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Major Fields of Scientific Research: Knowledge Management systems, Methods to capture Tacit knowledge, Role of Knowledge management in future aviation.

KNOWLEDGE MANAGEMENT AS ACTIVE LABOUR MARKET POLICY DEVELOPMENT FACTOR

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Abstract: *European Union gives priority to social policy, labor and employment, human resource development. The growing unemployment figures in most of European Union countries provide the need to overview possibilities to strengthen control and more efficiently regulate unemployment. Recently, active labor market policies (ALMP) are increasingly applied to the broader macro-economic, employment and social policy objectives. Active labor market policy measures include vocational training, employment promotion, direct job creation, business support for new entrepreneurs. Investing in ALMP measures is one of the most effective investments in labor market policy. Knowledge society and knowledge economy challenges change management models. Knowledge management could help to increase productiveness of employees, expanding sources of reachable for them knowledge. Human resource development and effective human resource management theory of mobility models for the coordination and efficiency of their practical application depends on the ability of organizations to integrate human resource management and knowledge management models. ALMP measures*

are directly linked to the learning process, innovation, ideas and competencies. Active labor market supports the management of individual or group learning. Research indicates that vocational training is closely linked to job skills and employment promotion subsidies. The principles of knowledge management (knowledge construction, knowledge embodiment, knowledge dissemination and use) disposed of the active labor market system. It can be argued that the only successful model of knowledge management can ensure the success of ALMP. In his article the author examines ALMP and knowledge management model, communication and applications.

Keywords: *knowledge society, knowledge management, active social policy, labor market, active labor market policy.*

ACM Classification Keywords: *K.4.2. Social issues – Employment.*

Introduction

Social policy is one of the economic adjustment measures, as a fundamental tool for the creation of the welfare state. Economics are open systems. They receive inflows of energy and materials. Economics use that incoming energy to develop and build new structures. Economy is primarily a social process, involving social factors: people, social groups, institutions and the state. These social entities: the first – an active force depends on economic growth, the second – a force that is closely connected with all areas of public life – politics, law, culture, ideology, family management. Social constraint reflects social aspect of system and added values that improve the quality of human life [Rudzkiene, Burinskiene, 2007]. European Union (EU) gives priority to social policy, labor and employment, human resource development. Social processes are not separated from economic change, they affect each other.

EU citizens' live and work is progressing rapidly, increasing the risk that the Social Security system is unsustainable. This process is linked to European and international economic integration, the new, particularly in information and communications technologies, the demographic aging of societies is still relatively low average level of employment. European Committee of Employment and Social Affairs acknowledged that the conditions of EU ground development should to be modified so that it reflects on today's political, economic and social realities [European Commission..., 2006]. In order to ensure prosperity and reduce the risks of social exclusion, it is necessary to modernize the social security system, more people to attract and keep active labor market policies.

Active labor market policies (ALMP) are very important in facilitating the most rapid employment of the unemployed and creating the right conditions for some economically inactive people back into the labor market, as well as addressing the problems of disadvantaged workers in the labor market. Major tasks of Small and Medium Enterprises (SME) promotion are to maintain the necessary jobs and create new jobs. This coincides with the active labor market policy objectives: promoting self-employment, structural unemployment and regional disparities in demand and supply deflection stop.

Knowledge management is optimal application of theoretical and practical knowledge in business processes – with purpose to reach durable advantage against rivals and bigger benefit of all shareholders of enterprise – investors, employees, managers, so common state benefit would be implemented [McGinn, 2001]. Transformation of modern society to knowledge society originates the absolutely new global social and economical contexts that require different management principles, skills, abilities and competences. The main factor of development of European economical space business organizations and economy would be the knowledge, generation of innovative products, perfection of production and management's methods.

