

MYKOLAS ROMERIS UNIVERSITY

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**INTER-ORGANIZATIONAL INTERACTION IN THE PRACTICE OF
LITHUANIA'S LOCAL GOVERNMENT**

Summary of Doctoral Dissertation

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MYKOLO ROMERIO UNIVERSITETAS

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**TARPOORGANIZACINĖ SAŲVEIKA LIETUVOS VIETOS SAVIVALDOS
PRAKTIKOJE**

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Research problem and its relevance

Inter-organizational interaction, as regards to different scope and directions, is gaining a greater global significance. Globalization pace is increasing. With intellectual potential gaining, more significance the competitiveness and achievements no longer so demonstrably depend on physical, financial or even human resources (Ridderstrale, Nordstrom, 1999; Drucker, 2004). In line with the shrinking world the competition changes its nature: it becomes evident that an advantage is gained only by uniting intellectual powers.

Due to the challenges of the contemporary world, it is especially complicated to develop, manage and maintain efficient interaction of the subjects. In order to ensure the long term outstanding results of the organizational activities the researchers on management and behaviour suggest that partnership and collaboration are the means for solving the problem (Agranof, McGuire, 2003, p. 191) and stress the significance of management democratization, effort cooperation, interest coordination (Stoškus, 2002, p. 76) and collective responsibility (Melnikas, 2001, p. 327).

The social, economic, political and technological changes that took place at the end of the 20th century had a substantiation influence on the management of the countries. The changes of environment factors, stiff structures of the Government and Self-Government authorities in many countries have developed into complicated tension fields among the government administration, self-government authorities and society. In this context, the institutional situation of Local Government became very special. Municipalities, being the closest to the citizens, who continuously raise requirements for the social economic well being, have the capacity to satisfy those requirements in the best possible way, however, simultaneously the self-government authorities depend on the public authorities management, which restrains the freedom of municipalities regarding their decision-making. The Local Government plays a role of intermediary among the single citizens, communities, various organizations and the public authorities. It is necessary to understand the significance of ensuring quality existence of the links between these social subjects, the ability to integrate and implement their different aims (Raipa, 2001).

It is not simple to understand the content of collaboration. The collaboration is closely and practically related to all subject management issues and is highly influenced by the external factors. It is especially influenced by society culture, which provides the context for interaction. In the countries with western mentality, when organizing the common work and management, additional motivating leverages come into play, which are aimed at developing positive attitude towards collective

achievement, because the representatives of the western cultures have more appreciation for individualism and personal achievements.

Thus, even with the appropriate selection of the collaboration strategy it may not be possible to implement it if the interacting subjects only partially accept the rationality of collaboration and fail to have a complete understanding of the inter-organizational interaction content.

In Lithuania, the culture of individuality prevails. The collaboration is considered rational to the extent of not getting in the way for attaining personal or narrow group interests. There is a low understanding of social significance of collaboration, thus it is underappreciated. On the other hand, the attitude towards collaboration is unreasonably simplified – any work done together with someone else named after collaboration.

It is worth noting that Lithuanian scholars and practitioners devote too little attention on inter-organizational interaction research, though the collaboration processes in the public sector is continuously speeding up as a result of Lithuania's accession to the European Union.

The above-mentioned arguments allow proposing that theoretical and practical knowledge on the interaction of the subjects is definitely significant and the possibilities for the application of this knowledge in the Local Government are *highly relevant*.

Research aim and objectives

Considering the relevance of Local Government inter-organizational collaboration topic in Lithuania, the thesis has the following **aim** – to determine theoretical and practical problems of inter-organizational interaction, experienced by the Lithuanian Local Government and to develop suitable recommendations while researching the inter-organizational programs and projects, implemented by Local Government and other organizations.

In pursue of the above mentioned aim the following **objectives** were set:

1. To distinguish a system, based on the theoretical background, on the inter-organizational interaction and purify the content of inter-organizational collaboration following the analysis of Lithuanian and foreign literature;
2. To conceptualize the existing model on inter-organizational interaction following the analysis of Lithuanian Local Government inter-organizational interaction implementation practise;
3. To define the factors with the highest impact on the initiation of the Lithuanian Local Government inter-organizational process management and outcomes;

4. To formulate the prerequisites for effective inter-organizational interaction in Local Government;
5. To design models on inter-organizational collaboration of municipalities.

The following **hypotheses** were formulated in research the practical problems of the Local Government inter-organizational interactions:

- 1) The practise of Lithuanian Local Government inter-organizational interaction significantly differs from the concept of collaboration, elaborated by the western scholars.
- 2) The model of Local Government inter-organizational interaction and the prevailing common work traditions, established in Lithuania, do not encourage the collaboration.
- 3) The deficiency of theoretical and practical knowledge regarding the inter-organizational interaction has a negative impact on the efficiency and effectiveness of the joint activities of the Lithuanian Local Government authorities and other organizations, regarding the implementation of Local Government principles and functions.
- 4) Reactive nature of Local Government inter-organizational interaction initiation predetermines lower results of inter-organizational collaboration as compared to the proactive one.

