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“NATIONAL OCCUPATIONAL CLASSIFICATION IN KOSOVO IN
MEETING THE CRITERIA OF THE EU PROGRESS REPORT”

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National Occupational Classification in Kosovo

in meeting the criteria of the EU Progress Report

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Abstract

Industrialization is an important factor for the organization of human society and the idea of social progress. Factors such as industrialization determine the organization and human behavior. Given that in the twenty-first century we are living in the Fourth Industrial Revolution, it has a crucial impact on our daily work lives as well, which shifts the focus to understanding the importance of skills, qualification, and knowledge management.

Kosovo is a small developing country and needs to adapt to major changes, especially the one that is the topic of this research, which relates to Occupational Classification and accompanying issues.

There is a reason for the existence of occupational science, scholars such as Elizabeth Y. Yerxa calls for “a renaissance of service to humankind through knowledge”, and the need to include the context in which people perform their occupational routines. In literature review, the context for the development of occupational science stems from the study of the human as an occupational being. This includes the increase of world's population of persons with chronic conditions, reduced resources for persons with disabilities, increased complexity of daily life, and the global maturation of the profession of occupational therapy, especially today, in response to the Social Revolution in the Fourth Industrial Revolution.

However, documentation on methodological aspects concerning the use of occupational job code classifications is sparse within the public sector in Kosovo. Further standardization of the use of national occupational classification in Kosovo to meet the criteria of the EU progress report and job analysis in the public sector are recommended, to facilitate future comparisons between studies and fully exploit their possibilities, especially when occupational exposures are to be inferred. The different classifications in use are discussed; such phenomenon impedes basic principles for collecting, presenting, and comparing labor statistics. Occupational classifications categorize people based on job and tasks performed and are commonly used in sociology and population studies, whereas industry classification is used for economic activity analysis. Population-based epidemiological studies frequently include questions about job title and specific tasks, after which the information is coded using either national or international classifications. (Mannetje, A. T., & Kromhout, H., 2003)

The purpose of this doctoral dissertation is to highlight the need for job analysis on a national level in the Republic of Kosovo. Formal job descriptions in place and real job expectations show role conflict, and among other issues, attention alert concerning law violation is a grave challenge. Concerning knowledge management in public institutions in Kosovo, there are indicators that show no such steps or any serious consideration yet. NIOSH job stress questionnaire is used to evaluate psychometric support methodologies for stress assessment, and to measure variables such as understanding of the *job role* and *occupational classification*, *workload and responsibility*, *control scale*, *conflict at work*, *problems at work*, *social support*, *physical environment*, and *knowledge management*.

This research intends to assess and raise awareness on the existence of the occupational classification and underlying factors that influence employee rights, health, and wellbeing. Even though it is a small-scale descriptive study, this study complements a research gap in understanding the job role correlation with occupational classification according to International Standard Classification of Occupations (ISCO), as well as its relations with classification criteria, social mobility, and International and European standards.

Abstrakt

Industrializimi është faktor i rëndësishëm për organizimin e shoqërisë njerëzore dhe për idenë e progresit shoqëror. Faktorë të tillë si industrializimi përcaktojnë organizimin dhe sjelljen njerëzore. Duke pasur parasysh se në shekullin njëzet e një po jetojmë në Revolucionin e Katërt Industrial, që ka një impakt thelbësor edhe në jetën tonë të përditshme, gjë që zhvendos fokusin në kuptimin e rëndësisë së aftësive, kualifikimit dhe menaxhimit të njohurive.

Kosova është një vend i vogël në zhvillim dhe duhet të përshtatet me ndryshimet madhore, veçanërisht të asaj që është tema e këtij hulumtimi, e cila ka të bëjë me Klasifikimin e Profesioneve dhe çështjet shoqëruese.

Ka një arsye për ekzistencën e shkencës së punës, studiues të tillë si Elizabeth Y. Yerxa bëjnë thirrje për "një rilindje të shërbimit për njerëzimin përmes njohurive", dhe nevoja për të përfshirë kontekstin në të cilin njerëzit kryejnë rutinat e tyre të punës. Në rishikimin e literaturës, konteksti për zhvillimin e shkencës së punës rrjedh nga studimi i njeriut si qenie e punës, përfshirë rritjen e popullsisë në botë të personave me kushte kronike, reduktimin e burimeve për personat me aftësi të kufizuara, rritjen e kompleksitetit të jetës së përditshme dhe pjekuria globale e profesionit të terapisë së punës, sidomos sot në përgjigje të Revolucionit Social në Revolucionin e Katërt Industrial.

Sidoqoftë, dokumentacioni për aspektet metodologjike në lidhje me përdorimin e kodit të punës për klasifikimet e profesioneve është i rrallë brenda sektorit publik në Kosovë. Rekomandohen standardizime të mëtutjeshme të përdorimit të klasifikimit kombëtar të profesioneve në Kosovë për të përmbushur kriteret e raportit të progresit të BE-së dhe analizës së punës në sektorin publik, me qëllim që të lehtësohen krahasimet e ardhshme midis studimeve dhe të shfrytëzohen plotësisht mundësitë e tyre, veçanërisht kur duhet të konstatohen ekspozimet e profesionit. Diskutohen klasifikimet e ndryshme në përdorim, fenomen i tillë që pengon parimet themelore për mbledhjen, paraqitjen dhe krahasimin e statistikave të punës. Klasifikimet e profesioneve i kategorizojnë njerëzit bazuar në punë dhe detyra të kryera dhe zakonisht përdoren në sociologji dhe studime të popullatës, ndërsa klasifikimi i industrisë përdoret për analizën e veprimtarisë ekonomike. Studimet epidemiologjike të bazuara në popullatë shpesh përfshijnë pyetje në lidhje

me titullin e punës dhe detyra specifike, pas së cilës informacioni kodifikohet duke përdorur klasifikime kombëtare ose ndërkombëtare. (Mannetje, A. T., & Kromhout, H., 2003)

Qëllimi i këtij disertacioni doktrate është të theksojë nevojën për analizë të vendeve të punës në një nivel kombëtar në Republikën e Kosovës. Përshkrimet zyrtare të punës në vend dhe pritjet reale të punës tregojnë konfliktin e roleve, dhe midis çështjeve të tjera, alarmi që meriton vëmendje në lidhje me shkeljen e ligjit paraqet një sfidë të rëndë. Për sa i përket menaxhimit të njohurive në institucionet publike në Kosovë, ka indikatorë që nuk tregojnë hapa të tillë ose ndonjë konsideratë serioze ende. Pyetësi i stresit të punës i NIOSH-it përdoret për të vlerësuar metodologjitë e mbështetjes psikometrike për vlerësimin e stresit, dhe për të matur variablat siç është kuptimi i rolit të punës dhe klasifikimi i punës, ngarkesa e punës dhe përgjegjësia, shkalla e kontrollit, konflikti në punë, problemet në punë, mbështetja sociale, mjedisi fizik dhe menaxhimi i njohurive.

Ky studim synon të vlerësojë dhe të rrisë vetëdijen mbi ekzistencën e klasifikimit të profesioneve dhe faktorët themelorë që influencojnë në të drejtat e punonjësve, shëndetin dhe mirëqenien. Edhe pse është një studim përshkrues në shkallë të vogël, ky studim plotëson një hendek hulumtimi në kuptimin e korrelacionit të rolit të punës me klasifikimin e profesionit sipas Standardit Ndërkombëtar për Klasifikimin e Profesioneve (ISCO), si dhe marrëdhëniet e tij me kriteret e klasifikimit, mobilitetin social, dhe standardet ndërkombëtare dhe evropiane.

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Abbreviations

CBK	Central Bank of Kosovo
COFOG	Classification of Government Functions
ESCO	European Skills, Competences, Qualifications and Occupations
EU	European Union
EUROSTAT	European statistics
ICLS	International Conference of Labor Statisticians
ICOMEF	International Classification of Occupations for Migration and Employment Placement
ILO	International Labor Organization
ISCED	International Standard Classification of Education
ISCO	International Standards Classification of Occupation
ISIC	International Standards of Industrial Classification of All Economic Activities
ITUK	Union of Independent Trade Unions of Kosovo
JNZ	Unique Occupational Nomenclature
KAA	Kosovo Accreditation Agency
KAS	Kosovo Agency of Statistics
KCC	Kosovo Chamber of Commerce
KCO	Kosovo Classification of Occupations
KESP	Kosovo Education Strategic Plan
KM	Knowledge Management
KSF	Kosovo Security Force
MEST	Ministry of Education, Science and Technology
MF	Ministry of Finance
MLSW	Ministry of Labor and Social Welfare
MOHO	Model of Human Occupation
MTI	Ministry of Trade and Industry
NACE	Statistical Classification of Economic Activities in the European Community
NIOSH	National Institute for Occupational Safety and Health
NORA	National Occupational Research Agenda
NQA	National Qualifications Authority
OECD	Organization for Economic Co-operation and Development
OI	Ombudsperson Institution
OPHI	Occupational Performance History Interview
OPMO	Office of Personnel Management
OSH	Occupational Safety and Health
SAA	Stabilization and Association Agreement
TAK	Tax Administration of Kosovo
UNMIK	United Nations Interim Administration Mission in Kosovo
VET	Vocational education and training

I. INTRODUCTION

This doctoral dissertation thesis is in the field of study of International Standards Classification of Occupation (ISCO-08), International Standard Classification of Education (ISCED 2011), Classification of Government Functions (COFOG), International Standards of Industrial Classification of All Economic Activities (ISIC Rev. 4), and Statistical Classification of Economic Activities in the European Community (NACE Rev. 2), according to Frascati Manual.

The research seeks to achieve two primary goals: first, to prove that lack of awareness on the existence of national occupational classification in Kosovo is paving the way for discrimination. Second, lack of concrete steps to comply with ISCED hinders freedom of movement for Kosovo professionals, and the next goal comes into play to open a discussion on the latest topics, such as meeting the EU accession criteria and drafting a strategy to move forward towards progress, fulfilling responsibilities primarily to our citizens and further towards our international partners.

Another stipulation is compliance with standards and implementation of the European Commission Recommendations for Member States, which is the use of ISCO-08 in reporting from all surveys, including the European Statistical System.

The expectations of this research are for the government to take action at the national level in raising awareness on the existence and use of the National Classification of Occupations. The Government, public and private sectors benefit from this classification. Some studies highlight the importance of using a Classification of Occupations to determine WHO will be affected by policies or programs being considered and HOW, others for policy implementation, and those that want to monitor the implications of policies and programs. (Eivind Hoffmann, 1-5 March 1999)

Possible users of the National Classification of Occupations are:

- Ministries

- State statistical entity
- Employment Agencies
- Education specialists
- Health insurance
- Public and private enterprises - managers, human resources, etc.
- Career advisors
- Policy makers
- Public administration (at central and local level)
- Economists
- Epidemiologists
- Sociologists
- Psychologists
- Migration authorities
- Public

Keywords: occupational classification, knowledge management, employee wellbeing, job role, social mobility, European Union.

Fjalët kyçe: klasifikimi i profesionit, menaxhimi i njohurive, mirëqenia e punonjësve, roli i punës, mobiliteti social, Bashkimi Evropian.

II. METHODOLOGY

This research introduces the exploratory-triangulation design in a mixed-methods approach to work-related stress caused by job duties ambiguity, job classification, and knowledge management. It provides answers closely related to a policy-making perspective of root causes such as *job analysis* and fair access to professional careers for higher-ranking positions, and it promotes equal pay for the same job position. Methodological triangulation (Rothbauer, 2008) involves a survey with employees of the postal industry as a case study. This improves the examination as information is drawn from various sources, increasing knowledge on diverse underlying issues of the phenomenon that is being studied.

The lack of job analysis at a national level, formal job descriptions and real job expectations show overlapping duties, which is a great challenge for effective knowledge management in Kosovo institutions. National Institute for Occupational Safety and Health (NIOSH, 2017) job stress measurement questionnaires are used to evaluate psychometric support for stress assessment and measure variables such as understanding occupational classification impact on job role, workload and responsibility, control scale, conflict at work, problems at work, social support, physical environment, and knowledge management.

We intended to assess and raise awareness on the existence of the occupational classification and underlying factors that influence employee health and wellbeing. Even though it is a small-scale descriptive study, this study complements a research gap in understanding the job role correlation with occupational classification according to the International Standard Classification of Occupations (ISCO, 2010), as well as its relations with classification criteria, social mobility, and International and European standards.

Rothbauer's triangulation methods used in this research involve the following:

- Exploratory focus group method – took place in the initial stages of the research project to get familiar with the social context;
- Pre-Test Method – a group of randomly selected people was chosen to test the survey questionnaire and comment on readability, meaning, formulation, etc.;
- Semi-structured interviews with experts;
- Semi-structured interview with a publicly owned enterprise HR expert;

- Semi-structured survey with employees of a publicly owned enterprise;
- Review of existing literature related to this topic, various books in Albanian, Serbian, and English language, reports, publications, scientific journals, media, and other relevant documents.

In this research, the collected data are primary and secondary:

- Primary data are collected by the research author through the method of exploratory focus group, semi-structured interviews, and semi-structured survey questionnaires with employees of Post of Kosovo and the use of grey literature from the company archives.
- Secondary data are collected from academic literature publications of relevant national and international institutions referring to the standardization and classification of occupation, including the EU Progress Report criteria for Kosovo.

2.1 Propounding the Problem for Study

The present study was carried out with the following aims and objectives:

1. Conduct a comparative study between job criteria and *de facto* state in the public sector of Kosovo in terms of compliance with ISCO standards, and examples of best practices.
2. Examine the direct cause and effect relationship between awareness about the existence of the national standard classification of occupations, and discrimination at work.
3. Analyze the normative framework of the public sector in our case study and its compliance with ISCO standards.
4. Observe the impact of job description in terms of competencies and employee well-being.
5. Outline the importance of knowledge management and its significant effect on “brain drain”.
6. Find out how governmental institutions can enhance their relationship with the public sector in order to provide better public services to citizens.
7. Find out how competent employees feel in their job role and how they perceive it.

Raising awareness on the use and benefits of national standardized classification of occupations and job roles in practice serves to professionalism, knowledge sharing and social mobility. This leads to better personnel management and the wage system, thus avoiding discrimination at

work. Formal job descriptions and true job expectations are often conflicting, and this is becoming a hot topic in our country. Its impact on the work environment inside and outside the organization is quite damaging to businesses, employees, and clients. This research exposes the presence of these conflicting issues regarding the job role and explain its effects.

2.2 Identifying the problem

The variables used in the study include views from various scholars on *the job role, workload and responsibility, control scale, conflict at work, problems at work, social support, physical environment, and knowledge management*. The key question to this research is measured through general questions on awareness regarding the national classification of occupations by asking respondents to place their *job title code*, to find out if they understand what this means. This is a case study analysis of the postal sector as a public enterprise.

Focus and research questions treat two main aspects of the national policy with regard to occupational classification and compliance with the Progress Report for Kosovo: the part related to the movement of persons, services, and the right of establishment, which entails issues pertaining to job supply-demand, and mutual recognition of occupational qualifications.

This research's purpose is to highlight the need to raise awareness on the use of the national standardized classification of occupations in Kosovo. Formal job descriptions and true job expectations often have overlapping duties, which is becoming a hot topic in our country. Rothbauer's triangulation method is used for this research as it involves the use of more than one method of collecting data such as interviews, observations, questionnaires, and grey literature.

The organization of work in this context refers to the work process and the organizational practices that influence job design, including how jobs and human resource policies are structured. As stated on their website, the Occupational Safety and Health Act of 1970 established NIOSH as a research agency focused on the study of worker safety and health, and empowering employers and workers to create safe healthy workplaces. As explained, NIOSH is part of the US Centers for Disease Control and Prevention within the U.S. Department of Health and Human Services. Its mandate is to assure every man and woman in the Nation has safe and

healthful working conditions and to preserve our human resources. (Centers for Disease Control and Prevention, 2019).

Due to revolutionary changes in the organization of work, NIOSH addressed gap in knowledge about safety and health effects as one of 21 priority areas for research topics since 1996, and also recognized stress at work as main safety and health problem and propelled a progression of activities to examine and control this issue. (DHHS (NIOSH) Publication No. 2002-116, 2019)¹

According to NIOSH, the concept of organization of work refers to the work process (the way jobs are designed and performed) and to the organizational practices (management and production methods and accompanying human resource policies) that influence job design. Also included in this concept of organization of work are external factors, such as the legal and economic environment and technological factors that encourage or enable new organizational practices”. The figure below describes the multilevel concept of organization of work and shows the coherence between (1) broad economic and public policy and other forces at the national and international level, (2) organization-level structures and processes, and (3) job demands and conditions in the workplace.

¹ This document was retrieved from the report on The Changing Organization of Work and the Safety and Health of Working People.

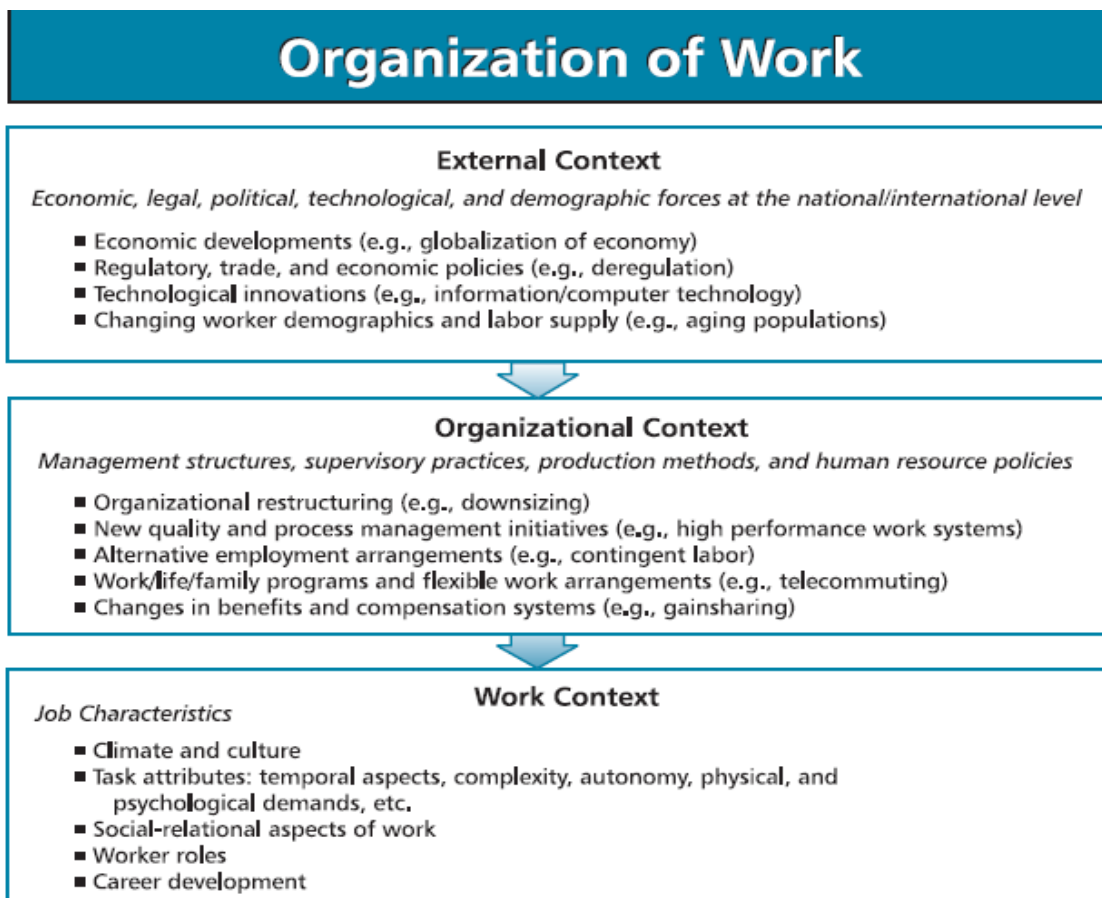


FIGURE 1 ORGANIZATION OF WORK ACCORDING TO DHHS (NIOSH) PUBLICATION

2.3 Rationale

A national occupational classification is an instrument that provides information about the current occupation/job structure of a country. Unfortunately, only our Statistics Agency and Employment Agencies are currently using the occupational classification. This criterion is a stipulation imposed by the EU Commission Progress Report for Kosovo for statistical reporting. Although this must be used on a state level in both the public and private sectors, this is not necessarily done in practice. The initial purpose of this research was to examine if we have a position classification system in place and to determine if the common practice is consistent with international standards that set *job criteria*.

The second purpose of this study was to examine the relationship between job description and supervisors' interference with competencies, and its impact on employee's utilization and work performance. We believe that this would have been minimized if the position classification

system had been in place for the entire public sector, as the Government has the institutional instruments and the means to control its implementation, hence this could have minimized the problems affecting public enterprises ad hoc job position creations with no standards, also a better view on its human capital statistics as well as projections on the factors affecting occupational utilization. (U.S. Bureau of Labor Statistics, 2019)

2.4 Hypotheses

Statement of Hypothesis

- I. H01. There are significant differences between those who are aware of the existence of the National Classification of Occupations in Kosovo and those who can identify their Job Code in the position classification system. There will be poor job descriptions and issues related to job title authority.**

In the data set used, research has shown that those who were familiar with the position classification system were also able to find their relevant job code. However, the vast majority was not aware of the existence of a position classification system and their corresponding job codes. Occupation is a key variable in socio-economic research used in a wide variety of studies, such as school-to-work transitions, workforce forecasting, gender pay gap, skill obsolescence, occupational health and safety, processes of professionalization, and social stratification among others. (Tijdens, 2010) In theory, it is said that people who are familiar with a job do not rate the job in the same way as people who are unfamiliar with that job. (DeNisi, A. S., Cornelius, E. T., & Blencoe, A. G, 1987)

Because we observed The National Classification of Occupations in Kosovo, we believe that implementation of the position classification system in the public sector facilitates cost management and progress tracking both occurring in both the public and private sectors, which in turn prevents poor job descriptions and job title authority issues.

We will know this when we observe job code answers from job identification, followed by perceived job roles. Our expectation, in the long run, is to see how mutual recognition of all

educational and occupational qualifications obtained within the country will comply with international standards in the future. This would improve institutional capacity through designing and implementing effective policy-making that make impacting changes in social mobility and socio-economic development.

II. H02. The employee job descriptions will be moderated by their supervisors. There will be poor employee knowledge of their perceived roles, followed by poor work performance, role ambiguity and conflict arising within the organization.

In literature, job analysis and work analysis cover a host of activities, all of which are directed toward discovering, understanding, and describing what people do at work (Morgeson, F. P., Brannick, M. T., & Levine, E. L. , 2019) Previous studies have shown that the individual who fills out a job analysis can affect the *job analysis* outcome and accuracy. (DeNisi, A. S., Cornelius, E. T., & Blencoe, A. G, 1987)

This study examined whether there are any interferences while employees conduct their job roles in practice (in an actual organization) due to job descriptions moderated by their supervisors. This is important to keep in mind because of the budgetary differences in the public sector and publicly owned enterprises. While there are International NGO-funded programs for conducting job analysis such as the case of Kosovo Security Force (KSF), many organizations in Kosovo do not have a budget that allows for these types of expenses.

Because we observed how employees in the Kosovo Post Office perceive their job role, we believe that making changes by setting a position classification system would benefit a better knowledge of employee perceived roles, enhanced performance, and mediation in role ambiguity and job discrimination.

We will know this when we observe conflicting issues regarding job roles. We expect to see a job analysis conducted in the public sector and public enterprises to identify issues that entail moderated job descriptions or ad hoc new job creations, to build better capacities, upgrade the quality and provide necessary skill demands for the labor market, following international standards.

III. H03. There are workload and skill underutilization issues within the organization. There will be poor human capital management and a lack of data on factors affecting occupational utilization in National Employment by occupational group.

There is significant literature available on workload exposure (Meijman, T. F., & Mulder, G., 2013) which tends to be associated with reduced performance or willingness to perform, or with the risk of impairment of the well-being and health of the task operator, but skill underutilization and skills mismatch were not regarded before, which in term affects future employment prospects. (Mavromaras, K., Sloane, P., & Wei, Z. , 2015) Occupations classified as high stress are higher in self-reported workload variability and lower in control experienced, as expected. However, respondents in the low-stress occupations report more responsibility without authority and more quantitative workload than those in high-stress occupations. (Siegman, A. W., & Dembroski, T. M. (Eds.), 2013). Some researchers suggest a negative effect of unemployment and skill underutilization on subsequent labor market outcomes. From the ILO perspective, the protection of mental health at work has more influence if it focuses on preventive strategies. Occupational health and health policies in the workplace can lead to improved mental health and wellbeing of women and men at work through psychosocial risk assessment, management and prevention of work-related stress and mental health disorders. (Stress, ILO, Workplace, 2016)

Because we observed how workload takes place within the Postal Service organization, we believe that making changes in internal policies and identifying career and non-career positions will better utilize employee skills and take responsibility for people.

We will know this when we observe whether the company has a position classification system and procedures or policies in place to unlock hidden talent through internal mobility. We expect to monitor productivity change, demand change, sourcing change, and capital/labor substitution so that we can understand what factors are affecting occupational utilization.

IV. H04. There are conflicts between intragroup and intergroup relations within the organization. There will be a decrease in the efficiency and effectiveness of the performance of public sector employees.

Although numerous studies concentrated on conflict management, few regarded the impacts of unit technology and intrapersonal, intragroup, and intergroup conflict on team performance effectiveness and job satisfaction. Findings show that intrapersonal conflict had a direct adverse impact on conflict and job satisfaction. The conflict between the intragroup had immediate adverse impacts on job satisfaction and team performance effectiveness. Unit technology affected job satisfaction directly negatively. Findings have implications for managers to implement strategies to decrease a stressful job climate and boost team-building activities. (Cox, 2003)

Because we observed control of intragroup and intergroup in the organization, we believe that an increase in efficiency and effectiveness of performance in the public sector will make a better physical and social environment happen.

We will know this when we observe how control is perceived in the organization. We expect to see new strategies that decrease a stressful job climate and boost team-building activities within the organization.

V. H05. There are no policies for internal mobility, horizontally and vertically, nor any definition of career and non-career positions in Kosovo Post Office. There will be low employee morale, and the level of conflict in the organization will rise.

The importance of putting the right people in the right places shows that it is crucial to the organization. (Bristor, 1992) While past research has ascertained that dispersed wages increase inter-firm mobility, further studies found that vertical wage dispersion suppresses cross-firm mobility because it is associated with outcomes beneficial for employees, such as attractive advancement opportunities. Nevertheless, horizontal wage dispersion increases cross-firm mobility because it is associated with outcomes harmful for employees, such as inequity concerns. (Kacperczyk, A., & Balachandran, C., 2018)

Because we observed that there are no clear policies for internal mobility both horizontally and vertically, nor any definitions of career and non-career positions in Kosovo Post Office, we believe that developing adequate policies for career opportunities that encourage cross-firm mobility will increase employee morale, and decrease the level of conflict within the organization. This facilitates the appointment of the right people in the right places.

We will know this when we analyze career opportunities of all employees in one organizational unit. We expect to see career mobility and development and remove career mobility barriers which also facilitates knowledge management within the company.

2.5 Variables

Variables relationship between interacting factors:

- 1) First hypothesis interacting factors are related to occupational classification and variables correlation with the job code. Therefore, a job position title is the independent variable, while a job code is an interacting factor as a dependent variable.
- 2) The second hypothesis variable interacting factors aimed to understand whether there are clear job descriptions in place and if employees have a clear understanding of their role. Our results show that we have ambiguity as a leading factor and role conflict as a second factor.
- 3) The third hypothesis aims to understand the interacting factors influencing the use of tacit and explicit knowledge by finding out whether skill underutilization of employees is a concern. We have three factors with the highest impact resulting from reverse quantitative workload and variance workload, the second factor reverse skill underutilization and quantitative workload, and the third impact factor is responsibility for people.
- 4) The fourth hypothesis aims to find out whether there are control and group cohesion issues; hence, perceived control was named as a variable factor impact. Whereas intragroup and intergroup conflicts rank as first factors with high impact, and the second factor is called group cohesion.
- 5) The fifth hypothesis aims to find out how does knowledge management (KM) take place within the company and what organizational policies are there for talent mapping and internal mobility. Results show that employee notification is the most important factor;

the second factor is the minimum amount of time employees must stay in their current role before applying for a new opportunity within the organization, as well as the rating of company's mobility policy; and the third factor variable is the notification of the manager about employee application.

2.6 Questionnaires

The questionnaire opens with *background information* and *general job information*, followed by psychometric questions measuring stress at work in seven subsequent variables, starting with the *job role, workload and responsibility, control scale, conflict at work, problems at work, social support*, and the *physical environment*. The *phenom people: employee internal mobility survey* is about knowledge management within the company, and internal vertical and horizontal cross-firm mobility policies for career development. The last two questions reveal if employees know their occupational industry, and if they see the company as a whole, but they were not included in our analysis.

The questionnaire is conducted through a simple random sampling since only seven hundred employees have access to user credentials; a percentage is taken as a model that consists of seventy-five respondents. When designing questionnaires, the NIOSH Generic Job Stress Questionnaires were used and adapted to this research. The NIOSH National Occupational Research Agenda (NORA) recognizes “organization of work” as one of 21 priorities for occupational health research in the United States. The total number of questions is ninety-eight (98). The following research questions aim to measure job stress affected by outdated job analysis and job descriptions not aligning with standardized occupational classification.

TABLE 1 QUESTIONNAIRE: JOB ROLE CLARITY AND JOB CLASSIFICATION

QUESTIONNAIRE: JOB ROLE CLARITY AND JOB CLASSIFICATION	
BACKGROUND INFORMATION	
1. What is your gender?	
▪ Female	
▪ Male	
2. Indicate your current age	
3. Education	
▪ No schooling completed	
▪ Nursery school to 8th grade	
▪ Some high school, no diploma	
▪ High school graduate, diploma or the equivalent (for example: GED)	

<input type="checkbox"/>	Some college credit, no degree
<input type="checkbox"/>	Trade/technical/vocational training
<input type="checkbox"/>	Associate degree
<input type="checkbox"/>	Bachelor's degree
<input type="checkbox"/>	Master's degree
<input type="checkbox"/>	Professional degree
<input type="checkbox"/>	Doctorate degree
4.	What is your marital status?
<input type="checkbox"/>	Married
<input type="checkbox"/>	Single; Never married
<input type="checkbox"/>	Cohabitation
5.	How many children do you have?
GENERAL JOB INFORMATION	
6.	How long have you worked with your present employer (in years)?
7.	What is your current JOB TITLE?
8.	JOB TITLE CODE of your job position:
9.	How long have you worked in this job position?
10.	What is the status of the employment relationship under the contract?
11.	How many hours per week do you normally work in your job?
12.	How many hours of overtime do you work in your job in an average week?
13.	How many hours per week do you work on any other job? (Please mark "0" if no other job)
I. YOUR JOB ROLE	
<input type="checkbox"/>	Very Inaccurate
<input type="checkbox"/>	Mostly Inaccurate
<input type="checkbox"/>	Slightly Inaccurate
<input type="checkbox"/>	Uncertain
<input type="checkbox"/>	Slightly Accurate
<input type="checkbox"/>	Mostly Accurate
<input type="checkbox"/>	Very Accurate
14.	I feel certain about how much authority I have.
15.	There are clear, planned goals and objectives for my job.
16.	I have to do things that should be done differently.
17.	I know that I have allocated my time properly.
18.	I receive an assignment (from my supervisor) without the help I need to complete it.
19.	I know what my responsibilities are.
20.	I have to bend or break a rule or policy in order to carry out an assignment.
21.	I work with two or more groups who operate quite differently.
22.	I know exactly what is expected of me.
23.	I receive incompatible requests from two or more people.
II. WORKLOAD AND RESPONSIBILITY	
<input type="checkbox"/>	Hardly any
<input type="checkbox"/>	A little
<input type="checkbox"/>	Some
<input type="checkbox"/>	A lot
<input type="checkbox"/>	A great deal
24.	How much slowdown in the workload do you experience?

25. How much time do you have to think and contemplate?
26. How much workload do you have?
27. What quantity of work do others expect you to do?
28. How much time do you have to do all your work?
29. How many projects, assignments, or tasks do you currently have?
30. How many lulls between heavy workload periods do you have?
31. How much responsibility do you have for the future of others?
32. How much responsibility do you have for the job security of others?
33. How much responsibility do you have for the morale of your colleagues (your subordinates)?
34. How much responsibility do you have for the welfare and lives of others?
III. CONTROL SCALE
▪ Very little
▪ Little
▪ A moderate amount
▪ Much
▪ Very much
35. How much influence do you have over the variety of tasks you perform?
36. How much influence do you have over the availability of supplies and equipment you need to do your work?
37. How much influence do you have over the order in which you perform tasks at work (priority setting)?
38. How much influence do you have over the amount of work you do?
39. How much influence do you have over the pace of your work, that is how fast or slow you work?
40. How much influence do you have over the quality of the work that you do?
41. How much influence do you have over the arrangement and decoration of your desk/work area?
42. How much influence do you have over the decisions concerning which individuals in your work unit do what tasks?
43. How much influence do you have over the hours or schedule that you work?
44. How much influence do you have over the decisions as to when things will be done in your work unit?
45. How much do you influence the policies, procedures, and performance in your unit?
46. How much influence do you have over the availability of materials you need to do your work?
47. How much influence do you have over the training of other workers in your unit?
48. How much influence do you have over the arrangement of furniture and other work equipment in your unit?
49. To what extent can you do your work ahead and take a short break during work hours?
50. In general, how much influence do you have over work and work-related factors?
IV. CONFLICT AT WORK
▪ Strongly Disagree
▪ Moderately Disagree
▪ Neither Agree nor Disagree
▪ Moderately Agree
▪ Strongly Agree
51. There is harmony within my group.
52. In our group, we have lots of bickering over who should do what job.
53. There is difference of opinion among the members of my group.
54. There is dissension in my group.
55. The members of my group are supportive of each other's ideas.
56. There are clashes between subgroups within my group.
57. There is friendliness among the members of my group.
58. There is a "we" feel among members of my group.
59. There are disputes between my group and other groups.
60. There is agreement between my group and other groups.

61. Other groups withhold information necessary for the attainment of our group tasks.
62. The relationship between my group and other groups is harmonious in attaining the overall organizational goals.
63. There is lack of mutual assistance between my group and other groups.
64. There is cooperation between my group and other groups.
65. There are personality clashes between my group and other groups.
66. Other groups create problems for my group.
V. PROBLEMS AT WORK
▪ Rarely
▪ Occasionally
▪ Sometimes
▪ Fairly Often
▪ Very Often
67. Make a plan to solve the problems(s) and stick to it.
68. Go on as if nothing happened (by ignoring it).
69. Feel responsible for the problem(s) (feel an obligation to do something).
70. Daydream or wish that you could change the problem(s).
71. Talk to your boss or co-workers about the problems(s).
72. Become more involved in activities outside of work.
VI. SOCIAL SUPPORT
a) Your immediate supervisor (boss);
b) Other people at work;
c) Your spouse, friends and relatives
▪ Very Much
▪ Somewhat
▪ A Little
▪ Not at All
▪ Don't Have Any Such Person
73. How much does each of these people go out of their way to do things to make your work life easier for you?
74. How easy is it to talk with each of the following people?
75. How much can each of these people be relied on when things get tough at work?
76. How much is each of the following willing to listen to your personal problems?
VII. PHYSICAL ENVIRONMENT
▪ True
▪ False
77. The level of NOISE in the area(s) in which I work is usually high.
78. The level of LIGHTING in the area(s) in which I work is usually poor.
79. The TEMPERATURE of my work area(s) during the SUMMER is usually comfortable.
80. The TEMPERATURE of my work area(s) during the WINTER is usually comfortable.
81. The HUMIDITY in my work area(s) is usually either too high or too low.
82. The level of AIR CIRCULATION in my work area(s) is good.
83. The AIR in my work area(s) is clean and free of pollution.
84. In my job, I am well protected from exposure to DANGEROUS SUBSTANCES.
85. The overall quality of the PHYSICAL ENVIRONMENT where I work is poor.
86. My WORK AREA(S) is/are awfully crowded.

VIII. Phenom People: Employer Internal Mobility Survey	
87.	Do you have a defined internal mobility process and policy (internal transfers and/or promotions)? Please answer Yes or No. If "no" or "I don't know", please skip.
	<input type="checkbox"/> Yes
	<input type="checkbox"/> No
	<input type="checkbox"/> I don't know
88.	What is the minimum amount of time employees must stay in their current role before applying to a new opportunity within the organization?
	<input type="checkbox"/> 6 months
	<input type="checkbox"/> 1 year
	<input type="checkbox"/> 18 months
	<input type="checkbox"/> More than 18 months
	<input type="checkbox"/> No minimum
89.	How do employees find out about internal opportunities? Check all that apply.
	<input type="checkbox"/> Internal job board
	<input type="checkbox"/> Email blast
	<input type="checkbox"/> Managers
	<input type="checkbox"/> Recruiters
	<input type="checkbox"/> Colleagues
	<input type="checkbox"/> External job boards
	<input type="checkbox"/> None of the above
90.	How are internal applicants prioritized/given preferential treatment? Check all that apply.
	<input type="checkbox"/> Open roles are posted internally first
	<input type="checkbox"/> All internal applicants are submitted to the hiring manager
	<input type="checkbox"/> All things equal, we prefer to select employees over external applicants
	<input type="checkbox"/> Employees have shorter apply process
	<input type="checkbox"/> We proactively encourage employees to apply to specific jobs
	<input type="checkbox"/> None of the above
91.	What percentage of open roles is filled with internal candidates?
	<input type="checkbox"/> 0-20%
	<input type="checkbox"/> 20-40%
	<input type="checkbox"/> 40-60%
	<input type="checkbox"/> 60-80%
	<input type="checkbox"/> 80-100%
	<input type="checkbox"/> I don't know
92.	How do you notify employees who are not selected? Check all that apply.
	<input type="checkbox"/> Email
	<input type="checkbox"/> Phone call from the hiring manager
	<input type="checkbox"/> Phone call from the recruiter
	<input type="checkbox"/> Informed at the end of the interview
	<input type="checkbox"/> In-person meeting with the candidate to provide feedback
	<input type="checkbox"/> Other (please specify)
93.	When a manager is notified that their employee has applied for a role?
	<input type="checkbox"/> Before they start the application process
	<input type="checkbox"/> Upon completion of the application process
	<input type="checkbox"/> Upon selection for an interview
	<input type="checkbox"/> Before an offer is extended
	<input type="checkbox"/> After an offer is extended
	<input type="checkbox"/> None of the above
94.	Who notifies the manager about the employee's application, interview, or offer?
	<input type="checkbox"/> System-generated notification
	<input type="checkbox"/> The employee

	<ul style="list-style-type: none"> ▪ The recruiter
	<ul style="list-style-type: none"> ▪ The HR Business Partner
	<ul style="list-style-type: none"> ▪ A Senior Leader
	<ul style="list-style-type: none"> ▪ None of the above
95. What other internal mobility programs do you have in place?	
	<ul style="list-style-type: none"> ▪ Rotational programs
	<ul style="list-style-type: none"> ▪ High potential programs
	<ul style="list-style-type: none"> ▪ Job auditions
	<ul style="list-style-type: none"> ▪ Secondments: temporary work that is assigned to an employee in a different area they are currently working in
	<ul style="list-style-type: none"> ▪ None of the above
	<ul style="list-style-type: none"> ▪ Other (please specify)
96. How would you rate your company's policy and practices around internal mobility?	
	<ul style="list-style-type: none"> ▪ We rock...best internal mobility program ever!
	<ul style="list-style-type: none"> ▪ Promising...
	<ul style="list-style-type: none"> ▪ Won't be winning any awards
	<ul style="list-style-type: none"> ▪ Meh..., unimpressive
	<ul style="list-style-type: none"> ▪ Stuck in the Stone Age
97. What industry (according to the International Standard of Occupational Classification) do you work in (are part of)? Choose:	
	<ul style="list-style-type: none"> ▪ Managers (senior officials and legislators)
	<ul style="list-style-type: none"> ▪ Professionals
	<ul style="list-style-type: none"> ▪ Technicians and associate professional
	<ul style="list-style-type: none"> ▪ Clerical support workers
	<ul style="list-style-type: none"> ▪ Service and sale workers
	<ul style="list-style-type: none"> ▪ Skilled agricultural, forestry and fishery workers
	<ul style="list-style-type: none"> ▪ Craft and related trades workers
	<ul style="list-style-type: none"> ▪ Plant and machine operators, and assemblers
	<ul style="list-style-type: none"> ▪ Elementary occupations
	<ul style="list-style-type: none"> ▪ Armed forces occupations
98. Approximately how many employees work for your company?	

As explained, the model we used to build our research measures job stress is based on NIOSH questionnaire. However, the last two sections used a different model to analyze how knowledge management functions, and how phenom people are retained, and how internal mobility policies address this issues.

2.7 Interviews

We conducted semi-structured interviews with a consulting expert, an employment agency head, and a postal HR expert to get more insight from the expert opinions. The questions were focused on findings from questionnaires and issues addressed in the research.

2.8 Ethics

I have taken all ethical issues into account throughout this research.

In compliance with the Belmont Report, I will act in compliance with ethical principles and research guidelines involving human subjects identified as respect for persons, beneficence, and justice. I will ensure quality and integrity and will seek informed consent. I will respect the confidentiality and anonymity of my research respondents. I will ensure that my participants participate in this study voluntarily. I will avoid any harm to my participants, and I will show that my research is independent and impartial. Research-related ethical issues are fully respected by the author.

2.9 Summary

This research is exploratory in nature as it studies the job description problem in our country for which it is believed that criteria are distorted. The findings of this research have limited generalization because all the measurements used are based on self-reporting.

Future research can be directed to other objective performance measures; they can also be planned and conducted for other professions, as well as other private and public sectors at the central and local levels. A replication study is recommended to test the findings of this research; this is necessary to find out how employees in this environment perceive the impact of organizational variables that pertain to their workplace role in performance.

We conducted this research with public sector employees in the transport and telecommunication industry, i.e. the postal service, to assess the degree of effect of certain organizational factors that influence job descriptions to better understand and measure the performance at work. It may not be possible to generalize outcomes for all areas of the public sector as the study is only focused on this public enterprise, namely the central public enterprise Post of Kosovo JSC.

However, there is an importance in the evaluation of organizational factors affecting the job description, even though it is a small-scale descriptive study. The study also complements a research gap in the field of job analysis of the transport and telecommunications industry, as well as its relations with organizational factors in Kosovo. This research also emphasizes the linkage of workplace competence to performance at work. The reason why the postal service

employees are selected is due to the opportunity to approach them; the extension of this public service at country level is favorable as it enriches the research, and the number of employees is over one thousand, and this makes the random sample a better representation of the problematic issue.

III. THEORETICAL FRAMEWORK

As far as income goes, there are three currencies in the world; most people ignore two. The three currencies are time, income and mobility, in descending order of importance. Most people focus exclusively on income.

-Timothy Ferris

Organization of work and personnel management instill volition, create habituation, and manage performance ability, which is affected by the work environment and social support, or as the French writer, de Saint-Exupery in his book *The Little Prince*, says that authority is based first of all upon reason. One must command from each what each can perform.

Kielhofner says that businesses today are mostly client-oriented but do not offer similar treatment to employees who are required to act. Corporate memory and corporate amnesia are affected by tacit knowledge and explicit knowledge. Hermann Hesse says that one can communicate knowledge but not wisdom. Hence, valuable knowledge can be used as a time-saving tool through talent mapping. Thus mobility policies within the company should be seriously considered as an incentive.

Given the historically proven human reality for a tendency toward maximizing gaining time, income and mobility, we can say that regardless of thousands of studies in these fields, much remains to be done regarding the facilitation and synchronization of these three elements. A conduit of the movement of these three gold currencies is work. Therefore, the theoretical concept of this research will be about inflows as a result of professionalism, knowledge sharing, and social mobility. Initially, some general theoretical concepts on occupation and social mobility will be dealt with in the paper. The focus will be on knowledge management and job description role, criteria that classify it in international standards, then their effect on job performance and the impact of all these on the freedom of movement for workers through career advancement or fair access to professional careers at most paid jobs.

As is distinctly pointed out in the current literature, there is not only a lack of organizational practices of knowledge sharing system in Kosovo but also the absence of empirical research that investigates the role of environmental and individual factors in knowledge sharing at the same time. Most of the literature on the occupation argues the role of organizational structure, environment, information technology and communication at the degree of knowledge exchange.

The main emphasis of this research is to overcome gaps in the literature to explain how knowledge management in Kosovo is affected by outdated job descriptions. As a result, we have poor performance at work, especially in the public sector.

Hackman (Hackman, 1975) divided independent variables into three broad categories: organizational, work, and individual characteristics. Organizational characteristics include organizational structure, learning culture, employee training, better remuneration, and senior management support as theoretical constructions. Job characteristics are job autonomy, job diversity, feedback, job identity, and job importance. In individual characteristics, researchers mainly include a single construct, namely emotional intelligence, which will serve to understand the integrity of the factors identified as dependent variables.