Active labor market policies

D. C. Vaughan-Whitehead [Vaughan-Whitehead, 2003] considers that the European social model can be defined as the EU and its Member States a set of legal rules and legal measures implemented to promote a coherent and comprehensive social policy in the EU. The key elements of the European social model are the current labor law, employment, equal opportunities, non-discrimination policy, employee participation, information and advice, and recognition of the social partners in decision-making process, social dialogue and collective bargaining, civil society, public services, fair earnings, social protection, social inclusion, ensure employment and social rights (workers and citizens in general), regional cohesion, social policy and international instruments [Melnikas, 2010]. Traditional universal welfare state hardly withstands globalization, liberalization and privatization influences and the different features of the traditional welfare states have a tendency to weaken.

Passive social protection is not effective in the sense that people returned back to the job market or at least maintain their ability to take care of themselves at home. The social reintegration of the results is important to show the real degree of effectiveness of social protection. Social reintegration is a key argument for the indisputable need for an active social policy and active social protection. Social policy, focused on increasing employment and reducing unemployment, wages and personal income growth is one of the most important investment and growth factors. In order to maintain an economically strong, stable and competitive position in the region, the European Union has formed a general policy, implemented in all EU member states. In 2010 the EU Commission has prepared the new ten-year economic recovery strategy. It provides innovative, sustainable and inclusive economic growth based on improved member states and the EU policy coordination vision [The Lisbon..., 2010].

Changing the system of unemployment insurance benefits and basic income support as well as the repertoire of active labor market policy instruments and making benefit receipt more conditional upon job search and acceptance of job offers was a major issue on the political agenda [Eichhorst et al., 2010]. *Passive* labor market policies are concerned with providing replacement income during periods of unemployment or job search, *active* policies emphasize labor market integration. Passive policies include unemployment insurance and early retirement measures; active measures include training, job creation measures, support for active job search, hiring subsidies and support for enterprise creation among the unemployed [Meager, 2009]. The European Commission recommends that the [European Commission, 2008] to ensure an integrated active inclusion policies work, in order to effectively address multiple dimensions of poverty and social exclusion.

Active labor market policies (ALMP) aim at enhancing labor market mobility and adjustment, facilitating the redeployment of workers to productive activities, and generally enabling people to seize new job opportunities as they arise [Armingeon, 2007].

Lithuania active labor market policies

Welfare of state depends on its economic and labor market policies, the ability to per capital income. Employment is the most important way fully, actively and equally to participation in public life. The more people are participating in full-time or part-time labor market, the greater are their contribution to the availability of adequate social protection in that country. The expenditures for social welfare and unemployment regulation are every countries decision. S. Stoškus and D. Beržinskienė [Stoškus, Beržinskienė, 2002] define the employment model as the development of each individual and society concerning whole needs to find economic and social cohesion. Market economy, certain sections of the population in employment is becoming more vulnerable to failure to

adapt to changes in market relations. Growth of employment rates is the most efficient measure for economic growth and social inclusion, both to promote the economic protection for persons who can not work.

