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THE IMPACT OF MANAGERIAL EDUCATIONAL LEVEL AND EXPERIENCE ON ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS (CASE STUDY IN LARGE ENTERPRISES IN KOSOVO)[3]

In the contemporary economy, effective management plays a key role in driving business growth. According to the theory of human capital, this study aims to evaluate how managerial educational level and experiences affect the efficiency and effectiveness of business management in Kosovo. Using a research model validated through questionnaire data and SPSS analysis, the study aims to improve management practices. The questionnaire, distributed among 34 large Kosovar companies, revealed that the expertise of managers is positively related to the efficiency and effectiveness of the enterprise. This analysis sheds light on the interplay between managerial education, experience and enterprise performance, aiming to strengthen organizational outcomes in Kosovo.
Keywords: Management; efficiency; effectiveness managerial skills and experiences
JEL: M00; M12; D24; D61

Introduction

Behind many successful ventures lies the tireless work of managers and support staff who contribute their skills and experiences. The experience of workers can be seen in many aspects, among which is performance at work. So, the better and greater the work experience is the better their performance is. Work performance is the result of the efficiency and effectiveness of employees, and studies support the hypothesis that both are influenced by managerial skills that come from work experience (Shadare, 2011; Adu et al., 2014; Tonidandel et al., 2012) but how this relationship is presented in large enterprises in Kosovo is still unclear. For this reason, this study has precisely this purpose, to see what influence experience and managerial educational level have on efficiency and effectiveness in large enterprises in Kosovo. As managers and other employees are very important for the

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achievement and fulfilment of common organizational goals, managers are the key persons who push the processes forward which leads to successful managerial functioning. For this reason, special emphasis in the study is given to managerial skills and experience as indicators of increasing efficiency and effectiveness. Our study is based on one of the theories that explains how experience and managerial educational level have an impact on how work becomes more efficient and successful in a company, the Human Capital Theory. This theory basically explains that all the functions that are performed are about recognizing the value of the skills, knowledge and experience that employees bring to the table. By considering when someone gains experience or improves their skills, they tend to become more proficient at their tasks. Human Capital Theory suggests that the more experienced and skilled leaders and employees are, the better they are likely to perform, increasing productivity and effectiveness. For this reason, according to this theory, we should prioritize investing in training and development opportunities for the workforce, this to increase their skills and knowledge, will have an impact on improving performance. Moreover, based on the Human Capital theory, it is important to recognize and reward employees based on their skills and experience. Not only to assess whether employees with more experience and educational level demonstrate higher levels of productivity, efficiency and quality in their work, but also to offer compensation and competitive incentives, which stimulate the development and continuous maintenance of these skills.

As evident in the literature, components such as managerial experience and the educational levels of managers have been identified as potential drivers of efficiency, effectiveness, and overall performance. Therefore, we decided to examine this in Kosovo's large enterprises. So our study targeted leaders who hold a formal managerial position and we examined their educational level and years of managerial experience. Based on this, this study seeks answers to the following 2 research questions:

1. Do educational level and managerial experiences have an impact on efficiency?
2. Do educational level and managerial experiences have an impact on effectiveness?

Taking into account the research questions mentioned above, the following hypotheses follow:

Ho – Managerial experience and educational level have no impact on efficiency

H1 – Managerial experiences and educational level have an impact on efficiency

Ho – Managerial experience and educational level have no impact on effectiveness

H2 – Management experiences and educational level have an impact on effectiveness

1. Literature Review

Research on managerial skills has flourished alongside the rise of human capital and business literature. Past studies, exemplified by Al-Madhoun & Analoui (2002), Aliyu (2015), Analoui, Labbaf, & Noorbakhsh (2000), Tonidandel (2012), and Mehralian et al. (2020), have underscored the pivotal role of managerial education in addressing future challenges,

formulating organizational plans, and orchestrating firm operations with available resources. Shaikh et al. (2017) further emphasize that organizations with a robust managerial cadre can leverage their capital efficiently, thereby reducing costs and fueling financial growth.

Managerial education emerges as a cornerstone for organizational success, as noted by Helfat and Peteraf (2015), with significant impacts on company performance. However, the specific skill sets required for optimal performance may vary across different stages of a firm's projects, as argued by Chatterjee and Das (2016). They advocate for tailored capabilities across various stages, crucial for sustaining competitiveness and enhancing firm performance.

