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Challenges in human resource management (Case study BKT and NLB Bank)

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Challenges in human resource management (Case study BKT and NLB Bank) Bardha Mulhaxha¹

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Abstract- Human resource is an inseparable asset and very important for the functioning of the organization. While it has such great value, the challenges for its management are inevitable. This paper aims to assess what are the key challenges faced by managers in the sector banking in human resource management. To conduct this research I used primary and secondary data. Part of the research was the National Commercial Bank (BKT) and NLB Banka, where the questionnaire was distributed to 60 managers of various departments within the bank regarding human resource management. I analyzed the extracted data and then through the software application for statistical analysis SPSS (IBM Analytics) I extracted the results. While as secondary data I used sources from the Internet and various books. The research has proven that good management against challenges has resulted in success. Starting from the performance measurement which we have seen affecting employee success, training leads to weight in easier human resource management, motivation through pay results in greater productivity at work and diversity has influenced easier employee solutions. The limitation of this paper is that the questionnaire had difficulties in distribution, as it is the time of the COVID-19 pandemic and the meetings were more limited. This study will be of practical importance in the easier approach of problems in human resource management and motivation theirs. Challenges in human resource management were first identified. We then analyzed the relationship that each challenge has with the success and productivity of human resources in the company.

Keywords: Human Resource, Management Challenges

Introduction

Every day we see and hear about successful companies or enterprises, but very rarely do we wonder where this success comes from. Each of them, in order to function among them, has people who work to realize the goals of the company and to advance the processes. So all the success that reaps different companies comes as a result of work, talent and commitment of the Man factor, as the most valuable and irreplaceable resource of the company. While human resource is so valuable, its management is delicate and often difficult. You may ask why it is difficult, because to recruit the right employees for the given job and then retain them, training, compensation all these constitute a challenge in itself which the manager is charged with in this case. A talented person, with qualifications and why not expertise in certain fields is a valuable resource for the company, and as such requires motivation and drive to move forward, all these must be managed so that the resource in question receives the compensation that deserve. The main challenge of management towards human resources is recruitment, as

a very sensitive and important factor. Every vacancy requires the appropriate person to fulfill it, and this very often does not happen for various reasons such as inadequate qualification, mistake in recruitment etc. The business world is very wide and every day more and more changing, these changes happen mostly due to technological advances. These changes put pressure on companies to be ready and vigorous for anything new that they will face, this situation directly leads to the need to train employees so that they have new knowledge about the changes that may occur along the way. Many organizations also expand from the regional market to a global market, where globalization has a very large impact on market share. Globalization leads to redundancy of certain jobs, change of operations, mergers and acquisitions, alliances and joint ventures (Ochieno, 2013) The company's path to market survival, success and profit maximization is very long and risky, being thus all the pressure or focus falls on the Man factor as irreplaceable and miraculous within the company. Depending on the economic situation companies try to reduce costs to survive. Most companies typically choose to lay off their employees or reduce their pay or lay them off during the recession and economic downturn (Mohamed, Nadarajan & Rajadurai, 2013). Human resource management in addition to recruiting and training it also gives special focus to motivation, as the most effective injection against the push of employees towards productivity. Motivation is done in different ways, starting from praise, promotion or even salary. All of these have an effect on the motivation of employees in the process which orients behaviors towards achieving the goal. To deal with the diverse world which changes every day, innovation and creativity within the company are also of great importance. This innovation and creativity in addition to being added or formed by training can also arise when there is diversity within the company. Employees of different generations, genders or ethnicities when working together each share their thoughts and experiences on a problem, creating a group synergy which radiates innovative and creative thoughts what it takes to make a difference and identify solve the problem quickly.

Literature review

The literature which will be cited below will clearly express the main challenges in human resource management by different authors and researchers. Every managerial job along the way has different challenges and especially human resource management. According to Eleni Stavrou - Costea (2005) Key challenges included training and development, efficiency and flexibility, and employee relations. Furthermore, training and development challenge practices, employee relationship challenge, and efficiency and flexibility are significantly related to organizational productivity.

Today's economy depends a lot on the value created by man as a resource of the organization. Seeing that every day the environment is becoming more competitive, organizations have begun to attach great importance to the recruitment and selection of employees as a very important part of the organization. Seeing the importance of human resource automatically recruiting poses a challenge for the organization. We need to know where to base ourselves for a selection as adequate as possible.

However, according to Fink, S.B. Removing this is a major problem that needs to be addressed by first understanding in detail the existing selection practice with reason, if any, for the preference in a particular approach. Existing literature demonstrates that employers continue to trust their intuition, subconsciously adopting a highly subjective

approach to employee selection. Bell, E. ; Bryman pointed out that identifying the right applicant for the job “is like looking for the sharpest needles - in a pile of needles.

