

THE IMPORTANCE OF EFFECTIVE DECISION-MAKING IN THE PERFORMANCE OF HUMAN RESOURCES IN BUSINESS



SCAN ME

Arjant TOPANICA 

"Haxhi Zeka University, Faculty of Business, Department of Business Management and Human Resources arjant.topanica@gmail.com"

Article history:

Submission 11 November 2024
Revision 28 January 2025
Accepted 10 March 2025
Available online 30 April 2025

Keywords:

Effective Decision,
Alternative Selection,
Decision,
Problem Solving.

DOI:

<https://doi.org/10.32936/pssj.v9i1.590>

Abstract

All small or large enterprises, private and public, profitable or unprofitable, regardless of field where they operate need to be managed. All organizations, to achieve a goal, engage a number of resources: human, material and financial. In this context, the manager in the work process unites and coordinates all resources to achieve the goal. The manager uses the most adequate forms to face the competition more efficiently, and to be more successful in the market in increasing the organizational objectives. Practices have proven that the decisive factor for the success or failure of a business is the ability or inability of the management team. The responsibility of the manager in our society is decisive not only for the organization but also for the public attitude towards the management for its success and status, for the future of the economic and social system, and the survival of the organization as an independent institution. Decision making refers to a specific act, or a general process. The decision maker must understand that the decision is necessary and must identify a number of reasonable alternatives before selecting one of them. The decision-making process involves understanding and defining the nature of the situation, which requires making decisions, identification of alternatives, selection of alternatives and its implementation. Effective decision making is done when the decision-maker understands the situation that requires making the decision and solving the problem. An effective decision is one that optimizes a number of factors, such as profit, sales, workers' well-being, etc.

1. Introduction

Decision-making within an organization is a process consisting of many certain elements that make this process be carried out accurately. Some of the constituent elements that we will include in our case study help us better understand how important the decision-making process is. So, in general, we can say that the decision-making selection process affects the company's performance either by increasing its success or by reducing it and by ascertaining the differences between these elements.

Human resources are a company's most valuable asset, as all progress relies on the dedication and effort of its workforce. Every organization strives to optimize its profits, and to achieve this goal, having a well-functioning and developed human resources department is essential. In contrast, small and medium-sized enterprises (SMEs) are independent businesses that employ a specific number of individuals. The significance of SMEs lies in their ability to drive innovation, provide employment

opportunities, maintain operational autonomy, and foster competition.

2. Defining the Problem/Topic Being Researched

The research and treatment of the paper basically focuses on making effective decisions on the performance of human resources in business. Throughout this paper, we will prove the importance of decision-making in the organization's performance. The paper will start with the opinions of different authors confirmed, placing these opinions in front of each other. Decision-making within an organization is a process consisting of many certain elements that make this process be carried out accurately. Some of the constituent elements that we will include in our case study help us better understand how important the decision-making process is. During the last part of this paper, it will be explained through the case study that aims to understand how employees of public enterprises, specifically

employees of PTK, perceive their work in making effective decisions and fairness in evaluation and performance. Effective decision making is done when the decision-maker understands the situation that requires making the decision and solving the problem. An effective decision is one that optimizes a number of factors, such as profit, sales, workers' well-being, etc. So, in general, we can say that the decision-making selection process affects the company's performance either by increasing its success or by reducing it and by ascertaining the differences between these elements.

3. Research Objectives (research questions)

The purpose of this scientific paper is to be informed in a precise and concrete manner about effective decision-making in enterprises in our country. Seeing that decision making nowadays is playing an important role in the success and failure of the enterprise. We have found it reasonable to do research in this aspect of the enterprise. During this paper, we must discuss the issues related to effective decision-making in the company's performance, how to make the decision, where to make this decision, and should the decisions be made within the company by the manager or by everyone together

Research questions:

- What is the role of decision making in human resource management?
- What is the role of factors in human resources?
- Are human resource managers facing risks if they do not pay due attention to these factors in their leadership in the organizations they operate and plan to operate?
- Do these factors play an important role in the business community?

Hypotheses

- Making effective decisions helps strengthen enterprise performance.
- Effective decision-making helps in reducing intra-organizational performance.

4. Research Methodology

Different methodologies will be used in the preparation of this scientific paper. They will use research, analysis and comparison methods. The data will be provided from various books with content that suits the topic, scientific articles, material from the Internet with reliable sources related to the latest theories regarding effective decision making in the performance of human resources in business.

They will also use data obtained from different companies, different web pages and other materials that will enrich this topic. After the collection and selection of data, the work will be enriched with additional information that can be obtained through the direct interview of the owners/managers of the business community based on the questionnaires designed for this survey. The drafting of the questionnaire will be precise and clear enough that it will be made personally to the managers who will help me and enable me to achieve the intended goals so that the role, influence and importance of effective decision-making in the performance of human resources in business.

5. The Scientific-Practical Contribution of the Research

The scientific and practical contribution of this research is the fundamental aim of the impact and importance of effective decision-making on how it affects the performance of human resources in business. Based on the case study, we have analyzed how effective decision-making affects the development and growth of the organization. The effects of risk must also be considered during the application and implementation of technical-technological processes and the profit or loss of the company should be realistically assessed. Therefore, companies need to take care of the risk that can be threatened and find ways of minimizing its impact on the business as well as maintaining their liquidity.