Occupation is important enough to be our fundamental objective of organizational, social, and political policies as well as our practice. This is evidenced by science, which contains numerous scientific studies that use work as a basis for research have the study of work. A compilation of classical editions of ethics and political theory, the edited version of Michael L. Morgan (Morgan, 1992), which begins with Socrates and then follows with Plato, Aristotle and Kant, Mills, Marx and Nietzsche, also point out the discourse on occupations among other topics, describing them in detail, always intertwined with the concepts of good and evil, freedom and equality, education and work, ethics and responsibility. One of the common issues that the classics preoccupy themselves with is the definition of the role of occupation, and its standardization, as we would say in modern terms. (Morgan, 1992)

The lack of awareness on the use of occupational classification, and in particular the lack of governments implementing strategies upon harmonization, opens the path for occupational discrimination and at the same time prevents the freedom of movement for Kosovo professionals. This also affects job performance because equal opportunities that promote the same pay for the same job are closely related to job descriptions and standardized classification

of occupations. Therefore, harmonization, standardization, and classification of occupations, among other facts, have a direct impact on national education and employment policies and programs to improve living conditions entirely through the freedom of movement of workers, social mobility and professional performance, which is closely related to the external environment and economic development.

3.1 Propounding the Problem for Study

In this era of the Fourth Industrial Revolution as Professor Klaus Schwab (Schwab, 2019), Founder and Executive Chairman of the World Economic Forum, states that we are at the beginning of a revolution that is fundamentally changing the way we live, work, and relate to one another. In our case, there are some obvious signs that the Government of Kosovo is making only incremental progress in instituting action-oriented programs supporting educational reforms that develop vocational skills to match labor market demands, which lead to improvement of fair access to employment opportunities, but that is another discussion. This study shows that there is a lack of awareness on the existence of national standard classification of occupations in Kosovo, and this opens the path to discrimination of standards concerning the job role. This concurrently creates a gap between the labor market, education and employment opportunities for Kosovo professionals, hence an increased chance for ‘*brain drain*’ effect when *bad knowledge management* takes place, and we shall get back to this topic later on this paper.

The rise of the knowledge worker (Peter F. Drucker, *The Landmarks of Tomorrow*, 1959), as Peter Drucker notes in his essay “Age of social transformation” should be addressed as *knowledges*, which is the ability to give decent income, and with it dignity and status, to non-knowledge workers. He further states that no society in history has faced these challenges and that this shift from knowledge to knowledges offers tremendous opportunities to the individual by making possible a career as a knowledge worker. It also demands taking responsibility for making themselves understood by people who do not have the same knowledge base. In his conclusions regarding management, Drucker points out that because the knowledge society perforce has to be a society of organization; its central and distinctive organ is also management. The essence of management is to make knowledges productive. (Peter F. Drucker, *The Age of Social Transformation*; Volume 274, No. 5; page(s) 53-80, 1994)

On the other hand reasoned action theory (Fishbein, M., & Ajzen, I. , 1975), both attitudes and norms (or expectations) influence behavioral intent. Attitude toward behavior has two components, evaluation and belief strength. Subjective norms have two components, normative beliefs, and belief strength.

Research on reasoned action shows that in general, attitudes relate more strongly to behavioral intent than norms. Research also shows that the relationship between evaluation and belief strength and the attitudinal component is stronger than the relationship between normative beliefs and motivation to comply and subjective norms. The theory of reasoned action, coined by Fishbein and Ajzen, point out how people react when evaluating the social environment as frustrating and how this affects their decision to stay or transit.

But, what if people's chances to transit are limited by unreliable educational credentials or job requirement criteria to support their education or work experience? This is also a risk factor that leads to human capital flight known as *brain drain*. According to Drucker, by definition, a knowledge society is a society of mobility in terms of where one lives, what one does and one's affiliations, *people no longer have root*.

Knowledge management in the era of social transformation is crucial especially in developing countries, and this cannot happen without considering employee wellbeing, their role in a job position and their mobility chances in a society that seeks life improvement modalities to belong to a society even beyond borders, in our case to be part of the European Union. This has never been the case before. No society undertook such a hefty responsibility to comply with and follow an agenda that puts strict stipulations only to be qualified as a member; this is even odder when it is done willingly; obeying to the soft and smart powers of the European Union.

Studies on the occupations have traditionally been motivated by an interest to explain the dominant position of certain occupational groups (particularly law and medicine) in the social stratification system. Although this concern has not always been clear, it has been reflected on central questions that have served as a guide for most theoretical occupational analysis, such as the characteristics that distinguish work from other occupations and how these characteristics correlate with the economy and social power that has been awarded as an occupational job.

➤ **Why National Standardization of Occupational Classification?**

- For the very same reason why National Occupational Health and Safety.

There is a stipulation that states that in pursuit of a safe and healthy working environment for all workers, each country has to develop an effective national OSH system as a collaborative effort of the government and social partners. This system needs to be continuously improved through the formulation and implementation of national OSH programs as guided by the ILO Promotional Framework for Occupational Safety and Health Convention No.187 and Recommendation No.197.

➤ **Why Gary Kielhofner's Model of Human Occupation, MOHO?**

- For the very same reason why Universal Declaration of Human Rights is constitutionally protected.
- Because the right to equality and non-discrimination, and the right to an adequate standard of living are the foundations of his conceptual work for the model of human occupation (MOHO).
- Relevance to this topic is based on Article 22, (1) [Direct Application of International Agreements and Instruments] of the Constitution of Kosovo, that derives from the Universal Declaration of Human Rights, where Article 1 defines that all human beings are born free and equal in dignity and right, and Article 25 that emphasizes that everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control. (UN).

The conceptual framework of this research is based on the theoretical basis of the MOHO model by Gary Kielhofner (Kielhofner, 2009), the science of occupation and the theory of reasoned action (M. Fishbein, I. Ajzen, 1975), defines the links between beliefs, attitudes, norms, intentions, and behaviors of individuals. Dr. Gary Kielhofner's concept of the MOHO has the preserving of human dignity at its core, which he tries to do through retraining for work. Occupational therapy resulted from this concept, which has achieved visible results. MOHO model sees a person's components by analyzing the participation in occupation as chosen, modeled, and performed through three interrelated components of a person, namely through:

volition (values, interests, and personal causation), habituation (habits and roles), performance capabilities (mental and physical attributes and lived experiences).

MOHO is a client-oriented and inclusive model that focuses on the idea that through participation in occupations, people can increase their adaptive response. Attention has increased over the past three decades for researches on work-related stress and some thoughts have emerged on how job characteristics can have a significant impact on employee's well-being (e.g. work strain, burnout, engagement at work) (Halbesleben, J. R., & Buckley, M. R., 2004).

For illustration, research on this topic has revealed that job requirements, such as high pressure at work, emotional demands, and ambiguity of roles can lead to sleep problems, fatigue, and health impairment (DOI, 2005), while work resources such as social support, feedback, or performance criticism and autonomy can foster a process that leads to learning about their work skills (Demerouti et al., 2001); (Bresó, E., Schaufeli, W.B. & Salanova, M. High Edu, 2011); (Taris and Feij, 2004).

The world of value and chances is pretty much limited and challenged by the policymakers and whether they see their actions as client-oriented or not. Hence, the focus of this topic is on knowledge management and job role, and their effect on job stress and its impact on the wellbeing and the freedom of movement of persons through career path advancement or fair access to professional careers at most paid jobs.

The need for this scientific research is based on the need to bring this issue to light as there are no researches done in so far relating to knowledge management and international standard classification of occupations in Kosovo. Knowledge management seems to have a vague role and human resources in the public sector are not using criteria set for the job requirements in compliance with ISCO standards, nor monitoring issues regarding job role, especially when faced with ambiguity as the following question states: "Q6 -I have to bend or break a rule or policy, in order to carry out an assignment" where 35.9% of the respondents confirmed that they did so. Another issue to be studied in the future is the "brain drain" effect and government's actions to preserve its knowledge society.

When addressing role conflict, Rizzo et al. state that dysfunctional consequences result from the existence of role conflict and role ambiguity in complex organizations, and systematic

measurement and empirical testing of these role constructs are lacking. (Rizzo, J., House, R., & Lirtzman, S., 1970). Although there has been significant technological advancement and many policies try to address this issue, there is still much left to be done, especially when it comes to developing countries such as Kosovo.

3.1.1 Theoretical definitions for the Concept of Occupation

The definition of the concept of occupation according to Oxford Sociology Dictionary, is a form of job organization, a type of work orientation, and an effective process of controlling the interest group. (Marshall, 2009)

The Etymological Vocabulary² explains the concept of *occupation* (beginning of the 14th century) as *the fact of holding or possession*, (middle of the 14th century), *being employed in something*, also *a special action*. from old French *occupation* *pursuit, job, employment*, *occupation* (12th century) from Latin *occupationem* (nominative *occupatio*) *taking into possession, business, employment*, the name of the action from the past participle of *occupare* (see *occupy*). The meaning of *employment as the business in which a person engages* is from the end of the 14th century. The one about *the state of holding and ruling of the troops of another country* is from 1940.

According to the Oxford Dictionary,³ *occupation* is defined as *work* or *occupation*. Origin-English of the Middle Ages through Old French from Latin *occupation*, from the verb *occupy* (see *occupy*), *occupation* (the second meaning of the name) dates back to the middle of the 16th century.

The Business Dictionary⁴ describes *occupation* as follows: 2. Ordinary or main business, call, trade or work in which a person is engaged in earning a living. 3. Official designation of employed or self-employed person as an architect, physician, engineer or manager.

²<http://www.etymonline.com/index.php?term=occupation>

³<https://en.oxforddictionaries.com/definition/occupation>

⁴*occupation*. BusinessDictionary.com. Retrieved September 26, 2017, from BusinessDictionary.com website: <http://www.businessdictionary.com/definition/occupation.html>

Merriam Webster's definition of occupation is, a) an activity in which a person engages. • The pursuit of his pleasure is his primary occupation. b) the main business of a person's life: the occupation • Teaching was her occupation.⁵

The definition of work and occupation according to the International Standard Classification of Occupations (ISCO), which is the structure of the International Labor Organization (ILO) for the organization of information on work and jobs, defines work as follows:

WORK: A set of jobs and tasks performed, or intended to be performed, by a person, including for an employer or a self-employed person.

Occupation refers to the type of work performed. The concept of *occupation* is defined as:

OCCUPATION: A whole set of tasks, the main task, and duties of which are characterized by a high degree of similarity.

A person may be affiliated with an occupation through the current main job he or she retains, secondary employment, a future job or a prior job he/ she has held (ILO, 2012).

3.1.2 Theoretical Definitions of the Concept of Social Mobility

In literature, social mobility has been studied in broad terms. Oxford's sociological dictionary defines social mobility as a *movement – usually of individuals, but sometimes of whole groups – between different positions within a system of social stratification in any society*. The distinction between mobility with upgrade and mobility with downgrade should be highlighted (i.e. higher or lower movement in the hierarchy of privileges), as well as mobility between generations and those within the same generation (the first names mobility between family background and class positions or status, the second mobility traversed during an individual career). (Marshall, 2009)

Many studies protect the idea that children's formal education comprises the fundamental link between family background and occupational success, stressing that the relationship between these two is determined at least by half from the formal education. Since formal education directly affects the occupational training of the individual, consequently, the main interest of the studies on social mobility is the attempt to specify those attributes that are characteristic of individuals who reach the most, not the least desirable types of work (Marshall, 2009)

⁵Occupation. (n.d.). Retrieved September 30, 2017, from <https://www.merriam-webster.com/dictionary/occupation>

3.1.3 Theoretical Definitions for Knowledge Management and Employee Wellbeing

From the aspect of an organization's form, occupation includes some central and regulatory corpus to ensure the standard of performance of individual members, the code of conduct, and careful administration of knowledge in relation to the specialization that composes the basis of occupation activities, and finally, control over the number, selection and qualification of new members. (Marshall, 2009) Occupational ethics is seen as an ideology not necessarily accepted, while controls over the introduction of new members and qualifying skills function as a form of exclusionary status from privileged and well-paid employment. (Marshall, 2009, p. 320)

3.2 Model of Human Occupation – MOHO, Gary Kielhofner 1949-2010

“Life takes on meaning in the minute-by-minute reality in which we experience ourselves achieving the ordinary things...”

-Gary Kielhofner

At first glance, employees today do not seem to be limited by the inabilities outlined in the MOHO model but the results and experiences in the daily life show that we are incapacitating this society and we are not helping it to overcome the transition process we are in since after the war.

This study aims to highlight the vital importance of using the already discovered means to preserve social values. All intellectual energy needs to be joined to minimize chances for discrimination in any form. One of them is work – quite a delicate concept, which is interpreted from different angles motivated by different factors, which is why we do not have a consensus on the relation between work and humans. But, the standardization of occupation helps restore trust, instill volition, and use means for new habits at work and have joint results.

Joint results are the work motivation that is the point that connects the natural person with the legal person (French, Corporate Ethics, 1995) – the employee and the employer. This connection yields both monetary and social values, and that is why there are still so many studies on these relations taking place today.

Dr. Gary Kielhofner's concept of the Model of Human Behavior has preserving human dignity at its core, which he tries to do through retraining for work. Occupational therapy resulted from

this concept, which has achieved visible results. They focused on the volition, which is related to personal causation, values and interests, and habituation, which emphasizes the roles and habits of an individual, continuing further with performance capabilities consisting of objective and subjective components and experiences, as well as the physical and social environment.

The social environment as an external factors plays a key role in supporting an individual's volition through human behavior. If there is no respect in the working environment, there is a decline or lack of volition in human behavior and consequently, work is not valued, performance declines, and there is no encouragement on-the-job training at work for more competent individuals, and volition also declines as a result. This decline affects the pride of an individual and therefore the sense of obligation fades away.

Physical environment is also an external factor that supports volition initially by creating conditions for work, health, and safety supported by either the legal infrastructure and company's vacation or salary level policies or by the technology, that facilitates results for positive performance.

Habituation starts by identifying the role of an individual according to the MOHO model. Role identification is a joint mission for both the employee and the employer. Regardless of technological changes and transitioning society, people remain the same persons they were in their job roles; the only thing needed is to help them create new habits, so they can do their jobs with the same volition they once did.

Socialization and change of roles are pillars that require the support and attention of all factors, and free-rider- or laissez-faire⁶-type behavior should not be allowed. Creating new habits and adjusting them to the old but modernized role needs concrete clarity by starting with the position for which they engage persons to play their role in that position, to build a healthy relationship of responsibilities in the organizational hierarchy with competent people, to achieve objectives through professional performance.

Performance capacity should be measured with adequate tools to make a fair evaluation, which can only be achieved if the foundations are solid as in right people in the right roles.

⁶ As Oxford dictionary explains the term Laissez-faire, from French, literally 'allow to do'.

The external environment should play its role to provide all with a fair chance to earn their living through work and get the best of the capabilities they possess. It should start with legal infrastructure, along with building spaces and facilities according to international standards and best practices, not by neglecting them by not making them part of the government agenda so that this issue gets the proper attention of policymakers.

The selected conceptual framework will help to make the connection between assumptions, principles, and rules as an inclusive structure by grouping concepts placed in focus to rationalize them and to use adequate means to integrate and interpret the information collected.

The theories used in this research aim to provide information on the implementation and evaluation of the problematic issue for which this research is being conducted.

MOHO is a framework focused on occupation, which aims to explain aspects of involvement in the occupation and how illness and disability problems emerge; the fact that it focuses on the occupational issues makes it a relevant theory to this thesis, which aims to emphasize on several aspects that pertain to the occupation.

The reason why I chose this theoretical framework as the basis for my thesis stems from the fact that our society is in transition, and the work dynamics is always competitive; consumer-focused jobs and advanced technology in the hands of older generations has made dealing with all these factors more difficult. This has led me to analyze stagnations in professional behavior and evaluate the profession from the angle of contextual and theoretic relations. This research aims to explore job positions in the public sector, particularly where we aim to identify problems that these sectors deal with at work concerning the organizational system, occupational, and individual characteristics. The selected model will be a part of this journey because it will help us find ways to identify weaknesses, define priorities, and put ourselves in someone else's shoes to understand them better and to bring more satisfactory results through professional behavior.

Most of us understand that applying occupation-focused models support best practices but many of them do not use these models routinely, although barriers of implementing this theory include lack of proper understanding of models and limited strategies to select and apply them for the maximum benefit of the client.

Visionaries, such as Gary Kielhofner⁷ and Janice Burke, who developed the MOHO model— one of the most widely used theories in the research and therapeutic practice of profession, brought a conceptual framework and practical tools to conduct evaluation and reasoning process to make changes and measure the effects of their intervention.

Kielhofner's dream was to advance the field of occupational therapy in a way to help individuals with chronic health conditions and disabilities to live a fulfilled and satisfactory life. His dream turned into reality when he built the *model of human occupation*, known as MOHO.

With his work and dedication, Kielhofner forever changed the way we think and conduct researches, how we perceive the occupation, and how we help clients live by fulfilling their lives. Such scholars influence all areas of our lives by sculpting our tools, so we can continue making life easier for all humanity through work.

Therefore, I am committed to present my research through the model of human behavior, which aims to document the findings related to the need to raise awareness on the standards of classification of occupations in groups of relevant economic activity industry. The focus on this problematic shall bring into light not only the role of job position evaluation but also on empowering employees, adapting the individual to the profession, approach oriented toward capabilities and competences, as well as qualifications and ultimately knowledge management within the organization. National occupational standards determine the performance standards that individuals must achieve while performing workplace functions, along with knowledge specifications and basic understanding. (NOS, 2017)

The work of this scholar inspired me to research the concept of occupation and the way it is perceived in my country; this way, we can identify areas where we could make improvements and select the best model of theory to use into practice.

My vision is in full harmony with that of the scholar, Kiehlhofner envisioned a world in peace where social justice prevails, and an individual's occupational performance needs are fulfilled.⁸

⁷ Gary Kielhofner is at the top of the 100 most influential people in the world, selected on the 100th Anniversary of the American Occupational Therapy Association. For more information, please see link <http://www.otcentennial.org/the-100-people/kielhofner>, retrieved on 08.10.2017

⁸ <https://www.cade.uic.edu/moho/resources/files/Remembering%20Dr%20Kielhofner.pdf>, retrieved on 08.10.2017

Gary Kielhofner's model of human behavior, known as MOHO (Kielhofner G. e., 2008) is a good start, considering that this model aims to explain aspects of a sane occupation and the problems that arise concerning life transitions, including illness and disability. His concepts address the following:

- Motivation for profession;
- Routine modeling of professional behavior;
- Nature of performance capacity; and
- Influence of environment in the profession.

The view of the MOHO model for human beings' places emphasis on two key points:

- 1) The first point is that participation in occupation is dynamic and context-dependent, which means the interaction of a person's internal characteristics with the environment, to create a network of conditions that influence motivation, action, and performance.
- 2) The second point is that occupation is essential for self-organization. This means that by doing things, people shape what they are. On this principle, the model sees therapy as a process people rely on to do their job to shape their skills, concepts about themselves, and identities.

MOHO sees the human occupation as complex and influenced by the volition of a person, creating the habits of that person, performance aspects, and the environment where it happens. Volition refers to "motivations, interests, values, and trust in the skills of a person." (Kielhofner G., 2009). Creating habits means the role of the person in life with his rules/expectations, his regular pattern of behavior and his routines. Overall performance components seen include motor, cognitive, and emotional skills necessary to act within their environment, obtained from their physical attributes and their life experience. The environment itself influences the occupation on both physical and social aspects.

MOHO is a client-oriented and inclusive model that focuses on the idea that through participation in occupations, people can increase their adaptive response. Therefore, the goal is to "engage people in occupations that restore, reorganize, or maintain their motivation, modeling, and their performance ability, and consequently their professional life" by providing opportunities for the person to make their own changes.

This model sees the human being as a system and describes this human system using system theories. According to the dynamic system theory, the interaction between a human as a system, duty, and environment results in work behavior. Work performance results in health, wellbeing, development, and change, thus making occupation dynamic. The human system is constantly changing, expanding and reorganizing itself through engagement. (Forsyth, 2006)

The following are the basic concepts of the MOHO model:

- Human occupation is complex
- A person consists of several components
- Environment influences performance
- Occupational performance

Occupational performance in the context of the Occupational Performance History Interview (OPHI), was developed to gather data on a person's past and current occupational functioning. This scale model includes both a life history narrative component designed to render the life history from the client's perspective and a rating scale designed to measure the client's past and present occupational adaptation. (Mallinson, T., Mahaffey, L., & Kielhofner, G. , 1998)

Starting from the basic concepts of this model, the occupation needs support from the external environment. In our case, the Government of Kosovo needs to develop adequate policies to initiate first steps by first putting the issue of analyzing jobs on the political agenda, followed by job descriptions for job positions, to categorize them according to international standards and classify them at the national level.

Lack of these policies affects employee wellbeing indirectly, while directly it damages the image and values that people believe in and devalues knowledge, obstructs occupational and social mobility, and makes career development difficult.

MOHO model sees a person's components by analyzing the participation in occupation as chosen, modeled, and performed through three interrelated components of a person, namely:

1. Volition – values, interests, and personal causation
2. Habituation – habits and roles

3. Performance capacity – mental and physical attributes and lived experiences.

These components are further supported by a few other theories that have researched the influence of environment in employee performance and the relation of the latter with the organization as a requester, as well as the relation between these two parties to obtain desired results.

Obligations and contractual relations have been the focus of numerous studies; the relationship between employees and employers is a daily topic of discussion in several ways and several roundtables, including those in families.

- **Volition** is driven by the values that we believe in, the interests that keep them alive, and personal causation that can be motivating to keep the willingness to work alive.
- **Habituations** are not necessarily supported by human desire; they can be honed through learning and experience, while roles, on the other hand, can create habits.
- **Performance** and capacity to perform are conditioned by mental and physical abilities, which are nourished by the individual's experience as a whole that assists in performing the work.
- **Occupation**, on the other side of the medal, is a mix of all these components that aims to maximize the gain from investment into knowledge, increase an individual's self-esteem, and meritorious appreciation for their contribution.

The theory of Kiehhofner & Barrett (Kielhofner & Barrett, May 1998 Vol. 52 Number 5) relies on the importance of recognizing the occupational forms involved in social processes and perspectives. Nelson (Nelson, 1988), on the other hand, discussed the division of occupational performance and occupational forms, as well as other authors who have studied the categorization of the form, function, meaning and context of the occupation.

Numerous studies around the world on the theoretical and empirical basis for the order of occupational roles according to rank (David L. Featherman F., December 1975), much remains to be done in Kosovo to present occupational stratification. Therefore, there is no comparison of the mutual socio-economic characteristics of occupational roles. Consequently, we do not have a basis to explain mutual consistency in prestige or career development results. The structure of occupational mobility is not a researched field in our country, and occupational stratification has not been defined yet. Hence, the key components of occupational mobility are unknown in the

Kosovar society in capitalist or industrial times, but the prestige of occupation remains as a topic for another study, to measure and assess the socio-economic status of the occupation within the context of social mobility in Kosovo.

Occupation has also been studied from the job demand model angle to predict employee performance and exhaustion/burnout. The relationship between job characteristics, performance, and burnout have resulted in findings that job demands (e.g. work stress and emotional demands) are the most important precedents of the fatigue component that leads to exhaustion/burnout, which in response to that would predict performance in the role. The study further noted that work resources (such as autonomy and social support) are of vital importance to predicting performance, thus mitigating the relationship between job demands and exhaustion. (Bakker, 2004)

Attention has increased over the past three decades for researches on work-related stress and some thoughts have emerged on how job characteristics can have a significant impact on employee well-being (e.g. work strain, burnout, engagement at work). For illustration, research on this topic has revealed that job requirements, such as high pressure at work, emotional demands, and ambiguity of roles can lead to sleep problems, fatigue, and health impairment (p.sh. Doi, 2005, Halbesleben and Buckley, 2004), while work resources such as social support, feedback, or performance criticism and autonomy can foster a process that leads to learning about their work skills. (e.g. Demerouti et al., 2001; Salanova et al., 2005; Taris and Feij, 2004) Even though that these past thoughts have created a long list of prospective welfare worker precursors, hypothetical progress is limited.

Many scholars share consider that they have either used an approach method like that of a to-do list to predict employee welfare, or they have depended on one of the two models of work stress influence, i.e. the *demand-control* model (Karsek, 1979) or *effort-reward imbalance* model. (Siegrist, 1996)⁹

3.2.1 Occupational Form. Performance and Adaptation According to David Nelson

“At any point in time, occupational performance is guided by a preexisting occupational form.”

⁹ Arnold B. Bakker, Evangelia Demerouti, (2007) "The Job Demands-Resources model: state of the art", Journal of Managerial Psychology, Vol. 22 Issue: 3, pp.309-328, <https://doi.org/10.1108/02683940710733115>

David Nelson is a coeval of Kielhofner (1988), who introduced the concept of occupational form to refer to external circumstances for the performers who draw, manage, and structure the occupational performance.

When people perform, they simultaneously reflect and become limited by the features of the occupational form, which forms their actions. Nelson further argued that people change their nature as they engage in the process of occupational forms referred to as *occupational adaptation*. Various factors, such as engine execution, attitudes, cognitive strategies, and motivation are considered to be shaped by the occupational form during performance and changes as a result of occupational adaptation. (Kielhofner & Barrett, May 1998 Vol. 52 No 5) While performance in context gives meaning and purpose, adaptation is the effect of occupational performance on a person's developmental structure.

Knowing that occupation is an ambiguous term, the purpose of the occupational form and performance conceptual/practice model is to establish definitions, eliminate ambiguity for occupational form, occupational performance, adaption, meaning, and purpose in occupation. David Nelson defines occupation as the relationship between two things: occupational form and occupational performance. As described, occupational form is an objective set of circumstances, independent of and external to a person. In other words, the occupational form guides, structures, or suggests what is to be done by the person.

Whereas, occupational performance (the doing) can be understood only in terms of environmental context in which the performance takes place (that is, only in terms of the occupational form). (David L. Nelson, October 1998).

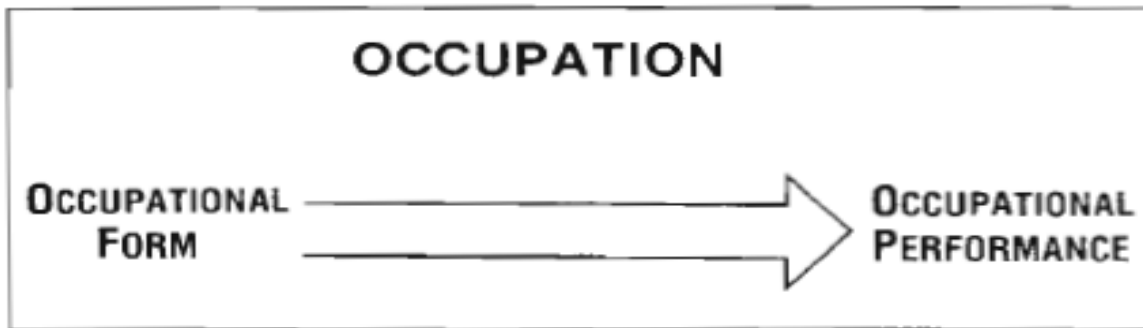


Figure 1. Occupation defined as a relationship between occupational form and occupational performance, with occupational form as the objective preexisting structure eliciting and/or guiding occupational performance.

FIGURE 2 OCCUPATIONAL FORM AND OCCUPATIONAL PERFORMANCE. SOURCE [HTTP://AJOT.AOTA.ORG](http://ajot.aota.org)

As Nelson explains, each occupational form has two types of dimensions. First, each occupational form can be described objectively in terms of physical stimuli present in the immediate environment of the individual at any given point in time. These stimuli include (a) the material, (b) the environmental surroundings, (c) the human context, (d) the temporal context. Second, each occupational form has a sociocultural reality that exists independently of any specific individuals but that depends on social or cultural consensus. Part of sociocultural dimension according to Nelson are ethnicity, financial considerations, role expectations, signs and symbols, norms, typical uses and variations, and language. In his research, the author describes the occupational form as a specific environmental context, whereas the meaning of occupational performance is defined as going through or carrying out the occupational form. (David L. Nelson, October 1998).

Specific to this research topic about the occupational form are the stimuli under d) temporal context, which includes the occupational form's relationship to prior and future events and the step-by-step changes in the physical environment over the course of the occupation. As implied by the author, at any point in time, occupational performance is guided by a preexisting occupational form, even if the preexisting occupational form is not entirely complete.

Influencing factors such as a person, environment, or occupational performance ability affect a person's occupation throughout their life span. These factors change, hence these changes over

the course of occupation need to be addressed, especially in developing countries such as Kosovo, as when complying with international standards, there are a set of steps that need to be taken besides grouping occupations accordingly, and a job analysis needs to take place at the national level.

3.2.2 Occupational Science According to Elizabeth J. Yerxa

“Occupation enables people to reach the competence and economic self-sufficiency and contribute to themselves and others. “

-Elizabeth J. Yerxa

Elizabeth J. Yerxa is the founder of occupational science. She claims that education and research in occupational therapy seem to have focused more on exercises, range of movements and other modalities, and less focused on the occupation. (Yerxa, 1991)


She sought to understand and influence social attitudes towards persons with physical disabilities. (Yerxa, 1967) Yerxa emphasizes the *uniqueness* found in occupational therapy because of the use of *choice of self-initiated, purposeful activities to produce a reality-orienting influence upon the client's perception of himself and his environment so that he can function*. Assumptions that support Yerxa’s views are listed below:

- Occupational therapy offers therapeutic interventions for human beings, not for muscles or synapses or superegos.
- Human beings are complex, multi-level systems that act and interact with their environments.
- Unique human qualities include language, history, culture, and giving life experiences of spiritual understanding (the relationship between engagement in occupation and healthfulness in context of Health and the Human Spirit for Occupation (Yerxa, E. J. , 1998).
- Occupational therapy is designed to enable people to adapt to the challenges of their environment by using their hands, mind, and will. (Reilly, 1962)
- Occupational therapy, based on humanistic values, has an ethical responsibility for people with chronic conditions.

- Human beings have interests, goals, aspirations, and plans that when achieved offer a precious sense of efficiency.
- Occupational therapy deals with how the occupation enables people to reach competence and economic self-sufficiency and contribute to themselves and others.
- Though it can be offered in a medical environment, occupational therapy is diverse and complementary to medicine in its thinking process, the human being's view, and the scientific foundation.
- Knowledge of occupational therapy is based on a synthesis of evolutionary biology, social sciences, and human sciences; the foundations of medicine lie in physical and natural sciences.
- Occupational therapy sees the individual as being embedded in the course of time (e.g., evolutionary, developmental, and learning). (Reilly, 1974)

The context for the development of occupational science, the study of human beings as an occupational being included the worldwide growth of the population with people with chronic damage, decrease of resources for people with disabilities, increase of the complexity of everyday life and the global maturity of occupational therapy. Occupational science promises that occupational therapists will define the knowledge foundation of occupation and its proper scope through academic work. (Elizabeth J. Yerxa EdD, May 2000)

Another approach sees the interconnection between occupational science and political science as closely related. Public policies and occupational life are the pillars that support interdisciplinary dialogue within political science, which can be used to respond to social transformations and public policy development. The impacts of public policies on the spectrum of occupational life of individuals and communities are everywhere. Expanding and evaluating the potential of occupational science serves to inform public policies through the implementation of policy initiation. Support of the comprehensive/holistic knowledge scrutiny needed to address the occupational complexity of life and communities when the occupation is disrupted. (Urbanowski, 04 Jun 2013)

 Counterargument on occupational science

The controversial arguments of theories that are based on individualism are numerous, including the study conducted on the science of occupation by Virginia Dickie, Malcolm P. Cutchin; Ruth Humphry. (Virginia Dickie, Vol. 13, Iss. 1,2006) This study states that today, occupational science uses different concepts to present occupation as alive within the individual, regardless of recognizing the role of a context for the individual and his or her occupation, the scientists of occupation have continued to create, a dualistic view of the person and the context (environment).

The study notes that dualism creates a problem to understand occupation, as well as the relationship between the person and the context. The research conducted by Virginia Dickie et al proposes the Deweyan concept of the transaction as an alternative perspective to understand occupation. The relational perspective of transactionalism means that the occupation is no longer seen as a thing or as a kind of self-action or interaction that arises within individuals. From this point of view, occupation is an important way through which human beings, as organisms in the environment as a whole, function in their complex entirety. As such, occupations become central to the scientific understanding of person-context relations. (Virginia Dickie, 26 Sep 2011)

3.3 Responsibility, Empowerment/Competence - Rosabeth Moss Kanter 1943

“Confidence isn't optimism or pessimism, and it's not a character attribute. It's the expectation of a positive outcome. Friendly people are caring people, eager to provide encouragement and support when needed most.”

-Rosabeth Moss Kanter

Projects that appear every day and client requests have a substantial impact on the roles and responsibilities of individuals and teams throughout the value chain, Michael Porter starts with the logistics from within, then operations, outbound logistics, marketing and sales, and more recently services, which are categorized as primary activities. Individuals and teams positioned

under the organizational scheme that interact at a project level increasingly assume greater responsibility for the strategic aspects of the projects.

Thus, the empowerment concept of employees according to Kanter is highlighted as the key to activating project-level performance, it shows how career and self-image of managers, professionals, and executives, as well as those of secretaries, women managers, and women seeking a way to climb up, are determined by the distribution of power and powerlessness within the corporation. (Kanter, 1993)

However, despite its long history, empowerment remains a dispersed concept, a characteristic that has delayed its development and proper use. Ultimately, enhancing the work performance of individuals and teams through empowerment will depend on a better understanding of what composes empowerment and mechanisms through which empowerment affects employee performance. (Seibert, 2004)

Organizations play a vital role in the ongoing life cycle of societies. Here, the quality of performance is very important. Organizational performance is influenced by aspects of the quality of human capital (knowledge, skills, motivation), although empowerment is far from the traditional concept of organization. Today's organizations need specific features such as transparency and continuous improvement, to achieve such characteristics; they must empower their human resources as their most important resources and as a competitive advantage.

For this purpose, the demands, processes and advantages of employee empowerment need to be addressed alongside the development of knowledge, skills and motivation of human powers, in order to develop human organizational capital and, consequently, improve its performance.

3.4 Self-actualization. Reflection of Needs According to Abraham Maslow 1908-1970

” Thus, man is a perpetually wanting animal.”

-Abraham Maslow

In his theory on human motivation, Abraham Maslow represented the fulfillment of one's talents and potentialities in the form of a hierarchy of needs, ranging from physiological needs, need

for security, the need for belongingness and love, need for appreciation and the need for self-actualization.

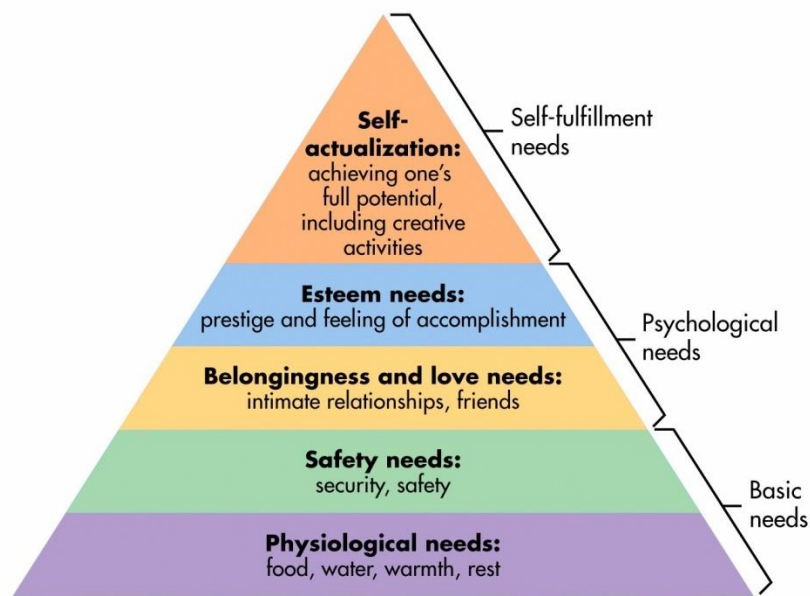


FIGURE 3 SELF-ACTUALIZATION, MASLOW'S HIERARCHY SOURCE: SIMPLYPSYCHOLOGY.ORG

The reason why Maslow's Hierarchy of Needs is part of this research topic is its close relation to basic human needs that lead to psychological need for self-fulfillment, where hunger and occupation are also part of those needs; they are foundations and backbone that holds this pyramid strong.

Without hunger, there would be no need to work out of necessity, whereas without occupations we would not require standards for occupational classification, where the latter in large aids and addresses social equality today. In this research, we use *hunger* in the context of *earning one's living through occupation*. Although, Maslow points out that hunger drive is more a special case of motivation than a general one. Therefore, the choice of hunger as a paradigm is theoretically and practically unwise and unsound, yet, he adds that the hunger drive, which seems simple when compared with the drive for love, is not so simple in the long run. (Abraham H. Maslow, 1954, pg. 47)

According to Maslow, more common immediate motivations are the desires for clothes, automobiles, friendliness, company, praise, prestige, and the like, phrased as secondary or cultural drives, far more important for us and far more common.

The need to know where your occupation belongs and how it is regulated can be seen in this context as well, e.g. a nurse belongs to healthcare occupations, and with her nurse degree she cannot assist, let's say, an engineer at work unless she is treating him as a patient. Her job is classified under health professionals as that is the place where it belongs and only within this occupational classification, she can become familiar with her job requirements of holding a needle instead of a hammer while carrying out her tasks. Her job was thoroughly analyzed, and international standards were set to describe job expectations she needs to meet. Similar examples can be found for all kinds of occupations and their relation to the job role. Humans get motivation from various sources; therefore, Maslow's breakthrough as the father of humanistic psychology contributed to the understanding that basic physical needs must be met first before people realize their full potential. (Abraham H. Maslow, 1954, pg. 47)

Earning one's living through occupation in the context of satisfying somatic needs is so closely related to motivational drives and the desire for money. Author Christopher Green describes Maslow's theory as another peculiar characteristic of the human organism when it is dominated by a certain need, the whole philosophy of the future tends also to change; life itself tends to be defined in terms of eating. (Christopher D. Green , 2000)

We must not forget that the entire philosophy of human actions in projecting their future was also built by using these two instruments, which is not limited to occupation and hunger; that is how many emperors have discovered and conquered the world.

The hunger drive leads us to exploration and centuries later, we have perfected our needs, no question about it, but also our jobs were affected too. Some appetites grow bigger, and some are satiated by only earning their living, and the latter cannot be minimized in the eyes of the world, as to live with dignity means to fulfill our basic needs, values that cannot be ignored, or else consequences will hit us hard in the face.

In his book, *Motivation and Personality*, Maslow presents his sixteen propositions about the motivation that must be incorporated into any sound motivation theory. We focused on the first proposition, which states that the individual is an integrated, organized whole, which means the

whole individual is motivated rather than just a part of him. (Abraham H. Maslow, 1954, pg. 47) His first proposition is crucial as individual's perceptions change, his memories change, his emotions change, the content of his thinking changes, and the list can be extended to almost every faculty, capacity, and function, both physiological and psychological. Hence, Maslow's theory should serve as a daily reminder, when making policies or when complying with standards, as both bring together occupation and wellbeing to a common ground.

3.5 Classic Opinion on Scientific Management. Frederick Winslow Taylor 1856-1915

“Employees must match job positions based on skills and motivation and train them to work with maximum efficiency.”

-Frederick W. Taylor

Frederick Winslow Taylor (Sridhar, 2009 p.5) is considered the father of scientific management. He got this name for the principles and practices that emerged from his work and his followers, which is characterized by concern over efficiency and systematization in management. Theorists such as Henry Gantt, Frank and Lillian Gilberth, and Harrington Emerson have supported Taylor in his efforts to identify and investigate work-related issues.

Four basic parts of a series of ideas developed by Taylor are as follows:

1. Replace the work according to the “rule of thumb”¹⁰, or the common habit of common sense, and instead, use the scientific method to study the work and to determine the most efficient way to perform specific tasks.
2. Employees must match job positions based on skills and motivation and train them to work with maximum efficiency.
3. Monitor employee performance and provide guidance and oversight to ensure that they are using the most efficient ways of working.
4. Distribute work among managers and employees so that managers spend their time planning and training, allowing employees to perform their duties efficiently. (Taylor, 1914)

¹⁰ Rule of Thumb in this context means decisions taken by manager as per their personal judgments. Decisions should be based on scientific enquiry with cause and effect relationships.

Thus, the scientific method provides a logical framework for problem analysis. It consists of problem definition, data collection, data analysis, development of alternatives, and selection of the best alternative. Taylor frankly believed that the scientific management practices would benefit both parties, employees, and employers, through creating a huge surplus, and thus the organization would receive more revenue. He believed that management and labor had a common interest in productivity growth. (see Sridhar, 2009. p.5)

Among other things, Taylor analyzed standardization and simplification of work, workflow, functions, and techniques; his focus was to improve economic efficiency, in particular, labor productivity. The methods he used for job analysis, his remarks on employee skill matching and motivation, their performance, mostly empowering of the employee through the distribution of work, made these fine guidelines endure for over a century and relevant even for the present time.

3.6 Profession and Bureaucratic Management - Max Weber 1864-1920

With the increase of organizations, they have become more complex, and the authoritarian-paternalist model gave way to the growth of functional specialization with many middle and low management layers to coordinate organizational efforts. The result was a bureaucratic approach to organizational structure.

Aiming to eliminate managerial discrepancies and responding to government power abuses, Max Weber set out a number of principles to provide the basis for organizing group efforts.

The characteristics of a bureaucratic organization are the division of labor according to functional specialization.

He defined the hierarchy of authority, a set of rules covering employee rights and duties, a system of procedures or dealing with job situations, non-personal relationships (unbiased) among people, and promoting the selection of employees on the basis of technical competence. (Sridhar, 2009)

Both living and privileges are earned through occupation. Weber's essay, *Politics as a vocation* (Weber, 2006) points to the close relationship of one's occupation as a material reward and social honor received while seeking prestige through social mobility. He explains how employee appointments, knowledge management, and talent retaining took place at that time.

Germans were the first to introduce professionally educated employment. This had affected not only the positions of professionally educated employees like lawyers or doctors but also the positions of ministers, which were previously filled by mostly politically appointed people. He further explains how in the Bavarian Parliament, when parliamentarization was being discussed, it was said that if parliamentarians were to be appointed to the ministry, then talented people would no longer be employed, this shows how prestige and privileges were given at that time.

As a consequence, no man with the qualities of a leader would enter the parliament permanently. If one wished to enter the parliament, what could one achieve there? When a chancellery position was open, one could tell the administrative chief, “I have a very able man in my election district who would be suitable; take him.”. He would have concurred with pleasure but that would be about all that a German member of the Parliament could do to satisfy his instincts for power if he possessed any. (Gerth, H. H., & Mills, C. W. , 2019) In short, that is how the occupation is broken down by Weber by analyzing how this tiny detail affects one large population and its social and economic wellbeing.

3.6.1 The Father of the Modern Management - Henry Fayol 1841-1925

“There is no one doctrine of administration for business and another for affairs of state; administrative doctrine is universal.”

-Henry Fayol

While pioneers of scientific management tried to determine the best way to perform a job, others in administrative management explored the possibilities of an ideal way to put all the work together and to operate (manage) an organization. Thus, the emphasis on administrative management or general management theory focuses on finding the *best way* to manage an organization. Henry Fayol, a French industrialist, is the main architect and father of the theory of administrative management. He used the term *administration* for what we today call management. Fayol focused on administrative levels and organization as a whole.

When Fayol was appointed Chief Executive of a French mining company, which was before bankruptcy, he was appointed at a position and task to revive this company and its operations. While he was on duty, he took notes, watched and began to develop his ideas about management. In one case of intervention in the enterprise, he saw that responsibility and authority should be equal or delays and disturbances would result as a consequence. (Fayol, General principles of management. Classics of organization theory, 2:15, 1916)

Fayol is also known for his fourteen General Principles of Management (Fayol, General Principles of Management. Classics of Organization Theory, 53., 2015) The fourteen (14) principles on which Fayol spoke were:

1. Division of work
2. Authority and responsibility
3. Discipline
4. Unity of command
5. Unity of direction
6. Subordination of individual interest to general interest
7. Remuneration of personnel
8. Centralization
9. Scalar chain (line of authority)
10. Order
11. Equity
12. Stability of tenure of personnel
13. Initiative
14. Esprit de corps ¹¹

In his book, Fayol emphasizes the there is no limit to the number of principles of management; every rule or managerial procedures strengthens the corporate body or facilitates its functioning has a place among the principles so long, at least, as experience confirms its worthiness. (Fayol, General and industrial management, Chapter IV, 2016)

¹¹According to Merriam Webster Dictionary definition: Esprit de corps *is the common spirit existing in the members of a group and inspiring enthusiasm, devotion, and strong regard for the honor of the group*

3.6.2 The Mother of Modern Management -Mary Parker Follet, 1868-1933

“The authority should go with knowledge and experience; that is where obedience is due no matter whether it is up the line or down the line.”

-Mary Parker Follet

Mary Parker Follet pointed out the importance of functional authority, and in her book, when she speaks about freedom and coordination, she argues that the authority should go with knowledge and experience; that is where obedience is due, no matter whether it is up the line or down the line. (Follett, 2013)

Follet focused on the interactions between administration and employees. She looks at management and leadership holistically, presaging modern systems approaches; she identifies a leader as someone who sees the whole rather than the particular. Follett was one of the first to incorporate the idea of organizational conflict into management theory and is sometimes considered *the mother of conflict resolution*. (Lewis, 2017)

In summary, we present a figure of the classic approach of the founding theorists of management schools and their views on the work and role of employees in work performance.

