

Management objectives in the manufacturing enterprises in the municipality of Pec

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Abstract:

After the war of the Kosovo mission of government is to increase the participation of manufacturing enterprises in the economic growth of the municipality of Pec. Manufacturing enterprises in Peja nowadays described as a period of liberalization are the first steps to understanding that their economy has aimed its place in the service of people. Food costs are a heavy burden for the population of the municipality, so the import of these products to be replaced with local produce. Such a step has followed the postwar known companies in Peja which some of them have changed their title through the privatization process, while others are heirs to this event since the early 90's. Manufacturing enterprises in Peja still bear the burden of the initial investment and have not yet reached the same stage of economic growth and social welfare of the citizens of this municipality flow from these enterprises. Position geographical and natural resources are the best indicator that these enterprise to be successful in a competitive market manufacturing enterprises in the production region. Organize in these manufacturing enterprises are required to be more efficient are to meet the increasingly demands of the customer. So the organization of production in the manufacturing enterprise Peja link in the chain means that market from the supplier of raw materials to the consumer of final. He means a strategy which aims to break the barriers between each link in the chain of production in these enterprises. Purpose of these companies is that through good management value chain to

decrease uncertainty, reduce costs transaction, the possibility of additional benefits and chain. Environment the relationship with members of dynamic and competition faced by manufacturing enterprises in the municipality of Peja other organizations have requested the contemporary global innovative solutions to the managers of these enterprises. Intelligence, creativity of managers that good management of the value chain in each link adds value and creates new opportunities for competitive advantage.

Key words: Sustainability, growth, value chain, effectiveness and social responsibility.

JEL Classification Numbers: 011012013

INTRODUCTION

The purpose of the study of this topic will focus on the area of identifying the actual role of manufacturing and production enterprises in general for economic development of the municipality of Pec. Peja municipality characterizes a convenient geographical position which enables it to have the raw materials for the development of the food industry, for the import of food products cost more money abroad. Manufacturing enterprises in Peja have view postwar growth strategy and sustainability by expanding their production capacities and production of new products to replace imported ones. These manufacturing enterprise postwar some of them are transformed by their title changed, and so have accepted liberal position that does not promote state intervention in the economy. So theoretical alkalinity consists in importance as a market preferences and regulatory compass of society. The management objective of these companies is above average profit growth and the creation of competitive advantage. Food costs are a heavy burden for the population and therefore the import of these products should be reduced and replaced with

local produce. Such a step after the war have followed many companies in this municipality is known as the company "Devoll Group" N.P. "Taka", N.P "DARDANIA" group, "BIBITA" the company "ELKOS" and other group. There are signs of increasing employment and household income thanks to manufacturing companies. Looking at the historical development of manufacturing enterprises in the municipality of Peja, and comparing these with those companies in the region that has seen a big difference in the dispute because it historic - time interval can not be a matter of years or decades but for centuries. The theme is the case study and the same is extended in time. This is based on the specification and focusing on variables that gives specific language to explain and describe the quality of life of the citizens of Peja and describes their real world by linking concepts. Wherein working theories empirical implications. These theories are considered intermediate theory that shows the degree of organization of these enterprises and their impact on changing the social welfare of the municipality

Presentation of the problem

Problems observed in manufacturing enterprises in Peja extended in time. They postwar Kosovo destructed by war, here is the Peja a period until 2008 with the Provisional Institutions, without powers of local government, under the administration of UNMIK and after 2008 these companies were located in an offshore globalization. With half of outdated technology and not very advanced compared to the same companies in the region with local government about problems with legacy bureaucracy and nepotism consequences of the Resolution is still in the barrel of the Security Council since 1999 12/44 shortage financial market with high interest rates because of the high risk in the banking system and weak economic structure. Evaluation of the external environment and focus of the management of these enterprises in the domestic environment

so the resources and capacity often creates the need for these companies to find ways that the productive capacities of these enterprises create barrel from the difference between the entry from the sale of products of these enterprises and the cost of production in these enterprises create funds for necessary investments. One possibility is the analysis of financial statements is not provided because the initial stage of the formation of these enterprises lack of own capital imposed the necessity of borrowing in commercial banks in Kosovo with high rates of interest, which rates have directly influenced cooperatives in the growth of spending and symbolic gains. Legal infrastructure and the problem of northern Kosovo have increases informality that have directly influenced the increase of production capacity of these enterprises in the municipality of Pec. A considerable part of these enterprises produce strategic items such as flour, bread, milk and dairy products. These strategic items in the absence of subsidies from the central government have a challenge for the creation of competitive advantage.

