Ph.D. thesis

PERFORMANCE MANAGEMENT EXAMINATIONS IN HUMAN RESOURCE MANAGEMENT OF CERTAIN PROFIT-ORIENTED ORGANIZATIONS AND MAYOR'S OFFICES

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Debrecen, 2012

INTRODUCTION

My PhD thesis deals with performance management, as one of the central elements of human resource management. Recognizing the importance of performance management may be detected even in public sphere besides profit-oriented organizations. Comparing systems used in public sphere and profit-oriented organizations may lead to relevant results. It has a great significance as expectations in public sphere is greater and greater relating to the fact that employees should carry out such a performance on which basis personnel decisions may be made. In order to examine this, measurable facts and differentiation are needed. Operating performance management systems is important in the public sphere as well, but it is doubtful that to what rate it is efficient or it just focuses on satisfying the legal regulation. Whatever, several studies explain that performance management system operating in the profit sphere may be well utilized with smaller changes even in the organizations of the public sphere. Does it work so? If yes, on which basis may the scope of changes be formulated? To answer to these questions, it is necessary that differences between the two systems might be detected in order to compare the same dimensions. It would be practical to utilize a uniform appraisal method.

The importance of the subject is proved by the fact that significant number of researches and studies dealt with performance management during the past years, but comparing the two spheres is not so frequent, though demand exists. Moreover, the appearance of the new administration further strengthen the actuality of the subject as it affects definitely human resource management in several dimensions, and performance management among its functions. In case of profit-oriented organizations there may be questions asked, and the answers to these questions may make an already operating performance management system more efficient. The examination of competences is an important field as the availability of certain competences is essential to fill in positions. Determining blocking factors may serve relevant results for both of the spheres and may be formulated as a starting point of developments.

The aim of my thesis is to compare certain limited companies and corporations operating in Northern Great Plain Region and mayor's offices from the field of public sphere and to make conclusions.

1. PRELIMINARIES AND OBJECTIVES OF THE RESEARCH AND INTRODUCING THE RESEARCH HYPOTHESIS

The aim of the common research work started at the beginning of 1990'ies in the Institute of Management and Organization in the University of Debrecen, Faculty of Applied Economics and Rural Development was to reveal the content and correlations of management functions.

The functionalism explains the aim and purpose of certain phenomena. The functionalist view appeared at the end of the 19th century and at the beginning of the 20th century. The starting point of the research program is the classification of DONELLY et al. (1992).

Topics in the research program are functions of the management process, which are properly determined and may be examined separately. Management functions consist of three large fields, such as tasks relating to the organization, to human resource and to process management (BERDE, 2010). There are several PhD thesis completed concerning certain topics (JUHÁSZ CS., 2004; BARTA, 2004; DAJNOKI; 2006; VÁNTUS, 2006; DIENESNÉ, 2007, GÁLYÁSZ, 2007; SZABADOS; 2008, BÁCSNÉ; 2009, SZILÁGYI B., 2009; TERJÉK, 2010). The characteristic of the research program is the modular construction, which is based on examining management tasks. Dividing the topics into further sub-topics make examining a certain field in a more thoroughly and detailed way possible in this way the examined topics may be narrowed. At the same time the research results of certain sub-fields may be continuously involved into the investigation of a larger topic. It means that the topics and sub-topics of the research program may be narrowed and expanded both in horizontal and vertical ways. Other feature of the research program, thank to the fact that topics are based on each other, is that conclusions may be made according to time schedule, as well as on the basis of the results of different periods of the examined topic the temporal continuity may be ensured (DAJNOKI, 2006). The division is illustrated in Figure 1, which contains my expansions, thus even the functions determined in the field of performance management. Performance management being my research field may be classified to the task group of human resource management. Performance management, as it was introduced in the literature review, consists of further tasks and functions. If these functions are more thoroughly examined, it may be concluded that these involve individual task groups.
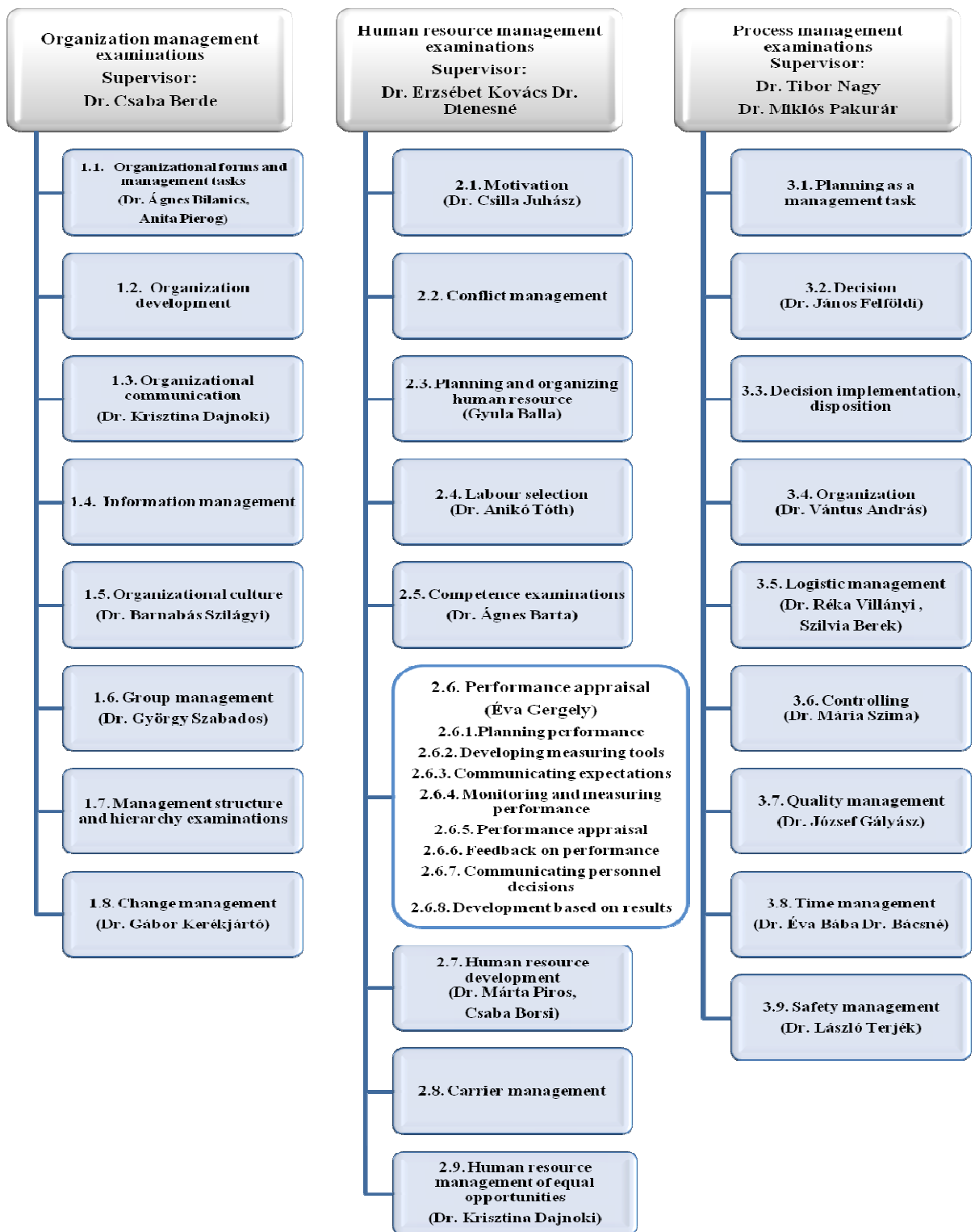
Organization management examinations
Supervisor:
Dr. Csaba Berde