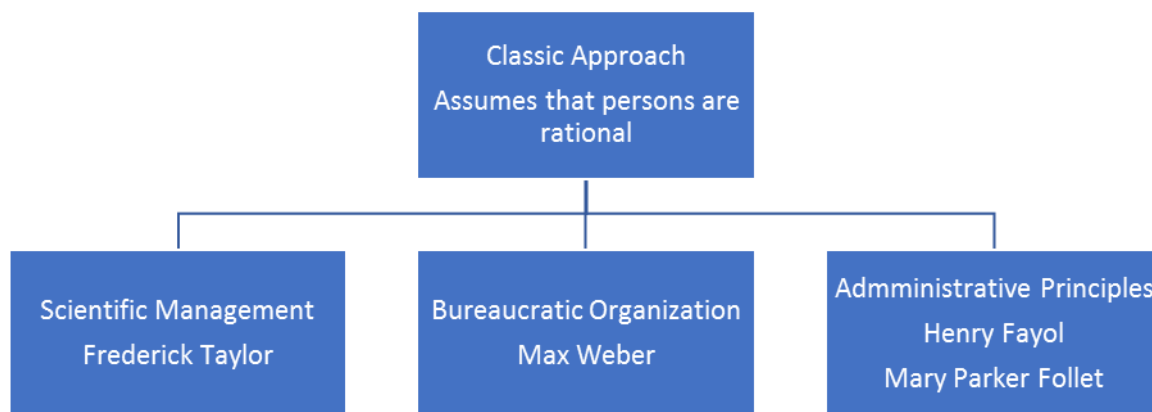


FIGURE 4 CLASSICAL MANAGEMENT THEORIES

- Taylor’s scientific management required efficiency in job performance. It emphasizes prudent selection and employee training as well as supervisory support.

- Weber's bureaucratic organization is supposed to be efficient and fair. It focuses on the definitions of authority, responsibility, and process. It aims to address the inefficiencies of the organizations of that time.
 - Administrative principles describe managerial authority, tasks, and practices. They attempt to document the experiences of successful managers. Analyze organizations in their social context.
- ✚ The traditional classic theory and its principles are attacked for the reason that they are contradictory, do not talk about motivation, and make hasty statements about what should be done, without considering the underlying time assumptions to the base that are present under such declarations. As such, these principles do not represent the heart of knowledge management, but a handful of the overall body of administrative management.

3.7 Neoclassical Theory on Human Relations Movement. Elton Mayo, 1880 - 1949

„What social and industrial research has not sufficiently realized as yet is that minor irrationalities of the “average normal” person is cumulative in their effect. They may not cause “breakdown” in the individual, but they do cause “breakdown” in the industry. “
-Elton Mayo

This theory emerged as a response to classic school theory, which emphasized the characters of mechanical and psychological management, a school with a human-oriented approach, with highlights on time and needs, incentives, behavior and attitudes of individuals. Another impetus was the development of concepts of industrial psychology at about the same time.

Two important groups, namely, *human relations schools* and *behavioral schools* have emerged during the 1920s and 1930s based on neoclassic theory. Often, the names of two persons mentioned in the earliest period of the neoclassic theory are Robert Owen and Andrew Ure.

From this period emerges the *School of Human Relations*, while Elton Mayo is considered the father of the human relations movement, which later became an organizational behavior. Two other important co-researchers of this school are F.J. Roethlisberger and William J. Dickson. They believed that organizations always include liaisons between members and that it is the role of the manager to see that relationships are free from potential conflict, to accomplish the organization's objectives. They also believed that the human aspects of business organizations were largely ignored. They felt that meeting psychological needs should be the primary concern of management. (Sridhar, 2009)

The human relations approach put more emphasis on the working group and the need for better communication between supervisors and workers. The human relations movement has been viewed as a tendency toward equalizing power. This is an attempt to reduce the change of power and status between supervisors and subordinates and is considered a continuous reaction against the emphasis of programmed work, rigid hierarchical control, and the high degree of Taylorism's specialization. Neoclassical writers believed that treating employees as individuals (neoclassic) would make them act according to the (classical) principles. They said, "Treat the employees as if they were important and give workers the feeling of participation". (Sridhar, 2009. p. 9-10)

The approach of human relations has evolved into behaviorism; the name *School of Behavior/Behaviorism*. The term *modern behaviorism* refers to the current phase of the evolution of the behavioral school of management, which gives priority to psychological considerations but addresses the fulfillment of emotional needs primarily as means of achieving other primary economic goals. Significant behavioral scientists who contributed to obtaining knowledge on the ways to achieve managerial effectiveness and develop techniques to make use of people more effectively in organizations are Abraham Maslow, Douglas McGregor, Chris Argyris, Frederick Herzberg, Rensis Likert, Kurt Lewin, Chester Barnard, Mary Parker Follett, George Homans, and Warren Bennis. They had rigorous training in various social sciences and used sophisticated research methods.

As the author points out, it is difficult to classify all these scholars as neoclassical theorists. Many of them should be considered contributors to modern management theories in general, as well as to the theory of social system and theories of modern humanism in particular. The

behaviorist school is a logical extension of the school of human relations and both of them lead to the theory of social system and modern behaviorism.

Therefore, the contributions and limitations of the School of Human Relations and the School of Behavioralism match to a considerable extent. All are mostly concerned with motivation. Meanwhile, theories related to motivation are classified in many ways. They argued that work design has not changed enough to keep pace with changes in the needs of today's employees, and believed that employees today want different and challenging jobs; therefore, they introduced a realistic practical model of human motivation and stressed the limitations of the situation and the social aspects of organizational and environmental change. (Sridhar, 2009)

This leads to theorists of *organizational humanism*, who base their arguments on the results of the Hawthorne experiment, conducted at the Western Electric Company in the 1930s, which emphasized the need for organizations to adapt human management skills to encourage group interactions and individual jobs, and build social relationships. Organizational humanism, which began in the 1960s and 1970s, called for the integration of employee needs with those of the organization, the opposite of the use of employees. Most of its concepts have been drawn from research by other theorists of organizational humanism, such as Abraham Maslow, McGregor, Argyris, David McClelland, Rensis Likert, Robert Golembiewski, and Edgar Schein.

Organizational humanism believes that by integrating employee morale and ethics with the needs of the organization can lead to the drafting of conscientious social policies, thus preventing psychological harm in the organization.¹²

3.8 Social Responsibility. Corporate Ethics by Peter A. French 1942-

“In general, people measure their value from the point of view of positions that they have obtained in the corporate world. People come and go. Positions stay.”

-Peter. A. French

Naturally, we cannot talk about work without including businesses in the middle. Consequently, business ethics, or as Peter A. French says business ethics is an oxymoron, or otherwise a

¹²Jeane Doucet Publication at http://www.ehow.com/info_8710096_theory-organizational-humanism.html, browsed on 03.10.2017

contradiction (French, 1995, pg.9) that defends the idea that business corporations should be treated as moral persons, members of the moral community.

Further, the author notes that corporate invasion may have succeeded in bringing the end of the society orientated into the favor of another oriented toward the agreement on human beings. In general, people measure their value from the aspect of positions that they have obtained in the corporate world. People come and go. Positions stay. (French, 1995, pg.9)

The idea of corporations as independent social units, actors on the municipal scene, appears for the first time in a law where it also gains the status as a legal person. The idea of a legal person comes from ancient Romans. The Roman law adopted the term *dramatis persona* from the list of theater programs listing the characters and actors that played, referring to everything that could operate on either side of a legal dispute (French, Corporate Ethics, 1995). Thus, corporations are an inevitable part of this discussion that is expected to be elaborated on later.

3.9 Summary

The objective of this qualitative study is to elicit the perspectives of occupational scientists on occupation as a determinant of health or concept that shapes health and wellbeing and secondly, to identify questions from an occupational lens to address inequities posed by a lack of an entire occupational system.

Meaningful participation, factors that affect participation within the environment, family, and persons are treated in the background of this research. Old school and new school scholars are gathered here to show the patterns of how the position classification system is an inseparable part of human interaction and its well-being. Below we will start with the reasoning of why Gary Keilhofner's MOHO model is relevant to this topic by starting with what has motivated him in the first place. Afterward, we will single out old school scholars such as Frederik Taylor, Fayol and Mary Parker Follet, to better understand how these organizational theorists tackled these topics, and how their theory is integrated into the position classification system.

MOHO's first motivations were supporting of how people are motivated and make choices for doing the activities that fulfill their lives. Involvement in everyday occupations is vital for all humans. Hence, as described by Gary Kielhofner, being engaged in daily *occupations* of self-care, work and leisure, supports health and wellbeing, a statement which is also supported by

World Health Organization, which says that participation has a positive influence on health and well-being. (Law, M., 2002).

MOHO's motivation supports an understanding of why everyday life is made up of recurrent patterns of behavior in familiar physical and social environments. Gary notices that a great deal of human life simply follows a routine pattern of daily activities. These routine patterns support the fulfillment of role responsibilities. When performing these activities, people also anticipate, plan, observe what happens, make adjustments, and decide what to do next. They also participate and communicate with others. From simple conversation to participation in a scientific discussion - the ability to coordinate action and share information, is part of engaging in everyday activity.

We are all inspired by various events, be it fortunate or unfortunate, such as Gary's grandmother, who lost a leg in a car accident. That served as an inspiration for Prof. Gary, who later spent all his life on a career helping the disabled. As his wife, Renne Taylor said: "He was only 6, yet intuitively knew that people with disabilities could still lead productive lives." (Kates, 2010).

Now, stay with me a little longer, I know this dissertation is not about disabled people, but the research revealed underutilized people at the workplace. Most agree that being passive for a long time and not knowing what is expected from you, it drags you to a depression state, which is accompanied by other health issues. This is what motivated me. How people at work perceived their job role and how competencies were set. And in this case, the well-known statement, *fake it until you make it* is not going to help those people gain any competence, nor make them ready to earn their living through work if no position classification is set.

We shall take a look at management and what it stands for in the view of Taylor, Follett and Fayol. Management, as presented in Taylor, Follet, and Fayol reveals that writers attribute their motives to a desire to correct managers' lack of fundamental knowledge. (Wood, J. C., & Wood, M. C. (Eds.). , 2002) This lack of foundational knowledge, in turn leads to conflict and struggles.

All three writers are concerned with the determination of value that is based on differentiation and ultimately privileging of management over worker, as well as scientific management over other managements. They say that until this value is established, management lacks the

necessary authority, which results in conflict (Taylor, Follett), under productivity (Taylor), and insufficient education (Fayol). (Wood, J. C., & Wood, M. C. (Eds.). , 2002).

Taylor also believed in having close cooperation between management and employees, which could increase organizational performance and efficiency.

There is a striking resemblance between the ideas of Taylor, Fayol, Follett and Kielhofner: they are all united by the determined urge to manifest social activity in the spirit of human caring and values.

From the above and previously mentioned works by Taylor, Follett, and Fayol, the most relevant issues based on the above theorists that were found during the research focused on the public sector show lost values that affect performance and employee wellbeing. The findings show that there is no real focus on authority, productivity, nor education. On the contrary, in our country, the public sector and public enterprises are often blamed for hiring people to the extent of sharing the same chair for one position, which inevitably leads to role conflict. I assume that this is a consequence of the position classification system as there are titles and job descriptions that violate job criteria and which would not fit in the system if it were implemented in the first place.

IV. BRIDGING THE GAP OF KNOWLEDGE MANAGEMENT WITH NACE TO ISCO AND ISCED IN KOSOVO

Human history is perpetually defined by groups and classification; hence, which group do we belong to is the story of our life, it always has been. This dissertation's focal point is to measure and see if we can identify our job code, how our job role is affecting our behavior, and what role is knowledge management playing in this scene to raise awareness on the career ladder/trajectory are stakeholders in Kosovo aware of the existence of National Classification of Occupations and its use and benefits.

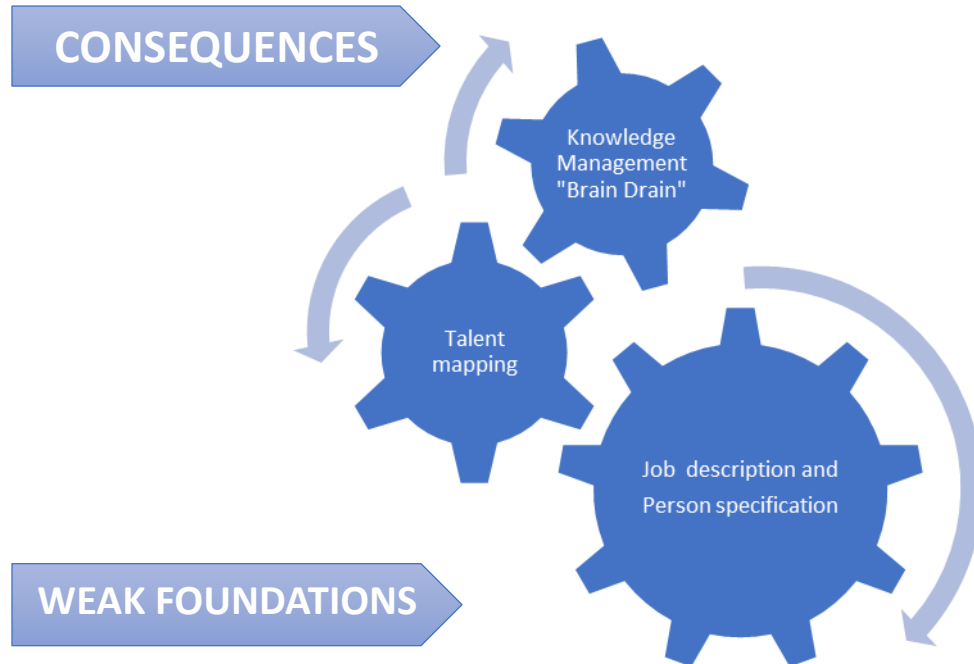


FIGURE 5 THE COGWHEEL OF KNOWLEDGE, TALENT AND JOB DESCRIPTION. BRIDGING THE GAP. SOURCE: WORD-DESIGN-LAYOUTS

The consequences of weak foundations in one's country are inter alia *brain drain* and a state of apathy of its citizens. There are many ways to observe this effect, but this one is focused on one of its initial stages, which can be aided by organizational policies through talent mapping, and thereof minimizing skill underutilization, which at least creates a favorable climate to retain talents.

Strategic talent management would be another approach at the government level to prevent consequences and establish solid foundations. A study conducted (John C. Anderson et al, 1981) on *A Model of Intra-Organizational Mobility* shows that environmental, organizational, and workforce characteristics as influencing opportunities, criteria for mobility, and actual mobility. These variables in turn influence perceptions of mobility and other attitudes such as satisfaction, commitment, and work behaviors. Internal mobility and income are a few of many factors that trigger one's reaction to transition; the latter is a huge motivator for many, which leads to capital flight.

Today, even the most developed countries are rethinking social policy. For example, the Canadian Center for Policy Alternatives calls for making existing welfare programs more efficient and more generous and having human dignity in mind when assessing the needs of citizens. (Alex Himelfarb and Trish Hennessy, 2016). They introduced the idea of a universal basic income level below which no one should fall. Unlike some existing welfare programs, there are “no strings attached” to this money, and the idea claims the following benefits: improved education, a reduction of poverty and food insecurity, a more flexible labor market and higher levels of democratic citizen engagement among others. The Ontario government, launched a basic income pilot project in June 2016. (Macdonald, D. , 2016).

Why not use their approach in our country? Why not have mandatory community service work instead of mere social assistance?

This research aims to raise awareness on the existence and use of the national standardized classification of occupations and to reveal and recognize 'inconvenient 'facts. The second goal leads to a discussion on the latest topics, such as meeting the EU accession criteria. This study follows the basic patterns concerning work-related stress, discriminations, knowledge management and can be informative from a policy-making perspective for fair access to professions in professional careers for better-paid jobs, and job requirements.

In our country, issues of standardization are still evident; among such issues are the job requirements that begin with the standardization of occupations, which goes hand in hand with education credentials that match to European Skills/Competences, Qualifications and Occupations (ESCO, 2018).

The business dictionary¹³ summarizes job description as a broad, general, and written statement of a specific job, based on the findings of a job analysis. Many would agree that a job is best understood provided there is a list of general or specific tasks or functions, and goals or responsibilities for a position, as well as organizational conditions under which those tasks and functions are expected to be performed. However, person specification – job specification

¹³<http://www.businessdictionary.com/definition/job-description.html>

comprises knowledge, skills, abilities and other characteristics needed by a person to perform the job¹⁴.

There is a reason why today, many people are working on talent mapping, diagramming the skills, knowledge, abilities of individuals or teams in relevant positions in the organization or other organizations. This is how knowledge management is aiding social challenges. There is more to this, especially when it comes to developing countries that require retaining knowledge workers¹⁵ to minimize *brain drain* effect. Therefore, there is a reason why standards are set worldwide; such is the case of classification of occupation that goes hand in hand with competent performance, supported by qualifications.

While our national classification of occupations displays only aggregated data of occupations in Kosovo, another issue needs attention, and that is the considerable contrasts from job descriptions in place and real job roles in practice when compared to an internationally standardized classification of occupations. This brings overlapping duties and confusion regarding job position title and job role, partially affected by the previous old system, designed in another language, which is Serbian, and lack of a proper job analysis after the fall of the system. Consequences lay on weak foundations when competencies are not stretched as expected and a loophole is created due to prestige reasons and favoritism. The undertaken research on the case study notices patterns of discrimination in the workplace, and this is a fading beacon of light on the far wide ocean of waves bringing issues to the shore. Defining specific job roles and responsibilities is the backbone of a company's ability to successfully manage the knowledge of its human resources and define their accountability. To achieve this, we need to comply with international standards and raise awareness on the work-related discrimination problems that need to be brought to attention.

On the other hand, the absence of accurate data on the structure of Kosovo citizens brings inadequate policies for the socio-economic development of the country. Unawareness of the use of occupational classification hampers career paths, social mobility of professionals within the country and international labor market, and it leads to disparity in public versus private

¹⁴ On the job description, retrieved from Online Browsing Platform (OBP) when explaining Human resource management — Guidelines on recruitment, <https://www.iso.org/obp/ui/#iso:std:iso:30405:ed-1:v1:en>, retrieved November 2018. Note: the “brain drain” consequence and government is authors own view.

¹⁵ This term is coined by Peter Drucker

education and market needs. Consequently, issues such as mutual recognition of credentials and qualifications limit and discriminate against other profiles in education.

Our country's unreliable education credentials inflict irreversible damage to citizens' time, value, budget, credibility, and dignity. Not having a proper job analysis based on international standards of occupations criteria creates room for violation of government normative policies by disregarding standards and values, including efficiency, equality, reaction, freedom and security, and lack of mutual recognition of professional experience. As a result, failure in recognizing one's professional qualifications weakens the country's image, credibility, and economy, and also hampers career development. Moreover, breached employment contractual conditions lead to disparities in opportunities.

The context of key research concepts is seen from the aspects of their close correlation with the standardization of classification of occupations according to international criteria such as ISCO, such as knowledge management, employee wellbeing, job role, social mobility, and the European Union.

The focus of this research is precisely on challenges that meet halfway where our harmonized international standards and established principles for the classification of occupations are in urgent need of a clear agenda regarding its use.

This research considers several variants of occupational classification, such as the International Standard Classification of Occupations of the European Union (ISCO-88) and the New International Classification of Occupations known as ISCO-68. It further treats the conceptual framework approach, which also includes levels and skills specializations for cross-national comparisons in the main operationalized groups in terms of the International Standard Classification of Education (ISCED) and the International Classification of Occupations 1988. (ILO, 1990)¹⁶ In the following chapters, we will also touch on the types of classifications in Kosovo that are harmonized according to standards and its implementation in real life.

The study of national statistics policies is essential as their impact on socio-economic activities opens the way for the country's development, harmonization of standards, and international

¹⁶ Establishment of Community-Wide Occupational Statistics ISCO 88 (COM) A Guide for Users, Peter Elias and Margaret Birch February 1994

memberships. This is done through concrete steps, such as the standardization of occupations according to the classification structure for groups of occupations and the international exchange of occupational information with the International Standards for Classification of Labor. (ISCO) This harmonization, also has a direct impact on social mobility i.e. the free movement of Kosovo professionals and their entry into the international labor market, to exchange experiences or to competition. Additionally, occupational classification is crucial to the underlying reasons stated by Hoffman (Eivind Hoffmann, 1-5 March 1999),¹⁷ most of which are mentioned below.

- International Policy on Statistics. International Guardians of the International Statistics Classification (ISCs).
- Use of statistical classifications for policy decisions and implementation.
- Meaning and means of harmonization.
- Design of national classifications in international standards.
- The role of national statistical offices in the development and use of international statistical classifications (ISCs).

Other features following in this research seek to reveal and justify the need to raise awareness on the use of National Occupations Classification. The focus is on the region of Southeast Europe, namely the Republic of Kosovo. Initially, we have mutual recognition of occupational qualifications according to the European Commission Progress Report for Kosovo 2016¹⁸, regarding the Communication on EU Expansion Policy in the criteria for European standards in the domestic market, i.e. point 5.1.2. of the report on the movement of persons, services and the right of establishment, in terms of mutual occupational recognition, recognized only four of them (accountants, architects, engineers, and lawyers), which are currently regulated by law.¹⁹ The report further notes that the harmonization with the *acquis* in the field of occupational recognition of qualifications and vocational training programs is at an early stage.²⁰

¹⁷This material is presented by Eivind Hoffmann in *Standard Statistical Classifications: Basic Principles*, Bureau of Statistics of ILO and Mary Chamie, United Nations Statistics Division

¹⁸Commission staff working document, Kosovo*2016 Report, Brussels, 9.11.2016, SWD (2016) 363 Final, p.44

¹⁹Note: To meet the criteria set out in the Progress Report for Kosovo 2016, the following legislation was promulgated: The Labor Code for Civil Servants was issued, the Draft Law on regulated professions in Kosovo on 13 August 2015 and Regulation No. 11/2013 on the Implementation of the Standard for Classification of Activities economy in the NACE_Rev ver. 2

²⁰Commission staff working document, Kosovo*2016 Report, Brussels, 9.11.2016, SWD (2016) 363 Final, p.44

Access to internationally recognized and regulated occupations mentioned earlier and formal education is just one of the many advantages that European passport holders or professionals of the above-mentioned recognized fields receive. Being able to secure a job that pays well or a job that best suits your dream career is yet another benefit. You also might have a vocation for a work profile that is rare. Therefore, shifting or moving happens when opportunities exist, and this expands your chances to fulfill your life goal expectations, and have access to positions and places that you never thought you could achieve.

Much has been said about damages related to free movement such as the one for professionals and economic development, as well as governments that impose more difficult resettlement constraints for individuals who need to enter the European Union. However, much less has been done concerning the fact that obstruction of free movement, in this case for occupational purposes, could keep many young people away from achieving their potential and transforming themselves into their best form of self.

The free movement does not only increase monetary growth vastly through the advantages of organizations and research institutions received through the assurance that they can register the best professionals abroad. Free movement for professionals should be accepted for their unmistakable commitment towards unilateral improvement; it is a player in the decisive opportunities that support the growth of pioneer skills developed at home, opening up new opportunities for poor youth. This commitment cannot be ignored in future Kosovo membership agreements. Free movement of persons should be discussed in abundance, considering the support it offers to the current and future scientific community when it comes to giving the advantage and information to the government to make decisions in the face of insecurity.

However, this study shows that the implementation of occupational standards left the key stakeholders, such as the public sector, in the dark, as they had no idea of the existence of such standardization or the benefits of its use. This research aims to bridge the gap between standards set in written and practice in real-life related to job role and awareness of stakeholders on the existence of standard classification of occupations. Besides, the vague presence of the knowledge management applied in the public sector and the stress it accumulates in practice affects employee wellbeing and leads to ambiguity and conflict when doing daily tasks, and produces workers with titles of unmatched skills, especially for the migration workers. This also

damages social mobility chances and makes it difficult to study the country's social capital where talents are not easily mapped through nor treated within the industry.

4.1 Propounding a Problem to the Study: A Figurative Reflection on Responsibility, Job Environment and Social Cohesion

We all have a role to play and a script for acting is a must!

-L.Ç.

That's Not My Job (or Who's To Blame?), Whose Responsibility? or The Everybody Somebody Anybody Nobody Story.



FIGURE 6 A POEM ABOUT RESPONSIBILITY BY CHARLES OSGOOD (VIVIANA, 2016)

Envision this situation as if you were a marine corps soldier and you had an ambiguous job description. The result would have been sinking on both ends.

Classifications of occupations group and organize information in a manner that is understandable and systematic in standardized organizing that is useful to determine the similarities of ideas, events, objects, or persons. Regulation of an order implies the production of a comprehensive and organized classification arrangement fundamentally unrelated and highly descriptive classifications, often displayed as a chain of command that is reflected by numeric or sequential order with certain codes for them. Standard statistical classifications represent a subgroup used to organize and present statistics. Statistical classification is a

classification that has a number of distinct categories, which can be assigned a particular variable recorded in a statistical study or an administrative file and used in the production and presentation of statistics. (Eivind Hoffmann, 1-5 March 1999)

4.2 A Brief History of ISCO

As stated on the website of the International Labor Organization (International Labour Organization, ILO, 2010), classifications between distinct occupational classes were instituted in population censuses carried out in the early 19th century across several countries. However, the registration of occupation and industry as different variables, each mandating its own classification, was only made towards the end of that century, once it became increasingly apparent that the division of labor between firms and organizations in an industrial society was distinct from the division of labor between different jobs within the same firm. The development history of the International Standard Classification of Occupations has always been closely linked to the work of the International Conference of Labor Statisticians (ICLS), which meets under the tutelage of the International Labor Organization.

The first significant step towards its institution was the 1949 adoption of nine major groups by the Seventh ICLS called the International Standard Classification of Occupations (ISCO). The setting of basic principles was discussed at the first ICLS conference in 1923, but what steps were to be followed for the standard classification of occupations were proposed only twenty-six years later, where a further developed classification required a more detailed level and identified what principles are to be followed in the aggregation and classification of these data.

This consisted of the trade, profession or type of work performed by an individual, irrespective of the branch of economic activity to which he or she is attached or of his or her status of employment, also proprietors or owners who mainly perform the same work like that performed by employees in their own or a similar enterprise should be allocated to the same group to which the employees are allocated.

In 1952, the ILO published the International Classification of Occupations for Migration and Employment Placement (ICOMEPE), with descriptions of 1,727 occupations based on national reference materials primarily from 13 countries and structured within the framework of the nine major groups adopted by the Seventh ICLS.

In 1957, the Ninth ICLS enacted the first complete version of the International Standard Occupation Classification (ISCO-58) encompassing the following classification structure of:

TABLE 2 FIRST STANDARD CLASSIFICATION OF OCCUPATIONS ISCO-58

Major Groups	Minor Groups	Unit Groups	Occupations	Index of occupational titles
10	73	201	1,345	Each level of the classification was given a unique code, title and description, drafted in consultation with the governments.

It was published in 1958, hence the abbreviation ISCO-58. The Ninth ICLS also proposed a prompt revision of ISCO-58. About 80 countries and 10 international organizations gave their proposals and comments concerning the classification. As a result, ISCO-68 was amended and adopted by the Eleventh ICLS in 1966. ISCO-68 consists of the following:

TABLE 3 SECOND STANDARD CLASSIFICATION OF OCCUPATIONS ISCO-68

Major Groups	Minor Groups	Unit Groups	Occupations	Definitions, general functions, and main tasks
8	83	284	1506	It includes an expanded alphabetical list of several thousand titles as well as a table of conversion from ISCO-58 to ISCO-68.

The definitions included describe general functions of occupations and the main tasks performed by the workers concerned for each of the 1881 groups.

ISCO's third edition (ISCO-88) was adopted by the 14th ICLS in 1987 and approved by the governing body of the ILO in 1988. The major changes introduced were:

TABLE 4 THIRD STANDARD CLASSIFICATION OF OCCUPATIONS ISCO-88

Major Groups	Sub-Major Groups	Minor Groups	Unit Groups
10	28	116	390

Significant adjustments were made to:

- The underlying principles and concepts, which were made clearer.
- Skill level and skill specialization now indicated the main similarity criteria for arranging occupations into groups; and
- ISCO-88 major groups, sub-major groups, minor groups, and unit groups provide much less detail than its predecessors because experience had shown that it was very difficult to develop a comprehensive set of detailed categories that are applicable to all countries.

It became clear early in the first decade of the 21st century that there was a need to update ISCO-88. In December 2003, the 17th ICLS requested that the ILO complete work on updating ISCO-88 by the end of 2007 so that the results could be taken into account in national preparations for the majority of population censuses to be undertaken in the 2010 round. The updated classification, ISCO-08 was adopted by the Labor Statistics Expert Meeting in December 2007.

Although it employs a conceptual model similar to that used for ISCO-88 and the 10 major groups have not been changed in concept, ISCO-08 is slightly more detailed at its disaggregated levels and comprises:

Table 5 The Updated Standard Classification Of Occupations ISCO-08

Major Groups	Sub-Major Groups	Minor Groups	Unit Groups
10	43	131	425

4.3 The First Occupational Nomenclature in Kosovo

Knowing who you are and what values you hold dear leads your path from where you are to where you want to be.
-L.Ç.

In the past, the classification of occupations in Kosovo was based on the nomenclature of occupations, which was used in the period of the former Socialist Federal Republic of Yugoslavia (ex-SFRY). The first Unique Occupational Nomenclature (JNZ) in ex-SFRY was published in 1990. (Službeni list SFRJ, br. 31/1990, n.d.) The classification of occupations, shown in the occupation list, was performed according to:

TABLE 6 THE FIRST UNIQUE OCCUPATIONAL NOMENCLATURE (JNZ) IN EX-SFRY

a. Types of work in 19 areas of work, and within them in 74 groups (aggregation) of occupations from “01” to “99”;
b. The complexity of the work within the groups (aggregation) of occupations are divided by categories complexity from I to VIII category

This type of classification by large enlisted job titles and only scope of work in a one-sentence explanation such as *This group has occupations whose subject matter is*, and no further details on the job requirements were given.

Due to historical facts such as the latest war in Kosovo, left its society in a laissez- faire situation concerning job role and occupational standards, hence a huge gap and challenge for the future of Kosovo as a developing country. It should be emphasized as Drucker states:

DEVELOPING COUNTRIES CAN NO
LONGER EXPECT TO BASE THEIR
DEVELOPMENT ON LOW WAGES.
THEY, TOO, MUST LEARN TO BASE IT
ON APPLYING KNOWLEDGE...THE
SHIFT TO KNOWLEDGE-BASED WORK
POSES ENORMOUS SOCIAL
CHALLENGES

Peter Drucker

When this
initially through
there was no
the standard
occupations in
using internet

research started
desk research,
information on
classification of
Kosovo when
search engines.

Later on, after meeting with an expert, we came to learn that such information had been published under the Ministry of Labor and Social Welfare in the Employment Agency, but not as an accessible document. A year later, on January 2018, a newly opened website for the Ministry of Labor and Social Welfare in Kosovo provided the classifications of occupations. Unfortunately, this standardization of occupations does not list the main duties of the unit group or employment requirements in the classification structure, it only states the titles followed by a general description of the job position.

Although the ministry's website further states that the first activities to modernize the tools for collecting data on professions of the labor market began in 2003 with the project *Establishment of Occupational Classification Framework in Kosovo*, a project which was managed and financed by the European Union. Application of this standard, they say, met the needs of statistical data collection at the national level and that is how and when ISCO became mandatory across all public administration in Kosovo. (Classification of Occupations in Kosovo, 2019) In Kosovo, official statistics are legally recognized as products of the Kosovo

Agency of Statistics (KAS), the Central Bank of Kosovo (CBK), the Ministry of Finance (MF), and other government agencies authorized by KAS.²¹

TABLE 7 NUMBERS OF GROUPS AT EACH LEVEL OF ISCO-08. SOURCE: CLASSIFICATION OF OCCUPATIONS IN KOSOVO, MINISTRY OF LABOR AND SOCIAL WELFARE

Major group	Sub-major groups	Minor groups	Unit groups
1 Managers	4 (3)	11(8)	28 (33)
2 Professionals	6 (4)	24(18)	89 (55)
3 Technicians and Associate Professionals	5 (4)	20 (21)	87 (73)
4 Clerical Support Workers	2	9 (7)	28 (23)
5 Services and Sales Workers	2	12 (9)	40 (23)
6 Skilled Agricultural, Forestry and Fishery Workers	2	6 (6)	18 (17)
7 Craft and Related Trades Workers	5 (4)	16	66 (70)
8 Plant and Machine Operators, and Assemblers	3	13 (20)	42 (70)
9 Elementary Occupations	6 (3)	11 (10)	33 (25)
0 Armed Forces Occupations	3 (1)	3 (1)	3 (1)
Total ISCO-08 (ISCO-88)	38 (28)	125 (116)	434 (390)

Numbers of groups at each level of ISCO-08, whereas numbers for ISCO-88 are shown in brackets where a difference is applicable.

4.4 Harmonization with international standards for the classification of occupations in Kosovo

International Labor Organization, ILO (ILO, Introduction to occupational classification, 2004) defines occupational classification as follows:

A tool for organizing jobs in an establishment, an industry or a country into a clearly defined set of groups according to the tasks and duties undertaken in the job.

²¹Note taken by the Kosovo Agency of Statistics, Official Statistics Program 2013-2017 (PSZ), Prishtina, December 2012, p. 5

Occupational classification consists of two main components:

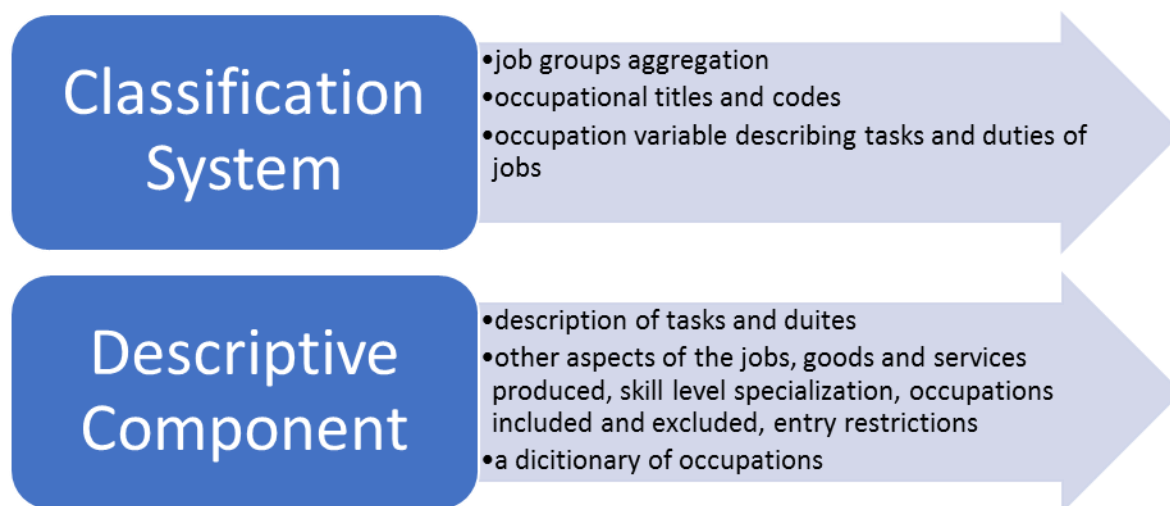


FIGURE 7 CLASSIFICATION SYSTEM AND DESCRIPTIVE COMPONENTS

In the first element, guidelines are set on how jobs are classified into detailed groups of classification and their aggregation into wider groups. It comprises of occupational titles and codes and represents a value set for the occupation variable, which describes tasks and duties of jobs.

The second element consists of descriptions of tasks and duties. It also gives other aspects of jobs within the defined groups, including goods and services produced skill level specialization, occupations included and excluded entry restrictions. The descriptive component also suggests creating a dictionary of occupations.

ISCO compares occupational classification to a system of maps for a country, where at the most detailed level, such technical maps can be compared to job descriptions that are used by companies for *personnel management* and *wage systems* that are not the concern of national authorities in most countries, except for the management of public sector employees.

This way, the International Standard for Occupational Classification (ISCO) became one of the major international classifications for which the ILO is responsible.

A profession is defined as a set of jobs where the main duties and responsibilities of which are characterized by a high degree of similarity.

Jobs are classified by profession related to the type of work performed. The basic criteria used to determine the system of large groups and subgroups, small groups, and unit groups are the skill level and skills by specialization needed to perform the duties and duties of the profession with competence.

Practical implementation is client-oriented, including matching jobseekers to vacancies, managing short-term or long-term mobility of workers between countries, and developing vocational education and training (VET) programs and career orientation.

Most current national professional classifications are based on ISCO versions. ISCO has recently been updated taking into account developments in the world of work since 1988 and making improvements in light of the experience gained in the use of ISCO-88. The update did not change the basic principles and main structure of ISCO-88, but significant structural changes have been made in several areas. By deciding on the ESCO, it was decided to adjust the system of ISCO 08 to Kosovo as well. The International Standard of Occupational Classification (ISCO-08) has been used as a basic model for the development of Kosovo Security Force (KSF).

Following the same logic of economic activity, we will now look at the classification of occupations in Kosovo. Each occupation consists of its full name and profile, it belongs to a particular field, has its authorized representative who performs the job, and they all belong to a standardized classification of occupations under a specific code group.

NOTE: The subsequent part, which includes ISCO introduction, methodological aspects review and definition of occupational groups and additional information on this topic, is a merit of the consulting expert, Mr. Anton Gojani, who willingly provided all the following details from his report to be used for this research. The information provided details the steps taken by his private company where he was part of the Kosovo group for the harmonization with international standards for the classification of occupations.

Introduction

The International Standard for the Classification of Occupations (ISCO-88) was used as the basic model for the development of Kosovo Classification of Occupations (KCO), which is recommended by the International Labor Organization (ILO) to monitor human resource data. ISCO-88 Classification of Occupations in Kosovo (KCO) was a mandatory standard adopted for data collection, aggregation, processing, analyzing, disseminating, and presenting statistical data vital to monitoring socio-economic changes in the labor market.

Methodological aspects

Regarding methodological aspects, the consulting expert in Kosovo, Mr. Anton Gojani, gave his input in this matter by explaining how the preceding ISCO-88 and the subsequent International Standard for Classification of Occupations (ISCO-08) differ by applying the 4-digit codification of occupations in the latter, whilst the previous ISCO 88 applied a 6-digit codification.

The basic idea behind this is a clear linkage and harmonization between the labor market, education, and employment by building a functional and transparent system that would be acceptable to all stakeholders throughout the country. All this must correlate with the European Skills, Competences, Qualifications and Occupations known as ESCO. (ESCO, What is ESCO in European Skills, Competences, Qualifications and Occupations, 2019) In this view, the following triangle shows the expert's view on the classification of occupations interconnections:



FIGURE 8 LABOR MARKET, EDUCATION, EMPLOYMENT AND ESCO

At the country's policymaking and strategic plans level the Classification of Occupations (CO) should be used by:

- The Ministry of Labor and Social Welfare (MLSW),
- The Ministry of Education, Science and Technology (MEST),
- The Ministry of Trade and Industry (MTI),
- Kosovo Chamber of Commerce (KCC),
- Union of Independent Trade Unions of Kosovo (English: ITUK, Albanian: BSPK),
- Statistical Office of Kosovo (SOK),
- Tax Administration of Kosovo (TAK),
- National Qualifications Authority (NQA),
- The Kosovo Accreditation Agency (KAA), and
- All universities and institutions that prepare skilled workers, including professionals and scientific institutes.

Technically, the methodology lies hierarchically within the specific units of the occupational groups of the main economic activity sectors. Techniques and methodological principles, as suggested by the consultant, are harmonized with International Labor Organization (ILO) standards set within ISCO- 08 and adapted to Kosovo's needs. The existing experience in Kosovo is suggested to be viewed positively by using resources and occupation data available, classified within the 2006 KCO for several professions that are still valid but in need to be updated, also gathering data for occupations that exist in the Kosovo labor market. The next suggested steps were as follows:

1. analysis of the labor force,
2. registering unemployed job seekers,
3. data on job vacancies,
4. list of employee job titles designated under existing legislation of civil servants,
5. national classification of occupations from different countries,
6. interviews with professionals in specific occupational fields that may only be relevant for Kosovo.

Additionally, the analysis should also include the countries in the region that apply ISCO-08 and the EU countries to facilitate international comparability of labor market data that are

structured in compliance with the requirements of the International Standard Classification of Occupations ISCO version 08, which is to be used for labor market data classification across the European Union.

Basic methodological principle

The principle that should guide the process is the importance of maintaining the system following the process by the institutions involved to further strengthen their cooperation. It must be guaranteed that all parties involved will understand the importance of this undertaking and that the New Classification of Occupations shall be applied within Kosovo's institutions. Accompanying this process, apart from the Classification of Occupations, there should be noted that a manual could be of use, also establishing a team of professionals, who could be from civil service, to maintain OC and to facilitate implementation is of crucial importance to the life of this system.

Other technical and methodological aspects should be considered with the working group based on the experiences of countries that have an advanced system of the labor market and a similar size to Kosovo.

Review and definition of occupational groups and their classification within subgroups

Reviewed and evaluated occupations are classified within the occupational group known as major-group of the main sectors divided into sub-groups and small-groups of classification. Larger groups of classifications are divided into smaller groups through the codification to the specific occupations known as unit-group comprising of occupations that may exist within this category, the main duties and employment requirements. This standardized classification is linked to:

- I. the level of skills (type of qualifications)
- II. field of work (occupational standard)
- III. the framework of qualifications (education curricula and training)

Of special importance is the third link that should determine how the standard of occupation, that is the field of work, may be related to the type of qualifications, level of skills according to

the framework of qualifications by National Qualifications Framework (NQF), and how to harmonize the education curricula and training with occupational standards.

This facilitates the interrelationship between supply and demand of skilled workforce following this type of scheme:

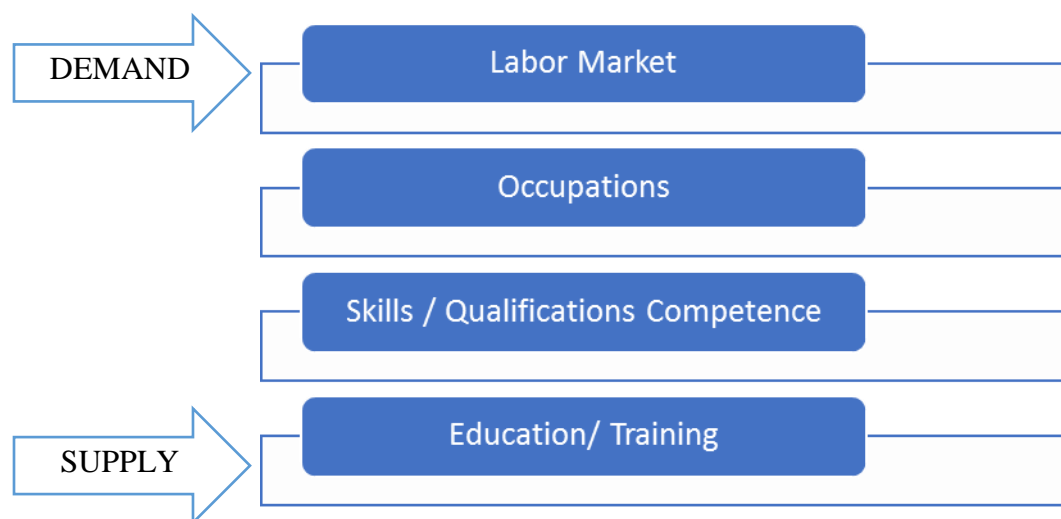


FIGURE 9 WORKFORCE INTERRELATIONSHIP

Furthermore, it indicates potential interdependence with education and training through occupational classification by facilitating a smooth relationship between supply and demand for skilled workforce following the type of scheme presented in the figure above, which shows high potential interconnection with education and training through occupational classification acting as a nod in this pattern.

Besides, an integrated database of public or private employment services would become available and connect job seekers to skills and ultimately employers, which serves as a linkage between labor market demands and facilitates the supply by matching job positions to jobseekers or vice-versa.

Following the line of factors to be considered, it is also important to take into account the new system of The International Standards for Classification of Education (ISCED), which is better harmonized with qualifications.

4.5 Introducing NACE to Kosovo and its relation to ISCO and ISCED

During the interview phase for this research, the Kosovo Employment Agency expert, Mr. Shpëtim Kalludra (Kalludra Sh., personal communication , 2019), states that the triangle of economic activity (NACE), classification of occupation (ISCO) and classification of education (ISCED) are interdependent. Hence, a brief explanation for what they stand for is highly important as knowledge management is at the heart of this study.



FIGURE 10 NACE, ISCO AND ISCED

At first, to start becoming more familiar with the concept of classification, we might want to take a look at the economic activity. Cambridge Dictionary has an easily understood definition of economic activity as the activity of producing, buying, or selling products or services (Economic Activity in Cambridge Dictionary, 2019); this brings us closer to the topic. Every registered business identifies itself with the correct industry, thus facilitating activities involving money or exchange of products or services.

Reliable and comparable international statistics can be produced and made available to business, financial institutions, governments, and all other operators in the international market only if based on common statistical standards. Eurostat

In Kosovo, such initial step was taken early on soon after the war in 1999, when the classification of economic activities took place with The provisional registration of businesses in Kosovo, where business, as used in this regulation means any entity that engages in lawful economic activity to make a profit.

