The impact of Human Resource policies and practices on employee outcomes: A Case of Kosovo

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Abstract

Considering the need of Kosovo for Human Resources field, especially the need for conducting a research in large companies, encouraged this research to be started. The three participant companies in this research were Telecom of Kosovo, Kosovo Energy Corporation and Bank for business. Is expressed much need to explore some of the most important policies and practices across companies, such as recruitment and selection, training and development, compensation and benefits as well as perceived organizational support. And on the other hand, observing the impact they have on employees, ranging from job satisfaction, organizational commitment and turnover. Many researches that have been accomplished leave behind a large number of gaps waiting to be met by others and the gaps that have been identified from the previous studies related to this topic are filled by this research. In this research the most fitted methodology approach seemed to be triangulation, where are distributed 50 questionnaires to the employees of the respondent companies and 20 interviews have been held with the HR Managers. So, based on the analyses that have been done, the objectives of this paper have been achieved and the questions have been answered. In many parts of findings are witnessed some strong and significant correlations between the outcomes of the employees and the implementation of HR policies. In addition, the answers of employees differ from the answers of HR policies, since the latter have responded positively about the execution of the practices in question.

The academic contribution of this study is witnessed related to the gaps derived by the previous studies which this research has filled and the practitioner contribution of it is linked with the help that this research gives to the participant companies in terms of the crafting policies and executing practices in their business environment. The most important recommendation is that the HR managers should improve their executing process of these policies and practices. However, based on the limitations of this research are flown the need for further studies to be filled by next researches, such as the need to conduct this issue in manufacturing and service firms and to compare the findings between the two sectors.

Keywords: HR policies and practices, recruitment and selection, training and development, compensations and benefits, organizational support, employees' outcomes, job satisfaction, commitment, turnover.

1. Introduction

Kosovo is the newest state in Balkan. This country has too many concerns that have influenced both economic and political life. These vicissitudes are related to the wars which caused this country to suffer major injuries in terms of the economic and political situation. This occurrence has also happened during the last war with Serbia in the late 1990s. The period when Kosovo began to resuscitate was a very difficult time. It has faced many challenges of rebuilding everything from the very first point. When it comes to companies in Kosovo, from their current state, it is seen that these have begun to "take the wings" after the war, which means that their business development is increased recently.

As far as this country is concerned, even though micro enterprises prevail, a relatively substantial number of SMEs and large enterprises are

revealed. According to (Kosovo Business Registration Agency, 2011), in the end of the year 2011, 104,000 enterprises were registered, from which 58 were big companies and the rest of them were micro and SMEs. Large enterprises are adjusted with an extended organogram and are more specialized in organizational structure. Human Resource Management department in the companies in Kosovo, is a new, unfamiliar, and unstudied field. Therefore, the majority of the companies do not consider this department very important compared to the financial department, marketing, operations, etc. (Kutllovci and Berisha-Qehaja, 2015). This department is being more adjusted in the large enterprises, and the shortage of the studies in these companies regarding the field of Human Resource Management, lead to a need for a research in this term. In order to help Human Resource policy makers, improving overall performance of their companies are analyzed some HR policies and practices of the three large enterprises in Kosovo and the impact that these policies and practices have on employee outcomes. PTK (Post and Telecom of Kosovo), KEK (Kosovo Energy Corporation) and BPB (Bank for business) are the large companies that have been chosen as the main protagonists of this research. PTK and KEK are public institutions while BPB is private bank.

This research has its own objectives and questions that are expected to be filled by analyzing the answers of the employees and the answer of the HR Managers.

1.1   Research objectives and questions

The reason why large companies are chosen is that there is no other investigation done in this area so far and all the researches about this topic, are done only in SMEs. The HR policies and practices that have been probed here are: Recruitment and selection, training and development, compensations and benefits and Perceived Organizational Support. On the other hand, the outcomes of the employees that are scrutinized are: Job satisfaction, organizational commitment, and turnover. Moreover, the objectives that are expected to be achieved by this research are:

To assess the impact of a variety of HR policies and practices on large companies in Kosovo.

To measure the effect of Perceived Organizational Support policy on Employee Outcomes. (e.g., Turnover, job satisfaction, commitment).
To evaluate the relationship between job training and employee job satisfaction and turnover.
The influence of compensation policy on organizational commitment and job satisfaction on large companies in Kosovo.

While the research objectives are more oriented to be filled by the employees, on the other hand, the research questions are expected to be answered by the HR Managers.

