THE PRINCIPLES OF PEASANTS‘ WORK EVALUATION, AS A MEASURE FOR THE INCREASE OF SOCIAL CAPITAL OF FARMS AND AGRICULTURAL ENTERPRISES

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Abstract
When preparing this paper the author followed the attitude that social capital is a capital, which is made up (in a broad sense) of wealth created by non-governmental organizations and individual persons and as a result of person’s social development and institutional relationships. These are social characteristics (principles, standards, structures) of organization due to which the actions of the whole group or community become more effective. Organization social capital depends upon valuables and standards which create the basis for social organization.

The requirements for the peasants’ job evaluation system and the methods of the determination of its efficiency were substantiated in the article with reference to the theoretical study of Lithuanian and foreign specialists in the context of employee’s activities evaluation.

Key words: social capital, activities, job, employee, peasant.

Introduction
People live better in such communities, which have accumulated more social capital. It happens in such places, where people more rely on each other, where people take part more actively while dealing with problems of their communities and where people are able to coordinate their private interests with the interests of the whole community. We will summarise this in the following way: people live better in such places, where civil society is more developed. People cooperate more easily in such communities, where standards of interrelationships are clearly defined. Interaction foresees an exchange of the same value services (Poviliūnas, 2007).

Nowadays, every employee should feel that he has equal labour possibilities in comparison with other employees. Work evaluation should be orientated towards work fulfilment, results and achievement of aims. When improving the work payment system in the agricultural sector it is especially important that work payment would correspond to the value of particular work, work conditions, degree of responsibility and would be differentiated according to employees’ qualification. Having exactly evaluated these factors we will get the correct system of the payment for work thanks to which we will be able to compete on the labour market, motivate employees’ achievements by making them more attractive, stimulate profitable activity, increase employees’ commitment, raise quality and improve cooperation as well as the successful team work.

The aim of the work – to define interrelationship standards of the farmers and members from agricultural communities in the field of the payment for work enabling to ensure the meeting of payment with the value of particular work, working conditions, degree of responsibility and should be differentiated according to
employees’ qualifications. The object of investigations – peasants’ working cooperation.

Investigation methods
The payment systems at the agricultural enterprises of Lithuania were analysed when preparing this article. The requirements of the peasants’ job evaluation system and the methods of the determination of its efficiency were substantiated in the article with reference to the theoretical jobs of Lithuanian and foreign specialists over the evaluation of peasants’ job in the context of employee’s activities evaluation. The job payment theory analysis and synthesis was carried out ands comparison and logical abstraction methods were used as well.

Present-day methodological aspects of employees activity evaluation
Every person is individuality with different demands and abilities, therefore, when improving the organization of work payment it is necessary to maximally individualize the amount of work payment according to the content of the carried out work and employee’s behaviour at work. Every enterprise should determine such rules following which every employee should exactly know the payment for additional endeavours and better work results as well as penalties for the work carried out badly or not in time. Using this suggestion every enterprise should have a practical possibility to increase the efficiency of their activity (Corso 2006, Secret, 2000 etc.). It is very important for employees to know the comparison of the payment they received for their work with that they hoped to receive, therefore, they will do their best if they hope to get good payment for their endeavours. Exactly because of this reason, the mechanism of the payment for working activity should be clearly shown in the organization of the payment for work.

The constant process of science and technology progress has not yet given an answer to many questions connected with human activity. Therefore the methodological questions of human activity (when analysing micro and macro systems in management science) are considered as topical ones. Man is the main participant of activity because science progress has not yet determined the more important activity participants up to now, therefore within the development of management science man remains the main subject in micro and macro systems both in time and space (in the family, in the work team, in the region, in the country, in the world community) (Makštutis, 1999; Mačerinskienė, 2004; Baruch, 2006 etc.).