In this context, businesses are further classified according to provisions of the Matrix of Classification as promulgated by the Special Representative of the Secretary-General of the United Nations Interim Administration Mission in Kosovo. (UNMIK/REG/2000/8, 2000) The

Matrix of Classification of businesses was established by Administrative Direction (UNMIK/DIR/2000/4, 2000) and classified as shown in the table below:

TABLE 8 THE MATRIX OF CLASSIFICATION OF BUSINESSES. SOURCE: ADMINISTRATIVE DIRECTION 2000/4

<i>Class No</i>	<i>Number of Employees</i>
Class 1	0-9 employees
Class 2	10-49 employees
Class 3	50-199 employees
Class 4	200+ employees

This process is further defined in section 1.2 classified all businesses based on the type of economic activity according to NACE Rev 1. To understand this, we should know that NACE is the statistical classification of economic activities in the European Community and is the subject of legislation at the European Union level, which imposes the use of the classification uniformly within all Member States. (Eurostat Methodologies and Working papers, 2008)

The acronym NACE derives from French and stands for *Nomenclature générale des activités économiques dans les Communautés Européennes* (in English: General Industrial Classification of Economic Activities within the European Communities), which is used to designate various statistical classification of economic activities developed in the European Union since 1970. NACE provides a framework for collecting and presenting a wide range of statistical data based on economic activity in the fields of economic statistics (e.g. production, employment, and national accounts) and other statistical fields. Statistics produced based on NACE are comparable at European and, in general, at the global level. Three versions were created from 1970 to 2006, the latest known as NACE Rev.2, which is the revised version of the NACE Rev. 1 and its minor update NACE Rev. 1.1.

This systematic classification encompasses the input of resources, the production process and the output of goods or services. NACE is the standard European classification of productive

economic activities. NACE presents the universe of divided economic activities in such a way that a NACE code can be associated with a statistical unit carrying them out. (Eurostat, 2018)

Back to our topic. From the year 2000 and on, every registered business in Kosovo, besides its full name and address, also disclosed the nature of its organization and types of economic activity they conducted, the name(s) of authorized representative(s) and the provisional business registration number. Its continuance was followed by the Classification of Economic Activities in Kosovo, issued based on Regulation No.11 / 2013 that makes it a harmonized and unique state-level standard. (Agjencia e Statistikave të Kosovës, 2014)

To get an idea of the discussion, the following tables show how nomenclature of economic activities in Kosovo is harmonized with European Standards and changes that took place from NACE Rev.1 to NACE Rev. 2. See the table below:

TABLE 9 NACE REV.1 AND NACE REV. 2. SOURCE: REGULATION NO.11/2013 ON IMPLEMENTATION OF STANDARDS FOR CLASSIFICATION OF ECONOMIC ACTIVITIES IN THE VERSION OF NACE-REV.2

Corresponding table between NACE Rev.1 and NACE Rev. 2.			
NACE Rev.1		NACE Rev-2	
Section	Description	Section	Description
A	Agriculture and forestry	A	Agriculture, forestry and fishing
B	Fishing		
C	Mining and quarrying	B	Mining and quarrying
D	Processing industry	C	Manufacturing
E	Production of electricity, gas and water supply	D	Electricity, gas, steam and air conditioning supply
		E	Water supply, sewerage, waste management and remediation activities
F	Construction	F	Construction
G	Wholesale and retail trade, repair of motor vehicles, motorcycles and personal articles and household equipments	G	Wholesale and retail trade; repair of motor vehicles and motorcycles
H	Hotels and restaurants	I	Accommodation and food service activities
I	Transport, storage and communication	H	Transport and storage
J	Financial intermediation	J	Information and communication
		K	Financial and insurance services
K	Real estate, renting and business activities	L	Real estate activities
		M	Professional, scientific and technical activities
		N	Administrative and support service activities
L	Public administration and defence compulsory social insurance	O	Public administration and defence; compulsory social insurance
M	Education	P	Education
N	Health and other social activities	Q	Human health and social work activities
O	Collective social and personal services	R	Arts, entertainment and recreation
		S	Other service activities
P	Household services	T	Activities of households as employers; undifferentiated goods and services, producing of household activities for own use
Q	Activities of international organisations and bodies	U	Activities of extraterritorial organisations and bodies

TABLE 10 DIFFERENCES BETWEEN NACE REV. 1 AND NACE REV. 2. SOURCE: REGULATION NO.11/2013 ON IMPLEMENTATION OF STANDARDS FOR CLASSIFICATION OF ECONOMIC ACTIVITIES IN THE VERSION OF NACE-REV.2

This table presents numerical differences in between terms in NACE Rev. 1 and NACE Rev. 2 :			
	NACE Rev,1	NACE Rev. 2	Difference
Section	17	21	+4
Group	62	88	+26
Subgroup	224	272	+48
Class	514	615	+101

Notice :

NACE - Rev.2 - Nomenclature of activity classification by economy Revision 2

Section - Economy activities divided by alphabetical code

Division - Economy activities divided by two digit code

Group - Economy activities divided by three digit code

Class - Economy activities divided by four digit code

abbreviation:

n.e.c. - non else classified

INACE is the acronym for "Nomenclature statistique des activités économiques dans la Communauté européenne "

To better understand the importance of economic activity we should keep in mind that the acronym NACE stands for European standard classification of productive economic activities, which presents the universe of economic activities partitioned in such a way that a NACE code can be associated with a statistical unit carrying them out. (EUROSTAT - NACE Rev. 2 Statistical classification , 2008)

4.6 Double to triple standards for occupational classification in Kosovo

Occupational classification is a scheme to classify a job according to current tasks and responsibilities associated with that particular group of jobs. It is different from job design in that the person assigned to the job is not taken into consideration. Job classifications group jobs into different grades; each grade has a specific class description and usually, a pay scale is used for job comparison. Often the title is also assigned based on the grade achieved after the job classification. (ManagementStudyGuide.com, 2008)

As a rule of thumb, there should be one single authority in the form of an institution to set and comply with the occupational classification system. However, such is not the case in our country where several institutions apply own standards and definitions on job position classification with no reference to national classification of occupations.

One example is the document retrieved from the Ombudsperson Institution (OI) in the Republic of Kosovo (Gazeta Zyrtare e Republikës së Kosovës, 2017) who issued a regulation on the classification of job positions. This regulation states “following the approval of Regulation on Classification of Job Positions, General Secretary shall submit the Regulation on Classification of Job Positions of OI for information and approval to the salary system in the Ministry of Public Administration and Ministry of Finance”. The Regulation points out that the classification of job positions is submitted through the form of classification of job position (Annex no.2), which is signed by the Ombudsperson.” (Chapter IV Article 51 point 1 and 5, also Article 52, point 1 and 2, and Article 53 of the same Regulation). However, this classification and re-classification of job positions fail to mention the Classification of Occupations in Kosovo, which was harmonized with ISCO-08 standards since 2007, whereas the former was designed in 2017. (Ministria e Punës dhe Mirëqenies Sociale, 2018)

The classification process in the regulation mentions that it shall be based on the Law on Ombudsperson No. 05/L-019, Rules of Procedures on OI No. 02/2016; Regulation No. 01/2016 on Internal Organization and Jobs Systematization in the Ombudsperson Institution, and the Catalog of Job Description Duties in OI and on this Regulation.

There is a decade gap in communication between different levels of institutions of the very same country.

Another example is Regulation No. 05/2012 on the Classification of Jobs in Civil Service (Official Gazette, Regulation No. 05/2012 On Classification of Jobs in Civil Service, 2012). An analysis conducted by the Kosovo Civil Service (Ministry of Public Administration, 2015) on civil service personnel shows that this classification does not use or refer to national standards for the classification of occupations. It only refers to the Constitution of the Republic of Kosovo, Article 93, Competencies of the Government, paragraph (4) ‘makes decisions and issues legal acts or regulations necessary for the implementation of laws’, Article 6 of the Law No. 03/L-147 on the Classification of Salary Grades and Positions in Civil Service, which is not

based on the classification of occupations in Kosovo. Upon entry into force of the Law on Salaries in the Public Sector, (Official Gazette, Law No. 06/L-111 On Salaries in Public Sector, 2019), the former has been abrogated.

The table of the Classification of Jobs in Civil Service for Kosovo Civil Servants see below.

TABLE 11 STEPS AND COEFFICIENTS IN KOSOVO CIVIL SERVICE. SOURCE REGULATION NO. 05/2012 ON CLASSIFICATION OF JOBS IN CIVIL SERVICE



Neni/ Article/ Član 27
Hapat dhe koeficientet/Steps and coefficients/Koraci i koeficienti

		H A P A T D H E K O E F I C I E N T E T S T E P S A N D C O E F F I C I E N T S K O R A C I I K O E F I C I E N T I											
KATEGORITË FUNKSIONALE FUNCTIONAL CATEGORIES FUNKCIONALNE KATEGORIJA	GRADAT GRADES STEPENI	1	2	3	4	5	6	7	8	9	10	11	12
Niveli i Lartë Drejtues Senior Managerial Level Vizolki nivo upravljanje	1	4.87	4.90	4.93	4.96	5.00							
	2	4.57	4.63	4.70	4.78	4.85							
	3	4.18	4.24	4.30	4.37	4.43							
Niveli Drejtues Managerial Level Upravljeni nivo	4	3.65	3.71	3.76	3.82	3.88	3.93	3.99	4.05	4.11	4.18	4.24	4.30
	5	3.19	3.24	3.29	3.34	3.39	3.44	3.49	3.55	3.60	3.65	3.71	3.76
	6	2.79	2.84	2.88	2.92	2.97	3.01	3.05	3.10	3.15	3.19	3.24	3.29
	7	2.44	2.48	2.52	2.56	2.59	2.63	2.67	2.71	2.75	2.79	2.84	2.88
Niveli Profesional Professional Level Stricni nivo	8	2.14	2.17	2.20	2.23	2.27	2.30	2.34	2.37	2.41	2.44	2.48	2.52
	9	1.87	1.90	1.93	1.95	1.98	2.01	2.04	2.07	2.11	2.14	2.17	2.20
	10	1.63	1.66	1.68	1.71	1.74	1.76	1.79	1.81	1.84	1.87	1.90	1.93
Niveli Administrativ Administrative Level Administrativni nivo	11	1.43	1.45	1.47	1.50	1.52	1.54	1.56	1.59	1.61	1.63	1.66	1.68
	12	1.27	1.29	1.31	1.33	1.35	1.37	1.39	1.41	1.43	1.45	1.47	1.50
	13	1.13	1.14	1.16	1.18	1.20	1.21	1.23	1.25	1.27	1.29	1.31	1.33
	14	1.00	1.02	1.03	1.05	1.06							

The Ministry of Public Administration says that the job catalog for Kosovo civil servants promotes the European principle of the *same pay for the same job*. The pay and grading system is in line with the following principles:

- *Same pay for the same work value*, which means that employees who perform comparable jobs or have a similar level of work, with the qualifications and experience required for the position level, are paid the same; and

- Higher pay for the most difficult and most responsible positions (pay differences to recognize different levels of position).

Career path

The table also provides career path for civil servants. For example, a civil servant in an occupational category, who is employed at grade 10, can be promoted at an adequate time to rank grades 9 and 8, subject to the following conditions:

- There is an adequate position at a higher grade
- The civil servant fulfills the classification criteria for the highest grade
- It can be proved that the civil servant has the required merit, skills, and occupational abilities at the highest level position (Ministry of Public Administration, 2015)

Nevertheless, this regulation and the catalogue presented did not consider ISCO occupational classification, but sub-major groups, minor groups, and unit groups are not reflected in this system.

4.7 Current context: Limitations and Challenges of the Development of National Occupational Classification in Kosovo In Meeting the Criteria of the EU Progress Report

“It is now the time to invest in a social cohesion agenda. There are many countries, which have more resources, even though the general economic picture is dark and getting more uncertain and complicated”

- Dr. Johannes Jütting²²

The head of the Poverty Reduction and Social Development Team from OECD (United Nations, 2012) stated the above quote that is crucial to this discussion. It is time to invest in a social cohesion agenda; time to show the willingness to cooperate for better social outcomes and prosperity.

²² Johannes Jütting is Executive Head of the Partnership in Statistics for Development in the 21st Century (PARIS21), a global data partnership that promotes the improved use and production of statistics throughout the developing world.

The International Standard Classification of Occupations (ISCO) belongs to the international family of economic and social classification, and many current national occupational classifications are based on previous versions of occupational classifications such as the first version adopted in 1957 known as ISCO-58, then ISCO-68, and ISCO-88. Whereas the latest resolution concerning the update of the International Standard Classification of Occupations that adopted the ISCO-08, which among other recommendations states that the custodians of ISCO-08 are to ensure that national occupational classifications are developed or improved correspondingly and be used effectively and reliably. (ISCO-08, 2007)

In compliance with the European Commission's recommendation for member states the use of ISCO-08 is mandatory in their reporting from all the surveys included in the European Statistics System. Although, this system needs to be set for classifying and aggregating data about occupations in administrative registers or statistical surveys, the need to inform its stakeholders, on the use and benefits of the same.

Furthermore, to further strengthen the rule of law and reform its economy, the European Reform Agenda for Kosovo has set several criteria to be met along the way, which are not related to statistics only. In 2016, the EU findings regarding European standards, i.e. paragraph 5.1.2. on the movement of persons, services and the right of establishment, in terms of Mutual Occupational Recognition, recognizes only four occupations (accountants, architects, engineers, and lawyers), which were regulated by law. In 2016, the Progress Report (Kosovo* 2016 Report, 2016) states the following:

On the mutual recognition of professional qualifications, the Law on the Regulated Professions in Kosovo, adopted in October 2016, is largely aligned with the EU *acquis*. The Law defines 16 professions, as so-called regulated sectoral professions (i.e. doctors, dentists, pharmacists, veterinary surgeons, midwives, nurses and architects), for which the Directive on the recognition of professional qualifications requires a minimum harmonised training and it further determines some generic criteria for access to the regulated professions The Ministry for

FIGURE 11 PROGRESS REPORT FOR KOSOVO 2016 ON MUTUAL RECOGNITION OF QUALIFICATIONS

Another remark is regarding education, which is highly concerning when considering the amount of citizens' money spent on education, only to face a pile of insufficient credibility on recognition of earned credentials by international education systems. See the excerpt from the 2018 Progress Report (2018 Kosovo Report, 2018) below.

Education together with the National Centre for Academic Recognition and Information of Kosovo are the competent authorities with regulatory and authorising powers. Moreover, two decision making bodies, the State Examination Agency and State Council for the Regulated Professions are provided for in the Law, but have not yet been established.

Despite progress made, Kosovo needs to develop the necessary structures and the rules for the recognition for professional qualifications obtained in other countries, in order to facilitate the cross-border movement of professionals and services.

FIGURE 12 PROGRESS REPORT FOR KOSOVO 2016 ON EDUCATION

In comparison to the previous report in 2018, the above findings show that some improvements are made such as from *early stage* to *moderately prepared*. It has also added 16 additional sectoral professions, which are now regulated by law. However, the report further states that education together with competent authorities and regulatory bodies in Kosovo needs to develop the necessary structures and rules to facilitate the cross-border movement of professionals and services.

4.8 Education System in Kosovo -In meeting the EU Criteria

The Stabilization and Association Agreement (SAA) sets the framework for Kosovo to work closely with the EU in raising the quality of education at all levels with the intention to improve skills, employability, social inclusion, and to facilitate economic development. The SAA pays particular attention to cooperation to help achieve inclusiveness and equality in education, with specific reference to gender, ethnicity, religion, and disability. Cooperation between the EU and Kosovo is encouraged to take the form of technical assistance to implement certain Kosovo Education Strategic Plan (KESP) measures.

The Kosovo Education Strategic Plan (KESP) 2017-2021, which supersedes the previous plan, KESP 2011-2016, states its purpose to define its path to develop the Education System to serve the country's socio-economic development. Its key strategic plan is focused on *inclusion, quality, and accountability*. (Ministry of Education, Science and Technology , 2016)

Inclusion is defined in the context that Kosovo can compare with any country of the region, even with many developed European countries in terms of inclusion of children and young people in primary, secondary and higher education.

Regarding quality, KESP states that they will make Kosovar's a society whose development is based on knowledge, and whose citizens possess the knowledge and skills that make them employable both within the country and abroad.

KESP defines accountability as a prerequisite for the proper functioning of the education system. While MEST is responsible for the development of policies, curricula, inspection, and the provision of optimum conditions for work in schools in general, municipalities are responsible for school performance. Meanwhile, schools and their staff are accountable to the community for children's success.

This strategic plan is of great importance as it treats the topic related to skills and competencies and is closely related to the European Commissions' Progress Report for Kosovo.

KESP 2017- 2021 is aligned with the National Development Strategy, i.e. the first chapter on Human Capital Development. Policies addressed in this chapter include measures to increase the participation of children in preschool education, enhance qualifications and teacher training, and improve the relevance of education to labor market requirements and strengthening of accountability mechanisms through teacher performance assessment, inspection, and external tests. Another stipulation was the National Program for the adoption of ACQUIS2.

Free movement within the European borders is considered a part of this strategic plan as it is an excellent opportunity for young people who have completed their education and want to seek jobs outside of Kosovo borders. Since such movement of people is reasonably expected to be possible in the near future, the education system must be adjusted to the entry requirements of the European labor market, focusing primarily on quality enhancement, so that those graduates can meet the standards of potential employers from EU countries.

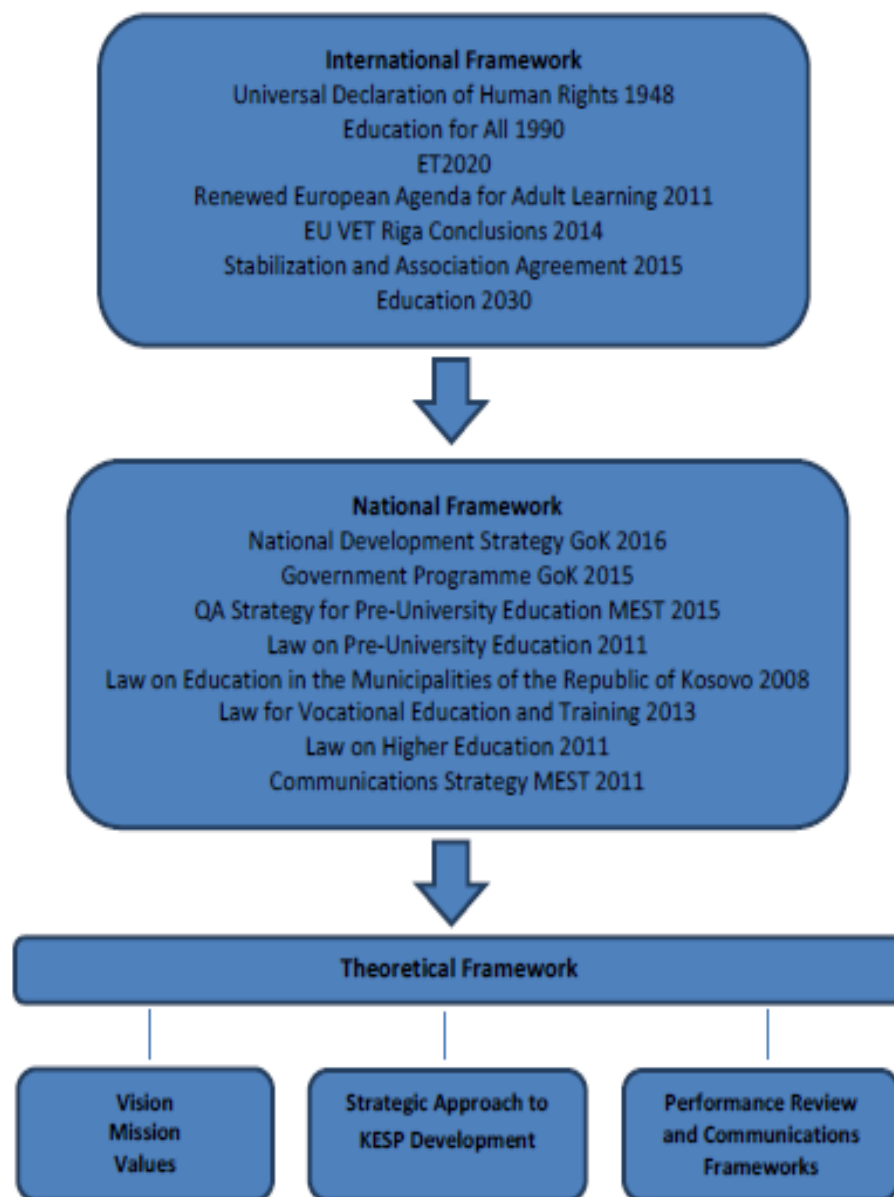


FIGURE 13 REGULATORY AND POLICY FRAMEWORK AS POINT OF REFERENCE FOR THEORETICAL

The development of the KESP also reflected the EU's emphasis on strong proof-based and solid evaluation as key aspects for informed policy discussions and policy developments in education and training. Furthermore, the European benchmarks to be achieved by 2020 have been taken into consideration:

TABLE 12 THE EUROPE 2020 STRATEGY

<ul style="list-style-type: none"> • At least 95% of children (from 4 to compulsory school age) should participate in early childhood education;
<ul style="list-style-type: none"> • Fewer than 15% of 15-year-olds should be under-skilled in reading, mathematics and science;
<ul style="list-style-type: none"> • The rate of early leavers from education and training aged 18-24 should be below 10%; <ul style="list-style-type: none"> • at least 40% of people aged 30-34 should have completed some form of higher education;
<ul style="list-style-type: none"> • At least 15% of adults should participate in lifelong learning;
<ul style="list-style-type: none"> • At least 20% of higher education graduates and 6% of 18-34-year-olds with an initial vocational qualification should have spent some time studying or training abroad;
<ul style="list-style-type: none"> • The share of employed graduates (aged 20-34 with at least upper secondary education attainment and having left education 1-3 years ago) should be at least 82%.

Source: KESP 2017-2021

According to this strategic document, the public education system in Kosovo currently has a network of 43 pre-school institutions, 985 primary and lower secondary schools, 119 upper secondary schools, and 9 public higher education institutions. Additionally, 10 licensed private institutions offer primary education and 19 of them offer secondary education. An additional 30 licensed private higher education institutions operate in the country. Several private institutions also offer pre-school services.

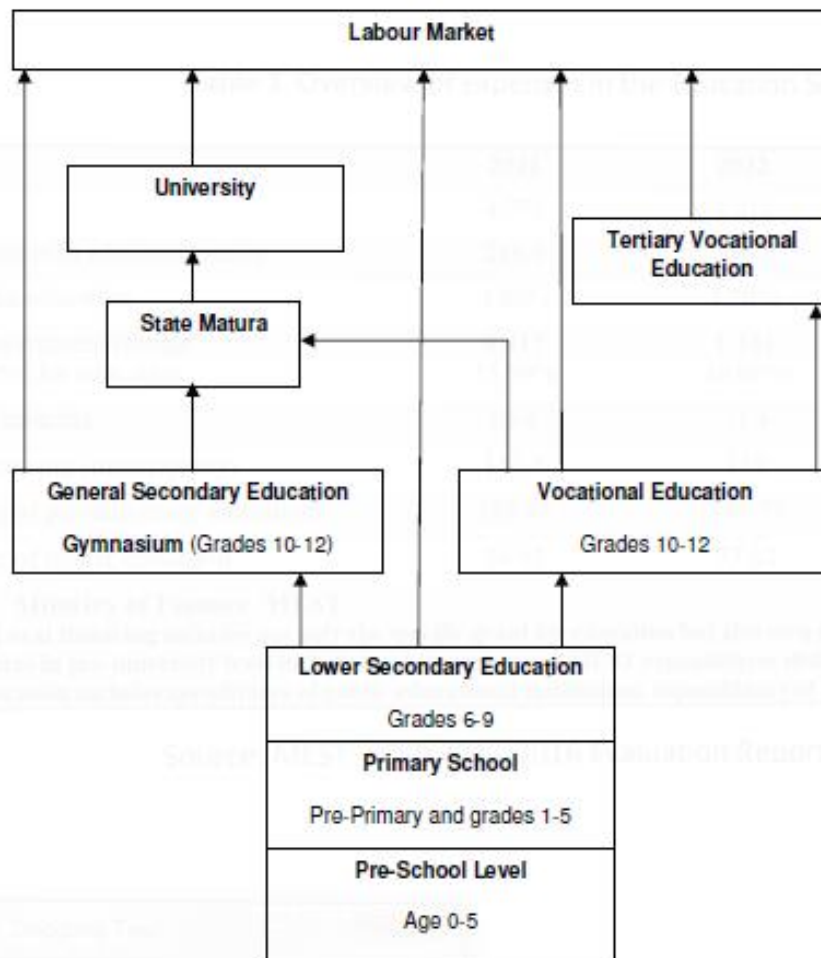


Figure 1. General Structure of the Education System in Kosovo (adapted from Butler et al.2009 and update in 2015)

FIGURE 14 THE GENERAL STRUCTURE OF THE EDUCATION SYSTEM

Public spending on education has increased significantly. According to the World Bank countries with younger populations such as Kosovo tend to have a higher level of education spending per capita of overall public spending than those with older demographics. The figure below shows how this increased from 2011 to 2014.

TABLE 13 OVERVIEW OF EXPENSES IN THE EDUCATION SECTOR 2011-2014**Table 1. Overview of expenses in the Education Sector 2011-2014**

	2011	2012	2013	2014
GDP	4,773	4,916	5,327	5,581
Expenditures in education sector	218.9	230.4	230.5	262.3
% GDP in education	4.60%	4.70%	4.30%	4.70%
Total Government Budget	1,415	1,441	1,469	1,589
Budget (%) for education	15.50%	16.00%	15.70%	16.50%
Central financing	65.4	71.4	69.9	81
Local financing (municipality)	153.5	159	160.5	181.3
Financing of pre-university education	183.95	192.57	188.80	210.99
Financing of higher education	34.63	37.62	41.02	50.76
Source: Ministry of Finance /MEST				
Note (1): Local financing includes not only the specific grant for education but also own revenues (self-financing), the general grant. Expenditures in pre-university level include local financing and MEST expenditures dedicated for pre-university level. Expenditures in higher education include expenditures of public educational institutions, expenditures of MEST for higher education, UP, ASAK, KAPS, NL.				

Source: MEST: KESP 2011-2016 Evaluation Report, November 2015

According to the World Bank Group in Kosovo education is an essential part of Kosovo's efforts to boost economic growth, increase productivity and wages, and reduce high unemployment. Kosovo is a young country, with 38 percent of the population under 19 years of age (2012). This youthful structure, if exposed to high-quality education, provides an opportunity to increase the productivity of the workforce tangibly. (The World Bank Group in Kosovo, 2015) Moreover, the World Bank Group in Kosovo states that

Kosovo's quality of education is weak and inequitable and does not succeed at providing students the skills necessary to transition to a rapidly changing labor market and economic environment.

4.9 The Use of Occupational Classifications in the United States of America

The Classification Act of 1949 codified in Chapter 51 of Title 5 of the United States Code was established and has set standards classification program for positions in the General

Scheme/General Schedule²³ (as a dominant pay scale within the US civil service, which includes the majority of *white collar* personnel in occupational positions, administrative and clerical). Quoting the statute on the classification of standards in the United States on the statutory basis of this classification as follows:

- establishes the principle of ensuring equal pay for work essentially equal.
- provides a definition of each degree in the General Scheme.
- directs the Personnel Management Office (PMO), after consultation with Federal agencies, to prepare standards for use by agencies in position placement in their suitable grade and rank.
- declares that standards derived from PMO:
 - Determines the different classes of positions in terms of duties, responsibilities and qualification requirements.
 - Creates official titles of class.
 - Determines the grades in which positions classes are located.

Based on these statutory foundations, PMO has developed an occupational structure and a classification system for the positions included in the General Scheme. (Management, TS-134 July 1995, TS-107 August 1991 Revised: August 2009)

U.S. Office of Personnel Management issued another document called *The Classifier's Handbook*, giving all the necessary information concerning concepts, and technical guidance to facilitate those who classify positions in selecting, interpreting, and applying these classification standards. (U.S. Office of Personnel Management, 1991)

This new guidance superseded and replaced Classification Principles and Policies dated 1963 and August 1976. Position Classification Standards in the United States Code, states that positions shall be classified based on the *duties and responsibilities assigned and the qualifications* required to do the work. This law also defined the grade level of the General Schedule, although, it is further noted that the Federal classification system is not a pay plan, it is vital to the structure and administration of employee compensation; there are also other factors considered.

²³ See explanation for more details: <https://www.opm.gov/policy-data-oversight/pay-leave/pay-systems/general-schedule/>, browsed on October 18, 2017

The pay system is influenced not only by the grade level of positions but also by other factors, such as quality of performance, length of service, and recruitment and retention considerations.

The legislation also requires from Office of Personnel Management (OPM) to define what constitutes federal occupations, establish official position titles, and describe the grades of varying levels of work.

Moreover, the Classifier's Handbook notes that the classification standards play an important role and are committed to ensuring a sound Federal Personnel Management Program.

This role becomes increasingly valuable as agencies decentralize ever more personnel authorities, including the authority to classify positions. With this broader delegation of authority, positions are classified by both staff and operating officials at many agency organizational levels. Therefore, it is vital that the underlying classification principles and policies, as well as the standards themselves, be applied with a thorough understanding of their purpose and intent and with acceptance of the responsibility that goes with their use.

Additionally, this document states that agencies are required to classify positions consistent with the criteria and guidance issued by OPM. Official titles published in classification standards must be used *for personnel, budget, and fiscal purposes*. Organizational or other titles may be constructed and used for internal administration, public convenience, law enforcement, or similar purposes.

The figure below presents the Factor Evaluation System (FES) format, which is most often used for standards written now. This format is appropriate for the classification of most General Schedule work in the USA.

POSITION CLASSIFICATION STANDARDS FES EVALUATION STATEMENT			
Title, Series, and Grade			
Organization			
Position #			
	Evaluation Factors	Points Assigned	Standards Used (Bmk #, FL#, etc) Comments
1.	Knowledge Required by the Position		
2.	Supervisory Controls		
3.	Guidelines		
4.	Complexity		
5.	Scope and Effect		
6.	Personal Contacts		
7.	Purpose of Contacts		
8.	Physical Demands		
9.	Work Environment		
S U M M A R Y	Total Points		
	Grade Conversion		

FIGURE 15 THE FACTOR EVALUATION SYSTEM, FES, SOURCE: THE CLASSIFIER’S HANDBOOK, U.S. OFFICE OF PERSONNEL MANAGEMENT

Further details on FES factors:

Factor 1 - Knowledge Required by the Position

- Kind or nature of knowledge and skills needed.
- How the knowledge and skills are used in doing the work.

Factor 2 - Supervisory Controls

- How the work is assigned?
- Employee responsibility for carrying out the work.
- How the work is reviewed?

Factor 3 - Guidelines

- Nature of guidelines for performing the work.
- Judgment needed to apply the guidelines or develop new guides.

Factor 4 - Complexity

- Nature of the assignment.
- Difficulty in identifying what needs to be done.
- Difficulty and originality involved in performing the work.

Factor 5 - Scope and Effect

- Purpose of the work.
- Impact of the work product or service.

Factor 6 - Personal Contacts

- People and conditions/setting under which contacts are made.

Factor 7 - Purpose of Contacts

- Reasons for contacts in Factor 6.

Note: In some FES standards the point values for factors 6 and 7 are combined into a matrix chart. The levels of each factor are described separately.

Factor 8 - Physical Demands

- Nature, frequency, and intensity of physical activity.

Factor 9 - Work Environment

- Risks and discomforts caused by physical surroundings and the safety precautions necessary to avoid accidents or discomfort.

Factor Level Relationships in the following tables illustrate how FES factors are often used in typical positions classified in series involving professional, administrative, technical, as well as clerical and assistance work.

TABLE 14 FACTOR LEVEL RELATIONSHIP**Table 1 PROFESSIONAL WORK**

FACTOR LEVELS	GS-05	GS-07	GS-09	GS-11	GS-12	GS-13	GS-14	GS-15
1. Knowledge Required by the Position	1-5	1-6	1-6	1-7	1-7	1-8	1-8	1-9
2. Supervisory Controls	2-1 or 2-2	2-2	2-3	2-4	2-4	2-4	2-5	2-5
3. Guidelines	3-1	3-2	3-3	3-3	3-4	3-4	3-5	3-5
4. Complexity	4-2	4-2 or 4-3	4-3	4-4	4-4 or 4-5	4-5	4-5	4-6
5. Scope and Effect	5-1	5-2	5-3	5-3	5-4	5-4 or 5-5	5-5	5-6
6. Personal Contacts	6-1 or 6-2	6-2	6-2 or 6-3	6-3	6-3	6-3	6-3	6-3 or 6-4
7. Purpose of Contacts	7-1	7-1 or 7-2	7-2 or 7-3	7-2 or 7-3	7-3	7-3	7-3 or 7-4	7-3 or 7-4
8. Physical Demands	8-1 or 8-2	8-1 or 8-2	8-1 or 8-2	8-1 or 8-2	8-1 or 8-2	8-1 or 8-2	8-1 or 8-2	8-1 or 8-2
9. Work Environment	9-1 or 9-2	9-1 or 9-2	9-1 or 9-2	9-1 or 9-2	9-1 or 9-2	9-1 or 9-2	9-1 or 9-2	9-1 or 9-2

In the USA, the Office of Personnel Management (OPM) is responsible for developing, approving and issuing classification standards, hence its continuous involvement in occupational research studies and writing of new standards, which are recognized as the official documents used for classifying positions.

Furthermore, occupational studies are specifically directed at developing the most appropriate set of classification criteria for each occupation. These criteria clearly outline the occupation and describe the varying levels of difficulty and responsibility so that they can be understood and applied consistently. They contain enough background information to ensure that positions are classified to the correct series and grade levels.

4.10 Summary

Information asymmetry and negative selection are two of the most prevalent damaging outcomes that need to be addressed, or consequences will come back hitting the new and the old generation hard.

The human society evolved through the organization of work, but repetitive failures in creating an environment of fair chances for the society to earn their living through work will result primarily in non-volitional behavior, decreased habituation, low-performance capacity, were the work environment shall suffer materialistically and non-materialistically.

Classifications between distinct occupational classes were instituted in population censuses carried out in the early 19th century across several countries with the idea to group and organize information in a manner that is understandable and systematic in standardized organizing that is useful to determine the similarities of ideas, events, objects, or persons.

Occupational classification is described by ILO *as a tool for organizing jobs in an establishment, an industry or a country into a clearly defined set of groups according to the tasks and duties are undertaken in the job*; while ISCO compares occupational classification to a system of maps for a country, where at the most detailed level can be compared to job descriptions that are used by companies for *personnel management* and *wage systems*, that are not the concern of national authorities in most countries, except for the management of public sector employees. European Statistics requires the use of ISCO-08 in their reporting for all the surveys, which is the European Commission's recommendation for member states also.

In the United States the Position Classification Standards, are classified based on the *duties and responsibilities assigned* and the *qualifications* required to do the work. Regulated by law, and defined as vital to the structure and administration of employee compensation. The pay system is influenced not only by the grade level of positions but also by other factors, such as quality of performance, length of service, and recruitment and retention considerations. Official titles published in the classification standards are used *for personnel, budget, and fiscal purposes*. The Office of Personnel Management (OPM) is responsible for developing, approving and issuing classification standards, hence its continuous involvement in occupational research studies and writing of new standards, which are recognized as the official documents used for classifying positions.

In Kosovo, issues of standardization are still evident; among such issues are the job requirements that begin with the standardization of occupations, which goes hand in hand with education credentials that match to European Skills/Competences, Qualifications and Occupations.

When this research started initially through desk research, there was no information on the standard classification of occupations in Kosovo. Later on, we came to learn that such information had been published under the Ministry of Labor and Social Welfare in the Employment Agency, but not as an accessible document.

In the past, the classification of occupations in Kosovo was based on the nomenclature of occupations, which was used in the period of the former Socialist Federal Republic of Yugoslavia. This type of classification by large enlisted job titles and only scope of work in a one-sentence explanation such as *This group has occupations whose subject matter is*, and no further details on the job requirements were given. Due to historical facts such as the latest war in Kosovo, left its society in a laissez- faire situation concerning job role and occupational standards, hence a huge gap and challenge for the future of Kosovo as a developing country

The European Reform Agenda for Kosovo, to further strengthen the rule of law and reform its economy, has set several criteria to be met along the way, which are not related to statistics only. In 2016, the EU findings regarding European standards, on the movement of persons, services and the right of establishment, in terms of Mutual Occupational Recognition, recognizes only four occupations (accountants, architects, engineers, and lawyers), which were regulated by law. In comparison to the previous report in 2018, the above findings show that some improvements are made such as from *early stage* to *moderately prepared*. It has also added 16 additional sectoral professions, which are now regulated by law. However, the report further states that education together with competent authorities and regulatory bodies in Kosovo needs to develop the necessary structures and rules to facilitate the cross-border movement of professionals and services

On the other hand, the Stabilization and Association Agreement (SAA, 2015) sets the framework for Kosovo to work closely with the EU in raising the quality of education at all levels with the intention to improve skills, employability, social inclusion, and to facilitate economic development.

Meanwhile, the World Bank Group in Kosovo states that Kosovo is a young country, with 38 percent of the population under 19 years of age (2012). This youthful structure, if exposed to high-quality education, provides an opportunity to increase the productivity of the workforce tangibly. However, Kosovo's quality of education is weak and inequitable and does not succeed at providing students the skills necessary to transition to a rapidly changing labor market and economic environment. This is backed by EU Progress Report for Kosovo 2018, another remark regarding education, which is highly concerning when considering the amount of citizens' money spent on education, only to face a pile of insufficient credentials credibility recognized by international education systems.

V. RESULTS ANALYSIS

5.1 Propounding a Problem for Study

Categories included in this research measure how stress is related to occupational classification and how discrimination at work take place. The general job information portion of the questionnaire measured the ability to identify occupational classification codes and see if they were being used in any form by stakeholders such as the public sector. The next issues measured are those of job role conflict and role ambiguity, workload and responsibility, responsibility for people, and reverse skill underutilization. Furthermore, this research measures the perceived control scale such as task, decision, physical environment and resource control, while conflict at work looks at intragroup and intergroup conflict, problems at work and coping styles. Finally, social support covers how supervisors, coworkers and family/friends, physical environment, and knowledge management affects one's productivity at work.

5.1.1 Analysis of The Interview with The Experts

The qualitative data of this research were gathered from the interviews with the experts on Occupational Classification in Kosovo, who were also very closely familiar with the process of how this harmonization took place. The interviewees were conducted separately and at work premises of interviewees. This interview aimed to answer the main question of whether the International Standard Classification of Occupations is being used and how to raise awareness of its socio-economic impact.

Another purpose of this research was to see the views of experts on effective ways of raising awareness on the use of national classification codes of occupations by the public and private sector. This would facilitate meeting the criteria for fair employment, the right people in the right positions, the same wage for the same position, and the European job market.

The thematic analysis method was used to analyze the interviews, which were conducted through personal communication, and after coding, the initial interpretations were provided. Based on the analysis of the interviews described above, the results are aggregated and presented in the table of qualitative data interpretation.

TABLE 15 QUALITATIVE DATA INTERPRETATION

Topics	Perceptions of the Consulting Expert	Perceptions of the Employment Agency Expert
<p>Topic 1, 2,3: What is ISCO; Who are its users in Kosovo, and how does it function and correlate with the labor market, education, and employment?</p>	<p>1. <i>1) The classification of occupations in Kosovo is part of a wider classification of occupations at the international level.</i></p> <p>2. <i>The first standard of occupational classification in Kosovo, according to the international standard, or ISCO-88, begun after the war, between the years 2003-2004.</i></p> <p><i>All occupations should be standardized in their description of the functions and duties, responsibilities, and the level of education or main skills required. Based on this a job position is opened. Therefore, it should not be linked immediately the occupation with the job position. This means that all of these should be comparable to the international standard.</i></p> <p><i>-The second time it was changed to ISCO-08 in 2016, because ISCO changes in the international level, due to rapid technical or technological changes. Some type of occupations dies, worldwide, and a new type is born.</i></p> <p>2) First, they are applied based on an analysis of the labor market to see what new occupations are born and what old occupations we have. <i>Occupational classification always starts with a labor market analysis for each country and adjusts to the types of jobs and occupations at a state level. While the ISCO-88 was a classification that had included 6 digits, the new classification ISCO-08, also in Kosovo, is with 4 digits, is altered to a 4-digit codification.</i></p> <p><i>They originate from Major groups of occupations, which are 10 major groups, divided into Sub-major groups then, divided into Minor groups and finally into Unit groups. The unit group is the smallest unit of occupations we have in Kosovo and there are about 434 of jobs introduced in our system today in Kosovo. But, under that, there is space left and codification where more than</i></p>	<p>3. <i>1) ISCO-08 is the second standard that Kosovo in some form has it functioning, of course this was after the Nomenclature, and other standards we did not have. This means that the ISCO-88 which is immediately applied, I recall in the years 2004-2005, and now ISCO-08 is the newest standard used in the European Union or the member countries of the ILO, which we also use.</i></p> <p><i>ISCO-08 includes units of occupational groups used by the Statistics Agency for various studies that they use it for, it is used by the Ministry, namely the Employment Agency, as we are under the umbrella of the Ministry of Labor, the Ministry of Education uses it with its institutions as the Agency (for vocational education and adult training of Kosovo) the National Authority of Qualifications.</i></p> <p><i>Hence, we are in the process of discussing with TAK (Tax Administration of Kosovo) so that the employers when declaring the number of employees to use the ISCO-08, in order for us all to know even those who are employed in what category of jobs they are part of. This is in broad terms in the aspect of awareness.</i></p> <p>2) <i>Failure to use this standard has many elements that result in not known exact occupations sought in the market.</i></p> <p><i>Second, we do not know how many unemployed people are registered with occupational classification and identifying of skills gap.</i></p> <p><i>Thirdly, we do not know what professionals our educational system needs to prepare in responding to the market needs.</i></p> <p><i>We do not have administrative data with declared occupations within institutions.</i></p> <p>3) <i>Also, job description is a problem in itself, which in some form, say, institutions have not been shown too vigilant in this regard, for example to address both as a problem and issues that should have been resolved.</i></p> <p><i>The occupational standard then defines the competencies; skills a person must have to do a</i></p>

2000 other jobs can be added.

If a job type is valid in a country, it may not be valid in ours. Because in small economies, a worker covers more than one type of job. I want to say, in a smaller economy, how this function, when in the unit groups is more relevant and there is more work accumulated in the framework of an occupation. While in developed economies, in many cases this occupation may be divided into types of jobs, in some types of jobs, i.e. from a unit group or a small unit occupation, perhaps 5 or 6 other jobs that may come out, but this depends on the economies. The same happens if we talk about industries.

In our country also, the process here is done well, because here are all stakeholders, all key institutions involved. As far as Public Enterprises are concerned, they are not necessarily needed to be involved in decision-making process on this issue. Stakeholders are involved, as this does not deal with current job positions only, this has to do with the projections for future job vacancies, it has to do with education... This also makes the future development projections for the education, the labor force, and types of labor force professions.

Besides its physical publishing as a book, this is electronically available; it is also online, but there is also the system.

In cases where the enterprise opens a job position... That is to say, they should inform the employment offices about what staff they have, and who they are looking for jobs, the staff they require. Now, we do not have a law that obliges enterprises to go and send these data there, but in every normal country, jobs are advertised in employment offices.

There is another defect because in our country, there is no unemployment fund. And what happens, companies, normally,

job.

In the second stage, we have the development of standards based on classification which are then defined; also, within the classification 10 main tasks are determined and have the description of the job.

Following the standardization, leads to the education program or curriculum that needs to be developed based on the standard and to continue the process then with the teaching package.

Job descriptions and main tasks, they are on this classification. The idea is that we should also raise awareness of the private sector to use this standard and these descriptions.

As far as the institutional side is concerned, we have also developed a website and the book, but we have to lobby in some form or do some kind of campaign to use this classification by the institutions or the private sector.

despite what is happening to us, maybe often do not even do public job vacancies, but this is a defect of enterprises, it is not a defect of the occupational classification system now.

The administrative instruction is for the functioning of the system and cannot oblige the public enterprises.

To clarify, these things are not compulsory but are of interest

3) From the moment when these would be respected from enterprises, in full line, automatically when the qualification is required the occupational classification emerges. This is their interest. It is not possible for the Ministry or Labor to compel them because it is not a subordinate of any of these public enterprises, there is the Ministry of Economic Development that should deal with these and urge them, or the units that monitor the public enterprises.

Topic 4, 5,6: On raising awareness of its impact; job description discrepancies in practice; and underutilization of professionals

4.4) There is a problem with the Government itself, because even the Government in the Catalogue of Jobs which is adopted by them, is also not in line with the classification of occupations, which is made before the classification and there are many things in the description of jobs in this Catalogue of the Government that did not comply with the level of occupational classification standards.

5) The main consequences are the quality of jobs and the selection of professionals. Because you cannot have qualitative employees in an enterprise, consequently this affects the productivity of enterprises because they do not make a selection of the best professionals and cannot have a good performance and contribution.

