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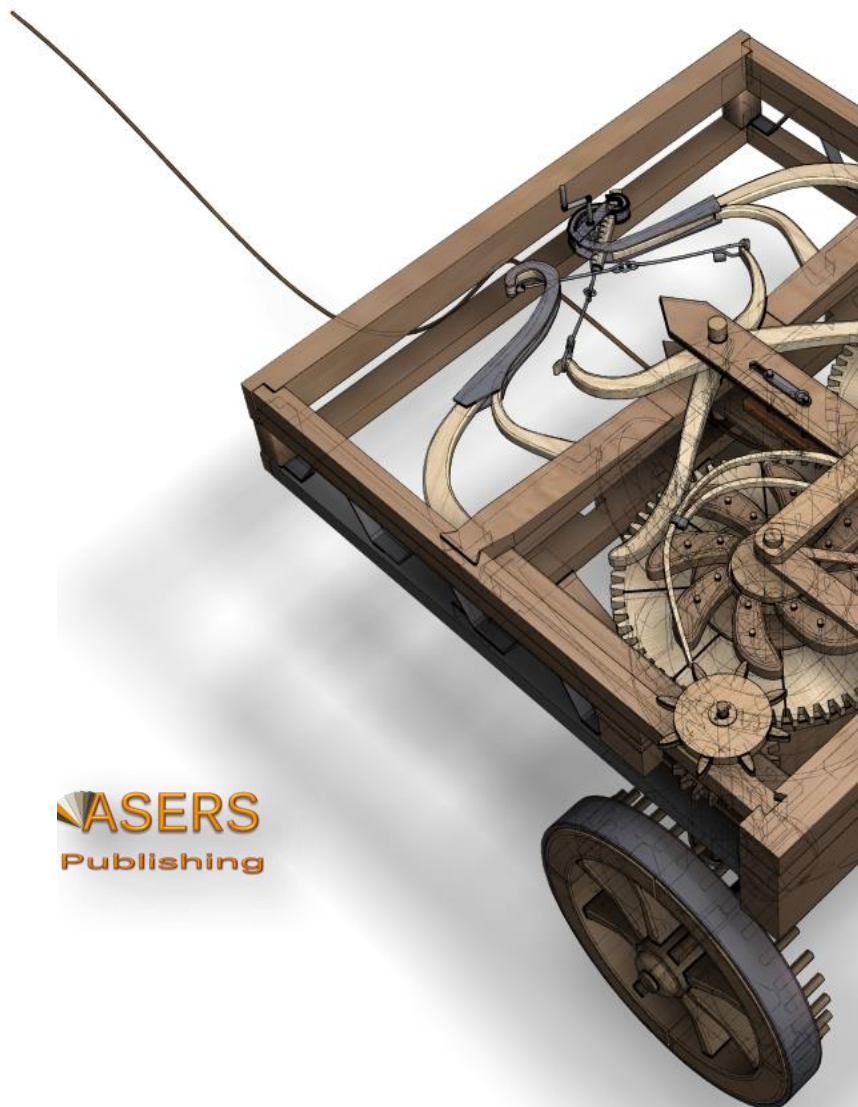
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The Impact of Increasing Performance and Productivity in the Management of Human Resources in Albanian Enterprises

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Abstract: The importance of improving the efficiency of enterprises in Albania and, consequently, the role of personnel management in the implementation of this task has increased especially in recent years when the number of workers has decreased significantly due to the increase in emigration. The purpose of the study is to determine the most effective system of motivation and planning for them, considering the characteristics and national mentality of agricultural workers, and to form recommendations for the most acceptable management style for this group. The Hofstede typology of cultural dimensions was used as a primary method to identify the cultural and behavioral characteristics of the target audience. As a result of the survey conducted among 1514 staff representatives and the processing of its results, the average indicators for cultural dimensions were calculated and the evaluations of these indicators were given. According to the data obtained for the typology of cultural dimensions, it was found that the values in the examined social group are mainly determined by traditions and customs, which means that a management model is required that will not impose the existing principles of Western management but uses the tools own based on relatively democratic principles. Based on the obtained characteristics, recommendations were formed for such main management tools as the principles of subordination, the system of defining tasks and monitoring their implementation, as well as for effective motivation of personnel. The practical importance of the study lies in the development of recommendations for improving personnel management and, as a result, increasing efficiency in agricultural enterprises in Albania.