However, based on the objectives that are introduced above, this research seeks to find answers of these questions:

How are HR Practices and Policies developed on the three large companies in Kosovo (respondents of this research)?
How can these practices and policies impact on employee outcomes?
What steps should these companies take in order to improve their HR policies and practices?
Literature Review
In the text below, the Human Resource policies and practices and also their impact on employee outcomes will be developed. The first part intents to show the meaning of Human Resource policies such as: recruitment and selection, training and development, compensation and benefits, perceived organizational support, while the second part to investigate the outcomes of the employees such as: turnover, commitment and job satisfaction, which are derived from the impact of Human Resource policies and practices. The rest of literature review was run from the recent conducted studies.
Recruitment and selection
One noteworthy finding from (Ofori and Aryeetey, 2011) was that some SMEs viewed themselves as unsuccessful on account of poor specialized limit, human resource issues and performance. These SMEs trust that the ownership of specific aptitudes and capabilities are required for achievement in the territorial and global markets. Firstly, to be part of one of the companies, the procedure starts from recruitment and selection (Kessy and Temu, 2010). Thus, the practices of recruitment and selection include two interrelated proce-

dures. Recruitment is the way toward creating a pool of able individuals able to apply for work to the company whiles selection is the procedure by which particular instruments are utilized to look over a pool of candidates' that are the most appropriate for the activity thinking about, company's objectives and legitimate prerequisites.

(Spencer, 2004) said that compelling recruitment and selection are deliberately imperative to any firm. Recruiting and selecting the wrong candidates can have broad negative cost suggestions, while viable procedures can add to a diminishment in turnover and thusly increment in efficiency. Even from a pessimistic standpoint, the organization could neglect to accomplish its targets accordingly losing its aggressive edge and its offer of the market (Armstrong and Stassen, 2008). (Abor and Adjasi, 2007) recommend that the general point of the processes of recruitment and selection ought to be to get at least cost the number and nature of workers required to fulfill the human resource needs of the company.

One of the key advances managed by technological development in recruitment is customization (Dineen and Allen, 2014). The paper by (Vanderstukken, et al, 2016) in this matter brings up the issue of how companies may choose what pictures to present to draw in various sorts of people. The paper on informal exchange by (Van et al, 2016) additionally touched upon what data matters to whom. What R&S praxis has advanced toward is a procedure known as mass customization, or giving a high level of personalization while achieving economies of scale at the creation end (Uggerslev et al, 2012).

For a long time, the two scientists and professionals have concentrated on approaches to decrease unfriendly effect in enlisting forms. In particular, the (Jacksch and Klehe, 2016) paper grandstands in the case of taking care of generalization danger consequences for a few applicants may lead to settle on various decisions about how selection is drawn closer. Further, one test in endeavoring to address any generalization danger in an appraisal situation is that intercessions must happen inside the setting of institutionalization and consistency crosswise over people.

Training and development

"Training" alludes to a deliberate way to deal with learning and advancement to enhance individual, group, and authoritative effectiveness (Chiaburu and Marinova, 2005). On the other hand, development alludes to exercises prompting the procurement of new learning or aptitudes for motivations behind self-awareness. Less than 5% of all programs of training are evaluated regarding their money related advantages to the organization (Swanson, 2008).

The Kirkpatrick four-levels way to deal with training assessment keeps on being the most broadly utilized training assessment display among experts (Sugrue and Rivera, 2005), in spite of the fact that the approach keeps on being censured by scientists (Holton, 2005). (Aguinis and Kraiger, 2009) proposed a choice-based assessment demonstrate. The model edges choices about how to gauge training sway around the proposed reason for assessment—motivations behind basic leadership, promoting, and giving criticism to members, educators, or instructional fashioners.

(Boudreau and Ramstad, 2005) contended that to keep up a competitive advantage, companies must prevail in three areas: fund, items or markets, and their workforce. More essential, in the present worldwide economy, all organizations can pitch to similar markets (e.g., through the Web), and item improvement cycles are to such an extent that distinctions in item development are substantially littler than in years past (as clear in likenesses in cell phones crosswise over bearers). Along these lines, it is the third space—fabricating and keeping up a more proficient and better prepared workforce—that may offer the most feasible favorable position accessible to most companies (Huselid and Becker, 2011). Training plainly matters at various levels of our general public. According to (Salas et al, 2012) The initial phase in any training improvement exertion should be a training needs investigation directing a legitimate finding of what should be trained, for whom, and inside what sort of hierarchical framework. The results of this progression are (a) normal learning results, (b) direction for training outline and conveyance, (c) thoughts for training assessment, and (d) data about the authoritative variables that will probably encourage or thwart training adequacy.