They get other people to do the job, send to training newly hired, and this is an expense for the enterprises.

5. 4) *When ISCO-08 was drafted, stakeholders have been involved in the group, for the businesses, the Chamber of Commerce was their representative, who also distributed the hard copy of the book of occupational classification, but the Employment Agency cannot force the private sector to use it.*

But what we can do is that through Chamber of Commerce, in this aspect, or through TAK when it comes to declaring of the employer who makes the reporting of their employees, to ask of them to make this division by occupational classification.

5) *We, as the Ministry and as an Agency, are using this system, and the KAS (Kosovo Agency of Statistics) uses it. When it comes to the private sector, the Chamber of Commerce should cover this because they are representatives of businesses, whereas as far as institutions are concerned, we are making efforts to introduce this nomenclature to their*

The other problem is competitiveness. Instead of using their human resources within them, what they do, they buy services, once they pay the resources they have inside, then buy services from private companies to perform their services better, this means that's twice as damaging.

The next damage is the demotivation of skilled workers.

Normally, the issue of applying this to both the public and private sector will come as a result of their needs to remain in the market, to compete.

6) Educational projections, which were explained earlier, curricula are made based on these occupational standards. The problem with the European market aiming is not that it is regulated by the classification of professions, but it helps your system to run and to qualify people based on this classification of occupations. Then, the education must be of a quality, to give the profession properly and then through that profession it helps the market access, through standardized qualification.

As an access, as a mechanism, as an instrument it helps a lot. The impact is as I said in recruitment and other things mentioned above. You see, sometimes the market merges two professions in one when it comes to small-scale economies

This practice differs from other practices, but this does not mean that this needs analysis between us and them has a discrepancy in the classification of the occupations or the description of the occupation. There is discrepancy in the need for job.

At the educational level with the jobs, the occupational classification when presenting the occupations, they represent the basic level of education that is required. Other parts do not depend on

systems. We are in talks with TAK and they are in the process of redesigning their system to add a new field for the division of occupations by classification. I believe that by the end of this year this process should be completed.

6) A distinction should be made between occupation and qualification.

Then, the occupation as such, it should have been treated in such a way (although we are making efforts) to make a linkage with the National Qualification Framework. Because there were some open issues in terms of reference to the European Qualifications Framework, however, there are some standards we are trying to align with the classification of occupations, but the occupational classification itself as such is finished.

Indeed, we are obliged to use the occupational classification, we are obliged to use these standards which are in the documents and used by the EU, in order to have a direct approach or, say, a very good approach to the European Labor Market, although we have no access to this market, or we have some access through the indirect forms lately.

In the European countries, the industry is very developed and there are occupations that we do not have. However, those occupations that we have, we are trying to address equally, so that today when one gets a qualification in Kosovo, with the same occupation, one can find a job in the European market too. This is important.

But it is a slow process that is moving slowly, to be honest, because it worries me the fact for example when a young man today has received a diploma, but it is not recognize abroad.

To say the truth, here at our Vocational Training Center, henceforth the certificates that are issued are according to occupational classification code-based. There is also a program that he needs to complete for professional skills, that serves them on the European labor market.

In the aspect of non-recognition, the

	<p>classification.</p> <p>There is an administrative instruction from the National Authority for Qualifications, for Recognition of Prior Learning, which implies whether someone has completed a primary elementary school or something but has not worked in that profession but worked in the construction for 10 years, for example. He is a very good mason; he has no diploma, no certificate. He now has a method of how to certify these skills. By testifying the steps, by testifying the work experience, and the practical work that leads to recognition. In theory this exists. In practice, they are still far from realizing this at the Kosovo level.</p> <p>Job criteria in Kosovo are not uniform because in Kosovo jobs are done Ad Hoc, neither job criteria nor job classifications are respected, nor are they respected in the Government or in the Publicly Owned Enterprises, and there are plenty of cases in private, but in public, especially these are not respected at all.</p>	<p>equivalence of a qualification at a faculty here and abroad is a matter for which I cannot answer. But in this regard, the vocational training center, the certificates that are issued are recognized by many EU countries.</p> <p>We have 37 profiles of jobs, which we actually certify. In fact, the economy of Kosovo, the labor market in Kosovo does not generate much, in its cycle there are no more than 120 occupations that function, and this is the market of Kosovo. In Germany, there are 150.</p> <p>We are working on this, but there is nothing exclusive, not any strategic document on how to put this into functioning, except for the book and the website.</p> <p>We lack the data of the employees by occupation; we do not have administrative data. My vision is only through systems. Otherwise, there are no other possibilities than this to put this into function.</p>
<p>Expert suggestions and remarks</p>	<p>6. First, there is a lack of awareness and responsibility of all decision-makers, whether publicly owned or not publicly owned, but also at the governmental level, for the importance of applying the occupational classification system at the country level.</p> <p>Then, there is a lack of self-awareness and information, but also that of the professional staff to propose a harmonization of occupations with the required job positions. These things have to be harmonized, they have to be matched.</p> <p>My suggestion is the formalization of employment relationships. To be an obligation of labor companies for any termination of contracts, for any leave from jobs, reduction of jobs, to notify the Employment Agency, in this case in the country's employment system, so</p>	<p>7. From the organizations that this people know and recognize them, I call them the triangle of the labor market, which is: NACE rev2, ISCO, ISCED. This triangle makes the linkage. We now know which sector; we know what occupation and which qualification.</p> <p>But today we do not know how many medicinal technicians we have, we know how many works in health sector, but we do not know how many of them are with high school, how many are with BA, how many are with MA and how many are with PhD.</p> <p>For years I have asked for this to be done, but now I have been given this green light from TAK and they are ready to help us. In fact, it is absurd that the Employment Agency does not have the data of the employed and unemployed.</p> <p>The state functions based on the systems. Through TAK we will obtain these data plus</p>

that we know how many people remain unemployed.	the occupations, and then we can know how many medical technicians work in the private sector and in the public sector. Then, at what levels are they working with BA, whether they work more for the private or public sector, and we can see the interest, and then governments' analysis can be done. Hence, we have the gap-skills. And this is the market that in some form is partially developed, partly known
Another issue is that of the Statistical Agency, which should do these analyses more often and to pursue these matters.	
The Chambers of Commerce, the employers' representatives themselves, should strive for these things to be applied in every enterprise.	Until this country does not recognize the human resource as a capital, there is no development.
The Trade Union, labor unions should insist on protecting workers and through occupation not to Underperform or be Unpaid, not to remain Underrated for the occupation they have, and which should be paid. All of these can be introduced into the system and can be developed.	

5.1.2 Analysis of the Interview with HR Manager of Post of Kosovo

The qualitative data of this research were gathered from an interview with a human resources expert in the Post of Kosovo at the central premises of this enterprise. This interview consisted of two main parts; to see if the International Standard Classification of Occupations was being used, and how knowledge management, talent mapping, internal mobility and organizational policies take place within the company.

Another purpose of this research was to see the views on what effective ways of developing awareness on the use of national classification codes of occupations by the public sector are, namely public enterprises, in order to meet the criteria for fair employment, the right people in the right positions, the same wage for the same position, and personnel management.

TABLE 16 PART ONE TOPICS -QUALITATIVE DATA INTERPRETATION

Part One Topics	Perceptions on the Use of ISCO and its impact on Public Enterprise	Qualitative data Interpretation
Topic 1: Awareness on the use of ISCO	1. 'First time I heard of Classification of Occupation was between the years 2007-2008, when PTK hired international consultants to do	Through this topic it is analyzed at what level is the awareness about the availability and the use of ISCO, and of course the opinion of the expert interviewed indicates a very important

codes	<p>classification and job descriptions on their behalf and was adapted to the ‘mentality’ here in Kosovo. By mentality, I mean that positions here are often adjusted to a person... I think that maybe 5% of the entire employed people in managerial or decision-making positions in companies have no knowledge of this form of standard of job.... It would be good to have a person in a company that would deal with analyzing job position requirements... In our Company, occupational classification is not in compliance with this standard. This would help not to abuse with job positions description... In our Company, occupational classification is not in compliance with this standard... I blame governmental institutions for not formalizing and controlling its implementation.’</p>	<p>element for this issue. When looking at initial activities to implement ISCO which began in 2003, we note that it was not until 2007-2008 that HR in the public enterprise of Post of Kosovo (who at that time employed approximately 3500 people), were introduced to. The interviewee said that there is very little cooperation with the Ministry of Labor and Social Welfare; as a result, they had no knowledge on the function of the Employment Agency and its relevance to ISCO. That being said, consequences emerged mostly in the sub-major groups, minor groups, and unit groups of occupations with job descriptions being adapted to ‘mentality’, implying that there have been cases of ‘abuse with job positions description.’ The interviewee said that ‘it would be good to have a person in a company that would deal with analysis of job positions descriptions.’ Based on the data generated by the interview, the interviewee stated that this standard seems to be very helpful and should be implemented and controlled by the governments’ mechanisms.</p>
<p>Topic 2: ISCO Use in setting tasks and duties of job specifications</p>	<p>2. ‘Here setting of new job openings is done upon a unit’s request, and in accordance with us. The responsibility for the job description belongs to the requesting unit, we only assist on the general matters such as cases with opposite profiles or responsibilities...We do not officially use Classification of Occupations in Kosovo. The reason why Classification of Occupations is not used officially, and the worst part is that governmental institutions never approached us. Also, the problem why we do not use classification of occupations is due to the inherited mentality that often positions are created and suited to the individual.’</p>	<p>The ISCO standard is not used by the public enterprise to set the criteria for job position specification. This responsibility is left to the requesting unit that expresses the need to fill any vacant position. The interviewee states that for this purpose a team for general issues is formed, which also has consultations with the human resources directorate, and the legal directorate of the Company, for the description of duties and responsibilities and setting of value of the rank of the position in question, as a consequence this process was biased and often positions were created and suited to the individual. In the end, she says the worst thing is that government’s institutions never approached them for this matter and says she did not know who she was supposed to address to.</p>
<p>Topic 3: ISCO’s Help and Support for public enterprises when setting job specifications</p>	<p>3. ‘Yes, I think that International Standard Classification of Occupations could help us very much, without the engagement of a team... Could have facilitated...</p>	<p>The interviewer sees that the using of ISCO would be a great help to them as a company. On this issue, the interviewee stated that although they form and participate in teams when there are cases for job specifications, the</p>

		<p>when we designed the regulation for job descriptions, which could have been simplified in case if we were to use this classification of occupations... Truth be told, there were problems...In my opinion, there were unharmonized job descriptions with rank values. Job descriptions were exaggerated in the rank value aspect... There are inflated job titles, and there are cases where job positions based on their description, importance and based on confidentiality for the Company are denigrated and downgraded.... My personal opinion is that this has opened the path for denigration and discrimination.'</p>	<p>cooperation between the directorate of human resources with the legal department and the requesting unit is not lacking, but the use of criteria already set by a standard and following them would greatly facilitate their work and would not take the time lost in forming different teams for this purpose. This for many reasons that she presented as lack of adequate knowledge, the lack of freedom to put equality in the context of rank and position value, denigration and downgrading are only some of the events that occurred especially during the drafting of the regulation for the systematization of jobs. In the end, she said that these phenomena have opened the path for discrimination.</p>
<p>Topic 4: The Need for a Job Audit</p>	<p>4.</p>	<p>'My idea would be more of a general one, if this Employment Agency would have had a controlling mechanism, to also do this Job Audit. Then my answer would be, yes. Because, we can't take any concrete steps. Then, there is also the case why this is not being implemented in any institution? This makes an impression on me... I think the best case would be if this agency would have its controlling mechanisms for all institutions that they have foreseen that should have classification of occupations according to standards in place, to also do this Job Audit. Finally, what is their function or whom do they serve? Why not implement this at the country level?</p>	<p>To give access to such an activity, the interviewer states that it would be best if an institution had been authorized for this matter, such as for example, this employment agency had its own control mechanisms to do a job audit. In this case, she says her answer would be yes, a job audit would be needed, as they cannot undertake concrete steps.</p> <p>On this issue, the interviewer expressed she sees the non-implementation- of this standard from any institution as a problem, if it has been projected to be used by all public or private institutions. She says wondering why this standard is not implemented at the country level. One way to address this problem or to achieve better results and to avoid such obstacles, the interviewer said that there should be clearer dissemination of information for all stakeholders and has control mechanisms to see the implementation of this standard closely.</p>
<p>Topic 5: The need for Job Analysis for job descriptions non-compliance with ranks and standards, and non-discrimination</p>	<p>5.</p>	<p>'Yes. I think that a job analysis is mostly needed. There are job description discrimination cases, unfortunately...This means, we don't have it here with performance criteria... maybe, in some cases, I think there might be discriminations</p>	<p>The interviewer thinks that a job analysis is of a great need in their Company. She also states that there are evident cases of job description discrimination and non-compliance with ISCO standards, and that there are no specific non-discrimination policies in the Company. There</p>

policies in the Company	<p>in the aspect of job position, but it is a ‘positive discrimination’ case, as e.g. work volume of the capital region manager is higher and has more employees to cover three regions... For the new employees we have ‘the level categorization’ for e.g. it has six months of probation work, and they are not paid the same wage... Also, in our internal regulation, the person who is systemized above two ranks also enters this categorization... Maybe this is not to be called a discrimination, but in a way has reduced appetites, because there were rank inflations from rank 4 to rank 10, from rank 10 to rank 14, this indicates that someone might see this that within six months they can be promoted... If we were to make a deep analysis, other positions would emerge, probably.’</p>	<p>seems to be a confusion regarding terms and notions when addressing discriminatory cases as ‘positive discrimination’, where a more appropriate way to explain this would be more of a decision-making process to address particular issues. Nevertheless, the interviewee confirms that a deep analysis would result with more emerging cases of pay inequality within the company.</p>
Topic 6: Personal Experience with Job Analysis and where do they address to when in dilemma.	<p>6. ‘Yes, I have conducted a job analysis... No, we don’t have a Job Analyst position... We create a team after a request has been placed from the unit in need of a job position vacancy and in accordance with the Business Plan of the Company.’</p>	<p>The interviewee states that she has experience with regard to job analysis. She also states that there is no such job position in the company, and when faced with a request to redesign a job position, or create a new one and so on, they establish a team consisting of HR directory, Legal directory, and the unit that demands or needs this job analysis in accordance with Business Plan.</p>
Topic 7: The frequency of new job creations, redesigns, updates. Examples of successful and unsuccessful case scenarios.	<p>7. ‘We mainly had redesigning, remodeling, but not many newly created jobs positions... I recall when we were within the unit of PTK, there were Postal Inspectors that dealt with every position and conducted controls. This was a successful example. Postal Inspectors served as Business Control within Financial department and everything used to be in order... Now, an unsuccessful case would be that of newly created Internal Control. Internal Control, often, I may say, has contradictions with the Directorate of Postal Inspectors... Normally, creation is</p>	<p>The interviewer says that they had not so many new job positions created or redesigned, leading to understanding of a lower frequency of such cases. When answering to affections of job position redesign she also points out two examples of successful and unsuccessful scenarios, this is related to a directory competences level, where before when this company, PK, was a business unit of a larger company that is PTK. She mentions that Postal Inspectors when they were empowered with competencies to control and evaluate business conformity with internal policies, everything used to be in order, whereas now, another directory is created for Internal Control, which often overlap with duties and they have contradictions too. Finally, for the interviewer</p>

	the most challenging part.'	the most challenging part is the creation.
Topic 8: Employee's Rights on Rules and Procedures and external or internal factors affecting the Company and Employee's Job Description	8. 'Yes, before we used to hand a job description together with the employment contract... Now, since we have the system, from 2014, job descriptions are on the web-portal for each employee and every one of them have access to the web-portal individually...If there are changes affecting the job description, this is changed automatically... There might be a case of changes not included in the portal, as we had a a system failure a year ago, but this might only be for technical reasons...Currently, we have a case where new institutions are created such as the Agency for Anti-Money Laundering, which requires by law to have an official person to deal with that scope of work, and act as a liaison person. Now, automatically, as soon as a new position is created, we add this to the system, because this position did not exist, therefore the title is also changed, so a job description is added when the new contract of employment is issued.'	The interviewer responds with regard to employee's rights to know their job description, employment terms and conditions, and company's policies, and the way they are given to the employee is mostly electronically, through the Company's web-portal. She does not exclude the possibility of a case where updates are not included in the web-portal, but those would be for technical reasons, as she noted. While this topic considered external and internal factors affecting the Company and the employee's job description, the interviewee mentioned a case when a new law was adopted, hence a new Agency was established, and this affected a certain job position within the company, which required a new job position to be created. Although, there are signs of confusion between words 'redesign' and 'create' when the interviewer tries to compare the two in this particular case of a new job position that is requested by law to have it in the Company. She says that 'the rank value is not changed..., but the position did not exist, therefore the title is also changed, and a job description is added'.

Source: Analysis of the Interview data in personal communication with the *Official of HR Human Resources, Post of Kosovo, Pristina*.

TABLE 17 PART TWO TOPICS -QUALITATIVE DATA INTERPRETATION

Part Two Topics	Perceptions Related to Knowledge Management (KM), Talent Mapping, Internal Mobility and Organizational Policies.	Qualitative data Interpretation
Topic 1, Topic 2, Topic 3: How is knowledge management understood, how key documents are organized, data flow and information dissemination improvement, and employee's access	In our Company, this is very well regulated. For each procedure also in the operative aspect of the services, we have the regulations, guidelines, and relevant documentations for certain matters...In practice... All regulations and guidelines that are relevant to the employee, that are needed, beside the official email... all policies are published in the Post of	<ul style="list-style-type: none"> The topic aimed at understanding how efficient is handling of information and resources within the Company. The interviewer's opinion is that information flow is very well regulated, as for each procedure there are regulations, guidelines, and relevant documentation

Kosovo...Otherwise, if an employee does not have access to email, especially operative employees'/terrain workers, they are notified through regional management, human resource administrators through extra emails that they use to notify them. I think that a huge work is done in this aspect... Before there were in written for most of the cases, but for many cases they were not in written... from my experience while we were working within PTK, and they took examples according to previous 'best practices'. But this according to 'best practices' leaves much room for discussion. Starting from this, we don't base it in the 'best practices', now everything is in written... Factually, the web-portal serves only for personal things...There was this idea of creating an Intranet, not a website, an Intranet that could help us find all the regulations, because we publish on our website only those regulations that we are obliged by law. Since the separation as a business unit within PTK, this option does not function at all in PK (Post of Kosovo) ... This would be a very good thing to happen, as we could expose our materials that are in favor of the employees'

needed. She notes that there is a Code of Conduct that mentions even the simplest things. The interviewer says that the way to access this information is through:

- website,
 - email,
 - email blast, or
 - HR administrators email notification for those who don't have a user account, and
 - For internal documents, which are not published in the website, an employee needs to address this through email to a certain department of concern.
- The interviewer sees this as a great success, as before there were fewer in written procedures and regulations. She also says that email remains the key source of access to specific policies, guidelines and such. In the end, the interviewers opinion on a solution regarding information flow within the Company, is that there was an idea to set an intranet that could be used to help employees access not only personal information of their employment and performance, but also other documentations of the Company without the need to wait for an email consent from a particular subordinate, unfortunately, the interviewer notes that lack of financial means did not allow to go on further with this project.
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**Topic 4, Topic 5, Topic 6:
Horizontal or vertical mobility
policies, Talent Mapping
strategies, Underutilization, Skills-
Mismatch, Valuable Knowledge,
and suggestions**

This is defined and determined in the Performance Management Policy. How much is applicable, is something else... This was designed while we were within the PTK is inherited, some modifications are made, but the bases are from them... This form was used, it is still functional... Based on the evaluation, there is the comments part, or at the part of the Plan for Personal Development, for each employee, this can be used as a proposal... There are no regulations or something that would determine this... It is more of the management's decision on what kind of policies are to be in the Company. If it is going to be a centralized or a decentralized one. In here, I may say that it is more of a centralized one, in the context of decision-making, as everything is decided here in the center... As an enterprise that provides postal services and financial non-banking services, this is not such a specific job that requires talented persons, in the sense that cannot be found... As a Company; we did not have the need to seek for talents. Although, this was may have been the case on the part when we needed people with a specific profile for Postage Stamps with motifs, which is outsourced... In our Company, there are no policies that encourage participation or acquiring higher education... We have nothing foreseen. It is not seen as something important. Nobody is irreplaceable... I think that Standard Classification of Occupations should have been mandatory for all.'

Through this topic, we aim to analyze how employee's mobility takes place. The interviewer states that there are no regulations that determine career paths. If someone is to be promoted, there are performance management forms that could be used for proposals, but that would be a decision of the headquarters, and she seems to not rely on the applicability of the form. She also states that the Company type is a centralized one. Based on the data extracted from the interview, the interviewee's opinion regarding talent mapping or Company strategies in this regard require no talents, hence no need to seek for talents, although she thinks that the only time or place where this would be applicable, would be in the philately department where they design postage stamps with motifs, a job which is outsourced.

The interviewer when asked whether there are cases of underutilization or skills-mismatch, she says that there are no policies that encourage participation or incentives to acquire higher education. She also notes that valuable knowledge may be in the head of the people, but in so far, this is not seen as something important. Her opinion is that nobody is irreplaceable.

Source: Analysis of the Interview data in personal communication with the *Official of HR Human Resources, Post of Kosovo, Pristina.*

5.2 Questionnaire Results. Case Study: Post of Kosovo Employees

This questionnaire was conducted through a simple random sampling since only seven hundred employees of this enterprise have access to user credentials; hence, a percentage consisting of seventy-five respondents was taken as a sample.

1) JOB ROLE

In the job role part of the work, when stating the accuracy in describing their job, we see that most respondents answered mostly accurately or very accurately about the authority they perceived they have. When answering, many of them said that they have clear goals and objectives regarding their job. We realized that most respondents expressed that they have done things that should have been done differently, which means that most of them carried out duties or tasks that should not have broken the law. The overwhelming majority, on the other hand, said that timing was planned largely correctly or accurately, although they took up tasks without the help needed to finish them.

Over 80% of respondents felt that they knew their responsibilities, while others stated the opposite. A large part of respondents said that they had to bend or break a rule or a policy to be able to complete a task; they also worked with two or more groups who acted entirely differently. Even though they said that they knew their responsibilities, there was a discrepancy between respondents' responsibilities and requests from two or more people about the same task.

	Very Inaccurate	Mostly Inaccurate	Slightly Inaccurate	Uncertain	Slightly Accurate	Mostly Accurate	Very Accurate
	9. Row N %	10. Row N %	11. Row N %	12. Row N %	13. Row N %	14. Row N %	15. Row N %
I feel certain about how much authority I have.	16. 4.1%	17. 2.7%	18. 0.0%	19. 1.4%	20. 5.5%	21. 34.2%	22. 52.1%
There are clear, planned goals and objectives for my job	23. 1.4%	24. 1.4%	25. 0.0%	26. 1.4%	27. 9.6%	28. 45.2%	29. 41.1%
I have to do things that should be done differently	30. 11.0%	31. 12.3%	32. 5.5%	33. 6.8%	34. 23.3%	35. 32.9%	36. 8.2%
I know that I have divided my time properly	37. 1.4%	38. 1.4%	39. 1.4%	40. 1.4%	41. 12.3%	42. 41.1%	43. 41.1%
I receive an assignment without the help I need to complete it	44. 12.3%	45. 11.0%	46. 4.1%	47. 1.4%	48. 13.7%	49. 28.8%	50. 28.8%
I know what my responsibilities are	51. 1.4%	52. 1.4%	53. 0.0%	54. 1.4%	55. 1.4%	56. 13.7%	57. 80.8%
I have to bend or break a rule or policy to carry out an assignment	58. 39.7%	59. 16.4%	60. 4.1%	61. 4.1%	62. 12.3%	63. 9.6%	64. 13.7%
I work with two or more groups who operate quite differently	65. 30.1%	66. 13.7%	67. 4.1%	68. 6.8%	69. 17.8%	70. 9.6%	71. 17.8%
I know exactly what is expected of me	72. 0.0%	73. 1.4%	74. 0.0%	75. 1.4%	76. 2.7%	77. 28.8%	78. 65.8%
I receive incompatible requests from two or more people	79. 27.4%	80. 16.4%	81. 6.8%	82. 5.5%	83. 17.8%	84. 8.2%	85. 17.8%

2) WORKLOAD AND RESPONSIBILITY

Concerning workload and responsibility, various aspects of work activities are measured, and respondents consider they have a slowdown in the process due to the last-minute workload they get; they have insufficient time to think carefully about how to perform those tasks adequately. We consider that the amount of workload is average in all sectors.

Most respondents said a lot of work was expected of them to be done and they had many parallel projects to complete within a short period of time. They considered their resting time between heavy workloads to be short. They have a very high level of responsibility for the work of others but they also have a great deal of responsibility for employee motivation and wellbeing.

	Hardly any	A little	Some	A lot	A great deal
	86. Row N %	87. Row N %	88. Row N %	89. Row N %	90. Row N %
How much slowdown in the workload do you experience?	91. 8.2%	92. 26.0%	93. 46.6%	94. 15.1%	95. 4.1%
How much time do you have to think and contemplate?	96. 4.1%	97. 15.1%	98. 56.2%	99. 21.9%	100. 2.7%
How much workload do you have?	101. 1.4%	102. 8.2%	103. 47.9%	104. 31.5%	105. 11.0%
What quantity of work do others expect you to do?	106. 0.0%	107. 1.4%	108. 17.8%	109. 49.3%	110. 31.5%
How much time do you have to do all your work?	111. 2.7%	112. 11.0%	113. 57.5%	114. 21.9%	115. 6.8%
How many projects, assignments, or tasks do you have?	116. 1.4%	117. 1.4%	118. 39.7%	119. 42.5%	120. 15.1%
How many lulls between heavy workloads do you have?	121. 9.6%	122. 32.9%	123. 56.2%	124. 1.4%	125. 0.0%
How much responsibility do you have for the future of others?	126. 23.3%	127. 11.0%	128. 23.3%	129. 31.5%	130. 11.0%
How much responsibility for the job security of others?	131. 34.2%	132. 16.4%	133. 23.3%	134. 19.2%	135. 6.8%
How much responsibility do you have for the morale of others?	136. 17.8%	137. 11.0%	138. 31.5%	139. 28.8%	140. 11.0%
How much responsibility do you have for the welfare and lives of others?	141. 20.5%	142. 20.5%	143. 28.8%	144. 19.2%	145. 11.0%

3) CONTROL SCALE

The influence respondents perceive they have in each of several areas is measured to understand the degree to which they can control what is done by others at work and whether they have the freedom to determine what they do at work.

Regarding the level of control, we see that respondents have some impact on the variety of tasks they perform. On the availability of supplies and equipment needed to do the work, we consider that they do not have the proper influence and this fact certainly harms their jobs. As far as it concerns prioritizing the tasks at work, we see that there is a moderately high impact on the part of the respondents, but at the number or amount of work they do has the lowest impact. Results show that respondents have sufficient influence over the pace and quality of their work.

In their unit decision-making part, we see that the impact of the respondents is largely absent, and this is also present in the working hours or schedule and work deadlines. A significant lack of influence is also seen in the policies, procedures and performance of their unit. Materials needed for work and training are another important shortcoming for the respondents who participated in the research, then when it comes to arranging the furniture and other work equipment in their unit of the work area and in general, we say that this issue of control level is alarming in these sectors that participated in the research.

	Very little	Little	A moderate amount	Much	Very much
	<i>146.</i> Row N %	<i>147.</i> Row N %	<i>148.</i> Row N %	<i>149.</i> Row N %	<i>150.</i> Row N %
How much influence do you have over the variety of tasks you perform?	<i>151.</i> 13.7%	<i>152.</i> 12.3%	<i>153.</i> 32.9%	<i>154.</i> 32.9%	<i>155.</i> 8.2%
How much influence do you have over the availability of supplies and equipment you need to do your work?	<i>156.</i> 15.1%	<i>157.</i> 27.4%	<i>158.</i> 31.5%	<i>159.</i> 19.2%	<i>160.</i> 6.8%
How much influence do you have over the order in which you perform tasks at work?	<i>161.</i> 12.3%	<i>162.</i> 9.6%	<i>163.</i> 23.3%	<i>164.</i> 42.5%	<i>165.</i> 12.3%
How much influence do you have over the amount of work you do?	<i>166.</i> 9.6%	<i>167.</i> 13.7%	<i>168.</i> 23.3%	<i>169.</i> 43.8%	<i>170.</i> 9.6%
How much influence do you have over the pace of your work, that is how fast or slow you work?	<i>171.</i> 2.7%	<i>172.</i> 2.7%	<i>173.</i> 26.0%	<i>174.</i> 46.6%	<i>175.</i> 21.9%
How much influence do you have over the quality of the work that you do?	<i>176.</i> 0.0%	<i>177.</i> 1.4%	<i>178.</i> 15.1%	<i>179.</i> 58.9%	<i>180.</i> 24.7%

How much influence do you have over the arrangement and decoration of your work area?	<i>181.</i> 15.3%	<i>182.</i> 8.3%	<i>183.</i> 23.6%	<i>184.</i> 29.2%	<i>185.</i> 23.6%
How much influence do you have over the decisions concerning which individuals in your work unit do which tasks?	<i>186.</i> 30.1%	<i>187.</i> 12.3%	<i>188.</i> 31.5%	<i>189.</i> 20.5%	<i>190.</i> 5.5%
How much influence do you have over the hours or schedule that you work?	<i>191.</i> 42.5%	<i>192.</i> 11.0%	<i>193.</i> 26.0%	<i>194.</i> 16.4%	<i>195.</i> 4.1%
How much influence do you have over the decisions as to when things will be done in your work unit?	<i>196.</i> 24.7%	<i>197.</i> 13.7%	<i>198.</i> 28.8%	<i>199.</i> 28.8%	<i>200.</i> 4.1%
How much do you influence the policies, procedures, and performance in your unit?	<i>201.</i> 26.0%	<i>202.</i> 15.1%	<i>203.</i> 23.3%	<i>204.</i> 32.9%	<i>205.</i> 2.7%
How much influence do you have over the availability of materials you need to do your work?	<i>206.</i> 12.3%	<i>207.</i> 20.5%	<i>208.</i> 34.2%	<i>209.</i> 30.1%	<i>210.</i> 2.7%
How much influence do you have over the training of other workers in your unit?	<i>211.</i> 36.6%	<i>212.</i> 21.1%	<i>213.</i> 25.4%	<i>214.</i> 15.5%	<i>215.</i> 1.4%
How much influence do you have over the arrangement of furniture and other work equipment in your unit?	<i>216.</i> 15.1%	<i>217.</i> 32.9%	<i>218.</i> 32.9%	<i>219.</i> 13.7%	<i>220.</i> 5.5%
To what extent can you do your work ahead and take a short rest break during work hours?	<i>221.</i> 12.5%	<i>222.</i> 19.4%	<i>223.</i> 51.4%	<i>224.</i> 16.7%	<i>225.</i> 0.0%
In general, how much influence do you have over work and work-related factors?	<i>226.</i> 11.0%	<i>227.</i> 13.7%	<i>228.</i> 45.2%	<i>229.</i> 28.8%	<i>230.</i> 1.4%

4) CONFLICT AT WORK

Statements regarding conflict at work show that there is good harmony within the group conflict, but on the other hand, they argue that there are also quarrels, and this is a little worrying, as it is a contradiction for this level. Differences in thinking are present at a high level in the groups which also affects groups of people.

Group members support each other's ideas to some extent, but they often clash on this issue. Friendliness and unity within working groups are satisfactory. There are discrepancies between answers to questions related to inter-group agreement and disagreement. Consequently, there is intentional information asymmetry between groups, impeding task accomplishment. Control questions resulted in contradicting answers regarding group cohesion. There is a lack of intra-group and inter-group reciprocity, as respondents consider that other groups cause problems for their group.

	Strongly Disagree	Moderately Disagree	Neither Agree nor Disagree	Moderately Agree	Strongly Agree
	231. Row N %	232. Row N %	233. Row N %	234. Row N %	235. Row N %
There is harmony within my group.	236. 1.4%	237. 11.0%	238. 5.5%	239. 52.1%	240. 30.1%
In our group, we have lots of bickering over who should do what job	241. 37.0%	242. 27.4%	243. 5.5%	244. 23.3%	245. 6.8%
There is difference of opinion among the members of my group.	246. 2.7%	247. 15.1%	248. 4.1%	249. 57.5%	250. 20.5%
There is dissension in my group.	251. 42.5%	252. 23.3%	253. 11.0%	254. 15.1%	255. 8.2%
The members of my group are supportive of each other's ideas.	256. 4.1%	257. 2.7%	258. 6.8%	259. 65.8%	260. 20.5%
There are clashes between subgroups within my group.	261. 32.9%	262. 21.9%	263. 13.7%	264. 20.5%	265. 11.0%
There is friendliness among the members of my group.	266. 2.7%	267. 1.4%	268. 4.1%	269. 58.9%	270. 32.9%
There is "we" feeling among members of my group	271. 2.7%	272. 2.7%	273. 6.8%	274. 58.9%	275. 28.8%
There are disputes between my group and other groups	276. 29.2%	277. 20.8%	278. 11.1%	279. 31.9%	280. 6.9%
There is agreement between my group and other groups	281. 2.8%	282. 9.7%	283. 12.5%	284. 52.8%	285. 22.2%
Other groups withhold information necessary for the attainment of our group tasks	286. 23.3%	287. 13.7%	288. 20.5%	289. 30.1%	290. 12.3%
The relationship between my group and other groups is harmonious in attaining the overall organizational goals.	291. 2.7%	292. 6.8%	293. 13.7%	294. 61.6%	295. 15.1%
There is lack of mutual assistance between my group and other groups	296. 26.0%	297. 20.5%	298. 12.3%	299. 34.2%	300. 6.8%
There is cooperation between my group and other groups	301. 1.4%	302. 5.6%	303. 9.7%	304. 58.3%	305. 25.0%
There are personality clashes between my group and other groups	306. 27.4%	307. 20.5%	308. 19.2%	309. 17.8%	310. 15.1%
Other groups create problems for my group	311. 31.5%	312. 24.7%	313. 19.2%	314. 17.8%	315. 6.8%

5) PROBLEMS AT WORK

People respond to stress and problems at work in different ways. How they choose to do so depends on their type of personality. According to Friedman and Rosenman, there are two types of personality behavior patterns: Type A personality behavior pattern (TABP) is competitive, time-urgent, hostile, and aggressive, whereas Type B personality is relaxed, patient, and easy-going.

Results show that there are more Type A personalities among our respondents, who feel responsible for the problem(s), make a plan to solve them, while Type B personalities rarely react and go on as if nothing has happened. Results shows that almost half of our respondents rarely get more involved in activities outside of work, which affects employee health and wellbeing, leads to an elevated level of stress an ultimately burnout.

	Rarely	Occasionally	Sometimes	Fairly Often	Very Often
	<i>316.</i> Row N %	<i>317.</i> Row N %	<i>318.</i> Row N %	<i>319.</i> Row N %	<i>320.</i> Row N %
Make a plan to solve the problems(s) and stick to it.	<i>321.</i> 6.8%	<i>322.</i> 15.1%	<i>323.</i> 19.2%	<i>324.</i> 46.6%	<i>325.</i> 12.3%
Go on as if nothing happened.	<i>326.</i> 46.6%	<i>327.</i> 11.0%	<i>328.</i> 20.5%	<i>329.</i> 13.7%	<i>330.</i> 8.2%
Feel responsible for the problem(s).	<i>331.</i> 6.8%	<i>332.</i> 11.0%	<i>333.</i> 45.2%	<i>334.</i> 24.7%	<i>335.</i> 12.3%
Daydream or wish that you could change the problem(s).	<i>336.</i> 19.2%	<i>337.</i> 12.3%	<i>338.</i> 28.8%	<i>339.</i> 28.8%	<i>340.</i> 11.0%
Talk to your boss or co-workers about the problems(s).	<i>341.</i> 6.8%	<i>342.</i> 17.8%	<i>343.</i> 12.3%	<i>344.</i> 38.4%	<i>345.</i> 24.7%
Become more involved in activities outside of work.	<i>346.</i> 42.5%	<i>347.</i> 19.2%	<i>348.</i> 24.7%	<i>349.</i> 5.5%	<i>350.</i> 8.2%

6) SOCIAL SUPPORT

How much do each of the following categories of people such as an immediate supervisor or boss, other people at work, spouse, friends, and relatives go out of their way to do things to make work life easier for the respondents is presented below.

We see that the immediate supervisor has an influence to some extent in making work life easier; and that is why they have the power to affect the respondents' work life balance. Other people at work, such as the manager, have almost the same average impact on the job, probably because of their authority. However, the spouse, friends, and relatives have a much greater impact on going out of their way to make life easier for our respondents.

Most commonly, communication is possible with the family, namely spouse(s), friends and relatives, followed by the supervisor and other colleagues. Inadequate communication environment affects productivity.

Supports is initially provided by the family, followed by the supervisor, while colleagues at work show a very low level of support. Therefore, considering communication training, a good

work culture, and a friendly environment contribute to healthier, satisfied and more productive employees.

Regarding the readiness to listen to their problems carefully and sympathetically, family, friends, and relatives are considered more reliable, while the supervisor had a lower than the average level of confidence, whereas other people at work had an incredibly low level of confidence.

	Very Much	Somewhat	A Little	Not At All	Don't Have Any Such Person
	351. Row N %	352. Row N %	353. Row N %	354. Row N %	355. Row N %
How much do each of these people go out of their way to do things to make your work life easier for you?					
Your immediate supervisor (boss)	356. 24.7%	357. 15.1%	358. 49.3%	359. 9.6%	360. 1.4%
Other people at work	361. 8.2%	362. 45.2%	363. 41.1%	364. 5.5%	365. 0.0%
Your spouse, friends and relatives	366. 52.8%	367. 15.3%	368. 20.8%	369. 4.2%	370. 6.9%
How easy is it to talk with each of the following people?					
Your immediate supervisor (boss)	371. 45.2%	372. 12.3%	373. 32.9%	374. 8.2%	375. 1.4%
Other people at work	376. 36.1%	377. 22.2%	378. 34.7%	379. 4.2%	380. 2.8%
Your spouse, friends and relatives	381. 68.5%	382. 15.1%	383. 9.6%	384. 2.7%	385. 4.1%
How much can each of these people be relied on when things get tough at work?					
Your immediate supervisor (boss)	386. 44.4%	387. 22.2%	388. 25.0%	389. 8.3%	390. 0.0%
Other people at work	391. 22.2%	392. 33.3%	393. 36.1%	394. 4.2%	395. 4.2%
Your spouse, friends and relatives	396. 61.6%	397. 19.2%	398. 8.2%	399. 5.5%	400. 5.5%
How much is each of the following willing to listen to your personal problems?					
Your immediate supervisor (boss)	401. 35.6%	402. 20.5%	403. 27.4%	404. 13.7%	405. 2.7%
Other people at work	406. 18.3%	407. 33.8%	408. 40.8%	409. 4.2%	410. 2.8%
Your spouse, friends and relatives	411. 78.1%	412. 8.2%	413. 9.6%	414. 1.4%	415. 2.7%

7) PHYSICAL ENVIRONMENT

More than half of our respondents were exposed to high noise levels at work. Most of them reported their work environment had sufficient lighting, while a small percentage of them stated that the lighting was poor. Our respondents also stated that the air in their work area is not clean.

	True	False
	<i>416. Row N %</i>	<i>417. Row N %</i>
The level of NOISE in the area(s) in which I work is usually high.	<i>418. 56.2%</i>	<i>419. 43.8%</i>
The level of LIGHTING in the area(s) in which I work is usually poor.	<i>420. 26.0%</i>	<i>421. 74.0%</i>
The TEMPERATURE of my work area(s) during the SUMMER is usually comfortable.	<i>422. 57.5%</i>	<i>423. 42.5%</i>
The TEMPERATURE of my work area(s) during the WINTER is usually comfortable.	<i>424. 63.0%</i>	<i>425. 37.0%</i>
The HUMIDITY in my work area(s) is usually either too high or too low.	<i>426. 20.5%</i>	<i>427. 79.5%</i>
The level of AIR CIRCULATION in my work area(s) is good.	<i>428. 50.7%</i>	<i>429. 49.3%</i>
The AIR in my work area(s) is clean and free of pollution.	<i>430. 41.1%</i>	<i>431. 58.9%</i>
In my job, I am well protected from exposure to DANGEROUS SUBSTANCES.	<i>432. 58.9%</i>	<i>433. 41.1%</i>
The overall quality of the PHYSICAL ENVIRONMENT where I work is poor.	<i>434. 43.8%</i>	<i>435. 56.2%</i>
My WORK AREA(S) is/are awfully crowded.	<i>436. 49.3%</i>	<i>437. 50.7%</i>

8) PHENOM PEOPLE: EMPLOYERS' INTERNAL MOBILITY

This part of the survey is for knowledge management practices and it relates to employees, HR and talent acquisition professionals, recruiters, and business leaders. In this case, it aims to measure attitudes towards internal development by finding out whether the company has any procedures or policies in place to unlock hidden talent through internal mobility.

	Yes	No	I don't know
	<i>438. Row N %</i>	<i>439. Row N %</i>	<i>440. Row N %</i>
Do you have a defined internal mobility process and policy (internal transfers and/or promotions)?	<i>441. 38.9%</i>	<i>442. 29.2%</i>	<i>443. 31.9%</i>

Less than half of our respondents claimed that they have defined internal mobility policies, but more than half of them claim that they do not have or do not know of having defined internal mobility processes.

	6 months	1 year	18 months	More than 18 months	No minimum
	444. Row N %	445. Row N %	446. Row N %	447. Row N %	448. Row N %
What is the minimum amount of time employees must stay in their current role before applying to a new opportunity within the organization?	449. 0.0%	450. 31.9%	451. 4.2%	452. 31.9%	453. 31.9%

According to our respondents, the minimum amount of time required for employees to stay in their current role before applying for new opportunities within the organization is equally divided between 1 year, more than 18 months, and no minimum time.

	Internal job board	Email blast	Managers	Recruiters	Colleagues	External job boards	None of the above
	454. Row N %	455. Row N %	456. Row N %	457. Row N %	458. Row N %	459. Row N %	460. Row N %
How do employees find out about internal opportunities? Check all that apply.	461. 4.2%	462. 73.2%	463. 8.5%	464. 8.5%	465. 5.6%	466. 0.0%	467. 0.0%

Employees find out about internal opportunities through internal job board, email blast with, through managers, recruiters, and colleagues, but mostly respondents stated that none of the above applied to them.

	Open roles are posted internally first	All internal applicants are submitted to the hiring manager	All things equal, we prefer to select employees over external applicants	Employees have shorter apply process	We proactively encourage employees to apply to specific jobs	None of the above
	468. Row N %	469. Row N %	470. Row N %	471. Row N %	472. Row N %	473. Row N %
How internal applicants are prioritized/given preferential treatment. Check all that apply.	474. 17.1%	475. 14.3%	476. 12.9%	477. 17.1%	478. 12.9%	479. 25.7%

There are major discrepancies in the preferential treatment for internal applicants because quite a large percentage of respondents were not informed that such process exists.

	0-20%	20-40%	40-60%	60-80%	80-100%	I don't know
	480. Row N %	481. Row N %	482. Row N %	483. Row N %	484. Row N %	485. Row N %
What percentage of open roles is filled with internal candidates?	486. 11.4%	487. 15.7%	488. 11.4%	489. 7.1%	490. 1.4%	491. 52.9%

More than half of our respondents are entirely unaware that open role positions are filled with internal candidates.

	Email	Phone call from the hiring manager	Phone call from the recruiter	Informed at the end of the interview	In-person meeting with the candidate to provide feedback	Other (please specify)
	492. Row N %	493. Row N %	494. Row N %	495. Row N %	496. Row N %	497. Row N %
How do you notify employees who are not selected? Check all that apply.	498. 59.4%	499. 13.0%	500. 2.9%	501. 1.4%	502. 5.8%	503. 17.4%

For the most part when not selected for a position, employees are notified via e-mail, followed by a phone call from the hiring manager, the recruiter, or ultimately at the end of the interview or other means.

	Before they start the application process	Upon completion of the application process	Upon selection for an interview	Before an offer is extended	After an offer is extended	None of the above
	504. Row N %	505. Row N %	506. Row N %	507. Row N %	508. Row N %	509. Row N %
When a manager is notified that their employee has applied for a role?	510. 42.4%	511. 18.2%	512. 12.1%	513. 3.0%	514. 24.2%	515. 0.0%

The manager is notified before the employee starts the application process for a role, or after an offer has been extended.

	System-generated notification	The employee	The recruiter	The HR Business Partner	A Senior Leader	None of the above
	516. Row N %	517. Row N %	518. Row N %	519. Row N %	520. Row N %	521. Row N %
Who notifies the manager about the employee's application, interview, or offer?	522. 11.8%	523. 35.3%	524. 2.9%	525. 22.1%	526. 8.8%	527. 19.1%

The employee personally notifies the manager about his/her application for an open role within the organization.

	Rotational programs	High potential programs	Job auditions	Secondments: temporary work that is assigned to an employee in a different area they are currently working in	None of the above	Other (please specify):
	528. Row N %	529. Row N %	530. Row N %	531. Row N %	532. Row N %	533. Row N %
What other internal mobility programs do you have in place?	534. 6.1%	535. 6.1%	536. 9.1%	537. 18.2%	538. 47.0%	539. 13.6%

There are no rotational or high potential programs, job auditions or secondments within the organization.

