

## PECULIARITIES OF LITHUANIAN WORKFORCE MIGRATION PROCESSES

Laima Šečkutė<sup>1</sup>, Arnoldina Pabedinskaitė<sup>2</sup>

<sup>1</sup>*Department of Economics and Management of Enterprises, Vilnius Gediminas Technical University,  
Saulėtekio av. 11, LT-10223 Vilnius, Lithuania, e-mail: laima.seckute@vv.vgtu.lt*

<sup>2</sup>*Department of Business Technologies, Vilnius Gediminas Technical University,  
Saulėtekio av. 11, LT-10223 Vilnius, Lithuania, e-mail: Arna.Pabedinskaite@vv.vgtu.lt*

**Abstract.** The article considers problems of migration of the Lithuanian workforce, necessity and aims of assessments, experience of scientists in this field. The authors of the article have investigated the main principles determining emigration directions and tendencies. The aim of the article is to apply modern management theories and methods for resolution of the problem, look at the economic factors relating to workforce migration and the impact of emigration, and also evaluate Lithuanian citizens' emigration tendencies and reasons.

**Key words:** workforce migration, emigration, causes of emigration.

### 1. Introduction

Upon re-establishment of Lithuania's independence, active migration of the population to foreign countries began. Movement of the population has always been of particular importance for the life of a country. Modern states attempt to restrict and control (manage) people's movement flows, both incoming and outgoing. Each new wave of emigration or immigration may bring about striking economic, social, demographic changes having a substantial influence on the life of a country [1, 2]. Regardless of governmental services, ongoing surveillance and tight control of unwanted flows of migrants, there are constantly those who seek to avoid the movement barriers imposed on them. These are mostly young people (18–25 years old).

The growing degree of globalisation and liberalisation of border control and crossing procedures has provided new possibilities for flows of migrants from economically less developed countries (Poland, Bulgaria, the Czech Republic, Slovakia, Estonia, Latvia, Lithuania) to the economically strong states of Western Europe (the United Kingdom, Ireland, Germany, Spain, Sweden, etc.). Flows of the migrants moving in this direction have also inevitably affected Lithuania, primarily due to its convenient geographical position.

In addition to migration, the independence period marked the beginning of active emigration of Lithuanian citizens to the West. Achievements of Lithuanian diplomats, visa-free movement within the majority of European countries enhanced Lithuanians' opportunities of employment in an EU member state.

Emigration is driven by the possibility of receiving higher salaries and not necessarily in the field of qualified labour.

The aim of the article is to apply modern management theories and methods for resolution of the problem, look at the economic factors relating to workforce migration and the impact of emigration, also evaluate Lithuanian citizens' emigration tendencies and reasons and provide for the actions which would reduce emigration stimuli.

### 2. Workforce migration as a system

Workforce migration may be considered as a system and as a part of other systems. The theory of management discusses a large number of the systems which are classified according to their nature, composition, complexity, link with the environment, etc. One of the types described by the theory of systems, namely, a system from the cybernetic perspective, has been selected for analysis of workforce migration.

Analysis of any system is carried out in stages [3]:

1. Structuring of the system – identification of the elements participating in the system.
2. Analysis of elements of the system – determination of the composition of elements and their role within the system.
3. Analysis of interaction of elements of the system, identification of links between these elements.
4. Identification of the impact of elements on the system and the impact of the system on the elements.

5. Analysis of the impact of the environment. Definition of the system's boundaries.
6. Formation of the image of the system. Graphic interpretation.

Workforce migration as a system is characterised not only by internal links between elements, but also is a part of a certain larger system. An additional uncertainty is provided for the analysis of the problem as a system by the human factor. The systems which are characterised by its presence are classified as highly complex systems.

