



OPINION

on a dissertation work for obtaining the educational and scientific degree "doctor" in: area 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, PhD student at the Department of "Management and Marketing" at the Agricultural University, Plovdiv

Dissertation topic: "PERSONNEL MANAGEMENT EFFICIENCY IN AGRICULTURAL ENTERPRISES IN KOSOVO"

Reviewer:

Professor Ivan Yochev Boevsky, PhD, 3.0. "Social, economic and legal sciences", 3.8. "Economics", scientific specialty "Business Marketing and Business Management", appointed as a member of the scientific jury by order No. RD-16-984/07.10.2022 by the Rector of AU, Plovdiv.

1. Actuality of the problem.

The effectiveness of personnel management has been the subject of research for the past several decades, however, the main principles that determine the achievement of the maximum effect of the use of human resources in production have not yet been defined. Of course, this process is difficult to study due to the fact that each management takes place within strictly specific conditions, which we can claim are unique and specific to the organization in which the management process takes place. Therefore, I agree with the reasoning of the author of the dissertation research that it is still relevant and important, and stands out as a problem even in today's conditions. Conditions under which digitization and the use of artificial intelligence come to the aid of personnel management as tools for achieving efficiency. Despite the huge arsenal of means at the manager's disposal, he is limited within the situation in which he must achieve the best possible results. In crisis conditions, the experience of the manager and the acquired skills to achieve the best results in the management of the teams in the organization are evident. In this context, in the conditions of multiple crises today, I believe that the dissertation research will be of interest to the scientific community.

2. Purpose, tasks, hypotheses and research methods.

The main goal of the dissertation work is to develop and propose a methodology for statistical evaluation of the effectiveness of personnel management in the agrarian enterprises of the Republic of Kosovo, as well as to carry out a statistical analysis and evaluation of the personnel in these organizations.

Subject of the study is the effectiveness of personnel management in agrarian enterprises in Kosovo.

The object of research is the personnel in the enterprises working in these enterprises.

In order to achieve the goal of the dissertation research, the following research tasks are solved:

- The main problems of personnel management in the context of economic reform are identified, as well as the statistical evaluation 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 assessment of the effectiveness of personnel management in the agricultural 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 agrarian firm 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. Transparency and presentation of the obtained results.

The content of the dissertation is set out in an introduction, three chapters and a conclusion spread over 136 pages, references and appendices. The study is illustrated with 1 figure and 20 tables and appendices. 159 literary sources are cited.

4. Discussion of results and references.

In the first chapter of the dissertation, an in-depth literary analysis of the factors determining the effectiveness of personnel management in business enterprises was carried out. The main approaches, methods and principles for organizing and conducting statistical research and evaluating the effectiveness of personnel management are considered. The main limiting factors are indicated, which are defined as such due to their subjective nature and influence on the personnel management process in the enterprise. Management is primarily an interaction at different levels (mental, verbal, non-verbal, conscious and intuitive) between people in a business organization. This characteristic of the management process, puts significant obstacles in its statistical study by researchers and in particular the doctoral student, also faces these conditions.

In the second chapter of the dissertation, the author presented the results of the conducted statistical research. The results derive from solving the set research tasks. They are concrete and defined, through the synthesis of data and their objective interpretation and transformation into reasoned conclusions.

In the third chapter, a specific methodology for statistical analysis and evaluation of the effectiveness of personnel management in agricultural enterprises in the Republic of Kosovo is

presented. This methodology can be defined as an original contribution of the author of the dissertation research and can be used in practice.

5. Contributions of the dissertation work.

The following contributions can be highlighted in the dissertation work:

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 the construction and analysis of multiplicative multifactorial models of the effectiveness of personnel management and identification of the influence of various factors on its level and dynamics;

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

6. Critical Notes and Questions.

I have no critical remarks about the doctoral student's work. I recommend him to continue his research in personnel management.

7. Published articles and citations.

The PhD student has submitted 3 articles for review, which I believe fulfill the minimum requirements laid down in the ŽARSRB and its regulations. The following publications were presented:

- (1) **Hassani, 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) **Hassani, 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) **Hassani, 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>

CONCLUSION:

I believe that the presented dissertation meets the requirements of the ZRASRB and the Regulations of the Agrarian University for its application, which gives me reason to evaluate it POSITIVELY.

I take the liberty of proposing to the honorable Scientific Jury to also vote positively and

award BAYRAM RAMADAN HASSANI the educational and scientific degree "Doctor" in the scientific specialty "Organization and Production Management".

Date: 27.10.2022

Reviewer:



City of Sofia

(Prof. Ivan Boevsky, PhD)