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Mirjeta Domniku[1]
Mersiha Kalac Kacamakovic[2]
Alma Shehu Lokaj[3]

HOW MANAGERIAL DECISIONS AFFECT HUMAN RESOURCES: A CASE STUDY[4]

This study examines the influence of managerial decision-making on worker motivation and typical overall performance in small and medium-sized manufacturing corporations in Kosovo. Through a mixed approach method combining primary and secondary research methods, with a focus on qualitative evaluation supported by Excel and SPSS software, the research examines the essential role of effective human resource management in improving the competitiveness, growth and survival of these companies. The findings monitor significant correlations between employee motivation, managerial selection, and organizational performance, underscoring the critical influence managers have on workforce motivation and productivity. Look at highlights the importance of management techniques in increasing overall work performance and provides insights for enhancing competitiveness and sustaining fulfilment in Kosovo's SMEs.
Keywords: Managerial decision-making; Worker motivation; Overall performance; Small and medium-sized manufacturing corporations; Kosovo; Excel; SPSS software Human resource management
JEL: D23; J53; M12

1. Introduction

The motive of the studies outlined in the creation is to investigate the effect of converting social and environmental dynamics on strategic management, mainly within the context of human aid management. The study aims to understand how efficaciously coping with human resources contributes to an agency's lengthy-time period of competitiveness and fulfilment. It recognizes the challenges confronted by present-day managers in selection-making,

[1] *Mirjeta Domniku, UBT – Higher Education Institution, Kosovo, e-mail: mirjeta.domniku@ubt-uni.net, ORCID ID: 0000-0002-4734-1334.*
[2] *Mersiha Kalac Kacamakovic, University Haxhi Zeka, Kosovo, e-mail: mersiha.kalac@unhz.eu, ORCID ID: 0000-0003-1242-0451.*
[3] *Alma Shehu Lokaj, University Haxhi Zeka, Kosovo, e-mail: alma.shehu@unhz.eu, ORCID ID: 0000-0001-8719-0131.*
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emphasizing the significance of strategic choice-making in navigating complicated enterprise landscapes. Additionally, the research seeks to explore how effective management and motivation of human sources can result in the most beneficial productivity, employee commitment and progressed work performance, especially in manufacturing corporations. The paper also highlights the significance of embracing diversity and innovation in managing human resources to capitalize on opportunities for organizational growth and entice a broader client base. The fast evolution of strategic planning and, consequently, strategic control is impacted with the aid of the dynamics of alternate inside the normal social surroundings and the uncertainty that results from it. The idea of human aid management has emerged as a brand-new management method due to these kinds of trends, and it now cautions that the organization's capability to stay. The rapid evolution of strategic making plans and, therefore, strategic management is stimulated by the dynamics of change in the broader social environment and the ensuing uncertainty. The idea of human aid control has emerged as a singular control approach due to these trends, emphasizing that the enterprise's potential to stay competitive in the long term hinges considerably on how correctly its human assets are treated. Thus, the defining and immediate feature of strategic control is the strategic nature of selections, which aren't predetermined judgments by definition. The competitiveness of corporations has grown to be a focal point for specialists in numerous scientific fields. The better the opposition in the sector, the tougher it will become for organizations to generate the required profits from production elements and utilize them at a sustainable stage. Since we consider people to be the most valuable asset of any organization, it is logical that in order to succeed businesses must manage human capital in more efficient and sophisticated ways than their competitors in terms of obtaining maximum performance, commitment, creativity and loyalty from their employees. Human resources management, management and motivation lead to optimum productivity, employee working values and improved work performance in manufacturing companies (Boselie,2014). In current years, the commercial enterprise landscape has undergone huge ameliorations, profoundly impacting organizational management. These changes have been driven by outside elements, including speedy technological improvements, heightened environmental focus, evolving consumer choices for herbal products, and shifting societal dynamics. Additionally, the globalization of agencies and the emergence of multinational markets have acted as catalysts for change. However, it is important to recognize that globalization comes with its own set of demanding situations that burden managers. Modern managers are faced with a myriad of complicated and dynamic challenges on a day-by-day basis. Their capability to make critical selections under pressure directly affects their achievement in their groups and their own careers. As such, choice-making sticks out as one of the most important methods within a company. Human resources are frequently seen as the most treasured assets inside an organization. Managing human assets can be a dynamic and innovative procedure, as many organizational modifications stem from modern ideas and new perspectives. While this could appear attractive, it is critical to recognize that people within a corporation hold diverse values, ideals, ideas, and backgrounds, which can pose good-sized challenges for managers. Effectively managing those differences and respecting them is crucial for capitalizing on possibilities for innovation in both control practices and product and service improvement, ultimately attracting a broader purchaser base.

2. Literature Review

Sustained competitive gain is viable for a corporation in the manner that takes benefit of an organization's human assets. A studies-based totally approach to human resources makes a speciality of human assets that can be implemented for numerous conditions and troubles, which gives evidence for the functionality of resource use. To create a sustainable competitive advantage, organizations, use unique resources and inimitable, and non-resettable (Amrutha & Geetha, 2020). Organizations, regardless of their nature or size, share common characteristics. The research (Tabatabaei, 2019) deals with a new model of company decision-making based on BWM and its applications to managerial problems. They argue that the decision-making process is carried out by managers, who today prefer participative decision-making and man-agreement to address complex and challenging issues. The new BWM method offers favourable results using paired comparisons and mathematical models. Developed through an integrated model, in this paradigm collective decisions are arrived at. Through this model, they address two managerial issues, finding that their model delivers acceptable performance and greater reliability to organizations and manufacturing companies. According to (Dionne, 2019) in particular, collective management decision-making is crucial in organizations. Their results show that in collective decision-making, employees produce more valuable ideas for solving a problem than is the case with individual decision-making. In manufacturing companies, the manager must also think about increasing both the productivity of employee work as well as improving the quality of work, which brings strategies and techniques of motivation into the picture. The motivation was addressed directly in a study by (Bratu & Cioca, 2019), who claimed that in order to motivate all members of their labour force in the most efficient way, an organization must improve the lives of employees by modelling human behaviour at work and facilitating social access among employees. They suggested game theory as an approach that managers can use in practice to identify strategies suitable for a working group of employees to increase welfare and productivity. In Japan, (Bratu & Cioca,2019) investigated the effects of job characteristics and job satisfaction on welfare among Japanese employees. Their research showed that employee welfare contributes to greater workplace performance. They also found that employee satisfaction is important in the workplace and is in fact the quality that mediates the relationship between job roles and positive well-being. These facts suggest that manufacturing companies cannot rely on job creation to promote employee welfare. What is imperative is employee satisfaction at work, a factor which plays a major role in the relationship between job creation and welfare (Magnier-Watanabe et al., 2019). They are purpose-driven entities, with defined goals and objectives, requiring people to make decisions and engage in activities to achieve these goals. Furthermore, they develop systematic structures that shape and regulate the behaviour of their members (Robbins, Decenzo, & Coulter, 2013). Managers play a critical role in aligning and coordinating an organization's resources to achieve its objectives. They do so by performing four fundamental managerial functions: planning, organizing, lading, and controlling, (Latham, G., 2001). Within an organization, various roles are associated with managerial positions, such as Human Resource Managers, Financial Managers, and Marketing Managers. These roles encompass interpersonal roles, informational roles, and decisional roles (Griffin, 2012). Interpersonal roles involve acting as a figurehead, leader, and liaison within the organization. Decisional roles include being an entrepreneur, a concern handler, a resource allocator, and