Compensation and benefits

Managers of public sector routinely battle for a constrained pool of human capital. The opposition ordinarily happens inside and over the between administrative range, yet for a few positions, people in general part should likewise battle with the private area and maybe even non-benefit associations. Albeit public administration inspiration may shape work competitors' business decisions (Bright, 2013), pay rates and incidental advantages stay key apparatuses for drawing in and holding employees, particularly those without inborn inspiration (Van Der Wal and Oosterbaan, 2013). Indeed, even under financial anxiety, state and nearby governments incline toward workforce diminishments to pay cuts (Reilly and Reed, 2011). Moreover, nationals express low levels of help for abridging open worker pay (Elling et al, 2014).

Despite wage contrasts, different segments of workers compensation are basic to accomplishing basic human resource targets of procuring, maintenance, and execution rewards. For instance, incidental advantages raise employee fulfillment and decrease turnover (Coggbum, 2012). The security managed by characterized advantage benefits may likewise lessen turnover; then again, characterized commitment records may likewise boost life span. Generally, considerable episodic proof buttressed with a substantial group of researcher dispatch propose that the estimation of incidental advantages is in charge of shutting the general population private part wage hole where it is accepted to exist.

A research conducted in the Pakistan with a case study the educational sector concluding that the compensation policy has had positive impact on employee commitment and satisfaction (Nawab and Bhatti, 2011). However, this is opposed by (Carlson et al, 2006), who said that there is no link between compensation and employee commitment, but it impacts on performance in the other ways.

Perceived Organizational Support

As indicated by organizational support hypothesis, the improvement of POS is urged by workers' propensity to relegate the firm humanlike attributes (Eisenberger et al, 1999). (Levinson, 2007) noticed that moves made by specialists of the company are frequently seen as signs of the association's expectation instead of credited exclusively

to the operators' close to home thought processes.

Community exchanges researchers struggle that assets got from others are even more expressively regarded in case they rely upon discretionary choice instead of conditions past the provider's control. Such conscious guide is welcomed as a sign that the provider truly characteristics and respects the recipient (Cotterell et al, 1992). Subsequently, various leveled prizes and great job conditions, such as: pay, headways, work improvement, and effect over legitimate techniques contribute more to Perceived Organizational Support if the workers believes that they result from the organization's purposeful exercises, as opposed to external impediments, for instance, association exchanges or administrative well-being and prosperity headings (Eisenberger et al, 1997). Since managers go about as organizational specialists, the worker's receipt of ideal treatment from a boss should add to POS. The quality of this relationship relies upon how much employees distinguish the manager with the company, instead of survey the administrator's activities as eccentric.

POS theory additionally addresses the mental procedures fundamental outcomes of POS. In the first place, according to (Rhoades and Eisenberger, 2002) on the premise of the reciprocity standard, POS should deliver a felt commitment to think about the organization's welfare and to enable the association to achieve its targets. An engaging component of OST (organizational support theory) is that it gives clear, promptly testable expectations in regards to predecessors and results of POS alongside specificity of accepted procedures and simplicity of testing these procedures exactly. Is inspected ponders that consider POS's estimated forerunners and outcomes and more expounded investigations of the systems ventured to underlie these connections.

Job satisfaction

There are too many definitions through the years, regarding the job satisfaction, but in the middle of debate takes place the question of whether the job satisfaction is stipulated by the peculiarities of the work itself within the mind of the workers or through the intercommunion between the workers and their jobs (Locke, 1969). Through tending to such inquiries, Locke characterizes job satisfaction as the pleasurable enthusiastic state coming

about because of the evaluation of one's activity as accomplishing or encouraging the accomplishment of one's activity esteems.

The need for further explorations of the potential implications of the job satisfaction is very important and these can be achieved by identifying the concepts of this. In a study conducted in Macedonia (FYROM) by (Aziri, 2011) is claimed that the level of motivation has a serious impact on business productivity and employee performance. However, in this region job satisfaction still does not have the needed attention.

Job satisfaction is the key fixing that prompts acknowledgment, wage, advancement, and the accomplishment of different objectives that prompt a sentiment satisfaction. Whereas another definition of job satisfaction according to (Armstrong, 2006) alludes to the demeanor and sentiments people have about their work. Positive and great states of mind towards the activity demonstrate job satisfaction. Negative and ominous states of mind towards the activity show work dissatisfaction. Debates, agreements, disagreements in terms of the incentives that increase the employees' job satisfaction.