Scientific novelty of the thesis and main results of the research

The thesis is scientifically innovative due to the fact that for the first time:

1. The theoretical background of the inter-organizational interaction of the public sector was systematized;
2. The generalized theoretical model of inter-organizational interaction between the different sectors was substantiated;
3. The concept of inter-organizational interaction was abstracted;
4. The new approach to collaboration was presented – the concept of collaboration was purified and specified;
5. The term *integrated collaboration* for describing the interaction of the highest maturity level subjects was suggested;
6. The research on the Lithuanian Local Government inter-organizational interactions, based on the *interbranch approach*, i.e. management, administration and behaviour sciences, was performed;

7. The characteristics of the Lithuanian Local Government inter-organizational interaction model was presented;

8. The system of circumstances, causing the effectiveness of the Lithuanian Local Government inter-organizational interactions was highlighted;

9. The theoretical preconditions for the efficient inter-organizational interactions were formulated:

- Lithuanian Local Government inter-organizational interactions models of various scope were developed;
- the methodology for the meeting assessment of the inter-organizational interaction representatives was developed;
- the training program for enhancing collaboration skills was developed.

Practical significance of the thesis

The theoretical preconditions regarding efficient collaboration of the Local Government, formulated in the thesis, provide the following opportunities: a) to have a *reasonable* selection of the form of inter-organizational interaction for the representatives of Local Government, public sector authorities and other organizations; b) to recognize, understand, forecast and manage the inter-organizational interaction problems.

The methodical recommendations regarding inter-organizational interaction, suggested to the municipalities, enable them to improve the implementation of Local Government principles and functions.

The methodology, developed for assessment the effectiveness of collaboration parties meeting processes allow determining the structural, communication, decision-making and management problems of interaction among the subjects. The elimination of the mentioned problems, as proven by the empirical research, shall account for better results regarding the meetings among the subjects of interaction and the inter-organizational programs and projects under implementation.

The scope and structure of the thesis

The thesis consists of the introduction, two main chapters, conclusions, recommendations, sources, endnotes and six annexes. The scope of the thesis is 201 pages. There are 17 tables and 55 figures. The list of literature contains 300 sources.

The first chapter of the thesis analyses the theoretical background of the inter-organizational interaction in a thorough and integrated way. There is an overview of Lithuanian scholars' contribution in analysis of different problems related to partnerships and collaboration, the analysis of the inter-organizational interaction concept contents, the analysis of the inter-organizational interaction models, definition of the collaboration determinants, the purification of inter-organizational interaction forms, the description of the joint activities aspects among the main Local Government authorities and other organizations. The second part analyses the practical aspects of the Local Government inter-organizational interaction. The final part of the thesis features conclusions and extensive recommendations for raising the effectiveness and efficiency of the inter-organizational interaction of Local Government in Lithuania.

Methodical substantiation of the research

In the development of the thesis the following **methods** were applied: analysis of scientific and methodology related sources, meta analysis, questionnaire research for the Local Government employees, who are experienced in inter-organizational interaction, interview of the experts, experienced in implementing inter-organizational programs and projects of Local Government. The findings were processed by using the methodology of logical and statistical analysis.

The analysis of inter-organizational interaction of Lithuanian Local Government was conducted by analysing three areas:

- 1) Inter-organizational interaction when implementing the common programs and projects (mezzo level);
- 2) Managing the meetings of inter-organizational interaction subjects (micro level);
- 3) The Local Government servants' attitude towards the content of the inter-organizational interaction concepts (constituent of the interaction context on the macro level).

The computation of the sample volume demonstrated that in order to achieve high representation of the data, it is necessary to research the practise of inter-organizational interaction at 47 municipalities. In the course of research 54 inter-organizational interaction projects and programs, implemented at 47 municipalities were analysed. The main criteria for selection of inter-organizational projects and programs were as follows:

1. *Participants (partners)*. The municipality under research had to be the initiator or partner of inter-organizational project or program;

2. *Number and localization of the participants (partners)*: minimum 3 organizations, with at least two of them from Lithuania;
3. *Implementation period and stage*. Inter-organizational project or program has to be implemented following Lithuania's accession to the EU;
4. *The areas of interaction* have to serve social development.

Selection of the sample of inter-organizational interaction, which meets all of the above listed criteria, for the research: the priority was granted to the most successful project or program based on the opinion of the participating experts.