- 1.1. Organizational forms and management tasks (Dr. Ágnes Bilanics, Anita Pierog)
- 1.2. Organization development
- 1.3. Organizational communication (Dr. Krisztina Dajnoki)
- 1.4. Information management
- 1.5. Organizational culture (Dr. Barnabás Szilágyi)
- 1.6. Group management (Dr. György Szabados)
- 1.7. Management structure and hierarchy examinations
- 1.8. Change management (Dr. Gábor Kerékjártó)

Human resource management examinations
Supervisor:
Dr. Erzsébet Kovács Dr. Dienesné

- 2.1. Motivation (Dr. Csilla Juhász)
- 2.2. Conflict management
- 2.3. Planning and organizing human resource (Gyula Balla)
- 2.4. Labour selection (Dr. Anikó Tóth)
- 2.5. Competence examinations (Dr. Ágnes Barta)
- 2.6. Performance appraisal (Éva Gergely)
  - 2.6.1. Planning performance
  - 2.6.2. Developing measuring tools
  - 2.6.3. Communicating expectations
  - 2.6.4. Monitoring and measuring performance
  - 2.6.5. Performance appraisal
  - 2.6.6. Feedback on performance
  - 2.6.7. Communicating personnel decisions
  - 2.6.8. Development based on results
- 2.7. Human resource development (Dr. Márta Piros, Csaba Borsi)
- 2.8. Carrier management
- 2.9. Human resource management of equal opportunities (Dr. Krisztina Dajnoki)

Process management examinations
Supervisor:
Dr. Tibor Nagy
Dr. Miklós Pakurár

- 3.1. Planning as a management task
- 3.2. Decision (Dr. János Felföldi)
- 3.3. Decision implementation, disposition
- 3.4. Organization (Dr. Vántus András)
- 3.5. Logistic management (Dr. Réka Villányi, Szilvia Berek)
- 3.6. Controlling (Dr. Mária Szima)
- 3.7. Quality management (Dr. József Gályász)
- 3.8. Time management (Dr. Éva Bába Dr. Bácsné)
- 3.9. Safety management (Dr. László Terjék)

Figure 1: **The Construction and Researcher Structure of the Research Program "The Functional Examination of Management" (Program Supervisor: Dr. Csaba Berde)**
Source: Own construction according to BERDE, 2010

Performance management functions in the figure are the followings: planning performance, developing measuring tools, communicating expectations, monitoring and quantifying performance, performance appraisal, feedback on performance, communicating personnel decisions, developments based on results. Along these task groups researches may be carried out separately or by aggregating several of them, in this way certain sub-fields of performance management may be investigated in a more detailed way.

My research may be specified according to geographical extension, professional field and in time. Regarding *geographical extension* the research was carried out in the Northern Great Plain region, limited companies, corporations and mayor's offices got into the sample. On the basis of *professional field*, the subject of the PhD thesis is performance management being one of the important fields of human resource management. To prepare my dissertation besides secondary data collection, even primary data collection was implemented. During secondary data collection the relevant literature were reviewed. As my examinations concerned mayor's offices relating to public service, it is practical to clarify "public service", which interpretation is used in the dissertation. The personnel system of the public sphere or using a more fashionable expression the system of human resource management (HRM) is considered as public sphere. This includes objectives which are wished to be reached in connection with the staff, as well as tools for reaching these objectives (strategy planning). In this scope, it is all about solutions, written and unwritten rules, which describe the conditions of selection, application, waging, progression, appraisal of the staff.

Regarding the *temporal extension* the preliminaries of my research work date back to 2006, when I started to deal with the issue of performance management as a scientific student. I won the third place in the local Scientific Student Conference in March 2006 in the division of Management and Labour Sciences, while in December I won the special award of the Scientific Committee in the section of Management and Organization. I continued my previous researches and I won the second place in the division of Human Resource Management of the section of Economics in the National Scientific Student Conference in April 2007. Basing the dissertation and its actual preparation happened between 2008 and 2011. During this period I reviewed the relevant literature, constructed, tested and finalized my own questionnaire, collected, processed and evaluated data. Data collection occurred in 2009 and 2010.

General objective:

My general objective is the uniform examination of performance management systems of profit-oriented organizations and mayor's offices.

Tasks relating to the objective of the research:

- Judging the importance of performance management among the other HRM functions,
- Surveying the utilized performance management methods,
- Appraising the elements of performance management, getting to know its aims,
- Introducing aspects, competences, expected performance aims being evaluated,
- Getting to know the blockages in the performance management systems.

Hypothesis of the research:

1. Performance management has an outstanding significance among the functions of human resource management, which appears in the attitudes of managers and employees of organizations relating to performance management in a quantifiable way.

2. The set performance aims are known, basically accepted by the employees and managers of organizations, the managers are committed to performance management aims.

3. Job appraisals are regularly supervised by organizations for the sake of the reality of the set aims and the objectivity of performance appraisals.

4. Organizations strive to realize the harmony and interdependence of performance management and motivation systems for the sake of efficient operation.

5. Feedbacks relating to performance appraisals are future oriented, are of problem solving featured, managers take the suggestions of the appraised into consideration.

In my research the characteristics of performance management systems operating in profit-oriented organizations and mayor's offices were examined from the aspect of the management. My research results may help in establishing a performance management system being introduced in the future and in decreasing problems and deficiencies of the presently operating system.

2. DATABASIS AND UTILIZED METHODS

2.1. Introducing the Questionnaire for Performance Management Examinations and the Sample

The questionnaire consists of three parts: the attributes of the organization and the interviewee and the performance management questionnaire. The organizational datasheet contains the centre, county, in case of mayor's offices the number of the applied, number limits, revenue, subsidies and own revenues in mayor's offices, scope of activity, operational form and the year of foundation. The attributes of the interviewee relate to sex, age, position, job, educational qualification, number of years spent at the working place, the number of changing jobs, its reasons and waging forms. The performance management questionnaire concerns complex fields such as judging the importance of performance management among the other HRM functions, evaluating the used performance management methods and performance management phases. It deals with the objectives of performance appraisal, competences and the expected performance aims. It even focuses on revealing factors causing the biggest problems, which may be found in performance management systems. I determined items within these fields, to which the respondents had to answer by the help of a seven-graded scale. The advantages of the seven-graded scale revealed even during the test survey, as according to my experiences, it ensures greater possibility for differentiation. Naturally there were questions (for example scope of the appraised, scope of appraisers, frequency of appraisal, appraising techniques), to which the answering happened from previously determined answer opportunities.