6. Theoretical - Scientific Reviews from the Literature for Effective Decision-Making in Business

6.1. Overview of the development of the science of decision-making

Decision making is almost as old as human society itself. Every human activity is a consequence of some previous decision-making process. For this reason, people have always dealt with decision-making, respectively they have made efforts to deal with the decision-making process. However, the direct study of decision-making begins relatively late, somewhere in the thirties of the last century. Before this time, decision-making analyzes were made during the solution of various technical problems, but some sociological analyzes were also made. But, still, all these analyzes have been very limited, mainly in the field of basic discipline and, in fact, without the participation of real specialists for decision-making. Using knowledge from mathematics and economics and under the assumption that the decision-maker reacts in a completely predictable manner; to make a good decision it is necessary to have a certain set of rules that must be followed (Kuka., et al., 2016). However, in most cases, when we

decide in principle, we do not have real information, such assumptions do not provide any guarantee for choosing the best decision. Due to these facts, for a long time the opinion that decision-making is primarily a social activity and not a technical one has dominated. Before 1930, the study of the decision-making process had a mainly academic character, which resulted in the existence of great differences between the practical needs of the decision-maker and the theory, which had been developed until then (Kuka.I., et al., 2016) . The rapprochement of these two interests, until then different, began after the First World War, mainly for the following reasons:

- The presentation of the science of work organization (leadership), as well as the presentation of the works of Fayol, Gilbreth and especially the works of Taylor, without taking into account that the developed theory is mainly concerned with production problems.
- Decision-makers began to study sociology to a greater extent, and especially the behavioral aspect of decision-making.
- Economists also began to largely incorporate their ideas into the decision-making process.
- The presentation of Neuman and Morgenstern's game theory in 1947, which marks new frameworks for decision verification, as well as the discovery of utility evaluation, which constitute the economic levels of human desires for various needs (Drucker , P. 2009).

6.2. Theoretical and scientific approaches to decision-making

Integral decision-making theory envisages a unique decision-making system or integral decision in terms of time and space segments. In the context of this integral decision, we discover four elements: the objective element, the subjective element, the factual element and the value element. Decision making is almost as old as human society itself. Every human activity is a consequence of some previous decision-making process (Drucker, P. 2009). For this reason, people have always dealt with decision-making, respectively they have made efforts to deal with the decision-making process. The classification of decision-making theory is divided into:

- ❖ The classical theory of decision-making
- ❖ The theory of the decision-making situation

The classic decision-making theory as theory that does not separate the objective and subjective elements of decision-making, as it does not separate the factual and evaluative aspects, but that emphasizes and is based on the factual, or objective,

elements. The classical theory assumes that the same objective criteria are applied to a decision as a whole, but also to each part of it separately (Herbert, AS2016).

Also, the same criteria should be applied at each level within any type of decision and at each stage of the decision. The value system, that is, the morality and ethics of the decision must also be unique in the entire decision system. Based on what was said above, we establish (in the context of the classic decision-making theory) the following assumptions:

- In any decision-making situation, it exists objectively only in the correct decision;
- Value and factual decisions are unique;
- Direct and indirect decisions are not differentiated in organizational terms;
- For any decision there is an objectively true processing and realization time;

The classical decision theoretically consists of the dividing element (value/factual) conceived in a unique way (direct, indirect, functional). In this reflection, we are based on the classical formulation of Griffin's assumptions, but we must also add the implicit assumption of Miller and Starr's closed system.

From this emerge the four assumptions of the classic theory of decision-making:

- Decision-makers act in the context of a closed system;
- The decision-makers are informed about the decision-making situation and the variants;
- Decision makers have a rational system of ranking preferences and
- Decision makers maximize economic profit;

One of the basic assumptions of classical theories is that of closed systems. A closed decision-making system is a system in which all parameters are equal, which means that the district cannot change the criteria of the decision-making process.

From the point of view of modern conception, this assumption is often unrealistic and limiting. From the perspective of modern parameters, it is estimated that open systems are closer to reality from the factual side, while from the sociological side, it is estimated that the system is open to various social influences.

The neoclassical decision-making theory as a theory that is based on the process of combining subjective and objective parameters, with special emphasis on the subjective elements of the decision. These theories include the separation of the beginning and end of the decision-making process, namely the stages and levels of decision-making. Also, the decision-maker can convey different decision-making criteria; these criteria can be unique in the sub-community.

The decision maker, following the subjective and sociological criteria, forms segments and stages within which he applies the objective criteria. At the beginning of the decision-making process, we are presented with more potentially correct decisions, so we separate the subjective and objective elements of the decision. At the end of the decision-making process, the decision is created, which does not separate the subjective and objective elements of the decision, but emphasizes and is based on the subjective elements, that is, it is related to the person and to the systems defined in the sociological aspect (Cyert., et al., 2001).

Neoclassical decision-making theory rests on certain hypotheses. The hypotheses of the neoclassical decision-making theory are as follows:

- The parallel existence of more potentially correct decisions,
- The existence of a limited number of correct decisions according to the stage type criterion,
- The existence of a limited number of correct decisions according to the level criterion and,
- The existence of a correct decision according to summary subjective and objective criteria.

The theory of the decision-making situation is what directs the decision-maker, based on the situation, context and environment, to emphasize the objective or subjective aspects of the decision. The theories of decision-making situations do not include an exact decision, but an optimal fluid decision based on relative criteria which is taken, that is, it is relevant within the relative space and time defined in a fluid manner.

The hypotheses of the theories of decision-making situations are:

- Limited nationality,
- Open decision-making system,
- Separation of subjective and objective elements in decision-making and
- Technological dependence.

6.3. The notion of decision making

Decision-making as a concept is widely used in various fields of work and life, it is present in everyday life, both professional and private. Decision-making today is considered one of the greatest job responsibilities of managers (Hill, Ch. Et al., 2006), Decision-making is a key activity at all levels and aspects of management. The formation of the decision is a process which is formed, defined and led by the managers of different levels with the sole purpose of making the decision through all employees without exception (within the organizational level) (Kuka.I., et al. , 2016).