Organizational Commitment

Organizational commitment is the person's mental connection to the organization. Higher is the rate of commitment, more is the connection towards the organization. Commitment speaks to something past insignificant uninvolved devotion to an organization. It includes a dynamic intercourse with the organization, to such an extent that people will give something of them keeping in mind the end goal to add to the organization's prosperity.

It can be portrayed by no less than three factors: (a) a solid confidence in and acknowledgment of the company's objectives and qualities; b) an eagerness to apply impressive exertion for the benefit of the organization; and (c) a powerful urge to keep up enrollment in the corporate (Joarder et al, 2011). Also, (Luthans, 2002) supports this and also continues by saying that the commitment is a kind of link or connection between the company and employee. The attitude of organizational commitment is characterized by different circumstances or different factors regarding the personal

characteristics (such as: age, the retention in the company, the attributions of the external and internal controls) and regarding the organizational characteristics (such as: the leadership styles of an overseer and the job design).

Turnover

"Worker turnover" as a term is broadly utilized as a part of business circles. Albeit a few examinations have been directed on this subject, the majority of the scientists concentrate on the reasons for worker turnover yet little has been done on the looking at the wellsprings of employee turnover, impacts and prompting different techniques which can be utilized by managers in different companies to guarantee that there is worker congruity in their organizations to improve organizational intensity (Conteno and Novo, 2012).

Employees are the foundation of any business achievement and hence, they should be roused and kept up in organization at all cost to help the company to be all inclusive aggressive as far as giving quality items and administrations to the general public (Ongori, 2007). What's more, over the long haul the profits on ventures on the workers would be accomplished. Managers ought to energize work update undertaking independence, errand noteworthiness and assignment personality, open book management, strengthening of employees, enrollment and determination must be done deductively with the goal of holding workers.

2. Methodology

Methodology is considered to be a very important approach, which helps the searcher to find out the answer of research questions as well as to achieve research objectives (Ferrer-i-Carbonell and Frijters, 2004).

Regarding the population and the sample of this research 58 are large companies in Kosovo, as is mentioned above, by (Kosovo Business Registration Agency, 2011). However, the impossibility of not interviewing all of them, the sample is a must. Hence, the sample has been 3 large companies in Kosovo – Vala (PTK), KEK and BPB, where are distributed 50 questionnaires and 20 interviews were held with HR managers.

Primary data can be qualitative and quantita-

tive. In this research are used both qualitative and quantitative data. Qualitative data refers to the data that are non-numerical, hard to measure but they are open that the respondents can expand their opinions for certain questions. In the other hand quantitative data are easier to measure, more accurate, give numerical conclusions and the questions are closed (Gale et al, 2013).

In most cases the blending of these two approaches into a single study has resulted in extremely accurate results. In the same way as mentioned in the study by (Bekhet and Zauszniewski, 2012) in their article with the name "Methodological triangulation: an approach to understanding data" triangulation is a very good data collection approach due to many cases of experiments that they have done. This method makes the research more valid because of the larger number of respondents that being used. Also, the results of one method can support or can be relied on the results of another method. Hence, each method can result supportive for the former method, if the research is done based on triangulation method. (Venkatesh, Brown and Bala, 2013). These are the supporting arguments why the triangulation methodology is used for this study.

Likewise, (Leech et al, 2007) in their article, with the name "An Array of Qualitative Data Analysis Tools: A Call for Data Analysis Triangulation" have brought different arguments to test the importance of triangulation method of
doing the research. As is introduced in the figure below, they have mentioned two, the most important elements of triangulation method: presentation and legitimation.
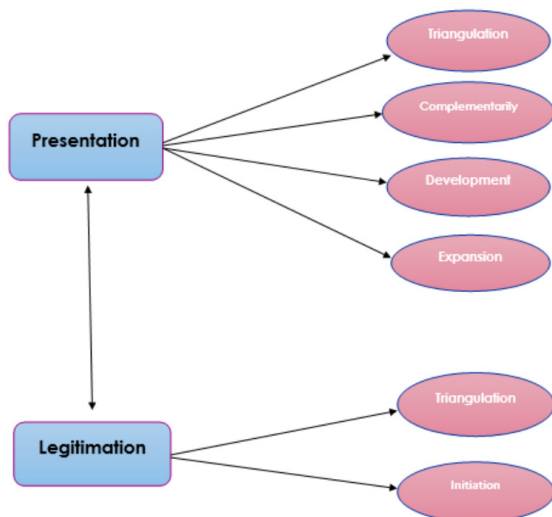

Figure SEQ Figure * ARABIC 1.Triangulation method – elements

Source: (Leech at al., 2007)

According to this figure above, the triangulation method contains both the presentation and the legitimation. This means that the method of triangulation can represent the results better than using single method, and in addition the legitimation represents also the validity of the results. Taking into consideration these arguments given by the fields most trusted authors, this investigation has analyzed the concerns by using the triangulation method.

