develop managers' understanding of the provided services. The results of the figure 8 demonstrates two ways to improve management. Furthermore, the local municipalities can have more information on Eurofund, this was emphasized in the Regulation Chapter V, General Provisions, Article 30, Cooperation with third countries and international organisations: "3. The Management Board shall adopt a strategy for relations with third countries and international organisations concerning matters for which Eurofound is competent"[11] (REGULATION (EU) 2019/127, p. 87). This is for the good welfare of citizens in a country. One significant implication of the assumption is that ministries and the local institutions, municipalities, ought to guarantee the effectiveness of the solutions to the management of a rising unemployment crisis.

The article gives conclusions with results, suggestions and recommendations to managers and scientists to develop management of employees in service industries. The author of the article studied the newest sources.

Conclusions and results, suggestions and recommendations

The new problem was management of employees in service industries. The tasks were to analyze employment management development, to suggest the applied measures of the management of employees in service industries. The article was the analysis. For the investigation of how managers can develop management of employment in service industries, the author of the article applied the theory of the management relations to help with the resolution of the management of employment and unemployment. Countries strategic solutions are important in order to solve the problem of management of employees in service industries and to further develop preparation for solving a problem of a rising unemployment and a high unemployment since managers develop management of employees in service industries every year. All the eight factors in the analysis are necessary to develop in order that managers could develop the management of employees in service industries and to avoid a deep-rooted crisis of unemployment in a country in an unforeseen future.

From a social science of management point of view, the author of the article carried out not only analysis, but also synthesis in this article as there was created a model of solving a crisis, the factors; therefore, all the eight factors are important to the development of the employment management in service industries in a contemporary these years and in an unforeseen future. The research proved that there are unsolved strategic solutions of a rising unemployment. Countries' strategic solutions must be effective. Countries must improve all the necessary factors and schemes. All the eight factors should be based on the regulations of the local municipalities in a country.

There was applied a theory of the management relations. Talking of research methodology, the effects were from the qualitative aspects: difficulties of managing employment in service industries. Qualitative aspects of the factors were found. The results revealed that the management of the employment is important, managers can develop management in service industries because the factors and management relations are important.

Quite apart from the fact that unemployment is an unforeseen crisis, there was proved how countries can in advance be efficiently prepared to solve a crisis in an unemployment in order to employ citizens in a country. One of the main solution was that managers should develop management of employees in service industries these years to improve management techniques. The research proved the unsolved problem in advance before a crisis. Countries must improve all the necessary long-term schemes. Countries will be prepared for the management of the unemployment.

If there are innovations in the management science, then a rising unemployment will be analyzed in advance. I recommend the following actions. First, managers should develop management of employees in service industries, countries should have schemes to solve a rising and a high unemployment in a country. Before an unforeseen crisis of an unemployment, countries' strategic solutions for the management of the employment must be updated as many times as it is important every year. Second, countries must have the management relations for the employment management in service industries and be prepared to cooperate on time. The management relations will develop the understanding of solutions to know-how, the management relations can improve the schemes and strategies. Furthermore, countries must analyze dynamics of a crisis. Countries managers ought to have a successful technique of a crisis resolution in order to be prepared for solutions to a crisis. For a greater effectiveness, the management development can help. Countries must have clear schemes for an unforeseen crisis in a rising unemployment, strategic solutions must be updated, countries must have good relations with a country to cooperate on time and to be aware of dynamics of a crisis, prepare for the management relations. Since the management relations is of great importance, international commitments must be met, people who should work ought to be employed.

The figure 1 gave the main qualities for management of employees in service industries. The local municipalities ought to give opportunities to people to gain knowledge in the contemporary world for a contemporary welfare of all people. The figure 2 gave A and B features for the management of employees in service industries. The local municipalities should constantly find the solutions to the part-time employment for the welfare in all the territories. The figure 3 gave more features for management of employees in service industries; employees ought to have the opportunity to communicate with others in the institutions' formal meetings with employees to develop their techniques. The figure 4 presented the idea that management of employees in service industries could be efficient if managers knew some of the needs of their employees. The figure 5 was on employment opportunities for permanent and temporary posts. Another factor, the necessary developments of changes in the employment management in rural areas, a rising unemployment or a high unemployment crisis might also be an obstacle for planning actions on time; managers' strategic solutions might need review and further examination in rural areas. The figure 7 gave features of a job management, the consideration was very important to others and to the managers in an institution, a company, and the local municipalities for the management of the employees in service industries. The last factor, good examples from other countries was helpful for the development of the solutions of a rising unemployment. The development of employment in service industries, in projects' posts and in other types of posts, develop managers' understanding of the provided services. To sum up, the local municipalities should every year analyze and develop these strategic solutions: first, the social changes which extend to environment of social affairs in a country, second, management of the employment progress towards solving the unemployment issues of a possible crisis in a country, countries in the European Union, third, managers capabilities to regulate solutions to issues of a crisis, management solutions to steps of a crisis and the necessary responses. The study of factors shows that the development of management is necessary in order to solve issues

of a rising or high unemployment; a rising unemployment is known in countries in the contemporary world.

There was evidently suggested all the eight factors, another evidence suggests that eight factors are increasingly important to managers in order to develop the understanding of the management in service industries; managers develop the management of employees. There is known to have been the important problem of the management of employees these years; consequently, the research proves that improvements are recommended and they are necessary. For instance, all the eight figures suggest the new improvement in management of the management of employees in service industries. The new management presents no risk to successfully plan and control projects, tasks, and goals in companies and institutions. Changes are positive due to the fact that the management of employees in service industries is managed; changes come into effect positively if there is discovered no risk to the successful management of planning and control of situations in companies and institutions. When managers come up against a problem, they can come up with a good solution. Every change should be estimated and developed if necessary; solutions to problems should be in time and on time in companies and institutions in service industries.

There was run the experiment to make provision for the management of employment in service industries to tackle a problem of the employment management. It has been necessary to research into the employment management in order that countries could be prepared for solutions of unemployment problems during a rising unemployment as well as a high unemployment. The local municipalities should take the welfare of the local people into consideration. Collaboration of managers can be useful for the development of the management science. Hence, managers ought to be interested in the suggested eight factors in management if managers want to work according to the newest requirements in management; moreover, it is considered that managers should develop the understanding of the management of employees in service industries. There were suggested eight pictures in the scientific article so as to recommend managers to develop the management of employees in service industries according to the contemporary requirements in the management of employees and they might work in times of a low and high unemployment since in the years of a low unemployment managers also develop the understanding of the management of employees in service industries *ad hoc*. The local municipalities should affect development in the management of employees every year now and during the next decade with a further development.

The research article can be used at universities, for instance, students and scientists can cite the article, managers can also quote the article, universities and managers may use the article, the article is useful to universities in order to develop the management science at institutions and companies of the local municipalities in countries in the world. Therefore, managers in countries would be better prepared to develop management of employees in service industries and to solve a crisis – danger and insecurity – during a rising unemployment in an unforeseen future.

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