

CHARACTERISTICS OF LABOR DIVISION AND WORK DESIGN IN A PUBLIC SECTOR: THE CASE OF VILNIUS DISTRICT MUNICIPALITY

Abstract

Purpose – The main purpose of the research – to analyze the content of labor organization by the theoretical aspect.

Design/methodology/approach – The analysis method and questionnaire were used in the research.

Findings – Based on analyzed scientific literature the content of labor organizing and its constituent elements are summarized. Labor division principles and their meanings are presented. Measures, which should help to organize the personnel's work both in public and in private sector are discussed.

Research limitations/implications – Carrying out the research, there has been a lack of systematic scientific literature as most authors analyze only particular elements of labor organization.

Practical implications – Summarized scientific literature could be useful for leaders in organizing the personnel's work. It could also help to comprehend better the content of labor organizing and the meaning of labor division.

Originality/Value – The issue of labor organization is constantly relevant because in the development of science and technology organizational measures and methods must be developed and changed as well. Organizations, striving for better work results, should pay special attention to the elements and measures of labor organization. The conducted research will help to understand the area/field of work organization better and select the most appropriate ways of labor division.

The authors, after summarizing the theoretical facts and data of the research, conducted in the municipality of Vilnius district, at the end of the article present conclusions³.

Keywords: organization, labor division, principles.

Research type: research paper

JEL classification:

M12 Personnel Management • Executives; Executive Compensation
M54 Labor Management

Introduction (preface)

The issue of work organisation is constantly relevant because as science and technologies develop, peculiarities of organisations and their management change, thus the process of work organisation should also be improved while looking for more modern ways to develop the process of organisation in order the organisation becomes flexible and is able to

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³ The other theoretical and empirical data of the conducted researches were published by the authors in the magazine *Intelektinė ekonomika* (2014), No. 8 (1), 112-125 in the article Impact of coordination for organization process and will be published in future in other scientific articles.

timely adjust to innovations and environmental changes (Malone 1987; Bea 2005 etc.). The leader of the organization is responsible for the organizing of the personnel's work in such a way that the expected results would have been reached with the least expenses. The aim of organizing is to direct the persons, working in the organization, for the seeking of the common goal. Organizing is a process, in the course of which the labor is divided, the structural links are formed, the hierarchy is created and the actions of the operators are coordinated. The leaders of organizations, performing important managing functions must have organizational and management skills (Simon 2000; Thompson 2007; Papsiene 2010).

Scientific literature covers some elements of work organisation, however, there is a lack of detail in the examination of measures which would help to organise staff's work (Malone 1987; Lauks 2006; Schreyögg 2007; Latta 2012). F.Taylor, who is considered to be the pioneer of organising, stated that the essence of management is proper work organisation of workers and their managers and provided the means of work organisation (Lukičiova 2007; Lukičiova; Vanagas et al. 2012). His followers H.Gantt, F.& L.Gilbreths, H.Emerson, R.Folk and W.Newman etc. formulated the essential principles of the organization process, which have been relevant till this day (Rüegg-Stürm 1994; Seifer 2003; Karlof 2006; Butkus 2008; Ginevičius et al 2008; Bakanauskas et al. 2011). However, there is no systemised material which would combine and present not only organisational elements, but also the model of measure execution while detailing the ongoing process, the components of various resources' structure or the functions performed (Stoner et al. 2005; Karlof 2006; Vasiljev J. et al. 2007; Thompson 2007; Martinkus B. et al. 2010; Little 2012; Latta 2012). The above described issues were addressed in this article, i.e. after the release of the first article the principles applied in work organisation process and various design approaches were detailed further by providing the analysis of staff's work organisation in the organisation under the study – Vilnius district municipality administration.

The problem of activity organization is relevant in every organization, as one or another method of organizing will have a direct impact on the results of the activity. In order to create an effectively working organization, the management processes must be consistently developed. Organizations, striving for better work results, should pay special attention to the elements and measures of labor organization.

The objective of the article. To conduct a partial theoretical analysis of labor organizational process.

Tasks:

1. To find out according to what principles the work is divided.
2. To determine the approaches of labor organization design.
3. To summarize the theoretical material including the results of the conducted empirical research.