According to Ployhart and Harold the theory of applicant attribution reaction has the central idea that the employee selection process is determined by an attributive process in the form of the applicant's response, in transparency and social justice.

Another challenge identified by researchers is training as a key point for human resource development within the organization. According to Michel Armstrong, "Training is the systematic development of knowledge, skills and attitudes required by an individual to adequately perform a task or job certain ".

The term 'training' refers to the process involved in improving employees' ability to perform specific tasks. Training helps to update old talents and develop new talents. Successful job placement candidates need training to perform their duties effectively. (Aswathappa, K.2000)

According to Bates and Davis (2010), the usefulness of the training program is possible only when the trainer is able to practice the theoretical aspects learned in the training program in the current work environment. They highlighted the use of role-play, cases, simulation, mediated exercises and computer-based learning to provide exposure to a current and relevant body of real-world knowledge and situations. On the other hand Karthik R (2012) said that training objectives tell the trainee what is expected of him at the end of the training program. Training objectives are of great importance from a number of stakeholder perspectives; Trainer, intern, designer, evaluator.

Some researchers focus on the effects of single human resource practices such as recruitment and selection, pay (for performance), training, performance appraisal, teamwork, and so on, others focus on so-called practice packages or systems. human resources, such as performance work systems (HPWss; Collins & Smith, 2006; Huselid, 1995; Huselid & Becker, 1996)

High-performance work systems typically include a set of HR practices such as selective employment, training and development, career opportunities, performance appraisal, and participatory decision-making (Boselie, Dietz, & Boon, 2005; Combs, Liu, Hall, & Ketchen , 2006). The main idea of "packages" is that individual human resource practices reinforce each other and increase employees' knowledge and skills; empower employees to act; and motivate them to do so (Becker & Huselid, 1998; Becker, Huselid, Pickus, & Spratt, 1997; Delery & Shaw, 2001; Huselid, 1995; Hutchinson, Purcell, & Kinnie, 2000).Seamen (2005) on the other hand has said that it is very necessary for a trainer to engage his audience during the training session. Delivery style means a lot in Staff Training and Development. While recruiting and training takes place, another challenge is performance. The employment context is changing as organizations face demographic and economic pressures, the growing mobilization of human capital through globalization, and a greater shift toward knowledge-based economies (Beechler, S., & Woodward, I. 2009).

In addition to these challenges, some of the research has focused on strategic leadership development as a basis that will influence how managers respond to future human resource challenges. From a resource-based perspective, leaders represent a particularly important segment of talents and skills in an organization (Mabey and Ramirez, 2005). Therefore, leadership development has been observed to be an important strategic tool in organizations (McClelland, 1994; Canals, 2014). In order to be strategic, leadership

development, like any HRM practice and policy, must align with the company's business strategy (Delery and Doty, 1996; Anderson, 2009).

Schwarz (2007) has said that those organizations in which people are taught to think about the future, particularly alternative futures or challenging paradigms, are healthy organizations.

Methodology

The population of this research consists of two of the banking institutions which operate in Kosovo. According to information provided by the Kosovo Banking Association, there are currently 11 (eleven) commercial banks operating in Kosovo, accounting for 67.8 percent of the total financial sector assets. Their products and services include bank accounts, loans, local and international payments, bank cards, bank guarantees, letter of credit, e-banking. Access to the services of these banks is enabled through currently 211 branches and sub-branches, 513 ATMs and 13,175 POS and 411,347 e-banking accounts. The sample of this research consists of two commercial banks, respectively NLB Banka and Banka Kombëtare Tregtare (BKT). The instrument used in this research is the questionnaire, which was distributed to 60 bank managers. The questionnaire contains 24 closed questions where the evaluation is based on the Liqueur scale with 1-5 options to choose from. The questions were understandable and the distribution was done physically in the branch. Through this paper we will try to identify the challenges that managers face towards human resources. Below are the initiating questions where this paper is focused. The research questions are as follows:

- Does performance measurement affect employee success?
- Do employee training affect their easier management?
- Is salary the main stimulus to work productively?

Does diversity affect easier problem solving? Research questions hypothesize:

- H1: Measuring performance affects employee success
- H2: Employee training affects their easier management
- H3: Salary is the main stimulus for work to be done productively
- H4: Employee diversity affects easier problem solving

Results

H1: Performance measurement affects employee success

To confirm or disprove the hypothesis: H1: Performance measurement affects employee success The Correlation option is used in SPSS by analyzing the relationship between two variables: Performance measurement and The impact of performance measurement on employee success.