Every manager who takes over the direction of the organization must make decisions (decisions related to production, organization, human resources), etc. All managers, regardless of the managerial level, and their managerial functions will be faced with situations of making various decisions on many work organization issues, but also with different priorities, depending on the managerial level. The company needs to constantly make stable decisions for several reasons: It is always faced with the efficient use of rare resources, therefore it must effectively use these resources. This means different choices, dynamic surroundings, strong competition, consumers .

Effective decision making occurs when the decision maker understands the situation that requires decision making and problem solving. An effective decision is one that optimizes a number of factors such as: profit, sales, employee welfare and market share. However, in some situations, the effective decision is the decision that minimizes losses, expenses, etc. Decision-making is very important for management, management fulfills its role by making decisions, or through the decision-making process. Although decisions are also made by other subjects in the organization, still the most important decisions are in the managerial domain as a way of realizing that function.

Other functions (planning, organization, governance of human resources and control) are actually carried out through decision-making. The importance of the decision-making activity lies in finding a way to improve the quality, success and efficiency of the enterprise. Decision making can be difficult and stressful due to several structural, emotional and organizational reasons. Decision-making can be difficult due to the complexity that results from several factors (limited resources, multiple objectives, uncertainty). The importance of the decision-making activity lies in finding a way to improve the quality, success and efficiency of the enterprise. The act of making a decision and choosing a problem depends on how, why, when and by whom the decision needs to be made. Decision-making can be considered as a problem-solving activity by concluding with a solution that is supposed to be satisfactory. This is a process which can be more or less rational or irrational and can be based on explicit knowledge or tacit (implicit) knowledge.

Human decision-making performance has been the subject of active research from several perspectives:

- Psychological : examining individual decisions in the context of a series of needs, preferences and values that the individual has or seeks.
- Cognitive : the decision-making process is considered as a continuous process integrated in interaction with the environment.

We have several theoretical reviews of different authors for effective decision-making in business.

According to **WJDuncan** decision-making, namely decision-making is as old as human society, namely man. Every human activity is a consequence of some previous decision-making process. So everything we do today, at a certain moment, namely now, is either decision-making or realization (implementation) of the previous decision-making process (Arm Strong, M and Murlis, H. 1994).

According to **Henry Mintzberg**, decision-making is one of the most important, if not the most, managerial activities, and represents one of the most daily and crucial tasks of managers. Decision making is studied to understand how decisions are actually made in practice, as well as to advise managers on how to make better decisions (Egan, 1995),

According to the theorist **HASimon**, the term decision-making is synonymous with management, the author starts from the fact that he equates the decision-making process only with the decision-making phase, which, according to many authors, is a mistake, because the decision-making process includes all decision-making phases, and not just making the decision (Ramosaj, 2006). The importance of the decision-making activity lies in finding a way to improve the quality, success and efficiency of the enterprise. The act of making a decision and solving a problem depends on the decision to be made, how, why, when and by whom.

According to **H.Koontz and H.Weitrich**, decision-making is the choice of a method, or of a course of action between several alternatives. Decision-making is related to giving answers to the following questions: where it is decided (decision-making place), when it is decided (decision-making time), how it is decided (decision-making method) and who decides (decision-making authority).

According to **RLDaft**, decision-making is defined as a process of identifying the problem and as a process of solving the problem. In the phase of identifying the problem, the conditions in the enterprise and in the surroundings should be conveyed in order to define the problem as best as possible. In the phase of choosing the problem, the alternatives and the way of choosing them are examined, as well as the choice of the best alternative. So, decision making is the process of solving the problem and achieving the goal (Purcell, J et al, 2003).

According to **Chester Barnard**, decision-making at the center of managerial work should ascertain the main elements of decision-

making, such as specialization, stimulation, authority and decision-making. Decision-making today is considered one of the greatest job responsibilities of managers.

Decision making is a key activity at all levels and aspects of management. Every manager who takes over the direction of the organization must make decisions (decisions related to production, organization, human resources), etc.

According to **RBDunham and JL Pierce**, they define decision-making as a set of activities, which begins with the identification of the problem and ends with the choice of the variant.

John R. Schermerhorn defines decision-making as the process of choosing the best and most desirable operation from a set of alternatives.

We also encounter similar deficiencies among local authors. Thus D. Gorupiqi defines decision-making as a choice of more possible solutions to a problem, namely as a choice between different possibilities of behavior (Gjaku, 2009).

I. Perko. Sheparović talks about decision-making in a narrow and broad sense. With decision-making in the narrow sense it means the choice between two or more variants, while with decision-making in the broad sense it means the general process of solving the problem. While decision-making in the narrow sense involves making decisions, decision-making in the broad sense involves many stages of the decision-making process (Fletcher, 1993).

For **Mr. Bakraq**, decision-making is a process of solving problems, which means that the one who makes the decision must see the problem. In terms of decision-making ability, decision-makers can fall into the following types of people: the type who doesn't know that they know, the type who knows that they don't know, the type who doesn't know that they know, and the type who knows that they know.

6.4. The role of decision making in business

Decisions are made at all levels within an organization, involving both managers and non-managers. Given the significant role decision-making plays in the functioning of an organization, and the profound effect those decisions have on all members, it is no surprise that this process has garnered the attention of current managers, consultants, management scholars, and social science researchers.

Chester Barnard was among the first to emphasize decision-making as a central aspect of managerial work. As the long-time president of the New Jersey Bell Telephone Company and the

author of *The Function of the Executive*, Barnard identified specialization, incentives, authority, and decision-making as key components of formal organizations.