	We rock...best internal mobility program ever!	Promising...	Won't be winning any awards	Meh...	Stuck in the Stone Age
	540. Row N %	541. Row N %	542. Row N %	543. Row N %	544. Row N %
How would you rate your company's policy and practices around internal mobility?	545. 4.5%	546. 43.3%	547. 19.4%	548. 22.4%	549. 10.4%

Company's policy and practices around internal mobility for the most part are considered to be unimpressive, or promising at best.

	Column N %
What industry (according to the International Standard of Occupational Classification) do you work in (are part of)?	550. Managers (senior officials and legislators) 551. 35.3%
	552. Professionals 553. 19.1%
	554. Technicians and associate professional 555. 10.3%
	556. Clerical support workers 557. 22.1%
	558. Service and sale workers 559. 13.2%
	560. Skilled agricultural, forestry and fishery workers 561. 0.0%
	562. Craft and related trades workers 563. 0.0%
	564. Plant and machine operators, and assemblers 565. 0.0%
	566. Elementary occupations 567. 0.0%
	568. Armed forces occupations 569. 0.0%

The last part of the questionnaire aimed to find out whether the respondents were familiar with their occupational category and its relevant industry.

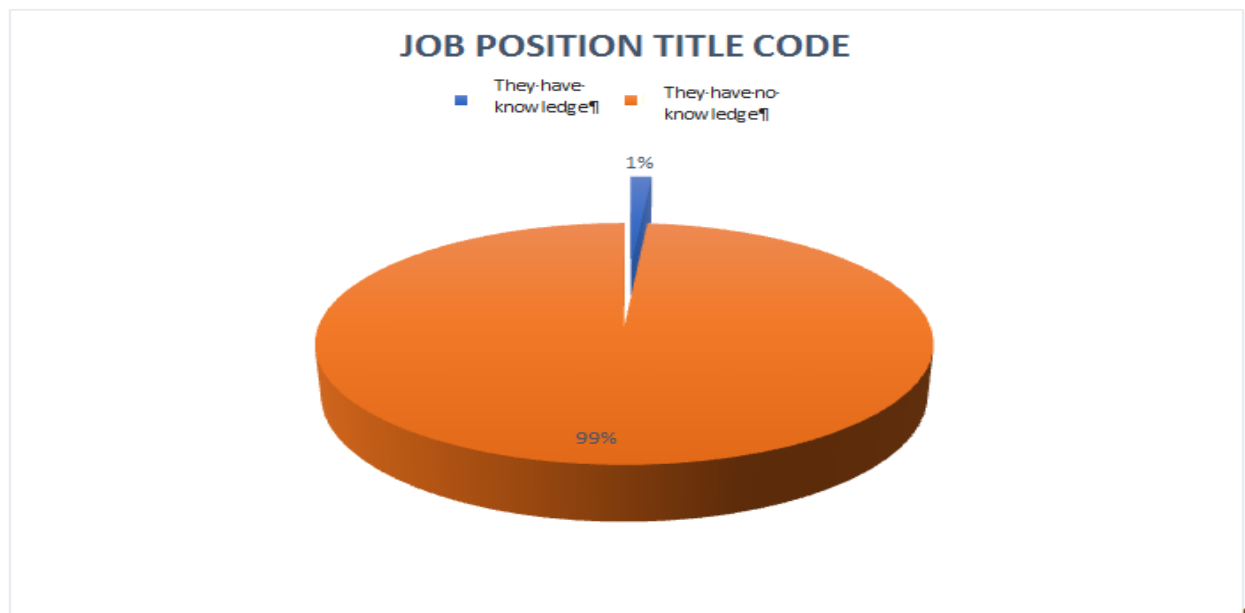
From the above results we understand that over 35% of respondents belong to managers, senior officials, and legislator categories, the rest of them were professionals, technicians and associate professionals, clerical support workers, and service and sales workers.

5.3 Substantiating Hypothesis Variables

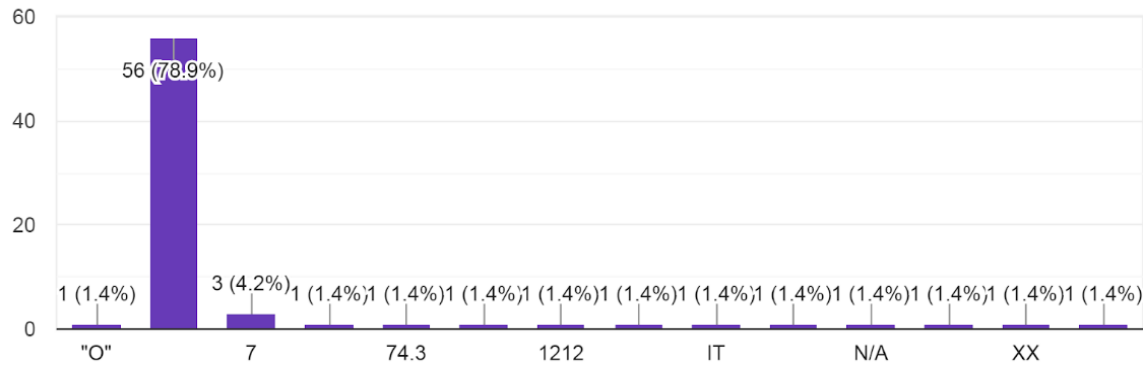
5.3.1 Hypothesis 01

“There are significant differences between those who are aware of the existence of the National Classification of Occupations in Kosovo and those who can identify their Job Code in the position classification system. There will be poor job descriptions and issues related to job title authority.”

JOB POSITION TITLE CODE	N	%
They have knowledge	1	1%
They have no knowledge	73	99%



Independent variable Job Position Title Code as factor definition located in question number Q3” *Your job position title Code?*”, and Dependent Variable Current Job Position Title question number Q2” *What is your current job position title?*” placed in Background Information, Part I of the questionnaire.



When surveyed, respondents were asked about their job position title code; the only respondent that answered correctly was a human resource manager, according to the occupational classification in Kosovo, i.e. code 1212, which stands for HR managers.

5.3.2 Hypothesis 02

“The employee job descriptions will be moderated by their supervisors. There will be poor employee knowledge of their perceived roles, followed by poor work performance, role ambiguity and conflict arising within the organization.”

The following table presents factual analysis between role conflict, role ambiguity, and the reverse role ambiguity. We can see that the KMO test is 26.7% (.267). We say that 26.7% is greater than 0.50 and this implies that data are appropriate for factorial analysis. At Bartlett’s test we can notice a score of 201,022 and a significance of .000 which means that we have a high correlation between the variables and the data are adequate for the factor analysis.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		570. .267
Bartlett's Test of Sphericity	Approx. Chi-Square	572. 201.022
	df	574. 3
	Sig.	576. .000

In the following analysis, we can see that at the first Eigenvalues value, we have a total variance of 61.317%, and then the second factor is 99.060% where the relationship between the factors is shown.

Total Variance Explained									
Component	577. Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	578. Total	579. % of Variance	580. Cumulative %	581. Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	582. 1.919	583. 63.963	584. 63.963	585. 1.919	586. 63.963	587. 63.963	588. 1.840	589. 61.317	590. 61.317
2	591. 1.053	592. 35.097	593. 99.060	594. 1.053	595. 35.097	596. 99.060	597. 1.132	598. 37.743	599. 99.060
3	600. .028	601. .940	602. 100.000						
Extraction Method: Principal Component Analysis.									

In the analysis bellow, we find that two factors were given (we initially thought to be 3), in fact, there are two factors and the weight of each variable. We see that the greatest weight has the first factor with .985 Reverse Role Ambiguity, then Role Ambiguity of .930 and the least Role Conflict of .058.

Rotated Component Matrix ^a		
	603. Component	
	604. 1	605. 2
FI_Reverse Role Ambiguity	606. .985	607. -.134
RoleAmbiguity	608. .930	609. .348
FI_Role Conflict	610. .058	611. .997

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 3 iterations.

Through this analysis now data is reduced to two variables. What we understand here is the interconnection that is created by these variables.

Naming factors

To name our factors, we have also made the grouping of variables that have the largest weights in one factor. In the first group, we have the Reverse Role Ambiguity variable of .985 and Role Ambiguity of .930, and this group can be named Ambiguity. While in the second factor, we have Role Conflict with .997 and this factor is named as the Role Conflict.

5.3.3 Hypothesis 03

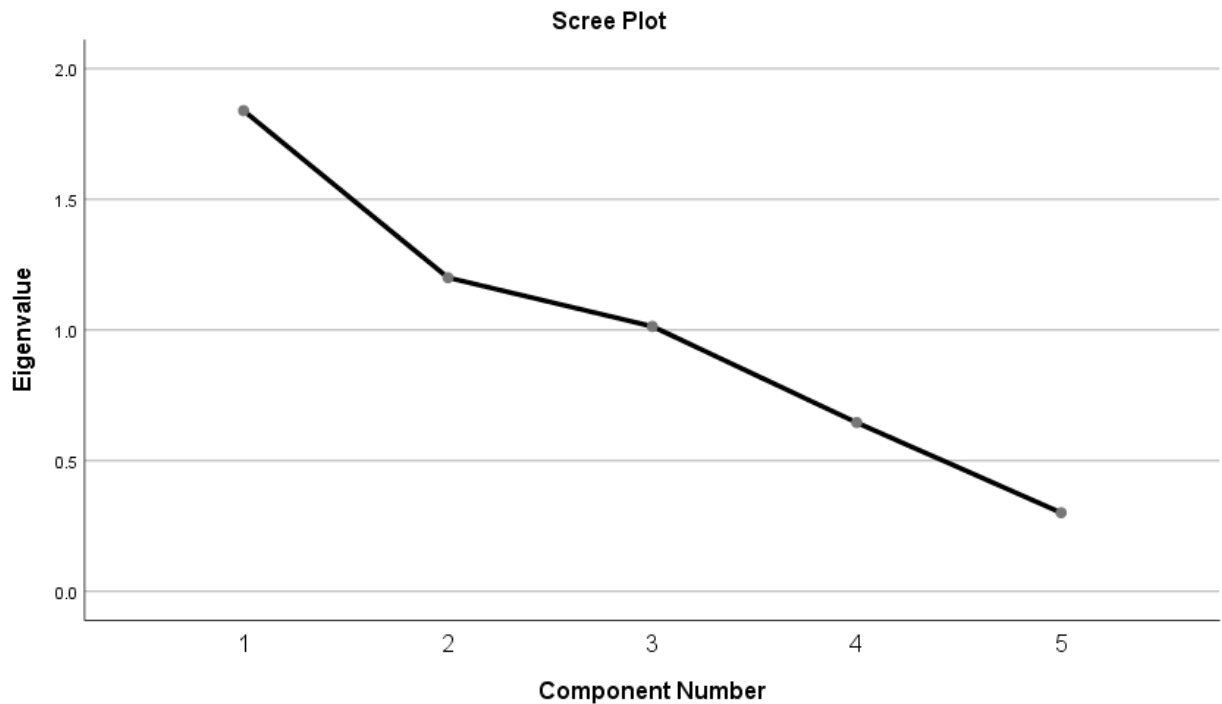
“There are workload and skill underutilization issues within the organization. There will be poor human capital management and a lack of data on factors affecting occupational utilization in National Employment by occupational group. “

Below we see that the KMO test is 42.7% (.427), since 42.7% is greater than 0.50 then we say that the data is adequate for factorial analysis. Bartlett’s test is 57,858 and has a significance of .000 meaning that the correlation between the variables is important and gives us the possibility for further factor analysis.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		612.427
Bartlett's Test of Sphericity	Approx. Chi-Square	614.57.858
	Df	616.10
	Sig.	618.000

In the table below, we have the first value of the Eigenvalues with a variance of 31,637, then the second factor with 59,602, and finally 81,064 explaining the correlation between the factors.

Total Variance Explained									
Component	619. Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	620. Total	621. % of Variance	622. Cumulative %	623. Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	624.1.839	625.36.786	626.36.786	627.1.839	628.36.786	629.36.786	630.1.582	631.31.637	632.31.637
2	633.1.200	634.24.005	635.60.790	636.1.200	637.24.005	638.60.790	639.1.398	640.27.966	641.59.602
3	642.1.014	643.20.275	644.81.065	645.1.014	646.20.275	647.81.065	648.1.073	649.21.463	650.81.065
4	651.646	652.12.915	653.93.980						
5	654.301	655.6.020	656.100.000						
Extraction Method: Principal Component Analysis.									



From the graph, we see that the second and third variables have declined, so we understand that data will be reduced to two or three factors.

In the following table, we can also see the three factors, while in the first higher impact factor there are Reverse Quantitative Workload and Variance Workload, the second-high impact factor has Reverse Skill Underutilization and Quantitative Workload, and finally, in the third impact factor we have the variable of Responsibility for People.

Rotated Component Matrix^a			
	657. Component		
	658. 1	659. 2	3
FI_ReverseQuantitativeWorkload	660. .859	661. .280	662. -.207
FI_VarianceWorkload	663. .853	664. -.105	665. .289
FI_ReverseSkillUnderutilization	666. -.124	667. .806	668. .209
FI_QuantitativeWorkload	669. .313	670. .802	671. -.061
FI_ResponsibilityforPeople	672. .053	673. .120	674. .948

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Naming factors

Because of the facts placed in the first factor, we have a Reverse Quantitative Workload impact on both directions; we can say that the first influential factor is the Workload. At the second factor, we have variables such as Reverse Skill Underutilization and Quantitative Workload, and this factor is referred to as Reverse Skill Underutilization in performing under pressure jobs. The third factor has the influential variable as the Responsibility for People and we call it the factor of Responsibility for people.

5.3.4 Hypothesis 04

“There are conflicts between intragroup and intergroup relations within the organization. There will be a decrease in the efficiency and effectiveness of the performance of public sector employees.”

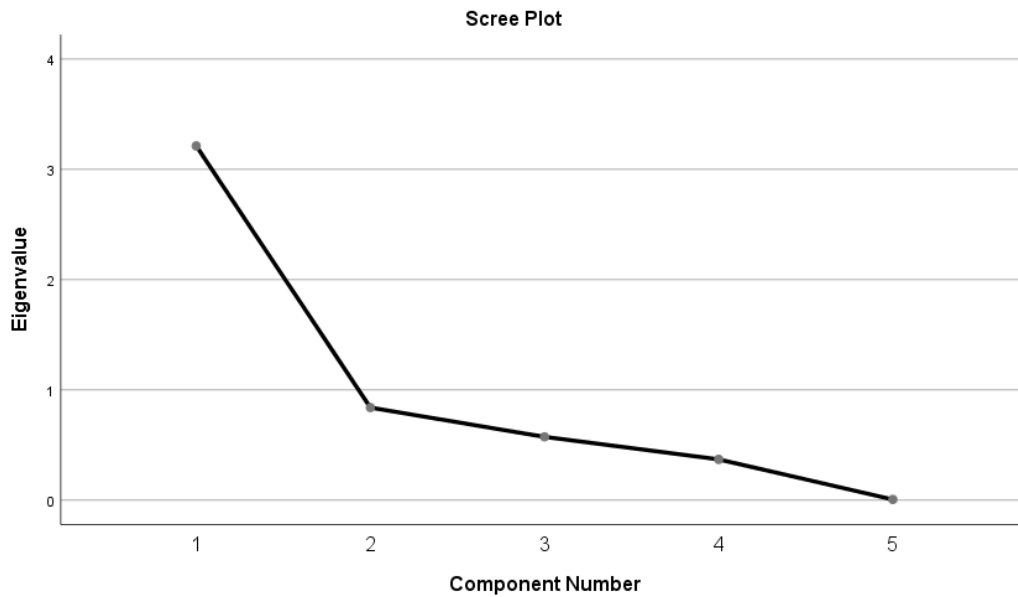
From the table below, we have the KMO test of 35.05% (.305) that is higher than 0.50. Bartlett's test is 397,656, whereas significance is .000, which means that it is statistically significant, and we can perform factorial analysis.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		
		675.305
Bartlett's Test of Sphericity		
Approx. Chi-Square		677.397.656
Df		679.10
Sig.		681.000

In the table below, we see that data is accumulated in a factor with a variance of 64.242%, which indicates that all variables are evaluated in a single factor.

Total Variance Explained						
Component	682. Initial Eigenvalues			Extraction Sums of Squared Loadings		
	683. Total	684. % of Variance	685. Cumulative %	Total	% of Variance	Cumulative %
1	686.3.212	687.64.242	688.64.242	689.3.212	690.64.242	691.64.242
2	692.839	693.16.784	694.81.027			
3	695.574	696.11.475	697.92.502			
4	698.369	699.7.383	700.99.885			

Extraction Method: Principal Component Analysis.



The upper graph gives the results and shows that from the second factor, we have a high drop and we understand that variables will be reduced to one single factor.

From the table below, we see that the variable that has the most impact is perceived control, while other variables have a relatively similar effect. So, this factor can be called Perceived Control.

Component Score Coefficient Matrix

	<u>04. Component</u>
	<u>705. 1</u>
FI_PreceivedControl	706..308
FI_TaskControl	707..259
FI_DecisionControl	708..256
FI_PhysicalEnvironmentControl	709..202
FI_ResourceControl	710..207

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser

Normalization.

Component Scores.

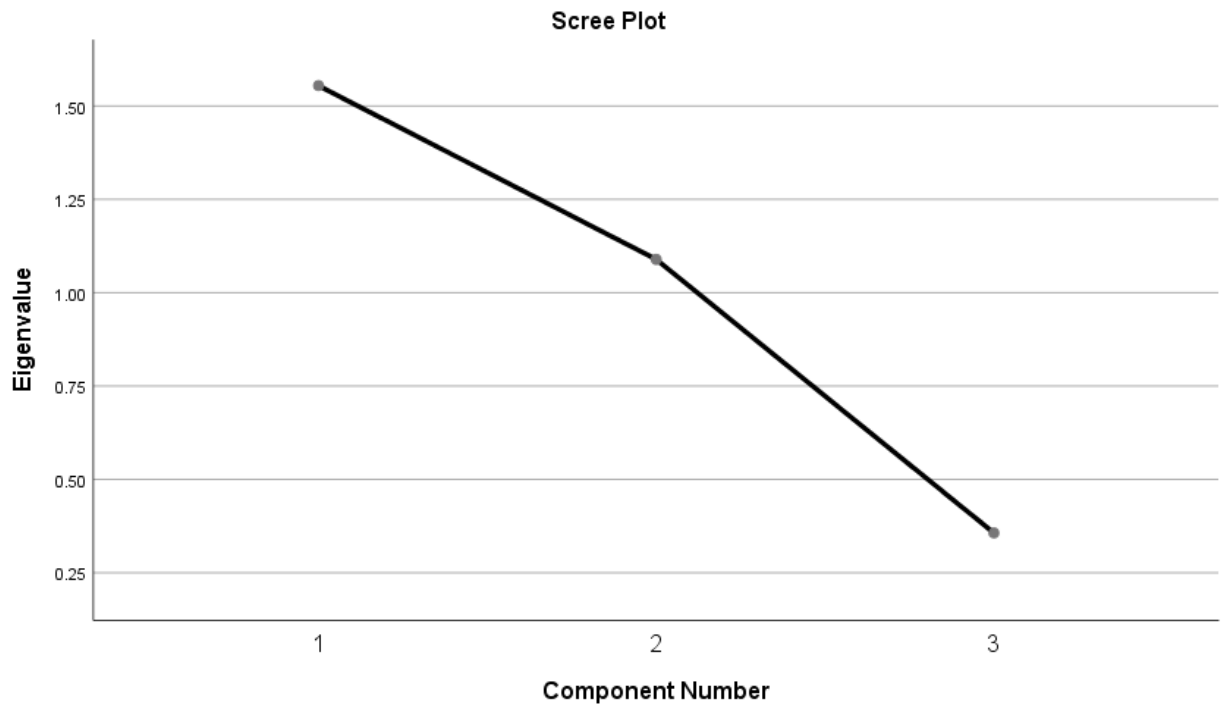
In the table below, we have presented factual analysis between group conflicts and group cohesiveness. The KMO test is 39.2% (.392) and is greater than 0.50. Bartlett's test is 35.438 and significance of .000, which means that it is statistically significant, and that factorial analysis is enabled.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		711. .392
Bartlett's Test of Sphericity	Approx. Chi-Square	713. 35.438
	df	715. 3
	Sig.	717. .000

In the table below, we have the variance value of 51.814% at the initial Eigenvalue and the cumulative total is 88.118 representing the interconnection between the variables.

Total Variance Explained						
718. Initial Eigenvalues				Extraction Sums of Squared Loadings		
Component	719. Total	720. % of Variance	721. Cumulative %	Total	% of Variance	Cumulative %
1	722. 1.554	723. 51.814	724. 51.814	725. 1.554	726. 51.814	727. 51.814
2	728. 1.089	729. 36.304	730. 88.118	731. 1.089	732. 36.304	733. 88.118
3	734. .356	735. 11.882	736. 100.000			

Extraction Method: Principal Component Analysis.



The graph above represents the decline from the second variable and indicates that variables will be divided into two variables.

Rotated Component Matrix ^a		
	737. Component	
	738. 1	739. 2
FI_IntraGroupConflict	740. .883	741. .253
FI_InterGroupConflict	742. .880	743. -.262
GroupCohesion	744. -.002	745. .978

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser

Normalization.

a. Rotation converged in 3 iterations.

From the above results, we see that in the first factor high impact is the Conflict within the Group and the Intergroup Conflict, whereas in the second factor there is high cohesion of the groups. Therefore, the first factor is named Conflict within the Group and Intergroup Conflict, and the second factor are called cohesion of the group.

GENERAL FACTORIAL ANALYSIS OF PSYCHOMETRIC STRESSORS

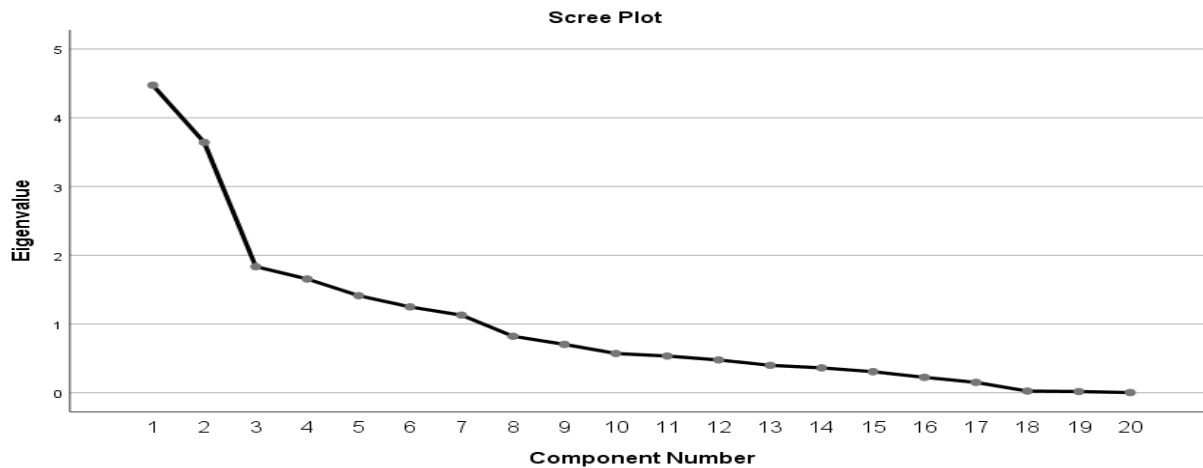
Here we present a general factorial analysis with all the variables. We see that the KMO test is 39% (.390) that is greater than 0.50. Bartlett's test is 1142.963 and with the significance of .000 which implies that the factorial test is statistically possible, therefore our data are suitable for factorial analysis.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		746. .390
Bartlett's Test of Sphericity	Approx. Chi-Square	748. 1142.963
	df	750. 190
	Sig.	752. .000

As presented in the following table, accumulated data show seven different variance factors.

Total Variance Explained									
Component	753. Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	754. Total	755. % of Variance	756. Cumulative %	757. Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	758.4.473	759.22.367	760.22.367	761.4.473	762.22.367	763.22.367	764.3.117	765.15.584	766.15.584
2	767.3.641	768.18.207	769.40.574	770.3.641	771.18.207	772.40.574	773.3.045	774.15.227	775.30.811
3	776.1.835	777.9.177	778.49.750	779.1.835	780.9.177	781.49.750	782.2.320	783.11.599	784.42.410
4	785.1.655	786.8.276	787.58.026	788.1.655	789.8.276	790.58.026	791.1.988	792.9.940	793.52.350
5	794.1.413	795.7.065	796.65.092	797.1.413	798.7.065	799.65.092	800.1.761	801.8.803	802.61.153
6	803.1.249	804.6.247	805.71.338	806.1.249	807.6.247	808.71.338	809.1.670	810.8.349	811.69.502
7	812.1.130	813.5.649	814.76.987	815.1.130	816.5.649	817.76.987	818.1.497	819.7.485	820.76.987
8	821. .823	822.4.113	823.81.099						
9	824. .704	825.3.521	826.84.620						
10	827. .572	828.2.859	829.87.479						
11	830. .535	831.2.673	832.90.151						
12	833. .478	834.2.390	835.92.541						
13	836. .399	837.1.997	838.94.538						
14	839. .362	840.1.811	841.96.349						
15	842. .307	843.1.536	844.97.885						
16	845. .225	846.1.123	847.99.008						
17	848. .151	849. .757	850.99.765						
18	851. .025	852. .127	853.99.892						
19	854. .018	855. .091	856.99.983						
20	857. .003	858. .017	859.100.000						

Extraction Method: Principal Component Analysis.



The graph above shows that from value ten, there is a high drop in variables, and it is expected to be somewhere seven factors.

From the following results, we have variables that are divided into seven factors.

- In the first factor, the most important variables are Decision Control, Perceived Control, Responsibility for People, and Task Control. Based on this, we named this factor as *Control and Responsibility to People* when making decisions.
- In the second, factor two variables have the greatest impact, such as Reverse Role Ambiguity, Intergroup Conflict, and Intragroup Conflict, and therefore we call it the *Role Ambiguity and Intergroup Conflict*.
- The third factor influences variables such as Physical Environment Control, Reverse Physical Environment Evaluation, and Resource Control, and is therefore referred to as *Physical Environment Control*.
- In the fourth factor, the highest impact comes from the Quantitative Workload and Reverse Skill Underutilization variable, and in this form, we name this factor as a *Quantitative Workload*.
- The fifth factor has Social Support from Coworkers followed by Social Support from Family and the least variables impact coming from Social Support from Supervisors; hence, we say that *Social Support from Coworkers* is affected most in this part.
- Then, in the sixth factor, we have Reverse Quantitative Workload and Variance Workload variables, so this factor is named *the Quantitative and Variance workload*.
- And finally, we have the seventh factor where the highest impact is Role Conflict followed by Intragroup Conflict, and this is what we call *Role Conflict*.

Rotated Component Matrix^a

	860. Component						
	861.1	862.2	3	4	5	6	7
FI_DecisionControl	863.866	864.-.178	865..229	866.-.018	867.-.192	868..022	869.-.068
FI_PreceivedControl	870..843	871..025	872..487	873..075	874.-.073	875..113	876..002
FI_ResponsibilityPeople	877..794	878.-.153	879.-.229	880..190	881.-.102	882..003	883..087
FI_TaskControl	884..768	885..141	886..271	887..086	888..021	889..159	890..169
FI_Reverse Role Ambiguity	891.-.055	892..938	893..005	894..102	895..037	896..035	897.-.099
FI_IntergroupConflict	898.-.169	899..842	900.-.049	901..041	902..094	903.-.015	904..203
FI_IntraGroupConflict	905..082	906..727	907..055	908..120	909.-.038	910..038	911..499
FI_SocialSupportFromSpr	912.-.214	913..580	914.-.033	915..135	916..496	917.-.048	918.-.368
FI_ReverseSkillUnderutilization	919..239	920..491	921.-.270	922..342	923.-.074	924..023	925.-.071
FI_PhysicalEnvironmentControl	926..227	927..135	928..765	929..097	930.-.247	931.-.068	932.-.012
FI_Reverse Physical Environment Evaluation	933.-.026	934.-.297	935..725	936.-.171	937.-.015	938..030	939..134
FI_ResourceControl	940..326	941..159	942..617	943..141	944..232	945..224	946.-.039
FI_Physical Environment Evaluation	947.-.247	948..261	949.-.510	950.-.159	951..259	952.-.217	953..150
FI_QuantitativeWorkload2	954..130	955..119	956..004	957..925	958.-.064	959.-.058	960..093
FI_QuantitativeWorkload	961..075	962..174	963..112	964..898	965..120	966..231	967.-.041
FI_SocialSupportfromCwrk	968.-.109	969.-.021	970.-.012	971..083	972..835	973..009	974.-.128
FI_SocialSupportfromFamily	975.-.066	976..098	977.-.155	978.-.097	979..726	980..000	981..303
FI_ReverseQuantitativeWorkload	982.-.002	983..092	984..190	985..117	986..091	987..859	988.-.083
FI_VarianceWorkload	989..168	990.-.061	991.-.040	992..009	993.-.085	994..851	995..034
FI_Role Conflict	996..085	997..088	998..021	999..036	1000..056	1001.-.055	1002..921

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 9 iterations.

5.3.5 Hypothesis 05

“There are no policies for internal mobility, horizontally and vertically, nor any definition of career and non-career positions in Kosovo Post Office. There will be low employee morale, and the level of conflict in the organization will rise.”

In the table below, we have presented the factual analysis between the range of internal mobility and policies. The KMO test is **68.3% (.683)** and is greater than 0.50. Bartlett’s test is **90.292** and a significance of .000 meaning that it is statistically significant, and that factorial analysis is enabled.

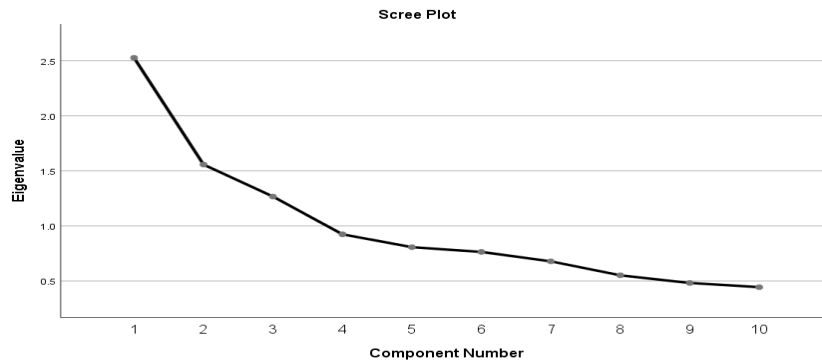
KMO and Bartlett's Test				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		3.		.68
				3
Bartlett's Test of Sphericity	4.	Approx. Chi-Square	5.	90.
				292
	4.	df	17.	45
	4.	Sig.	2.	.00
				0

In the following table, we have a value of 20.325% at Initial Eigenvalue, then the cumulative of 39.416, and the total cumulative of 53.510 representing the interconnection between the variables.

Total Variance Explained

Initial Eigenvalues							Extraction Sums of Squared Loadings				Rotation Sums of Squared Loadings			
Component	<i>1010.</i>	Total	<i>1012.</i>	% of	<i>013.</i>	Cumulative %	<i>4.</i>	Total	% of Variance	Cumulative %	<i>1.</i>	Total	% of Variance	Cumulative %
1	<i>15.</i>	2.527	<i>1016.</i>	25.269	<i>1017.</i>	25.269	<i>8.</i>	2.527	<i>19.</i>	25.269	<i>20.</i>	25.269	<i>1.</i>	2.032
2	<i>24.</i>	1.557	<i>1025.</i>	15.574	<i>1026.</i>	40.843	<i>7.</i>	1.557	<i>28.</i>	15.574	<i>29.</i>	40.843	<i>10.</i>	1.909
3	<i>33.</i>	1.267	<i>1034.</i>	12.667	<i>1035.</i>	53.510	<i>6.</i>	1.267	<i>37.</i>	12.667	<i>38.</i>	53.510	<i>9.</i>	1.409
4	<i>042.</i>	.924	<i>1043.</i>	9.238	<i>1044.</i>	62.748							<i>40.</i>	14.094
5	<i>045.</i>	.807	<i>1046.</i>	8.068	<i>1047.</i>	70.816							<i>41.</i>	53.510
6	<i>048.</i>	.764	<i>1049.</i>	7.637	<i>1050.</i>	78.453								
7	<i>051.</i>	.678	<i>1052.</i>	6.779	<i>1053.</i>	85.233								
8	<i>054.</i>	.551	<i>1055.</i>	5.514	<i>1056.</i>	90.746								
9	<i>057.</i>	.482	<i>1058.</i>	4.817	<i>1059.</i>	95.564								
10	<i>060.</i>	.444	<i>1061.</i>	4.436	<i>1062.</i>	100.000								

Extraction Method: Principal Component Analysis.



The above graph depicts the decline from the second variable and indicates that it will be divided into three or four-factor variables.

Rotated Component Matrix ^a				
	1063.	Component		
	4.	1 5.	2	3
Defining of internal mobility policies	1.	.11 7.	.5 1068.	-
Time	2.	.09 1.	.7 1071.	-
Employee Notification of Internal Opportunities	3.	.26 3.	.3 1.	.251
Prioritized /given preferential treatment	4.	.6 5.	.1 1077.	-
Percentage of open roles filled from internally	5.	.20 2.	.0 1080.	-
Notification of employees for their non-selection	6.	.7 32.	- 1083.	-
Notification of their manager about the employee's application	7.	.42 5.	.1 16.	.60
Other internal mobility programs	8.	.48 3.	.5 1089.	-
Rating of company's policy and practices around internal mobility.	9.	- 1.	.7 2.	.303

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

The above results in the part concerning the company's policies show that the most important factor is the employee notification and the advantages that they have when applying for new opportunities within the organization. The second factor is the minimum amount of time spent in their current roles before applying for a new internal opportunity, as well as, how they rate their company's mobility policy. Whereas, in the third factor we have the notification of the manager about the employee's application process.

5.4 Summary

The key limitation is on the questionnaires and the score key used, which is completely different because the questionnaires were processed through SPSS software, which used other interpreting methods, whereas the score key was used to analyze only specific variables.

Google Forms was used to design questionnaires, and the security measures used by Chrome made it more difficult for respondents with poor computer skills as at the end of their responses, they were asked to pass a robot test, which confused them to the point where they quit and did not send in their answers. Another issue was that some questions were skipped and others did not give additional input when selecting the option other as their answer.

Furthermore, it may not be possible to generalize outcomes for all areas of the public sector, as the study is focused on one public sector, i.e. the Central Public Enterprise Post of Kosovo JSC. However, there is importance in the evaluation of organizational factors affecting job performance, even though it is a small-scale descriptive study.

VI. DISCUSSIONS OF FINDINGS

Even though the National Classification of Occupations states their basic idea as clear and harmonized linkage between labor market, education and employment by building a functional and transparent system, acceptable for all stakeholders within the state, this was not backed up when the respondents were asked about their job position code. The only respondent that answered correctly was a human resource manager.

As we seen earlier, Drucker had a message to be delivered to all stakeholders; he emphasized that *the essence of management is to make knowledge productive*, and these survey results show that issues are deeply rooted, and it could be a sign of mismanagement that could lead to reverse skill underutilization, and discrimination at workplace.

6.1 Propounding a Problem for Study

While our national classification of occupations displays only aggregated data of occupations in Kosovo, another issue needs attention, and that is the considerable difference between job descriptions in place and real job roles when compared to the internationally standardized classification of occupations, which is another discussion. This brings overlapping duties and confusion regarding job position title and job role, which are partially affected by the former system.

The undertaken research on the case study reveals patterns of discrimination in the workplace. Defining specific job roles and responsibilities is the backbone of the company's ability to successfully manage the knowledge of its human resources. There are international standards for occupational classification that need to be followed. Additionally, action plans need to be developed at the institutional level to implement those standards and raise awareness of the benefits of the organization of work.

Failure to fully implement the national occupational classification results in inaccurate data on the socio-economic structure of Kosovo citizens, produces inadequate public policies for the development of the country. Lack of awareness on the use of occupational classification hampers social mobility, career paths, and employment opportunities in the country and in the

international labor market, and it also leads to disparity in education and market demands. Consequently, issues such as mutual recognition of credentials and qualifications limit and discriminate against other profiles in education.

6.2 Survey's Contribution to the Society

The society benefits from good policies and these are deeply intertwined in personnel management affecting the wage system. This research explored meaningful information to policymakers by making it clear that there is a lack of awareness on issues such as skills mismatch, unreliable educational qualifications, lack of knowledge management policies and pay equity.

Clear and harmonized linkage between the labor market, education, and employment discrepancy are key factors that must be considered as they help to plan strategies for our socio-economic transformation, evidence-based policy on wages, and organization of work.

6.3 Survey's Contribution to the Industry

The Postal Industry benefits from this research as it brings to light issues from under the surface. It bridges the gap from intention to action and helps organization's development, as Hawthorne's experiment noted that by emphasizing the need for organizations to adapt human management skills, this also encourages group interactions and individual jobs, which in turn helps build healthy relationships and ensure employee wellbeing. This research also helps understand the effects of the psychometric stress response by measuring employee morale and ethics against the needs of the organization. Ideally this would lead to the drafting of conscientious social policies, thus preventing psychological harm within the organization and address discrimination at work.

A functioning market economy demands institutions and organizations that work efficiently and in compliance with one another. By exploring the state of job positions, their external and internal factors, and the environment enables us to understand organizational system, job characteristics, and individual characteristics, which are crucial elements when trying to explain the mechanism and the behavior.

6.4 Summary and Future Work

The butterfly effect is already happening in Kosovo; we just have not listed incompetent people at work as disabled in our statistics yet.

Consequences lay on the weak foundations when competencies are not stretched as expected and a loophole is created due to prestige reasons and favoritism. The standardization of occupation helps restore trust, instill volition, and use means for new habits at work and have joint results with better performance at work.

This empirical research, in part, investigates the impact of Knowledge Management in Kosovo's public sector and career path policies for employees within the organization. Further research is suggested to investigate the concept of empowerment and competencies as perceived by the public sector employers and employees.

It is also necessary to explore and understand if national occupational classification in Kosovo informs all the stakeholders about its benefits, how it helps in making life decisions when pursuing one's educational goals in life, informs the job seekers if they are earning the same pay for the same position. Finally, in terms of the free movement of persons, it helps them learn if their credentials and professional experience are internationally recognized. These are only a few of the raised questions that need further research.

A broad number of questions remain unaddressed problems by an undistinguished national standardized classification of occupations. This lack of awareness on its use and benefits for the stakeholders leads to uncontrolled job descriptions in practice, consequently affecting a wide spectrum of employee wellbeing, such as understanding of the job role, workload and responsibility, control level, conflict at work, problems at work, social support, physical environment and knowledge management. This should lead to reasoned action and knowledge management of human resources to preserve human dignity.

This study follows the basic patterns concerning work-related stress, discrimination, and knowledge management, and can also be informative from a policy-making perspective in terms of fair access to professions in professional careers for better-paid jobs and job analysis. At first glance, employees today do not seem to be limited by the inabilities outlined in the MOHO model, but the results and the daily life experiences show that we are incapacitating this society and we are not helping it to pass the transition process we are in since after the war and move to results-oriented process.

The findings suggest that it is utterly important to explore and understand how occupational classification in Kosovo benefits all the stakeholders by facilitating informed policymaking decisions, to make better life decisions when pursuing education, choosing a career, and fighting the informal economy.

VII. CONCLUSIONS

The standardization of occupations helps restore employee trust, instill volition, and serve as a means for creating new habits at work and having joint results. Consequently, performance capacity has adequate tools to make a fair evaluation, which can only be achieved if the foundations such as standardized job description and the right people in the right roles are solid.

The political environment should use all its instruments in providing everyone with a fair chance to earn their living through work. A periodical site survey must be conducted to approve job positions to ensure that the integrity of the occupational classification is not compromised. More attention needs to be focused on the content and the impact of the function; competencies must be at the core. Standardization of occupation is a potential for the development and prospect of a clear career paths, and salary in conformity with the market, but relevant institutions need to work closely with the stakeholders.

Standardization of occupational classification is a fundamental reporting base that has great use in comparative studies, international exchanges of statistics, and administrative data on occupations, which facilitates the free movement of persons and services. This also supports research studies on social mobility and socio-economic development.

The standardized classification of occupations should be part of governmental action policies, which focus on employment and education, through this instrument to better comprehend the social, economic, and demographic conditions of a country. Without understanding why these issues matter, classifications alone cannot fully interpret the soul behind the numbers or evaluate public needs or measure the decision impact consequences. A tool is only a piece of a puzzle that needs to be used for a particular purpose. Thus, the standardization of occupations needs to serve its users and raise awareness on public needs and benefits and better policy making. Hence, the case of Kosovo is taken as an example to point out the lack of awareness on the use of the standardized classification of occupations and its alignment with many other factors that cause the domino effect.

VIII. RECOMMENDATIONS

- The Government itself should use the occupational classification and not allow double standards.

Results: Should the Government choose to use the occupational classification system, chances are that initially the society should get educated on what is expected of them when they enter the labor market and how can they find their education credentials relevant to their job groups here and abroad. The state economy would have clear numbers on the types of jobs available, while the position classification system itself would gradually become more efficient as there would be smaller chances to have people in higher positions with a job description specifically tailored to them, because there would be a position classification system in place to do that objectively.

- The National Occupational Information Coordinating Committee (NOICC Fact Sheets, 1992), a federal interagency committee in the U.S. Department of Labor, Education, Commerce, Agriculture, and Defense, is a great model to follow. Its duty is to promote the development and use of occupational and labor market information.

Results: A body that is constituted and vested with powers to work directly with a network of ministries, agencies, and organizations involved in the maintenance and use of occupational information.

- JD Edward World Job Cost Guide software can be utilized for a job identification to manage costs and track progress. Depending on business needs, this model could be used at a state level or organizational level.

Results: Considering using software to collect job code changes or track projects and jobs, would provide an instant view of the human capital structure. Planning, code structure, components, cost structure, levels of detail and many more options could be utilized to have a country's social structure or a company's job codes identification in one place. This could be used as for mapping and projections for the brain drain effect in the country.

- Government ought to have a strategy and action program to measure policy outcome concerning the labor market to protect its citizens from dubious job criteria, especially in the public sector, thus preventing discrimination at work.

Results: A good example would be a labor inspection system to ensure the fundamental function of labor law implementation and effective compliance. This would contribute to fairness in the workplace and promote economic development.

- Developing a legal package to support activities in the field of occupations, including administrative and financial aspects, is an indispensable requirement for the project development and implementation. This would oblige the public sector and public enterprises to use the occupational classification system. The Ministry of Economic Development should see to this and require industries to report their human resources according to the national classification of occupations system.

Results: Should this happen, first and foremost, the Statistics Agency would be able to report what type of jobs are in demand and what education levels do we have in what job position. A more accurate reporting would present information about the current structure of the country's occupations/jobs. This would facilitate public policies regarding education and employment, as well as talent mapping, or at least have some new projections to address the issues of the Fourth Industrial Revolution.

- A job analysis is strongly recommended for the public sector and public enterprises to identify the current state of job descriptions. There are no strict rules for the design of organizational structures nor internal policies. A control and analysis unit is absent in both sectors. There are overlapping organizational structures not only between institutions but also within the same institution.

Results: A job analysis would benefit both sectors as it would create units with standardized functions and the pay differences would be addressed. A potential career path plan for the public sector and public enterprises, for vertical, lateral or cross-functional opportunities should be devised; this would suppress some appetites for higher job positions without proper skills and competencies. This works in two ways: it would release people from low skilled/low productivity jobs and avoid a mismatch

between the skills needed in the labor market and those provided by the education system.

- Implementation of the position classification system in all economic sectors is paramount as it provides an important clue to the economic structure of the country.

Results: should this be implemented, we would be able to understand the overall size and distribution of the workforce divided over time by the manufacturing sector, service, agriculture and so on. Other improvements are also possible: where there are differences in age, sex, and marital status of workers in different industries. Occupational data can also be used to address female employment patterns, the growth of retail, and changes in the level of skills required in particular industries.

- Organizational policies in the Post of Kosovo should address talent mobility within the organization for all functions; this way career and non-career positions would be defined.

Results: with a strong internal mobility program, the company can achieve corporate goals by shifting resources where they are most suited without the costs and delays associated with the conventional external recruiting process. Top talent will be more likely to disengage or depart if such a program is not in place.

IX. APPENDIX

X. DESCRIPTIVE STATISTICS

Gender	N		%	
Male	1093.	40	1094.	54.1%
Female	1095.	34	1096.	45.9%

A total of 75 respondents participated in the survey, of which 40 were males or 54.1% and 34 females or 45.9%.