Table 1: Correlation between performance measurement and its impact on employee success

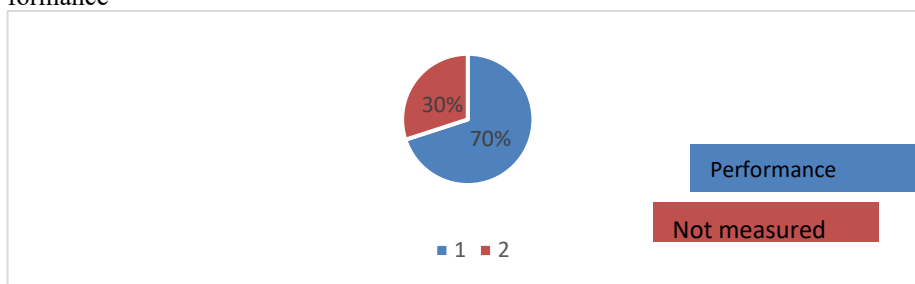
Correlations				
			Performance Measured	Measured Performance Affects Employee Success
Performance Measured	Pearson Correlation		1	.811**
	Sig. (2-tailed)			.000
	N		60	60
Measured Performance Affects Employee Success	Pearson Correlation		.811**	1
	Sig. (2-tailed)		.000	
	N		60	60

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the correlation results we see that Variables are highly correlated with each other, and we can say that the hypothesis is confirmed. So measuring performance has an impact on employee success.

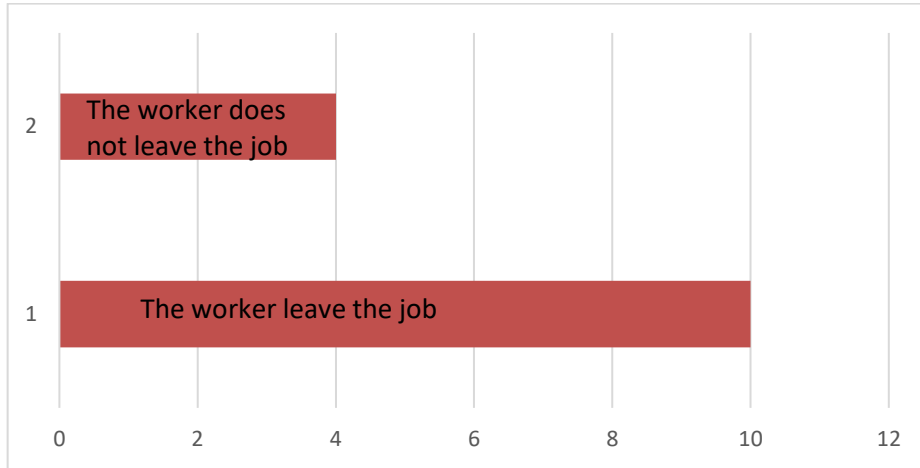
Knowing that performance plays an important role in the success of the company, we will now see how many of the companies measure performance and pay attention to its follow-up.

Diagram 1: Graphical representation of whether the surveyed companies measure performance



Of the surveyed banks, 70% of them measure staff performance and pay attention to it, while the remaining 30% do not pay much attention to it, not considering it as a measure of success.

Diagram 2: Graphic representation of whether a low performance worker is leaving work



Based on the fact that employees should be evaluated for the work they do based on performance, their low performance can also result in job loss. From the surveyed companies we see that 70% of them, even though they do not measure all the performance, an employee without good results leaves the job because they see it as a risk for the success of the company.

H2: Employee training affects their easier management

Employees who are well versed in the job are easier to be managed by their managers. To achieve this point, managers are often forced to send employees to training, thus enriching the employee's knowledge as an individual and as well as increasing the value of knowledge in the company as a whole. To analyze what companies send employees to training and what effect they have, we used the Crosstabs option in Spss.

Table 2: Cross-tabulation of the importance of employee training

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Employees Are Sent In Training Once A Year * Trained Employees ARE More Skilled	60	100.0%	0	0%	60	100.0%

Employees Are Sent In Training Once A Year * Trained Employees ARE More Skilled <i>Crosstabulation</i>				
<i>Count</i>				
		Trained Employees ARE More Skilled		<i>To tal</i>
		<i>yes</i>	<i>no</i>	
Employees Are Sent In Training Once A Year	<i>Yes</i>	29	5	34
	<i>no</i>	7	19	26
<i>Total</i>		36	24	60

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More than half of the managers who responded said that they attach importance to training because they think it is a returnable investment for the benefit of the individual and the company.