### 3. Evaluation of possibilities of application of modern management theories in respect of workforce migration

To deal with the problem, one of versions of the classical socio-psychological theory – the theory of action and behaviour (behavioural theory) – has been selected as the basic one. This theory enables to explain what motivates people to emigrate and immigrate. When considering the issue of emigration, we will inevitably have to discuss the theory of needs and expectations as well as motivation [4, 5–8, 9]. The entire complex of reasons rather than a single reason is frequently in action. In addition to the active reasons determining a specific activity, there are also habitual reasons. They are general and only reinforce a person's attitude and form the main line of behaviour. Therefore, they are frequently referred to as an attitude (belief, interest, negation).

Two groups of motivation theories may be identified: theories of needs and process motivation theories.

Theories of needs stress the motivating effect of the factors relating to a person's needs, their deficit – what motivates people for an action, and analyse the personal stimuli of individuals, the goals which they are pursuing in order to satisfy their needs. They search for the answer why motivation appears, and what determines it [4, 7]. The following theories of needs are best known and are most widely recognised: Abraham Maslow's theory of needs, Frederick Herzberg's theory of two factors, David McClelland's theory of needs, and Clayton Alderfer's theory of needs.

As early as in the 1930s, management researchers began to understand that in order to thoroughly investigate the issues of promotion of activities, one needs to identify the totality of the factors motivating people to behave one way or another [9]. The first to do this was Abraham Maslow, who published the hierarchical pyramid of human needs. He viewed an individual's motivation as the hierarchy of five needs ranging from the main needs (physiological) to the highest needs (self-realisation). In Maslow's opinion, an individual is motivated the most by the needs which are most important for him at that time, i.e., dominant needs. The dominant need is determined by the current situation and experience of the individual.

Psychologist Clayton Alderfer agreed with Maslow in that the needs of employees may be linked by

subordination relations according to a certain hierarchy. However, his theory differs from Maslow's theory. He has divided all needs only into 3 categories [4, 10]:

1. existence needs (Maslow's fundamental needs);
2. communication needs (needs of interpersonal relationships);
3. growth needs (the need of creativity or productivity).

The essence of conclusions of Herzberg's theory of motivation – there is a group of the factors which motivate an employee to work efficiently and get satisfaction from his activities, and there is another group of the factors which have a suppressing effect on the efficiency of activities.

In his works, Douglas McGregor contrasts against each other two theories of organisation and motivation of individuals' activities, which he conventionally refers to as the "Theory X" and the "Theory Y". The concept of these theories is as follows. According to the Theory X, employees work solely in order to satisfy their material needs, i.e., to earn money. The majority of them do not like their work, hence they are searching for a job which would enable them to earn more rather than the one which is pleasant for them. According to the Theory Y, employees earn so much that they can fully satisfy their material needs. Therefore, financial reasons no longer can be the main factor motivating efficient work. At this point, such factors as relationships between employees, the possibility of taking initiative, and independence become the most important.

The largest part of the young productive workforce migrates to work abroad on the basis of the motivation Theory X.

On the basis of the theory of needs, a person is motivated until achieving a certain level of satisfaction in his life. A need which has been satisfied no longer motivates. Various theories of needs differ in the levels they identify and the way in which satisfaction of needs is perceived. The underlying logic of the theory of needs in respect of an emigrating person is presented in Fig 1.

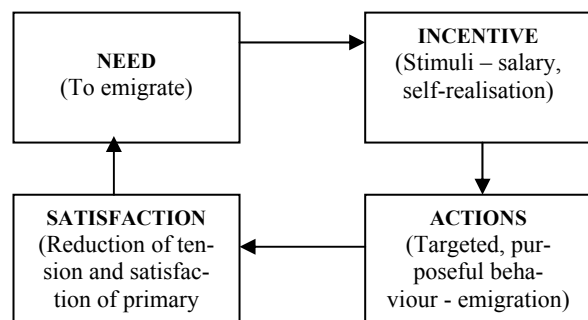


Fig 1. Logic of the theory of needs in respect of an emigrating person

Process theories (also called theories of human expectations) focus on how people divide their efforts in aiming to achieve different goals, how they select

appropriate actions and conduct rather than what motivates them for activities, i.e., account is taken of motivation and process itself. These theories explain the way motivation functions, the way it develops and affects employees' motivation [4, 10]. The following process motivation theories can be identified: Victor Vroom's expectancy theory, John Adams' equity theory, a model of motivation by Lyman Porter and Edward Lawler.