Level of Education	N		%	
Some high school, no diploma	1097.	1	1098.	1.4%
High school graduate, diploma or the equivalent (e.g.: GED)	1099.	8	1100.	10.8%
Some college credit, no degree	1101.	3	1102.	4.1%
Trade/Technical/Vocational Training	1103.	2	1104.	2.7%
Associate degree	1105.	1	1106.	1.4%
Bachelor's degree	1107.	26	1108.	35.1%
Associate degree – 4-year college	1109.	14	1110.	18.9%
Master's degree	1111.	17	1112.	23%
Doctorate degree	1113.	1	1114.	1.4%
N/A	1115.	1	1116.	1.4%

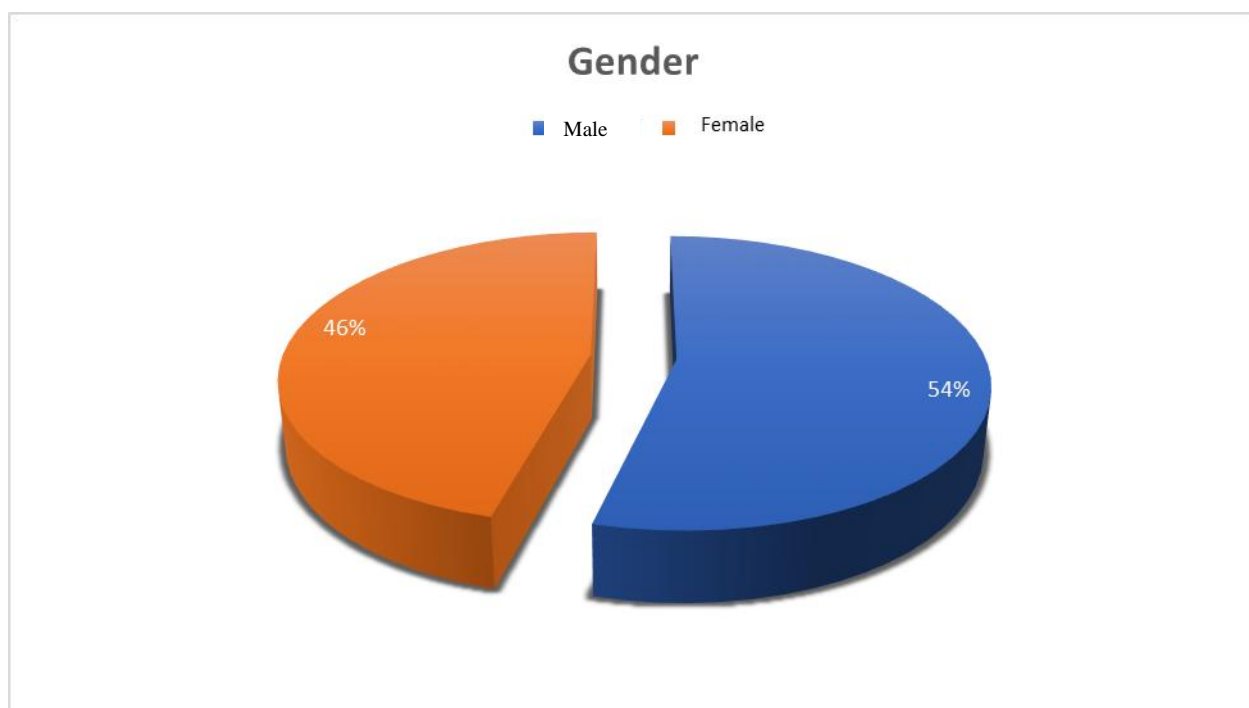
The aspect of education varies from high school - from graduation to doctoral level. There are 1 respondent or 1.4% secondary school or equivalent, 8 or 10.8%, with a credit from the college are 3 respondents or 4.1%, with vocational education are 2 respondents or 2.7% with high school is 1 respondent or 1.4%, with bachelor level are 26 respondents or 35.1%, with the old four-year education system are 14 respondents or 18.9%, with masters are 17 respondents or 23% and doctoral level is 1 respondent or 1.4%.

Age	Minimum		Average		Maximum	
	1117.	24	1118.	39.36	1119.	59
	1120.	Min	1121.	Mes	1122.	Max
Number of children in the family	1123.	0	1124.	1.90	1125.	5

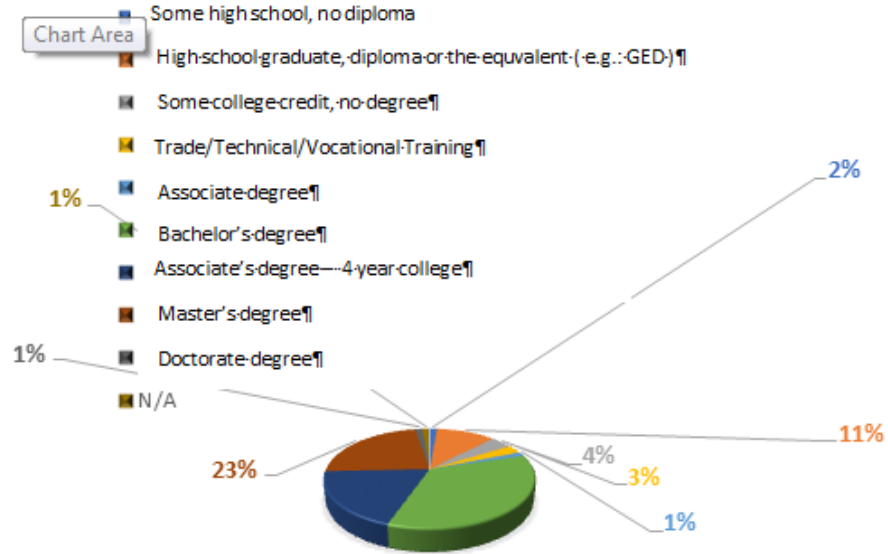
The age of respondents ranges from a minimum of 24 years, up to 59-year maximum, while the average age is 39.36 years.

Marital status	N		%	
Married (have a marriage certificate)	1126.	53	1127.	71.6%
Single, never married	1128.	13	1129.	17.6%
In cohabitation	1130.	5	1131.	6.8%
N/A	1132.	3	1133.	4.1%

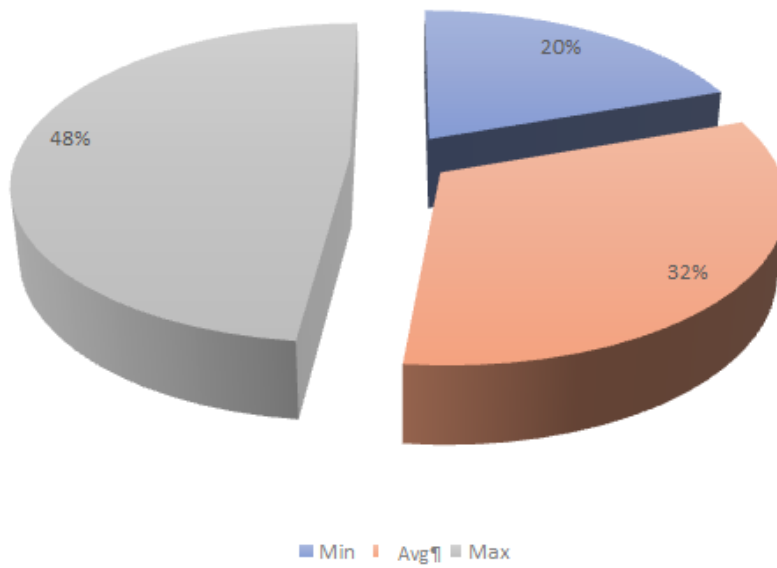
Civil status or marital status shows that 53 are married or 71.6% single or never married are 13 or 17.6%, while living in cohabitation are 5 or 6.8% and 3 have not given response or 4.1%.

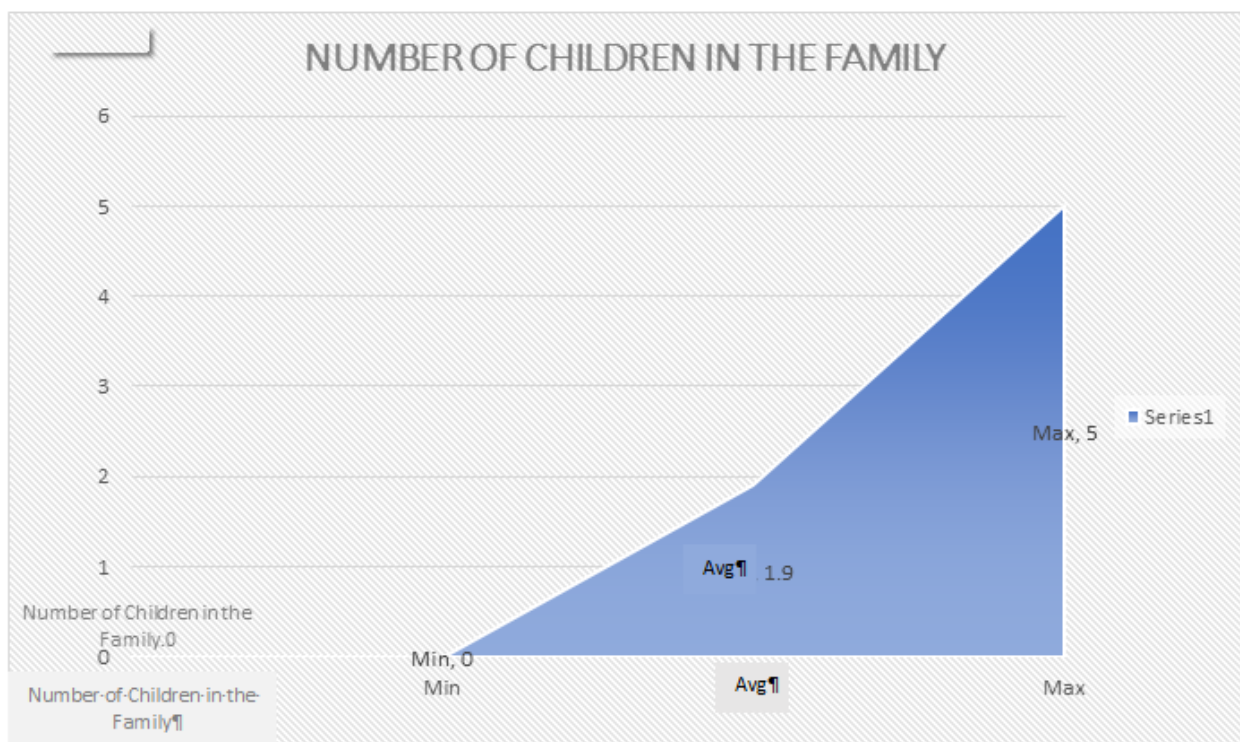
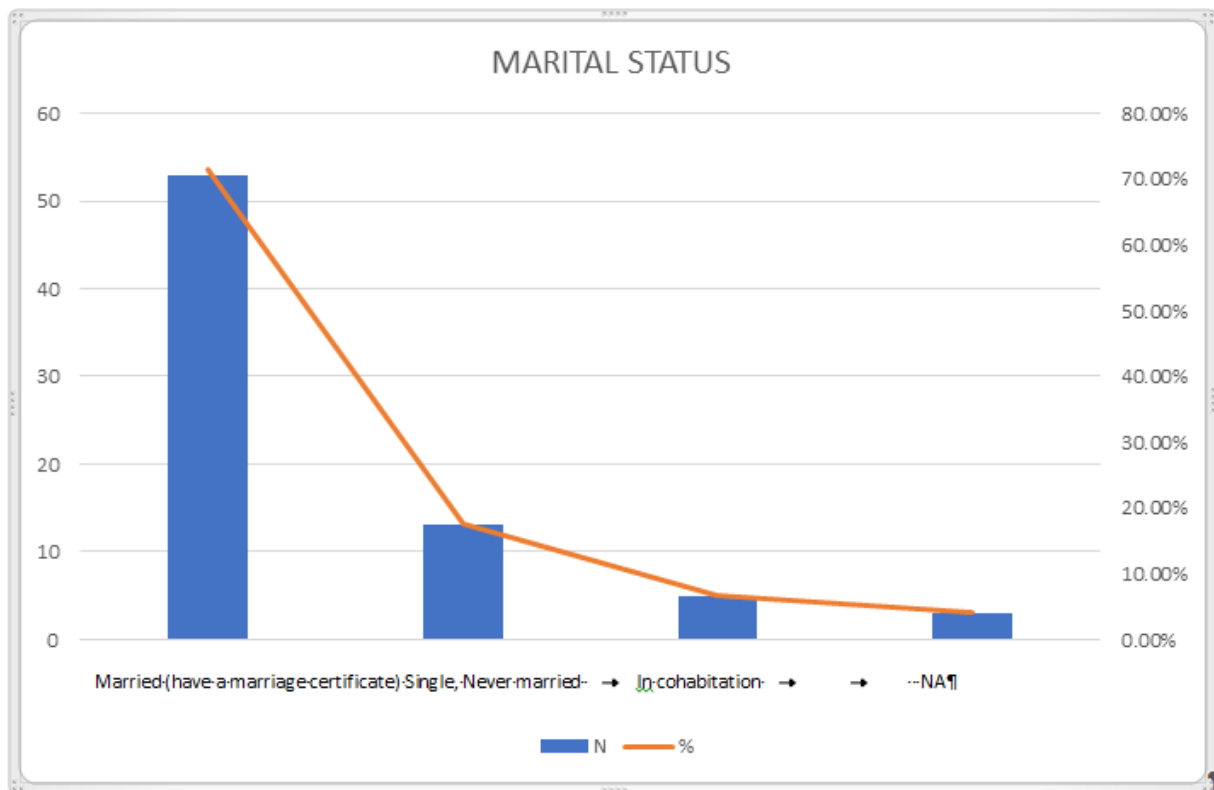


LEVEL OF EDUCATION



Age





General Information in the Workplace

In the analysis of the workplace data, we can see that at the average time of respondents who worked with the current employer is 8.78 years, that minimum is 1 year, while the maximum time of overall work experience is 37 years, with a deviation standard of 6.268. While regarding the time they worked in the same position we see that the minimum is 1 year of work experience, the average is 6.36 years, the maximum is 32 years of experience, and the standard deviation is 5.292.

Under a regular contract, we see that the minimum is 1 year, the average is 1.68 years, and the maximum is 3 years. We see that the minimum respondents work 8 hours per week, averaging 39.63 hours, and working 56 hours a week, while the standard deviation is 6.693.

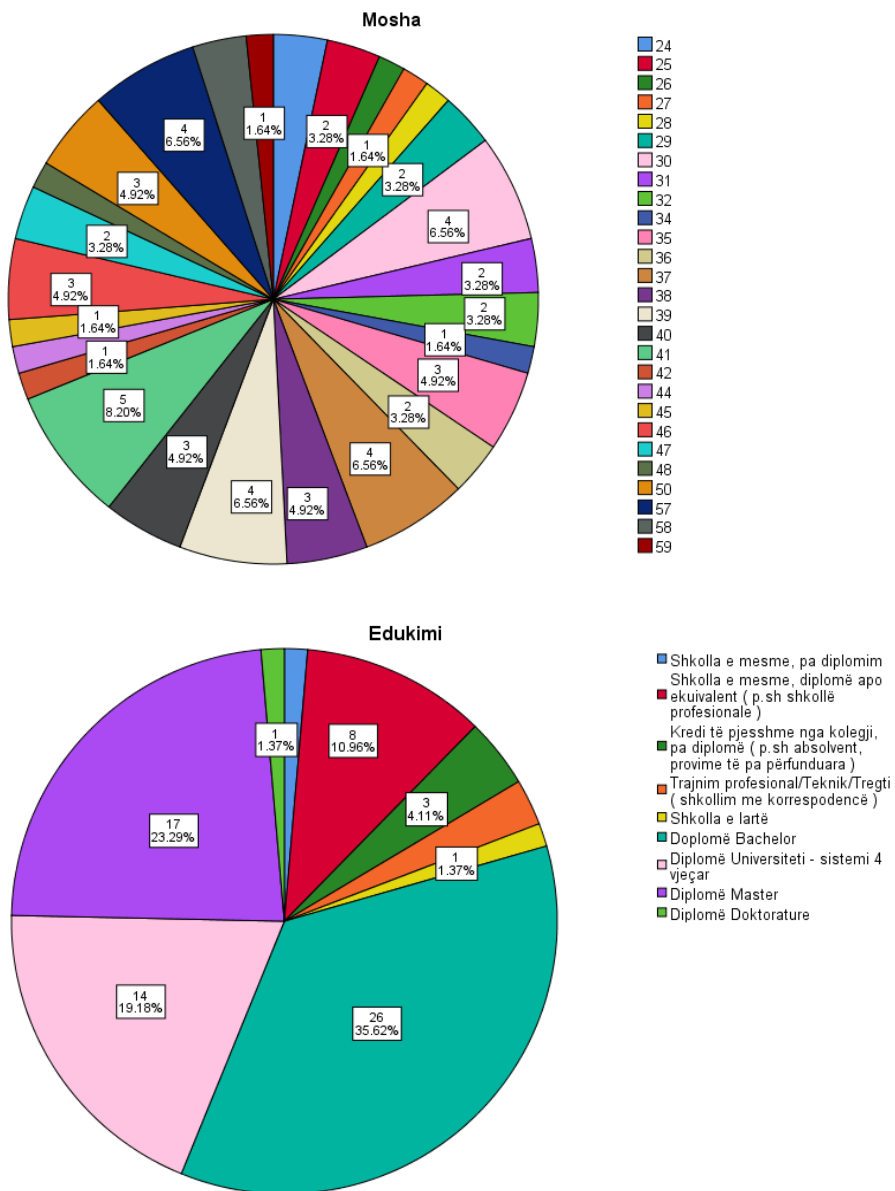
Outside the regular working hours, respondents answered that they work at 21 hours' maximum, while the average is 2.28 hours and standard deviation of 4,387, also some respondents do not work or have a job after their working hours.

Some respondents work in other jobs as well, and the maximum time they spend is 24 hours in total, with an average of 1 hour per week and a standard deviation of 3,898.

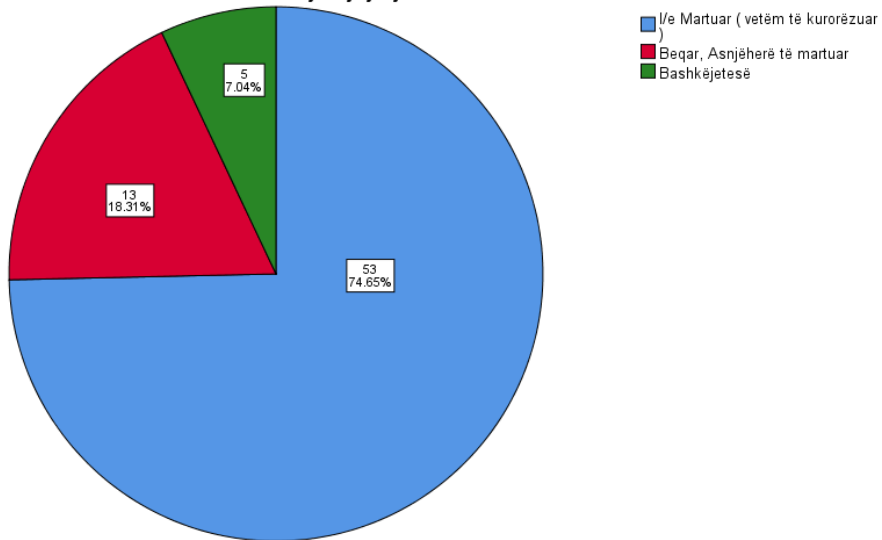
Descriptive Statistics								
	34.	N	Minimum	Maximum	Mean	Std. Deviation		
How long have you worked with your current employer (years)?	!135.	69	1136.	1 1137.	37 38.	8.78	1139.	6.268
How long have you been working in this position?	!140.	73	1141.	1 1142.	32 43.	6.36	1144.	5.292
The status of the employment relationship under the contract	!145.	73	1146.	1 1147.	3 48.	1.68	1149.	.497
How many hours per week do you usually work during a week in your work?	!150.	72	1151.	8 1152.	56 3.	39.63	1154.	6.693
How many overtime hours of work on average do you work over a week?	!155.	72	1156.	0 1157.	21 58.	2.28	1159.	4.387
If you have any other job, how many hours a week do you work there? (Please tick "0" if you have no other job)	!160.	73	1161.	0 1162.	24 63.	1.00	1164.	3.898
Valid N (list-wise)	!165.	67						

XI. GRAPHIC CHARTS

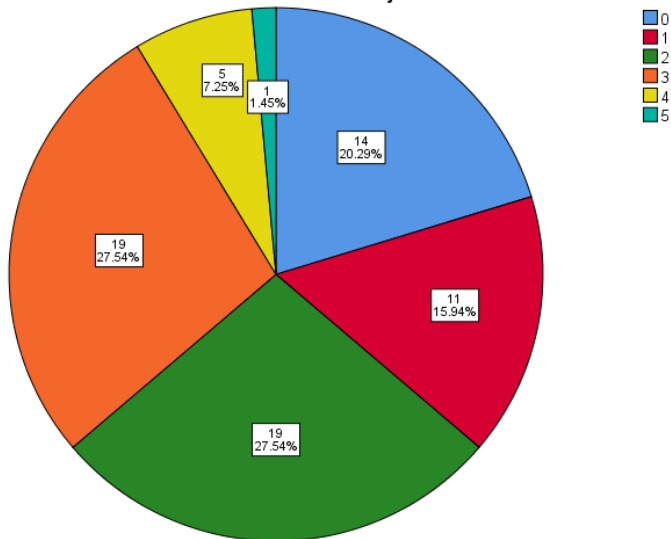
GRAPHIC CHARTS



Gjendja juaj martesore

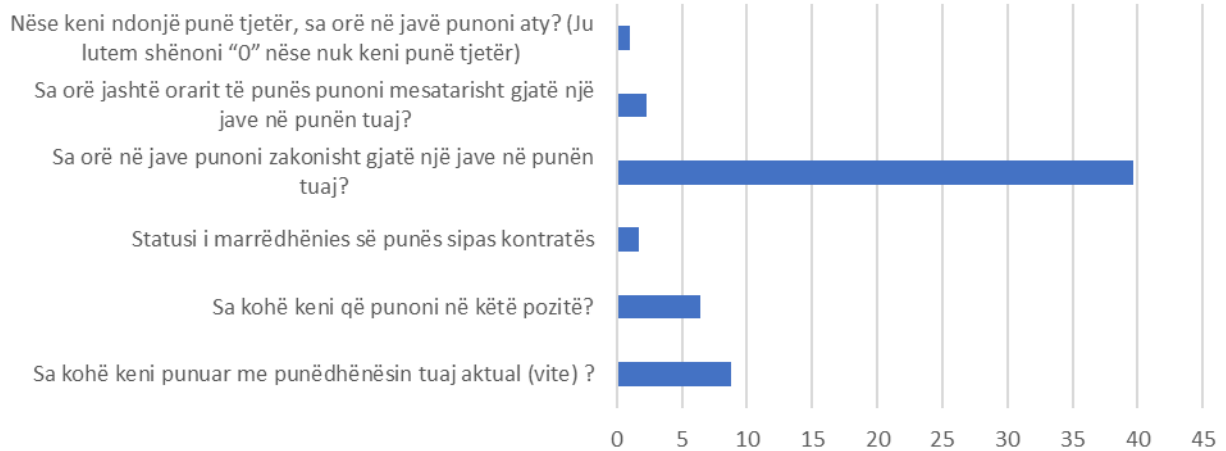


Sa fëmijë i keni?

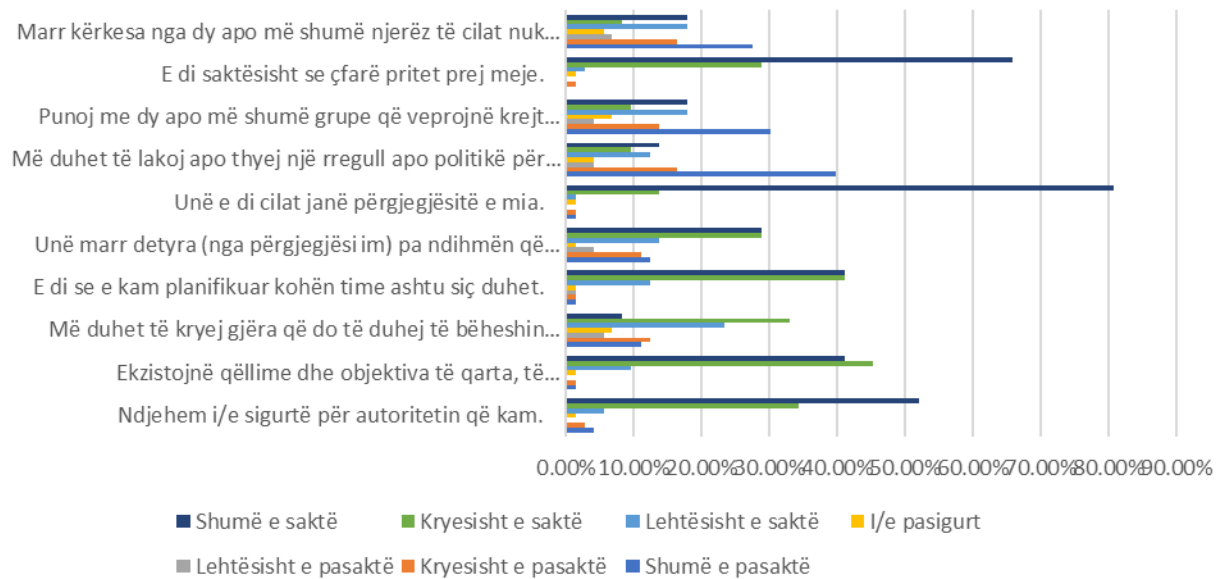


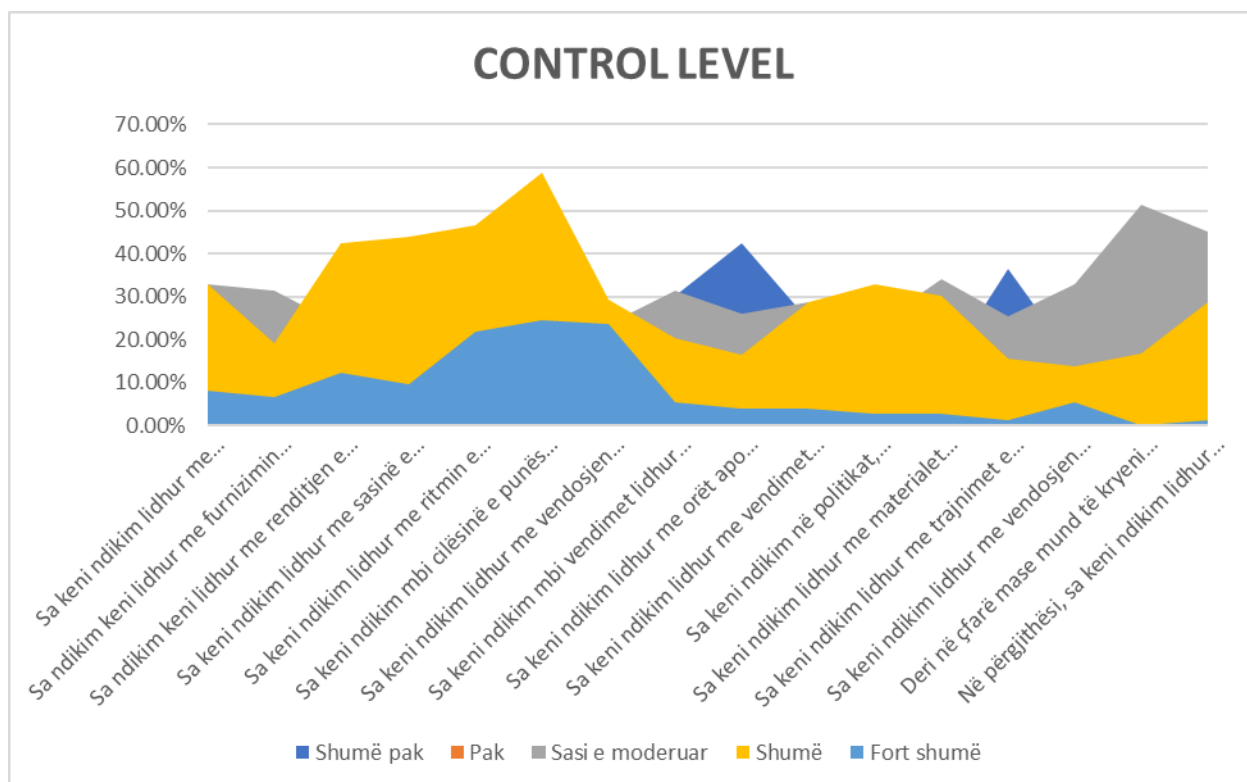
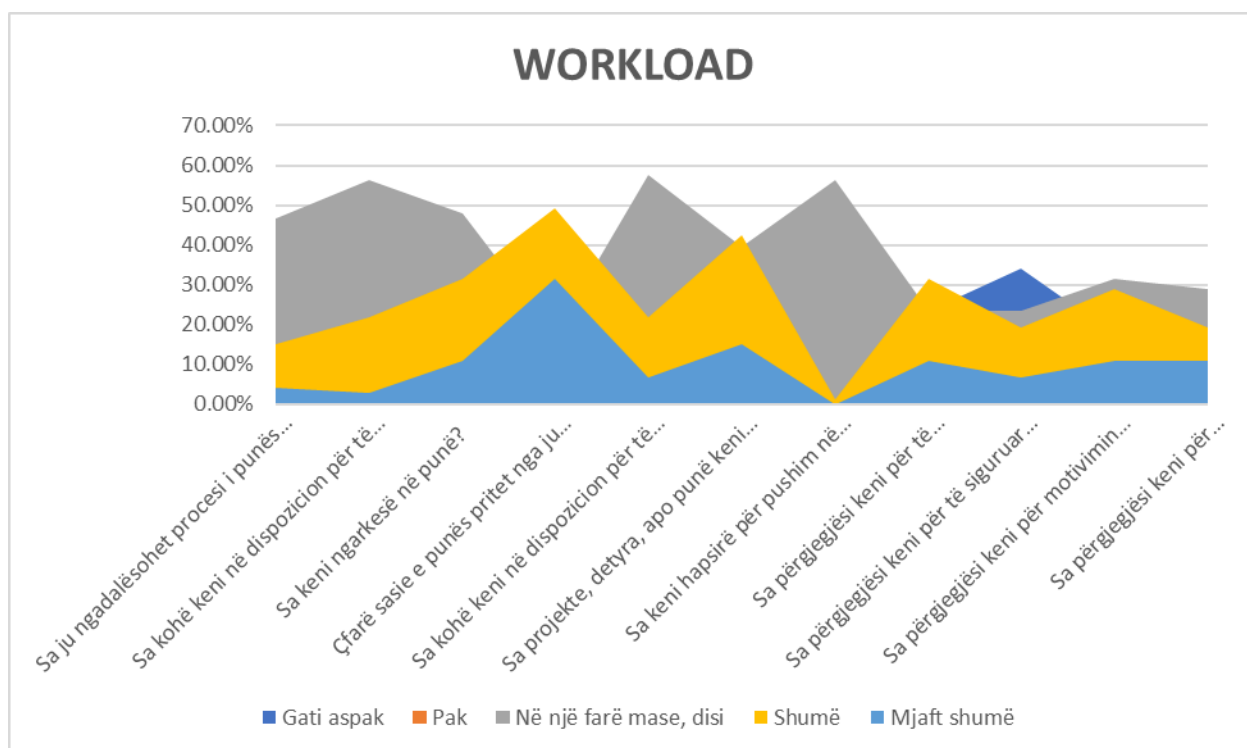
JOB POSITION DATA

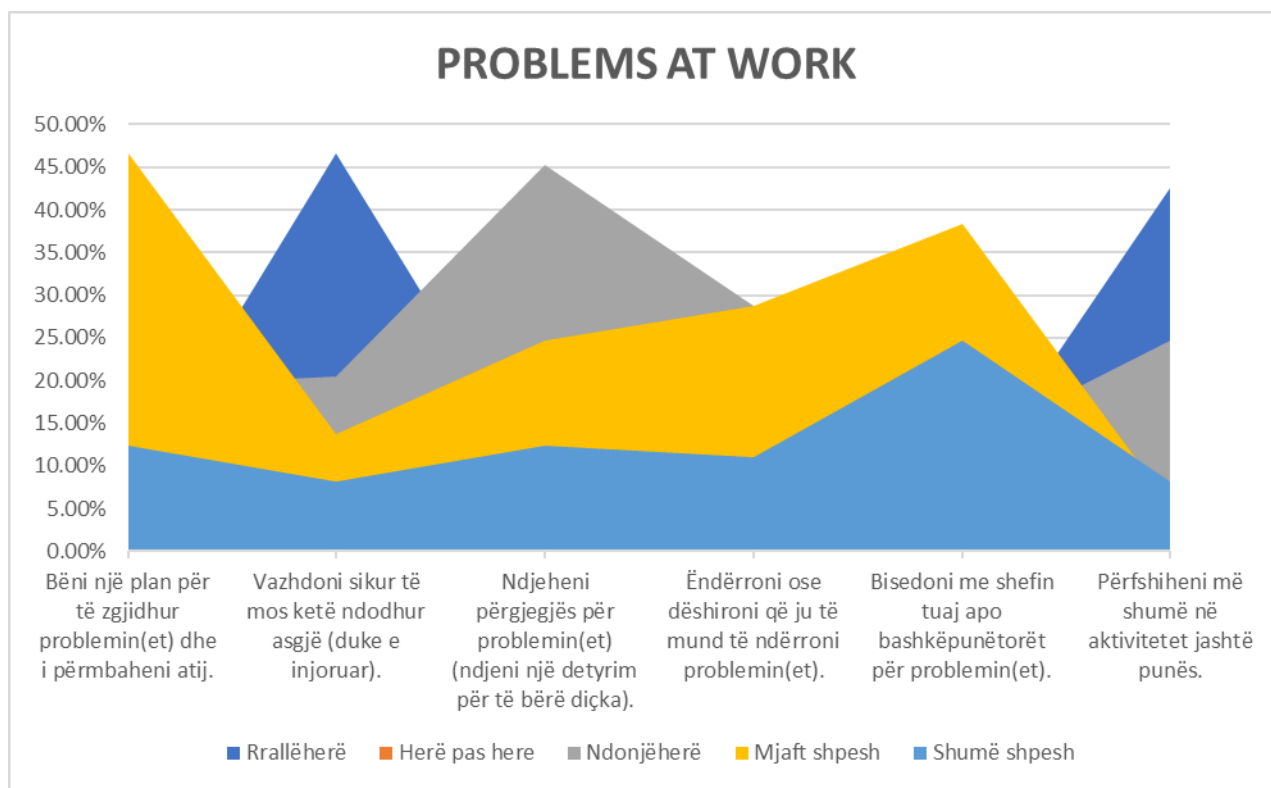
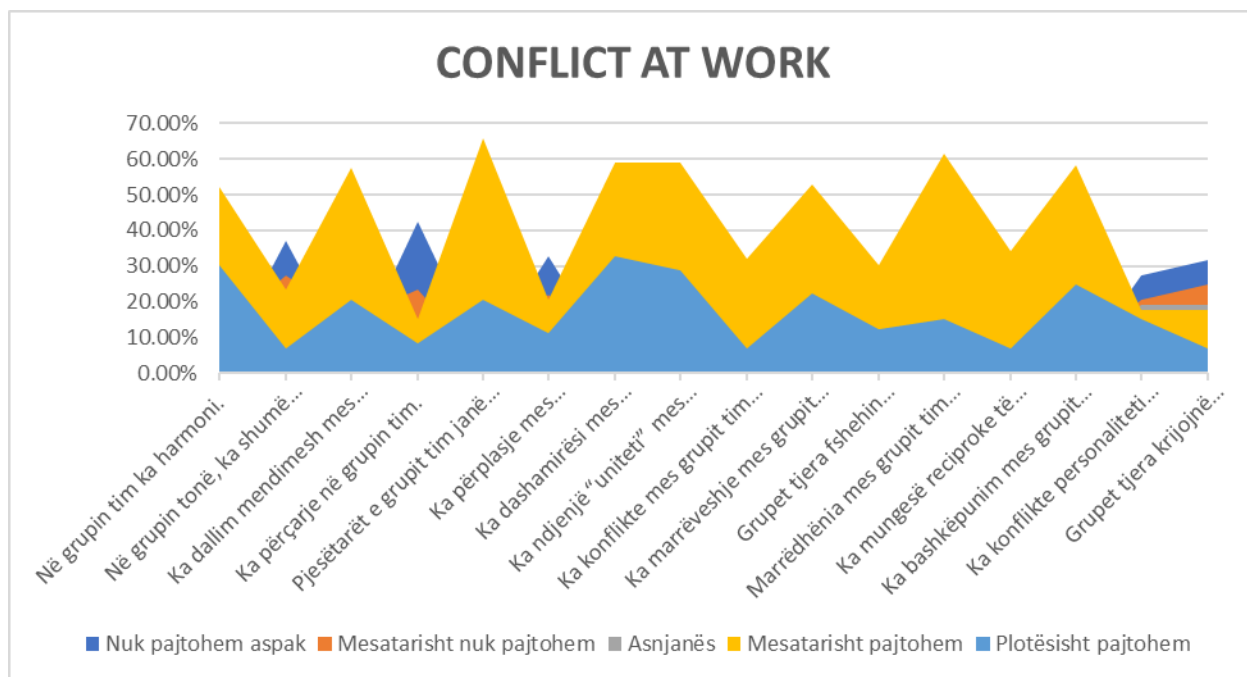
Job position information:



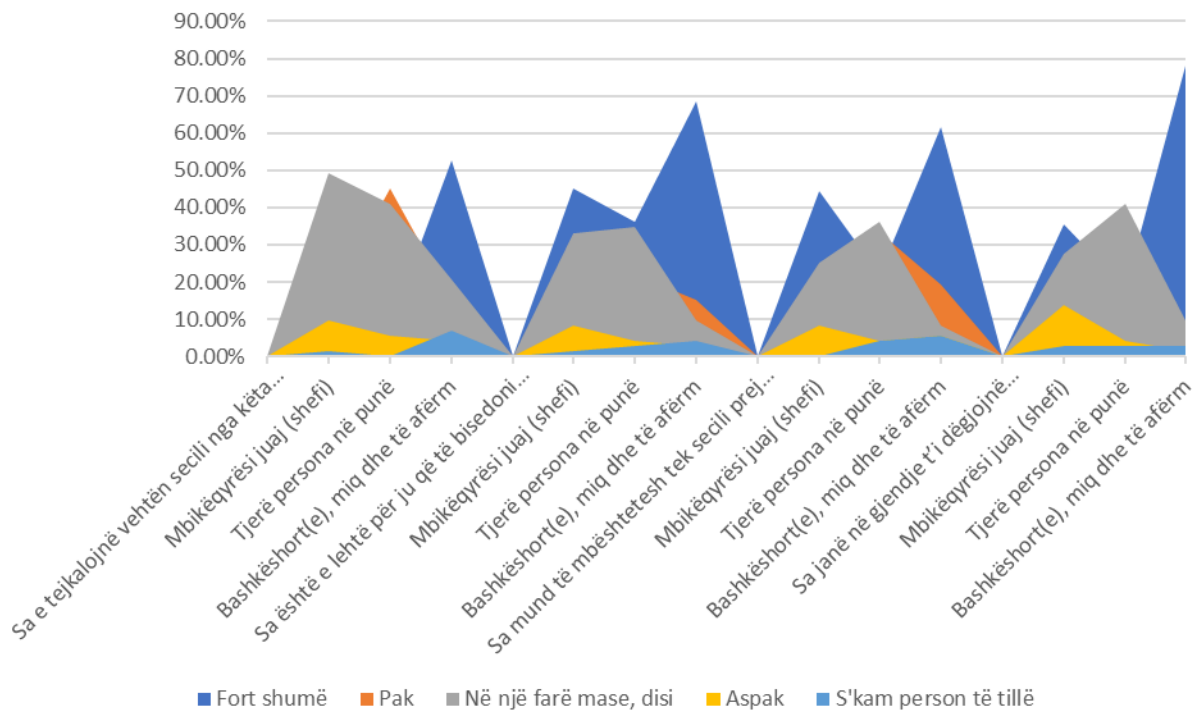
ROLE OF WORK



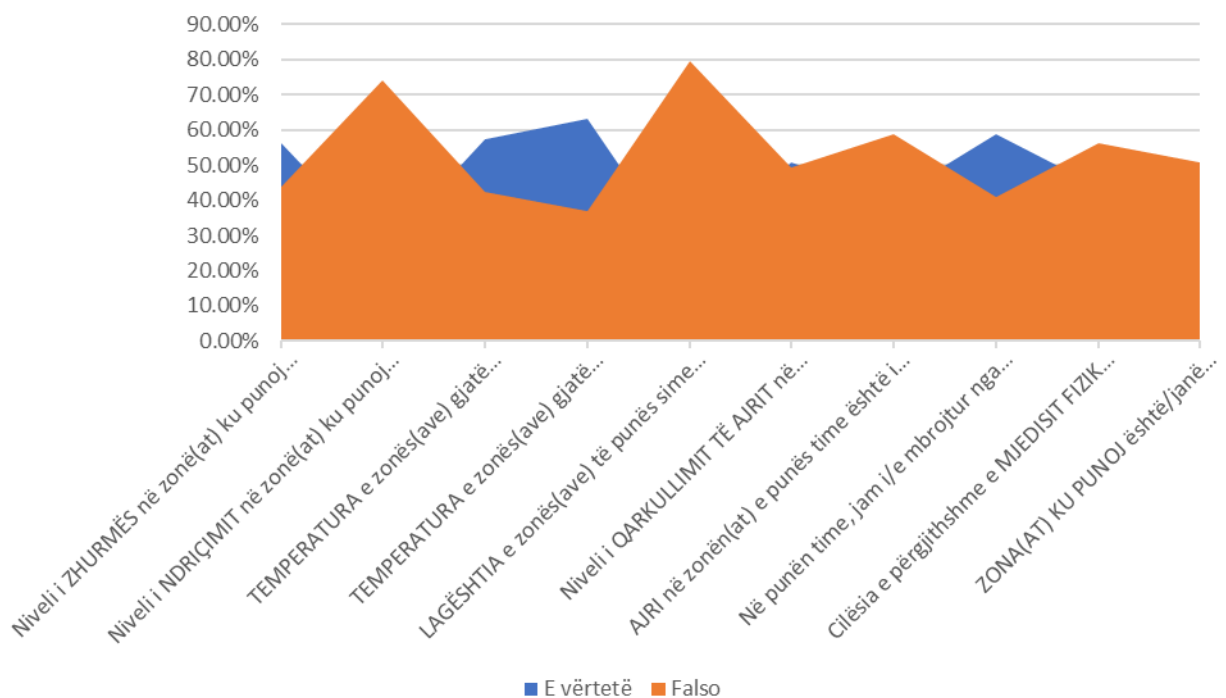




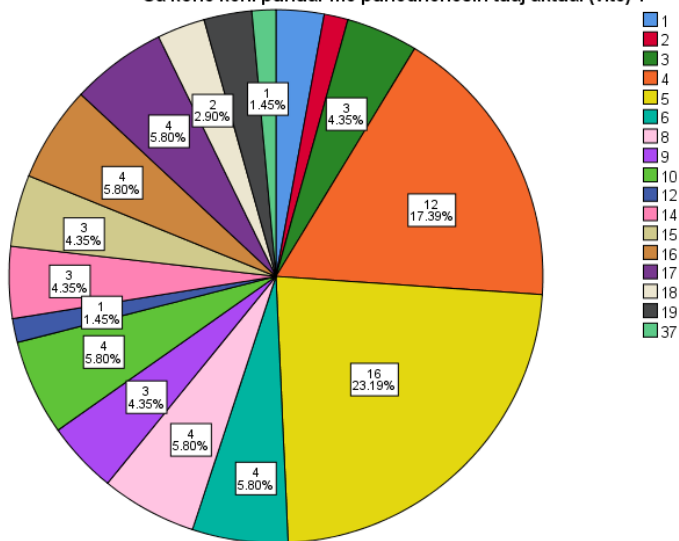
SOCIAL SUPPORT



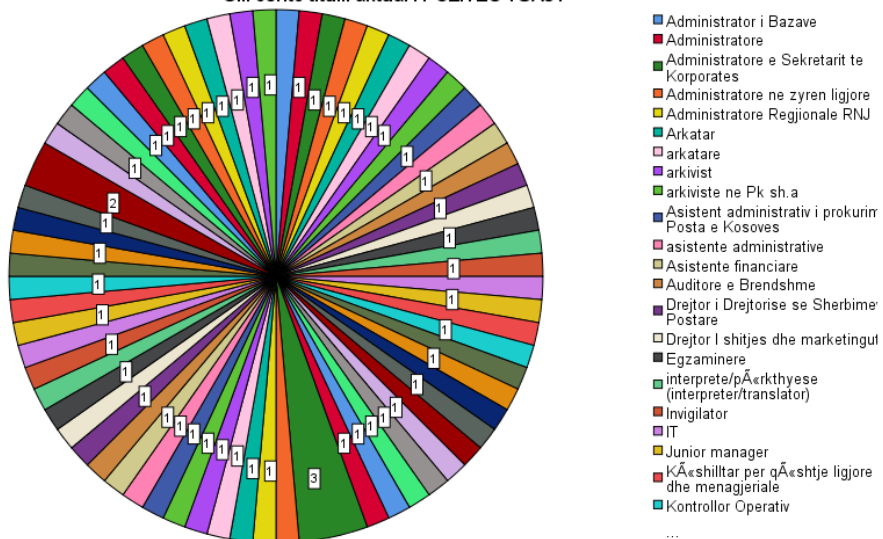
PHYSICAL ENVIRONMENT

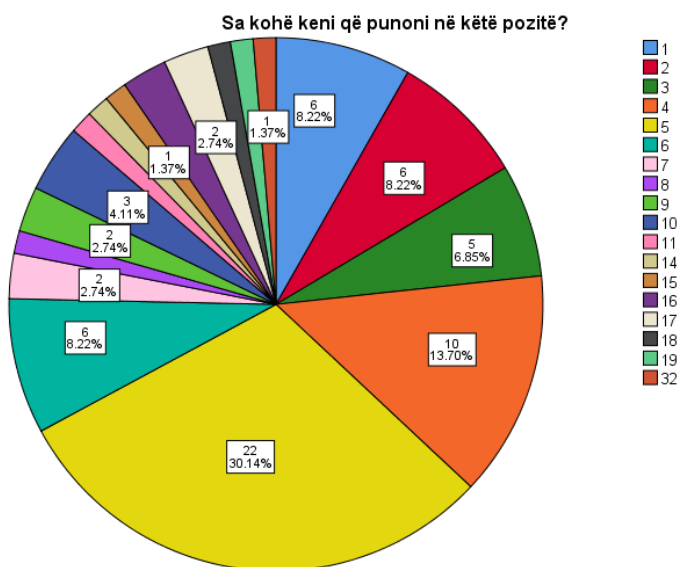
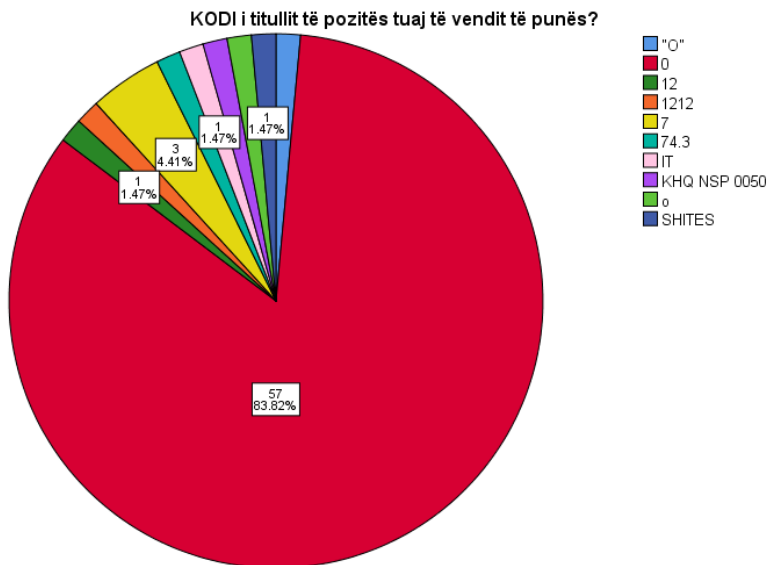


Sa kohë keni punuar me punëdhënësin tuaj aktual (vite) ?