H3: Wage is the main stimulus for work to be done productively

Each job that is performed in return expects a reward, which is mainly in monetary value and which plays an important role for the contractor. Through correlation we see the relationship between motivation and salary increase in the work process.

Table 3: Correlation between salary increase and employee motivation

Correlations			
		Wage Increase Affects Good Work	Motivation Factor in Workflow
Wage Increase Affects Good Work	Pearson Correlation	1	.902**
	Sig. (2-tailed)		.000
	N	60	60
Motivation Factor in Workflow	Pearson Correlation	.902**	1
	Sig. (2-tailed)	.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

From the results we see that motivation as a key factor along with salary increases have shown progress in the work process, thus influencing the work to be done better. A motivated employee means a lot to the company.

H4: Employee diversity affects easier problem solving

Everything we have in front of us belongs to diversity. Starting from the very term that diversity in the broadest sense refers to the diversity of different life things from each other we say that diversity is an inevitable part of our activity and life. The more variety in the workplace, the greater the number of ideas and thus the easier the solution to problems.

Table 4: Correlation between employee diversity and problem solving

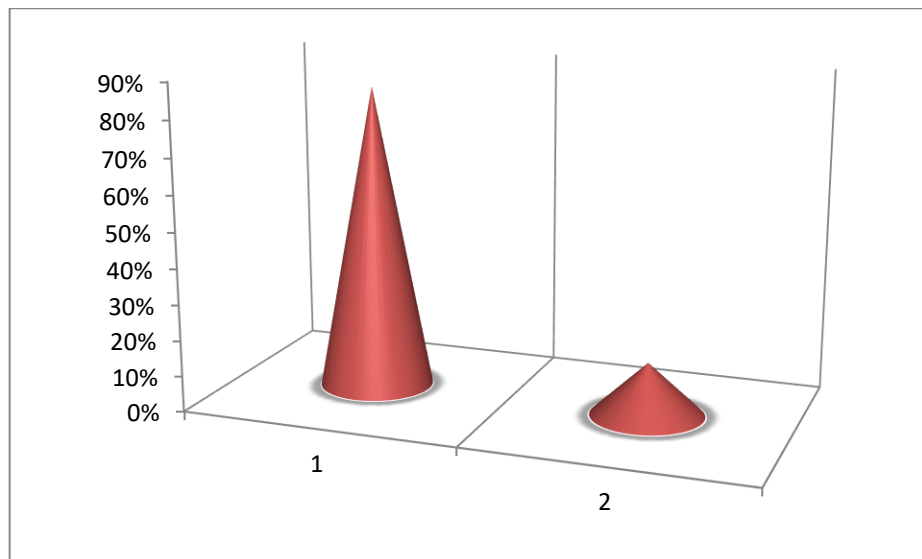
Correlations			
		The Com- pany has dif- ferent em- ployees	Solving Easier Prob- lems With Diversity
The Company has different employees	Pearson Corre- lation	1	.786**
	Sig. (2-tailed)		.001
	N	60	60
Solving Easier Prob- lems With Diversity	Pearson Corre- lation	.786**	1
	Sig. (2-tailed)	.001	
	N	60	60

From the results we see that the presence of diversity in the work environment has a key role in easier problem solving. Data collected by respondents on the participation of diversity and its impact on problem solving and then all these analyzed by correlation have brought positive results. Based on the main coefficient for positivity and importance between variables, the significance we see a very strong relationship with a coefficient that is less than 0.05 respectively $p = 0.001$ not forgetting the correlation coefficient with $r = .786$.

Even in this case these results strongly support H_a , rejecting H_0 . And the interpretation for testing this hypothesis is:: Employee diversity affects easier problem solving.

Since diversity is only present in the banking sector, we will see how many of them claim that diversity is associated with creative ideas.

Diagram 5: Graphic representation of the impact of diversity on creativity



About 85% of managers stated that employee diversity in their companies plays a role in increasing creative ideas, while another 15% do not attribute the increase in creative ideas to potential diversity in their companies.

Discussion

Through this paper, the purpose of which was to research what are the challenges in human resource management, we reach some conclusions which are similar to the conclusions of all other papers but also supported by our findings: Human resource management contains the main challenges ranging from Performance, Training, Salary and Diversity of employees. Each of them with a very large weight for the success of the individual within the company and the company as a whole.

