METHODS AND PRACTICES IN MANAGING HUMAN RESOURCES IN KOSOVO

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Abstract

Managing of human resources is a significant part of running and organizing in management, selection, training and evaluation of manpower is a significant strategically tool. HR helps in creating a sustainable and challenging advantage of the company. Working with high performance leads forward also the individual performance, same as organizational.

"Our men are our most important resource". This is a phrase that can be seen very often in annual reports now days. Businesses are paying more attention to contribution given their employees and they are using those on top of demand list. People that are related with costs, now they are institutionalizing the largest part of expenses, this way they are leading by embracing the needs for a better management of capital by building a force of more effective employees.

On the time that we live, tools and methods for data analyzing, enables HR to make the link between "Human Practices" and better, effective performance. This is the best time, "the right time" for businesses in Kosovo to bring to life the strategy of talents which will generally support for more success in business by applying HR.

Objectives of the paper

Human resource managementhassignificant impact ongrowthperformanceobjectivesin the organizationof this paperarestudied methods and practices used by HR, starting from recruitment, employment, training, evaluation and growth of present employees, and those that they get informed for legal procedures, can enable the business to be on accordance with working code. They have to identify problems – and to asses' establishment of new opportunities – same as executive directors are doing.

Procedures/Data/Observations

This paper has for aim to research methods and practices in managing of human resources. During this work i will use the method of taking data from questioner; I will do a dynamic and quality study related with methods and practices of managing HR and the impact of this process in increasing the quality of services in private enterprises in Pejë. Comparative methods of the outcomes from interviews with HR managers, and their evaluation in their enterprises.

Introduction

Human resources are the most important factor in determination of success or failure of an organization, regardless off its nature, profitable or no profitable organization. In the world of economic studies, this is an enclosed discussion, due to overall consensus on the issue. More concrete, all the assets of an organization as buildings, machinery or purchased strategies purchased by third persons will not be successful, if they will not have adjusted human resources in order to achieve optimal use of possessed means. Hence, even in decreasing economic conditions, as private company, same as public, they have to find the most effective manner to keep and employ adjustable people in order to achieve success in their assigned duties and positions. As a logical outcome, the process of selection of human resources is the most important process of an organization. [477]

Modern organizations have their human resources managers, whom by using the methods and practices in respective organization they design human resources in order to recruit or select who will be employed. Selection is a criteria appliance for selection, organize development (trainings, continuous education in order to adjust with the changes, and profession improvement) etc. VIZ

management of human resources is a process for ensuring right people, right places in right time. [478]

1. Methods and practices in managing with human resources

Performance evaluation in Kosovo's companies

Development of an organization and human resources are linked with each other. Aims within organization can be realized if they possess a solid structureof human resources. In circumstances of trade economy it demonstrates the necessity of future development of process within. The success of such function depends on huge number in the meaning of governing with property, function of HR and economic policies. Definition of needs for personnel demonstrates a planning activity of manager and at the same time he makes the first step towards construction of HR policies.

By definition of needs for human resources, the manager must be capable to be familiar with some indicators: the necessary job that has to be done, Education, Capability and necessary skills for the job/s, and the number of people needed for the job. The process of definition of needs for human resources indicates the most strategically important phase for organization. This process is pretty enough complicated, since it depends from the structure and the volume of business activities of organization itself, and the aiming success for the future. [479]

Performance evaluation

• Performance evaluation (PE), performance refers to the level of fulfilling duties and outcomes. Performance evaluation (PE) is a system that through it you can define how an employee is fulfilling his/her job.

• Performance evaluation for the personnel must be done with foundation of many criteria: Quality, Volume, Initiative, Innovations, Knowledge, Creativity, Intercourse and skills.

Performance evaluation aims, performance evaluation data are important information in order to judge validity of selection methods, to evaluate if such methods ensure a good selection of employee for organization.