a negotiator (Ebert & Griffin, 2019). Management skills are categorized into technical skills, managerial skills, creative skills, and problem-solving skills, all of which are essential for effective decision-making (Jones & Gorge, 2019). Human resource management, recognized as one of the most vital functions in an organization today, encompasses elements like recruitment, training, performance appraisal, compensation, and employee relations. The success of an organization relies heavily on how it manages its human resources (Legge, 1995). Communication plays a pivotal role in human resource management, ensuring that potential employees are well-informed about the organization's culture and expectations (DeCenzo & Robbins, 2010). The effectiveness of performance evaluation systems can be classified as formal or non-formal, with formal systems being planned, organized, and controlled, while non-formal systems are less structured (Zeqiri, 2006). Several management theories, such as Theory X, Theory Y, and Two-Factor Theory, offer different perspectives on employee motivation and behaviour (Boxall & Purcell, 2003). More contemporary theories like Expectancy Theory and Equity Theory provide insights into employee motivation and behaviour (Lyman, Bigley, & Steers, 2008). Decision-making is a fundamental process for managers, serving as the basis for planning and execution (Harrison, 1999). It can be categorized into programmed decisions, which are structured and recurrent, and unscheduled decisions, which are unstructured and unique (Collins, Ryan, & Matusik, 1999). Decisions can be made under varying degrees of certainty, ranging from certainty to risk to uncertainty (Huber, 1980). Each condition requires different approaches to decision-making. Rational decision-making involves a systematic process with defined steps, (Griffin, 2012). Effective monitoring and evaluation of decisions are crucial to ensure they serve their intended purpose and to adapt to changing circumstances, (Ebert & Griffin, 2019). While rational decision-making is ideal, intuition also plays a role in decision-making, often guiding managers when faced with ambiguity, (Ebert & Griffin, 2019). Risk propensity influences decision-making behaviour, with some decisionmakers being more willing to take risks than others, (McNamara & Bromiley, 1999). Inclusive employee involvement is essential in the decision-making process to ensure that all perspectives are considered and the best decisions are made, (Wang, 2010). Although organizations are different in function, they share 3 common properties. The first characteristic of an organization is that it has a distinct purpose, usually expressed in terms of a goal or set of goals. The second characteristic is that the goal or goals can only be achieved with people, in an organization people make decisions and engage in work activities to make the goal(s) a reality (Luthans, F. 1988). Finally, the third characteristic is that all organizations develop a coordinated and systematic structure that determines and limits the behaviour of their members, (Robbins, Decenzo, & Coulter, 2013). Managers are noted for their ability to understand and coordinate various resources of the organization to achieve planned goals. However, the question arises of how managers manage to combine and coordinate these resources. They do this by performing four basic managerial functions: planning activities, organizing, leading, and controlling, (O'Reilly, B. 1999). The present study aimed at investigating into the impact of Human Resource Management (HRM) practices on the government institutions 'performance in the Kurdistan region of Iraq. In their work titled "The Impact of Human Resource Management Practices on Organizational Performance," the authors (G. Anwar, N. N. Abdullah, 2020) conclude by means of aiming to become aware of the important thing variables involved in human aid management that make contributions to this impact. Additionally, the research endeavours to offer tips or strategies concerning the HRM practices underneath evaluation, aiming to

decorate or enhance the performance of presidency institutions, specifically inside the Kurdistan area of Iraq. Human sources have traditionally been regarded as playing a pivotal position in diverse styles of enterprise entities. Although the international HRM is responsible for altering the look of the company, it also manages to function as an innovator in terms of organization redesign. The influence of the HR department on the growth of these organizations has been great in relation to efficiency, a company's practice of maintaining and training its employees are some of the benefits that employees give their people to serve as managers and production workers (Othman & Abdullah, 2016). In addition to those features, HR plays a critical role in shaping the policies and practices of each company and its departments. Moreover, it ought to play a widespread function in growing and selling the corporate subculture. Furthermore, Lombardi (2020) has discussed the influence of human resources. More recruiting practices are linked to results than that, according to (Anwar, 2017), selective hiring practices have a positive effect on organizational performance. A study to find ways to improve the efficiency of an organization's workforce would not only benefit the workers but also ensure that all of the organization's stakeholders are provided for. This author assumes that training practices and overall results are interconnected. This author concludes that training practices, working together, are positively linked, and so people who complete the training will result in improved work-life balance and greater investment opportunities for the business. the opposite of this study's main conclusion was that overall compensation and compensation policies are in general directly proportional to organizational performance; the rewards, on the other hand, are in any instance proportion positive. Due to this assumption, that employees would be more efficient in the event that they have been compensated and rewarded equally, the company revised its pay and incentive rules. It has been demonstrated that each patron and employee pleasure notably growth whilst personnel are dealt with well and are involved in HR control tactics. Sani researched the strategic human resource management and organizational success in Nigerian insurance companies, given the significant role they play in organizational culture. delegation of HR procedures to line managers, employee growth, a recruiting method that is job-oriented, a performance evaluation procedure that is job-based, a career preparation procedure that is results-oriented, and an HR system that is integrated into the overall operations of the management techniques are but clearly have become very important to that last-hurdle approaches to consider in many effective organizations In a paper written by an author who recently wrote on this topic, it, it is mentioned that organizational environment does not impact strategic human resources management practices (Stahl, 2020). The impact of managerial decisions of human resource management is also explained in the paper 'Human Resource Management Practices and Employee Performance: The Role of Job Satisfaction': This study aimed to analyze the impact of Human Resource Management Practices on improving Employee Performance through job satisfaction. This study considers job enrichment as one of the factors impacting Employee Performance, which is a novel concept in SHRM, research particularly within Jordanian commercial banks (Mahmood, 2019). The results show that Human Resource Management Practices had a positive impact on Employee Performance as well as job satisfaction and its components (job stability and job enrichment). The mediating role of job satisfaction enrichment and stability) was discovered. Finally, employee engagement emerged as a moderating variable linking Human Resource Management Practices and Employee Performance. The findings of this study show the importance of the role played by job satisfaction and employee engagement in achieving