The questionnaire were tested by several times and transformed on the basis of the experiences. It was supplemented by questions, and some of them were neglected. In cases the questions had to be more precise in order that everybody could understand and answer to the fact I was thinking. The finalized questionnaire mentioned above was last transformed two years ago. I use it continuously and enhance my database. The received questionnaires are constantly processed and the partial results are put in publications. My investigations were carried out in the Northern Great Plain Region, the number of elements in the sample is 525. The sample was developed by disproportionate stratified sampling, within the strata, elements got into the sample by single random sampling. Strata were established according to operational form. 134 of mayor's offices (34%), 51 of corporations (19%), 340 of limited companies (2%) were selected to the sample from

the region. Stratifying happened in a disproportionately way as too many limited companies would have got into the sample, while only few of corporations and mayor's offices.

The sample is representative with respect to mayor's offices and corporations because of the high sampling rate (near one fifth of mayor's offices and one third of corporations). As the number of limited companies is high taking the rule "the root of element number" into consideration the 340 enterprises getting into the sample is 2,5 times higher than it is accepted ($\sqrt{18326} \approx 135$). The sum of the chosen elements from certain strata resulted in the required sample size. The advantage of the strata is the fact that besides the determined sample size it represents the basic population better, thus more precise conclusions may be made in connection with the basic population, furthermore, the probability of sampling error decreases. Altogether a sampling ratio of 3% was reached from the population of 19 thousand elements, which is representative regarding the strata and may be considered as appropriate for carrying out further regional level analysis and making sound conclusions.

Regarding the operational form of organizations forming the sample 64,7% of them are limited companies, while 9,8% are corporations. Mayor's offices constitute 25,5% of the whole sample. 44,1% of the organizations are located in Hajdú-Bihar county, 23,1% in Jász-Nagykun-Szolnok county and 32,8% in Szabolcs-Szatmár-Bereg county. In case of 35,5% of the examined organizations and mayor's offices the number of workers is between 1 to 9, in 28,5% it ranges from 10 to 49, in 24,6% it is between 50 to 249, while in 11,4% it is above 250 persons. 49,5% of the interviewees are women and 50,5% are men. According to their ages, 16,4% of them are between 20 and 29, 25,4% range from 30 and 39, 35,6% are 40 to 49, 20,5% are between 50 and 59 years of age, and 2,1% are above 60. According to the distribution of interviewees on the basis of subordinates and manager levels, 33% of them are subordinates, 3,5% are first-line managers, 20,3% are middle managers and 43,2% are senior executive.

2.2. Used Methods During the Research

My research consists of two large parts. One of them is statistical tests used for performance management examinations based on own constructed questionnaires, the other is the data collected by the help of surveys for revealing Blockages Factors (Figure 2). The examination of performance management system was carried out by

self-made questionnaires, while the investigation of Blockages Factors was based on the questionnaire of WOODCOCK - FRANCIS (1982).
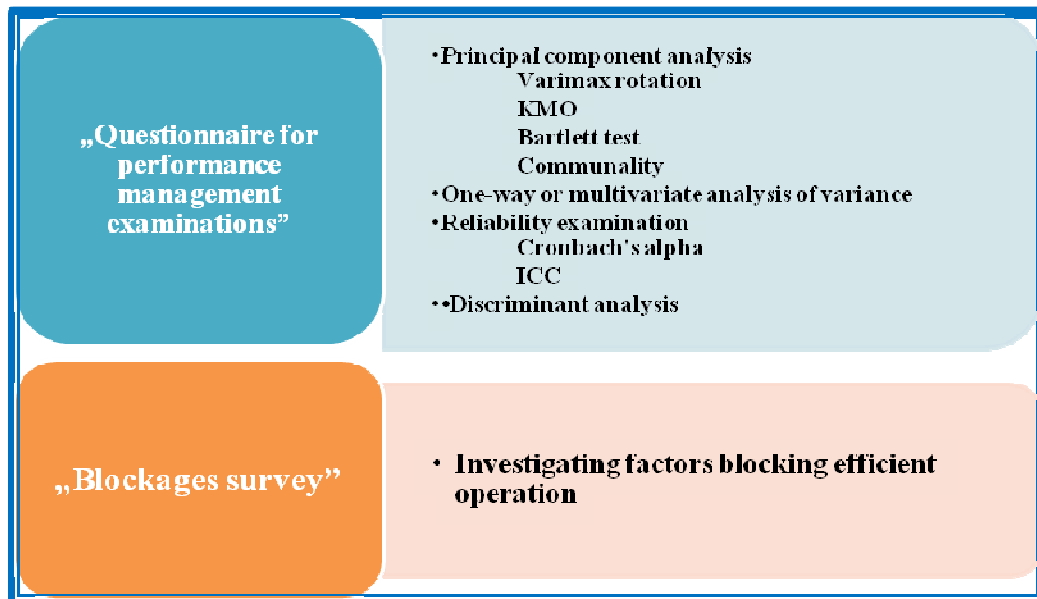

Figure 2: **Summarizing the Used Research Methods**

Source: Own construction

During **principal component analysis** my aim was to reveal the background variables, which modify other variables, in a way that variables correlating to each other were aggregated into a common (independent from each other) principal component (SZÉKELYI - BARNA, 2002). My other aim was to use lesser variables instead of larger number of explanatory variables for investigating the great amount of data.

During the analysis 47 principal components were formed from altogether 109 variables (from 14 question groups), which is a 2,3 times data reduction, meaning the fact that data were reduced to more than half of them (Table 1). Principal component analysis requires that the number of observations should be 3 to 10 times higher than the number of involved variables (certain questions). The sample included 525 observations, which is sufficient from this point of view, as when forming principal components one question group contained 8-9 questions in average, but not more than 12. During principal component analysis the significant part of the data were managed to save, which means that a principal component saved more than 70% of the information (78,65% in average), which may be considered as extremely good and it proves the success of data reduction as well as the reliability of the questionnaire. In carrying out principal component analysis Varimax rotation was used, by which the gained principal components became better understandable, thus one variable should belong to only one component.