Keywords: management; performance; agrocomplex; enterprises; Hofstede method.

JEL Classification: J50; L25; L29; Z10; R11.

Introduction

Albania as a country in the stage of development, to one degree or another, is characterized by the barriers mentioned for the creation and management of new business. However, along with a few difficulties for development, the country also has considerable advantages. One of the most important is the presence in Albania of a large part of the young population, which adapts best to rapid changes, is ready to accept innovations and has the potential to produce and implement new ideas, especially in the field of entrepreneurship (Krujë & Kadiasi 2020). Most of the new businesses in Albania have been created in the field of ICT, education, and e-commerce. Such more traditional fields of operation as the agro-industrial sector are less popular among young entrepreneurs (Boshnjaku & Caro 2020). At the same time, Albania's agro-industrial complex in general has a high potential: it provides a significant part of the GDP and creates jobs for almost half of the working population (Kosta *et al.* 2022), plays an important role in the export of certain types of products, its development is facilitated by climatic and geographical conditions. However, at the end of the 20th century, after the transition of the state economy to market relations and the intensive development of technologies.

Albania as a country at the stage of development, to one degree or another is characterised by the mentioned barriers to establishing and managing new business. However, along with several difficulties for development, the country also has significant advantages. One of the most important ones is the presence in

Albania of a large part of the young population that is best adapted to rapid changes, ready to accept innovations and has the potential to produce and implement new ideas, in particular in the entrepreneurship area (Kruja & Kadiasi 2020). Most start-ups in Albania are created in the area of ICT, education, as well as e-commerce. Such more traditional areas of operation as the agro-industrial sector are less popular among young entrepreneurs (Boshnjaku & Caro 2020). At the same time, the agro-industrial complex of Albania in general has a high potential: it provides a significant part of GDP and creates jobs for almost half of the working population (Kosta *et al.* 2022), plays an important role in the export of certain product types, its development is facilitated by climatic and geographical conditions.

Considering the importance of Albania's agro-industrial sector for the growth of the country's economy and the great potential of start-ups in economic development, the study that combines these two aspects is important and modern. Albanian start-ups in the agriculture area have both great potential due to the large part of youth in the country and the industry's prospects, as well as a few difficulties, mostly connected with insufficiently effective state policies. Therefore, it is important and relevant to study the content and causes of such problems, as well as to determine ways to reduce or eliminate them.

Most researchers focus on the problems of the imperfect legal framework (Kacollja *et al.* 2021), as well as limited access to financing from investors and bank credits (Konomi 2022). However, the list of real problems is much wider (Gjoka & Duka 2021), and their solution is not only in changes in state policy, but also may depend on the founders of the business themselves, because the success of start-ups largely depends on the availability of ideas and talent among its managers. It follows from this that the solution to existing problems is among other things, in the correct choice and justification of promising directions for the development of start-ups in the agricultural sector. A successful choice of direction can not only be a key success factor of the start-up idea itself, but also solve the financing problem by getting potential investors interested in a detailed disclosure of the developed strategy.

Thus, the purpose of the study is to outline the problems of start-ups in the agricultural sector of Albania and to suggest ways to solve these problems at the level of the state and at the level of individual businesses in terms of determining the most promising development directions. Therewith, one of the key factors in increasing the effectiveness of almost any process is the systematisation and improvement of its management. Regarding the situation under study, this refers to better management of personnel who are accustomed to existing in the traditional paradigm and avoid substantial changes – both in everyday life and in labour relations. Filling the gap in the studies of new management solutions in enterprises in Albania, in this paper, the task was set to examine the specific features of the target audience and to identify the psychological and cultural characteristics of its representatives.