Human Resource Management performance goals within the context of the Jordanian business banks sector. Our results confirmed that once adapting Human Resource Management Practices, commercial banks will be able to improve Employee Performance. These results are consistent with the results of (Zulfiqar, 2010). World Health Organization (WHO) found a positive and direct impact on Human Resource Management Practices and Employee Performance. Our results offered another perspective as our primary research linked the impact of Human Resource Management Practices on improving employee performance in the commercial banking sector, particularly in Jordan. Furthermore, we contributed to the Human Resource Management Practices literature wherein future research can use our Human Resource Management Practices model developed in this study for considering other factors such as training, appraisal, and compensation that boost Employee Performance.

2. 1 Human Resource Managers

Most companies have human resource managers who hire and train employees, evaluate performance and determine compensation. In large firms, separate departments deal with recruitment and hiring, pay levels, and labour relations. A smaller firm may have a single department – or even a single person – responsible for all HR activities, (Adams, S. J. 1963).

2. 2 Financial managers

Financial management levels may include a CFO or vice president of finance (top), a division controller (middle), and an accounting supervisor (first-line manager). Some financial institutions, such as Wells Fargo and State Farm Insurance, have even made effective financial management their primary company goal, (Ebert & Griffin, 2019).

2. 3 Marketing Managers

Marketing managers work in areas related to the marketing function – getting consumers and customers to buy the organization's products or services (whether they are Ford automobiles, Newsweek magazines, Associated Press news reports, or coffee mugs at Starbucks). These areas include the creation and development of new products, their promotion, and distribution. Given the importance of marketing to almost all organizations, developing good managers in this area can be critical, (Bobocel, R. D. & Meyer, J. 1994).

2. 4 Interpersonal Roles

There are three interpersonal roles inherent in the manager's job. First, the manager is often expected to serve as a figurehead – sending guests to dinner, attending ribbon-cutting ceremonies, and similar activities. These activities are usually more ceremonial and symbolic than substantive. The manager is also expected to serve as a leader – hiring, training, and motivating employees, (Foulkes, F. K., 1975). A manager who formally or informally tells

subordinates how to do things and how to perform under pressure is a leader. Finally, managers can have a liaison role. This role often involves serving as a coordinator or liaison between people, groups, or organizations, (Griffin, 2012).

2. 5 Decisional Roles

The manager's informational roles usually lead to decisional roles. There are four deciding roles. First, the manager has the role of the entrepreneur, the voluntary initiator of change. The second deciding role is initiated not by the manager but by some other individual or group, (Dessler, G. 2017). The manager responds to his role as a concern handler by addressing such problems as strikes, copyright infringement, public relations, or corporate image problems. The third deciding role is that of the resource allocator. As a resource allocator, the manager decides how resources are allocated and with whom to work most, (Ryu, S. & Kim, S. 2013). The fourth decisive role is that of a negotiator. In this role, the manager enters into negotiations with other groups or organizations as a representative of the company (Luta, S. A & Kačamaković). Negotiations can also be within the organization. For example (Table 1), the manager can mediate a dispute between two subordinates or negotiate with another department for additional support, (Ebert & Griffin, 2019).

Table 1. Basic roles of managers

Category	Role	Examples
Interpersonal	Picture	Participation in the ribbon-cutting ceremony for the new factory
	Leadership	Encouraging employees to improve productivity
	Connective	Coordination of the activities of the two project groups
informative	Monitoring	The scanning industry reports staying abreast of developments
	Information distributor	Sending memos outlining new organizational initiatives
	External communication	Making a speech to discuss growth plans
Decisive	Entrepreneur	Developing new ideas and fostering innovation
	Concern treatment	Conflict resolution between two subordinates
	Distributor of resources	Review of budget requests
	Negotiator	Reaching an agreement with a key supplier or a labour union

Source: (Ebert & Griffin, 2019).

We can classify the necessary skills of different managerial levels:

- Technical skills – knowledge of what is being done in the enterprise.
- Managerial skills – the five functions of management.
- Creative skills – notice changes in the environment.
- Modelling-problem-solving skills, (Jones & George, 2019).

Resource management has gone through many long processes to be recognized today as one of the most important management functions in an organization, (Legge, 1995). Human resource management includes human resource planning, recruitment and selection, performance appraisal, compensation, and maintaining effective employee relations.

Human resource management has four elements, which influence each other:

- Recruitment and selection
- Training
- Performance evaluation
- Motivation (Zeqiri, 2006)

Accordingly, HR must communicate a variety of information to the applicant, such as the culture of the organization, what is expected of employees, and any other information relevant to the candidate's decision-making process, (DeCenzo & Robbins, 2010).

We distinguish between formal and non-formal performance evaluation systems.

Formal Assessment – formal assessment systems are defined as planned, organized, and controlled activities.

- Non-formal assessment – this assessment is less complicated and does not require following a predetermined system as in formal assessment, (Zeqiri, 2006). Other theories are theory (Table 2), X and Y, followed by theory Z, factor theory (hygiene motivation), etc. (Boxall & Purcell, 2003), center alignment. Add images as images with the highest possible resolution. Use only black and white pieces. All images should be placed on portrait-oriented pages.

