

THE IMPACT OF CHANGES IN MANAGEMENT OF HUMAN RESOURCES

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Abstract. *Businesses now operate in conditions and circumstances that require a new approach in the management and development of human resources, and business. The idea of changes in human resource management, business, is a continuing process, it stems from the growth and development of resources in the organization. Therefore, models of contemporary organizations today are oriented direction methods and new mentality, which requires knowledge in human resource management as the primary capital to develop and sustain business. Businesses are promoters of innovation and creation of new jobs. And for this reason the management of human resources and business organization should factor in the process of change and advancement, adapting to competition, as well as global market. The purpose of this paper is to analyze the policy on human resource management and business relations with the public to analyze the impact of changes in human resource management and business, as well as to analyze the impact of human resource development in organization, in the establishment and promotion competition in business, and in providing recommendations that may be useful for the development of businesses. Topics of study / research may have special importance for staff who wish to make changes or policy impact analysis in human resource management and business development competition mother illegal conditions, policies unfavorable macroeconomic and global competition. Through research and analysis of the survey results will understand how organizations have implemented new forms of management in order to promote the changes that would be beneficial to the business / organization.*

Keywords: *impact of change management; human resources; business.*

Introduction

Unlike many countries in Western Europe, the region's economy experienced a long transition, which began since '90. This transition affected the regional economies which today face the challenges of economic and noneconomic nature, which hit much of the economy and human resources of our country. The changes in the traditional mentality of human resource management was confronted after '99, when installing the international protectorate and creating local institutions. Research and publications materialized in human resource management in a large extent in our country began to become after all these years. Official data to treatment, residence, human resource development before last years of the last century are missing, and for this purpose the lack of research opportunities and scientific analysis of organizational forms and human resource management and public businesses century passed.

Review of the literature

After the war in Kosovo was installed UN administration (UNMIK) which brought changes and new forms of human resource management and business. But increasingly emphasizing the shortcomings of international and then local government, which brought the forms of privatization, the selection of models that brought closure, the failure of many organizations and lack of opportunity in the opening of new jobs on the horizon. But not only our economy, but also the international economy has undergone changes during development. And Price (2007), who in his work present the data according to which in the nineteenth century, the industry has been dominated by individual owners, family businesses and partnerships, where the leaders of these organizations manage their business so directly. Therefore, the concept of business till management and human resource delay although it has evolved, it has been evaluated as a result of technique development, technology, competition,

globalization of economy and science. But businesses that operate in our market still convey thought and mentality which is further passed to developed countries. Managers have to deal with events such as the expansion of the organization, innovate or delays, through the recruitment of new methods, streamlining staff, new training or even downloading them (Price, 2007).

For Bartlett and Goshal (1991), as the main issue for multinational companies, need to manage the challenges, to manage risk and to exploit the opportunities that arise from diversity and volatility of the global environment. According to Harusha and Anamali (2012), the human resources represent an important element of which depends on the success or failure of an organization, good management of them is very important and should never be underestimated them if we are to succeed. But according to research their main problem is that the majority of organizations surveyed human resources department does not exist, or often happens that management practices and recruitment of employees in these organizations are not recognized.

Market liberalization has positive and negative sides of the economy, as the positive side is that products and services are cheaper for consumers, but also with a negative impact on local businesses, but at the same time influencing the need for new ideas, education, and professionalization of human resources. Cascio (2002), presents his arguments upon which the immortalization employment expectations are replaced with short-term employment, these changes are called for innovations in human resource management through performance evaluation transaction, applying best practices development the professional development and advancement of human resources. Goodman, Ullman and Tenenbaum (2004) think that learning does not necessarily mean that should be associated with the actual performance of employees, development and preparation enhances the ability of employees in their current resulting from technology new, it helps to move into other positions, preparing for new responsibilities and requirements, which are necessary for a company to improve quality and meet the challenges of global competition and social change.