In today's fiercely competitive global landscape, organizations must prioritize nurturing highly skilled employees to maintain market viability (Crawshaw, Van Dick, & Brodbeck, 2012). This necessity underscores the essence of performance management, a multifaceted approach to fostering employee growth and excellence (Aguinis, 2013; Cascio, 2014). Managers serve as linchpins in this process, necessitating a profound understanding of their employees' roles and performance. Performance management furnishes this framework, establishing clear performance standards for evaluating employee work (Robbins et al., 2019). Despite its critical importance, many organizations solely focus on performance appraisal, neglecting the broader scope of performance management. Alarmingly, around 83% of companies worldwide mandate only performance goal setting, with some goals stagnating until they align with organizational objectives. This myopic approach not only assesses individual performance but also underscores the pivotal link between employees' contributions and overall business success (Mercer, 2019).

Concomitant with the discourse on performance management, managerial effectiveness is indispensable for achieving organizational objectives (Rambe & Makhalemele, 2015). This effectiveness hinges on managers' possession of diverse competencies encompassing knowledge, skills, behaviours and attitudes that directly influence company performance (Bager et al., 2015). As emphasized by Lo and Sugiarto (2021), managerial functions such as planning, organizing, leading, coordinating, and controlling are fundamental pillars of effective management, contingent upon the manager's acquisition of requisite skills and competencies, often attained through management training (Lo and Sugiarto, 2021).

The importance of planning, in particular, cannot be overstated in strategic organizational management. Scholars like Oparanma et al. (2009) contend that planning is not only vital but the optimal strategy for navigating competitive environments. They argue that planning is indispensable for managing businesses in turbulent climates, underscoring its critical role in organizational success amid global competition (Oparanma et al., 2009). This highlights the symbiotic relationship between performance management and managerial effectiveness, where the former fosters employee growth and excellence, while the latter ensures strategic alignment and efficient resource utilization to achieve organizational goals. Based on DiCenzo (2016), the management function that has an impact on the achievement of the organization's goals is organization. The main focus of the organization's management function is determining which activities should be performed to achieve the goals. This function as such brings together all resources such as human, physical and financial to achieve specific goals (Neyestani and Juanzon, 2017). The organization also deals with the

assignment of individual jobs that must be carried out according to the departments in order to achieve the common goals as best as possible (Barnett, 2019). Another important factor for the functioning of the organization is motivation (Mamun and Khan, 2020). Every employer wants their employees to work with high motivation and not just go to work to take their places. Work motivation remains a vital factor as it helps and is closely related to individual behaviours in organizations (Ryan and Deci, 2000). A skill is the ability to use influencing knowledge to achieve an intended outcome.Skills are necessary for a person to undertake a certain activity. Companies spend a lot to find the right personnel for managerial positions and to develop their managers to have a favourable impact on business performance (Vaculík, 2010). Employers aim to find new managers who are effective and invest in the development of existing managers to make them more effective. Competency models are used to identify qualities that predict managerial success or effectiveness during the recruitment process (Brownell, 2008). Managerial effectiveness can be described in different ways and from different perspectives. Based on the studies of Elenkov, 2002; Riggio, Salinas & Cole, 2003; an effective manager is if the group he manages is effective and if other people label him as an effective manager (Anderson et al., 2008; Foti & Hauenstein, 2007; Ng, Ang & Chan, 2008; Riggio et al., 2003). Based on Ng et al., 2008 a manager is effective if he evaluates himself as an effective manager and if the manager with his work is an example and really convinces people that he is managing effectively. Managerial skills are closely related to competencies managerial as they are their own group. The degree of individual competence affects the activities of the company and its general culture. As long as the individual has competencies, they affect the effectiveness of the organization as a whole (Cardy & Selvarajan, 2006). Knowledge includes ability and experience thus providing a map to create and use information (Soltani and Navimipour, 2016). As long as knowledge exists within the organization, sharing and promoting it with others is the main challenge. The effective management of knowledge in the organization is based on the effective sharing of knowledge (Swacha, 2015). After the period in which new knowledge is created, the system that deals with their management must take care that the knowledge is entered into the memory of the organization in order to reuse it in the longer term (Singh et al., 2021) (Sulistyanto et al., 2021). On the other hand, the experience gained also affects the leader and his professional development, which can consequently affect the efficiency and effectiveness of the employees. Efficiency measures how well an organization transforms inputs into outputs successfully (Low, 2000). Organizational effectiveness focuses on improving processes within the organization, including structure, culture, and community (Pinprayong & Siengthai, 2012). In order to achieve high organizational efficiency, the assessment of several dimensions is required, such as organizational strategy, corporate structure, business management, corporate and employee style, staff commitment motivation, employee skill development, and subordinate goals. To understand efficiency, it is essential to see how resources are used across their alternatives (Kumar & Gulati, 2010). However, it is important to understand that efficiency does not automatically indicate an excellent performance in the market, but rather the operational excellence of the organization. On the other hand, effectiveness usually shapes the objectives of the organization's policy and the fulfilment of its goals. Researchers such as Zheng (2010) and Meyer and Herscovitch (2001) have analyzed organizational effectiveness and employee engagement in the organization. They note that high performance is possible by changing the attitudes of employees in the organization. Therefore, human capital management should deeply consider the concepts of