Questionnaire development and interviews' aim
Questionnaires that are being used have 5 sections. In the first section of the questionnaires, the respondents are asked about demographic questions, including age, gender, years of work experience, in which department they are working and education level as well. Then, continuing with the second section, when the respondents are asked about the HR Practices and Policies that the organizations are using to them, which are included recruitment and selection, training and development, compensation and benefits. These part of questions in this research are borrowed by (Mulolli et al, 2015), a research that have happened in Kosovo having approximately the same topic. Another subsection of the section two of questionnaire will include the questions about the Perceived Organizational Support theory, which are borrowed by (Eisenberger, R. et al, 2015), who have discussed in their article about the theory of Perceived Organizational Support and how it can impact on employee performance, innovation and some other outcomes. One part of the job satisfaction section is borrowed by (Mulolli et al, 2015) and the other part is borrowed by (Olusegun, 2013) in the research of whom is introduced the impact of job satisfaction on turnover. From the same research are also borrowed the questions regarding the turnover of employee, which will be another section of the questionnaire. Regarding to the organizational commitment as another section, the questions of this section are borrowed by (Jehanzeb et al, 2013), in which study are analyzed commitment and turnover of employees. In particular is analyzed the impact that the job training has on employee, in private sector of the Saudi Arabia.

The research aims are related with the questionnaires, thus the objective one is related with the section two of the questionnaire, the objective two is linked with the relationship between a subsection D (Perceived Organizational Support) of the section 2 (HR policies and practices) with the section 3 (job satisfaction), 4 (turnover) and 5 (organizational commitment). The relationship between the questions of the subsection B (Job training) of the section 2 with the questions of the sections 3 (job satisfaction) and 4 (turnover) is expected to achieve the third aim of this study. Moreover, the fourth goal of this investigation is expected to be reached by analyzing the relationship between the questions of the subsection C (compensation and benefits) of the section 2 with the quires of the section 3 (job satisfaction) and the section 5 (commitment). All the questionnaire data are analyzed through SPSS.

In this research, the HR managers have been the sample of the interviews due to their experience of crafting policies and executing practices in the organizations. They have been asked about the policies and practices how they implement them in the practice, how do they know if these policies and practices are efficiently used and how can these policies and practices impact on their employees.

Accordingly, every research question is linked with the questions of the interviews. The research question 1 is linked with the questions 7, 8 and 9 of the interviews. The research question 2 is linked with the questions 10, 11, 12 and 13, and as well in the end, the third question of the research is expected to be answered by the 14th and 15th questions of the interviews.

Findings and discussions – Quantitative analysis
As is mentioned above the first section of the questionnaire consists of demographic questions. Regarding the demographic results the majority of participants belong to HR sector, based on SPSS analysis, their mean score for years of experience is 9.26, they've been working in their current position with the mean score 7.31, 27 participants were male while 23 were female. In terms of the frequencies of the employees' education level, 2 employees out of 50 hold PhD, 13 employees have Master Degree, 22 of them hold Bachelor Degree

and 13 out of 50 graduated high school. Meanwhile, 26% of participants are above 45 years old, 40% are 35-45 years old, 32% are 26-34 years old and only 2% are under 26 years old.

Given that the questionnaires are designed to achieve research objectives, here are discussed the findings derived by the quantitative analysis.
The variety of HR policies and practices and their impact on companies
Many studies conducted in this field have discussed about the variety of HR policies and their impact on companies.

The results of descriptive statistics related to recruitment and selection implementation indicate a very low overall mean score in terms this policy (2.38). The low mean scores are as well as related to the recruitment and retaining high quality people with noteworthy innovative skills and placing the right people in the right jobs. This means, that this policy is not properly implemented in these organizations since the majority of the questions are answered with strongly disagree or disagree.