Later theorists, particularly Herbert Simon, a scholar at Carnegie Mellon University, also argued that management theory should revolve around the concept of decision-making as its core. Simon suggested that both the art of taking action, and the implementation of decisions were essential aspects of management that should not be overlooked. Ultimately, the process of decision-making hinges on questions such as what needs to be decided, how it should be decided, why the decision is necessary, and who should be responsible for making it.

Henry Mintzberg argued that decision-making is one of the most critical, if not the most important, activities for managers, highlighting it as a key and frequent responsibility in their daily roles. The study of decision-making aims to explore how decisions are made in real-world scenarios and to provide guidance to managers on how to improve their decision-making processes.

7. The Role, Impact and Effects of Effective Decision-Making in the Organization

7.1. Effective decision making

Effective decision-making takes place when the decision-maker fully understands the situation that requires both decision-making and problem-solving. A decision is made when an individual selects between two or more options to address a particular issue. People seek to solve problems because these challenges represent a gap between an ideal scenario and the current reality. Effective decision-making is crucial for advancing one's career and achieving positive work outcomes.

Making business decisions is often more challenging than many people realize. A study by Paul C. Nutt revealed that half of the decisions made within organizations end in failure. Common reasons for this include managers using poor decision-making strategies, such as making hasty choices under time pressure.

The requirements of effective decisions, in general, problems require the attention of effective management that have the following dimensions:

- Require senior management decision-making – since effective decisions span the firm's areas of operation, they often require the participation of senior management such as the president, chief executive officer, vice president, and executive vice president. In general, only the top management has a clear

perspective and impact of such decisions in the future and is powerful in the distribution of the necessary resources.

- Require amounts of firm resources - effective decisions in terms of their importance require significant human, monetary and physical resources that can be provided from internal or external resources of the firm. They also engage the firm in activities that span a long period of time, thus requiring abundant resources.
- Affect the long-term prosperity of the firm - although effective decisions organize the firm for a long period of time, their impact on its operations lasts much longer. When a firm uses successful decisions it becomes known for several markets and products and for the technologies used. Changing effective decisions can cause it to lose markets and therefore lower profits (Vasilek Kume, 2010).
- Are future-oriented – effective decisions emphasize such projects that are promising for the future. A firm operating in a turbulent and competitive environment will succeed if it anticipates environmental changes and takes protective measures against them.
- Affect many functional areas or businesses of the firm – effective decisions on decisions such as: customer composition, competitive advantage or organizational structure, are made based on many strategic units, divisions or functional units. All these areas will be affected by the establishment or reallocation of resource responsibilities arising from these decisions.

7.2. The importance of performance appraisal

Performance appraisal refers to the process through which employees can reflect on, discuss, and modify their work methods. On an individual level, this process fosters changes in learning and behavior. At the organizational level, it allows for the systematic collection of data regarding individual performances. This data is crucial for identifying training needs, placing the right individuals in appropriate positions, and guiding the company's organizational development.

As a management tool, performance appraisal benefits employees, managers, and Human Resources. When done correctly, it helps build a culture of fairness, continuous improvement, and alignment with established standards.

The advantages of implementing performance appraisal in any organization include:

Performance evaluation:

- It allows managers to create a fair and well-defined assessment plan that applies to all employees.
- It provides employees with a clear understanding of the criteria by which they are being evaluated.
- It ensures the ongoing professional development of employees.

The objectives of performance evaluation are:

- To assess how employees have performed their tasks in relation to performance standards over a set period.
- To identify employee training and development needs and establish new goals.
- To encourage managers to evaluate employee performance and the factors that impact it in an objective and thoughtful manner.
- To provide employees with feedback on their performance, which serves as a foundation for improvement and growth.
- To closely link performance evaluation with employee motivation.

7.3. The role of human resources in performance implementation

Human resource management (HRM) focuses on managing the relationships between enterprises and employees within the organization. Its goal is to ensure that employees are utilized in a way that maximizes the employer's benefits from their skills while providing material and psychological rewards to the employees for their work.

The role of human resources is often seen as a "soft" management skill, requiring an effective approach within the organization. HRM involves a strategic focus to ensure that human resources contribute to achieving the organization's objectives.

HRM is a specialized management function with key responsibilities, which include:

Formulating, proposing and adopting the organization's personnel policies and strategies, advising and guiding the organization's managers on the implementation of personnel policies and strategies for the organization to facilitate the recruitment, motivation and development of sufficient and suitable employees at all levels, advising

organizational managers on the human consequences of change.

There are several elements that make up HRM, they include human resource planning, recruitment and selection, performance management, reward systems, training and development, career planning and employee relations (Anderson K. And Terp A, 2006). There are many HRM practices that can be tested in relation to employee performance.

Teseema & Soeters (2006) studied eight HRM practices and their relationships with employees' perceived performance. These eight practices include recruitment and selection, placement, training, compensation, employee evaluation, promotion, grievance procedures, and pensions or social security. The different human resources practices, which are perceived to affect organizational performance in terms of employee productivity, have been identified and selected based on their importance to the banking sector. This study examines the relationship between seven cloud sourcing practices and organizational performance.

These are:

- Human resource planning,
- Recruitment and selection,
- Performance management,
- Reward systems,
- Training and development and
- Employee Relations

The relationship between human resources and organizational performance has been a central topic in HRM literature since the mid-1990s. This research has primarily emerged from two key approaches: the best practices paradigm, which seeks to identify a universal link between high-performance or high-commitment work practices (Huselid, 1995; Arthur, 1994), and the best fit approach, which focuses on aligning HRM strategies with organizational strategies and contextual factors to optimize firm performance (Wright, 1998; Grahton and Truss, 2003).