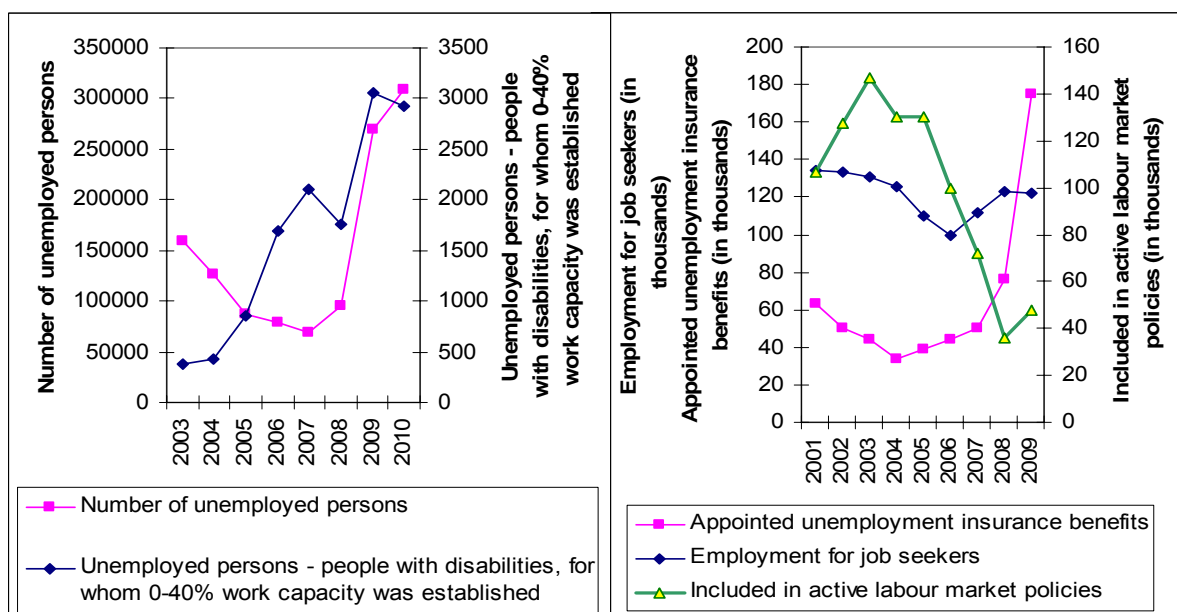


Fig. 1. Unemployment dynamics and dynamics of employment factors (Source: Statistics Lithuania www.stat.gov.lt)

EU employment policy is focused on socially vulnerable groups (e.g. long-term unemployed, people with disabilities), problem solving and quality of employment services and increasing the availability of closer cooperation with employers and social partners in development. All dimensions of sustainability should be considered in the process of strategic sustainable development planning. Strategic plan helps create management and planning systems of municipalities, based on the principles of sustainable development, democracy and market economy, and to assist for more rational use of limited resources of municipal budgets and for better coordination and implementation of programs in various sectors. *Lithuania for 2007–2013 EU Structural Assistance Strategy* proposes that it is important to the Lithuanian economy to create more new and better jobs. Such job growth would create more additional values to the Lithuanian economy and stop the drain of skilled manpower to foreign countries [Čiegis, Gineitienė, 2008].

However, the analysis of the Lithuanian Labor Exchange registered unemployed persons' metric (see Figure 1) we could see the continued growth in 2008. It is also a growing number of registered people with disabilities employment office, which determined 0 to 40 % work rate, the number of a relative decrease observed in 2008 and 2010. This indicates the need for more effective employment support measures.

The variety of tools used in different countries allows make a choice from the alternatives that could be useful in nowadays economic situation. Active labor market policies (ALMP) measures are an important tool in the implementation of the Lisbon Strategy. Lately, they are increasingly subject to the broader macro-economic, employment and social policy objectives. In the scientific literature noted that active labor market policies must cover all the objectives of diversity. These are: job creation, job reallocation of skills and human capital deepening, behavior (with) change, overcoming the timidity of job-seekers and the alienation of labor income increase, the broader macro-economic objectives, such as the potential labor supply, structural reduction of unemployment [Moskvina, 2008, Lapinskienė, Tvaronavičienė, 2009, Meager, 2009].

ALMP program of the Lithuanian Labor Exchange are subject, from its earliest beginnings in 1991. These measures serve job-seekers of employment growth, unemployment reduction and mitigation of negative consequences of a labor demand and supply-side alignment to maintain balance in the labor market and job

seekers through the working-age population in employment opportunities will be provided. Active labor market policy measures and procedures in terms of specification [Dėl aktyvios, 2009] provides the unemployed and those facing redundancy of working age employees in vocational training, supported employment, assistance for job creation and promotion of territorial mobility of the unemployed, the conditions and procedures. Active labor market policies include: unemployed and those facing redundancy of working age workers vocational training; supported employment (employment subsidies, job skills promotion, job rotation, public works); support for job creation (job creation subsidies, local employment initiatives, projects, self-supported employment); unemployed territorial mobility support.