Labor division principles in the process of organization

Most often four components of labor organization are distinguished (Vanagas, 2014; Paunskiene, 2011):

- Labor division;
- Forming of structural links;
- Creation of organizational hierarchy;
- Coordination.

Labor division – it is such integrated splitting of task into its components, when the workers are not responsible for the whole task, but for the separate activities composing the task.

Formation of structural links is grouping of similar and logically connected operational activities into structural links. In order to see how the work is distributed, the leaders create organizational schemes of management structures.

Hierarchy is the model of multi-level organizational structure at the top of which there is the leader (or leaders) of the highest level, who is responsible for the operation of all organization; the others, leaders of lower level are in different, lower organization management levels.

Coordination is a process of combining the objectives of the organization and inevitable specialization which goes together with the labor division and link formation. Coordination means creation of communication channels among individuals, who perform different works. Coordination is aimed at the correction of the operators' actions, which do not follow the course foreseen in the plan.

Labor division is an integrated splitting of task into its components, when the workers are not responsible for the whole task, but for the separate activities composing the task. (Vanagas, 2009; Stoner et al., 2005, p. 310).

Labor division is separation of the whole work into tasks, which in other words are called specialization. After labor division, the tasks are simplified. In such case, one person should not have all special skills for the performance of the whole work, but only those, necessary for certain operation. People can be appointed to the jobs that best suit their abilities, so it is easier and faster for them to learn. Another advantage of the division of labor is that it creates more job places. It is argued that labor specialization could be the cause of the development of civilization. Juozas Bivainis (2011) states that only applying the labor division principle, a person was and is able to acquire the highest qualification, to become the virtuoso of his field.

By dividing all the production process into simple operations, every of which is separately performed either by human being or by mechanism, the aim is to enhance the efficiency of the work in the following ways (Butkus, 2008; Bakanauskas et al. 2011, 214 p.):

- Increasing the workout and automation of simple, repetitive operations;
- Saving time by transferring from one production operation to another.

Labor division can be vertical and horizontal. Vertical division is connected with the hierarchy of authority in the organization, when the coordination of the activity is separated from the activity itself.

In determining the subordinate positions, planning, organizing, coordinating and controlling the structures and links of the entire organization the labor is divided vertically. Labor is divided horizontally by subdividing the entire work process into separate operations between the various production units, departments, employees. Labor can be divided horizontally according to the functional, qualificational and production kinds' features. Functional division's aim is to assign certain functions to the employees, corresponding to their specialization. Assigning certain functions to an employee, qualificational requirements of these functions are evaluated. It is aimed that highly qualified worker would not have to perform this work, which could be done by the worker of a lower qualification, and vice versa, that the certain work would not be assigned to the worker, who is not enough qualified. Labor division according to the kinds of production is connected with specialization and limitations, performing specific work operations. The more spheres the organization occupies, the more specialized knowledge and skills are required, the bigger is labor division (Karlof, 2006; Vanagas, 2012; Martinkus, 2010; Stoskus, 2005).

Labor specialization has its own drawbacks, too. When tasks are finely subdivided, it can lead to worker alienation, a feeling of loss of control. The narrower specialization, the greater is the need of coordination of the workers, performing such tasks. In order to avoid these disadvantages, the work should be diversified, the work content should be expanded in redesigning the work.

Splitting the work one must be guided by the principles of economy and efficiency. Segmentation of the labor must help to achieve better performance results with the lowest cost (Peters, 2005).

Organization of the work begins with the anticipation of the staff for the performance of detailed and the regulated operations. Each employee must be informed of his/her duties, rights and responsibilities. Before recruiting the personnel, recruiters must have a clear idea about the jobs for which employees are needed, about the operations and responsibilities. After the analysis of certain job, its content and position in the organization, it is included in the organizational management structure. Each organizational scheme of the management structure block is associated with the description referred to as a job, or job responsibilities' description. It includes job title, duties and responsibilities. Once the job description has already been determined, a complementary description of hiring and job is created. Hiring description defines the education, experience and skills that a person must have in order to perform certain duties effectively (Neverauskas, 2001; Stoner et al., 2005).