Table 2. Differences between Theory X and Y

X Theory	Y Theory
People are lazy.	People are energetic.
People are lacking ambition and dislike responsibility.	People are ambitious and demand responsibility
People are self-centred	People are not only focused on themselves
People resist change.	People want to contribute to business growth and change.
People are slower at processing information	People are intelligent

Source: (Boxall & Purcell, 2003).

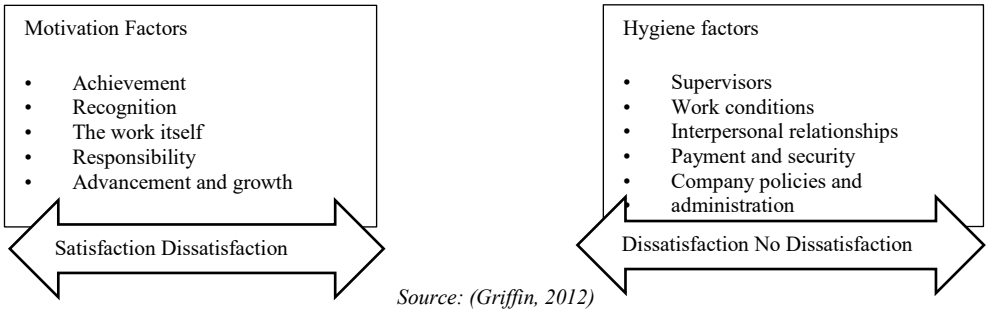
2. 6 Two-Factor Theory

Frederick Herzberg developed his theory after interviewing 200 accountants and engineers. He asked them to recall times when they were satisfied and motivated and times when they had been unhappy and unmotivated. Surprisingly, he found that different sets of factors were associated with satisfaction and dissatisfaction that is, a person might identify "low pay" as a cause of dissatisfaction, but would not necessarily cite "high pay" as a cause of satisfaction. Instead, different factors – such as recognition or fulfilment see Figure 1 – were cited as causing satisfaction and motivation. (Griffin, 2012) The opposite of "satisfaction" is "no satisfaction" and the opposite of "dissatisfaction" is "no dissatisfaction". (Robbins, Decenzo, & Coulter, 2013).

In recent years, more complex and sophisticated models of employee behavior and motivation have been developed. Two of the most interesting and useful are expectancy theory and equity theory (Lyman, Bigley, & Steers, 2008). Performance, on the other hand, leads to different outcomes, each of which has an associated value called valence. It is an

individual's expectation that effort will lead to high performance, that performance will lead to results, and that each result will have some value (Griffin, 2012). In addition to legal issues such as discrimination, managers need to be sure to offer fair rewards and incentives to those who do the best work (The Best vs. The Rest, 2006). Social learning occurs when people observe the behavior of others and recognize their behavior, thereby changing their own behavior. (Ebert & Griffin, 2019). Job redesign is a method of increasing job satisfaction by creating a more satisfactory fit between workers and their jobs, which includes combining tasks, creating natural work groups, or creating relationships with customers. Some companies also use modified work schedules – different approaches to working hours and the work week. Common options include job sharing, flexible schedules, and working from home. (Armour, 2004).

Figure 1. Satisfaction and dissatisfaction factors



Source: (Griffin, 2012)

2. 7 Decision-making

Decision-making is the process via which managers respond to the opportunities and threats they come upon by using studying numerous alternatives to determine goals and manual the path of the employer. As highlighted through Harrison (1999), decision-making forms the foundation of planning. Programmed choices are those which are incredibly established or recurrent in nature. For instance, Starbucks makes use of programmed choices in purchasing new materials together with coffee beans, cups, and napkins. Additionally, Starbucks employees receive education within the right techniques for espresso coaching. Many decisions regarding fundamental running systems, techniques, and fashionable organizational transactions fall into this class and are therefore programmable, as stated by means of Collins, Ryan, and Matusik (1999).

2. 8 Unscheduled decisions

Managers faced with such decisions must treat each alternative as unique, investing large amounts of time, energy, and resources to explore the situation from all angles. Intuition and experience are key factors in unprogrammed decisions, (Griffin, 2012). In general, the circumstances that exist for the decision-maker are the conditions of safety, risk, or uncertainty. (Huber, Managerial Decision Making, 1980). Decision-making with certainty – there is little ambiguity and relatively little chance of making a bad decision. However, few

organizational decisions are made under conditions of true certainty. The complexity and turbulence of the modern business world make such situations rare, (Griffin, 2012).

2. 9 Decision-making under risk

A more common decision-making condition is a condition of risk. Under a state of risk, the availability of each alternative and its potential benefits and costs are all related to probability estimates, (Stulz, 2009). Decision-making under conditions of risk is associated with moderate uncertainty and the possibility of a bad decision, (Ebert & Griffin, 2019).

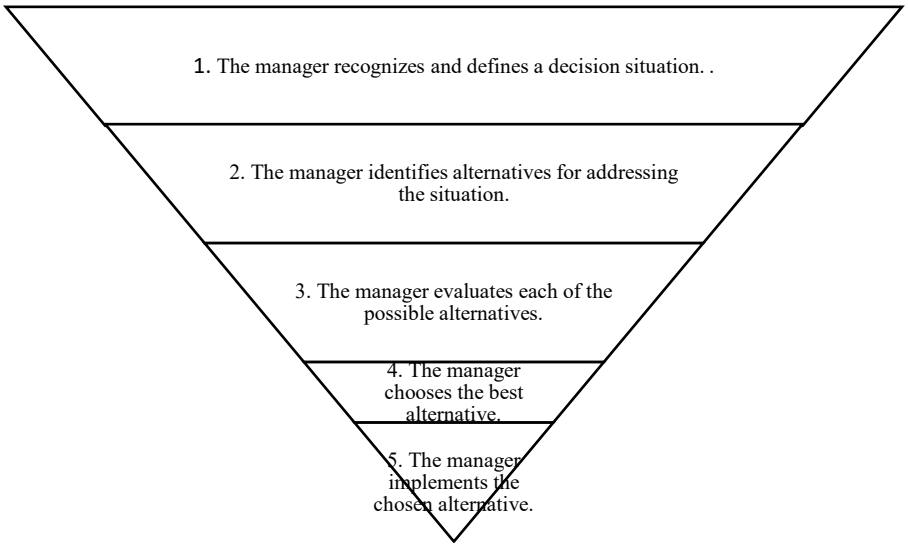
2. 10 Decision-making under uncertainty

The upward thrust of the Internet as a huge force in cutting-edge competitive environment has both heightened earnings ability and delivered extra uncertainty for maximum, as referred to by way of Mullins (1992). In choice-making procedures underneath situations of uncertainty, intuition, judgment, and revel in constantly play vital roles. However, uncertainty represents the maximum ambiguous and mistakes-susceptible country of all (Hodgkinson, Maule, Brown, Glaister, & Pearman, 1999). Managers and leaders should strive for rationality in their decision-making. Below, Figure 2 illustrates the steps involved in the rational decision-making process.