Active unemployment regulation tools are more efficient and provide long-term effect. Vocational training, professional skills upgrading, consulting unemployed and employers can ensure work places in the future. The greatest attention should be paid towards entrepreneurship and support for small and medium business because that causes possibilities for some unemployed people to become self-employed and open some more new work places [Sakiene, 2010]. Lithuanian Labor Exchange, on behalf of *Active labor market policy effectiveness study* [Aktyvios..., 2007] showed ALMP measures of economic performance indicators of the fluctuations of 19.7% to 48.1%. This showed that investment in ALMP measures is one of the most effective investments in labor market policy.

In the most recent works on sustainable development, the social environment is looked upon as an absolutely equivalent factor, which influences social development to the same extent as economic growth or environmental sustainability [Misiūnas, Balsytė, 2008]. Equal opportunities are one of the key objectives of a democratic society. Additional choices include political, economic and social freedoms and opportunities to develop and manufacture, to live with respect for oneself and with human rights guarantees. While the significance of human resource development increases, the role of human resource development within the organization decreases, because a part of the work is transferred to specialized organizations, managers and colleagues participating more actively in the human resource development work [Kumpikaitė, 2008].

Dynamics of recruitment's factors in Lithuania (see Figure 1) indicates the necessity of active labor market policies' improvement. According data of Department of Statistics every year the number of employed persons differs just a little. Since 2005 designated by a growing unemployment insurance benefits, particularly noticeable in 2008 and 2009. At the same time, the steady decrease in active labor market policy number (the slight increase seen in 2009).

Analyzing the range of unemployment and total LMP measures dynamics (see Figure 2) we could see that unemployment range decreases (strong negative correlation $r = -0,88$). Although the employment range depends on education level (see Figure 2). As higher education, so opportunity to be employment is higher. It confirms the necessity of ALMP application. The positive effects of ALMP vary by program type.

Raising the average educational level has economic and non-economic effects on society. A better educated population is not only able to perform higher-skilled jobs, but is also more likely to participate in the labor market. In this paper the potential benefits of investment in education are estimated. This estimation is based on three possible effects of an increase in the average educational level: improvement of the average earned salary, improvement of the average probability to find a job and positive non-economic effects, for instance on health and criminal behavior [Zandvliet at al., 2009]. The unemployed and those facing redundancy working life of employees training goal – to qualify, or (and) to acquire skills, needed employment.