(Bratton and Gold, 2007) have mentioned that the recruitment and selection the right candidates is a very crucial thing in the organization. They also continued by describing the procedures of recruitment and selection and they mentioned that placing the right people in the right jobs will impact the further stages of organizations. In addition to this, another author (Spencer, 2004) has discussed about this topic and claimed that compelling recruitment and selection are deliberately imperative to any firm. Recruiting and selecting the wrong candidates can have broad negative cost suggestions, while viable procedures can add to a diminishment in turnover and thusly increment in efficiency.

Two of the three companies that have been part of this research are public companies, controlled by government. Kosovo Telecom and Energy Corporation of Kosovo are more likely to have lower mean scores when it comes to the recruitment and selection the candidates with high innovative skills. The process of recruitment and selection are not common practices that happen to these organizations because the employees are willing to work for too long in these companies due to

some benefits that might have compared to the private companies in this country.

Concerning the policy of training and development, is not less important than the previous one. However, the data which indicate the descriptive statistics about the training and development highlight that the overall mean score is 2.35 which is exceedingly low. All the questions provided to this section have low mean scores. So, training needs are not assessed on the basis of performance appraisal, the employees are not encouraged to participate in the seminars or workshops, the trainings do not content the topics to develop the employees' skills or knowledge. Authors discussed about training policy, therefore according to (Swanson, 2008) in his article has mentioned the importance that the job training has to the improvement of the employees' knowledge and the improvement of the overall performance in the company. Training should be implemented in regards to the job needs as well as to encourage the employees to participate on the training. This was also supported by (Chiaburu and Marinova, 2005).

While, compensation and benefits have different impact in the company such as: in the job satisfaction, turnover, and commitment or in the overall business performance. However, the three respondent companies of this study, Kosovo Telecom, Kosovo Energy of Corporation and Bank for Business in Kosovo employees' compensations are better than the other companies in that sector, nevertheless the data reveals an overall low mean score in regards to this policy.

The Perceived Organizational Support is a policy that is directly linked with the well-being of the employees. Sometimes, not always the compensation or job trainings play crucial roles in the organizational performance, but it is important how the employees are supported by their supervisors or their colleagues. However, results show that the overall mean score about Perceived Organizational Support was 2.08, which was under the satisfactory level. Employees of these organizations stated that they are not supported by their supervisors, the organizations do not take too much into consideration the complaints of employees and the overall opinions of them, they do not participate

in the important decisions that are happening in the company as well as the organizations do not support their employees when they are facing any challenge or problem.

Employee outcomes (turnover, job satisfaction) effected by Perceived Organizational Support
Regarding the correlation analysis where is presented a strong correlation between Perceived Organizational Support with job satisfaction of employees. Based on the information of the correlation analyses of these two sections is witnessed that job satisfaction is strongly affected by the Organizational support since the data have two stars (**) in this case and p value is under .05 (P<0.05). In other cases where data have only one star (*) means that they have moderate correlation in between. In relation to the descriptive data of both sections is seen an extremely low overall mean score. This might happen due to the rules that the organizations have to not give the employees the freedom to take actions by theirselves, they are not allowed to finish their job independently, only by taking the permission by their supervisors, they are not supported when it comes to the facing of any challenge of problem and all of these reasons have caused job dissatisfaction of employees. Eisenberger has done too many studies in regards to the Perceived Organizational Support and always has concluded and supported that paying attention to this theory will cause the positive effects on job satisfaction of the employees.

Although, concerning the correlation between these two topics (organizational support and turnover), the correlation table between these two concepts, it is not seen any moderate or strong correlation between them. (Eisenberger et al, 1990) has argued about this and has concluded that the perceiving high organizational support, the employees are more likely to retain in the organization and they do not seek for another employer. Similarly (Wayne et al, 1997) have supported this by saying that the employees who receive low organizational support are more likely to leave the organization by searching for better opportunities. However, (Rhoades et al, 2001) do not support this and have continued by saying that the Perceived Organizational Support does not have direct link to the employee turnover, but it impacts the organizational commitment and it plays the mediates role between POS and turn-

over.

The relationship between job training and job satisfaction and turnover

The data flown by the correlation analysis that is done in terms of job training and work satisfaction, a strong and significant correlation between job training and the job satisfaction of employees is indicated.

The linkage between job training and job satisfaction highlighted in the study by (Huselid and Becker, 2011), is concluded that the well establishment of training impact on high job satisfaction of employees. But, on the other hand, (Swanson, 2012) have argued about this and claimed that the job training does not have direct impact on employees' job satisfaction. Training and development might impact directly the overall organizational performance but not job satisfaction of employees. This is also supported by (Chepkosgey et al, 2017), who have determined that the job training is a practice that can help the employees to develop their skills or to enhance their knowledge and in this way the employees are more committed in the work they do, but it does not have any direct link to their job satisfaction.