Monitoring and evaluating results- the final step in the decision-making process requires managers and leaders to evaluate the effectiveness and significance of their decision. They must ensure that the chosen alternative has served its original purpose. If an implemented alternative does not seem to work, they can respond in several ways, (Stoyanov, S. 2017). Another previously identified alternative (second or third choice, for example) may be adopted. Or they may realize that the situation was not defined correctly, so they are forced to start the process all over again. Finally, managers and leaders may decide that the original alternative is suitable, but either has not yet had time to work or needs to be implemented differently, (Ebert & Griffin, 2019). Sometimes a decision made with little regard for logic can turn out to be correct. (Making Decisions in Real Time, 2000). Intuition is an innate belief about something, often without conscious consideration. Managers sometimes decide to do something because it "feels right" or they have a hunch, (Vroom, V. 1964). However, this sense is commonly now not arbitrary. Such an internal sense can help managers in making decisions without strictly adhering to a whole rational series of steps. If rationality and logic are constantly disregarded for "what seems right," chances are that one-day disaster will strike, (Ebert & Griffin, 2019). Risk propensity and decision making- The behavioral element of risk propensity is the degree to which a decision maker is willing to "gamble" when making a decision. They are extremely aggressive in making decisions and ready to take risks, (McNamara & Bromiley, 1999). They rely heavily on intuition, make decisions quickly, and often risk large investments in their decisions. As in gambling, these managers are more likely than their conservative counterparts to achieve great success with their decisions; they are also more likely to suffer greater losses, (O'Reilly, 1999). The last component of a quality decision-making process is the employees. All decisions no matter how good or bad, right or wrong are made by and for employees therefore, employees are of

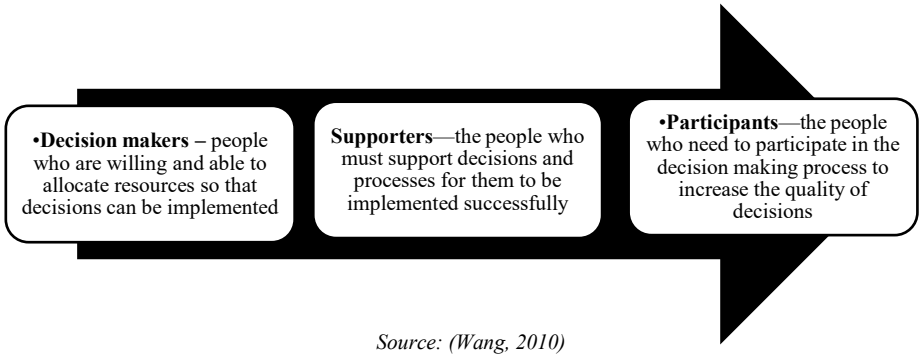
great importance, (Wallace, C. P. 1997). High-quality decision-making requires three types of people to participate in or support the process Figure 3.

Figure 2. Decision-making steps according to the rational model (Griffin, 2012)



Source: (Griffin, 2012)

Figure 3. People participating in the process



Source: (Wang, 2010)

3. Methodology

This study uses a quantitative approach to assess the impact of human resource management (HRM) practices on the performance of medium and small corporations in Pristina and various other cities in Kosovo, including Peja, Prizren, Ferizaj and Gjilani. A view of specializes in identifying variables and their associations in this context.

3. 1 Data Collection

Primary statistics have been gathered via questionnaires allotted among personnel in medium-sized and small groups in the aforementioned places. Sampling strategies had been applied to make certain illustration from the target populace. The distribution became facilitated with the aid of the human sources branch, making sure readability concerning the examines targets and implications. The selected sampling approach become probabilistic to make sure strong and conclusive outcomes.

3. 2 Participant Selection

Questionnaires had been administered throughout all employee tiers, encompassing numerous sectors, consisting of senior officers, managers, and government administrators. An overall of thirty-one respondents participated, constituting the pattern size. The study taken into consideration 5 variables: recruitment practices, performance dimension, training, incentives, and employee overall performance.

3. 3 Data analysis

In this s section, we delve into the analysis of the survey outcomes acquired from worker responses, aiming to explore the effect of managerial alternatives on human resources. The method hired on this examine functions a mixture of primary and secondary records assets, facilitating a complete know-how of the research subject matter.

3. 31 Participant Information

The results supplied herein are primarily based on information collected from personnel through survey questionnaires. The look at focused personnel on the whole from medium-sized and small corporations positioned in Pristina and various different cities across Kosovo, along with Peja, Prizren, Ferizaj, and Gjilani.

3. 32 Data Collection Methods

Both primary and secondary statistics assets were applied to conduct this have a look at. The secondary information, drawn from worldwide literature, accommodates qualitative and empirical studies, encompassing a number of scholarly materials along with books, academic journals, clinical guides, and statistical reviews. This method turned into instrumental in informing the records series method and selection of scientific substances, enriching our expertise of managerial choice-making's ramifications on human assets.

3. 33 Primary Data Collection

As the primary statistics source, a structured questionnaire turned into administered to the targeted members. The questionnaire aimed to elicit insights into various factors of managerial selection-making and its outcomes on human sources within the organizational context.