Purpose of the study

The purpose of the study is to find and understand the implications arising from competitors of these companies manufacturing and access to competitive intelligence formed. Understanding the competitiveness of these enterprises from data and information that these companies receive for other enterprises in the region and beyond. Another goal is to find opportunities to create competitive advantage and inculcated in the minds of Managers of these companies that have profits unless the social responsibility. Peja as a municipality as a whole and Kosovo have high rates of unemployment and poverty evident, it creates social necessity generality of these manufacturing enterprises having appropriate facilities always with good governance policies local and central government. The central government has not the proper strategy that

manufacturing enterprises in Peja and beyond have need for state subsidies for all companies in the same region receive large subsidies which inhibit specific cases these companies a competitive advantage. The weak point of not subsidized by sufficient government for farmers and manufacturers agriculture has become the manufacturer of dairy Peja VITA 50% of the raw material collected through collection points by farmers of different replace imported milk powder because deductible VAT on import can not be replaced by it farmer who, because of the laws on VAT and fiscal policy does not allow the annual turnover threshold. So with this competitive advantage is influenced by these government policies. By studying these undertakings will legitimize the subjectivity of the municipality and the citizens that live in it. Developing Peja municipality will contribute to the development of the Kosovo society in general in a perspective future generations, therefore a fundamental prerequisite for this and that it is necessary to increase and stability of these enterprises and government functional responsible, honest, professional and accountable and if. This can be done with government leadership and genuine prepared to have serious short-term and long-term investments. Change is the reassignment of environment, structure, technology and culture of manufacturing enterprises in the region of Pec. Unless he changes the work of managers of these enterprises would have been easy. Planning would be simple because tomorrow will not change much from the present. Even decision-making would be much simpler, all this in a time when other competitors in the region will not be casting new products and services on the market. With this customers will not have new demands and needs modification technology will not ever exist. In this case the difference for these manufacturing enterprises in this region is vulnerable. Changes are permanent challenge for managers of manufacturing enterprises in the region of Pec. Changes require the possibility that challenges more bearable. We

manufacturing enterprises in the region of Peja are exactly the same forces that bring about the need for change within these targets enterprises . Management in manufacturing enterprises in Peja.

Research Question 1: What is the priority objectives in the management of the management of the value chain.

Hypothesis 1: Management's priority objectives for the management of the value chain.

Correlations

		Priority Objectives	The good management of the value chain.
Priority Objectives	Pearson Correlation	1	.024
	Sig. (2-tailed)		.847
	N	67	67
The good management of the value chain	Pearson Correlation	.024	1
	Sig. (2-tailed)	.847	
	N	67	67

From the 67 questionnaires distributed enterprise is proven correlation assumptions for priority objectives and good management of the value chain.

PRIORITY OBJECTIVES IN THE MANUFACTURING ENTERPRISES IN THE MUNICIPALITY OF PEC

Priority objectives of the management of manufacturing enterprises in the municipality of Peja are external forces and internal which create the need for change.

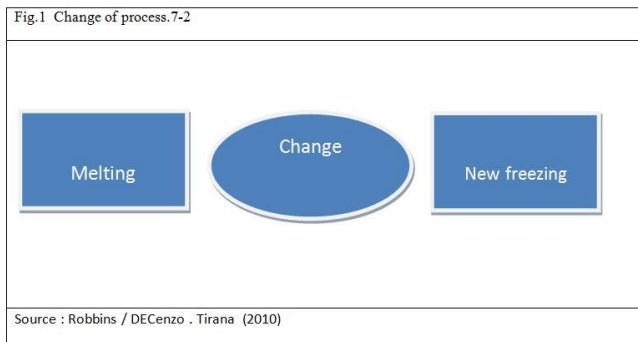
Forces that bring this change for these manufacturing enterprises are:

- a) external forces
- b) internal forces creating the need for change.

a) external forces creating the need for change

External forces that lead to the need for change in those companies are in recent years since these enterprises, the majority in this region are new and new competition to appear on the market, laws and government decisions, technologies and economic changes.

b) internal forces are changing the strategy of these enterprises, equipment, strength work and attitudes of employees. Manufacturing enterprises in the region of Pec can use the metaphor of water abductees where change is the constant and not predictable, then the management of these enterprises must face always constant changes. For the present process of change which requires the status quo situation that the melt, which means that the change to a new state that this will be established and becomes sustainable. (According to Lewin's) this process of change and reflect through this scheme.



