



STATEMENT

Regarding a dissertation for the acquisition of the educational and scientific degree "doctor" in the field of higher education 3.0. "Social, economic and legal sciences", professional direction 3.8. "Economics", scientific specialty "Organization and management of production"

Author of the dissertation: BAYRAM RAMADAN HASSANI

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Dissertation topic: Effectiveness of personnel management in agrarian enterprises in Kosovo

Statement written by: Assoc. Prof. Dr. Georgi Biserov Nikolov - University of National and World Economy, Sofia, 3.0 "Social, economic and legal sciences", 3.7 "Administration and management", designated as a member of the scientific jury by order No. RD- 16-984/07.10.2022 of the Rector of the Agricultural University, Plovdiv

1. RELEVANCE OF THE PROBLEM

The scientific problem analyzed in the dissertation research is of contemporary importance in achieving economic growth. The most important resource is human capital and the management toolkit for its motivation in the Republic of Kosovo. Factors influencing staff motivation must be studied when evaluating the effectiveness of personnel management. Identifying the main factors affecting the effectiveness of personnel management is one of the main issues that the research examines. The condition that affects the adequacy of the performance assessment is the accuracy of the statistical data and the properly organized collection and analysis of information.

Solving these problems will contribute to a further increase in the effectiveness of personnel management, which meets the urgent tasks facing economic science and regions' development.

2. PURPOSE, TASKS, HYPOTHESES AND RESEARCH METHODS

The dissertation aims to develop a methodology for statistical evaluation of the effectiveness of personnel management in companies operating in the Republic of Kosovo's agrarian sector.

Following the set goal, the following interrelated theoretical and applied problems are solved in the dissertation:

- The essence of the effectiveness of personnel management is derived, as well as the necessary conditions for its measurement are considered;
- The main problems of personnel management in the context of economic reform are identified, as well as a statistical assessment of the effectiveness of personnel management;
- The factors affecting the situation in the field of personnel management are analyzed, and their classification is proposed;
- A system of statistical indicators for evaluating the effectiveness of personnel management is proposed and substantiated;
- A methodology has been developed for statistical assessment of the effectiveness of personnel management in the agrarian sector using a complex of statistical and mathematical methods;
- A generalized assessment of the relationship between labor productivity and the level of competitiveness of the agricultural company was determined;
- The dynamics of personnel management efficiency indicators were studied;
- A model of the primary trend in the development of personnel management efficiency indicators was built with extrapolation of the results;
- A forecast was made for the performance indicators of personnel management using the method of exponential smoothing;
- A regression model of the effectiveness of personnel management was built;
- Recommendations are given for improving the system for material incentives for personnel and the procedure for applying flexible working hours to increase the efficiency of personnel management;
- A methodology for economic justification of measures to improve personnel management affecting the company's final performance is proposed.

3. TRANSPARENCY AND PRESENTATION OF THE OBTAINED RESULTS

The dissertation is structured in an introduction, three chapters, and a conclusion with a total volume of 136 (one hundred and thirty-six) pages, references, and appendices in eight pages. The study is illustrated with 1 (one) figure and 20 tables. The figures and tables used present in detail the collected information from the scientific research carried out. A significant volume of statistical information on economic processes and trends in personnel management in Kosovo has been systematized and processed. The work shows that Ph.D. student Bayram Hassani has accumulated in-depth theoretical and practical knowledge, freely interprets specialized terminology, has a high command of the methodological tools used, and knows how to conduct independent scientific research and interpret and present their results.

4. DISCUSSION OF THE RESULTS AND USED LITERATURE

In the dissertation submitted, an extensive literature review of the problem related to the management and motivation of personnel in enterprises from the agrarian sector was carried out. The bibliographic reference includes over 159 (one hundred and fifty-nine), monographs, textbooks, scientific publications, regulatory documents, electronic resources, analytical reports, and others.

The distinctive characteristics and specifics of personnel management as an object of statistical research are defined in the first chapter. A description of the current state of the field of personnel management is given, revealing the importance of fundamental management concepts. As necessary conditions for his statistical research, the main functions of personnel management, the place and role of managerial work, and the problems of its improvement in the context of the agrarian sector are considered. The main problems arising in the statistical analysis of the effectiveness of personnel management are investigated.