Tasks, powers and responsibilities are provided in each employee's duties instructions. Each employee is responsible for what he did or did not do on the basis of his power. The leader is responsible for the mistakes of his subordinates in circumstances where he does not properly perform his duties as a director, where he has chosen the wrong subordinates, where he did not provide the necessary guidance, instructions, information or has not checked his employees' performance (Thompson, 2007; Ginevicius 2008).

Each organizational structure consists of individual job positions. Job positions come in two types – operators (executors) and directors. The operator is the employee who does not have a single subordinate. Executor's individual work place combines three elements (Latta, 2012; Malone, 1987; Bagdonas, Bagdoniene, 2000, 91, 92 p.):

1. Tasks, for solving of which a job position is created, and the performing of which is the duty of a hired employee. They explain what for is this job, what are the goals of the activity, what must the employee do in order to reach them.

Lauks (2006), Bagdonas and Bagdoniene (2000), Simon et al. (2000) present seven principles which are appropriate to follow in preparing the inventory of tasks:

- *The congruence principle.* The work, which must be done by an employee, must be congruent with his/her mental and physical abilities. The congruence principle is violated when the employees are commissioned to perform such a huge amount and complex tasks, that even theoretically it is impossible to find an appropriate individual.

- *The principle of sufficient detail.* In describing the tasks to be performed by an employee, it must be exactly distinguished, what is included in the described work sphere, and what is included in other spheres. The inventory of main tasks has from seven till eight definitions. If more than ten operational directions are presented in the inventory, there is a probability that secondary obligations or those, belonging to the other individual work place, would be included.

- *The principle of indicators.* Indicators, basing on which the leader could check if the work is performed, must be defined in the inventory.

- *Task priority principle.* In preparing the task inventory, the significance of every task must be pointed out, and it must be foreseen which task needs the most attention.

- *Incentives and sanctions* (encouragement and penalty) uniformity principle. If the tasks are described not equally in detail, the employees are tended to perform better more particular tasks. The more task is particular, the easier it is to evaluate it and to punish for the deviations. That is why in the inventory all tasks must be described and evaluated equally exactly.

- *The principle of self-expression*. When the employee performs such task, which is congruent with his/her skills and interests, and satisfies his/her self-esteem, it means that such task provides him/her with the possibility of self-expression. When the post described offers self-expression, it is rather a strong motive that cannot be offset by formal work discipline.

- *The principle of qualification improvement*. Qualification must be improved when the new tasks, technics or work methods emerge, traditionally it should be done once within five years.

The task inventory should help to evaluate if the scope of tasks foreseen for this job is enough, and it should let to evaluate quality of work according to certain indicators; the tasks must be explained in detail as much as it is possible as it helps for the employee to perform his/her task properly.

2. The employee's rights and commissions to operate, as well as the right to get equipped with all the necessary information and all technical facilities. Commissions are limited right to use the organization's resources and to direct one's activity for the solution of the tasks foreseen.

3. Responsibility for the task performance and for the usage of rights and commissions. Responsibility makes an employee to perform the tasks and to strive for the results. He/she can be promoted or punished for this.

The leader has the same rights, commissions and responsibility as the executor, but, as a leader he acquires additional management duties such as planning, organization, execution and control.

It is not easy to overcome the obstacles of the delegation. The wider the delegation of the commissions the organization strives for, the harder it is to overcome obstacles. In order to delegate successfully, the principles of effective delegation, presented by Martinkus (2010), Stoskus (2005), Schreyogg (2007), Vasiljev (2007) et al. must be taken into account:

1. *Principle of delegation of powers to the lowest possible level of management.*

Leaders should not perform the tasks, which could be qualitatively done by the employees of the lower level. It is precisely this principle that allows organizations to reduce the number of hierarchical levels of management.

2. *Principle of commissions and responsibility congruence.*

The employee must be given all powers related to the execution of his duties for which he assumes responsibility. The employee is solely responsible for the performance of works that fall within the scope of the powers delegated to him.

3. *Principle of effective communication.*

There must be a free flow of information between the manager and the subordinate. Only then the employee will clearly know his duties, tasks and powers, and his manager will have a clear picture of the current situation and will be able to control it.