The main idea of Victor Vroom's theory is that a tendency to act in a certain manner depends on expectations, that a certain activity will be followed by a certain result. The expectancy theory helps to rationally understand motivation for certain work or a decision to take up an activity, and all components are of importance when analysing the motivation process. According to this theory, there are 3 factors influencing employees' motivation: 1) the desired result, its valence (valence is the expected level of satisfaction or dissatisfaction obtained from work-related performance); 2) instrumentality (a person must believe that there is a link between carrying out of a work and achievement of a result); 3) expectancy perception (a person must see a link between his efforts and the success of one or another action). The strongest motivation is determined by high valence, high probability of expectations and considerable instrumentality. On the basis of the expectancy theory, a person wishing to emigrate must evaluate the amount of remuneration he is expecting, whether the possibility of earning really exists, and stress the value of reward. The largest disadvantage of Vroom's expectancy theory is excessive focusing on the rationality of the human nature [7, 10].

John Adams' equity theory is based on the assumption that people subjectively establish a relation between their remuneration and efforts, which they subsequently compare with the remuneration received by the people performing analogous work. When a person believes that his colleague has received more for the same job, a psychological tension appears. He believes that his remuneration is too small and most frequently starts to work less. Those who believe that their remuneration is too high seek to continue working with the same intensity. The main conclusion of the equity theory is that unless people believe that they receive a fair remuneration for their work, they work less intensively. However, it is also necessary to note the subjective perception of equity, which depends on personal traits, work experience, qualification.

Lyman Porter and Edward Lawler have analysed and formulated a complex process motivation theory covering elements of the expectancy theory and the equity theory. In the opinion of Lawler and Porter, motivation is determined by 5 variables: effort, perception, performance, reward, level of satisfaction. This theory establishes relations between reward and performance, i.e., a person satisfies his needs when he is rewarded for his performance. Satisfaction indicates the actual value of received reward [7].

#### 4. Surveys of workforce migration

With a view to evaluating the main reasons promoting the determination to emigrate, an empirical survey was conducted by means of a questionnaire. The object of the survey is a specific type of emigration – seasonal work in the agricultural sector, which does not require special education or work experience. Such emigration is short-term (3–9 months). It is most frequent in the groups of 18–25-year-old emigrants. We did not succeed in finding results of similar surveys. Emigrants are most frequently regarded as a faceless mass, and there is neither a consistent national strategy dealing with emigration nor political will to develop it. In our opinion, it is necessary to differentiate emigrants taking account of different target groups. This is the only way of selection of efficient means of emigration management. The survey conducted by us limits itself to an interview of the Lithuanian emigrants working in the agricultural sector in the United Kingdom (Scotland) in spring 2006. The interview was conducted at specific places of work with participation of 70 respondents [11]. During the survey, the aim was to identify what had determined emigration. The reasons for emigration, that is, what had encouraged to leave Lithuania, were referred to in the questionnaire as “Factors which had the effect of pushing out from Lithuania” and “Factors which had the effect of emigration appeal”. The respondents were asked to evaluate the extent of effect which the listed factors had on their determination to leave Lithuania. The respondents were requested to mark their answer in the questionnaire by means of points of importance for the determination to emigrate – no influence 0–1 points / certain influence 2–3 points / decisive influence 4–5 points.

*Factors which had the push-out effect.* Respondents had to list each factor as deciding emigration, influencing it and having no influence on it. The following factors were presented for evaluation:

1. Inefficient policy in the field of science
2. Inefficient policy in the field of business
3. Heavy burden of taxation
4. Difficulties in finding employment
5. Unattractiveness of the employment system
6. Non-transparency of published recruitment competitions
7. Unsatisfactory wages
8. Unsatisfactory financial position of the family
9. Low demand for your profession in Lithuania
10. Unsatisfactory conditions of everyday life
11. Unwillingness of employers to hire candidates not holding a diploma
12. Unwillingness of employers to hire inexperienced candidates
13. Poor working conditions
14. Unfavourable conditions to get a loan
15. Dissatisfaction with the cultural life and the way of life of society in Lithuania.