The analysis of the main approaches and directions in the field of evaluating the effectiveness of personnel management. The second research task is addressed by studying the methodological foundations of the statistical assessment of the effectiveness of personnel management, analyzing the factors affecting the effectiveness of personnel management, and their classification is given. A system of statistical indicators has been created that characterize the effectiveness of personnel management, and the selection of performance indicators is justified.

Thirdly, a statistical study of the effectiveness of personnel management provides a methodology for analyzing the current situation in the field of personnel management, examines the position of the company in a competitive environment, evaluates the structural changes that have occurred in the enterprise, and determines their impact on labor productivity. The dynamics of personnel management efficiency indicators were studied, and the main trends in developing effective indicators were identified and calculated. The presented regression model of the effectiveness of personnel management is of significant interest, revealing the influence of various indicators from the researched area. The forecasting of development dynamics of the modeled indicators is carried out by the method of exponential smoothing.

5. CONTRIBUTIONS OF THE DISSERTATION WORK

In my opinion, the dissertation submitted has the following contributing points of a scientific and general-applied nature:

- Defined the essence of the category "personnel management" as an object of statistical research in the conditions of the transition period;
- A system of statistical indicators for evaluating the effectiveness of personnel management is defined. The proposed system allows for solving research problems in the field of personnel management in various aspects;
- A methodology was developed to determine a consolidated assessment of the relationship between labor productivity and the level of competition in the industry, which characterizes the effectiveness of personnel management;
- A method was developed for constructing and analyzing multiplicative multifactorial models of the effectiveness of personnel management and identifying the influence of various factors on its level and dynamics;
- A methodology for economic justification of measures in the field of personnel management has been developed.

6. CRITICAL NOTES AND QUESTIONS

The author's considerations on basic definitions and formulations need to be included. The doctoral student's rich administrative and management experience shows that he has the

opportunity to more boldly demonstrate his experience to transfer his accumulated knowledge to the readers. The text needs minor technical corrections. My remarks do not detract from the merits of the dissertation. I hope that the author will build on his scientific research on the chosen current topic and publish the results as a monographic work to benefit society and farmers who wish to deal professionally with solving these issues.

7. PUBLISHED ARTICLES AND CITATIONS

Doctoral student Bayram Hassani has submitted 3 (three) independent scientific publications:

- (1) Hasani, B. (2021). Care development of bank personnel. Knowledge - International Journal, vol. 45/5, ISSN 2545-4439, 1081-1084
<https://ikm.mk/ojs/index.php/kij/article/view/5410/5348>
- (2) Hasani, B. (2021). Banking performance activity in Kosovo. Knowledge - International Journal, vol. 45/5, ISSN 2545-4439, 1067-1070
<https://ikm.mk/ojs/index.php/kij/article/view/5409/5347>
- (3) Hasani, B. (2021). The role of consumer care in Kosovo. Knowledge - International Journal, vol. 45/5, ISSN 2545-4439, 85-87
<https://ikm.mk/ojs/index.php/kij/article/view/4622/4615>

The author declares a table with 30 points for the presented publications, which is required and included in his individual plan. The presented materials correspond directly to the dissertation research topic and contribute sufficiently to the broader public dissemination of the research's ideas, statements, and results. The abstract correctly reflects the content and main points of the dissertation work, correctly presenting the research results in a synthesized form. Following the requirements, the reference to the contributions and the list of publications on the dissertation topic are indicated.

CONCLUSION:

In summary of all the exposition up to this point and assessing doctoral student BAYRAM RAMADAN HASSANI based on the totality of the provided documents and author's materials, I can confirm with conviction that he satisfies the requirements for awarding the educational and scientific degree "Doctor" according to the Law on the Development of the Academic Staff in the Republic of Bulgaria and the Rules for its application in the Agrarian University. This gives me a reason to provide a **positive** assessment.

Allow me to propose to the Honorable Scientific Jury to vote positively for awarding BAYRAM RAMADAN HASSANI the educational and scientific degree "Doctor" in the field of higher education 3.0. "Social, economic and legal sciences," professional direction 3.8. "Economics," scientific specialty "Organization and management of production."

Signature:

(Assoc. Prof. Dr. Georgi Nikolov)

Date: 07.11.2022

Sofia