1. Literature Review

Albania as a country at the stage of development, to one degree or another is characterised by the mentioned barriers to establishing and managing new business. However, along with a number of difficulties for development, the country also has significant advantages. While culture and livestock without proper support is declining. Therefore, according to the conclusions drawn in her study, a qualitatively different approach is needed in the management of personnel of the agro-industrial complex for the formation of the country's food security potential. With this, without fundamentally new approaches in the management and implementation of measures planned for the reclamation of territories and the achievement of sustainable development goals, there is a risk of repeating the same mistakes that led to the current situation.

An important contribution to the examination of farmers' psychology and their management approach was made by Shang and Xiong (2021), who surveyed representatives of 169 farms to determine their willingness to insure crops and crop prices. next. As a result, it was identified that farmers have a low assessment of their ability to predict crop prices, but, nevertheless, they do not trust such assessment by specialists and, in most cases, refuse to give insurance. This contradiction leads to the conclusion that in order to gain the trust of farmers, it is necessary to convey to them the essence of innovations (in this case, insurance products) in an accessible form.

Janz (2007) noted an important shift in mindset.

In particular, almost all authors, researching the ways of introducing innovations in the agro-industrial complex of Albania, did so in the context of the existing western management paradigm. With this, as can be seen from a series of studies mentioned above, the specific features of Albanian farm personnel are such that any management system must adapt to the existing generational mentality and traditions.

Considering the above, the purpose of this study is to identify the main cultural codes and social characteristics of personnel and to form a specialized set of recommendations for their management.

2. Materials and Methods

Due to the evident specific features - geographical remoteness from settlements, closed communities, constant challenges, regular movements, and the absence of a stationary home in its conventional sense - this social group has been formed for many generations in a relative cultural and social vacuum.

Therefore, when it comes to managing such personnel, the existing experience of Western management is not applicable. It was decided to conduct a study according to the typology of cultural dimensions developed by Geert Hofstede to form a new approach and understand the logic, motivation, and values of Albanian agricultural workers. Within the framework of these measurements, the attitude of a person to work, the service hierarchy, life orientation, and ethnic cultural characteristics are determined.

The survey was conducted in six key categories listed below.

The PDI Power Distance index is the degree to which people who do not have power or have little power agree that power is distributed unevenly in society, *i.e.* the higher this indicator, the more society agrees that the leader has indisputable authority.

Individualism IDV – assessment of the dominance of individual interests. The higher this indicator, the less collective goals and collective responsibility are inherent in such a society.

Masculinity MAS is a focus on achieving results at any cost. The lower this indicator, the higher the value of intangible benefits, relationships in the team, quality of life.

Avoiding uncertainty UAI index is the need to have specific plans and understand how to achieve them. Consequently, the lower this indicator, the higher the willingness of this society to take risks.

The long-term orientation LTO is a kind of persistence coefficient, a willingness to endure hardships and failures here and now in the expectation of future well-being.

The IVR assumption is the degree of satisfaction with life, and readiness to fulfil one's own desires independently.

During the study, 1,514 employees of agricultural facilities in Albania were interviewed, representing different groups – by age, gender, and labour specialisation. The studies were conducted in the field on the territory. Respondents were asked to assess the degree of their agreement with the statements in six categories on a scale from "completely disagree" to "completely agree". The survey was conducted under the legend of a general sociological study to avoid distrust of the interviewer group.

For the convenience of respondents, the response scale assumed a five-point system, which was already translated into a generally accepted one-hundred-point system by the formula at the analysis stage

$$X_{100} = (X_5 - 3) * 25 + 50 \quad 2.1$$

where,

X_{100} – evaluation of the indicator according to the hundred-point system,

X_5 is an assessment of the indicator on a five-point system.

The assessments of each respondent were recorded, after which average indicators were formed for each of the six categories of measurement, which, in turn, formed the basis of recommendations on personnel management.

Results

A survey of 1,514 representatives of this social group was conducted to identify the cultural characteristics of employees of the agro-industrial complex of Albania. The respondents were randomly selected in three aimags in the centre and east of the country. Their structure in the context of the main social characteristics is presented in Table 1.