7.4 Implementation of performance management

Performance management should not be viewed merely as a system based on occasional formal evaluations and extensive documentation. The purpose of the company should be clearly communicated, as it helps explain the significance of performance management, how it operates, and how individuals are impacted by it.

The management team must consistently reinforce the purpose and highlight that the primary objective of performance management is to foster a high-performance work culture and align individual goals with those of the organization. Performance management is an ongoing process, where development plans require continuous monitoring of outcomes based on established plans, supported by regular feedback.

Feedback serves as the foundation for both formal and informal adjustments (when necessary) and provides valuable information for future planning and improvement as part of a continuous performance cycle.

The implementation of performance management includes:

- Implementation of those activities that enable performance management,
- Full commitment of top managers. They need more time for the process,
- Performance management at work is regularly addressed in formal management meetings,
- Focusing on training and capacity building seminars,
- Using the Gallup Poll to measure the engagement of employees and their managers (OECD, 2007).

8. Kosova Post Office

8.1 History of the Post of Kosovo

Posta e Telekomunikacioni i Kosova SA is a joint-stock company incorporated in the Republic of Kosovo. The main headquarters of the Company is located in Dardani, Pristina, Republic of Kosovo. The company's business activities provide telecommunication services, mobile and fixed telephone, postal services and Internet services.

Posta e Kosova has also advanced its services through the automation of counters, in which the products of all business units are offered, such as Posta e Kosove, Telekom i Kosove, VALA mobile telephony. The registered capital of the wholly owned subsidiary is in millions of euros and the shares of the subsidiary were issued in exchange for certain net assets contributed by PTK Holding.

The historical development of the Post of Kosovo will be divided into three stages:

STAGE OF THE 1950s: It includes the period when the Decision of the Governing Council of the PTT Association of Yugoslavia with no. 1115497/1 of 1959 establishes the Post Telephone and Telegraph of Kosovo, which continued to operate very successfully until on 13.09.1990, where due to the policies of Serbia at that time, a large number of employees from work.

POST-WAR STAGE: found this organization completely looted, demolished and destroyed, PTK, KFOR and UNMIK negotiating groups allowed the workers to legally return to their workplaces even though the postal services were impossible, while Kosovo's telephony and telegraphy almost did not work at all, especially international connections.

RESTRUCTURING STAGE: enable PTK to start its successful work by creating three units: Kosovo Post, Kosovo Telecom and mobile operator VALA, all three business units are licensed by the regulatory authority of the Telecommunications of Kosovo. On June 29, 2005, PTK was transformed into a joint stock company with the new name PTK SH.A. We should mention that today PTK offers landline telephone services, cable TV service, Internet, as well as VALA mobile phone services.

8.2 Mission and vision of Kosovo Post

PTK SHA, as a joint-stock company, has a clear and forward-looking vision and mission. The company's mission is to maintain its leadership in delivering high-quality communication services that enhance the lives of all Kosovars, powered by the passion of its people and the use of the most advanced, reliable technology. PTK's vision is to be a key driver of national prosperity and to enrich the lives of Kosova's citizens

8.3 Postal and central units

- Office of the Managing Director
- Office for communication with the Corporation
- Support services
- Directorate for corporate affairs
- Department of Finance
- Department of Human Resources
- Office for internal audit
- Department of information technology (IT)
- Procurement department

All of these are considered basic and supporting units without which PTK cannot function and realize its strategies. The human resources department performs all administrative work. The human resources unit practically includes Administration, then other works of this department are: protocol, inter book, health insurance of workers, insurance of workers, annual vacations, medical vacations as well as other vacations, evidence of coming to work as well as the duration of leave as well as any need or request should be directed to the Human Resources department. Ckk- In Ckk, customers' problems are dealt with such as motivation, transfer, connection, reconnection, dismantling for debt, change of previous number, transfer of telephone connection, change of telecom services, complaints.

9.4 Operational units - VALA 900 telephone units

VALA 900 is the operational unit for GSM mobile telephony and currently stands as one of the two licensed networks providing mobile telephony services in Kosovo. In 2000, PTK entered into an agreement with Monaco Telecom International (MTI) to offer mobile phone services in Kosovo. This agreement granted PTK the right to use MTI's international dialing code, enabling PTK's network to connect to the global telecommunication system.

As part of the agreement, PTK compensates MTI for a portion of the revenue and covers some international traffic costs. In 2006, the contract between MTI and PTK was renegotiated and revised. The new framework agreement included provisions for using the Monaco international calling code, international traffic, roaming services, and the transfer of technical knowledge, with the new terms coming into effect on January 1, 2010. Additionally, the agreement included clauses outlining its termination should Kosovo secure its own international dialing code.

In May 2009, the contract was once again renegotiated and revised. The annex to the new framework agreement maintained the use of the Monaco international calling code, international traffic, roaming, and technical knowledge transfer, all of which continued under the terms effective from January 1, 2010. The annex also addressed the termination conditions should Kosovo acquire its own international dialing code and provisions for reducing code fees.

VALA's services include prepaid electronic loans, postpaid and prepaid payment options, and credit transfer services. Vala's products are: Webs, Sms-gps, automatic configuration.

8.5 Landline Unit (Fixed Telephony)

The fixed telephony unit is the only licensed provider of fixed telephony services for individual and business customers in the territory of Kosovo. The landline unit has also been providing Internet services since 2001, and today it is one of three operators authorized by ART to provide Internet services in Kosovo.