Author of many human resources for the weight and importance are seen as sources other organists, but Chirtoc (2010) considers the primary ones, since planning and human resource management is extremely important for the organization of economic activity. Ulrich (1997), believes that one of the main roles of human resources is their acting as agent for change, they play a key role in transforming and changing organizational culture. According to him, the changing nature of human resources work, seeking new challenges, requiring the addition of mental activities in request for new information, ideas, innovations, which are achieved through continuing education as a requirement and necessity of economy the new. While, according to Bass and Vaughan (1966), learning is a relatively permanent change which affects the behavior that occurs as a result of education and experience. Huselid (1995) believes that the recruitment of human resources through the selection of reliable and valid will have significant impact on the quality and type of skills that new employees possess. Also offering experiences, formal and informal training, will affect the development and performance of employees, will be reflected in the growth of labor productivity, then reduce accidents at work and in the end will maximize profit, which is also purpose or end goal of every employer. Lockett (1992), performance management represents a development of individuals with competence and dedication, working towards achieving common objectives and meaningful within an organization encouraging and supporting them. Kumari and Sita (2010), in a study done in Indian organizations, the role of competence in the management of human resources, competencies present as a combination of observation and the application of knowledge, skills and behavior that create a competitive advantage for an organization in the global market. According to their organizations in India are realizing the importance of human assets and to have an effective management competencies they are used as a tool for managing their talent. The literature does not consider the independence at work, the importance of performance evaluation and motivation. According Kniggendorf (1998), job performance of employees is an important issue for all employers; it is not achieved immediately and is associated with better performance management. Under his management performances process consists of identifying, encouraging, supporting, measuring, and improving performance through labor remuneration of employees. Khourshed (2012), in his paper defines performance management as a set of tools to stimulate employees, identify gaps organizational /operational in achieving organizational

objectives, whose realization is achieved by using different management techniques, the contingent the market and increasing competition.

The purpose of the study

In this research studies have been conducted in the field of human resource management, and business, respectively research the effects of business development, human resources and personnel and usefulness of this emerging business and professional preparation.

The purpose of this paper is:

- To analyze the impact of changes in human resource management and business, and
- To analyze the impact of human resource development in organization.

Results of the survey will be useful for researchers who will deal with the analysis of influencing factors in the advancement and development of human resources.

Methodology

In preparing this publication is utilized literature in the field of human resource management, in particular emphasis on using research in this area, and exploitation of materialistic gathered from documents, as well as scores of respondents who are involved in this research.

Based on the specifics of this research is utilizing combined methods like quantitative research and qualitative research, which has helped to collect surveys conducted in public organizations / service. For the preparation of the questionnaire is also used early experience with research and research.

Data, reports and surveys of participants were analyzed in detail, in order to create a clear picture as related to research.

The results of the study

This research presents the results of the survey in public organizations operating in Kosovo market. Most of the businesses that operate in the market of the Republic of Kosovo are small businesses, they are also known as family businesses, it is also the reason why lack of motivation format, with the aim of promoting human resources development. Although the businesses use various forms of employee motivation in our market are few organizations which use the material and immaterial stimulator aimed at encouraging employees to work and innovations. Forms of motivation are used in order to further business development and human resources. Regarding the analysis in the field, small businesses cannot afford to stimulate the maintenance of professional employees at work, and answer those as a result of economic constraints force business. Therefore, in these businesses invest in human resources development or personal, in order to upgrade or move to the new positions or jobs that are favorable or paid for them. According Gjuraj and Gjinovci (2012), in research published on the topic "Impact of economic crisis on the GSM Vala", where the aim of the research was to analyze the impact of the global economic crisis in staff training and preparation, the results of research and analysis have resulted that in 2010 the organization had spent 726,000 euro's, while in 2011 these costs were increased and the amount of 748,000 euro's. While Gjinovci (2013) in research published on the topic "The role of performance appraisal in human resource development and income of the organization" represents the impact of training on staff development and their effects on the increase of revenues in the organization.

In order to examine the economic usefulness of the organization of professional preparation, this paper is also the focus of the study was the presentation of research results in the businesses surveyed; analyze the impact of human resource development for the organization.

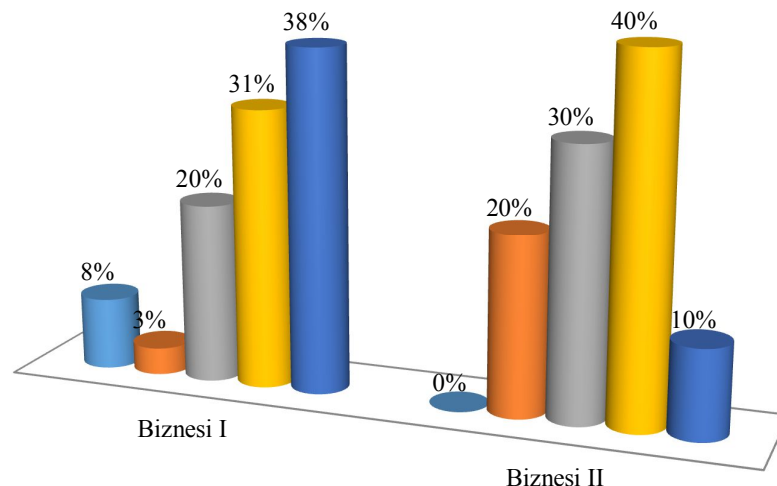


Figure 1. The impact of human resource development in the business / organization I and II.