The first stage of research aimed at highlighting the peculiarities of organization and management of inter-organizational interaction in the municipalities and at defining the main problems. For this purpose the examples of inter-organizational interaction of Local Government and other public, private and non government sector organizations were analysed.

Inter-organizational projects and programs research was performed by using the method of structural interview by directly interviewing the experts of inter-organizational interaction of municipalities. The experts were recommended by the managers of municipality administration.

Interview questionnaire was subdivided into 6 parts: 1) the general information concerning the program and the project of the inter-organizational interactions; 2) context of inter-organizational interaction; 3) organizational structure of the inter-organizational interaction; 4) factors, supporting collaboration, attitudes and skills of the interaction participants; 5) results and social impact of the inter-organizational interactions; 6) problems of inter-organizational interactions implementation. The respondents were also requested to describe the success factors and obstacles for local self government inter-organizational activities. The questionnaire consists of 39 open-and questions.

The questionnaire was developed based on the works of Chrislip and Larson (1994), Linden (2002), Rad and Levin (2003) Roussos and Fawcett (2000), Torres and Margolin (2003), Rossi and Freeman (2003), Jones and Way (2004), Kensler (2004) and on the interview methodology, developed by Hickman and Longman (1994).

In the second stage of research, the inter-organizational interaction is analysed on the micro level. The main objective of the research was to define the features of the meetings of inter-organizational interaction subjects and to highlight the most typical meeting organization and management problems.

The questionnaire was developed in accordance with Straus (2002), Kaner, Lind, Toldi et al. (1996), Timm (1997), Calmes (1997), Jones and Way (2004), Rad and Levin (2003) and the material, publicized by the meeting scheduling solutions centre *Meeting Wizard*.

The following five groups of statements were presented in the questionnaires for assessment: 1) meeting scheduling; 2) selection of meeting participants; 3) managing meetings; 4) minute taking; and 5) decision making. Likert assessment scale was used for expressing the opinion.

The responses of the respondents to the questionnaire were summed up and expressed in percentage. The effectiveness and efficiency of the meetings, held by the representatives of inter-organizational interaction organizations was also assessed by using the methodology of meetings efficiency assessment, developed by the author of this thesis. The validity of the methodology was ensured by its practical application in the private sector - 26 organizations taken part in its evaluation.

In order to understand how the contents of different interaction forms is understood **the third stage of research** contained research based on questionnaires, which were completed by the Local Government representatives, who are experienced in the practical aspects of inter-organizational interaction. When processing the questionnaire findings the discriminative power of the answers was computed. The discriminative power allowed determining the most and the least attributable features regarding cooperation, partnership and collaboration, based on the respondents' opinions.

Research findings

The analysis of scientific literature on inter-organizational interaction demonstrated that:

1. In attempt to implement the partnership and collaboration, the *interpersonal, organizational and systemic factors* carry a special significance.

2. The inter-organizational interaction may have six main forms: cooperation, networks, cooperation, partnership, alliances and unions and collaboration. All these forms of interaction have horizontal interdependency in common; however, each of them has certain specific features. *Following the survey of literature, the conclusions of the thesis have extensive definitions of interaction forms.*

3. In attempts to achieve effectiveness and efficiency of inter-organizational interaction, the intensity of the relations of the participants is stressed. This circumstances precondition a conclusion that the *inter-organizational interaction is more effective the more integrated form of the interaction is under the implementation.* In this case, the determinants of collaboration should be considered the criteria of inter-organizational interaction effectiveness and the collaboration has to be considered as the objective to be strived for in order to achieve inter-organizational interaction.

4. In the junction of political and public administration sciences the researches, carried out by the foreign scholars, stress the systemic macro environmental factors of inter-organizational interaction while the general concepts of management and behavioural sciences are used for researching internal and organizational aspects of interaction. However little attention is paid to the research of *Local Government* inter-organizational interaction. There is more focus on the cooperation and partnership between public and non-governmental sector and between public and private sector. The partnership is mostly analysed in the context of social organizations and communities.

5. The inter-organizational collaboration in the Local Government can essentially be implemented in two ways: from the top directed downwards, i.e. with the application of the so called support strategy or from the bottom directed upwards by using enabling strategy.

6. When analysing the scientific literature, a few deficiencies regarding the theoretical background for inter-organizational interaction were observed. Considering this fact, the thesis contains systemized concepts and forms of the interaction, defined determinants of collaboration, the model of inter-organizational interaction among different sectors developed by the author of the thesis and the purified concept of inter-organizational interaction.

7. Following the review of publications by Lithuanian authors on the topic of inter-organizational interaction it can be stated that in Lithuania there is insufficient attention paid to the research on inter-organizational interaction. There is a lack of scholastic work, revealing the theoretical background of inter-organizational interaction; the collaboration and partnership are not analysed in a systemic way. There is very little research on *Local Government inter-organizational interaction*. In order to eliminate these gaps, the recommendations of the thesis contain the explicated models of inter-organizational interaction for application in the Local Government system.