Table 1. Structure of the respondent group

Groups	Indicator	Number, persons	Specific weight in the group, %
Gender	Male	1105	73
	Female	409	27
Age	Under 20	91	6
	20–40	954	63
	40–60	424	28
	Over 60	45	3
Specialisation	Cattle breeding	1019	67
	Agriculture	495	33

Source: survey data (2022)

Since the sample was random, these proportions of indicators in social groups can be considered representative.

All cultural features measured using the Hofstede methodology were formed under the influence of society throughout the respondents' lives – "cultural programming" was created by people around them, first of all, by family, and then by work colleagues. The uniqueness of the target audience of this study, that is, employees of small family farms, lies in the fact that often in relatively isolated sums, family members, neighbours, and colleagues are practically the same team, which means that in the absence of outside opinions, the "cultural programming" of the environment produces the maximum effect.

For better contact with the respondents and the formation of confidence in the questionnaire, the interviewers of the global social survey, because in this case, those taking part in the survey became the "majority" in their own eyes and reduced the number of psychological barriers.

First of all, it was necessary to identify the power distance index. The answers of all respondents were collected, the average score of the indicator was calculated and the index was determined according to the one-hundred-point system according to the formula 2.1. As a result, the PDI was 15 points out of a hundred. This means a low degree of power distance, characteristic of countries and communities where equality is valued, and the leader is perceived as a colleague and a reliable friend. This indicator also indicates the cultural traditions of decentralised management, which is evidently characteristic of life and scattered isolated farms.

The next indicator to be calculated was the individualism index. According to the results of the survey of the target audience, the average IDV was calculated – 18 points. A low indicator of this index indicates the presence of collective goals in society. Unlike individualistic cultures and companies, where employees overprotect their own personal space and rely only on themselves, the staff of Albanian agro-industrial enterprises embraces working in groups and the absence of pronounced internal competition. Historically, this is explained by the Albanian tradition for making important decisions. Therefore, the leader should avoid accepting authoritarian expressions of will without consulting the team.

The so-called MAS masculinity index demonstrates which of the two value models the collective tends to – work (conditionally male role) or take care (conditionally female). Named according to conventional family stereotypes, the roles identify the true need of team members – to receive maximum income no matter what, or to maintain human and trusting relationships among employees. This index, according to surveys conducted in selected collectives, amounted to 42 points. This means that, despite a certain balance of interests, there is a certain bias towards the "female" team, when it is necessary to concentrate efforts on taking care of the staff. It is characteristic that this index in other cultures is much higher and definitely dominates the "male" indicator. The peculiarity of the Albanian culture in the value of the MAS index can easily be explained by the substantial isolation of Albanian – in the wild and depending on natural disasters, good relations within the collective can be literally life-saving.

An important cultural feature is also the readiness for uncertainty. Harsh natural conditions and difficult life are already quite unpredictable factors, which means that the target audience of the study is trying to minimise at least those risks that they can affect. Thus, the UAI score was a substantial 83 points out of 100. From the standpoint of management and personnel management, this refers to people's need for clear algorithms, formalised rules, conditions, and instructions. In addition, such a pattern of behaviour presupposes the willingness of employees to regularly interfere with management in the process as a momentary "pointing finger".

The next indicator of cultural dimensions – long-term orientation – was also examined using surveys. The resulting LTO index of 50 points indicates a predominantly neutral attitude to the idea of high goals pushed back in time. On the one hand, farmers are used to the fact that the result of their work is not immediately evident and it takes months and, sometimes, years to make sure of the successful implementation of the project. On the other hand, long hard work without visible confirmation of the correctness of the chosen path is also not for them. Evidently, in matters of long-term planning, a similar balance should be observed, and when forming global plans, intermediate control points and rewards should not be disregarded.

The final parameter is the assumption. The summed and analysed responses of the respondents eventually gave an indicator of this index of 35 points. Since communities with high IVR assumption rates are characterised as declaring relatively free satisfaction of desires, it should be stated that the target audience of this study does not perceive personal happiness as an unambiguous value. Difficult working conditions and limited resources have formed in generations of Albanian farmers the need to control the satisfaction of momentary desires and needs and introduced regulation of these impulses through a system of social prohibitions and norms. In general, the indicators of cultural dimensions of the examined community are as follows (Table 2).