Despite all the obstacles of delegation it is essential thing for the organization and has its own advantages. An effective delegation speeds up decision making when subordinates are given the power to make the necessary decisions themselves, shortens the chain of commands, and thus does not cause additional time losses. The more tasks the leaders can delegate, the more opportunities they have to take on greater powers from senior executives. Delegation makes employees to take accountability and get used to evaluation, which helps to

train them, increases confidence and encourages their willingness to take the initiative. Delegation often encourages to make better decisions, as subordinates being closer to the action usually imagine reality more clearly (Lukičiova, 2007; Bakanauskas et al, 2011).

Labor design approaches

The leaders, in order to reach the aims of the organization, must design the tasks. Labor design is a particular labor division among the employees of the organization (Vanagas, 2012; Micevicius, 2010; Bakanauskas et al., 2010, 227 p.).

There are distinguished three labor design approaches (Bivainis, 2011, 225 p.):

1. mechanistic labor design;
2. motivational labor design;
3. ergonomic labor design.

Mechanistic labor design is such division of operations when one employee must constantly repeat one or two simple actions. In this way it is simpler and easier for the employee to learn to manage the repeated actions. The example of this module can be the workers' job at the conveyor. The author of this module is F. W. Taylor, he sought to simplify the works and to make them effective by dividing the activity in such a way that in every job elementary operations would be performed.

Table 1. The criteria of organization of workplace according to motivational methodology

No.	Criteria	Description
1.	Task variety	A set of different operations for every workplace, that requires intellect and develops coordination skills.
2.	Task identity	Supervising all work process from the beginning till the end, the employee sees his work results and can evaluate his contribution to the final work result.
3.	The importance of the task	Inclusion of the employee into the task, which is significant to other employees or to the consumers.
4.	Independence	The employee's freedom performing the tasks; responsibility for the work results.
5.	Feedback	The employee gets a feedback from the leader or his colleagues about the results of the works he has performed.

Source: according to Schreyogg, 2007; Bivainis, 2011.

Striving to diversify the work, the researchers started to look for more diverse and interesting ways of work, thus creating motivational labor design methodology.

According to motivational methodology the organization of the job is based on the following criteria (see Table 1.).

The more of the five characteristics the task has, the more the individual is motivated while performing this task. The employee must understand his contribution to the final work product, he must have an opportunity to solve himself different issues of task performance and to be evaluated for his work results.

The variety of task makes the work more interesting, tangibility and importance of work increases employee satisfaction, independence increases the sense of responsibility, feedback is a certain confirmation of employee expectations (Rüegg-Stürm, 1994; Papsiene, 2010; Bivainis, 2011).

The success of organization depends on many issues and one of them is possibility to use the available resources. Many leaders still value their employees as a good, which can be

lent. That is why the potential of human resources is not fully used. Such organizations should change their way of thinking and strive to create attractive job positions, focusing on employee promotion. Together with employees' satisfaction, the quality of the work performed will increase as well, and in this way all three sides – the employers, employees and customers – will be satisfied (Seifert, 2003; Bea, 2005; Danese, 2005; Little, 2012).

During the redesign of work two ways of empowering are distinguished: job expansion and enrichment. Extension of job is intended to avoid monotony, increasing work volume. Horizontal work functions are combined in such a way that each employee has to perform as many functions as possible, thus avoiding the repetition of the work cycle.

Job enrichment is performed by connecting vertically work operations from different levels of the organizational unit. In this way the employee is provided with more independence and autonomy. This way of empowerment develops stronger sense of responsibility of an employee. The workers are allowed to set their own work pace and make decisions about the performance of various tasks. When the employee's responsibility grows, his/her motivation develops as well.

In order to expand and enrich the work, organizations perform job rotation. By transferring the employees from one job to another they are challenged and get an opportunity to acquire the new skills and to develop the ones they possess. In this way the job rotation motivates employees.

The essence of ergonomic labor design methodology is to ensure the congruence of the job position with employee's physical and intellectual qualities and the most possible safety on it.