The results of empirical research allowed formulating the following assertions:

1. Lithuanian practise for initiation, organization and management of the Local Government inter-organizational interaction has the following features:

1.1. Inter-organizational programs and projects is characterized by low needs analysis, lack of tradition for the inter-organizational interaction to connect on the basis of the common interests;

1.2. The prevailing practise suggests the formulation of the aims and objectives of inter-organizational programs and projects without the application of tangible criteria. As compared to the planned aims the results, expected from the programs and projects are too narrow or directly unrelated to the objectives.

1.3. The organization structure drawbacks of inter-organizational interaction are clear: a) underrepresented all subjects of inter-organizational interaction; b) in decision-making usually the managing partner or organization with higher status dominate; c) the experts are invited only when the problems arise, which can not be solved by the participants of the interaction; d) the representatives of target groups are not included into the program or project implementation.

1.4. Collaborative leadership is typical to the collaboration, which is applied in practise exceptionally rarely;

1.5. There is no sufficient attention for supporting collaboration; in essence, the focus is only on inter-organizational program or project expected results. This proves the fact that weakly integrated inter-organizational interaction forms are implemented in Lithuanian Local Government.

1.6. When comparing the inter-organizational programs and projects, developed on the basis of different interaction initiation strategies, it was observed that the partnership and collaboration features were more characteristic to the inter-organizational interactions, initiated by enabling strategy than to the inter-organizational interactions, initiated by support strategy. These features include: similar interests of the interaction participants, common objective, participation in addressing all issues, related to the joint activities.

1.7. As compared to the support strategy, the attitudes towards communication of the representatives from inter-organizational interactions based on the enabling strategy is more positive and more attention is paid to the balance between the envisaged results and collaboration atmosphere in the projects, managed by them. Notably the support representatives have a vague understanding about the influence of collaboration atmosphere and about the results of the inter-organizational interaction.

1.8. The representatives of enabling are more satisfied with the inter-organizational programs and projects results.

1.9. The social impact of the implemented inter-organizational programs and projects is in fact not researched in municipalities. Despite that, about 57% of the respondents said that it would have been possible to make a greater social impact than they managed to achieve and only 22% were convinced that they have achieved maximum social results. It is necessary to research the social impact of inter-organizational interaction in order to determine the scope of the social value of the interaction.

1.10. According to the opinion of the research participants, the problems of inter-organizational interaction implementation are influenced by the following factors: a) external environment of the interacting organizations and b) they are predetermined by the management drawbacks of inter-organizational interaction.

1.11. According to the conviction of the Local Government representatives, effective inter-organizational interaction is related to such concepts as unanimous interests and aims of the interaction subjects, inclusion and participation when taking decisions, mutual trust of the interaction participants, collaborative leadership, team work and real demand for the project. Notably, the inter-organizational interaction success factors, pointed out by the Lithuanian practitioners, coincide with the collaboration and partnership principles, formulated by foreign scholars, however in reality they are vaguely used.

2. Inter-organizational interaction examples, analysed in micro level allowed highlighting the main features of the meetings between the representatives of inter-organizational interaction organizations. It became evident that:

2.1. The significance of the meetings among the subjects of inter-organizational interaction on the effectiveness of the inter-organizational interaction implementation and the development of collaboration is not fully understood by the practitioners – there is insufficient attention to the meeting organization and management. There is especially little attention devoted to the planning of meeting content and process, the problems regarding meeting management and decision-making are evident. It is worth pointing out that none of the three meeting areas of five under research were assessed higher than average.

2.2. The results of the inter-organizational interaction, based on enabling strategy, were higher in the sense of meeting organization and management while as regards to the effectiveness of the implementation of decisions, taken at the meetings, the results were significantly higher than the results, based on the support strategy interaction. It is possible to state that the inter-organizational interaction programs and projects, initiated at the bottom and directed upwards were implemented more effectively rather than the ones initiated from the top and directed downwards.

3. There is a definite lack of theoretical knowledge regarding inter-organizational interaction among the implementers of Local Government inter-organizational interaction:

3.1. The employees of the Local Government, who took part in the research, failed to name the concepts, describing the different forms of inter-organizational interaction thoroughly and correctly. Due to this fact, the content of collaboration has narrowed down.

3.2. In the practise of Local Government the difference between integrational collaboration, partnership, cooperation and coordination is very insignificant. This is a problem, because by using different forms of interaction the organizations, related with mutual ties are enabled to achieve *specific* common activity results. Different and quite often wrong perception of inter-organizational interaction content reduces the chances to select the form of inter-organizational interaction that meets the needs

and aims for the inter-organizational activity, it hinders the achievement of socially significant long-term results; it hinders determining and correcting the drawbacks of joint activities organization and management.