Table 2. Average indicators of respondents' cultural measurements

PDI	IDV	MAS	UAI	LTO	IVR
15	18	42	83	50	35

Source: survey data (2022)

Summarising the results of surveys on all indicators, it can be stated that from the standpoint of management, the audience does not tolerate an authoritarian style and is used to taking part in decision-making. Such decisions should be made together, while the absence of conflicts and mutual trust are important in the team. The staff should understand the purpose of management changes and have the tools for intermediate control of achieving this goal. In the process of management, it is necessary to remember the presence of certain self-restrictions and taboos among employees, which should not conflict with management decisions.

Based on the generalised portrait of the employee obtained, democratic principles of leadership should be adopted to improve the efficiency and productivity of labour in agricultural enterprises in Albania.

With a democratic approach to management, all decisions are made by the manager together with the team that is involved in the planning process. Therewith, it is important to maintain a balance and avoid unnecessary initiatives of the staff, since their lack of the necessary managerial qualifications can neutralise the whole essence of managerial reforms.

Among the positive aspects of the democratic style is the prevalence of a high degree of satisfaction with their work among team members and, consequently, increased productivity. Therewith, such an approach may be ineffective in the event of critical and time-pressure situations, when a decision is needed immediately.

Considering such specific features of AIC personnel as remoteness, isolation, lack of constant monitoring, and operational feedback, some aspects of socially oriented management should also be adopted. Despite the inevitable loss of efficiency, in some cases it is the approach in which human relations in the team and a friendly environment come first, that is able to provide results in the long term.

Setting tasks to staff in the context of the measurements results can be initially visionary – *i.e.* it is quite possible that employees can clearly and in detail describe the goal set, provide tools, and they will be able to choose the methods of achieving the result themselves based on their own experience. It is proposed to conduct such an experiment on a separate focus group under conditions of increased control, and if it is successful, introduce such an innovation in other areas.

In any case, the recommended democratic leadership style is also good because it allows using the knowledge and skills of individual team members in the common interests. The life experience, practical skills, and actual qualifications of experienced shepherds and farmers are valuable resources and the task of the manager is to direct these qualities in the right area, eliminate unnecessary prejudices and thereby increase the overall efficiency of the project.

The issue of productivity growth is key in this context. The economy of Albania, which has experienced explosive growth in mining, is still in a vulnerable state, and the level of poverty of citizens is one of the highest in the region. Consequently, the growth of labour productivity in the agro-industrial complex can be an impetus to the withdrawal from the economic crisis. Conversely, low labour productivity is a key element of a self-sustaining negative feedback system known as the poverty trap or development trap. Under this system, low productivity leads to a decrease in economic indicators; a budget suffering from a deficit is forced to limit investments in education; as a consequence, the decline of the vocational training system leads to a decrease in the number of qualified personnel, which ultimately leads to an even more critical decrease in labour productivity. Therewith, it is important to understand that this refers not to the abstract productivity of some administrative or economic enterprise, but to specific people, individual labour indicators, whose effective work should form the basis of the economic revival of the country.

A qualitative growth of management in the agricultural sector is necessary to break this vicious circle.

The management principles proposed above, formed considering the special mentality of Albanian farmers, are designed to normalise productivity indicators in the medium term. In addition, it is necessary to move away from the legacy of the period of a rigidly planned economy in Albania and introduce into the study such value concepts demanded by respondents as friendly patronage from the head, decentralisation of management sources, regular industry khurals for consultations and exchange of experience, and an effective motivation system.

The motivation here can be values that are also unique and unusual for other economies and societies. In particular, the overwhelming majority of respondents noted that the best reward for effective work for them would not be money or premium household items, but young cattle, the value of which grows as they grow older. In

addition, such "alive bonuses" do not require a separate transport resource, especially valuable for a cattleman lifestyle.

Within the framework of increasing overall efficiency, the recommendation of mutual rotation of employees of the agricultural sector deserves special attention – mentally being part of the Albanian culture, employees of settled agricultural farms demonstrate greater efficiency after a temporary change of situation and work in other fields. In addition, such rotations also contribute to the exchange of experience between farms.