Question directed respondents; preparation of human resources with International Standards as has the reduction of costs and organization costs? The answer to the first business (Post of Kosovo), was that 38% agree completely that it has slashed the cost basis and the costs to the organization, perhaps some 31% agree, 20% disagree, fully disagree 3% and 8% do not know. In the second business (TEB Bank), respondents answered the question: Preparation of human resources with International Standards as has the reduction of costs and the cost of the organization? The answer was that 10% agree completely that it has affected the cost basis and reduce costs in organization, perhaps some 40% agree, 30% disagree, 20% do not completely disagree and 0% do not know. Because the purpose of business is growth, from the first survey of business the preparation of human resources affects the cost basis in the organization, while the second respondent in the organization are more reserved. Therefore, businesses should invest in a more accelerated pace in the further development of human resources as a condition of extending the existence and growth of the business for a longer-term perspective.

Also, the objective of the research was to analyze: Which has been the impact of changes in human resource management and business?

Organizations apply different forms of motivation, so changes are a result of the advancement of managerial mentality, which have impacted on independence of human resources impact on economic growth directly in the business / organization. Banks which operate in our market only a small part of the staff have brought in Kosovo; the rest of the staff is filled by locals, which is based practices show that they are resources with lower cost, which has also affected the growth of organizations that act. As reported by the Kosovo Central Bank, commercial banks operating in Kosovo have recorded the highest profit since their establishment in Kosovo, where in 2011, eight commercial banks operating in the country's financial markets have recorded together over 37 million profit.

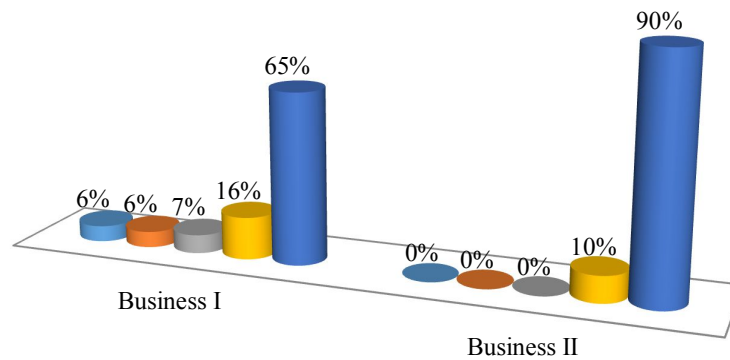


Figure 2. The impact of changes in human resource management and business

The questions are the impact of financial support in raising professional? I motivates more than 65% of respondents who agree completely on a business (Post Kosovo), sometimes the 16% agree, disagree 7%, 6%, with fully disagree, and 6% did not know. For the question: Impact of financial support in raising professional? In business II (TEB Bank) motivates fully 90% of respondents and 10% of respondents sometimes motivates the financial support career development.

Conclusions and recommendations

Research has shown that as a result of external influences such as market, competition etc., organizational forms of business and human resources treatment has changed. These changes have led to the creation of new forms of management, and the promotion of competition in the organization. Based on the literature that have examined the importance of human resources in an organization is clear, but the way he treated or managed they are crucial to the long term development of the organization and beyond. Based on the analysis of the research findings, organizations devote a special importance of staff training and preparation but not financial support for training their staff.

With the aim of encouraging competition, and the human resource development which would affect the development and functioning on a longer term business management within these businesses need to improve:

- To change the attitude and approach to human resources,
- Scale up investments in financial support to professional staff in order to keep them, and that will impact on the development of business and apprehension.

Many public but also private organizations tend luck as there is a genuine labour market, those internal and external factors have been influencing many employees to stay at work despite their discontent and their inadequate treatment. According to the declaration of a large part of what keeps employees those in the organization is:

- Wages and the inability to pass on to other organizations,
- As many organizations were sold as a result of the privatization process had failed them in their development where they were later sealed. While private organizations in the development of the upper and not offer any possibility of separately. As the labour market there was a part of employees will take the new job places, but taking into account the economic situation in the country and the region thought for a long time the situation will be just the same.

Since businesses are promoters of innovation and creation of new jobs, business management of human resources should be seen as a factor in process and changes by adapting competition, as well as the global market in order to increase, development, security the existence of a much more long term business.

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