Summed-up conclusions of the thesis research

1. The practise of Lithuanian Local Government inter-organizational interaction has significant difference from the recommendations of western scholars. The thesis research has confirmed the formulated hypotheses, therefore, in summary it can be noted that in Lithuania the prevailing model of inter-organizational interaction, the prevailing traditions of the common work and the lack of knowledge regarding the inter-organizational interaction cause insufficient application, do not promote neither the partnership nor integrated collaboration. This has a negative impact on the efficiency and effectiveness of the common activities of the Lithuanian Local Government institutions and other organizations, and on the implementation of Local Government principles and functions.

2. The hypothesis, that reactive nature of the Local Government inter-organizational programs and projects initiation cause lower implementation results of inter-organizational interaction as compared to proactiveness, was verified. This allows making a conclusion that one of the most important measures, which can improve results of Local Government inter-organizational interaction and implementation of self-government principles, is the development of enabling strategy in the implementation of the programs and projects.

3. The research has also demonstrated that the significant part of the Local Government inter-organizational interaction representatives understand the significance of the common interests and aims, of the related interest groups participation in the processes of decision development and decision-making, mutual trust and facilitative leadership when seeking the effectiveness of inter-organizational interaction and a long term social impact. Therefore, it can be stated that the results of the Local Government inter-organizational interaction would improve when the theoretical knowledge on inter-organizational interactions is mastered, when the necessary collaboration and partnership experience is gained and the problems that make an impact on interaction, are solved.

Recommendations

Aiming to solve the problems, listed in the thesis research conclusions and to increase the efficiency and effectiveness of the Lithuanian Local Government interaction, first of all it has to be perceived that inter-organizational interaction is not an easy task to be implemented. It is highly

influenced by collaboration incentives and limitations existing in micro, mezzo and macro levels. Based on this attitude it is suggested:

1. For the practitioners of inter-organizational interaction: to make purposeful effort in the implementation of partnership and collaboration principles. It is necessary to deepen the adequate understanding about inter-organizational interaction, its purpose and content. Considering the fact that in Lithuania there is a shortage of systematic theoretical material and the lack of more extensive research on the inter-organizational interaction and in order to facilitate the perception of inter-organizational interaction essence, the thesis contains abstracted theoretical model of inter-organizational interaction from different sectors and a conceptual substantiation of the theoretical concept.

2. To implement in practise the formulated methodological recommendations for municipalities: a) to establish collaboration programs and project subdivision; b) when implementing inter-organizational programs and projects, to pay more attention to highlighting the need for inter-organizational activities, partner selection substantiation and for the forecast and research on social impact.

3. For the municipalities: to adapt the models of Local Government inter-organizational interaction, presented in the thesis, aimed at providing the opportunities for the implementation of the main partnership and collaboration principles.

4. For the organizations, which implement inter-organizational programs and projects: to apply the methodology, developed by the thesis author for the assessment of the meetings organized with the representatives of inter-organizational interaction, enabling them to determine the problems on the micro level of interaction and to increase the effectiveness of the partner meetings.

5. For the public sector and other organizations, which provide the training and qualification enhancement services: to arrange the training for the representatives from all sectors of organization, based on the collaboration development-training program, developed by the thesis author. Training programme is unfolding the understanding of inter-organizational interaction principles by the servants of public administration and other practitioners of inter-organizational interaction and developing the skills, necessary for the implementation of inter-organizational programs and projects.

Approval of the thesis research

Publishing the monograph and scholastic articles approved the results of the research of Lithuanian Local Government inter-organizational interaction.

Results of research gave publicity by taking part at the three international scholastic conferences in Siauliai and Vilnius and by training and consulting private sector organizations (aspects of collaboration process and meeting work management).

A list of scientific publications

1. Publication in the scientific monograph:

- Raišienė A.G. et al. (2006) The theoretical background of collaboration in Local Government. The social and political efficiency in Local Government, (Puškorius S. ed.), Mykolas Romeris University, Vilnius (in Lithuanian).

2. Publications in the *reviewed periodical scientific editions*:

- Raisiene A.G. (2007) Inter-organizational Collaboration of Regional and Local Government in Lithuania. Szanse rozwoju regionow. Uwarunkowania społeczne, ekonomiczne i środowiskowe (red. Heffner K., Malik K.), Wydawnictwo Instytut Śląski, Opole, p.153-163 (in English).
- Raišienė A.G. (2006) Inter-organizational collaboration in Local Government: partnerships events when implementing projects and programs. Journal of Social Researches, Siauliai University, Vol. 1(7) (in Lithuanian).
- Raišienė A.G. (2005) Collaboration like alternative for performance organization in Public Sector. Theoretical aspects. Economic and Management: Actuality and Perspectives, Siauliai University, 2005, No.5, (in Lithuanian).