Ergonomics studies human functional abilities, that is why ergonomic labor design is called biological too. Ergonomics provides the recommendations for setting effective and safe working conditions and seeks the utilization of human qualities in the most appropriate conditions. Ergonomic assistance is used to create and adapt workplaces for employees to increase motivation and job satisfaction. The safer and more attractive the position is, the lower will be the staff turnover in the organization (Marcinkeviciute, 2007; Latta, 2012).

The description of individual job position facilitates personnel's specialization, selection, because it is obvious what skills and qualities an individual should possess in order to occupy this job, task planning. Individual job aids in developing employee's independence, as there is a defined circle of his tasks, his determined commissions and responsibilities. The employee is appropriately loaded and his salary is correctly determined; he is easier requalified for other duties; motivation of employee's activity increases, as he clearly knows the aim of his work; the leader's job is easier as well as he knows what and how much it could be required from any employee, it is easier to compose structures, the work discipline is improved. The description of the individual workplace is also useful in that it is easier to identify the employee's responsibilities, there is a better circulation of information, and duplication and loopholes in the work of institutions are avoided (Choi, 2002; Bagdonas, Bagdoniene, 2000).

Labor must be organized in every enterprise. One of labor organization elements is labor division, in other way called specialization. Labor division in the organization is composed of operation division according to the functions, goods or products, customers, geographical deployment, process. Labor division is based on the splitting of common tasks into the appropriate parts, these – into smaller ones, and so it goes till the undivided unit, till the elementary operational actions. In this way the particular job places and structural subdivisions are created. Task division is an important organizational stage, as the quality of the tasks performed depends on it. Therefore, it is important to design the tasks to fit the operators physical and intellectual abilities, to familiarize the employees with the work description as they must clearly know the importance of every task and feedback. The

employee must be provided with all the rights and powers in order to carry out the delegated tasks. The tasks must be designed in such a way as to make the responsibilities, rights and powers of every employee individually clear as it will ensure the transparency of the works and facilitate the control. Improperly designed tasks will have impact not only on the performance of a particular task but it can affect the overall result of the organizational performance.

Analysis of partial results of the conducted empirical research¹

One of the most important labor organization elements is tasks' division into individual workplaces. Every workplace connects certain tasks, commissions and responsibility. Therefore, it is very important, that the operator would correspond to the requirements for the performance of the task, would be empowered to solve the foreseen tasks, and that the responsibility for task performance and for the use of the rights and powers would be defined.

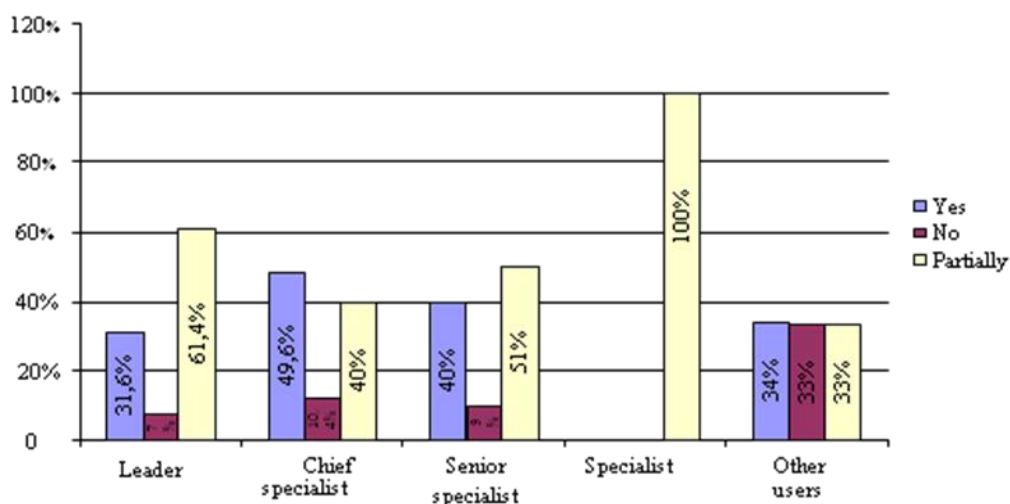


Figure 1. Authorization of staff in the administration of Vilnius district municipality according to the position occupied (in percent)