3. 34 Presentation of Findings

Following the choice of the pattern and statistics collection manner, the findings are presented thru graphical representations and tabular summaries. These visual aids are generated the usage of the SPSS econometric software program, facilitating a complete assessment and discussion of the obtained effects. In conclusion, the statistics evaluation segment of this examine sheds mild on the complicated relationship between managerial selections and their impact on human assets in the organizational setting. The usage of each primary and secondary information sources enhances the robustness of our findings, imparting treasured insights for organizational control and future research endeavors.

3. 4 Four Semi-Structured Interviews

Semi-dependent interviews were carried out, that specialize in thematic areas inclusive of managerial decision-making's effect on recruitment methods, employee motivation, career improvement, consideration in the course of decision-making, and productiveness.

3. 5 Research Objectives

The study aims to identify factors influencing worker motivation and performance inside production companies, particularly in the food industry, focusing on medium-sized firms. Additionally, it seeks to discover the effect of managerial decisions, behaviors, and control patterns on worker delight and motivation.

3. 6 Significance of Work Environment

The study underscores the importance of the work environment in shaping decision-making tactics among personnel within the non-public sector of Kosovo. It aims to fill the gap in research and highlight the importance of organizational dynamics in enhancing employees' decision-making skills.

3. 7 Limitations of the Study

Several limitations are recounted, together with the small pattern length, pass-sectional layout, questionnaire satisfactory, confined context, reliance on a single records collection technique, absence of causality status quo, and temporal limitations. These constraints

necessitate caution in generalizing findings and highlight avenues for future studies to address these barriers effectively.

In this way, some of the questions of this research are:

1. Does managerial decision-making affect the employee recruitment process?
2. Does managerial decision-making have an impact on employee motivation in the organization?
3. Do managers express interest in the future career of employees?
4. How much are employees considered by managers during the decision-making process?
5. Does managerial decision-making have an impact on employee productivity?

Table 3. Presentation of hypotheses

The Null Hypothesis	Alternative Hypothesis
HO: Managerial decision-making does not influence the employee recruitment process	H1: Managerial decision-making has an impact on the employee recruitment process
HO: Managerial decision-making does not affect employee motivation.	H2: Managerial decision-making affects employee motivation.
HO: Managerial decision-making is not interested in the further development of employees	H3: Managerial decision-making is interested in the further development of employees
HO: Decision-making does not take into account the interests of employees when making decisions	H4: Decision-making takes into account the interests of employees when making decisions.
HO: Employee productivity is not affected by managerial decision-making.	H5: Employee productivity is affected by managerial decision-making.

Source: (Author, 2023)

4. Results

First, we will present the results obtained from the questionnaire and also test the hypotheses raised when defining the problem. The private sector plays an important role in national economic growth and contributes to employment, tax revenue, economic growth and the cultivation of a market system. In Kosovo, the private sector consists of micro, small, medium and large enterprises. Small and medium enterprises (SMEs) constitute about 98% of all enterprises in Kosovo and have the potential to play an important role in economic growth (Mustafa, 2004). These contributions are very valuable, especially in Kosovo. The development of small and medium-sized enterprises can contribute to solving many challenges related to economic development, the effects of inequality, high unemployment rates, demographic growth and the need for structural changes. It is based on the fact that business as a culture and concept of economic thinking is presented as a rare resource, as an agent of social (and political) changes.

4. 1 Results of the statistical analysis

[H1] Accepted – Managerial decision-making has an impact on the employee recruitment process. The Pearson Correlation result is r=0. 469, which is greater than the required threshold (r>0. 5) for accepting the hypothesis. This indicates a moderate correlation between the variables, with a high level of significance (p=0. 008).

[H2] Accepted: Managerial decision-making has an impact on employee motivation. The Pearson correlation result is r = 0. 500, surpassing the necessary threshold (r>0. 5) for accepting the hypothesis. This suggests a strong correlation between the variables, with a high level of significance (p=0. 004).

[H3] Accepted: Managerial decision-making has an impact on the further development of employees. The Pearson correlation result is r=0. = 0. 459, exceeding the required threshold (r > 0. 5) for accepting the hypothesis, indicating a moderate correlation between the variables. The significance of this relation is high (p=0. 009).

[H4] Accepted – Managerial decision-making takes into account the interests of employees when making decisions. The Pearson Correlation result is r=0. 462, which is greater than the necessary threshold (r>0. 5) for accepting the hypothesis, suggesting a moderate correlation the variables. The significance of this relation is high (p=0. 009).

[H5] Accepted – Employee productivity is affected by managerial decision making. The Pearson Correlation result is r=0. 617, surpassing the required threshold (r>0. 5) for accepting the hypothesis, indicating a strong correlation between the variables. The significance of this relationship is high (p=0. 000).

These results confirm the impact of managerial decision-making on various aspects of human resources, including recruitment, motivation, employee development, consideration of employee interests, and overall productivity.

[H1] Accepted – Managerial decision-making has an impact on the employee recruitment process see table 4 and 5.

The hypothesis is accepted since the result from the Pearson Correlation is r=. 469, where we can conclude that it is greater than the constant r>0. 5 which is defined as a condition for accepting the hypothesis. From this, we conclude that the hypothesis is accepted and it is qualified that there is a moderate correlation between the variables. The significance of this relation is high considering that we have a value of p=0. 008, which is <0. 05, this gives us to understand that we have a high significance that made it possible to affirm the hypothesis.

Table 4. Descriptive statistics for H1 variables

Descriptive Statistics			
	Mean	Std. Deviation	N
Contract	4. 35	. 709	31
Decisions about HR	3. 94	. 772	31

Table 5. Correlation between the variables of H1

Correlations			
		Contract	Decisions about HR
Contract	Pearson Correlation	1	. 469**
	Sig. (2-tailed)		. 008
	The sum of Squares and Cross-products	15. 097	7. 710
	Covariance	. 503	. 257
	N	31	31
Decisions about HR	Pearson Correlation	. 469**	1
	Sig. (2-tailed)	. 008	
	The sum of Squares and Cross-products	7. 710	17. 871
	Covariance	. 257	. 596
	N	31	31

**. Correlation is significant at the 0. 01 level (2-tailed).

[H2] Accepted – Managerial decision-making has an impact on employee motivation see Table 6 and 7. The hypothesis is accepted since the result from the Pearson Correlation is r=. 500, where we can conclude that it is greater than the constant r>0. 5 which is defined as a condition for accepting the hypothesis. From this, we conclude that the hypothesis is accepted and qualified that there is a strong correlation between the variables. The significance of this relation is high considering that we have a value of p=0. 004, which is <0. 05, this gives us to understand that we have a high significance that made it possible to affirm the hypothesis.