Table 1: **Summarizing the Resulted Principal Components**

f	*Denomination*	*f*	*Denomination*
f1	Performance appraisal, monitoring	f25	Keeping rules, deadlines, instructions
f2	Communication of personnel decisions, development	f26	Recommendations, solving problems
f3	Expectations, performance planning	f27	Turnover, revenue
f4	Clearing appraisal criteria, aims	f28	Number of satisfied and served clients
f5	Efficiency of administration and system	f29	Decreasing losses and accidents
f6	Performance-oriented organizational culture	f30	Production and service quality
f7	Committed management	f31	Real performance objectives
f8	Subjective severity and excessive suggestibility of the appraiser	f32	Accepting the set aims, challenge
f9	Objectivity and differentiation of performance management	f33	Aims are concrete and measurable
f10	Atmosphere of performance appraisal	f34	Aims connected to a given year, or job
f11	Acceptance of performance appraisal	f35	Clearing troubles, problems, aims
f12	Comparing to others, to events happened earlier	f36	Possibility of feedback
f13	Revision of reliability and method of measurement	f37	Discussing promotion, advanced training
f14	Controlling data processing and feedback	f38	Appraisal and aim setting during discussion
f15	Getting to know and developing performance of employees	f39	Humane atmosphere of appraising interview
f16	Revision of job descriptions	f40	Planned state of discussion, its preparation
f17	Performance-related pay, allowance, motivation	f41	Job satisfaction
f18	Innovation, study skill	f42	Professional support
f19	Reliability, adaptation	f43	Working hours, quantity of work
f20	Importance of ability to make independent decisions	f44	Responsibility in work
f21	Co-operation (in practice), teamwork	f45	Self-training, progression
f22	Communication, handling conflicts	f46	Acknowledgment of work, wage
f23	Common result-orientation (in theory)	f47	Punishment, reward
f24	Precise, independent working		

Source: Own investigation

The correctness of the analysis is reflected by KMO (Kaiser-Meier-Olkin) indicator and Bartlett test. If KMO indicator reaches or exceeds 0,5, while significance is below 0,05 in case of Bartlett test, the principal components are appropriate (SZÉKELYI - BARNA, 2002). The value of KMO test exceeded significantly 0,5 in every run (0,854 in average), while Bartlett tests were significant in every case. The value of communality was 0,7, which may be considered as proper. All these mean that data were appropriate for analyzing. The major indicators measuring the correctness of principal component analysis in question groups are summarized in Table 2.

Table 2: **Indicators of Correctness of Principal Component Analysis Relating to Question Groups**

Question group	*KMO*	*Explained variance (%)*	*Minimal communality*
Phases of performance management	0,897	77,7	0,685
Qualifying the appraising system	0,895	81,18	0,725
Aims of performance appraisal	0,864	75,77	0,706
Appraising personal competences	0,832	78,12	0,636
Appraising social competences	0,876	78,97	0,693
Appraising expected behaviors	0,889	74,94	0,691
Appraising expected results	0,848	87,67	0,819
Judging expected performance aims	0,885	80,11	0,676
Justice of the used performance management system	0,901	74,46	0,686
Efficiency of performance management system	0,808	91,33	0,871
Aim of interview for performance appraisal	0,86	81,84	0,714
Characteristics of appraising interview	0,878	77,82	0,696
Satisfaction with work	0,794	73,47	0,651
Motivating factors to work	0,787	72,22	0,66
Average	*0,854*	*78,65*	*0,702*

Source: Own calculation

Before using **analysis of variance** it is necessary to run a principal component analysis to the answers. Its primarily aim is to reduce data, to reveal dimensions behind the answers and to classify questions (for example in case of performance motivations and appraisal). ANOVA analysis happened right after forming principal components in order to reveal the differences between opinions of respondents in mayor's offices and profit sphere. I looked for the answer to the question that in what dimension the opinions were different and in what classification if respondents were classified on the basis of operational form, number of employees and positions. Besides I examined whether the criteria were in interaction with each other modifying the certain dimensions in this way and not separately. As principal components measuring certain dimensions were normal distributed variables with same dispersion, this proves the application of the analysis.

Reliability examinations were also implemented. Reliability analysis is suitable for testing the reliability of data. The analysis includes Cronbach's alpha and Intraclass correlation, which determine the reliability.

The coefficient of internal reliability is Cronbach's alpha, which relates to percentage of points of answers, which variance comes from the points (contrary to variance from error). Its value is correct above 0,6, and proper between 0,8 and 0,9 (KISS E., 2009). Intraclass correlation (ICC) is used to measure the *reliability of testing and retesting*, and indicates resembling between two measuring units by comparing the averages and their sequence (KISS E., 2009). The Intraclass correlation does not measure correlation but compares variability of answers to variability of respondents. In my case it measures the resembling of answers given to certain questions relating to certain persons. In my investigation the values of internal consistency and ICC are reflected in Table 3.

Table 3: **Cronbach's Alpha Indicator and Intraclass Correlation in Question Groups**

Question group	Cronbach's α	ICC
Phases of performance management	0,881	0,874
Qualifying the appraising system	0,899	0,883
Aims of performance appraisal	0,898	0,892
Appraising personal competences	0,887	0,871
Appraising social competences	0,888	0,879
Appraising expected behaviors	0,883	0,868
Appraising expected results	0,901	0,892
Judging expected performance aims	0,874	0,871
Justice of the used performance management system	0,883	0,880
Efficiency of performance management system	0,931	0,930
Aim of interview for performance appraisal	0,874	0,857
Characteristics of appraising interview	0,899	0,885
Satisfaction with work	0,807	0,757
Motivating factors to work	0,768	0,711

Source: Own calculation

Discriminant analysis is suitable for separating two or more classes on the basis of considering more quantitative variables in a jointly way. The starting basis of the analysis is that every observed feature is separated into classes in advance. Then variables are highlighted being dominant in forming the classes. The method may decide that which variables are those that strengthen the separation of the elements of the sample by classification among the variables in the analysis (MALHOTRA, 2009). In my case operation form was the forth given classification, in which two classes were

separated, the enterprise and mayor's office spheres. I looked for the answers that what characteristics make a significant difference between the two spheres.

2.3. „Blockages Survey"

The "Blockages Survey" series was worked out by WOODCOCK - FRANCIS (1982) within a program that reveals the present situation, plans the required conditions and by decreasing the distance between them it indicates the necessary steps of organizational development. "The Blocking Factors" reflect problem groups which block the efficient operation of the organization, and which should be solved during the organizational development. According to WOODCOCK – FRANCIS (1988) determination a block is a factor which hinders the potential and performance of a system, for example a whole organization.

The questionnaire series consists of three parts giving information on the blockages mentioned below:

→ **„Critical Blockages Survey"**

Blockages relating to management and managers are revealed separated into 11 factors.

→ **„Organizational Blockages Questionnaire"**

Problems in different operational fields of the organization are revealed, collecting them into 12 problem groups.

→ **„Blockages to Motivation Survey"**

The availability of motivational tools and the problems of their utilization are reflected in 7 problem groups.

On the basis of the original questionnaire I made a shorter one and made them filled in by workers in profit-oriented organizations and mayor's offices.

The structure of the questionnaire serving for "Blockages Survey" is illustrated in Table 4. Basing on the questionnaire of WOODCOCK and FRANCIS (1982) I constructed my own questionnaire. The corresct record of the questionnaire was ensured by the Method Discription of Blockages Survey (1989).