effectiveness.Heilman and Kennedy-Philips (2011) argue that organizational effectiveness is key to measuring progress toward organizational goals. To increase organizational effectiveness, management should focus on improving communication, interaction, leadership, direction, adaptability and creating a positive environment. In general, the influence of skills and experience on efficiency and effectiveness is very important. Two factors by which we will also measure the success of the management. Efficiency is the achievement of high results using the minimum of resources and in a shorter time, while effectiveness means the level of achievement of objectives and the relationship between the expected result and the actual one. To really understand how effective a business is, we need to look at different factors. According to Dudukalo (2012), these include profit margin, return on total assets, return on fixed assets, return on equity (ROE), return on investment and residual income. (Britchenk et al., 2018) conducted a study to assess the efficiency levels of enterprises in two distinct countries. They found that the overall average efficiency (ATR) of all enterprises was significantly close to the efficient benchmark, indicating that these enterprises are generally efficient. When comparing efficiency between the two countries, Ukrainian enterprises demonstrated better efficiency compared to Portuguese ones. Although no significant differences in efficiency were observed across industrial sectors, the study noted slightly higher average efficiency in the paper industry and slightly lower efficiency in the construction sector.

Ramosaj (2022) offers a model of leadership that clearly explains by including the meaning of leadership under the influence of the experience achieved. This model includes three main dimensions of leadership: individual characteristics of the leader (including cognitive abilities, motivation, and personality), competencies (such as problem-solving ability, knowledge and skills), and leadership outcomes (how the leader selects and manages effectively challenges and problems). Management is a key aspect of any organization, regardless of the size, type or purpose of the organization. Operating in a highly changing and fast-paced market, management is a critical factor affecting the success or failure of a given entity. Based on the importance of the manager, the levels of management used, managerial education level and experiences, we have the opportunity to understand their responsibilities and their profound impact on modern organizations. Major changes such as technological advances, industrial development and globalization have influenced the styles and dynamics of companies, offering new challenges of developing competitive advantages as part of business. Based on this, the development of strategies is very necessary to cope with the changes, not forgetting the role of the manager, which is primary (Minh, H., 2020). Depending on the activity of the companies, the importance of the necessary managerial skills also varies, not every company needs the possession of conceptual or technical skills to achieve success (Mehralian et al., 2020).

2. Methodology

This research focuses on large enterprises in Kosovo, encompassing a variety of sectors. Out of 34 participating companies located across Kosovo, 20 were in Pristina, 8 in Peja, 4 in Prizren, 1 in Gjakova, and 1 in Han i Elezit. The sample was formed by focusing on large enterprises located in the Pristina region. The companies were directly contacted by email

and were asked to participate in the study. Notably, over 50% of the companies are based in Pristina, indicating its significance as a hub for successful business operations. Given the critical role of management in enterprise success, our study concentrates on large companies with substantial employee numbers, where the impact of managerial skills and experiences is more pronounced.

