
Human Resource Model in Kosovo businesses

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Abstract:

Organization development and human resources are related to each other. Goals within the organization can be achieved if the organization within its ranks has strong and stable human resources. Development of management processes is a necessity in market economy conditions.

The success of this function depends on a large number of factors in terms of governance, property, HR function, and economic policies.

Every company needs human resources; however, people have a lot of values for companies. Thus, people have great values to business models which rely on knowledge and creativity. One of the most important components for determining the values created in generating business model is to determine the key resources that affect the creation of values. Any business model must address its key sources.

This paper is focused on the field of human resource management, and as a case of study the main focus is the importance and necessity of human resource management and models used by different companies in managing human resources in Kosovo.

HR executives are increasingly aware that without attracting, developing and retention of the best employees, the company cannot provide customer satisfaction, hence ensuring its continued development.

In the current competitive business environment, there are high expectations of the human resource manager and the strategic partner model of the human resource manager is becoming very popular in American and European organizations. This model emphasizes that the human resource manager performs not only a supporting role, but it operates as a full partner of the organization and helps in achieving strategic objectives. The human resources manager, as a strategic partner, creates a vision for human resources and implements employee policies in such a way as to manifest business strategy.

Introduction

Human resources managers are increasingly aware that without the attraction, development and position of the best people in work, the company cannot assure consumer satisfaction or in other words cannot assure a constant development of consumer satisfaction.

In western developed countries, human resources management have become a stable complex specialty, with specific integrated procedures in accordance with the latest market models.

Resource or human capital is the most important part of an organization. Human resources management is the strategically management of humans in order that they achieve organization objectives.

In a period when Kosovo is facing ambitious changes in programs and taking into consideration its planning for integration in BE, the need for management and professional development of human resources is the key to success. This has to do with a better use of the existing staff and with the motivation of this staff for increasing its performance. Moreover, it's a challenge to use the recruitment process in a more strategically way, to create the adequate access to appropriate skills for positions that are designed accurately and are connected in the best way with organization objectives.

The program for the development and management of HR is primarily a tool for the development of professional staff of HR. Human Resources Training Model aims to increase the skills and knowledge of practitioners of HR and also of

the line managers, it was developed to keep the civil workers who are skilled and dedicated to work motivated.

I. Different Patterns of Human Resource Development in Kosovo

Human resource development has a number of varied "models in practice" that vary from so phisticated level of human resource development activities with thenature and extent of learning activity. We can mention the four different models of the development of human resources that represent a continuum from " non-organization learning" in "organization learning". Thirty years ago Ashton (1975) identifies in various ways three of these models (temporarily interrupted, institutionalized and absorbed) in which another (investment) has been added for illustrative purposes. These four models provide a basis for the analysis of human resource development activities in Kosovo businesses.¹

- Temporarily interrupted model is characterized by a low organization management of human resources development and therefore is less visible in human resources development activities. Development interventions and training are rarely responsive and often in willingness of any crisis. In fact is the unorganized learning. This model is not applicable in Kosovo businesses, especially after the postwar period have begun to be used more efficient methods that affect the development of HR.
- Institutionalized model is characterized by a remarkable organization management to human resource development and a high level of visible activity of human resource development. Usually higher budgets of human resource development are invested in major training work of a fixed format often adapted to be foresight MBNJ models in Kosovo businesses than the developmental needs of the moment. Although the offered training is well organized administratively, learning is unorganized.
- Investment model is characterized by a higher organization of human resources development, systematic, periodic, methods managed in an organized manner in order to identify and respond to evolving needs. Expenditure of human resource development, although large, is carefully managed, sorted by priority and with targets in development needs of determined businesses. This is more organized learning than organizational learning.

Acquired model is characterized by a very high organization to the development of human resources, with managers indicating acceptance of a strong development habit, but this in silence. Human resources development activity is more invisible here, but only because development philosophy is very

embedded in memory within an organization culture and learning is a daily activity of common business-like as for managers and employees. This is organizational learning in practice.

1.1 Relevance of the training of human resources in Kosovo businesses

In today's economy issues a round human resource development are essential. Each organization makes maximum efforts to recruit in its ranks people who have knowledge. To achieve this, organizations need to increase efficiency in the first place, with government efficiency knowledge. But these people need to gain knowledge, develop the mandate them. Studies have shown that in many countries the level of preparation of the employees who start work is a serious problem recently. Likewise, to be cooperative in the market, with particular significance is to increase productivity of the existing employees. One such weakness is seen in Kosovo. For this reason there is a great need for the preparation of people in the formal education, re-qualifying them, in the first place because of the needs of the enterprises and due to the transition requirements.

Managers usually say that "our employees" are our greatest value. Once this will be considered as a daily phrase. But today such thing is true. This can be proven by the changing business conditions of enterprises, the fierce competition in the market to gain every buyer, the short life cycle of products and ever greater demands of owners and society as a whole for globalization of production and distributions.²

One of the most neglected problems of management is training of employees.