No strong or moderate correlation between job training and turnover. Similarly, (Jehanzeb et al, 2013) in their study conducted in Saudi Arabia support the unlink between job training and turnover by highlighting that the job training impacts the organizational commitment and then organizational commitment impacts the employees' turnover. Thus, this was supported by (Benson et al, 2002) in their article where is discussed the importance of training in the development of employees' knowledge as well as its impact on overall organizational performance.

The significant and strong correlation is revealed between compensation of employees with their overall job satisfaction. This occurrence is supported by the literature, where (Terera and Ngirande, 2014) concluded that the compensation and benefits are related with the job satisfaction of employees. The outcomes from this investigation demonstrate that compensations and job satisfaction are entering factors in holding workers and it impacts the employee job satisfaction in a numerous way. Subsequently, it is critical for management to build up a maintenance methodology that tends to employees' pay and job satisfaction as central point. This implies that management ought to have the capacity to make an aggregate reward structure that incorporates something other than pay. Compensation and benefits bundle of workers ought to be lucrative so it pulls in the esteemed representatives to stay in the association. This maintenance methodology should make a company an awesome ordeal. At whatever point the employees' leaves, explanations behind leaving the organization are known. These post-employment surveys are another method for forming an organization's maintenance technique. Consequently, this research concludes that inequity distribution of compensation and benefits among employees has caused the job dissatisfaction of them.

Findings and discussions – Qualitative analysis

The qualitative analysis as is mentioned above aim to answer the research questions.

The development of HR policies and practices on the large companies in Kosovo

Given that the interviews that are held with the HR managers were 20, they are specialized in different areas of HR. In the three large companies in Kosovo, Telecom of Kosovo, Energy Corporation of Kosovo and Bank for Business, the HR policies and practices that are implemented in these companies are: recruitment and selection, training and development, compensation and benefits and diversity.

Starting by the recruitment and selection as the first stage to get hired in the company, the HR managers have mentioned that firstly are identified the job needs and then announced the vacancies in different local online portals which are known in the whole country. They also have mentioned that managers are included in recruiting and selecting new staff and the information about the company's operations have been provided to the candidates since the first day of work. Here was a gap between the answers of the employees and the answers of the managers. Since the managers are answered positively to this question, the employees are answered differently from them, especially in regards to the placing the right people in the right position, the participation of the managers in the selection of the new staff as well

as the recruitment and retaining the innovative and creative people. In all of these questions the employees are answered negative.

Relying on this information, is exposed that managers are more likely to provide positive answers in regards to these concerns than employees, because they are the crafter of the policies and do not pay too much attention in the feedback of employees. (Uzair et al, 2017) confirmed the importance that recruitment and selection practices have on the organization. In their study conducted in the Pakistan, where the bank sector was the main protagonist of their research, they have argued that the process of recruitment and selection is seen to have direct impact on effectiveness of the organization.

Then, when the job requires skills improvement they will be trained. Based on the answers by the HR managers especially in two public companies the employees do not hold training too often and the employees as is obvious are not content with this fact.

Compensation and benefits, based on the managers' answers have been correctly implemented in the workplace and are distributed based on the positions of employees and sometimes high performed employees are rewarded. Relying on these data is revealed that there are gaps between the answers of the employees and HR managers' answers. Since the managers have argued that there is accurate implementation of compensation and benefits, on the other hand employees are answered differently from the managers by concluding that there is no properly implementation of this policy.

HR policies and practices have very crucial roles in the business environment, so the managers should pay more attention when it comes to the crafting of these policies (Alfes et al, 2013). Moreover, from the answers of the questionnaire is seen that the managers do not ask the employees for the feedback in a regularly basis.

The impact of HR policies and practices on employee outcomes

Starting from the training and development that is implemented in the workplace, is seen that the employees are not trained in a regularly basis. In

the public companies which are Kosovo Telecom and Kosovo Energy Corporation they do not pay too much attention regarding this policy. It is also mentioned that the employees are regularly trained in regards to the job security and fire protection. While, Bank for Business as a private company enables its employees to participate in training in their training center, which is in the American University of Kosovo. The employees had negative answers when it comes to the training implementation in the companies, although there were some positive answers of the Bank for Business employees in regards to the training.