We employed a questionnaire as our research tool, to measure both the efficacy and effectivity, a questionnaire that was familiar and was used in previous studies and was adapted by the professors at our university. The questionnaire was distributed to the main managers of the 34 enterprises during the summer of 2023. Each surveyed enterprise provided responses from their respective manager, yielding a total of 34 submissions. To assess efficiency, questions were designed to assess the use of input/output reports, benchmarks, loss identification, automation processes, and technology adoption. Effectiveness was measured through inquiries about goal definition and achievement, resource utilization, customer feedback integration, and return on investments. Managers were asked to differentiate between planning and execution for each question. There were 30 questions to measure each component so, 15 for efficiency and 15 for effectivity. The questionnaire utilized a Likert scale with options ranging from 1 to 5 and higher scores meant better efficiency and effectivity. Importantly, both questionnaires demonstrated a strong internal consistency. Cronbach's alpha coefficients were 0.85 for efficiency and 0.80 for efficacy, indicating reliable measures for both constructs.

Years of managerial experience were quantified through an open-ended question where managers reported their tenure in managerial positions, with higher numbers indicating more experience. Educational attainment was determined by the highest level of education achieved, ranging from High School to PhD. Additionally, demographic information such as age was gathered through an open-ended question. Through this research, we aimed to understand how managers' educational levels and experiences influence management practices within enterprises. By analyzing these factors, including age, education, and managerial experience, we seek insights into management effectiveness and efficiency, which are pivotal for overall success.

3. Results

While the successful operation of management in the enterprise is very important, from the data analysis we will see how the hypotheses stand and will be confirmed or rejected based on the responses of the respondents. Linear regression is a statistical unit through which we can better understand the influence of an independent variable on a dependent variable.

The first hypothesis:

Ho – Managerial experience and educational level have no impact on efficiency

H1 – Managerial experiences and educational level have an impact on efficiency

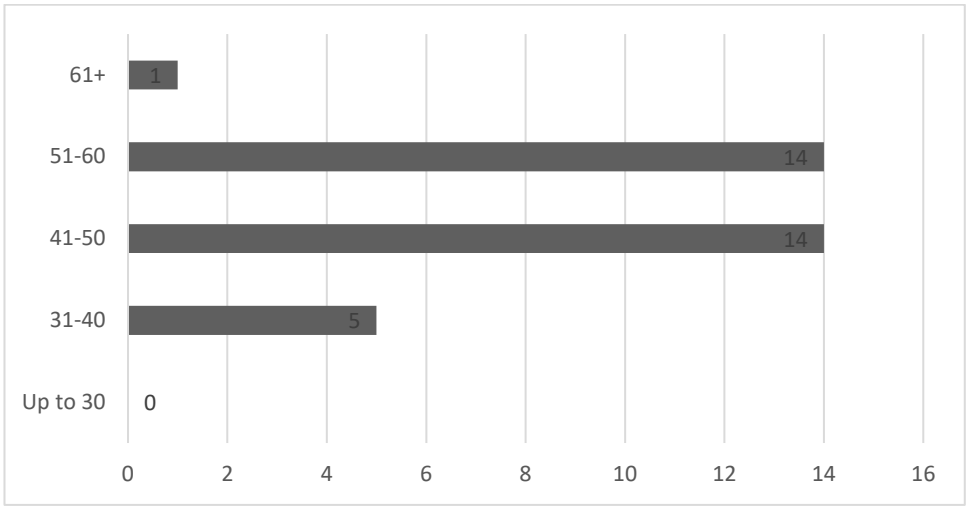
Table 1. Linear regression analysis

Model Summary					
Model	R	R Square		Adjusted R Square	Std. Error of the Estimate
1	.688 [a]	.473		.457	.67329
a. Predictors: (Constant), Managerial Experience & Educational level					
ANOVA[a]					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	13.023	1	13.023	28.729	.000 [b]
Residual	14.506	33	.453		
Total	27.529	34			
a. Dependent Variable: The efficiency of the organization *b. Predictors: (Constant), Managerial Experience & Educational level*					
Coefficients[a]					
Model	B	Std.Erorr	Beta	t	Sig.
(Constant)	.419	.656		.639	.528
Managerial Experience & Educational level	.829	.155	.688	5.360	.000
a. Dependent Variable: The efficiency of the organization					