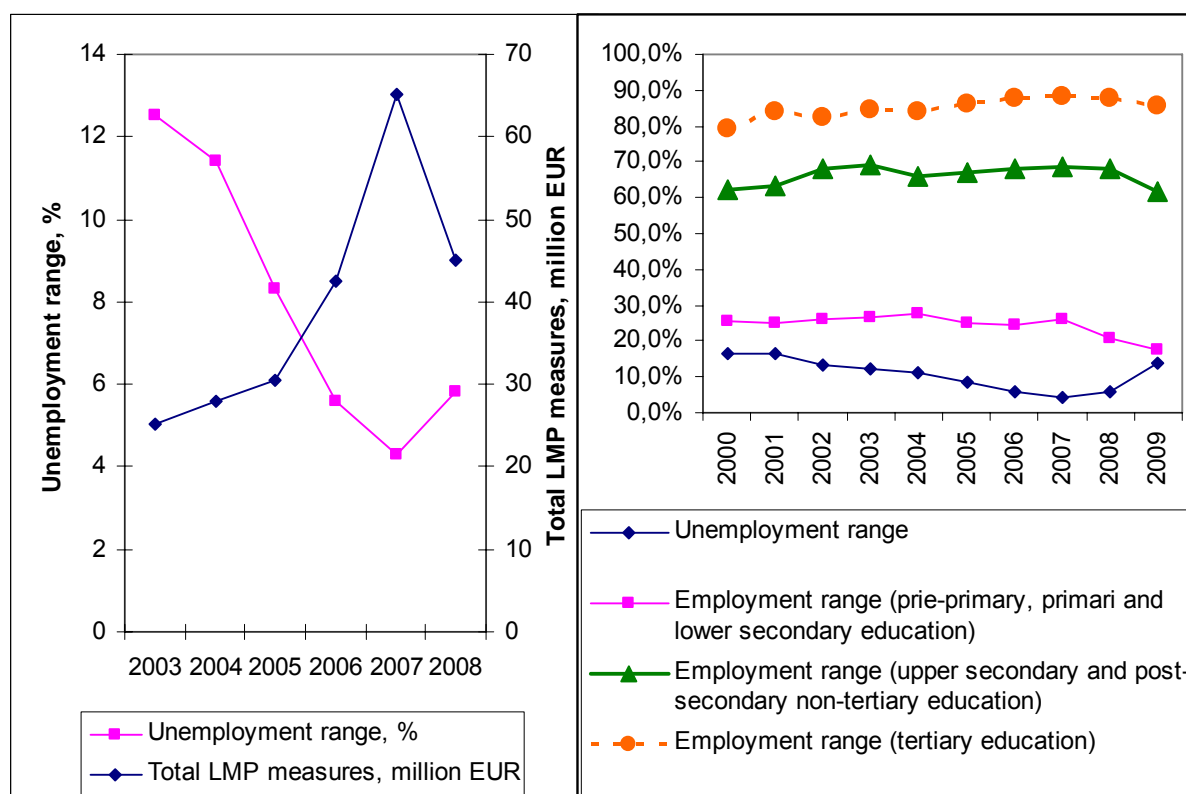


Fig. 2. Employment range and total LMP measures dynamics (Source: European Commission, 2010)

The examination of the Department of Statistics data shows that, people start working in the profession or occupation, number of dynamics coincides with the dynamics of vocational training (see Figure 3). It is the purpose of staff preparation is an important and useful.

Employment by subsidies aim – to help the labor market, further supported by the persons registered in the employment exchange, enter the labor market or temporary employment, and individuals who set up the level of 40% of capacity or severe disability rates, create special conditions in the labor force. Support for job skills to is to provide opportunities for job seekers to acquire skills gaps directly in the workplace. It can be argued (see Figure 3) that vocational training is closely linked to job skills and employment promotion subsidies, because of their similar behavior. It is important that the employee is prepared according to the program ordered by the employer, and that his employment would be based.

D. Gallie [Gallie, 2007] highlights the need to foster, through strong initial vocational training systems, specialized skills across the broad spectrum of the workforce (skilled manual workers, technicians, and engineers). Such skills should combine both industry-specific technological knowledge with company-specific knowledge of organization, processes, and products.

Training increases the expected productivity of the worker. The government can stimulate training by subsidizing training costs. We also take into account an alternative route to higher productivity. The government can stimulate the on-the-job training route by subsidizing the creation of vacancies. Simply because there are more vacancies, unemployed will flow more quickly into jobs and through learning by doing they flow from low productivity to high-productivity jobs (hence the transition from unemployment to high-productivity jobs happens more quickly) [Boome, Van Ours, 2009]. An increase in expenditures on labor market training causes unemployment to fall. The effect of expenditures on labor market training is larger the higher unemployment benefits are.