The commission is a certain right that allows you to use the organization's resources. The results of the survey showed that the commission required to solve the tasks were fully provided to 36% of respondents, partially provided to 54% and 10% of them were not granted at all. Figure 1 shows that most of the commissions were given to chief specialists. 100 percent of specialists voted for provision of partial commissions. The employees of the social work and inspectors ranked themselves in the next variant, their answers were distributed evenly, but their group had the highest percentage of negative responses. Although it is difficult to assess the value of the partial commissions, but it is obvious that the

¹ The other previously conducted research data were published by the authors in the magazine *Intelektinė ekonomika* (2014), No. 8 (1), 112-125 in the article Impact of coordination for organization process and will be published in future in other scientific articles. The research was conducted in Vilnius district municipality administration in 2012 and in 2016. In order to ensure that the survey results reflect the opinion of all subjects with a 95% probability and 5% deviation, the survey should involve 138 respondents (214 employees worked in the municipality administration). 156 respondents participated in the research. Methods of questioning, survey, document analysis were used for the research. The Microsoft Excel program was used for data processing and illustrations. An anonymous questionnaire of 19 closed-ended type questions and 1 open-ended question was chosen as a research tool.

authority to operate in the municipality is not granted to every employee and this can be one of the main reasons why the procedures in the public sector are performed much slower than in the private sector.

The data of the analysis showed that the employees of the municipality know very well what they are responsible for. 81 percent of all the respondents have chosen the positive answer and 19 percent the partial answer. 100 percent positive answer have been chosen only by senior specialists, but the results of other positions, as it can be stated, are positive as well, because there is no negative answer at all. Figure 2 illustrates the understanding of responsibility according to the position occupied. The identification of responsibility defines the operator's circle of tasks, and the employee knows what is expected from him. It facilitates the leader's work, as it becomes clear how much and from whom it can be required. The results show that the employees of the administration perfectly understand what kind of tasks performed and commissions used they are responsible for.

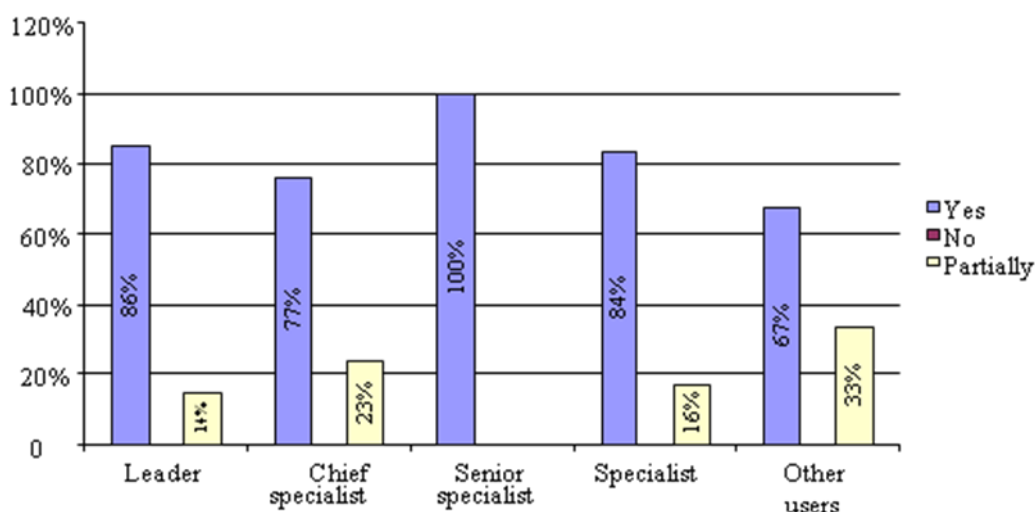


Figure 2. Responsibility for the task performance of staff in the administration of Vilnius district municipality according to the position occupied (in percent)

Certain tasks are assigned for each job position. Tasks, commissions and responsibilities are specified in the instructions of each employee's duties. The job description is one of the documents helping leaders to coordinate the entire work process. Therefore, when preparing a task description, scientists recommend to follow certain principles. We see how the administration applies the principles of compliance, indicators, incentives and sanctions uniformity, work priorities, sufficient detail and self-expression in preparing job descriptions and designing job positions. 77% of the employees correspond to their job by their physical and mental abilities, 20% of them correspond partly and 3% do not correspond at all. This means that 23% percent of the staff is overloaded with tasks or given too complex ones and this is a violation of the principle of compliance.