Performance evaluation can lead towards identification e needs of employees for further improvement. Performance evaluation ensures information for employees regarding their performances, information which will serve to

[477] Kutllovci. E. (2011) "Human resource management", page 1
www.weebley.com

[478] www.gazeta-shqip.com, Boduri, Leonard (2012):" selection of human resources"

[479] Gjonbalaj.M (2011), "defining the needs for personnel", page 3

employees as a foundation for improvement. Performance evaluation is tightly linked with motivation of employees.

Coordination of knowledge and the talent of our consultants followed with experience is the most applied from human resources in the region, it allows you to implement Oracle HRMS within your organization rapidly.

Oracle HRMS offers solutions that involve recruiting, career management, evaluation, finantial system of evaluation and promotion in duty, time management, online learning and management of improving employees. [480]

Benefits

•   To lead your man power towards objectives of corporation

Through rapid implementation of duties, positions and career levels by using designed tools in order to increase the structure of your organization.

•   To achieve efficiency by increasing productivity of employees

Establish of basis rules of your policy, starting from reimbursement of qualification until transfer of your man in financed positions with safe access.

•   Uses of total reimbursement in order to make working position interesting for employees and at the same time keep them.

Reducing of administrative costs and reducing of mistakes through policy of establishment and creating of system of various levels of salaries.

•   Improvement of employees' capacities and development of leadership through talent management structures.

Supervision and analyses of performance development, same as adjustment with duties given and analyses of competences and recruitment related with performance and salary.

•   Costs control of employees and additional costs.

Budgeting of various costs components for each position and use of our established approach in order to control costs. [481]

Structure of company, hierarchal relations, organizing the work, indicates another important factor for human resources. Since in Kosovo a considerable part of companies are not big, they possess a flat structure, which means that the levels of hierarchy are limited. This fact makes vertical communication fast, simple and effective by creating positive impact and satisfying external clients.

As an outcome of not having a formal structure, larges part of companies doesn't have a formal department of human resources with good established procedures. Very often, we have General Directors playing the role of responsible one for human resources. In such no-structured HR departments, orientation programs or professional improvement are not so much used practices.

As a conclusion of this situation, HR in Kosovo faces new challenges of management. We need changes that will give positive and direct impact in managing with HR in three fields, as following: academy and university filed, filed of public policies and organizing field.

-       University and post-university degrees in order to create specialized staff for human resources, which Kosovo has lack.

-       Lack of Laws for modern human resources management in Kosovo. We hope that with immediate modernisation of labour laws, with purpose of advancing companiesby applying modern techniques as balance of competences, training or other specific laws in order to develop human resources.

-       Development and perfection of a "referential" model   for human resources based on recruitment system, integration, formation, performance evaluations and promotion of career. This model will be a simple tool enabling appliance of modern techniques by companies in managing human resources. [482]

2.   Role of human resources on increasing incomes in Kosovo's companies

One of challenges faced by HR was the difficulty to measure incomes coming from HR. owners and executive leadership of businesses had a question for which they didn't get any exact answer in the past. Questions as: "what is the real benefit that I get by investing in training employees? Or else, when and how much I will benefit economically my business from such trainings? And "what are the best techniques and practices to seduce candidates with good performance?" or "which must be the method, proper approach in establishing objectives in order to motivate performance in the best possible way?." [483]

Now, we have available new methods and tools which help/s us to analyse the information, the information that enables HR to answer abovementioned questions in the best possible way. Now days, methods and tools for analysing of data enabled HR to create the link between "human practices" and more effective performances. This is the best time, "the right time" for businesses in Kosovo to come with a strategy of talents whom they will help a lot so the businesses can have success by using data from HR. Information on activities and function of businesses, personnel and performances now are more open-minded and with standards thanks to the information provided by HR and business plans.