Evaluation of personnel’s activity – is a formal and structuralised system, which measures, evaluates and influences personnel’s activity results and their behaviour by enabling to determine the level of employee productivity and possibilities to job effectively in the future in such way as employee would make the maximum profit for himself, organization and society (Dessler, 1999; Sakalas, 2001; Price, 2004; Berman, 2006). The system of activity evaluation is the compound of the entire management in organization. When creating the activity evaluation system the job analysis should be carried out in organizations in which the job task and responsibility should be defined; evaluation criteria should be chosen, the standards which the personnel must be acquainted with should be determined; activity
evaluation should be carried out and the play back should be created with the help of evaluative conversation. Then evaluating personnel’s activity, job results and the achievement of defined aims are taken into consideration. Personnel’s character features, personal features and behaviour-based characteristics are taken into consideration as well (Fig. 1). When evaluating job’s results the attention is paid to both objective and personal features of the employee and when orientating towards the evaluation of personal features the job quantity, quality and the timeliness of the carried out work are being evaluated (Stankevičiūtė, 2003).

Figure 1. The scheme of the aims of the formal evaluation

Source: own research.

The most important thing is that with reference to activity evaluation organizations can substantiate the solutions being connected with the further personnel education, the raising of qualification or prequalification, the post lift or reduction and monetary stimulation. It is obvious that due to the activity evaluation administrative personnel management and its motivation aims are being implemented (Chic- Ying Chen, 2003).

The personnel activity evaluation is possible only after the analysis of the work done. Work analysis – is the analysis of the investigated work process in order to determine the main work tasks, expected results as well as organizational ties with other work. Personnel’s activity evaluation methods should be chosen taking into consideration work analysis results, because a circumstantial workplace description enables the following (Sūdžius, 2004) issues: to more easily specialize personnel; to more easily prepare and re-qualify personnel; to ease leader’s work; to train employee’s self-sufficiency and initiative; to more easily prepare employees suitable for a particular workplace; to suitably use employee and define his salary; to more
easily define employee’s responsibility limits; to more easily and precisely plan work; to increase personnel’s motivation; to strengthen work ethic; to ensure appropriate circulation of information; to avoid dubbing, controversies and obscurity while carrying out orders and technological processes.

When evaluating employee’s contribution to his work as well as his weakest and the strongest features it is important to determine criteria orientated towards the tasks fulfilled outlying employee’s activity aims, competences/skills defining the way employee carries out his tasks, skills and behaviour while carrying them out. Precise evaluation criteria should be determined only then when employee’s tasks are clearly known. It is difficult to make the list of general criteria suitable for the majority of organization’s employees because in every organization different requirements are raised for the employees holding different offices. In the majority of organizations much attention is paid to the employee’s competences as to the main criterion of the activity evaluation (Fig. 2).

**Figure 2. The scheme of the evaluation of employee’s competences**

Source: own research.

Criteria are evaluated according to the following ways: they are given the same weight (significance) or different weight taking into account work analysis results. When solving the question on the criteria significance organization takes into account the defined activity standards.

**The state and requirements of peasants’ job evaluation**

The results of the investigations done in the country’s agricultural enterprises show that:

1) in the agricultural enterprises in most cases the simple work form of the payment by the hour/day/week is applied to the production workers. For its implementation, working rates are usually unnecessary, but the situation when applying the form of the payment by the piece;
2) peasants’ wage is not differentiated according to their qualification, work conditions, responsibility, job complexity etc.;
3) the size of wages does not stimulate peasants to improve their professional skills;
4) too small gap between the qualified and unqualified job payments;
5) the applied job payment forms do not stimulate peasants to improve technical economic rates.

Having summarized the present job payment method for the peasants, it is possible to mention that in major cases the requirement for the rational job payment is not ensured in order the wages for employees should be defined according to the requirements raised for the working places. The requirements are as follows: mental, physical, the degree of responsibility, working conditions. The requirements should be clarified after the evaluation of jobs. The job value criteria are not only the job result value but the evaluation of the requirements for the job as well. When evaluating the requirements for the job practically the working place is being evaluated as well. Having evaluated the jobs the value of a particular job is defined precisely, the same for the jobs of the same value can be ensured and the information for the formation of the job structure is achieved.

The experience of the enterprises from Lithuania and other European Union countries shows that point evaluation is the best way to evaluate jobs. In a point evaluation system, you arrange jobs not only from the criterion point of view, but to rank the jobs of particular employees according to the calculated number of points as well. It is possible to switch from the point evaluation form of the activity to the job payment groups – category exclusion.