It's hard to hold someone responsible for a function if it is not trained. Every supervisor or manager has the responsibility to provide adequate training to his/her subordinates. If employees do not meet the guidelines given, perhaps this comes because they are not accountable for how to complete the job. There are many ways to conduct training. With current conditions and available funds it is clear that planning is not easy. A one week training session in the department, led by department staff, for general concern issues, it might be a good start.

The most important thing is to explain to employees how to do things and what is expected of them. In still of the notion of consumer service, which the previous system didn't make, can be one of the most productive training and does not require sophisticated workshops. Initial training program can be developed through cooperation between the heads of departments and the office of the president. Later there might be development of higher levels of

¹ Krypa, Nada. "Modeli i BNJ në organizatat shqipëtare", fq 31-32

² Havolli, Ymer, "Menaxhmenti i Resurseve Humane", 2003. fq 98

technical and conceptual training.³The purpose of training is to ensure that in all administration and training levels work is carried out effectively.

A good way to start a training program within the institution is that every week there is available a certain time where as a group or department to see all the complaints and problems that have emerged during the past week. By doing so, there will learn not only those who have made mistakes , but also others. While there is ongoing work there other trainings that can be done for the department and for smaller groups that require a training set.

	Training	Development
Focus	-Current tasks	Actual and future duties
Target	-Individuals	Groups and organization
Time line	-Short term	Long term
Objective	-Correction of problems	Preparation for the

Usually a specialized and stretched training system can be developed for a part of employees. During the transition period in government, donor countries contributing to local government are very good resources for training. The administration should no hesitate to ask for specific help from consultants. Many of them will immediately respond to requests because they want to work on issues that they know are important for local government. When designing a training program for current and future requirements, keep in mind that there is no "best method" for training and that there are many such methods that work. Development of new methods to cover old ideas may motivate the employees and give them the desire to learn.

The following methods should be taken into consideration that somewhat deviate from the traditional methods :

-Conduct of inspections and traveling ,Going to the field ,Demonstrations,Simulation of situations ,Association of Kosovo Municipalities,Modern management of human resources,Role play ,Discussion, Participatory and demonstratorexercise, Rotation of duties,Exercises with the manufacturer and the final product.

Training process includes also positive effects. Foremost is the benefit of employees from what they have learned. In addition there is a feeling created to the employees that someone cares for learning them how the job should be done.

³ Planifikimi i BNJ, "Menaxhimi modern i BNJ" janar 2011,fq 28

1.2 Managing of Conflict in Kosovo businesses

In a period when the world faces a severe economic crisis, the Albanian market cannot be insensitive. A however small economic crisis significantly reflects primarily the private sector by contributing directly to business financial results that are associated with other consequences of economic and social aspects. One of the most affected social aspects, due to the economic crisis is inevitably the relationship within the institution that often if not addressed properly ends with quite severe conflicts. Personal experience has shown me that a conflict has major consequences for employees of an institution and the institution itself. Considering the difficulty in translating the consequences in financial terms conflicts often are neglected and many institutions have not developed appropriate policies and practices for preventing and managing generated conflicts. The best cure in case of conflict which may arise between two employees, departments, or even between two institutions , is prevention. The notion of prevention in case of conflict can be considered quite abstract, but in fact is one of the best methods that an organization can follow to create a healthy and highly productive environment .The process of management conflict is channeled into three steps:

Training of staff (prevention), a neutral third party mediation and supportive environment.

Personally i consider the first step in the process of conflict management as the most important step.

This is because a properly trained staff that possesses the necessary knowledge to prevent and cope with conflicts will have a higher efficiency at work and a smaller concentration in the small problems or conflicts created. A conflict in the working environment is the best way to reduce the productivity of the involved employees.

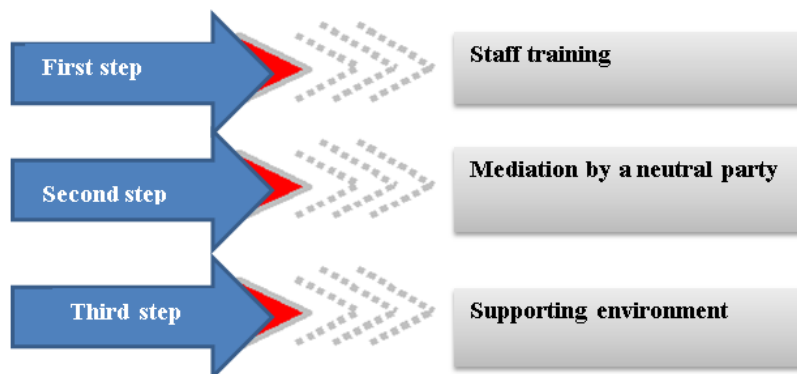
Naturally a question arises : how can a proper training process have the right impact in a so critical occurring phenomenon such as conflict ?

Institution that invest in the training in conflict management are very clear that their investment is long term investment and has a very large impact on staff productivity at work.