The results of the ANOVA analysis (Table 1) show a statistically significant impact of managerial experience and educational level on Organizational Efficiency (Organizational Efficiency). In the Analysis of Variance (ANOVA) table, it can be seen that the regression has a sum of squares of rewards (Sum of Squares) of 13.023 with a degree (df) of 1. This shows that the change in Managerial Experience and Educational level explains the change in Organizational Efficiency with an F-value of 28.729 and a level of statistical significance (Sig.) equal to 0.000, which is much less than a common level of predictability (0.05). In the Coefficients table, the B value of the constant (Constant) is 0.419, while the value of Managerial Experience is 0.829. Managerial experience is standardized and has a beta coefficient of 0.688. Both of these coefficients show that the change in Managerial Experience has a positive impact on Organizational Efficiency. These results show that managerial experience and educational level are an important factor that explains the change in organizational efficiency, and this impact is statistically significant with a high value of F and a p-value much lower than 0.05.

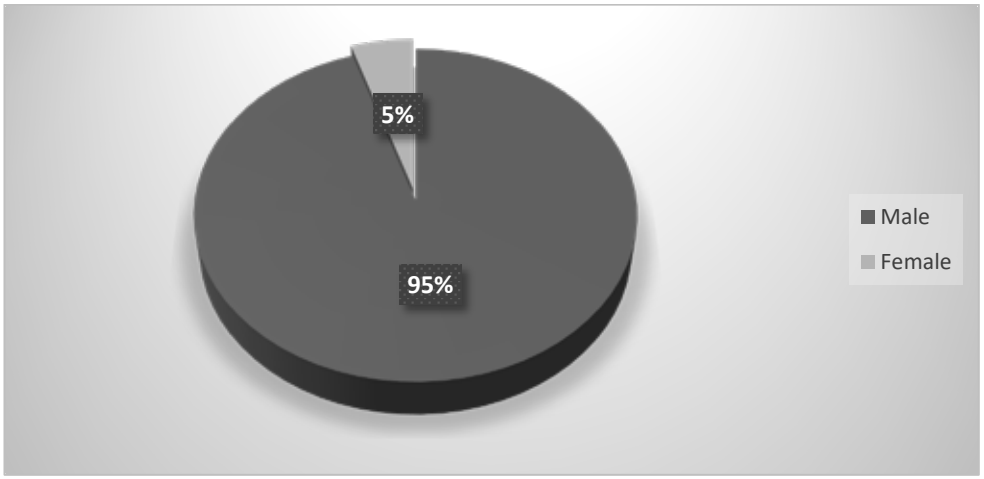
Looking at the importance and impact of managerial experience and educational level on the efficiency of the organization, we will see below specifically the age of managers, gender, how many years of experience they have and the educational level they have of the analyzed enterprises.

Figure 1. The age of the surveyed managers



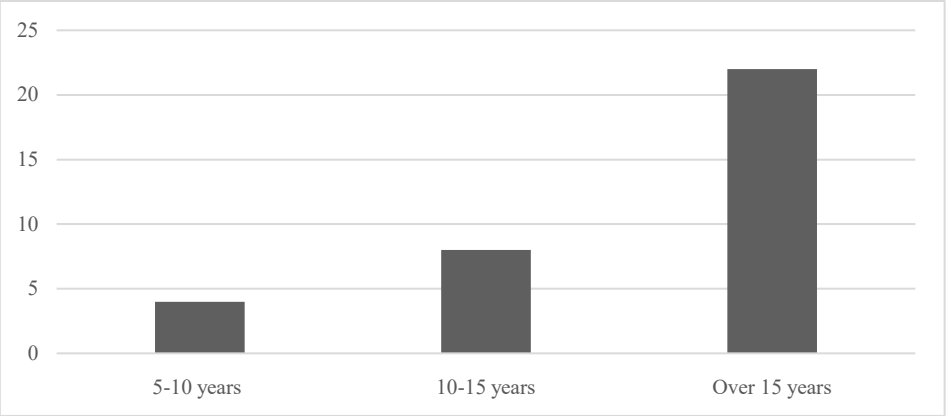
From the data above, (Figure 1) we see that the largest percentage of managers are between the ages of 41 and 60, while the lowest number of managers is in the over 61-age group.

Figure 2. The gender of the surveyed managers



Based on Figure 2, we can clearly see that the trust of the highest managerial positions is more entrusted to the male gender, which also includes 95% of the companies, while only 2% of the managers are women.