The listed factors have been mentioned as the factors deciding emigration or the factors important for emigration by 68 % of all the respondents. Unsat-

isfactory wages are at the first place among the factors deciding emigration (16 %, Fig 2).

Division of the principal factors mentioned by over 5 percent of the respondents as deciding in respect of the determination to emigrate is presented in Fig 3.

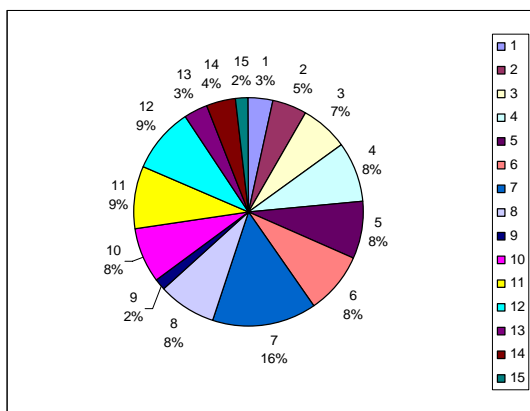


Fig 2. Division of opinions in respect of the factors deciding emigration

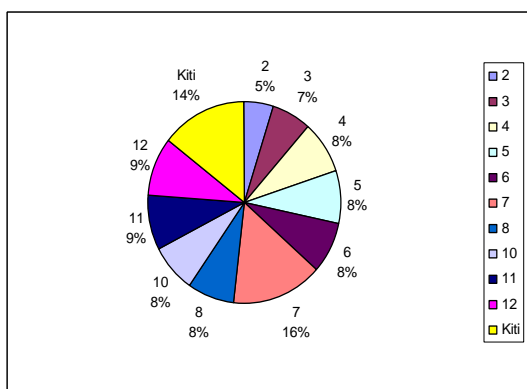


Fig 3. Principal factors (over 5 % of replies) deciding emigration

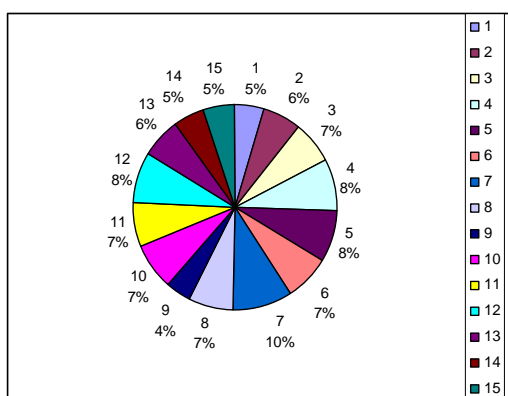


Fig 4. Factors important for or deciding emigration

It should be noted that upon generalising important and deciding factors (Fig 4), unsatisfactory wages are found at the first place (16 %), unattractiveness of the employment system – at the second, difficulties in

finding employment and unwillingness of employers to hire inexperienced candidates (8 % each), and non-transparency of published recruitment competitions – at the third.

It was interesting to establish whether the respondents holding diplomas and those still studying have different evaluations of the factors deciding emigration. The correlation coefficient between the evaluations in these groups is  $r = 0,67368$ , statistic  $t = 3,28674$  exceeds the critical value  $t^{kr} = 2,16037$ , hence the correlation coefficient is important [4, 10]. Therefore, evaluations of at least five (out of fifteen) factors differ considerably, it is possible to claim that evaluations of the respondents still studying and already holding diplomas are similar.