Employees who are trained in such complex fields gain proper knowledge at first in conflict as a notion, types of conflict, individual characters in conflict situations. The training process in conflict issues is associated simultaneously with a training in communication in negotiation as well as management awareness about this phenomenon. All this investment is the right cure for a prevention of conflict, but the effects of a proper training

don't just stop here, a right training gives the audience the right information on how to conduct and endure any conflict

by eliminating or reducing the associated consequences



At the time of the appearance of a conflict is very important for a institution establishing policies and culture for the involvement of a neutral third party for the management and closure of conflict. Including a top manager can balance and affect in the elimination of this phenomenon. What is important here is the inclusion of human resources that can perform a highly effective arbitration by being neutral in this process.¹

I think that above all each institution must establish a very comfortable and supportive environment in order to confront and resolve potential conflicts that arise during labor. Conflict management is the key since it is one of the main factors that creates stress in the work environment and directly affects productivity in in the work of staff , who although not in a short term period but in a long term period affects the performance and financial rezults of the institution.

1.3 Preferred duration of training

Most of the owners/ managers seem to realize that activities for the development of capacities that already export or have internal resources to take steps towards international markets. A larger group of enterprises can benefit from these skills, needed to assess their resources and to sope successfully with international clients, standards and prices. Export strategy skills are also very concerned with the understanding of the sector and needs to be addressed when there are appropriate training programs developed in this field.

1.4 Communication skills

According to the survey results, the owners/managers of Kosovo enterprises consider verbal communication skills important and that theses skills will be even more important in the future. Verbal communication skills, as highly valued (present and future) were negotiation skills, evaluation, face-to-face communication, counseling, interpersonal skills, discipline, determination and training skills work. These should be an integral part of training modules aimed at strengthening the capacity of the management for Kosovo NVM. Also, some communication skills, such as assessment , counseling and discipline, are integrating parts of an enterprise human resources. Perception of expressed needs for improvement also focused on human resource management, particularly in relation to employment of staff and the management and daily orientation.

1.5 Business and management systems

There is a great need to improve business planning, management and human resource management systems to Kosovo enterprises. Moreover, there appears a lack of awareness about the importance of strategic planning and business, as key functions in the company. It is found particularly in very small enterprises, where management is often focused on the owner of the company. Also, there is a need to strengthen the relationship between the owner of the company and management/workers (often organized

¹ Vejsiu, Irda, "Menaxhimi i Konfliktit"
www.Burime-Njerezore.com

through job description promotion and organizational schemes).²

One of the most important components for determining the created value in generating business model is to determine the key resources that affect value creation. Any business model must address key sources. Resources enable companies to create and provide value, to reach certain market segments or the markets in general, to maintain relationships with defined consumer segments and relations with partners and suppliers, and also generate revenues- profit. Key resource type is defined by the type of business model, structure and needs of that type sets. Example, a business model that provides telephone services greatly requires technological support as well as human resources for activities that require intensive knowledge (in English known as knowledge-intensive activities).

However, during the generation of business model, especially in the analysis and determination of key resources we should take into consideration analyzing , selection according to importance, in order to then determine the amount of capital which can be divided for each type of selected key resources In the literature there can be found various divisions according to different researchers perspectives, but i will bring only the most important one or/and more often prevalent in all industries. You should take into consideration that you should add to this list the key resources which are specific for the model you generate (if needed), as well as key sources appearing on the list may be combined and privileged depending on the type of business model.

Human Resources - Every company needs human resources, however, people are more valuable to some companies and less to other companies. Thus, people have great value to business models which rely on knowledge and creativity. Pharmaceutical products companies, marketing companies, designand so on, are based on human resources since only human thought power can be determined for appropriate decisions regarding the development of various products, determining different production and distribution structures, as well as establishing relationships with consumers.³

II. Key sources analysis in generating business models in Kosovo

In the view of the business model generation and analysis for specific business components, as we saw above key resources play a very important role having an impact in other business model components. The should be questions asked on understanding and analyzing the key resources for a particular business, whose answers

provides understanding of the whole issue. Of the most fequent and general question asked are :

- What key sources requires the proposal of values in your business?
- What key sources require Distribution Channels?
- What key sources require Relations with Consumer?
- What key sources require revenue flows?
- What key resources require protection and management of relations with partners and suppliers?
- In what key point should examine existing resources of your company?
- Is it worth to change the structure and priorities of key sources by promoting new sources despite the existing ones?

The list of questions should be considered depending on the type of business that is analized, and there should be questions added which have to do with that kind of business in order to address the issue as a whole , enabling that this part of the business model is integrated with other parts of business models.

Completion

We now have available new methods and tools which help us to analyze the information that makes possible for HR to answer the above question in the best way. At the time we live, means and methods for data analysis enable HR to make a connection between "human practices" and performance more effectively. This is the best time , "right time" for businesses in Kosovo to bring to life talent strategies which will help more businesses to succeed using HR data. Information on the activities and operation of businesses, personnel and performance of business are now open and standardized with the help of information from HR and business plans.

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