

## REVIEW

On a dissertation work for obtaining the educational and scientific degree of doctor by field of higher education: 3. Social, economic and legal sciences, professional direction: 3.8. Economics, scientific specialty: Organization and management of production (agriculture and sub-sectors).

**Author of the dissertation:** Bayram Ramadan Hassani - doctoral student of independent training at the Department of "Management and Marketing" at the Agricultural University - Plovdiv, in accordance with Art. 30 (3) of PPZRASB and art. 49 (3) of PPZRASAU.

**Dissertation topic:** Effectiveness of personnel management in agrarian enterprises in the Republic of Kosovo.

**Reviewer:** Prof. Dimitar Ivanov Kostov - VUSI

Field of higher education: 3. Social, economic and legal sciences,

Professional direction: 3.8. Economy

Scientific specialty: Economics and management

Appointed as a member of the scientific jury by Order of the Rector of AU - RD-16-984 of 07.10.2022.

### I. Brief presentation of the candidate

Doctoral student Bayram Hassani is an established specialist in personnel management and financing of agrarian enterprises in the Republic of Kosovo. He graduated from the Faculty of Economics, majoring in Economics, at the University of Pristina. He has a completed master's degree in Marketing at the Faculty of Economics in Tirana - Albania and in Management at the University of Tetovo - Macedonia.

Bayram Hassani has held a number of management positions in financial and administrative institutions in the Republic of Kosovo. He speaks English, Serbian and Albanian languages. He has very good communication skills, which has enabled him to establish himself as a highly qualified specialist in personnel management. His excellent knowledge in lending and risk operations has enabled him to develop a high-level dissertation on the effectiveness of personnel management in agrarian enterprises in the Republic of Kosovo.

### II. Relevance of the problem

The success of any system is largely determined by its personnel. Their work depends largely on the system manager. In this regard, the topic of the dissertation is not only relevant, but also of great practical importance.

The changes occurring in the political, social and economic development of the Republic of Kosovo impose certain requirements on the personnel of each system.

The transition from a centralized to a market economy requires changes in the qualifications of specialists, which changes mainly depend on the capabilities and actions of managers. In this regard, their ability to correctly determine the direction of personnel management also depends on its effectiveness.

The title of the dissertation is defined precisely and clearly in this direction.

There are many publications on the study of the effectiveness of personnel management. They are related to the study of factors affecting personnel management. There are also different methods used in determining these factors. However, many of them are theoretical in nature.

In order to fully assess the effectiveness of personnel management, it is important to determine the factors that should be used. This is done very skillfully and with knowledge in the dissertation.

Which methods and how to use them in practice depends mainly on management. In the Republic of Kosovo, many of these scientific achievements are still new, and therefore each development has both theoretical and practical applications.

### III. Purpose, tasks and methods of the research

The dissertation work is well structured. It is theoretically divided into three chapters and each of them is related to and complements the others.

The thesis of the dissertation work is directly related to the title and determines the effectiveness of personnel in a certain sector of the economy - agrarian enterprises in the Republic of Kosovo.

The subject of the research is clearly defined and analyzes the effectiveness of personnel management in agricultural enterprises.

The aim of the dissertation work is short and clear - to develop a methodology for statistical evaluation of the effectiveness of personnel management of companies from the agrarian sector of the Republic of Kosovo.

The tasks that are used to achieve the goal are interrelated and make it possible to determine precisely the set goal.

The methods used give an idea of the reality of the results and at the same time prove that the goal has been achieved as defined.

Statistical methods with real indicators grouped by groups and indicators are mainly used. Certain computer programs are also used.

### **IV. Transparency and presentation of the obtained results**

The dissertation work is well illustrated. The materials are presented in three chapters and a conclusion. The total volume is 136 pages, 20 tables and 8 appendices.

The analysis of the obtained results shows that a large number of studies have been made, many of which are the personal work of the author and are a major contribution to the dissertation work. They are well combined with the theoretical statements by other authors.



To achieve the goal, a methodology was developed, which is a personal, author's contribution. This methodology is specified for the agricultural sector.

Based on the well-developed methodology, the author has derived the essence of the effectiveness of personnel management and at the same time considered the necessary conditions for its measurement.

An important contribution of the author is the identification of the main problems of personnel management, as well as the factors affecting them. Another author's contribution can be mentioned here, which is related to the assessment of the relationship between labor productivity and the level of competitiveness of the agricultural company.

A contributing point is the developed regression model of the effectiveness of personnel management, as well as the measures to increase it.

In the theoretical part of the research, a description of the current state in the field of personnel management is made. The main concepts and the importance of each of them are analyzed.

The doctoral student determines that the current state policy in the management of human resources in the Republic of Kosovo is ineffective. In this regard, he draws his own conclusions, which are a personal contribution.

Based on the in-depth and critical analysis, the doctoral student points out the tasks facing statistics in personnel management. In this connection, he does his own research, which is presented in Table 1. According to him, there are five sets of tasks:

- The composition and dynamics of the staff;
- During working hours;
- Labor productivity;
- On salaries and
- On working conditions and safety.

Each of these complexes has certain tasks that must be solved. The author believes that statistics should investigate new phenomena in the development of society and their influence on the effectiveness of personnel management.