The research analysis showed that 100% of employees are acquainted with the job description of their position occupied. Only 46% of employees' duties instructions contain all the required tasks described. In the 52% of respondents' duties instructions not all the tasks are described and this can mean that these employees have to perform the tasks assigned to other job position. 2% of employees' duties instructions describe additional tasks, which are not performed by them. These numbers show, that in preparing duty instructions fore each individual job position, the principle of sufficient detail is not followed.

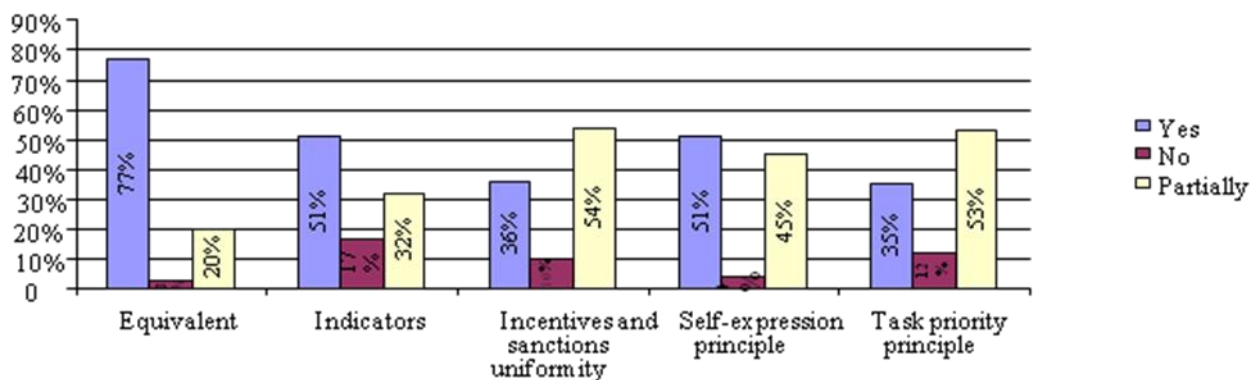


Figure 3. The application of task description principles in the administration of Vilnius district municipality (in percent)

The violation of indicators' principle shows that employees do not understand sufficiently clearly on which indicators the assessment of the completed task is based. 51% of respondents answered that the indicators, according to which their work is assessed, are clear, 32% answered that they are partially clear, and for 17% of them the indicators are not clear at all (see Figure 3). Hence, only half of the respondents firmly know what indicators are the basis of the assessment of their work.

The tasks description must be guided by the principle of uniformity of incentives and sanctions, otherwise known as stimulation and penalties. The works must be described and evaluated in the same detail as the employees tend to perform more specific tasks. The analysis of the questionnaire shows that only 36% of works of the staff are detailed and clearly described. Therefore, 54% of employees' work can be partly assessed and 10% of it might be impossible to assess and punished for deviations.

Tasks significance is described in 35% of the employees' tasks descriptions and 12% of descriptions do not provide any information about which task is more important or to which task most of the attention must be paid. 53% of employees partially know which tasks have priority and they can in their own way treat the tasks, basing on the approach of significance.

51% of respondents show the full correspondence between the job and their skills and interests, 42% shows a partial correspondence, and 4% do not correspond to their job at all. Possibilities of self-expression increase the employee's motivation; thus it is important that the post should provide possibilities for self-expression. Only half of municipality's staff is provided with the possibilities for self-expression, and that means that the other employees are less motivated and their jobs do not give any opportunity to utilize possessed knowledge and skills.

Jobs can be organized according to mechanistic, motivational and ergonomic methodologies. Striving to identify which methodology was applied in the administration of Vilnius district municipality in organizing the jobs respondents were asked to assess which criterion mostly corresponds to their job. In the Table 3, the criteria, which had to be assessed by the employees of the municipality, are presented and scale from 1 to 5, where 1 is low value and 5 is high value.