Table 6. Descriptive statistics for H2 variables

Descriptive Statistics			
	Mean	Std. Deviation	N
Motivation	4. 13	. 846	31
Decision-making in increasing productivity	4. 35	. 755	31

Table 7. Correlation between the variables of H2

Correlations			
		Motivation	Decision-making in increasing productivity
Motivation	Pearson Correlation	1	. 500**
	Sig. (2-tailed)		. 004
	The sum of Squares and Cross-products	21. 484	9. 581
	Covariance	. 716	. 319
	N	31	31
Decision-making in increasing productivity	Pearson Correlation	. 500**	1
	Sig. (2-tailed)	. 004	
	The sum of Squares and Cross-products	9. 581	17. 097
	Covariance	. 319	. 570
	N	31	31
**. Correlation is significant at the 0. 01 level (2-tailed).			

[**H3] Accepted –** Managerial decision-making has an impact on the further development of employees see Table 8 and 9. The hypothesis is accepted since the result from the Pearson Correlation is r=. 459, where we can conclude that it is greater than the constant r>0. 5 which is defined as a condition for accepting the hypothesis. From this, we conclude that the hypothesis is accepted and it is qualified that there is a moderate correlation between the variables. The significance of this relation is high considering that we have a value of p=0. 009, which is <0. 05, this gives us to understand that we have a high significance that made it possible to affirm the hypothesis.

Table 8. Descriptive statistics for H3 variables

Descriptive Statistics			
	Mean	Std. Deviation	N
Decision-making in increasing productivity	4. 35	. 755	31
HR Development	4. 13	. 922	31

Table 9. Correlation between the variables of H3

Correlations			
		Decision-making in increasing productivity	HR Development
Decision-making in increasing productivity	Pearson Correlation	1	. 459**
	Sig. (2-tailed)		. 009
	The sum of Squares and Cross-products	17. 097	9. 581
	Covariance	. 570	. 319
	N	31	31
HR Development	Pearson Correlation	. 459**	1
	Sig. (2-tailed)	. 009	
	The sum of Squares and Cross-products	9. 581	25. 484
	Covariance	. 319	. 849
	N	31	31

**. Correlation is significant at the 0. 01 level (2-tailed).

[H4] Accepted – Managerial decision-making takes into account the interests of employees when making decisions see table 10 and 11. The hypothesis is accepted since the result from the Pearson Correlation is r=. 462, where we can conclude that it is greater than the constant r>0. 5 which is defined as a condition for accepting the hypothesis. From this, we conclude that the hypothesis is accepted and it is qualified that there is a moderate correlation between the variables. The significance of this relation is high considering that we have a value of p=0. 009, which is <0. 05, this gives us to understand that we have a high significance that made it possible to affirm the hypothesis.

Table 10. Descriptive statistics for H4 variables

Descriptive Statistics			
	Mean	Std. Deviation	N
Consideration of staff	3. 94	. 929	31
Decision-making in increasing productivity	4. 35	. 755	31

Table 11. Correlation between the variables of H4

Correlations			
		Consideration of staff	Decision-making in increasing productivity
Consideration of staff	Pearson Correlation	1	. 462**
	Sig. (2-tailed)		. 009
	The sum of Squares and Cross-products	25. 871	9. 710
	Covariance	. 862	. 324
	N	31	31
Decision-making in increasing productivity	Pearson Correlation	. 462**	1
	Sig. (2-tailed)	. 009	
	The sum of Squares and Cross-products	9. 710	17. 097
	Covariance	. 324	. 570
	N	31	31

**. Correlation is significant at the 0. 01 level (2-tailed).

[H5] Accepted – Employee productivity is affected by managerial decision making see table 12 and 13. The hypothesis is accepted since the result from the Pearson Correlation is r=. 617, where we can conclude that it is greater than the constant r>0. 5 which is defined as a condition for accepting the hypothesis. From this, we conclude that the hypothesis is accepted and qualified that there is a strong correlation between the variables. The significance of this relationship is high considering that we have a value of p=0. 000, which is <0. 05, this gives us to understand that we have a high significance that made it possible to assert the hypothesis.

Table 12. Descriptive statistics for H5 variables

Descriptive Statistics			
	Mean	Std. Deviation	N
Decision-making in increasing productivity	4. 35	. 755	31
The effectiveness of the HR decisions	4. 42	. 672	31

Table 13. Correlation between the variables of H5

Correlations			
		Decision-making in increasing productivity	The effectiveness of the HR decisions
Decision-making in increasing productivity	Pearson Correlation	1	. 617**
	Sig. (2-tailed)		. 000
	The sum of Squares and Cross-products	17. 097	9. 387
	Covariance	. 570	. 313
	N	31	31
The effectiveness of the HR decisions	Pearson Correlation	. 617**	1
	Sig. (2-tailed)	. 000	
	The sum of Squares and Cross-products	9. 387	13. 548
	Covariance	. 313	. 452
	N	31	31

**. Correlation is significant at the 0. 01 level (2-tailed).

5. Discussion

The discussion bankruptcy ambitions to interpret and contextualize the findings presented within the preceding sections, focusing on the impact of managerial selection-making on various components of human resources within manufacturing agencies, specifically inside the context of small and medium-sized enterprises (SMEs) in Kosovo.

5. 1 Managerial Decision-Making and Employee Recruitment

The effects affirm a slight but giant correlation between managerial decision-making and the worker recruitment system. This finding underscores the significance of managerial alternatives in shaping the composition of the workforce within production groups. Effective choice-making in recruitment can lead to the choice of quite qualified applicants who are aligned with the agency's desires and values. Consequently, this contributes to more suitable organizational overall performance with the aid of making sure the right talent is in vicinity to pressure productivity and innovation.