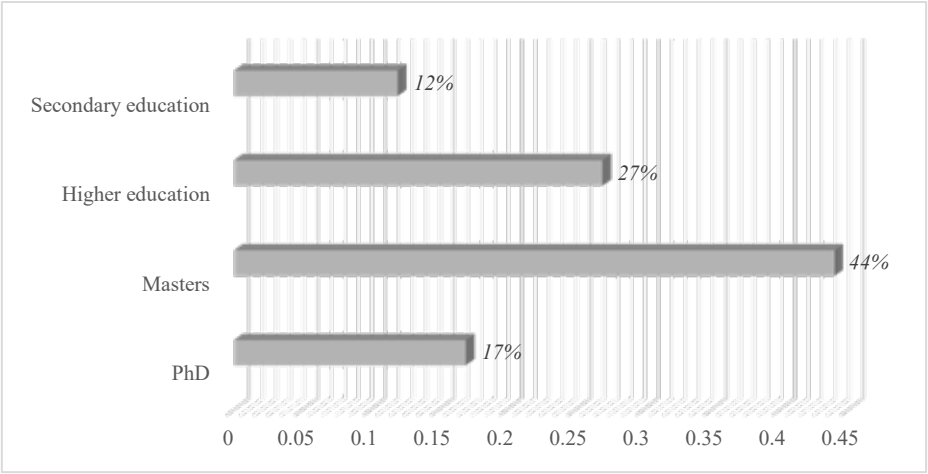
Figure 3. Experience in years of surveyed managers



Given the fact that we have focused on large enterprises, we can clearly see (Figure 3) that the majority of managers about 65% have more than 15 years of experience, continuing with 23% of them having 10 to 15 years of experience and 12% being managers with 5 to 10 years of experience.

A successful experience behind it may also have an education, a base from which everything started and progressed further. From the figure above, we have noticed how many years of experience the managers participating in this research have, but it is important and their educational level, which we will see below through another figure.

Figure 4. Level of education of the surveyed managers



From Figure 4 we can see that about 12% of the managers have a secondary education level, 27% of them with a higher education level, followed by managers who have completed their master's degree with 44%, where they make up the majority of them and the managers with a PhD by 17%. The level of education of managers affects the efficiency of the company, and the importance of each manager is not the same. Companies must carefully use the potential of each to efficiently contribute to common goals.

The second hypothesis:

Ho – Managerial experience and education level have no impact on effectiveness

H2 – Managerial experiences and education level have an impact on effectiveness

It will be analyzed through correlation analysis and we will also see the influence of experience and managerial education level on effectiveness.

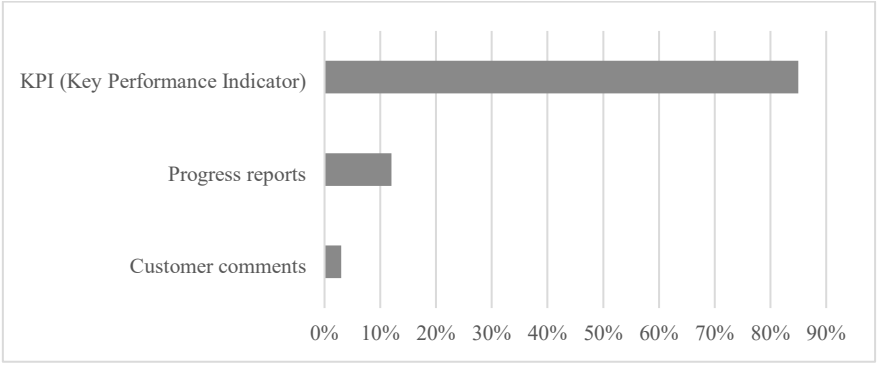
Table 2. Correlation analysis of organizational effectiveness and managerial experience

Effectiveness of the organization	Pearson Correlation	1	.367*
	Sig.(2-tailed)		.033
	N	34	34
Managerial Experience	Pearson Correlation	.367*	1
	Sig.(2-tailed)	.033	
	N	34	24

** Correlation is significant at the 0.05 level (2-tailed)*

The results of the correlation (Table 2) show a positive and statistically significant correlation between these variables indicating that organizations with higher managerial experience tend to have a higher level of effectiveness. This information is important for managers and leaders of organizations to understand how improving managerial experience can lead to improvements in effectiveness and performance.

