

REVIEW

on a dissertation thesis for obtaining the educational and scientific degree „**Doctor**“
in: field of higher education 3.0 ‘Social, business and legal sciences’,
professional field 3.8 ‘Economic’,
scientific specialty: ‘Organization and management of production’

Author of the dissertation thesis:

BAIRAM RAMADAN HASANI, a PhD student at the Department of Management and Marketing in the Agricultural University, city of Plovdiv.

Dissertation topic: “ASSESSMENT OF PERSONNEL MANAGEMENT EFFICIENCY IN AGRICULTURAL HOLDINGS OF KOSOVO”

Reviewer:

Associate professor Dr. Teodora Orfeeva Parisheva-Stoeva, 3.0. ‘Social, business and legal sciences’, 3.7 ‘Administration and Management’, Organization and management of production, appointed as a member of the scientific jury by order № ПД-16-984/07.10.2022 of the Rector of the Agricultural University.

1. Relevance of the issue.

The dissertation thesis presented for review provides a number of basic theoretical and practical issues related to the effectiveness of personnel management, which are relevant whenever economic conditions change or new, more effective methods of production management appear.

2. Purpose, tasks, hypotheses and methods of research

The main goal of the dissertation is to develop a methodology for statistical evaluation of the effectiveness of personnel management in organizations working in the agrarian sector of the Republic of Kosovo.

The subject of the study is the effectiveness of personnel management as well as the organizational-economic processes under the influence of which the results of the workers' work are formed. The object of research is the personnel in enterprises working in the agricultural sector of Kosovo.

In order to achieve the set main goal, the following research tasks are solved:

- 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 methodology has been developed for statistical evaluation 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;

- A model of the main 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;
- A methodology for economic justification of measures to improve personnel management, affecting the final performance of the company, is proposed.

3. Visualization and presentation of the results obtained

The dissertation consists of an introduction, three chapters and a conclusion, and it is comprised of 136 pages, bibliography and applications. It contains 1 figures, 20 tables and 1 appendix. 159 literary sources are quoted in it. The dissertation meets the requirements of *the Law on Scientific Degrees and Scientific Titles*, in terms of volume, structure, bibliography and empirical applications.

4. Discussion of the results and bibliography

The analysis and evaluation of the effectiveness of personnel management is a necessary stage in the preparation of decisions to improve the personnel management system. As a result of the analysis of the dynamics of the main indicators, an unfavorable trend of changes in labor productivity and staff turnover is established. Thus, it can be noted that if there are no significant changes in the political and economic environment or management decisions affecting the effectiveness of personnel management are not made, there will be a further decrease in the economic efficiency of personnel management, which negatively affects work of the entire enterprise.

The regression model of the effectiveness of personnel management presented in the dissertation can be applied both in individual structural divisions and in general in the entire enterprise.

Based on the results of the research and the relationship between the effectiveness of personnel management and the factor indicators that have the greatest impact, recommendations are given to improve the system of material incentives and the procedure for applying the flexible working time regime. A methodology has been developed for assessing the impact of measures to improve the effectiveness of personnel management on the company's final performance indicators, which enables economically justified measures to improve the personnel management system.

5. Dissertation Contributions:

The following contributions can be highlighted in the dissertation:

1. A system of statistical indicators for evaluating the effectiveness of personnel management is defined. The proposed system allows solving research problems in the field of personnel management in various aspects;
2. 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;
3. A method has been developed for constructing and analyzing multiplicative multifactorial models of personnel management effectiveness and identifying the influence of various factors on its level and dynamics;

4. A methodology for economic justification of measures in the field of personnel management has been developed.

6. Critical comments and questions

I have no critical comments to the dissertation work of the PhD student.

7. Published articles and references

BAIRAM RAMADAN HASANI has three /3/ articles in which he participates as an author:

- (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 materials presented correspond to the topic of the dissertation thesis. The abstract of the PhD thesis objectively reflects the structure and content of dissertation work.

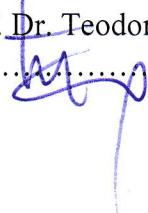
CONCLUSION:

I think that the presented dissertation work meets the requirements of the Act on Development of the Academic Staff in the Republic of Bulgaria, and the Regulations of the Agricultural University regarding its implementation and I therefore confidently give it a **POSITIVE** assessment.

I venture to suggest to the Honorable scientific jury to give their positive vote as well and to award to **BAIRAM RAMADAN HASANI** the educational and scientific degree 'DOCTOR' in Organization and management of production.

Date: 20/10/2022
city of Plovdiv

THE REVIEW IS PREPARED BY:

Assoc. prof. Dr. Teodora Stoeva
(..........)