It is important to emphasise that the growth of labour productivity as such is not an end goal in itself – even with a certain increase in indicators, the focus on primary production with a low added value substantially limits the development of farms, making them dependent on circumstances. Consequently, the increased resources obtained as a result of increasing the productivity of enterprises, yields, and livestock, it is necessary to invest in agro-processing – even the simplest points of processing of raw materials substantially increase the income of both pastoralists and farmers.

It is the adapted control system that will help to make this qualitative leap in the foreseeable future. Farmers who have established primary processing points on the territory of their farms will be able to increase income by supplying higher-grade products to the market.

3. Discussion

The problems of personnel management have been examined quite extensively before, but there has not been a narrow focus on the Albanian specific features. Nevertheless, a number of issues and solutions examined in this study resonate the conclusions of other authors.

In particular, Berber and Slavić (2022) investigated the nature and specific features of human resource management in the agro-industrial field, described the practice of the main and most important personnel management measures on the example of 12 operating enterprises in the agricultural sector. In the process of investigating motivational mechanisms in the personnel management structure of specific enterprises, the authors analysed the main management models that showed practical positive experience and proposed the most effective scheme. Such a motivational model includes in its structure a number of constituent elements – goals, objectives, principles, methods, and tools – and priority areas that allow the management of the company to increase the effectiveness of employees' work.

Adeel (2017) also examined the problem of systematisation of human resource management in agriculture. The author calculated that human capital is a more important and valuable resource than technological developments and financial sources since the time to train a qualified specialist is measured in years. In addition, he suggested that finding a person in the hierarchical structure of the company is in itself a satisfaction of internal ambitions and needs for socialisation, which serves as a certain motivation for productive work.

Zhai *et al.* (2020) examined the agricultural sector of the economy in the context of the global challenges of the growing world population and the fourth evolution of technology, reviewed thirteen different representative decision support systems and concluded that the importance of systematic development of skills and technological savvy of agro-enterprise personnel is critically high.

Since the neighboring regions of Albania have geographical problems similar to the Albanian one, the experience of the researchers of these countries in the integration of agriculture and tourism is interesting. Liu, Zhang *et al.* (2023) examined the development of remote territories in the context of green tourism gaining popularity worldwide. The results of their study show that the attraction of tourists who want to experience significant positive impact on the development of rural areas. In the context of the national and cultural characteristics of the Albanian villagers identified during the study, it can be concluded that this innovation will take root in their environment, which means that it is necessary to immediately develop the appropriate personnel management and logistics systems processes.

Its mountainous regions, due to objective geographical reasons, have a relatively low economic potential, which leads their inhabitants to lag behind in the social field. Despite the general increase in prosperity, which began in 1991, the transition to a market economy has increased the property stratification of residents of different regions of the country. Insufficiently developed regional policy has led to such negative consequences as unemployment, increased social tension, an increase in the volume of the shadow economy, and, as a result, the state budget deficit. The heterogeneity of indicators for the economic and social development of the population requires intervention. Consequently, a precise regional policy with clear algorithms for the individual development of separate districts should be the basis for the updated management concept at all levels.

Guliyeva *et al.* (2021), investigating a similar subject of the effectiveness of a personality-oriented approach in working with agricultural workers, identified that the development of employee value is directly proportional to labour productivity in the agro-industrial sector. According to the results of the analysis of the econometric model, the most stimulating factors influencing labour productivity in the agro-industrial complex were such values as the moral qualities of employees, a democratic approach in relations with subordinates, self-development, assistance in self-realisation, tolerance, and dedication to the common cause. In other words, the desire for improvement and development, the achievement of goals (both personal and corporate), freedom of expression, and the absence of total control by management with a high level of development of moral values, and tolerance in the team, leads to a substantial increase in labour productivity. All this, in a certain sense, echoes the above-mentioned results of the study and the recommendations of a democratic style in management.

Evidently, a long-term increase in labour productivity is impossible without the personal positivity experienced by employees from the work done. Bodescu *et al.* (2022) examined the relationship between productivity and satisfaction of food industry workers by conducting surveys of 254 employees and 17 managers from 60 companies. As a result, it was determined that a low level of staff satisfaction requires higher remuneration for their work. All other things being equal, it is more financially costly for employers than the services of employees with a high level of satisfaction.

