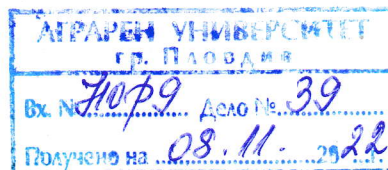


## REVIEW



on a dissertation for obtaining the "DOCTORATE DEGREE" in Higher Education 3.0. Social, business and legal sciences, Professional Field 3.8. Economics Scientific Specialty - "Organization and management (agriculture and sub-sectors)"

**Author of the dissertation: BAIRAM RAMADAN HASANI**

Part time PhD student at the Department of Management and Marketing at the Agricultural University, Plovdiv

**Thesis topic: Assessment of personnel management efficiency in agricultural holdings of Kosovo**

**Reviewer: Assoc. Prof. Dr Keranka Nedeva**, Agricultural University, Plovdiv, 3.0. Social, business and legal sciences, Professional Field 3.8. Economics, 3.7. Administration and Management, Specialty - "Organization and management, appointed as a member of the scientific jury by order No RD 16-984/07.10. 2022 from Rector of the AU-Plovdiv

### **1. Brief introduction of the candidate.**

Bajram Ramadan Hassani holds a bachelor's degree in Economics from the University of Pristina, Kosovo and two master's degrees: Marketing from the University of Tirana, Albania and Management from the State University of Tetovo, North Macedonia.

He has rich management experience in the banking sector of Pristina, Kosovo. He worked as a Practitioner - Loan Officer NLB Prishtina SHA, Viti (Kosovo), Loan Officer, Coordinator of Risk Operation NLB Prishtina SHA, Gjilan (Kosovo), and now he is a manager at Corporation NLB Prishtina SHA, Gjitan (Kosovo). Bajram Hassani is a co-owner at City Projects SHpK, Gjilan (Kosovo).

He was a member of the Municipal Council of the Municipality of Gjitan (Kosovo) for four years, as well as the Minister of Trade and Industry in the Government of Kosovo, Prishtina (Kosovo). From 2018 until now, he is part of the academic staff of UBT- Higher Education Institution in Prishtine, Kosovo

The management experience of Bayram Hassani is a great prerequisite for understanding and rationalize the scientific achievements in the field of human resource management in the agricultural sector.

Bayram Hassani is an Albanian. Except Albanian language, he also speaks English and Serbian language.

### **General description of the presented materials**

In the procedure for acquiring the ONS "doctor", the candidate Bayram Hassani participated with three independent articles, with which covering the required 30 points of minimum national requirements. He is the co-author of a university publication "Scientific methods for the study of business management" UBT- Higher Education

Institution, Prishtina.

## **2. Relevance of the problem**

The topicality and dissertability of the chosen topic is unquestionable and is clearly understood and defended by him more in the introduction of the dissertation work. In the specialized economic literature in Kosovo, there are not enough publications on the problems of the management of companies in Kosovo, and even less on the evaluation of the effectiveness of personnel management.

There are no generally accepted methods for evaluating the effectiveness of personnel management, as well as statistical reporting forms in companies. The fact is that research in the field of improving the effectiveness of personnel management is always currently.

Changing economic conditions and/or the emergence of new, more efficient production management methods necessitate this. The business environment is full of continuous turbulence of multiple factors. In evaluating the effectiveness of personnel management, it is of great importance to study precisely those factors influencing personnel motivation in this diverse and rapidly changing environment.

The doctoral student has turned his attention to solving these problems, which will contribute to the further increase in the effectiveness of personnel management, which meets the urgent tasks facing economic science. The identification of the main factors affecting the effectiveness of personnel management, the properly organized collection of information, the accuracy of statistical data determine the relevance of the chosen research topic

## **3. Purpose, tasks, hypotheses and methods of research.**

The goals, objectives and methods of the study are set out logically and consistently.

The presentation and understanding of the importance and actuality of the problem, its scientific and practical-applied significance also determine the correct formulation of the goal, tasks and methods developed in the dissertation work.

The main goal of the doctoral work is to develop a methodology for statistical evaluation of the effectiveness of personnel management in companies operating in the agrarian sector of the Republic of Kosovo.

In order to achieve the goal, tasks are defined, consistently solved in the separate sections of the presented dissertation work.

The subject and the object of the research are correctly defined and make it possible in the later stage of the dissertation research to carry out an objective analysis of the problem and to formulate correct conclusions and recommendations

The chosen methodology is in accordance with and helps to achieve the set goal and formulated tasks. To solve the problems posed in the dissertation, the author used methods and techniques of economic and statistical analysis, mathematical modeling, system and structural analysis.