Regarding to the measurement of the HR policies and practices that might have on employee outcomes, the HR Managers are answered that the impact of these policies and practices on employee outcomes are measured based on their performance such as personal development plan, individual performance appraisal, etc. However, the employee turnover rate is increased this year in comparison to the previous years. This might have caused due to the job dissatisfaction of employees. As well, taking into consideration the job dissatisfaction of employees and the low commitment of them, the turnover rate of these companies is expected to increase in the next years.

Steps that these companies should take in order to improve their HR policies and practices

Based on the HR managers' answers how their specialization is linked to performance, they are answered that HR policies that they craft have a strong impact on business performance, which is supported by (Alfes et al, 2013). Based on the answers by HR managers have concluded that the monitoring process of the implementation of HR policies and practices is done based on individual performance appraisal according to the assessment criteria such as: delegation, group work, communication, flexibility planning, the participation on changes, targets achievements, problem solving, commitment, other developments, and overall performance in the workplace which are assessed by the grades from (0-10) which means: (0-2) – bad, (3-6) satisfied and (7-10) excellent. Based on these, the steps that should be taken to improve those will be mentioned below.

Firstly, HR managers should pay more attention to the point of crafting and executing the HR policies

and practices. The employees should be included when it comes to the crafting of those policies, so they will be more satisfied and committed to the organization. For the magnitude of these policies and practices and the generally HRM and its impact on the employee performance and in general the organizational performance, is discussed in the article by (Batt and Colvin, 2011), concluding that HR managers should pay more attention in terms of crafting the policies and implementing the practices of HR.

HR managers should be more correct when they distribute compensation and benefits among employees in order to increase employees' job satisfaction and to reduce their turnover. The fact that job satisfaction, turnover and working commitment is affected by compensation and benefits policy is claimed in the article by (Saxena and Rai, 2016) and is supported by (Sani e, 2016), where is concluded that incorrectly distribution of compensation and benefits cause the job dissatisfaction of employees and the low work commitment of them.

Conclusions, limitations and areas for further research

Many studies throughout the years conducted in this area, have highlighted or pointed out some significant information in order to make people or the managers be aware of the importance of HR field. The overall organizational performance is depended on employers or the managers, their support, knowledge, correctively, which make the employees be more satisfied and more committed in their works.

The important of this research is because it has filled the gaps by the other authors or previous studies and here is highlighted the academic contribution. One of the most important gaps filled by this research is related to the need for conducting such research in the large companies in Kosovo, investigating and analyzing the impact that HR policies and practices have on employees' outcomes and analyzing the impact that have any of the HR practices on any of the employee outcomes.

This research will help the companies to improve their HR policies and practices by being aware that is revealed an extremely job dissatisfaction of employees, high turnover, and low organizational commitment. First of all, the companies should

pay more attention when it comes to the recruitment and selection the right candidates. Then, training the employees more often, the managers ought to be more correct of distributing compensation and benefits and as well to be willing to give their supports when is needed. They should continuously take into consideration these facts if they want to improve their overall business performance.

A limitation is identified based on that the data were distributed in-person and in the hard copy, it was difficult to distribute questionnaires in different departments, so the majority of the employees were from HR department.

This research is focused in only three large companies out of 58 and the data cannot be generalized. In addition to this the HR policies and practices are focused in development in four of them and out of the research is the health and safety in the workplace, work-life balance, diversity issued, which have serious impact on employees' outcomes.

The three companies, participants of the research belong to two different sectors public and private sector. They are analyzed as a sample of large companies and the data from questionnaires and interviews are analyzed in common analysis without separating. As a limitation here, is revealed the unavailability to analyze the data separately, due to not leading the research towards another context. The data can differ from public to private sector.

Areas for further research

Further studies are needed to conduct in the manufacturing and service sector or in the public and private sectors and to make the comparison between the sectors in terms of the HR policies and practices and their impact on employee outcomes. Deriving from the limitations of the study, further research is needed in more large companies in Kosovo, which are overall 58 companies based on KAS.

In this research are investigated only some of the HR policies like recruitment and selection, training and development, compensation and benefits and perceived organizational support. There are also some other policies and practices that can impact on overall organizational performance, for example work-life balance, gender diversity, health and safety in the workplace, etc., that are

expected to be part of further researches.

The organizational outcomes, which are affected by HR policies and practices, are only three: turnover, work commitment and job satisfaction of employees. There are some other outcomes that can be impacted by these policies and practices, like absenteeism, productivity, innovations, etc.

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