Table 4: **The Examined Factors on the Basis of "Blockages Survey"**

Critical blockages survey
Inconsideration of management, problems of management philosophy
Weak management skill, problems of determining tasks
Low coaching ability, problems of performance appraisal
Organizational blockages questionnaire
Weak education, insufficient advanced training, problems of human resource development
Low motivation, problems of motivational tools
Improper management philosophy, management problems
Planning expert supply, lack of manager training and knowledge of future
Unclear aims
Unfair waging and rewarding system
Blockages to motivation survey
Wage, reward, allowance
Uncertainty
Individual development, feedback on performance
Interest, curiosity of work, its challenging feature
Atmosphere at working place

Source: Own investigations

The questionnaire contains not questions but series of statements, their number is altogether 42. Statements were compiled in a sequence, which could not be identified by the answerers; the answers were not grouped according to problems. After recording and processing data the gained information was analyzed and the results of analyzing the questionnaire "Questionnaire for performance management examination" are compared to those gained from the analysis of "Blockages Survey". My aim is to determine the blockages which prevail in the performance management system of organizations and strengthen my statements by this survey.

The evaluation is carried out both for profit-oriented organizations and mayor's offices separately, thus giving a chance to determine differences, which is proved by chi-squared test.

3. THE MAJOR FINDINGS OF THE DISSERTATION

My research was accomplished in the field of performance management in the profit sphere and mayor's offices. The starting point of my research was to reveal that where performance management locates among the function of HRM. Performance management has a highlighted role. It is the most important factor in the profit sphere, and the second one in mayor's offices besides the other HRM tasks (Figure 3).
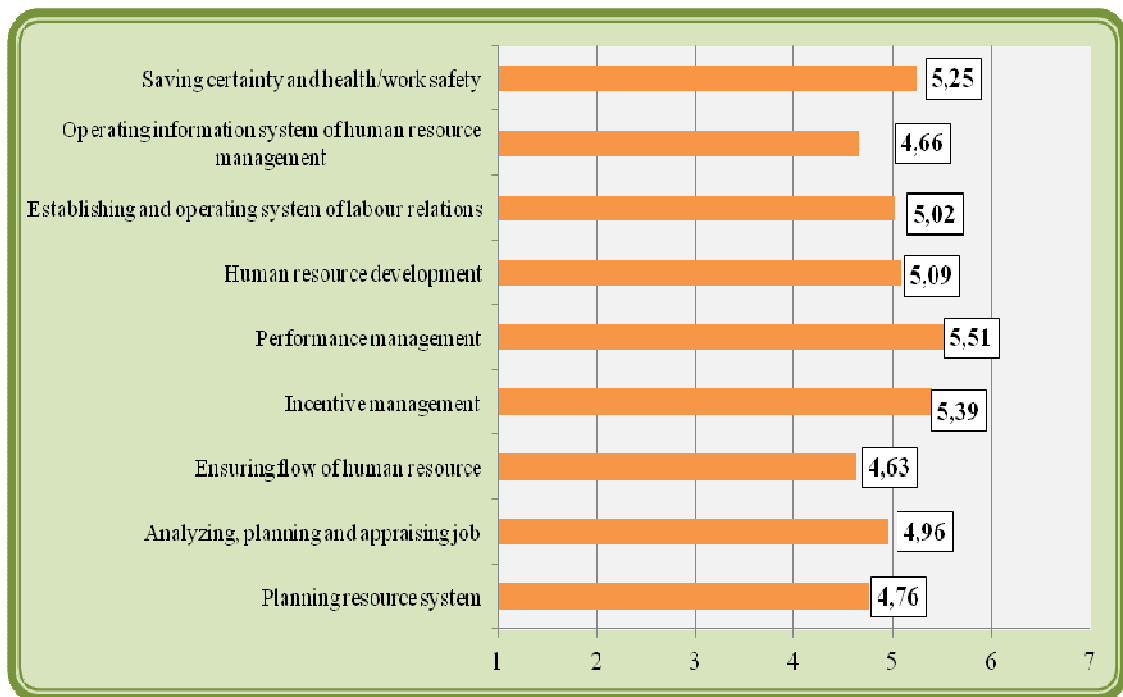

Figure 3. **Appraising Factors of Human Resource Management with Respect to the Whole Sample**

Source: Own investigations

With respect to the appraised neither in profit-oriented organizations nor mayor's offices performance appraisal system is used for every employee (Figure 4). In opinions of workers in the examined profit-oriented organizations 55% of them think that performance appraisal is used for every employee in the given working place. This ratio is 43% in mayor's offices.
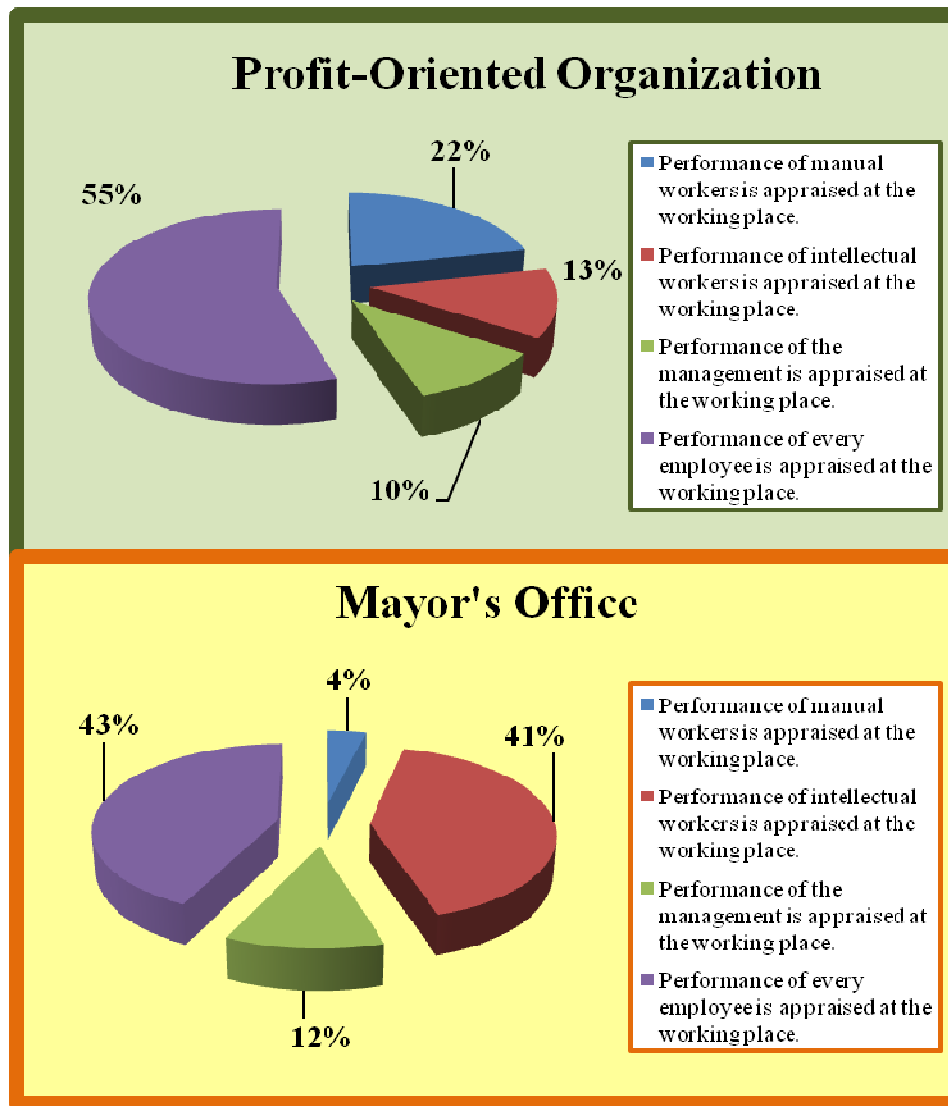
Figure 4: **The Scope of the Appraised**