The sources of information used are scientific works on issues of economic reform, analysis of the effectiveness of personnel management, the effectiveness of the organization of managerial work, monographic specialized literature of local and foreign economists, articles, materials from scientific conferences, materials published in



periodicals , statistical compilations and reference books on the development of the economy, normative and instructional materials for working with personnel, for accounting and analysis of labor resources.

In the processing of statistical materials, computer studies of time series and the relationship of indicators were carried out using the MESOSAUR and OLYMP packages.

The indicated sources and used methods are appropriate and applicable to the issue under consideration.

#### **4. Visualization and presentation of the obtained results.**

In structural terms, the dissertation work includes an introduction, three chapters and a conclusion, which follow the logic of the set goal and the sequence in solving the defined research tasks. The total volume of dissertation is 136 pages, richly illustrated with 1 figure and 20 tables.

The figures, diagrams and tables used present in detail the collected information from the conducted research.

The results show that the PhD student has in-depth theoretical background, knowledge and ability for independent scientific research.

#### **5. Discussion of the results and the references.**

The introduction represents the conceptual framework of the research and includes all the necessary details - relevance, significance, subject and object of the research, correctly stated goals and objectives, appropriate methodology, which allows conducting a qualitative and successful research.

In the first chapter "Personnel management as an object of statistical research" a description of the current situation in the field of personnel management is given, the importance of the basic concepts of personnel management as necessary conditions for its statistical research are revealed, the main functions of management are considered of personnel, the place and role of managerial labor and the problems of its improvement in the context of the agrarian sector. The main problems arising in the statistical analysis of the effectiveness of human resources (HR) management are investigated.

In the second chapter "Methodological foundations of the statistical evaluation of the effectiveness of personnel management" the factors influencing the effectiveness of personnel management are analyzed, their classification is given. A system of statistical indicators has been created that characterize the effectiveness of personnel management, the selection of performance indicators is justified. The analysis of the main approaches and directions in the field of evaluating the effectiveness of personnel management.

In the third chapter "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 the productivity of labor. The dynamics of personnel management efficiency indicators were studied, the main trends in the development of effective indicators were identified and calculated.

The forecasting of the development dynamics of the modeled indicators is carried out by the method of exponential smoothing. A regression model of the effectiveness of personnel management was built, the influence of various indicators was revealed.

In the conclusion, the implementation of the formulated research tasks is argued, leading to the achievement of the goal set in the dissertation work.

In summary, the dissertation has the character of a completed scientific research, dedicated to an important research problem and containing significant scientific and mostly applied results.

The dissertation contains specific results and empirical evidence that objectively demonstrates the effectiveness of personnel management in companies operating in the agrarian sector of the Republic of Kosovo.

## **6. Contributions to the dissertation.**

In the abstract, candidate Bayram Hassani has systematized the contributions that he believes he has in theoretical and practical-applied aspect.

I accept the scientific contributions presented by the doctoral student from which the following may be mentioned:

### **Scientific contributions**

- ☐ Defined essence of the category "personnel management" as an object of statistical research in the conditions of the previous period;
- ☐ Defined management system of statistical indicators for evaluating personnel efficiency. The proposed system allows 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 means of competition in the industry, which characterizes the effectiveness of personnel management;

### **Scientific and applied contributions**

- ☐ A method was 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;
- ☐ A methodology has been developed for the economic justification of measures in the field of personnel management.

I am convinced that the conducted dissertation research is entirely a personal work of Bayram Hassani, respectively the formulated contributions obtained results are his personal merit.

## **7. Critical remarks and questions.**

I have no significant remarks on the content and structure of the dissertation.

I would only recommend to consolidate the research tasks, to synthesize and group the contributions of the scientific and scientific-applied ones, to further develop and deepen the analysis of the chosen subject in future scientific developments



## 8. Published articles and citations.

Bayram Hassani promotes the main positions and results of the dissertation work in a sufficient number of scientific publications that realistically represent his achievements to be heard and used by both the academic and interested community professionals of the practice.

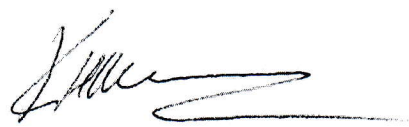
The presented abstract objectively reflects the structure and content of the dissertation work.

## CONCLUSION:

Based on the scientific and applied by the doctoral student various methods of research, correctly performed experiments the summaries made and conclusion drawn, I believed that the submitted dissertation work meets the requirements of the Application of the Act for the Development of the Academic Staff the Republic of Bulgaria and the regulation of the agricultural University for its application which gives me a reason to evaluated **POSITIVE**.

I allow myself to propose to the venerable Scientific Jure also vote positively and to award to **BAYRAM RAMADAN HASSANI** the education in scientific degree **Doctor in organization and management**

Date: 07.11.2022  
Plovdiv

Reviewer:   
Assoc. Prof. Dr. Keranka Nedeva