3. Publication in the *reviewed scientific edition*:

- Raišienė A.G. (2006) Problems of implementation of Regional and Local Government inter-organizational programs and projects. Modern forms of inter-organizational interaction in Public Sector. Scientific research, Mykolas Romeris University (in Lithuanian).

About the author

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Reziumė

TARPOORGANIZACINĖ SĄVEIKA LIETUVOS VIETOS SAVIVALDOS PRAKTIKOJE

Tarporganizacinė sąveika įvairiomis apimtimis ir kryptimis įgyja vis didesnę reikšmę. Vadybos ir elgsenos mokslų tyrėjai siūlo partnerystę ir bendradarbiavimą kaip efektyviausias sąveikos įgyvendinimo priemones (Agranof, McGuire, 2003, p. 191) ir pabrėžia valdymo demokratizavimo, pastangų kooperavimo, interesų suderinimo (Stoškus, 2002, p. 76) bei kolektyvinės atsakomybės (Melnikas, 2001, p. 327) svarbą, siekiant užtikrinti ilgalaikius aukštus organizacijų veiklos rezultatus.

Šiame fone vietos savivaldos institucinė padėtis yra ypatinga. Savivaldybės, būdamos arčiausiai piliečių, nuolat didinančių reikalavimus socioekonominei gerovei, gali geriausiai patenkinti šiuos reikalavimus, tačiau tuo pat metu jos yra priklausomos nuo valstybės institucijų valdymo, varžančio savivaldybių sprendimų laisvę. Taigi vietos savivalda atlieka atskirų socialinių subjektų ir valstybės institucijų tarpininkės vaidmenį. Todėl svarbu užtikrinti kokybišką tarporganizacinių ryšių egzistavimą, gebėti integruoti ir įgyvendinti skirtingus subjektų tikslus (Raipa, 2001).

Bendradarbiavimo turinį suvokti nėra paprasta. Bendradarbiavimas tamptariai susijęs praktiškai su visais subjektų valdymo klausimais, tačiau ne mažiau stipriai yra įtakojamas ir išorės veiksnių. Ypač visuomenės kultūros - vienos iš esminių tarporganizacinės sąveikos efektyvumo prielaidų.

Lietuvoje vyrauja individualizmo kultūra. Bendradarbiavimo socialinis reikšmingumas čia silpnai suvokiamas, todėl vertinamas nepakankamai. Kita vertus, požiūris į bendradarbiavimą yra nepagrįstai supaprastintas - bet koks darbas kartu vadinamas bendradarbiavimu.

Taip pat tenka konstatuoti, jog Lietuvos mokslininkai mažai dėmesio skiria tarporganizacinės sąveikos tyrimams, nors bendradarbiavimo procesai viešajame sektoriuje Lietuvai įstojus į Europos Sąjungą nuolat spartėja.

Remiantis šiais argumentais, galima teigti, kad teorinių ir praktinių tarporganizacinės sąveikos žinių trūkumas yra reikšminga problema siekiant vietos savivaldos ir demokratijos plėtros Lietuvoje. Todėl disertacinio darbo tema yra aktuali ir reikšminga.

Darbo tikslas ir uždaviniai

Disertacinio darbo tikslas - tirti vietos savivaldos ir kitų organizacijų įgyvendintas tarporganizacines programas bei projektus, nustatyti teorines ir praktines Lietuvos vietos savivaldos tarporganizacinės sąveikos problemas bei parengti atitinkamas rekomendacijas.

Uždaviniai:

1. Išnagrinėjus užsienio ir Lietuvos literatūrą tarporganizacinės sąveikos tematika, susisteminti tarporganizacinės sąveikos teorinius pagrindus ir išgryninti tarporganizacinės sąveikos turinį;
2. Išanalizavus Lietuvos vietos savivaldos tarporganizacinės sąveikos įgyvendinimo praktiką, konceptualizuoti egzistuojantį tarporganizacinės sąveikos modelį;
3. Nustatyti veiksnius, turinčius didžiausią įtakos Lietuvos vietos savivaldos tarporganizacinės sąveikos inicijavimui, procesų valdymui ir rezultatams;
4. Suformuluoti vietos savivaldos veiksmingos tarporganizacinės sąveikos prielaidas;
5. Sukurti vietos savivaldos tarporganizacinės sąveikos modelį.