[480] www.biznesi.net/2011/.../evaluation of the performances/

[481] www.tetra.al/web/ human resources management/

[482] Mete.E "Challenges in human resource management" www.burime-njerezore.com

[483] "Question for your HR chief: Are we using our 'people data' to create value?" published by the McKinsey Quarterly business journal, March 2011 with author: Nora Gardner, William Wolf & Devin McGranahan. Webster dictionary

Establishmentof data base of HR and advancement of technology has produced PC programs and other technical supporting means which can analyse given information and help HR department and businesses to detect the link between production in work and management of talents. Most of company leaders prompted by consolidation of HR now they have undertaken first steps on assessing costs reports and HR performance. [484]

- Business priorities must become HR priorities.

As we already mentioned in Kosovo not only the business leaders but also the HR teams themselves view their role only as the ones who run the employing cycle within the structure of the business, from the recruiting faze to the hiring, training, evaluating and developing the already onboard employees and Maintaining awareness of and compliance with local and state labor laws. But is this all the HR should do?! They must view problems—and value creation opportunities same as business leaders.

For example if in a company where the tendency to pick experienced outsiders (who usually have a higher payment rate) over internal candidates in hiring decisions makes the executives of this company think that this might cause the company a financial suffering. The HR department in partnership with other departments studies the case as well as the performance of outsiders and insiders and does the comparison, if the external hires are found less productive and unenthusiastic performers versus people promoted from inside than the HR department comes with the conclusion to equip and promote insiders and this will save millions to the company. As a conclusion for this principle the business leaders define what would be a success for their business, and that provides the context for HR analysis and recommendations. [485]

- Use what you already have at hand.

Quantitative problem-solving skills do not come by themselves in the HR department. As a result senior executives who are fervent to start should thrust their HR leaders to use the existing analytical resources. It only requires the ability to engage business leaders to identify issues and structure problems in fine distinction and then to follow through with advanced information gathering and statistical analysis.

An example of this would be retailers who entrust analytics to store operations analysts who understand the high priority the business places on containing labor costs. Many analyses can be conducted using existing information and systems. Some work may be needed to match payroll information or training-attendance diary with the performance results but persistent and creative analysts can answer most business questions without the need of costly, new & sophisticated methods. [486]

 - New insights need new & enriched HR solutions

New insights often encounter new struggles that require new and additional problem solving to go from theory to practical solutions. HR analytics succeeds when human-resources and business leaders work together to address the root causes of problems and to steer new ways of solving them.

Do researches within the company by using interviews and other means of evaluations on the practices that are working well, analyze the reasons and find the principles behind the practices and apply them in other sectors of the business. For example if good managerial abilities are positively related to good performance and withholding of the team, it is worth analising what are the qualities and atitudes that makes a manager be a good manager and include the principles to the managers training programs.

- Make it fit & affix

When a company experiences successes with the HR analytics can build a long term source of value creation by integrating it into the daily business and HR practices. As an example we can mention that a number of companies have set up a custom of having HR join business reviews to identify priorities for analysis. This practice helps senior line executives conduct problem-solving discussions around HR-related issues and to plan for action as findings emerge.

HR analytics must have the habit of measuring and reporting on success as their routine. The technology progression gives business and HR leaders an opportunity to start a new sort of discussion about the relations between people and performance. This will help HR executives expose the impact of their work and achieve their goal of strategic partnership with other members of the leading-management team— and certainly, on top of all it will create value for the business.

Conclusion

A modern conception on managing of HR introduces managing of competences, clients' satisfaction and the responsibility of employees' services.

Today, HR leaders are always more and more consciousness with the fact that without attraction, advancement of the best of the best in working positions, company cannot ensure satisfaction of clients, VIZ, to ensure its continuous advancement.

Meanwhile, modern conception of HR function detects the evaluation of strategically needs of HR, identification of competences gained in order to realize strategy and organisational vision, recruiting management, integration of employees, the staff, training, promotion on duty and performance evaluation management.

[484] Korani. A, '"role of human resources in increasing the business"
   www.burime-njerezore.com
[485] Merriam-Webster Dictionary, First used in 1961
[486] Korani, A, "role of human resource in increasing the business"

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