8.6 Composition of Kosovo post

Post of Kosovo consists of:

- Local mail
- International mail
- Philately and
- Postal transit center - QTP as a business unit in its own framework

8.7 Postal and universal services of Kosovo

Universal postal services - are the basic and oldest activity of the post of Kosovo. Universal postal services include reception, sorting, transportation and delivery of postal and letter parcels up to 2 kg as well as postal parcels up to 31.5 kg.

The following are the main postcodes:

- Pristina 10000
- Prizren 20000
- Peja 30000
- Mitrovica 40000
- Gjakova 50,000
- Gjilani 60000
- Ferizaj 70,000

8.8 Postal services, special and supplementary

Content

- Plain paper
- Dimensions and weight
- Small package
- Printing
- Secograms
- Bags, "M"
- Paper, "R"
- Complaints

9.9 Postal services, special and supplementary content

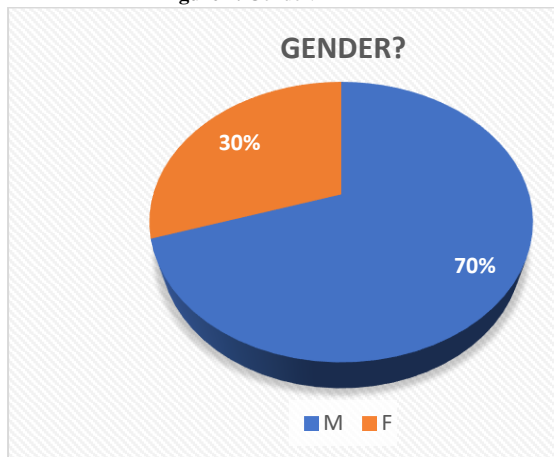
- Post Restante
- Postal items for delivery to recipients
- Return request
- Change of address request
- CN17
- Ordinary parcels

- CN08
- CN15
- Securities
- Express Letters
- Notification, “AR”
- CN07

- Insured Parcel
- CN23
- CN71
- CP04
- Ordinary Parcel
- Bulk Parcel
- Fragile Parcel

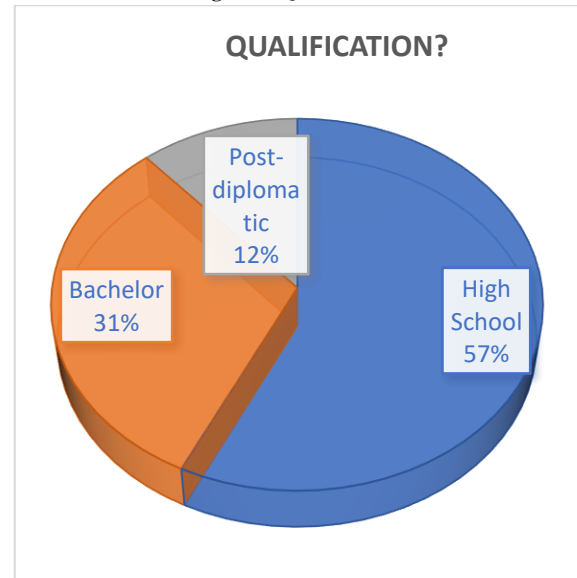
9. Analysis of the Questionnaire Related to the Scientific Paper

Figure 1. Gender.



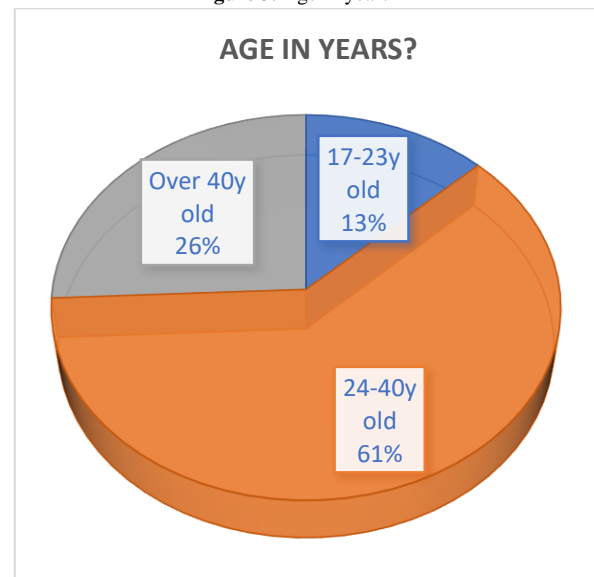
Based on the data we have extracted, we see a greater number of male employees than female employees. There is still a lag in the work process of women compared to men.

Figure 2. Qualification



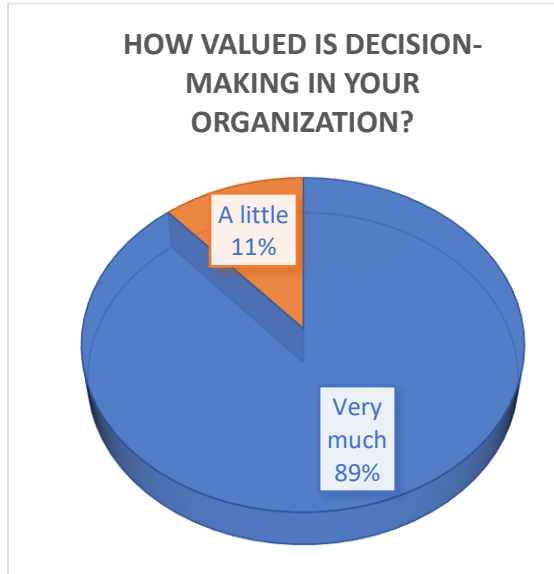
From the graph we see that we have a higher number of employees who have completed high school with about 40 employees, while those who have completed bachelor's studies are around 22, while the number of those who have completed postgraduate studies are around 8 employees.