Figure 5. How enterprises measure team efficiency and effectiveness



A combination of different methods for measuring performance is important. KPIs are widely used to monitor organizational objectives, while regular progress reports provide a detailed

view of project development. Customer feedback, however, can be a valuable resource to understand the service provided to customers and to change based on their needs.

Figure 6. What % have companies planned to increase turnover

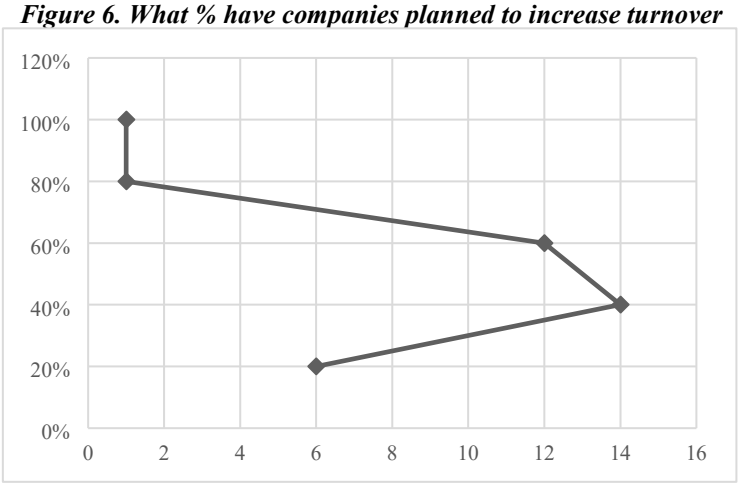
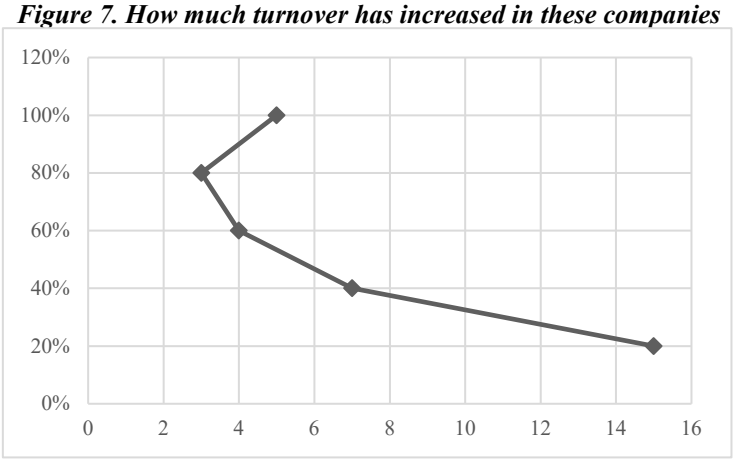


Figure 7. How much turnover has increased in these companies



From Figures 6 and 7 we can see the managers' planning for the increase in turnover and how much it has actually increased, we see that some planning has been correct, some of them lower than expected, but there are companies that have had a much higher turnover bigger than they planned to have. Some companies have managed to plan the increase in turnover accurately. This shows that they have known the market very well and managed to match the current demand. Some others have planned lower turnover than has actually grown. This may be the result of too much care in planning or not correctly announcing changes to the market. Other companies have had much greater turnover than they planned. This is a positive sign that can indicate high efficiency in management and rapid growth of the market. If a company is able to increase turnover quickly and sustainably, this may be the result of efficient

management of resources and smart investments. To improve planning and economic performance, companies must keep a constant track of the market, analyze risks and opportunities, and have appropriate strategies for responding to unexpected changes in the economic environment.

Discussions and Conclusions

Through this paper, which aimed to analyze the influence of managerial experience and educational level on efficiency and effectiveness, we have reached some conclusions which are supported by our findings. Experience and managerial skills are of great importance for the successful functioning of the organization's management. Namely, they have an impact on increasing the efficiency and effectiveness of the organization.