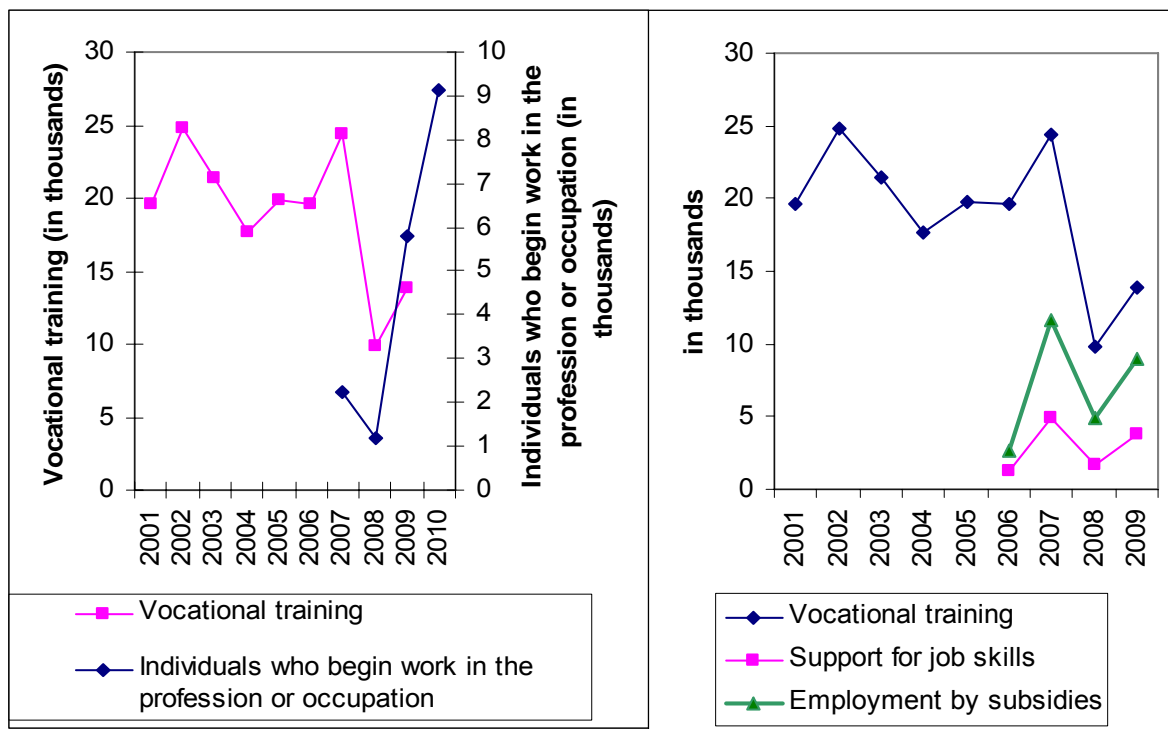


Fig. 3. Vocational training, job skills and employment promotion by subsidy dynamics (Source: Statistics Lithuania www.stat.gov.lt)

Training interventions are effective tools for integrating the unemployed and inactive into the labor market. The notion that skills-based measures might have an important role to play is intuitively plausible. At an aggregate level, there is a strong relationship between levels of initial education and continuing vocational training on the one hand and employment performance on the other [Meager, 2009]. Similarly, at the individual level, there is a strong relationship between training experience and the probability of being in work.

Job creation subsidy is organized labor of registered job seekers in employment support for an indefinite period. Subsidy paid to employers who employ people on permanent contracts for these belong to the labor market, further supported by the different categories of persons with disabilities of working age, employment office registered job seekers, who set up 25% of capacity or severe level of disability, level of working-age people, registered with the Labor Exchange unemployed people who set the level 30–55% of capacity or mild or moderate disability level. Support for job creation subsidies is provided to the employers creating new jobs or adapting the existing ones to the disability needs and hiring unemployed people under open-ended employment contracts, to former unemployed people within 36 months of the date of company registration or to entities implementing local employment initiatives to create jobs for unemployed registered with territorial labor exchanges.

If the problem of inefficient management and insufficient institutional quality is not properly assessed, and no attempts to solve it are made, it may lead to a situation when it is impossible to achieve the general country's sustainability either in the present or in the future [Misiūnas, Balsytė, 2009].

The role of Knowledge Management in active labor market policies

Knowledge economy and knowledge society in terms of human resource development and effective human resource management theory of mobility models for the coordination and efficiency of their practical application depends on the ability of organizations to integrate human resource management and knowledge management

models. Conjunction of different knowledge parts to management of strategic intellectual capital brings people to new practice of management in information age. Knowledge of the different parts into a strategic management of intellectual capital brings people to the new boundaries of knowledge management practices in the information age. Knowledge management's essence becomes the management of individuals with particular skills and experience, with purpose to encourage particular behavioral models in organization and interaction of individual employees – socialization.

Knowledge Management (KM) comprises a range of strategies and practices that deal with how knowledge is acquired, transferred, and shared with all the members of the organization. Such strategies and practices seek to achieve the organization's objectives. Knowledge Management System (KMS) refers to a comprehensive information and communication technology platform used for managing knowledge in organizations for supporting creation, capture, storage and dissemination of information [Aktharsha, Anisa].