In this part of the work, he has his own research, which is also an author's contribution. In Table 2, he defines the essence of the category - personnel management. Identifies six sources and, based on their materials, makes a definition that is relevant for further research.

Other author studies are listed in Table 3. They are related to the subsystems and main functions of personnel management. The subsystems are grouped into nine main groups and for each group the main functions are defined.

Based on the well-made analysis and own research, the doctoral student draws important conclusions, which boil down to:

- All personnel management functions are present at every level of company management;
- Every enterprise has such goals that are related to employee satisfaction;

The second chapter is related to the methodological basis of the statistical evaluation of the effectiveness of personnel management.

According to the author, for the successful implementation of strategic tasks in personnel management, factors affecting labor productivity are of primary importance. The influence of the various factors is determined by taking into account the real economic situation.

The question of the correct classification of factors affecting the effectiveness of personnel management is of great importance. However, it is important not only to determine the influence of individual factors, but also their place in this influence.

The doctoral student's own research is the classification of the factors influencing the effectiveness of personnel management, indicated in table 4. They are defined in six groups. The content of the factors is indicated for each of the groups.

The author of the dissertation believes that the evaluation of the effectiveness of personnel management is based on the criteria that are expressed in objective indicators of the development of production. This assessment is shown in Table 5. These criteria are divided into two groups:

- Indicators of economic efficiency;
- Social Performance Indicators.

In the same way, the author defines the system of private indicators - table 6.

Based on the classifications made by the author in tables 1 to 6, he prepares his own regression model. This model forms a system of indicators that allows determining the degree of influence of each factor indicator on the effectiveness of personnel management as a whole in order to identify the most significant of them.

This served as the basis for the construction of the regression models of the effectiveness of personnel management included in the third chapter.

In this part, the author makes a personal study recommending to use a method based on the analysis of paired correlation coefficients. For this purpose, a correlation matrix was created using a computer program.

A multistage regression analysis based on the elimination of insignificant factors was used to build models of personnel efficiency. The results of the multistage regression analysis in building a model for the effectiveness of personnel management are given in Appendix IV.

The direct comparison of the regression coefficients in the multiple regression equation gives an idea of the degree of influence of the factor indicators on the effective indicator only when they are expressed in the same units and have approximately the same variability. In this regard, the author of the dissertation proposes to use the average partial coefficient.

In personnel management, there are traditional and non-traditional methods of compensation. Non-traditional methods of compensation are characterized by variability due to the influence of various factors that are the result of the



employee's activity. For this reason, the PhD student believes that the employee's compensation system should be competitive according to the position he holds. According to him, the choice of compensation methods of a specific company is determined by a number of factors such as:

- Development strategy;
- State of the external environment;
- Organizational culture;
- Traditions.

In this regard, the doctoral student suggests that commercial enterprises use as a commission:

- Fixed amount of money per piece;
- Fixed percentage of sales volume;

An effective sales promotion system should be:

- Ordinary;
- Comprehensible to those for whom it is intended and to those who manage it;

Commissions can be:

- Targeted;
- Flexible.

In the dissertation, a significant place is also devoted to the study of working hours. Depending on the types of working hours, the doctoral student offers a variable working day that is tailored to the specifics of work in the company.

In order to increase the efficiency of personnel management, the following factors are considered in detail in the dissertation work:

- Living conditions;
- Environment;
- Occupational health and safety;
- Training on incentive programs.

Effectiveness in human resource management is directly related to the cost of doing so. In this regard, the author believes that the principles of economic justification of measures in the field of personnel management should include:

- Consideration of the time factor when determining costs and benefits;
- Consideration of costs and benefits when making decisions;
- Application of different approaches to decision-making;
- Ensuring comparability of options;
- Ensuring multivariate systems.

In this regard, the author proposes a certain formula for calculating the economic effect in the human resources management process.

Based on the developed dissertation, the author draws valuable conclusions, which are included in the conclusion.

## V. References

159 titles were used to develop and write the dissertation work.

## **VI. Dissertation Contributions**

I accept the reference made to the contributions of the dissertation work, but I will take the liberty of grouping them as follows:

### ***Scientific contributions***

1. 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.
2. 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 levels and dynamics.
3. A methodology for economic justification of measures in the field of personnel management has been developed.

### ***Scientific and applied contributions***

1. The essence of the category "personnel management" as an object of statistical research in the conditions of the transition period is defined.
2. 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.

## **VII. Critical notes and questions**

I believe that part of the appendices, which are related to the tabular material, could be included in the presentation of the main material, since the dissertation work is not too voluminous.

## **VIII. Published articles**

Three independent articles have been published. The abstract corresponds to the exposition of the dissertation work.

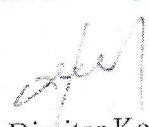
## **CONCLUSION**

The dissertation is a fully completed scientific study. Based on the various research methods learned and applied by the doctoral student, the presented material meets the requirements of a dissertation work and the requirements of the Agricultural University and the regulations of the Agricultural 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 Production Organization and Management (agriculture and sub-sectors).

11/05/2022

REVIEWER:

  
/prof. Dr. Dimitar Kostov/