No happened this last step is likely to change to be short term and not sustainable manufacturing enterprise in the region of Pec after the last war have undergone the processes of privatization and therefore the need to change these enterprises was the prime motive for managers these enterprises. Worker part after transformation have attempted to resist these changes most of them fear for personal losses. The majority of experts and employees of these enterprises were not prepared to work with the new technology as an example, could be the beer factory in Peja, Kosovo EOOD wood plant and enterprise for production of industrial batteries. Changes need to management better, it depends very much on the specifics of having a manufacturing enterprise in the exercise of its activity. With this melting process at this

enterprise has reached the intensity of the driving forces merge status quo, is after being carried melting can be realized changes and these changes need to be fixed so be established in order to maintain the time the anytime. After the last war in Kosovo could be argued that manufacturing enterprises in the region of Pec have brought innovation which these innovations have provided sustainability and economic growth. Enterprise for the production of flour and animal feeding Dardania in Peja, management staff made fundamental changes making new investments in the organization of the collection of raw materials, by organizing collection points in many villages and localities in the region of Peja and wide and stakeholders credited with fertilizers and seeds in autumn planting. Devolli company also has permanent settlement and milk collection points more farmers in the Pec region and beyond and this is no progress in the organization of raw materials through stakeholders (farmers). In fact, some argue that firms that do not innovate will have economic stagnation. The reality of competition and the process of globalization regularly suggest that these enterprises should develop innovative products that consumers want. This means that innovation must be part of almost all manufacturing activities of these enterprises. All these manufacturing enterprises as they transformed the process of privatization and others established in the private sector have made investments and have invested in innovation in order to these innovations to achieve profits above the average always creating competitive advantage by turning these investments novation and expanding these capabilities. Peja beer factory in Peja in the case of privatization has changed the packaging design and this has created greater facilities for the consumer by not having to return the packaging and creating unnecessary expenses. Kosovo EOOD has invested heavily in equipment which has created opportunities for drying wood. Flour Factory has felt the need of making the necessary investments for the construction of

drying and drying of grain and drying device for ventilation and monitoring of temperatures. The growth of this company and export requirements created the need for new packages adapting to market needs. Manufacturing enterprises in the region of Pec are more engaged in groundbreaking activity imitation which means adaptation of a similar innovation by various firms in the region and beyond. This is seen in the manufacturing enterprise in Peja Brewery where the beer is packed in cans of beer imitation Lasko Slovenia which dates back much earlier means has tradition since 1825. This provides sustainability and reduction within the shipping costs and convenience for consumers. We manufacturing enterprises in the municipality of Peja their management has vision entrepreneurs trying to identify entrepreneurial opportunities by developing new products and services in new markets, in this case beer Peja currently consumed in Switzerland. Leadership with vision promotes shared values for at least the final result as imitations that be to create value. Rapid technological changes in the region and globalization created the need for these manufacturing enterprises to be renovated through cooperation with other enterprises in the region and beyond. Developing technical and technological of these enterprises manufacturing contributes to faster growth economic region of Pec, upgrading the employment orientation exporter of these enterprises, their competition on the foreign markets, all of this affects the enhancement of productivity of labor other FACTORS quality and the organization. With the establishment of new enterprises manufacturing in this region and the transformation of enterprises producing existing privatization process Particular attention is paid to the preparation of staff for inclusion in mainstream contemporary to progress technical and technological These programs are intended to have a significant impact on the development of economy subsistence technical and technological development in these enterprises have played an important role science,

human and scientific achievements mostly to the outside world. The majority of manufacturing enterprises that are transforming the privatization process of building confidence in the outlook is the essence of leadership of these enterprises, it shows skill-building the confidence of those that took possession of these enterprises example is Kosovo EOOD - a prominent businessman Albanian American beer factory, while the Slovenian owner Peja owner Bibita a distinguished technologist of brewery with many years of experience with a clear vision. One of the main concerns Peja region and important objective of these manufacturing enterprises is that poverty alleviation is noted that according to statistics along with unemployment. The tradition of manufacturing enterprises in the region of Pec is much younger than the same enterprises in the region, for example Peja brewery produce the first beer in 1971 while in 1825 it Lasko.