Cock *et al.* (2022) analysed labour productivity in global agriculture through the prism of a choice between two concepts – nominal quantitative yield growth and efficiency of return from a conditional unit of labour expended. The authors of the study recommend further development of labour productivity according to the second concept, which assumes an increase in farm income from the transition to higher-value agricultural crops to avoid impoverishment of small farms and relocation of their employees to cities in search of more profitable work.

Colnago and Dogliotti (2020) also conducted their study on the subject of labour productivity in agriculture. As a result of their work, it was confirmed that labour productivity is a key factor in increasing the sustainability of family farm systems, income, and quality of life. The main factors shaping labour productivity were the difference in crop yields, the distribution of the labour force across various types of production activities, and their efficiency and profitability.

The essence of the study by Hogan *et al.* (2022) on the subject of efficiency growth in the field of agriculture was to identify productive techniques and technologies of work when performing specific tasks, and an assessment of the time savings that could be obtained by performing them during the peak labour intensity on dairy farms of spring calving. Labour savings were assessed for 12 substantial individual work methods and technologies, of which 5 were related to milking, 4 to calf care, 2 to cow care, and one to pasture management.

Another aspect of the problem of personnel management in agriculture is the age of employees. Urbancová and Vrabcová (2020), using the example of agricultural enterprises in the neighboring countries, examined demographic trends and the resulting problems of workforce shortage. Based on a quantitative study of 136 companies operating in the raw materials sector, the authors identified organisational advantages and effective human resource management strategies designed to ensure a generational change in farms. The surveyed respondents see the main advantages in keeping key employees, increasing motivation and productivity, and improving the organisational climate. Drawing parallels with the survey data obtained as a result of the current study, the absence of an age problem and, accordingly, the need to manage demographics can be stated.

In the process of investigating the role of personnel management, it is important to consider the information received in the context of sustainable human resource management (HRM), a trend that has been dynamically developing over the past 15 years. Kramar (2022) notes that HRM strategies are designed to define goals, methods, and types of management that personnel management specialists will be able to apply in the medium term in the context of the global sustainable development movement, involving concern for the environment and the well-being of present and future generations. The author formulates the six defining characteristics of HRM as readiness for contradictions, concern for the development of abilities, the need to recognise negative results, attention to the practical implementation of knowledge, a clear statement of values, and the development of a system of unified measurable indicators.

Thus, the results of the work done and its comparison with the experience of other studies indicate that the approach to assessing labour productivity indicators was correct. The role of management in increasing these indicators is also confirmed by the experience of a number of authors. Therewith, the unique situation that has

developed in remote pastures and agricultural enterprises in Albania requires substantial amendments when trying to transfer this experience to local realities.

Conclusions

The data obtained as a result of the study confirm the initial hypothesis that quality management has a positive effect on labour productivity and performance growth in enterprises in Albania. Therewith, any innovations in management should be evaluated in advance from the standpoint of cultural characteristics and national traditions of the farm and pastures staff.

The results of a survey conducted in the field among the target audience of interest showed that according to Hofstede's typology of cultural change, the most effective management style is democratic when leadership takes place in a relatively mild manner and the boss is an understanding friend and attentive supervisor, not a soulless commander. Therewith, it is important to maintain good relations within the team and to involve the collective council in making key decisions.

Thus, the goal of forming recommendations for effective management, which was originally set, was successfully completed. In subsequent studies, it will be necessary to analyse the results of the factual implementation of the proposed management style.

In addition, among the innovations recommended by the results of the study are:

- state control over the areas,
- introduction of the simplest relatively inexpensive technical means in farms on the level of a reconnaissance drone, sensors of humidity, acidity, temperature, lighting, etc.;
- the unification of the control system by technical means by developing an Android programme for remote monitoring of sensors in the national language;
- the creation of local places for the primary processing of raw materials;
- development of conditions for the launch of the so-called green tourism programme, which should include the development of routes, the preparation of a cultural programme, the regulation of medical insurance, and the development of logistics infrastructure.