Factors which had the effect of emigration appeal. The following factors have been presented for the survey:

1. Flexible state policy in the field of studies abroad
2. Flexible taxation system abroad
3. Attractive wages
4. Excellent opportunity to improve the financial position of the family
5. No difficulties in finding employment
6. Regard paid to abilities rather than of diplomas
7. Good working conditions
8. High need for your profession and regard paid to it abroad
9. Good material (everyday) living conditions
10. Friendly relations and co-operation with the employer and colleagues
11. Excellent conditions of improvement of professional skills
12. Excellent conditions of improvement of professional skills
13. Excellent conditions of fast earning
14. Sympathy to the culture of this country and the way of life of society.

According to the mentioned deciding factors for the appeal of emigration, attractive wages are at the first place, an opportunity to improve the financial position of the family – at the second and conditions of fast earning – at the third (Fig 5, 6).

Upon generalising the factors which are **deciding or important** for the appeal of emigration, attractive wages are at the first place, an opportunity improve the financial position of the family – at the second and conditions of fast earning – at the third. Division of all factors is presented in Picture 7.

The conducted research shows that emigration and the aspiration to work abroad is driven by economic reasons, primarily unsatisfactory wages in Lithuania and attractive ones abroad.

## 5. Conclusions

1. Active migration of the population to foreign countries brings about economic, social and demographic changes in a country. Therefore, it is necessary to analyse and foresee the economic and social con-

sequences of emigration, a clear state policy and long-term strategy dealing with emigration are required. One of the types described by the system theory – a system from the cybernetic perspective – has been selected for workforce migration as interpretation of the system. Analysis of the problem as a system is provided with additional uncertainty by the human factor. One of versions of the classical socio-psychological theory, namely, the theory of action and behaviour (behavioural theory), has been adopted for resolution of the problem as the basic one. When dealing with the problem of management of workforce migration we inevitably need to take into consideration the theory of needs and expectations, motivation.

2. The conducted research has shown that emigration and the aspiration to work abroad is most frequently driven by economic reasons, primarily unsatisfactory wages in Lithuania and attractive ones abroad. The unattractiveness of the employment system (the unwillingness of employers to hire inexperienced candidates) and the non-transparency of published recruitment competitions can also be attributed to the main factors determining emigration. The deciding factors for the appeal of emigration also include an opportunity to improve the financial position of the family and conditions of fast earning. Evaluations of the factors determining emigration among the respondents already holding diplomas and still studying are similar.

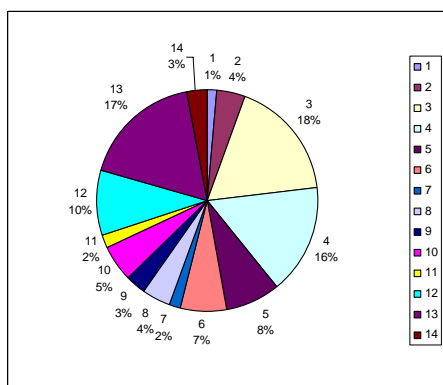


Fig 5. Factors deciding the appeal of emigration

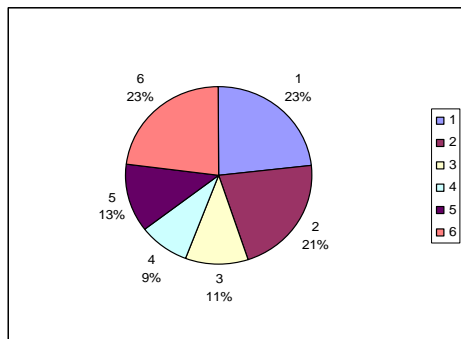


Fig 6. Principal factors (over 5% of replies) deciding the appeal of emigration

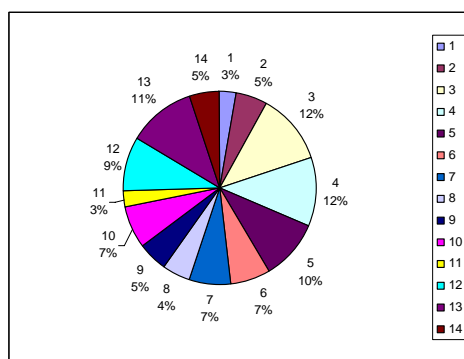


Fig 7. Important or deciding factors

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