Figure 3. Age in years



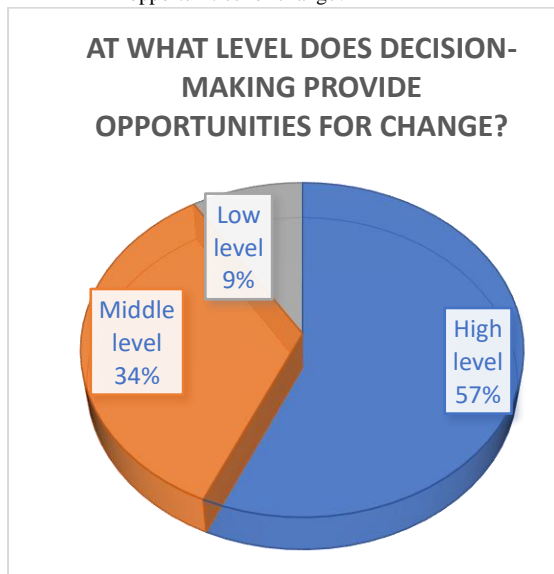
According to the graph, we see that from the age of 17-23 there are about 9 people, where we interviewed from the age of 24-40, there are about 43 employees, and we have about 18 employees over the age of 40. So, we see that we have a higher average age number.

Figure 4. How valued is decision-making in your organization?



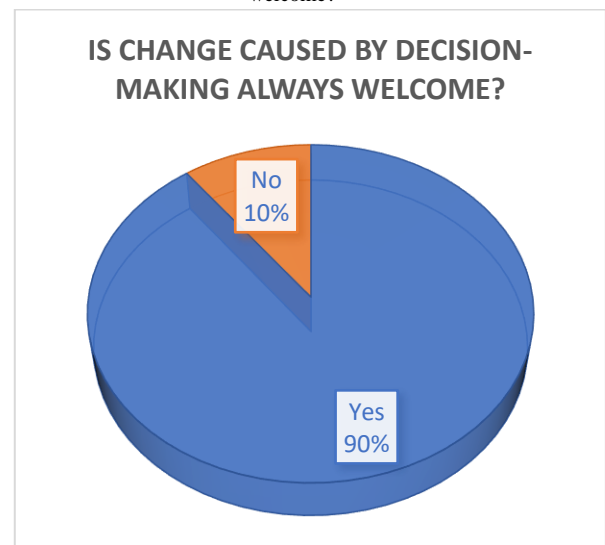
Based on the data, we see that decision-making is valued quite a lot, whereas almost 62 people value it very much, while about 8 people value it a little, while no one values it at all.

Figure 5. At what level does decision-making provide opportunities for change?



Based on the graph that we have shown, we see that the opinions about the possibility of change with the help of decision-making is quite high, about 38, while those who think that the influence of decision-making is medium, are about 23 opinions, while those who think that decision-making is not effective at all or is low for change is about 6 individuals.

Figure 6. Is change caused by decision-making always welcome?



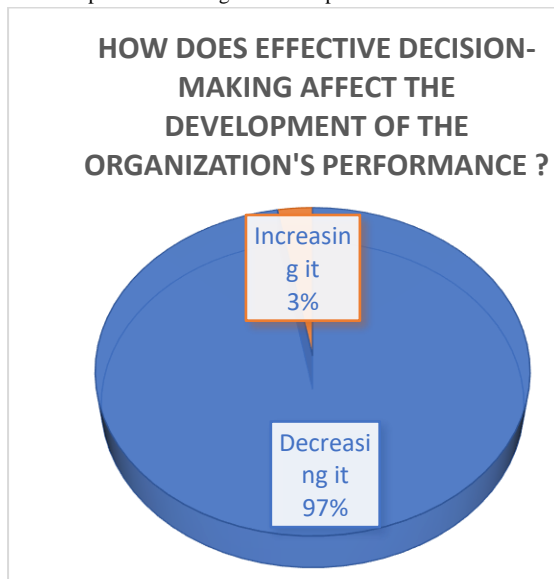
According to the data we have, we see that those who think that the changes of decision-making are welcome are about 42 respondents, while those who think the opposite, which means that they are not welcome, are a number smaller with about 4 respondents. Those who are not informed about the changes brought about by a decision-making are about 24.

Figure 7. Does your organization have the resources (time, money and people) to deal with effective decision making?



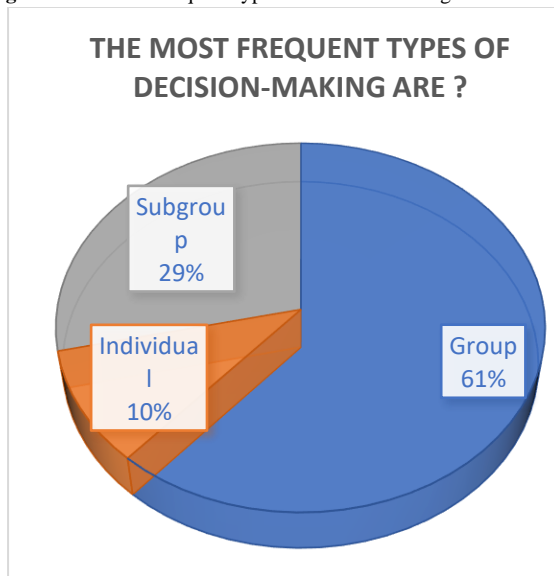
According to the data presented, we see that those who think that certain companies have time, resources and people, to make changes, and behind this opinion there are about 61 opinions, those who do not think that they have time, money and people at all, while those who do not know if the organization can have time,resources and people are around 7.