The structure of manufacturing enterprises in Peja by purchase of raw materials and sales of their products will be present in the table below.

Table 1: Governance structure and implications by industry

Enterprises by type	Local raw material	Raw material import	Local selling	Export selling
Tissue processing enterprises. Agribusiness	X	X	X	X
Enterprises for wood processing industry	X	X	X	X
Enterprise processing industry. construction materials.	X	0	X	0
Enterprise for textile processing industry.	X	X	X	0
Enterprise for plastics processing industry.	0	X	X	0
Enterprise for carbonated drinks and natural water.	X	X	X	0
Enterprise for processing sanitary and hygienic material.	0	X	X	X
Hydropower	X	0	X	0

Symbols: X show sustainability activity means that buying or selling
 Symbols: 0 indicate that no purchase or sale activity for certain structure.

Based on the specification of manufacturing enterprises in Peja and interviews with the managers of these enterprises conclude that enterprises for paper industry agribusiness potential for economic growth of the municipality and unemployment reduction that reflects the social status of the citizens of this municipality.

CONCLUSIONS AND RECOMMENDATIONS

The inability of modern manufacturing technology to our country, and the absence of external investors for these products, fiscal policy required to release from customs payments all domestic exporters of machinery and IT infrastructure to business needs. Imports of machinery from abroad, even half used in the transition phases, including Kosovo, is welcome. Lack of company capital to buy new technology, and the initial knowledge about this technology favors the import of used machinery half. This liberalization of the import of such machinery is welcome because it is cheaper and is insufficient for this initial phase of sustainability production activities in our region, for small economies. For example machinery for farmers and the agricultural sector and processing. whereas, for the development and endurance of competition required permanent advancement of technology, and dynamic knowledge of the practical application of technological innovations in manufacturing. We must harness the new age of the population and the need for new job-educated generation that promise qualitative use of this technology. From these enterprises is necessary investment in the education of new generations in the form of scholarships and student loans for branches and profiles that are necessary for the manufacturing enterprise. Technological advancement of priority given to products that it reduces their costs and potential price reduction, and affects the purchasing power within (which is low) and competition as well as the possibility

of greater exports. Through growth and sustainability strategies become easier coping with domestic competition and foreign, because business has globalized and international trade competition, supply and demand, the circulation of capital and consumer behavior. Therefore, the cost of production should be conducted in the spirit of these global impacts. In our reality we should give priority to the small economy which its products will meet the needs of Kosovo market with local products and services. This will have an effect on the trade deficit, flow cash, investments emigrants, experience and consolidation of manufacturing and business culture of our country, reducing unemployment and poverty reduction. Eliminate formal barriers which are harmful to the environment of these enterprises, these are leading the economic development of the municipality of Pec and Kosovo in general. Should legal infrastructure to carry out its mission, what means that the manufacturing enterprise to have tax incentives for investments to make, paid taxes to the Kosovo budget, and to be outside the spirit policy that actually work as autonomous. The legal infrastructure which means that our country has laws with European standards, but the courts and prosecutor our are not effective and therefore leave room for opinion not good for potential investors and that by the year 2000 after the investment instead of increased out as direct and indirect investments they have shown decline. So by the opinions of entrepreneurs in our region to development causes no negative phenomena they rank in the government, financial system, granting loans with 11% interest rates, the level of integration and external obstacles to political and economic. So we need to change the strategy in all areas that have growth and development, combating negative phenomena in local governance such as corruption, violence, informality and smuggling is a legal obligation of the executive. All these phenomena negatively affect the development of these productive enterprises therefore elimination of negative

phenomena is breathing oxygen for the best of these manufacturing enterprises which are the hope of this society for growth of our municipality and Kosovo in general.

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