Knowledge management is a management discipline that seeks to increase aid effectiveness by adapting the business people, processes and technology synergies. Modern organization should comprehend knowledge management and implement it inside. Knowledge management is manage mental instrument supporting by different measures to create working environment in that seeking the best result they optimally create, spread and use their and others knowledge. The main result of knowledge management is environment stimulating employees to create, spread, keep and apply knowledge and consisting of all processes, roles, measures and structures that let to implement it.

In today's information society and turbulent environments all citizens have to be engaged in lifelong learning and self-development. Personal Knowledge Management as a concept based on wide range of individuals skills and competences undoubtedly can be a support of employability. Skills and competences are the crucial factors leading to success in self management including knowledge management, career management and employability management [Świgoń, 2011]. The ALMP analysis shows that there is the necessity for new programs, procedures, staff training, acquisition of new competencies, so there is the necessary of human resources management and knowledge management models for synthetic application.

In the knowledge society, a high level of economic performance and good living standards can only be achieved if an increasing share of the population attains a high level of education. Knowledge management is a complex process. Sandra Rodney McAdam and McCreedy [McAdam, McCreedy, 1999] proposed modified version of Demerest's knowledge management model. This model takes a balanced approach between scientific and socially constructed knowledge. Also the uses of KM are viewed as both emancipatory and as business oriented. Analysis of ALMP confirms that its main elements are closely connected with main KM model elements: knowledge construction, knowledge embodiment, knowledge dissemination and use. So, we can apply the McAdam and McCreedy KM model for realization of ALMP. Model suggested by authors is presented on Figure 4.

In this model we can distinguish *Vocational training* element. All ALMP measures are based on purchase of new knowledge and skills. Training programs are the most widely used active labor market measure in Europe. The assessment of their effectiveness shows rather mixed results; treatment effect estimates are negative in a few cases, and often insignificant or modestly positive. The training programs for unemployed may enable individuals to develop new skills and provide possibility increase their income in the future comparing to their current market wages and also facilitate labor market flexibility as the economies are being transferred to services and high technology [Sakiene, 2010, Bergemann at al., 2009].