Darbo mokslinis naujumas ir svarbiausieji rezultatai:

1. Susisteminti viešojo sektoriaus tarporganizacinės sąveikos teoriniai pagrindai;
2. Pagrįstas skirtingų sektorių tarporganizacinės sąveikos apibendrintas teorinis modelis;
3. Abstrahuota tarporganizacinės sąveikos koncepcija;
4. Pateiktas naujas požiūris į bendradarbiavimą - išgryninta ir konkretizuota bendradarbiavimo samprata;
5. Pasiūlytas *integracinio bendradarbiavimo* terminas aukščiausio brandos lygmens subjektų sąveikai nusakyti;
6. Atliktas Lietuvos vietos savivaldos tarporganizacinės sąveikos tyrimas, remiantis *tarpšakiniu požiūriu*, t.y. vadybos, administravimo ir elgsenos mokslais;
7. Pateikta Lietuvos vietos savivaldos tarporganizacinės sąveikos modelio charakteristika;
8. Išryškinta aplinkybių sistema, sąlygojanti Lietuvos vietos savivaldos tarporganizacinės sąveikos veiksmingumą;
9. Suformuotos teorinės veiksmingo tarporganizacinio bendradarbiavimo prielaidos:
 - sukurti Lietuvos vietos savivaldos skirtingos apimties tarporganizacinės sąveikos modeliai;
 - sukurta tarporganizacinės sąveikos atstovų susitikimų efektyvumo vertinimo metodika;

- parengta bendradarbiavimo gebėjimų ugdymo mokymų programa.

Disertacijos praktinė reikšmė

Disertacijoje suformuotos vietos savivaldos veiksmingo bendradarbiavimo teorinės prielaidos sudaro galimybę: a) vietos savivaldos, viešojo sektoriaus institucijų ir kitų sektorių organizacijų atstovams *pagrįstai* pasirinkti tarporganizacinės sąveikos formą; b) atpažinti, suprasti, numatyti ir valdyti tarporganizacinės sąveikos problemas.

Savivaldybėms siūlomos tarporganizacinės sąveikos metodinės rekomendacijos įgalina patobulinti vietos savivaldos principų ir funkcijų realizavimą.

Parengta bendradarbiavimo šalių susitikimų procesų efektyvumo vertinimo metodika leidžia nustatyti subjektų sąveikos struktūrinės, komunikacinės, sprendimų priėmimo ir vadovavimo problemas, kurias pašalinus, kaip rodo atliktas empirinis tyrimas, pagerėtų ne tik sąveikos subjektų susitikimų, bet ir įgyvendinamų tarporganizacinių programų ir projektų rezultatai.

Disertacijos sandara

Disertaciją sudaro įvadas, du pagrindiniai skyriai, išvados, rekomendacijos, literatūros sąrašas, išnašos ir 6 priedai. Darbo apimtis – 201 puslapis. Pateikta 17 lentelių, 55 paveikslai. Literatūros sąrašą sudaro 300 šaltinių.

Pirmajame disertacijos skyriuje kompleksiskai ir išsamiai nagrinėjami tarporganizacinės sąveikos teoriniai pagrindai: apžvelgiamas Lietuvos mokslininkų indėlis tiriant įvairias partnerystės ir bendradarbiavimo problemas, analizuojamas tarporganizacinės sąveikos sampratų turinys, nagrinėjami tarporganizacinės sąveikos modeliai, apibrėžiamos bendradarbiavimo determinantės, išgryninamos tarporganizacinės sąveikos formos, aptariami pagrindiniai vietos savivaldos institucijų ir kitų organizacijų bendros veiklos aspektai. Antrajame - analizuojamos Lietuvos vietos savivaldos tarporganizacinės sąveikos praktikos ypatybės. Darbo pabaigoje pateikiamos išvados bei išplėtos rekomendacijos Lietuvos vietos savivaldos tarporganizacinės sąveikos efektyvumui bei veiksmingumui didinti.

Tyrimų metodai

Rengiant disertaciją naudoti mokslinės ir metodinės literatūros analizės, metaanalizės, tarporganizacinės sąveikos patirties turinčių vietos savivaldos darbuotojų anketavimo, vietos savivaldos

tarporaganizacinio bendradarbiavimo programų ir projektų įgyvendinimo ekspertų anketinės apklausos ir interviu metodai. Empirinio tyrimo metu iširta 47 savivaldybių tarporaganizacinės sąveikos praktika.

Duomenys apdoroti loginės ir statistinės analizės metodais.