When substantiating tariff rates in agricultural enterprises, it is purposeful to apply the wages calculation method used in the European Union countries, which is substantiated by the minimal hourly tariff rates and the complexity of the carried out work for which wages is being calculated. According to this wages calculation method the wages for all categories of employees (leaders, specialists, auxiliary staff, leading and helping workers) of agricultural enterprises should be defined. The minimal hourly tariff rate applied in the enterprise can not be less than the minimal hourly rate defined by the Government. When using this method it is necessary to single-meaningly define the extent of criterion when a particular number of points correspond to it.

The complexity of jobs should be evaluated according to the following criteria: employee’s professional education, the importance of the timely fulfillment of job tasks, demand for physical jobs, the problems of working conditions, the importance of mental potential, the wants of working experience, personal responsibility for the amount of the carried out work, the influence of the carried out work quality and timeliness upon the production process, work ethic. Analogically it should be evaluated and the complexity of the work carried out by other peasants’ categories of agricultural enterprises or the general evaluation method for all agricultural enterprises peasants’ categories should be substantiated.

The hourly tariff rate (A) of the payment for a particular job is calculated according to equation:

\[ A = \text{function of complexity of work} \]
\[ A = a \cdot \frac{S}{100}; \]

here \( a \) – is a minimal hourly tariff rate in Lt, \( S \) – job complexity in points, 100 – a constant value allowing job complexity, evaluated in points, to transform into the job complexity, evaluated by coefficient.

**Conclusions**

1. The group connected with reliance can do much more than the group, whose members do not rely on each other. It is very important for employees to know the comparison of the payment they received for their work with that they hoped to receive, therefore, they will do their best if they hope to get good payment for their endeavours. Exactly because of this reason, the mechanism of the payment for working activity should be clearly shown in the organization of the payment for work.

2. After the analysis of theoretical aspects of employee activity evaluation it is impossible to state that under the present business development conditions activity evaluation is an important part of the personnel’s management strategy, upon which the achievement of the enterprise’s aims depends and the best results can be achieved only due to the cooperation between the employee and his chief.

3. At present, in many cases the wages of the employees from agricultural enterprises is not differentiated according to their qualification, work conditions, responsibility. Under the present production conditions it is purposeful to apply the form of the payment by the hour/day/week, and when substantiating tariff rates it is necessary to evaluate the complexity of the carried out work.

4. The experience of the enterprises from Lithuania and other European Union countries shows that point evaluation is the best way to evaluate jobs.

5. The complexity of jobs should be evaluated according to the following criteria: employee’s professional education, the importance of the timely fulfillment of job tasks, demand for physical jobs, the problems of working conditions, the importance of mental potential, the wants of working experience, personal responsibility for the amount of the carried out work, the influence of the carried out work quality and timeliness upon the production process, work ethic.

**References**


ПРИНЦИПЫ ОЦЕНКИ ТРУДА КРЕСТЬЯН КАК МЕРОПРИЯТИЯ ПО УВЕЛИЧЕНИЮ СОЦИАЛЬНОГО КАПИТАЛА ФЕРМЕРСКИХ ХОЗЯЙСТВ И СЕЛЬСКОХОЗЯЙСТВЕННЫХ ПРЕДПРИЯТИЙ

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Аннотация
Сотрудничество между членами организации, являясь составной частью социального капитала, легче обеспечивается там, где чётко определены нормы взаимоотношений между их членами. В статье на основе данных эмпирического исследования и анализа научных трудов литовских и зарубежных учёных по вопросам оценки деятельности работников определены требования и методы оценки труда крестьян (работников сельского хозяйства) при его оплате. Установлено, что в настоящих условиях хозяйствования, труд крестьян целесообразно оценивать в баллах с учётом комплекса факторов его сложности: профессиональное образование работника, важность выполнения трудовых заданий в установленный срок, погребность физических усилий, проблемы условий труда, важность умственного потенциала, потребность трудового стажа, личная ответственность за объём выполняемого труда, влияние качества и своевременности выполнения труда на производственный процесс, дисциплина труда.

Ключевые слова: социальный капитал, деятельность, труд, служащий, крестьянин.