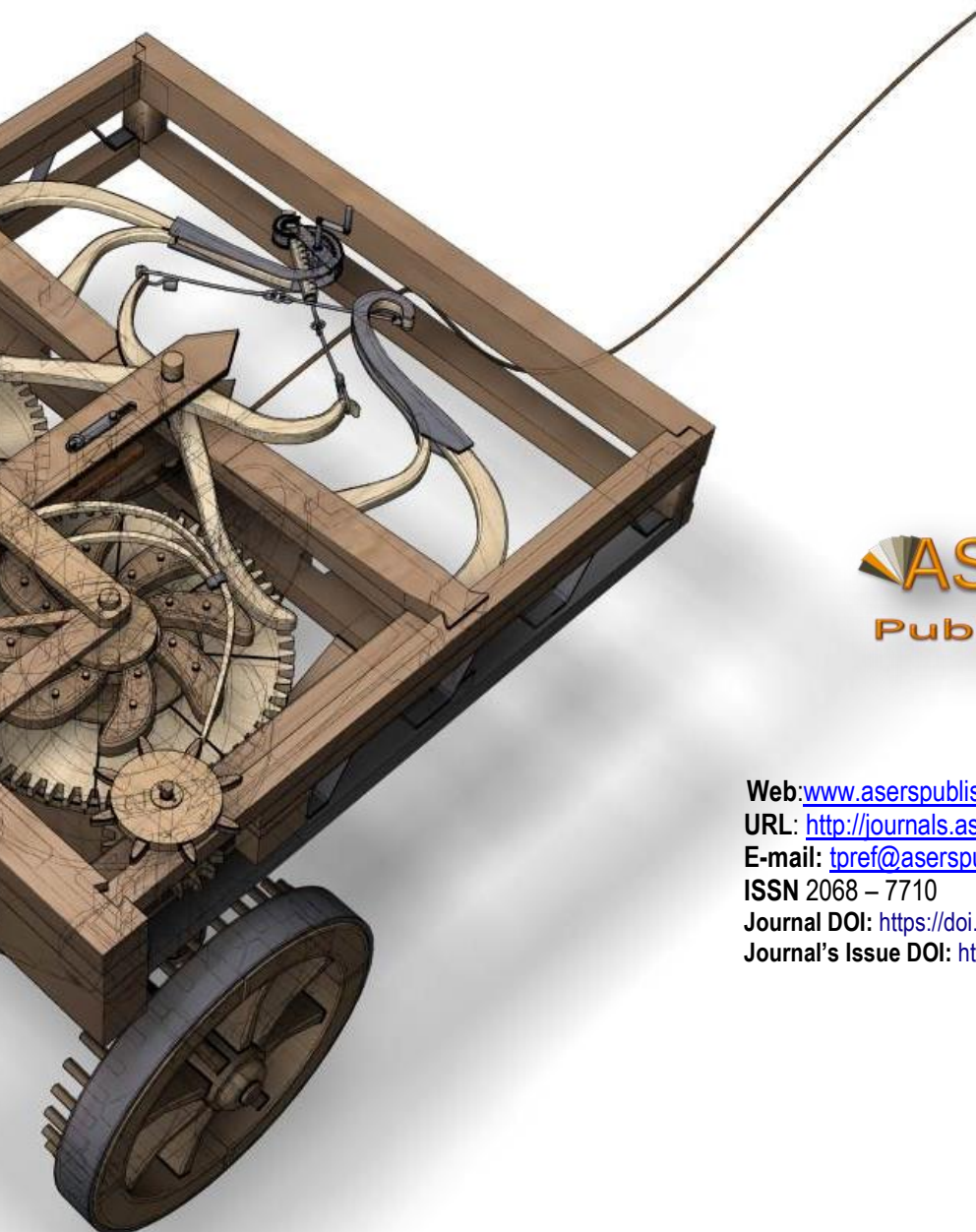
From a practical standpoint, following these recommendations will improve the quality of management and labour productivity in the agro-industrial complex of Albania, which will provide an important impetus for the development of the economy.

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