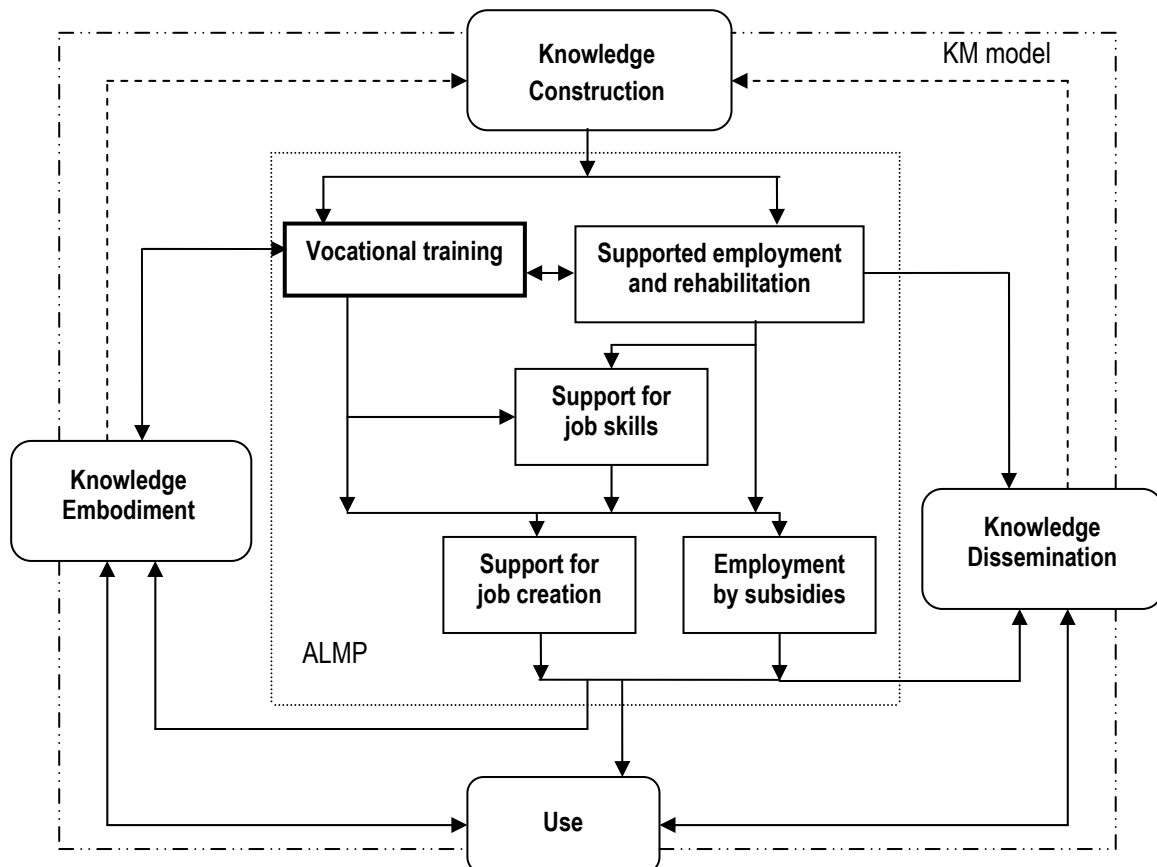


Fig. 4. ALMP and knowledge management model

Training programs involving private sector placements with on-the-job training are seen as having *strong* market orientation, while classroom-based schemes have *weak* market orientation. Similarly, on the demand side, traditional direct job-creation measures are weakly market oriented, while indirect measures subsidizing jobs in the private sector are strongly market oriented. In particular, programs with a stronger market orientation led to higher placement rates, longer job durations and higher earnings, than schemes with weak market linkages. Thus, the specific skills training program has far more positive impacts than the general training programs or the job-creation schemes. Their results also highlighted a need for targeting on the most disadvantaged groups [Meager, 2009]. The model provides continuous feedback for all stages.

Conclusion

EU social policy is focused on improving the European social model. Social risk of social benefits is often the only one feasible mean of social protection, but active social policy helps to persons who want to work. European Employment Strategy provides to reach the full employment, quality and productivity and social cohesion of it. Active labor market policies could ensure the unemployed for people with disabilities to participate in the labor market. Create the necessary productive employment opportunities and ensure continued livelihoods is one of the most important and difficult task of every society. EU employment policy is focused on improving the European social model. Lithuania active labor market policies are described as the domestic legislation provides for measures to help job seekers improve their employment opportunities and improve job and prepare a balance between the ratios of skilled workers.

ALMP Department of Statistics data shows that people start working in the profession or occupation, number of dynamics coincides with the dynamics of training and preparation of the target employees is an important and

useful. However, training does not affect the activities of the dynamics of a business license, do not encourage entrepreneurship. Vocational training is closely linked to job skills and employment promotion subsidies, similar to their behavior. The employee is prepared according to the program ordered by the employer, and that his employment would be supported.

Knowledge management is connected with innovations, inter-connections, ideas, competences, structures. This management supports individual or groups' education, stimulates and enhances spread of experience, distribution of failures and good practises, choice of optimal solutions. Knowledge management technologies could be used for stimulation of dialogues, bargains, communication, but it is not essence of such management.

Analysis of ALMP confirms that its main elements are closely connected with main KM model elements: knowledge construction, knowledge embodiment, knowledge dissemination and use. So, we can apply the McAdam and McCreedy KM model for realization of ALMP. Model suggested by authors collects not only support of the feedback system, but after each cycle to assess the performance and result in a higher improved level of knowledge creation.

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Major Fields of Scientific Research: The e-inclusion problems of disabled persons is the main scientific research field of Tatjana Bilevičienė. In 2008 Tatjana Bilevičienė readied the equivalency doctoral dissertation that firstly in Lithuania presents the organisational model of telework of disabled persons and evaluation methodises of disabled persons' employment's quality.