5. 2 Managerial Decision-Making and Employee Motivation

The observe famous a strong correlation between managerial choice-making and worker motivation. This highlights the pivotal position that managers play in fostering a work environment that encourages worker engagement and commitment. By making informed and inclusive decisions, managers can efficiently address the needs and aspirations in their personnel, thereby improving their motivation ranges. Motivated employees are much more likely to illustrate extended productiveness, creativity, and job pleasure, in the long run contributing to the overall success of the company.

5. 3 Managerial Decision-Making and Employee Development

The findings also suggest a modest but widespread correlation between managerial decision-making and further employee development. This highlights the importance of management support and funding in increasing staff numbers and improving capabilities. Managers who prioritize employee development initiatives, including opportunities for education, mentoring and career development, foster a lifestyle of continuous learning and development within the company. As a result, the personal sense is valued and empowered, especially in the higher realms of pride and retention.

5. 4 Managerial Consideration of Employee Interests

The view shows a modest correlation between managerial choice and consideration of worker entertainment. Managers who actively involve staff in selection processes and demonstrate the right issue for their well-being cultivate a pleasant work environment built on trust and mutual respect. By considering employees' perspectives and options, managers can make

more informed and fair choices that support organizational success while fostering an experience of ownership and commitment among employees.

5. 5 Managerial Decision-Making and Employee Productivity

The results show a strong correlation between managerial decision-making and worker productivity. This underscores the significant influence that managerial choices have on the effectiveness and efficiency of a team of workers. Managers who provide clear direction, support and assets enable employees to perform their tasks optimally, especially at higher levels of productivity and performance. In addition, managers can further encourage employees to strive for excellence in their work with the help of fostering a tradition of duty and popularity.

5. 6 Implications for Manufacturing Organizations in Kosovo

Findings from this perspective have several implications for manufacturing organizations, specifically SMEs, operating in Kosovo. First, it emphasizes the vital role of managerial decision-making in shaping the various components of effective human resource management, including recruitment, motivation, improvement, and productivity. Second, it underlines the importance of promoting a high-quality work environment characterized by inclusiveness, employee empowerment and continuous learning. Third, it emphasizes that managers want to actively communicate with employees and keep their interests and opinions in mind in decision-making methods. Finally, it offers useful insights to strengthen organizational competitiveness and sustain success in a dynamic and aggressive business environment.

5. 7 Future Research Directions

Although this study provides valuable insights into the relationship between managerial decision-making and HRM in manufacturing organizations in Kosovo, there are several avenues for future research. First, longitudinal studies could be conducted to examine the long-term impact of managerial decisions on employee outcomes and organizational performance. Second, comparative studies could be conducted to explore differences in management practices across industries and organizational contexts. Third, qualitative research methods such as interviews and case studies could be used to gain a deeper understanding of the underlying mechanisms driving the observed relationships. Overall, further research in this area would contribute to expanding knowledge and informing evidence-based management practices in manufacturing organizations.

6 Conclusions

This study aimed to explore the relationship between managerial decision-making and worker motivation in production groups. It became apparent that motivation, a key factor

influencing stepped-forward work overall performance, holds paramount importance for employees. Additionally, we sought to understand the extent to which a supervisor's choices and strategies affect the electricity and productivity of staff members. Our findings suggest that employees in the selected manufacturing agencies are predominantly inspired by monetary incentives and pay in place of reputation and commendation from higher-rating control. Career progression and the character of the work itself additionally emerged as big motivators. As we delved into the effect of superiors' tactics and selection-making on employee motivation and output, we obtained predominantly favorable responses. A majority of respondents expressed that their bosses ought to undoubtedly affect their motivation at work by means of changing their selections and techniques. Despite the statistical importance of our findings, taking a look at them isn't always without barriers, given the considerably large number of respondents. To enhance the study's robustness, future studies could contain a larger pattern, allowing for the evaluation of consequences across diverse worker classes. Additionally, engaging in a comparable survey in a public enterprise and evaluating the results with contemporary findings might provide precious insights into capability versions in driving reasons underneath exclusive situations. This avenue offers a fascinating prospect for future studies endeavors.

1. Impact of Managerial Decision-Making on the Employee Recruitment Process: The first hypothesis suggests that managerial decision-making affects the employee recruitment process. The results show that there is a moderately positive correlation between these variables, and the correlation is statistically significant. Therefore, it can be concluded that managerial decision-making does impact the employee recruitment process.
2. Impact of Managerial Decision-Making on Employee Motivation: The second hypothesis proposes that managerial decision-making has an impact on employee motivation. The results indicate a strong positive correlation between these variables, and the correlation is statistically significant. Hence, it can be concluded that managerial decision-making significantly affects employee motivation.
3. Impact of Managerial Decision-Making on Employee Development: The third hypothesis states that managerial decision-making influences the further development of employees. The results demonstrate a moderately positive correlation between these variables, which is statistically significant. Consequently, it can be concluded that managerial decision-making plays a role in employee development.
4. Consideration of Employee Interests in Managerial Decision-Making: The fourth hypothesis suggests that managerial decision-making takes into account the interests of employees when making decisions. The results show a moderately positive correlation between these variables, and the correlation is statistically significant. Therefore, it can be concluded that managerial decision-making does consider the interests of employees.
5. Impact of managerial decision-making on employee productivity: The fifth hypothesis posits that employee productivity is affected by managerial decision-making. The results show a strong positive correlation between these variables, and the correlation is statistically significant. Hence, it can be concluded that managerial decision-making significantly impacts employee productivity. The research findings suggest that managerial decision-making in the private sector in Kosovo has significant implications for various aspects of human resources, including recruitment, motivation, employee

development, consideration of employee interests, and productivity. Actually, pleasant managers who will fulfill the company's labor call for wishes and the enterprise's purposeful fulfillment wishes ought to implement the strategic selections made via senior management. In terms of recruiting appropriate employees to fulfill the needs of the company, the strategic decisions made with the aid of managers may mean a wide variety of conditions in the structural company of agencies. Because of this, the government director, who sits at the pinnacle of the hierarchical organizational structure, has to address the difficulty of hiring certified personnel who may be stimulated in numerous ways, which include pay, working hours, education, and development. Enabling sources are vital for this cause, specifically in case you are seeking for high-quality folks that will act inside the enterprise's great interests. These conclusions underscore the importance of powerful managerial decision-making in selling high quality outcomes for both employees and the corporation as a whole.

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