Mechanistic work distribution is characterized by constantly repeated multiple actions or operations. From the survey results (see Table 2) it is evident that the job of 55% of the employees is characterized by constant repetitive actions. This criterion was considered to be the highest, therefore, it can be argued that the division of operations in the municipality focuses mainly on the mechanistic job organization methodology.

Table 2. The assessment of criteria of job organization of Vilnius district municipality administration staff (in percent)

No.	Criteria	1	2	3	4	5
1.	Task variety (different operations are constantly performed).	2	9	14	37	38
2.	Several repeated actions or operations are constantly performed.	2	3	19	21	55
3.	Task identity (You are responsible for the whole work process from the beginning till the end).	0	12	18	26	44
4.	The significance of the task (you are included into the work, which is important to the welfare of others)	2	2	14	37	45
5.	Independence (you are given the opportunity to plan your tasks, procedures and to perform them).	2	2	21	37	38
6.	Feedback (you get information about the results of the task performed: compliments, reproaches).	18	7	30	25	20
7.	The job corresponds your physical abilities.	3	2	21	25	49
8.	The job corresponds your mental abilities.	0	0	19	37	44

Ergonomic task design strives the job to correspond to the employee's physical and intellectual qualities and that it should be as safe as possible. 49% of respondents gave 5 points to the job corresponding to their physical abilities, and for 44% it corresponds to their intellectual abilities.

The least number of the highest values, that means, 5 points, was given to the criteria of motivational methodology. The lowest value was given to the feedback, even 18% of respondents assessed it only by 1 point. That means, that the employees are not always evaluated for their work results. The absence of feedback, as well as the absence of other criteria of motivational methodology reduce the employee's motivation. Task identity is also among the criteria which got the lowest evaluation. As the major part of the employees has to perform several constantly repeated actions, but not supervise all the work from the beginning till the end, they cannot evaluate their contribution to the final work result. Almost half of the respondents (45 percent) rated the significance of the task by 5 points. That means that they have to perform tasks, which are important to the other employees or to the other users. Although the motivation methodology was rated slightly lower than the mechanistic and ergonomic one, its criteria were scored with a high enough score. Thus, it can be stated that in the jobs in the municipality are organized on the basis of all three methodologies, but the most problematic is the implementation of the motivational methodology.

Conclusions

Labor organization connects four elements: labor division, creation of organizational management structure, determination of hierarchy, and coordination.

The aim of labor division is to split the tasks into the components. Thus the tasks are simplified, and the employees become responsible not for the performance of the entire task, but for the separate operations, composing the task. In designing the labor, individual jobs are created. Each job position has its own tasks, rights and responsibilities, which are described in the duties instruction of each employee. In designing works and preparing task descriptions it is recommended to follow such principles as: compliance, sufficient detail, indicators, work

priorities, uniformity of incentives and sanctions, self-expression, and qualification improvement.

Three methodologies can be applied in designing tasks: mechanistic, motivational, ergonomic. Mechanistic methodology is characterized by large specialization, when employees perform several constantly repeated actions. Motivational methodology can be characterized by the diversity of work, identity of task, significance of job, independence and feedback. Ergonomic methodology strives for the correspondence between the job and operator's possibilities.

After the analysis of personnel's labor organization it was identified that organizing the work in Vilnius district municipality administration, the jobs are designed according to mechanistic, motivational and ergonomic methodologies.

The research data showed, that the principle of mechanistic methodology is most common in the Vilnius district municipality administration, that means, the employees have to perform several constantly repeated actions. This facilitates specialization, but weakens the employees' motivation.

The ergonomic methodology seeks to match the workplace with the operator's abilities. It has been determined that the jobs of all employees in the administration correspond to their intellectual abilities, but not all jobs correspond to employees' physical abilities.

The criteria of motivational methodology in the municipality are applied to the major part of jobs, but it was found that not all the employees get information about the results of the work performed, not all of them are involved in the work, which is important for other's welfare, and that some jobs lack of task diversity.

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