Disertacinio tyrimo išvados

Atlikus teorinį bei empirinį vietos savivaldos tarporaganizacinės sąveikos tyrimą, galima konstatuoti, jog:

1. Lietuvos vietos savivaldos tarporaganizacinės sąveikos praktika ženkliai skiriasi nuo vakarų mokslininkų rekomendacijų. Disertacinis tyrimas patvirtino suformuluotas hipotezes, todėl apibendrinant galima teigti, jog Lietuvoje išsigalėjęs tarporaganizacinės sąveikos modelis, vyraujančios bendro darbo tradicijos bei tarporaganizacinės sąveikos teorinių žinių trūkumas ir iš to kylantis nepakankamas jų taikymas neskatina partnerystės bei integracinio bendradarbiavimo. Tai neigiamai įtakoja Lietuvos vietos savivaldos institucijų ir kitų organizacijų bendros veiklos efektyvumą ir veiksmingumą, vietos savivaldos principų bei funkcijų įgyvendinimą.

2. Hipotezė, kad reaktyvus vietos savivaldos tarporaganizacinių programų ir projektų inicijavimo pobūdis lemia žemesnius tarporaganizacinės sąveikos įgyvendinimo rezultatus lyginant su proaktyviu, pasitvirtino. Tai leidžia daryti išvadą, kad viena iš svarbiausių priemonių, galinčių pagerinti vietos savivaldos tarporaganizacinės sąveikos rezultatus ir savivaldos principų realizavimą – tai įgalinimo strategijos plėtra įgyvendinant programas ir projektus.

3. Tyrimas taip pat parodė, kad reikšminga vietos savivaldos tarporaganizacinės sąveikos atstovų dalis suvokia bendrų interesų ir tikslų, susijusių interesų grupių dalyvavimo sprendimų parengimo ir priėmimo procesuose, tarpusavio pasitikėjimo ir pagalbaus vadovavimo svarbą, siekiant tarporaganizacinės sąveikos efektyvumo, veiksmingumo bei ilgalaikio socialinio poveikio. Todėl galima teigti, jog vietos savivaldos tarporaganizacinės sąveikos rezultatai pagerėtų, įvaldžius tarporaganizacinės sąveikos teorines žinias, sukaupus reikiamą bendradarbiavimo ir partnerystės patirtį bei išsprendus sąveiką įtakančias problemas.

Rekomendacijos

Siekiant išspręsti disertacinio tyrimo išvadose išdėstytas problemas bei padidinti Lietuvos vietos savivaldos tarporaganizacinės sąveikos efektyvumą ir veiksmingumą, pirmiausia reikia suvokti, jog tarporaganizacinė integracija nėra lengvai įgyvendinamas uždavinys. Jam lemiamos įtakos turi

mikro, mezo ir makro lygmenyse egzistuojantys bendradarbiavimo skatuliai bei suvaržymai. Vadovaujantis šia nuostata siūloma:

1. Tarporganizacinės sąveikos praktikams dėti kryptingas pastangas diegiant partnerystės bei integracinio bendradarbiavimo principus. Būtina gilinti adekvatų supratimą apie tarporganizacinę sąveiką, jos paskirtį ir turinį. Atsižvelgiant į tai, jog Lietuvoje trūksta susistemintos teorinės medžiagos bei platesnių tyrimų tarporganizacinės sąveikos tematika ir siekiant palengvinti tarporganizacinės sąveikos esmės suvokimą, disertacijoje pateikiamas abstrahuotas skirtingų sektorių tarporganizacinės sąveikos teorinis modelis ir koncepcinis tarporganizacinės sąveikos pagrindimas.

2. Praktikoje realizuoti suformuluotas metodines rekomendacijas savivaldybėms: a) įsteigti bendradarbiavimo programų ir projektų padalinį; b) įgyvendinant tarporganizacinius projektus/programas (toliau TPP), padidintą dėmesį skirti tarporganizacinės veiklos poreikio išryškiniui, partnerių pasirinkimo pagrindimui ir socialinio poveikio prognozei bei tyrimams.

3. Savivaldybėms adaptuoti disertacijoje pateiktus vietos savivaldos tarporganizacinės sąveikos modelius, kurių pagrindinė paskirtis – užtikrinti galimybę įgyvendinti pagrindinius partnerystės bei integracinio bendradarbiavimo principus.

4. Organizacijoms, vykdančioms TPP, taikyti disertantės parengtą tarporganizacinės sąveikos atstovų susitikimų ir susirinkimų vertinimo metodiką, įgalinančią nustatyti sąveikos mikro lygmens problemas ir padidinti partnerių susitikimų ir susirinkimų veiksmingumą.

5. Viešojo sektoriaus ir kitoms mokymo ir kvalifikacijos tobulinimo paslaugas teikiančioms organizacijoms organizuoti mokymus visų sektorių organizacijų atstovams pagal disertantės parengtą bendradarbiavimo ugdymo mokymų programą, kurios tikslas - plėtoti viešojo administravimo tarnautojų ir kitų tarporganizacinės sąveikos praktikų tarporganizacinės sąveikos principų suvokimą ir formuoti tarporganizacinių programų bei projektų įgyvendinimui reikalingus įgūdžius.