Source: Own investigations

Regarding the frequency of performance appraisal the most frequent appraisal in the profit sphere happens annually (44%), followed by the quarter-appraisal (26%) and the half-year-appraisal (12%). In mayor's offices performance appraisal is carried out mainly annually (89%). When investigating the used performance appraising methods, the most commonly utilized methods include labour standards, management by objectives, informal report and the method of critical cases. In mayor's offices most of the answerers indicated the grading scale characterized by behavior forms and management by objectives. The significance of the 360-degree feedback is very low in both of the spheres. In profit-oriented organizations mostly the direct superior makes the appraisal (32%), which is followed by self-appraisal (25%) and senior executive (23%). In mayor's offices performance appraisal is implemented by the direct superior (56%)

and senior executive (26%). Involving labour of human division, appraising centers and 360-degree feedback have low significance in both of the spheres.

The respondents had to score personal competences on the basis of the fact that how important they were during the appraisal. Personal competences being considered as the most relevant ones were reliability, conscientiousness, preciseness, independence and ability to make decisions. Among social competences co-operation (in practice) and common result orientation (in theory) have more relevant significance. The interviewees found that the expected performance objectives should belong to their jobs. Workers qualified the aims of the appraising interview. In respondents' opinion the most important aim of the performance appraising conversation is to reveal the problems relating to working tasks and their possible solution. The second most important aim is that there is a chance to clear the future objectives. During investigating the satisfaction of interviewees I found that they were mostly satisfied with the facts that they were aware of their working obligations. The most important motivational factor is the acknowledgement of work; income opportunity is in the second place.

Differences were revealed according to different variables with respect to certain principal components by using one-way analysis of variance. Table 5 summarizes the gained differences on the basis of positions.

Table 5: **Differences Based on Positions in the Values of Principal Components**

Principal component	Position				Significance
	Subordinate	First-line manager	Middle manager	Senior executive	
Committed management (f7)	-0,184	-0,364	0,064	0,133	0,006
Objectivity, differentiation of performance management (f9)	-0,308	-0,153	0,140	0,208	0,000
Performance-related pay, allowance, motivation (f17)	-0,363	-0,118	-0,033	0,276	0,000
Importance of ability to make independent decisions (f20)	-0,237	-0,248	0,029	0,191	0,000
Recommendations, solving problems (f26)	-0,193	0,162	-0,054	0,161	0,005
Accepting the set aim, challenge (f32)	-0,221	-0,153	-0,038	0,181	0,001
Aims are concrete and measurable (f33)	0,137	0,455	-0,144	-0,084	0,014
Satisfaction with job (f41)	-0,169	-0,365	0,115	0,110	0,009

Source: Own calculation

The senior executive thinks that managers are fully committed to performance management system. The opinion of subordinates and first-line managers are opposite. This statement may be considered as negative as the appraiser and the appraised have opposite opinions on the commitment of managers to performance management. In order to resolve this duality, it would be practical to involve the appraised into the process of appraisal and to provide information on the operation and objective of the appraisal system. The subordinates and first-line managers think that appraisal is not objective in every case, while middle managers and senior executive consider their performance management system as more objective than the average of the sample. Both at middle manager and senior executive levels the importance of the ability to make independent decisions is relevant in contrary to first-line managers and subordinates. In case of subordinates the indication of problems and the frequency of proposals are less significant during the evaluation. It gains a more relevant role in first-line managers and senior executive. The opinion of subordinates is totally opposite in several issues than the opinion of senior executive (for example the objectivity and differentiation of performance management, performance-related pay, allowance, motivation). The opinion of first-line managers is the same with that of subordinates in a few cases (for example the importance of the ability to make independent decisions, accepting the set aims). Middle managers gave points to most of the factors near the average of the sample.

Differences according to number of employees are summarized in Table 6.

Table 6: **Differences in the Values of Principal Components According to the Number of Employees**

Principal component	Number of employees (person)				Significance
	1-9 persons	10-49 persons	50-249 persons	above 250 persons	
Supervising job descriptions (f16)	**-0,138**	-0,012	0,075	**0,247**	0,049
Importance of ability to make independent decisions (f20)	**-0,170**	**0,099**	**0,039**	**0,227**	0,019
Aims connected to a given year or job (f34)	**-0,247**	0,035	**0,234**	**0,102**	0,000
Possibility of feedback (f36)	**-0,233**	0,016	**0,287**	**0,355**	0,000
Self-training, progression (f45)	**-0,247**	**0,125**	**0,120**	**0,123**	0,001

Source: Own calculation

Among the principal components of the aims of performance management supervision of job description is less typical to organization employing 1 to 9 persons and mayor's offices. When appraising individual performance examining the importance of the ability to make independent decisions has greater significance in organizations employing more than 250 persons and mayor's offices. By the increase of the organization size the set objectives may be better connected to the given job and year. By the increase of employee number feedback gains a more and more important role in the process of performance appraising interview.

Table 7 contains the differences between performance management systems of mayor's offices and enterprises.

Table 7: **Differences in the Values of Principal Components in Certain Operational Forms**

Principal component	Operational form		Significance
	Profit-oriented organization	Mayor's office	
Performance-oriented organizational culture (f6)	**0,108**	**-0,314**	0,000
Committed management (f7)	**0,103**	**-0,298**	0,000
Acceptance of performance appraisal (f11)	**0,034**	**-0,283**	0,002
Supervising reliability and method of measurement (f13)	0,040	**-0,156**	0,044
Controlling data processing and feedback (f14)	0,025	**-0,195**	0,025
Supervising job descriptions (f16)	-0,092	**0,267**	0,000
Performance-related pay, allowance, motivation (f17)	**0,211**	**-0,613**	0,000
Keeping rules, deadlines, instructions (f25)	-0,070	**0,204**	0,006
Real performance aims (f31)	0,056	**-0,162**	0,029
Aims are concrete, measurable (f33)	0,065	**-0,188**	0,011
Aims connected to a given year or job (f34)	**-0,114**	**0,331**	0,000
Satisfaction with job (f41)	**-0,110**	**0,324**	0,000

Source: Own calculations

The commitment of the manager to performance management system and performance oriented organization culture are rather realized in profit-oriented organizations. The statement is true for the acceptance of performance appraisal. Supervising the reliability and method of measuring as well as data processing and feedback are less important efficient factors in mayor's offices. With respect to the objective of performance management the regular review of job description is more typical in mayor's offices, while performance-related pay, allowance and motivation have greater relevance in enterprises. Among the expected behavior forms keeping rules, deadline and instructions has a greater role for workers in mayor's offices. Regarding the expected performance aims the fact that they are concrete and measurable is more problematic in mayor's offices; however, they better connect to a given year than in case of enterprises. Subordinates in mayor's offices are more satisfied with their job than the average of the sample.