Figure 8. How does effective decision-making affect the development of the organization's performance?



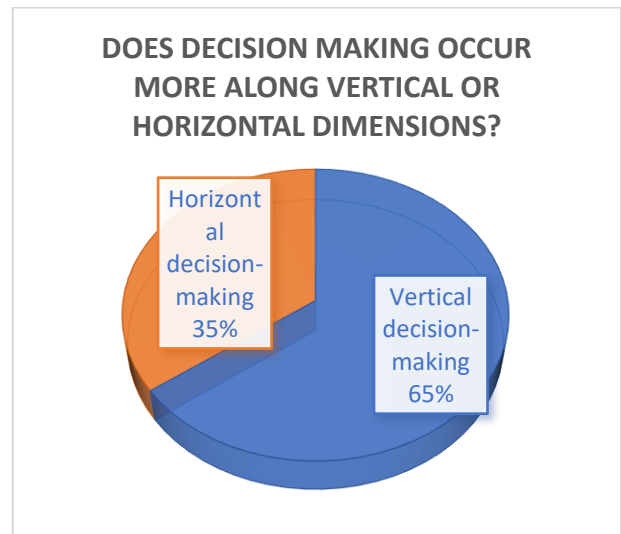
Regarding the extracted data, we see that those individuals who think that an effective decision-making affects the certain development of the company's performance is about 68, while those who say the opposite are a very low number, about 2.

Figure 9. The most frequent types of decision-making are.



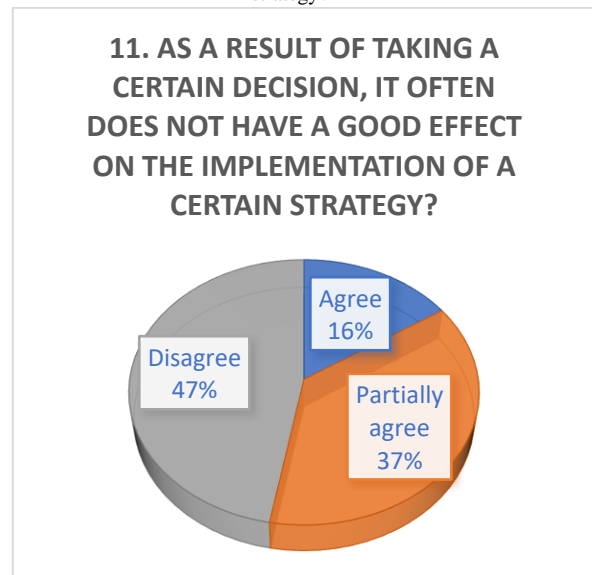
According to the data, we see that the most frequent types of decision-making are group, about 43 people, while those who think that it is individual decision-making are 7, while intergroup decisions have an average of 20 opinions about it.

Figure 10. Does decision making occur more along vertical or horizontal dimensions?



Regarding the opinions of the horizontal or vertical dimensions of decision-making, we have a very low comparability, because the number of those who think that there is more vertical decision-making within the organization, that is, between managers and subordinates, is about 65% vertical. Those who say that they have more horizontal decision-making, that is, between departments and working groups, is about 35%.

Figure 11. As a result of taking a certain decision, does it often not have a good impact on the implementation of a certain strategy?



We have different data about this question, since those who agree that it has a negative impact on decision-making in the implementation of a certain strategy are about 11, while those who think about an average is 26. Those who do not there are about 33 people who completely agree with this opinion.

10. CONCLUSION

In this scientific paper we examined the impact of effective decision-making, how it affects business performance, the role and ways of decision-making, decision-making models and techniques, performance evaluation, the impact of the financial aspect on performance evaluation and the purpose of performance management, I also explained the historical development of the Kosovo Post where I interviewed the employees of this joint stock company through the questions of the questionnaire mentioned above.

During this work, we learned that decision-making is an essential part of a business, whether it is small, medium, or large, especially since they have a high importance in how these decisions are made or by whom these decisions are made, we also learned how decisions can be made in different ways different and from different individuals. I see how managers, supervisors and employees must know how to make effective decisions consistently if they want to effectively use their potential and increase performance.

We also raised the issue of each member in the organization having a clearly defined task. Responsibility, authority, performance standards and respective reporting lines are clarified for each task. While decisions should be delegated whenever and wherever possible and reasonable. This principal eases controls from routine and unnecessary actions and makes subordinates' work more interesting and challenging.

11. RECOMMENDATIONS

From the conclusions drawn in this scientific paper and the scientific analyzes found according to our scientific research of contemporary world and local scientific literature, regarding the "Impact of Effective Decision-Making on the Performance of Human Resources in Business" we can draw some conclusions in the form of recommendations for businesses, which I consider that they are very relevant in the exercise of business activities in our businesses. These recommendations are as follows:

- The definition of the tasks and the way of achieving their results requires very important decision-making about what should be done, who and when it should be done, in the realization of the tasks foreseen in decision-making.
- The formation of the decision is a process which is formed, defined and led by the managers of the different levels with the sole purpose that the decision is made through all the employees without exceptions within the organizational level.
- The key factor determining the success or failure of a business is the ability—or lack thereof—of the management team.
- A manager's responsibility is critical not only for the organization but also for shaping public perception of management, its success, and its role in the future of both the economic and social systems, as well as the organization's survival as an independent entity.
- The significance of decision-making lies in its ability to identify ways to enhance the quality, success, and efficiency of the business.
- A decision is an action that involves judgment, which is then translated into concrete steps for execution.

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