First, as we expected, in testing the correlation between the two variables, namely the measurement of performance and the impact of performance, we found a positive correlation with a significance of 0.000. As long as employees know their position, the role they have and their importance in the success of the company then they perform better. Based on Yuliansyah & Khan (2015) there is a positive relationship between clarity of role and performance of employees. The result of statistical analyzes showed that role clarity and goal clarity have a positive correlation with employee performance ($\beta = 0.208$, $t = 2.325$, $p < 0.05$). Process clarity also has a significant effect on employee

performance as described by statistical analysis ($\beta = 0.208$, $t = 1.531$, $p < 0.10$). Regarding the increase of employee performance, the empowerment or giving of competence, which have a positive relationship with the result ($\beta = 0.139$, $t = 1,553$, $p < 0.10$), also affects. According to Asiaei et al., (2021) there is a positive relationship between the assets of knowledge and performance of the company with a value of $\beta = 0.281$ which is a positive value, there is also a strong relationship between the use of the system for measuring performance and company performance with a coefficient of $\beta = 0.706$ which is also a positive value. Knowledge assets that come out of the performance measurement system with a value of 0.01 also have a positive relationship.

Secondly, while the training of employees is of great importance, our findings have shown a great impact of employee training in their easier management, where over 50% of managers are in favor of this phenomenon. Based on the findings of Guterres et al., (2020) there is a positive correlation between employee training and their performance with a coefficient of $\beta = 0.313$ and a statistical value of $t (3.784)$, there is also a very important correlation in impact of leadership style in employee performance with a coefficient value of $\beta = 0.300$ and a statistical value of $t (2,736)$. According to Boadu et al., (2018) The average values of training and development in the workplace and training and development abroad are respectively 4,772 and 4,828. On-the-job training and development has a significant positive effect on the firm's innovative performance with coefficient ($p < 0.001$). A positive coefficient is found on the clear impact of knowledge on on-the-job training and development and the firm's innovative performance ($p < 0.001$). Third, we found that pay is a motivating factor that motivates employees to move forward, as evidenced by a strong positive correlation in the correlation between the two variables as salary increase makes it work better and employee motivation with a significance of 0.000 . The relationship between compensation and job performance is strong and significant thus supported by the results ($r = 0.98$, $p < 0.01$). Studying other compensation factors are closely related to performance in the workplace. Akter & Husain, (2016 Based on the findings of Obasan, (2012) show that compensation is a critical factor affecting worker productivity. Specifically, statistics t show that compensation has a statistically significant positive impact on worker productivity with a coefficient of 0.783. Fourth based on the responses of most of the managers who participated in the research we found positive correlations between diversity in the workplace and easier problem solving. The climate of diversity is of great importance in the work and success within the company. Based on this according to Singh et al., (2013) it has been concluded that there is a positive relationship between various factors which have diversity as a starting point. Starting from the climate of diversity and psychological security with a positive and productive relationship ($B = 0.86$, $t = 9.24$, $p < .01$) influencing with another positive relationship between psychological security and group performance ($B = 0.17$, $t = 3.16$, $p < .01$). Based on Kunza et al., (2013), we can see what the presence of age diversity in the company faces.

According to him, there is a positive relationship between age diversity and age discrimination with results ($r = 0.28$, $p < 0.001$) that negatively affects the performance of the company, so it is a negative relationship with the success of the company with results ($r = -0.23$, $p < 0.01$).

Based on the results of the work we see that the management of human resources is not at the right level and there is still a lot of work to be done in developing and motivating employees so that their management is easier. Starting from the performance to the

diversity of employees as the main challenges, in the surveyed companies have been of great importance. The focus of the companies in overcoming these challenges is not very clear, as they all want to have easier management of human resources, but few take steps towards this. While performance is a key factor that measures the performance of an employee, not all companies prioritize and measure performance with other indicators that are unrealistic and consequently lead to management difficulties.

Conclusions and Recommendations

Human resource management faces many challenges. Based on the findings of our research we have seen that the main challenges faced by a manager versus human resource management are staff performance, training, salary or compensation and diversity in the workplace. Given these challenges, the main research findings have shown the impact that each of these challenges has on achieving progress. Where performance measurement affects the success of employees continuing with trainings that are very important where it has been found to have an impact on increasing skills of employees thus making their management easier. Wage as a factor stimulating affects the motivation of employees to increase productivity and this has been confirmed by the results. Diversity as a challenge in human resource management has great weight and impact on the easiest solutions to the problems faced by the institutions every day supported by the analysis. From the above conclusions derive the recommendations, that based on the findings of this research, each company or organization that works with people and through them, to pay attention to the factors that affect the management of human resources. Starting from measuring performance which is a factor that affects the success of employees and the organization as a whole, employee training which affects their easier management, salary which is the main stimulus for work to be done with productivity and diversity that affects in easier problem solving. Given the key challenges to good governance, human resources need to be considered from the ground up.

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