By utilizing multivariate ANOVA the manifestation of interaction of major variables was analyzed. In case of performance-related pay, allowance and motivation being the potential objectives of performance appraisal the results are the following. Managers in profit-oriented organizations think that performance-related pay, allowance and motivation are realized. In mayor's offices these objectives of performance management have less significance (Table 8).

Table 8: **Examining the Interaction of Operational Form and Position Relating to the Factors of Performance-Related Pay, Allowance and Motivation**

Operational form	Position				Total
	Subordinate	First-line manager	Middle manager	Senior executive	
Profit-oriented organizations	-0,155	0,230	0,130	0,447	0,211
Mayor's office	-0,732	-1,946	-0,549	-0,402	-0,613

Source: Own calculation

In case of personal competences factors modifying the importance of ability to make independent decisions were investigated. Approaching to greater size categories the ability of making independent decisions is more and more relevant at levels of middle managers and senior executive (Table 9).

Table 9: **Examining the Interaction of Position and Number of Employees Relating to the Importance of the Ability to Make Independent Decisions**

Number of employees (persons)	Position			
	Subordinate	First-line manager	Middle manager	Senior executive
1-9 persons	**-0,264**	**-0,762**	**-0,829**	**0,133**
10-49 persons	**-0,264**	**-0,539**	**0,338**	**0,166**
50-249 persons	**-0,264**	-0,019	0,064	**0,328**
above 250 persons	**-0,264**	**0,231**	**0,409**	**0,448**

Source: Own investigations

The fact that objectives are concrete and measurable is typical in both of the operational forms according to first-line managers and subordinates. Middle managers and senior executive in mayor's offices think that performance aims are less concrete and measurable (Table 10).

Table 10: **Examining the Interaction of Operational Form and Position Relating to the Factors of Preciseness and Measurement of Performance Objectives**

Operational form	Position			
	Subordinate	First-line manager	Middle manager	Senior executive
Profit-oriented organizations	**0,118**	**0,469**	0,079	-0,018
Mayor's office	**0,170**	**0,385**	**-0,848**	**-0,345**

Source: Own investigations

The classification was realized even by discriminant analysis. The method may decide that among the variable elements in the analysis which variables ensure mostly the separation of the elements of the sample by a given classification. I looked for the answer to the question that typically what features distinguish the two spheres (Table 11). The profit sphere may be characterized by the following principal components: the efficiency and system administration, performance-oriented organizational culture, commitment management, controlling data processing and feedback, performance-related pay, allowance, motivation, reachable, real performance aims.

The characteristics of mayor's offices are supervision of job description, aims connected to a given year and job, humane atmosphere of the appraising interview, satisfaction with job, self-training, progression.

Table 10: **The Coefficients of Discriminant Functions, the Separating Power and Direction of Variables**

Principal component	Function coefficient	Direction of influence
Efficiency of administration and system (f5)	*0,17*	*Profit-oriented organization*
Performance-oriented organizational culture (f6)	*0,29*	
Committed management (f7)	*0,19*	
Controlling data processing and feedback (f14)	*0,17*	
Performance-related pay, allowance, motivation (f17)	*0,41*	
Reachable and real performance aims (f31)	*0,19*	
Supervising job descriptions (f16)	*-0,28*	*Mayor's office*
Aims connected to a given year or job (f34)	*-0,15*	
Humane atmosphere of appraising interview (f39)	*-0,28*	
Satisfaction with job (f41)	*-0,23*	
Self-training, progression (f45)	*-0,29*	

Source: Own investigations

One of the important parts of my research was accomplishing the **Blockages Survey**. On the basis of "Blockages" questionnaire series of WODCOCK and FRANCIS (1982) I created my own constructed questionnaire. The questionnaire contains 42 items. In order to understand it is important that the task of the interviewees was to approve or not the statements in the questionnaire. Accordingly they put an X next to the statement, if they thought that it was true. In this way, a statement may have a value of up to 100%, thus this is the maximum value even in case of averaging, which means that the closer the value to 100%, the more significant it is a blockage factor. If it approaches to 0, the less it is considered as a blockage factor. If this value is 50%, it means that half of the respondents indicated the factor as a blockage. Table 12 summarizes the results of blockages survey separating the two spheres.

Table 11: **Result of Blockages Survey in Mayor's Offices and Enterprises**

Critical blockages survey	Mayor's office	Profit-oriented organization	Significance
Inconsideration of management, problems of management philosophy	19%	47%	0,001
Weak management skill, problems of determining tasks	20%	10%	0,002
Low coaching ability, problems of performance appraisal	61%	25%	0,001
Organizational blockages questionnaire			
Weak education, insufficient advanced training, problems of human resource development	33%	39%	0,265
Low motivation, problems of motivational tools	64%	29%	0,001
Improper management philosophy, management problems	37%	29%	0,105
Planning expert supply, lack of manager training and knowledge of future	34%	51%	0,001
Problems relating to aim setting	50%	52%	0,762
Unfair waging and rewarding system	44%	28%	0,001
Blockages to motivation survey			
Wage, reward, allowance	60%	32%	0,001
Uncertainty	18%	42%	0,001
Individual development, feedback on performance	29%	37%	0,12
Interest, curiosity of work, its challenging feature	26%	25%	0,91
Atmosphere at working place	22%	24%	0,733

Source: Own investigations

The last column of the table contains the results of chi-squared test, from which the significance level may be determined, thus it may be obvious that whether there is a difference between the two spheres from the statistical aspect.

Summarizing the blockages, in case of mayor's offices the most relevant fact is that the low financial motivation cannot be properly connected to the performance management system. People actually do not get detailed explanation that how their performance is appraised. Many of them think that there are not real motivating factors in order to increase their performance (Figure 5).
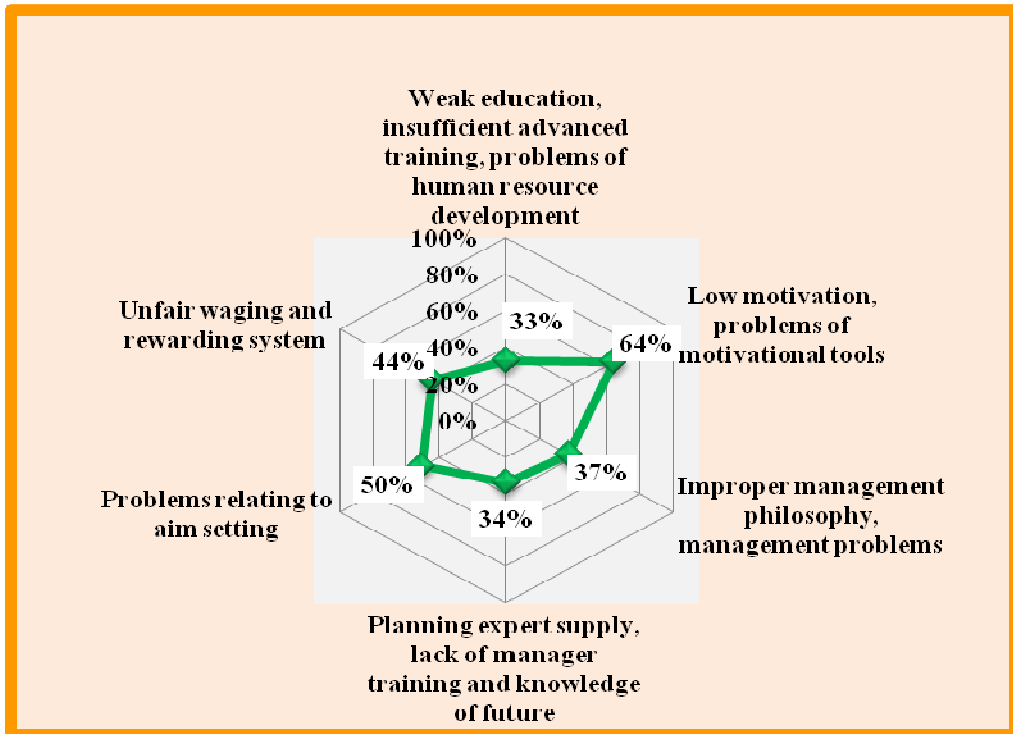
Figure 5: **Result of Organizational Blockages Survey in Mayor's Offices**