First, in testing our first hypothesis through linear regression, the results show a statistically significant impact of managerial experience and educational level on organizational efficiency. So managerial experience and educational level are an important factor that explains the change in organizational efficiency, and this impact is statistically significant with a high value of F and a p-value much lower than 0.05 or .000. While it is concluded that managerial experience and education level have an impact on the efficiency of the organization, in our research in large organizations we have come across managers with different years of experience where 65% of the managers have had mostly great experience with over 15 years, then about 23 % of them have had experience of 10 to 15 years and 12% of them younger in age with 5 to 10 years of managerial experience. Another important indicator is the educational level of the surveyed managers. Despite what we tend to believe that managers with higher education are productive, in our research on the large organizations we focused on, about 12% of the managers had an education of secondary, 27% of them had higher education, 44% had completed their master's degree and 17% have a PhD, and each of them has had a positive impact on managerial efficiency.

In the second hypothesis, based on the importance of experience and managerial educational level in effectiveness, our findings have shown a positive correlation between experience, managerial educational level and the effectiveness of the organization with a confidence level of 0.03 where our hypothesis is accepted. The surveyed organizations mainly used KPI (Key Performance Indicator) to measure the efficiency and effectiveness of the team 85% of the companies while the others used regular progress reports as well as customer feedback.

Our findings are also supported by the findings of Shadare, O. A. (2011) where in his study he investigated the influence of demographic characteristics (gender, educational achievements and work experience) on managerial efficiency. From the results it appears that management style has influenced managerial efficiency, there was also a significant relationship between educational achievements and managerial efficiency with significant results. In the study of Shadare (2011), a significant relationship was also found between work experience and managerial efficiency. The impact of gender on managerial efficiency was also measured and did not show a positive relationship as the significance value was greater than 0.05. According to Adu et al., (2014), where they analyzed the impact of qualification on managerial efficiency and according to the results the value of t is greater

than the calculated value which means that there is an impact on the managerial efficiency of directors with basic education and those with postgraduate degrees. The impact of the type of school (old, new) on managerial efficiency was also analyzed and according to the results, the t value is greater than the calculated value which means that it has a significant impact on the managerial efficiency of the directors of the old generation versus those of the new generation. Tonidandel et al., 2012, have found that technical skills, administrative skills and human skills, were all significantly related to the overall effectiveness of managers. Also in the relationship between administrative skills and managerial effectiveness based on the organizational level, they found that administrative skills had a stronger relationship with managerial effectiveness for top managers than for middle managers. Based on Muthuveloo et al., 2017, from the analysis done, showed that conceptual ability has a more significant impact on managerial effectiveness compared to other skills. After conceptual ability, it is estimated that emotional intelligence ability and communication ability have a similar impact on effectiveness.

Bamel et al., 2017 have examined the relationship between role efficiency and managerial effectiveness by testing three hypotheses and each of them has resulted in statistically significant results with a larger t value and positive significance. Role creation, the concentration of role and role relatedness are positively and significantly related to managerial effectiveness. Based on Ramos and Alangen(2023) who analyzed the level of micromanagement effectiveness among teachers and middle managers in basic education, it turned out that there is no significant positive relationship in the level of micromanagement effectiveness when grouped by age and years of service.

Studying the functioning of management in modern enterprises is an important aspect of business management and development. Through this comparative analysis, we have managed to identify some key factors related to the skills and experiences of managers and how they affect the performance of the enterprise. The study has confirmed that managerial experience is a critical factor in improving the performance of enterprises. Managers with rich experience tend to be better able to face challenges and implement efficient strategies. At the same time, research has highlighted that managerial skills are as important as experience. Managers must have up-to-date knowledge in the field of management, be innovative, manage resources efficiently and be able to communicate and lead their teams effectively. The results of the analysis suggest that the most successful enterprises are those that know how to combine experience with managerial skills. Experienced managers who have developed skills are able to create a work environment that is conducive to long-term growth and development.

As limitations in our research, we can emphasize the limited time of the managers to participate in completing the questionnaire and the limited access also to the confidential data of their enterprises.

The results suggest that organizations should be more selective in selecting managers and consider not only their experience but also their educational level. This has an impact on the recruitment and training processes of managers. Organizations can improve their practice of promoting managers by selecting those who have developed skills and shown high potential

to effectively lead their teams. Managers must be all members for managing crisis situations and be able to protect the efficiency of events at different times.

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