Source: Own investigations

The lack of knowing the future and by this the uncertainty causes the biggest problem in profit-oriented organizations. This is realized in the fact that interviewees think that their job is not certain in the long run (Figure 6).
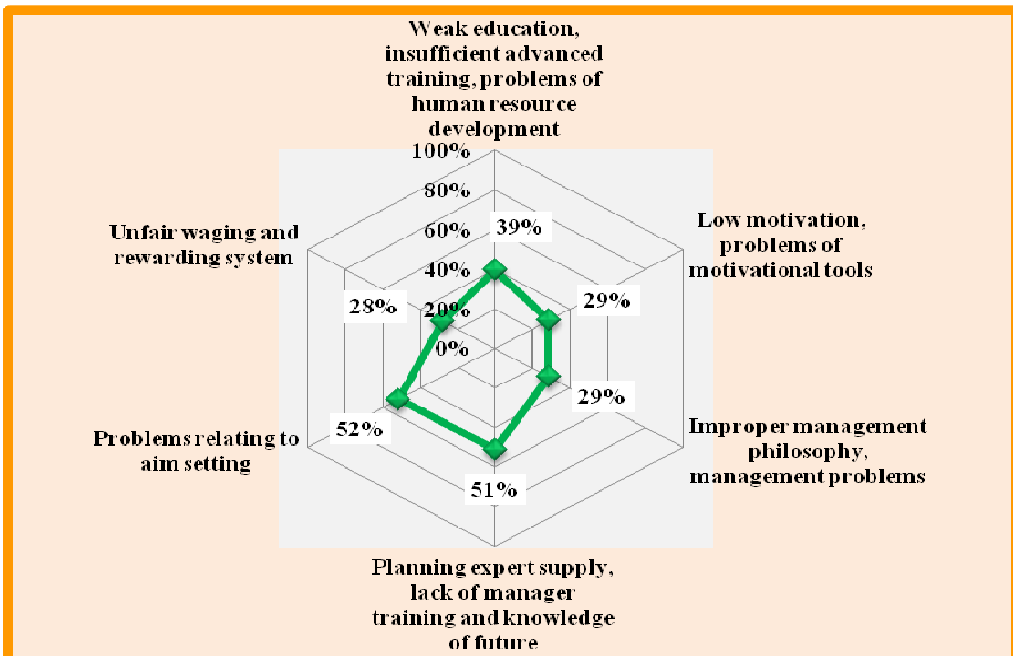

Figure 6: **Result of Organizational Blockages Survey in Profit-Oriented Organizations**

Source: Own investigations

Blockages relating to problems of setting aims may be detected in both of the spheres. These problems may arise from improper objectives or from the fact that the individual aims do not coincide with the aim of the organization.

The gained results proved the fact that there are basic differences in the performance management system of profit-oriented organizations and mayor's offices. There are deficiencies and blockages in both of the spheres, but performance management among the HRM functions plays a highlighted role thus it is obvious that both organizations and mayor's offices try to establish a well-operating system and improve the already operating one.

4. NEW AND NOVEL SCIENTIFIC FINDINGS OF THE DISSERTATION

1. During my research I examined the performance management system in limited companies, corporations and mayor's offices in the Northern Great Plain Region. I worked out a questionnaire, which is suitable for investigating the two spheres in a unified system.

2. On the basis of one-way analysis of variance relating to positions there is a significant difference between the subordinates and managers: in judging the commitment of performance management system, the significance of decision competences, as well as the frequency of recommendations with respect to performance appraisal.

3. Regarding the ANOVA values of the principal component I concluded that the management has a more relevant commitment to performance management system and the acceptance of performance appraisal is more important in profit-oriented organizations than in mayor's offices.

4. On the basis of the coefficient values of the discriminant function regarding the objectives of performance management I concluded that the regular supervision of job descriptions is more typical in mayor's offices; while connecting financial motivation to performance management system has a greater significance in the profit sphere.

5. According to the analysis of variance and coefficient values of the discriminant function I concluded that the preciseness and quantification of the set performance objectives is more difficult in mayor's offices; however, they connect to the given year in a more effective way than in profit-oriented organizations.

6. By my research based on Woodcock and Francis's method I concluded that the connection of performance management system and the motivational system is a dominant and critical factor, the unknown future and uncertainty are the biggest blockages in profit-oriented organizations.

5. THEORETICAL AND PRACTICAL BENEFIT OF THE FINDINGS

The results of my researches prove that human resources consider performance management in the organization as a highlighted important function of human resource management. Both managers and subordinates find harmonizing the performance management and motivation system necessary.

It is important that communication should get sufficient role in the process of performance management. It is essential to tell the appraised the objective precisely, which may help in evolving confidence between managers and employees.

The most useful appraisal form would be the 360-degree feedback as it exceeds the basic appraising form in its validity, and ensures much more reliable results. It is relevant to prepare the appraised for the appraisal process, as they have to be aware of the way of filling in. It would be worth for them taking part in trainings and it would be practical to ask a psychologist to prepare the appraised for avoiding person perceptual biases.

In mayor's offices basically grading scales were used for appraising. In the future when developing the appraising process being introduced it would be considered to supplement grading with open questions, which would ensure surveying other important factors, for example getting to know developing areas in a deeper way.

There is a greater opportunity for managers in profit-oriented organizations to use financial motivational methods. In organizations of modest financial possibilities managers have to find and use motivational tools which may help the more efficient operation of performance management system. Such factors may be the carrier development or advanced training, development. If the practice of performance management operates in a way that it is in feedback with controlling and supervising the job, it may be considered as a type of motivation factors. On these bases it may be concluded that the appraising system should be connected to jobs and these have to be examined within a certain period of time. This is an important recommendation for even organizations.

My investigations clearly proved that performance management is a complex system, researching its modifying factors and elements, using the research results may significantly improve the success of the operation of organizations.

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