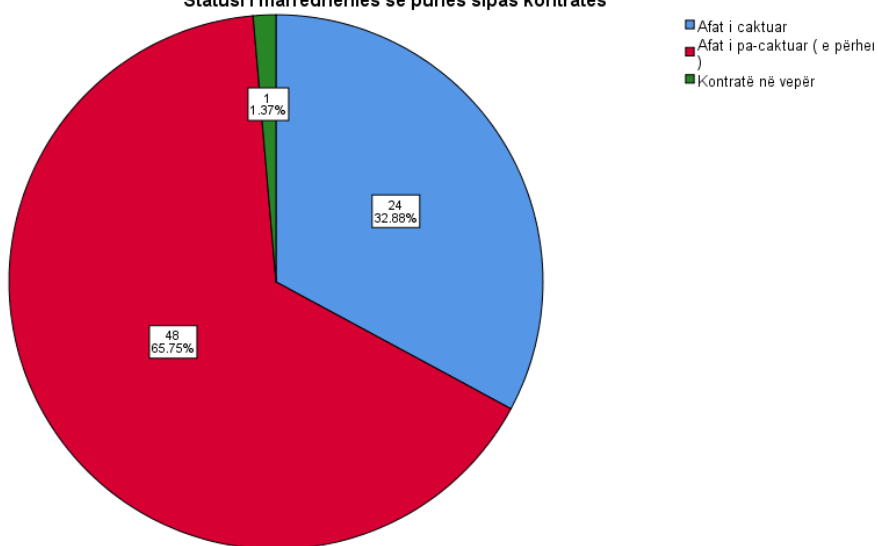


Cili është titulli aktual i POZITËS TUAJ?

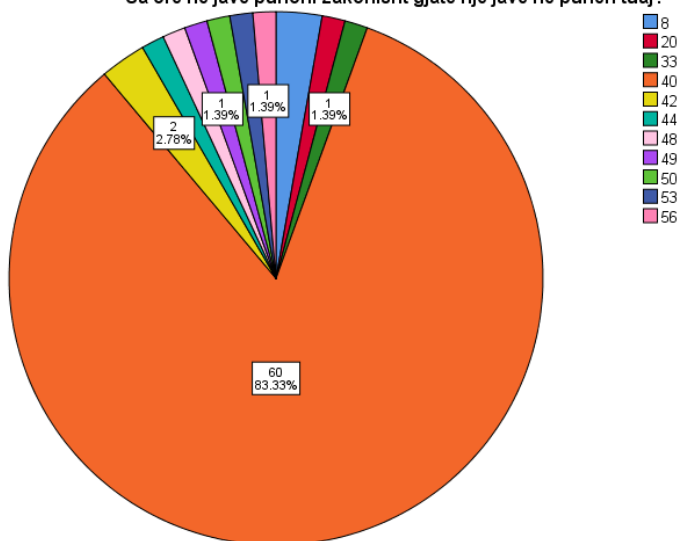




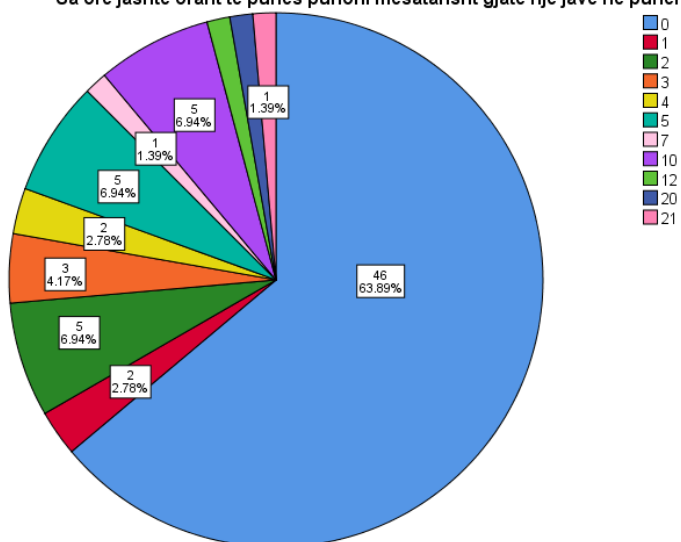
Statusi i marrëdhënies së punës sipas kontratës



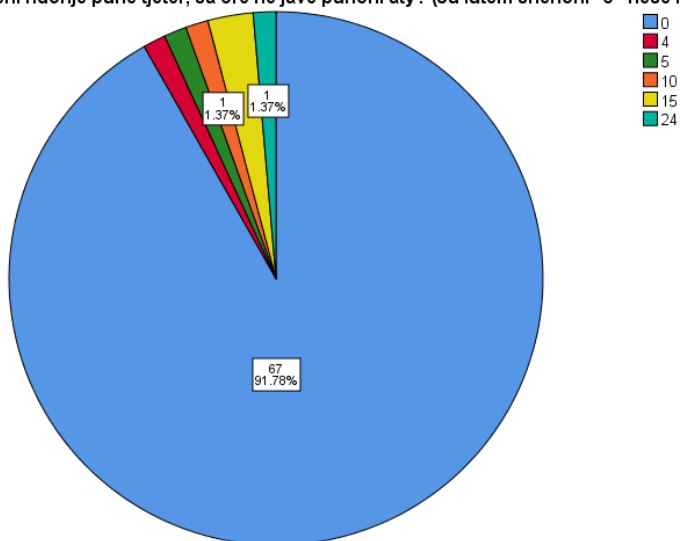
Sa orë në jave punoni zakonisht gjatë një jave në punën tuaj?



Sa orë jashtë orarit të punës punoni mesatarisht gjatë një jave në punën tuaj?

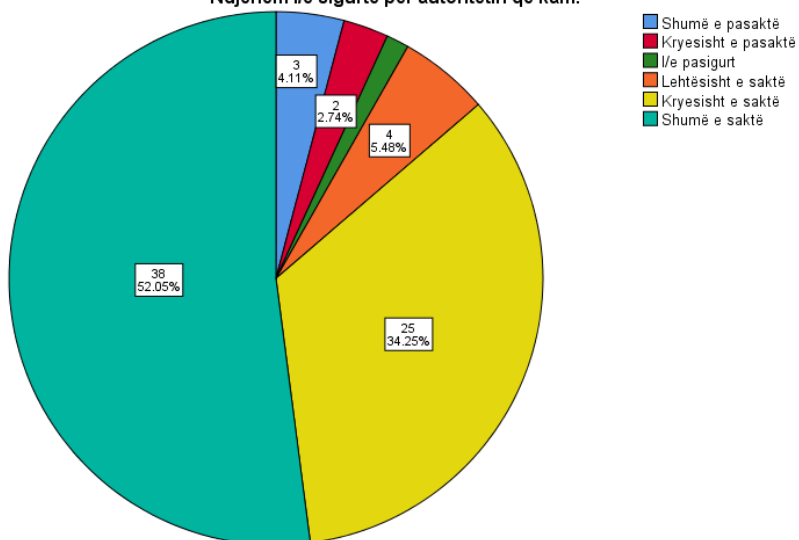


Nëse keni ndonjë punë tjetër, sa orë në javë punoni aty? (Ju lutem shënoni "0" nëse nuk keni punë tjetër)

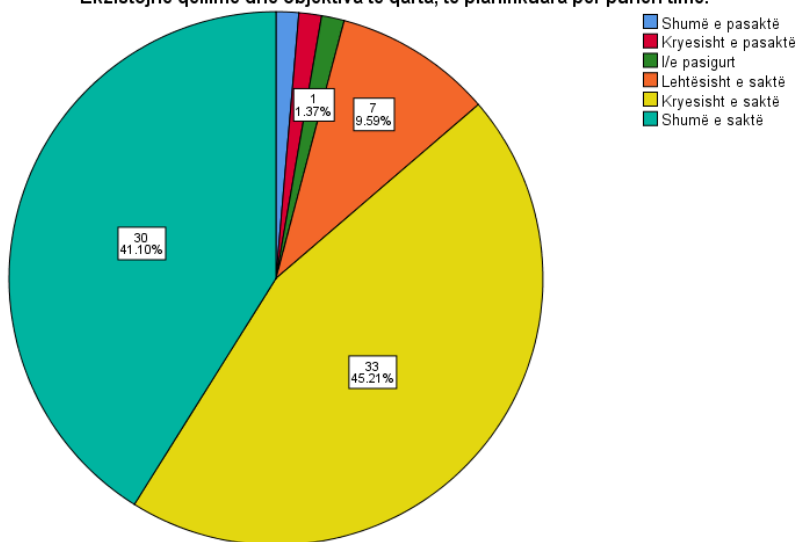


ROLE AT WORK

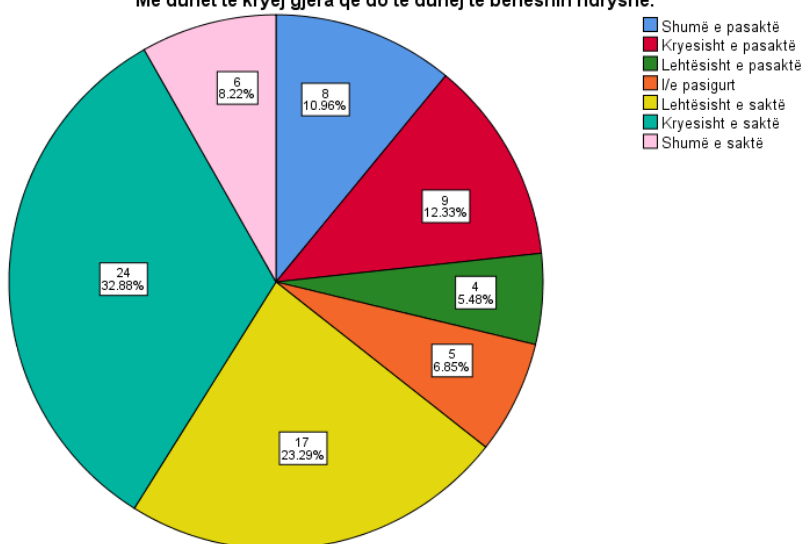
Ndjem i/e sigurtë për autoritetin që kam.



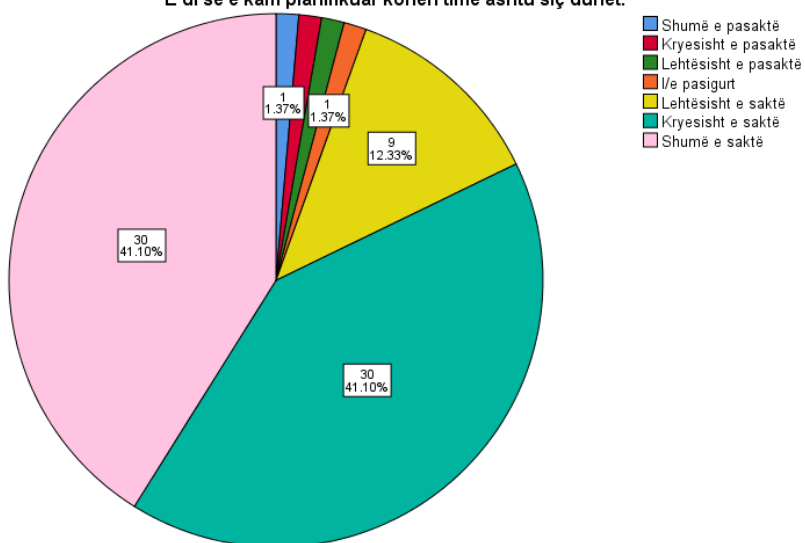
Ekzistojnë qëllime dhe objektiva të qarta, të planifikuara për punën time.



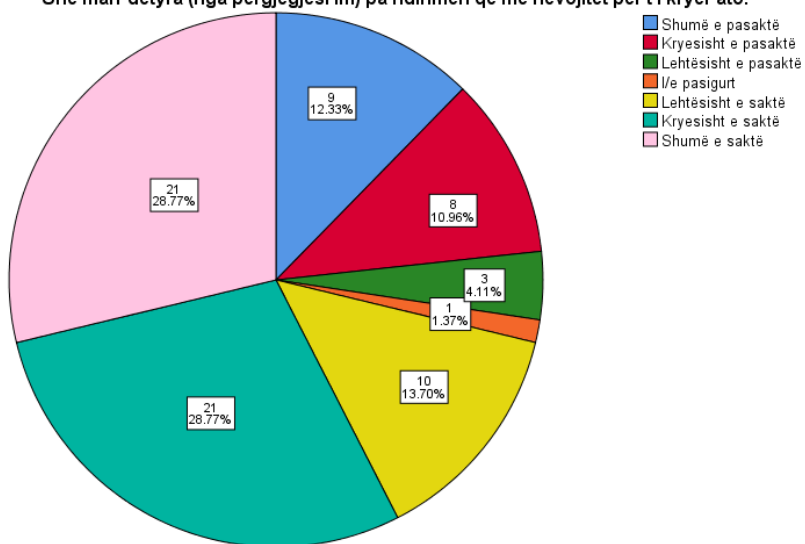
Më duhet të kryej gjëra që do të duhej të bëheshin ndryshe.



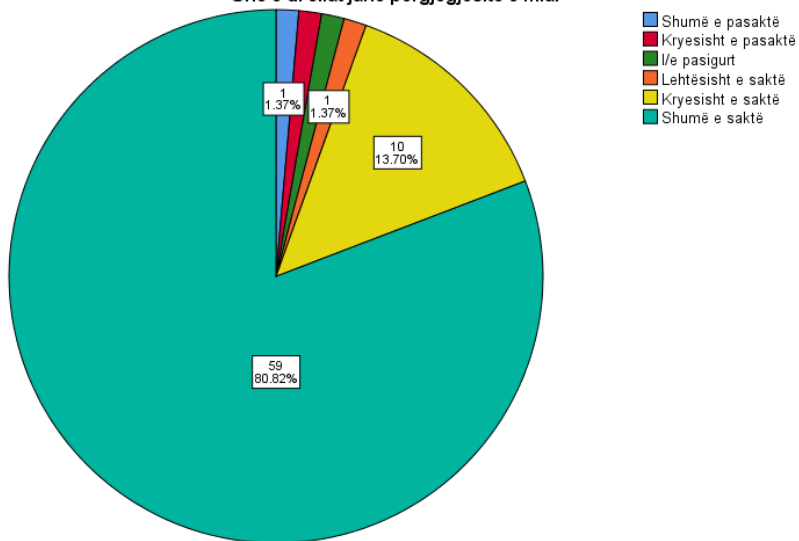
E di se e kam planifikuar kohën time ashtu siç duhet.



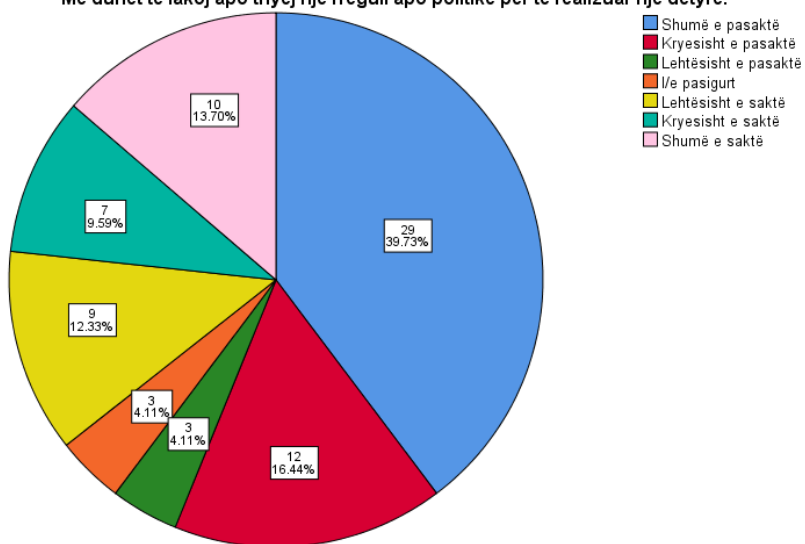
Unë marr detyra (nga përgjegjësi im) pa ndihmën që më nevojitet për t'i kryer ato.



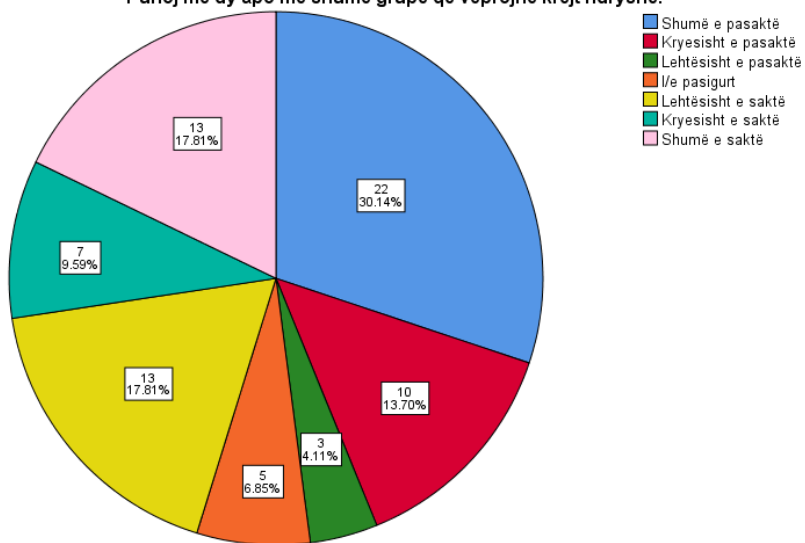
Unë e di cilat janë përgjegjësitë e mia.



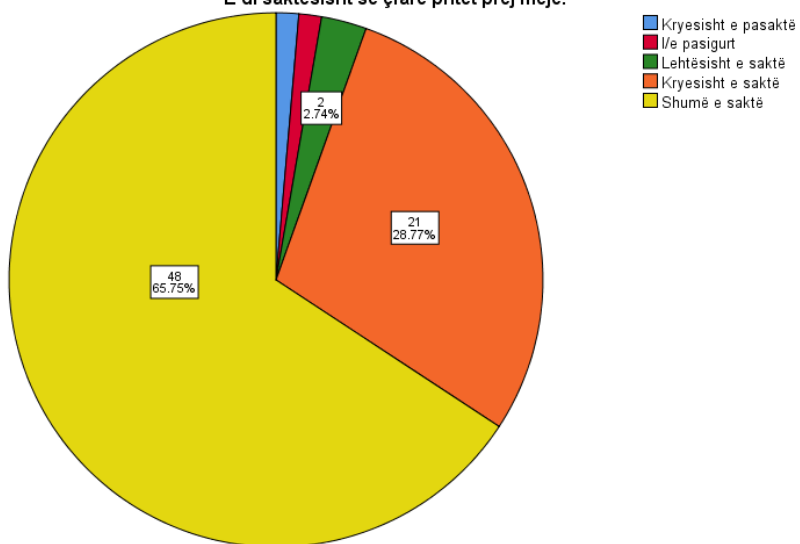
Më duhet të lakoј apo thyej një rregull apo politikë për të realizuar një detyrë.



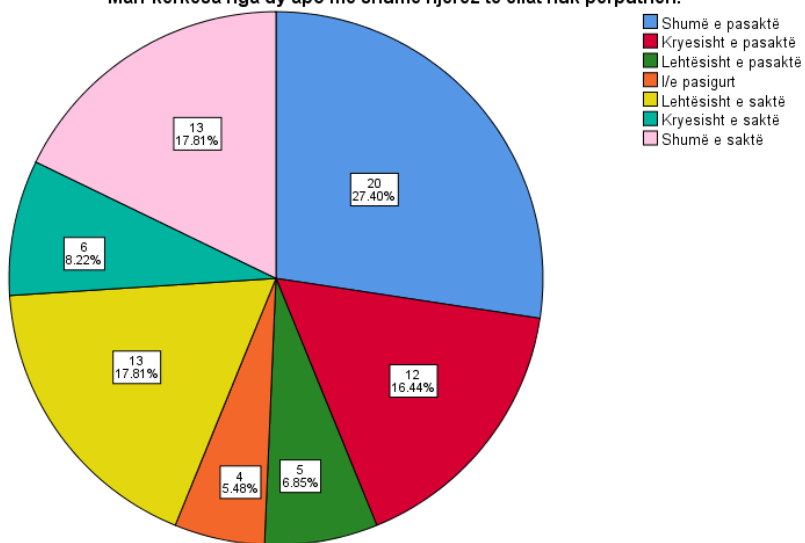
Punoј me dy apo më shumë grupe që veprojnë krejt ndryshe.



E di saktësisht se çfarë pritët prej meje.

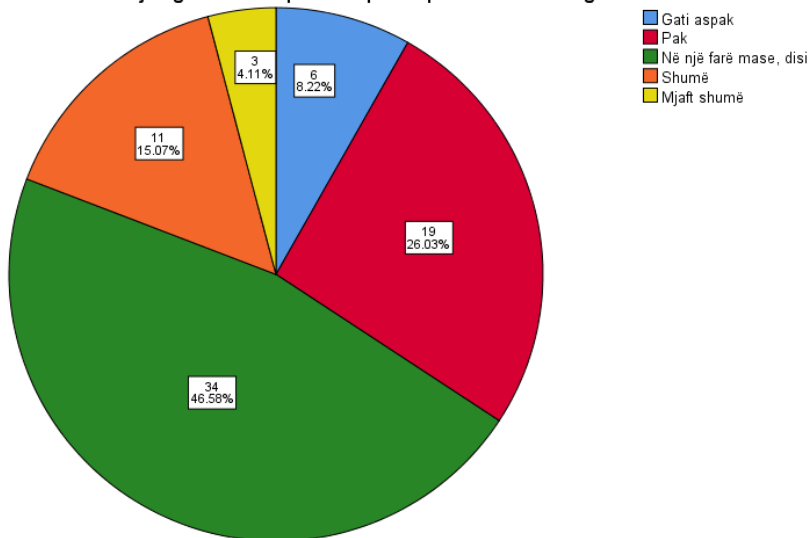


Marr kërkesa nga dy apo më shumë njerëz të cilat nuk përputhen.

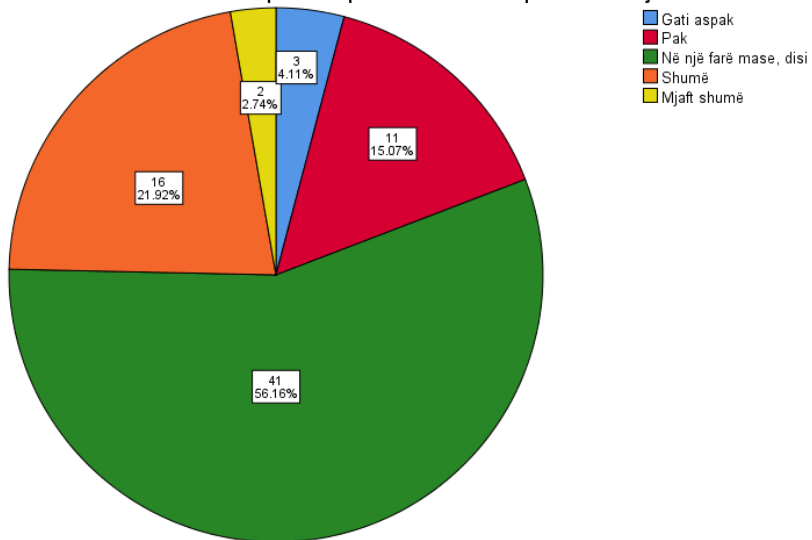


WORKLOAD AND RESPONSIBILITY

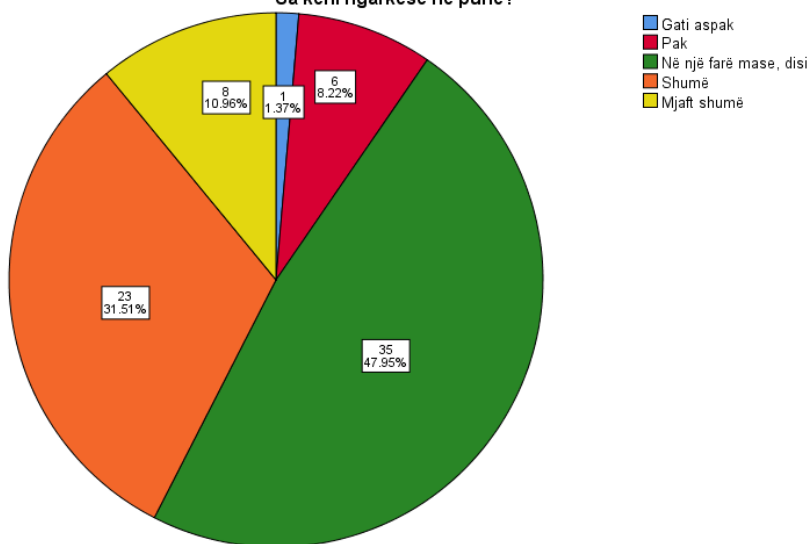
Sa ju ngadalësohet procesi i punës për shkak të mbingarkesës?



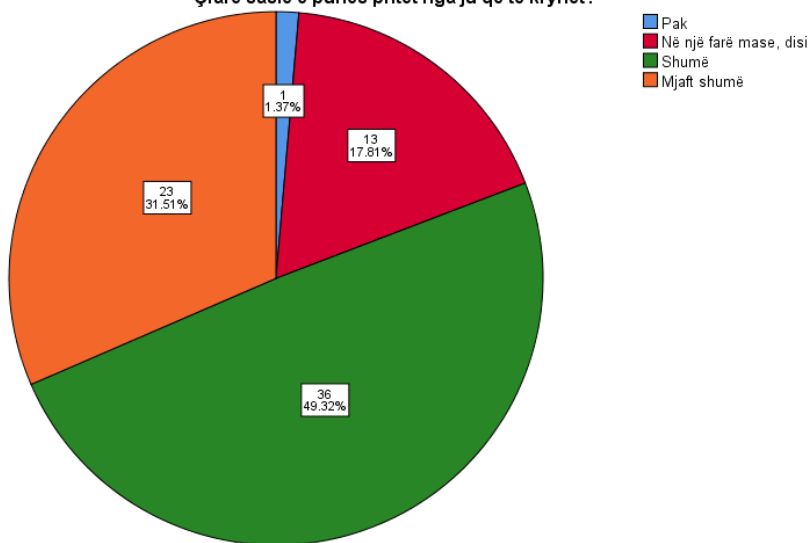
Sa kohë keni në dispozicion për të menduar dhe punuar me kujdes?



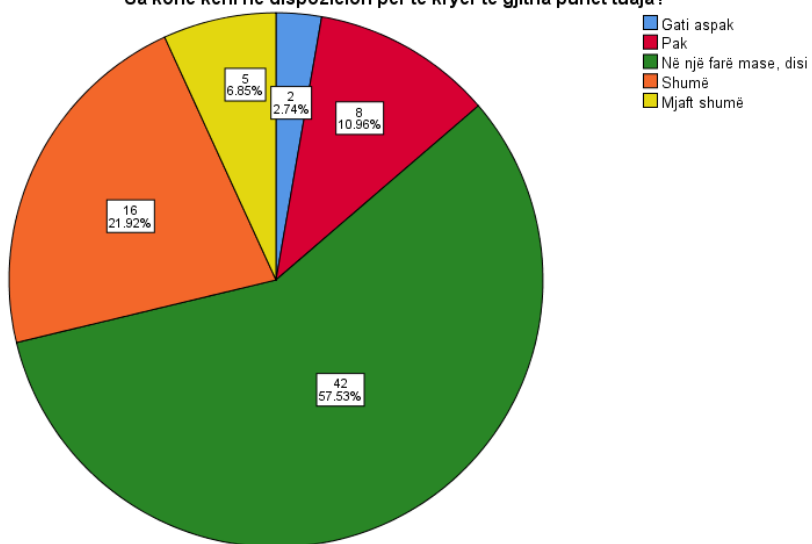
Sa keni ngarkesë në punë?



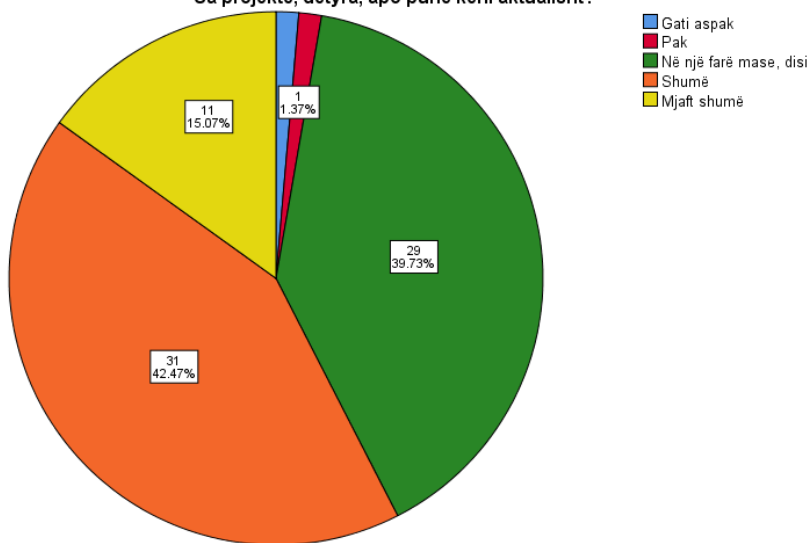
Çfarë sasie e punës pritët nga ju që të kryhet?



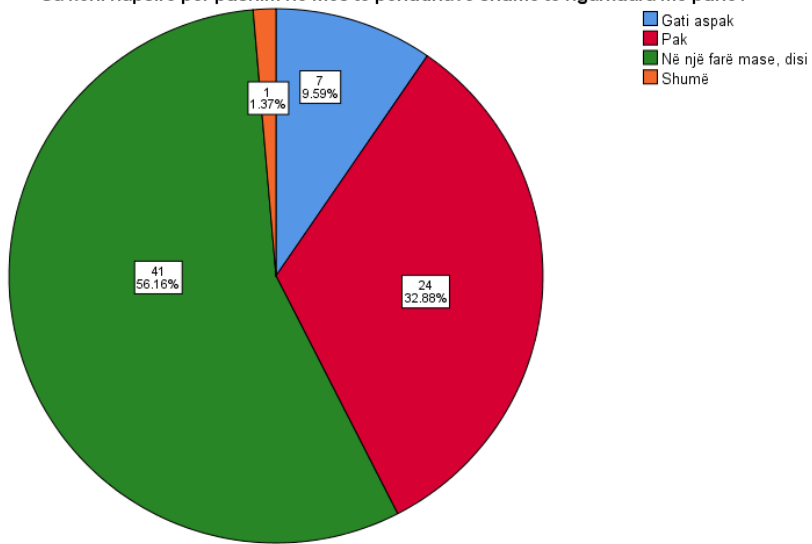
Sa kohë keni në dispozicion për të kryer të gjitha punët tuaja?



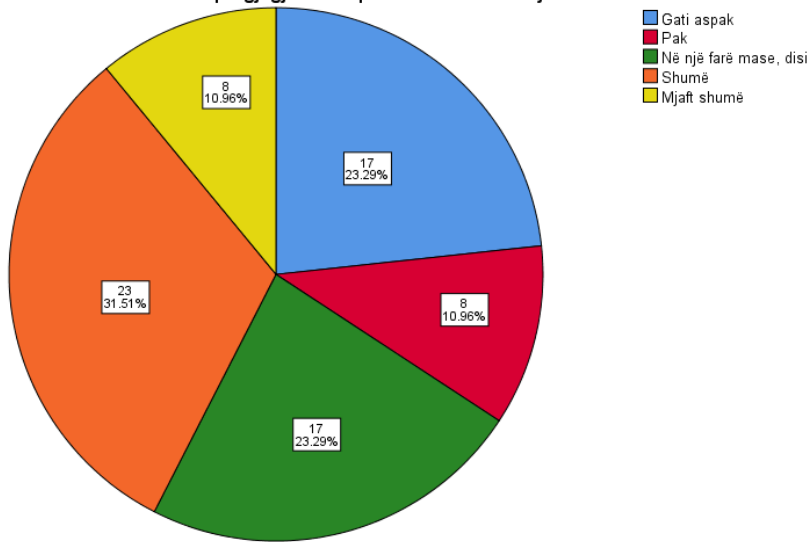
Sa projekte, detyra, apo punë keni aktualisht?



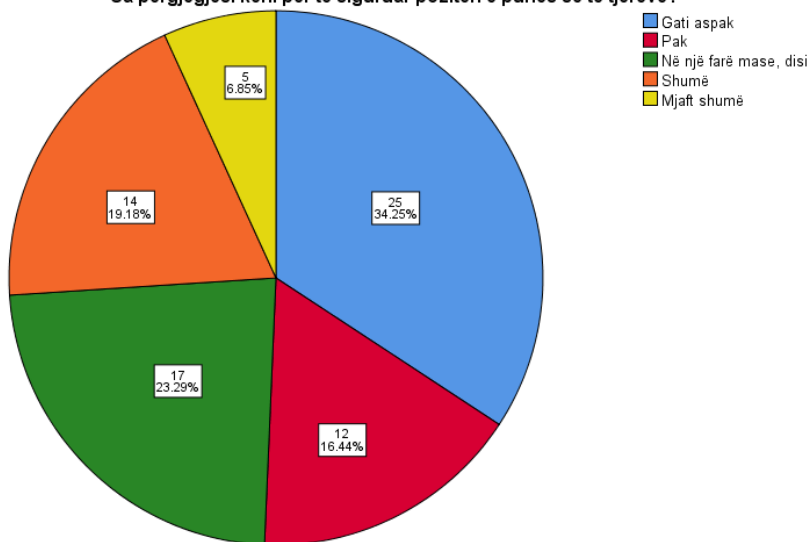
Sa keni hapsirë për pushim në mes të periudhave shumë të ngarkuara me punë?



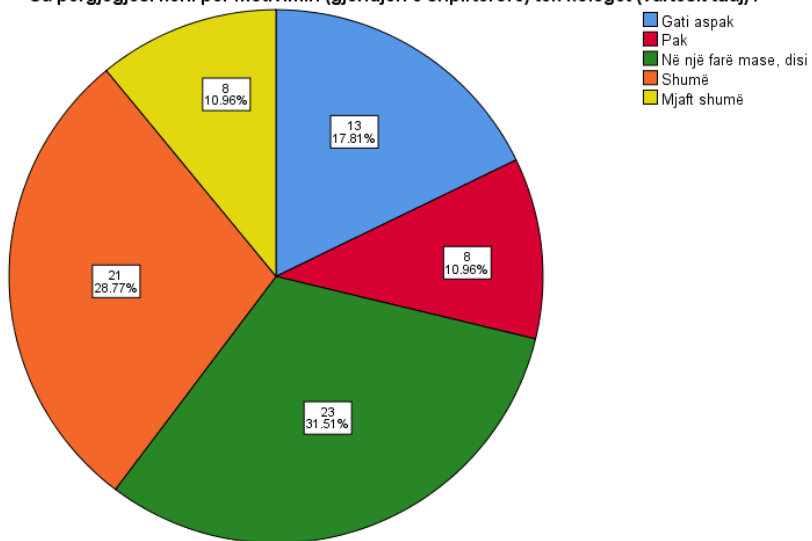
Sa përgjegjësi keni për të ardhmen e të tjerëve?



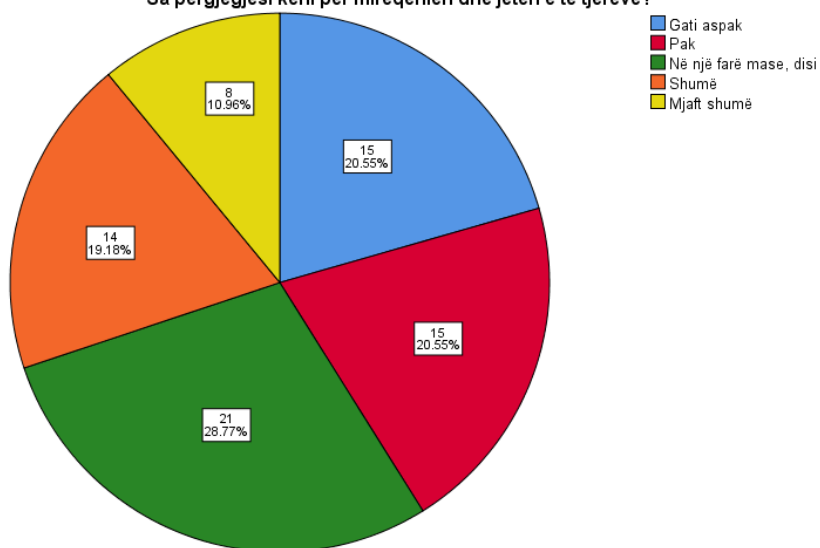
Sa përgjegjësi keni për të siguruar pozitën e punës së të tjerëve?



Sa përgjegjësi keni për motivimin (gjendjen e shpirtërore) tek kolegët (vartësit tuaj)?

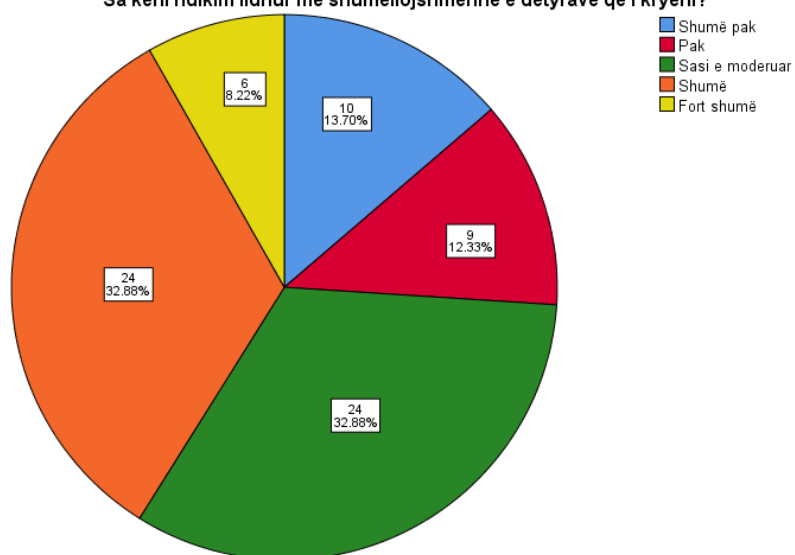


Sa përgjegjësi keni për mirëqenien dhe jetën e të tjerëve?

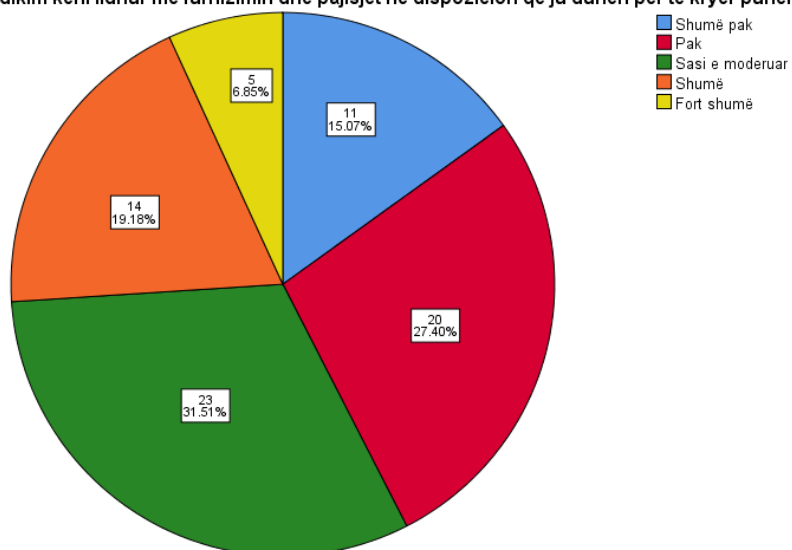


LEVEL OF CONTROL

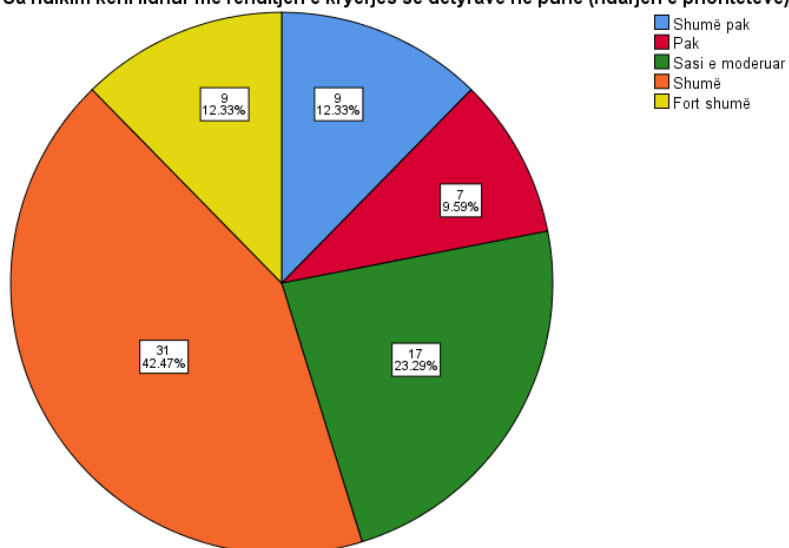
Sa keni ndikim lidhur me shumëllojshmërinë e detyrave që i kryeni?



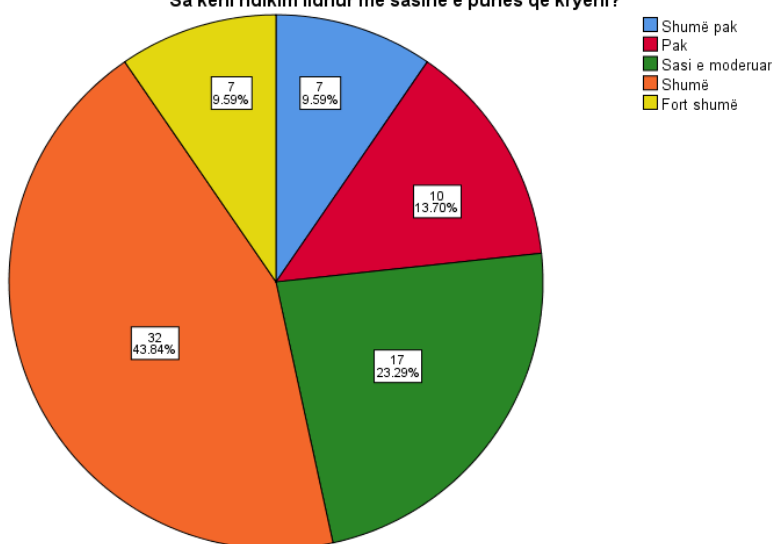
Sa ndikim keni lidhur me furnizimin dhe pajisjet në dispozicion që ju duhen për të kryer punën tuaj?



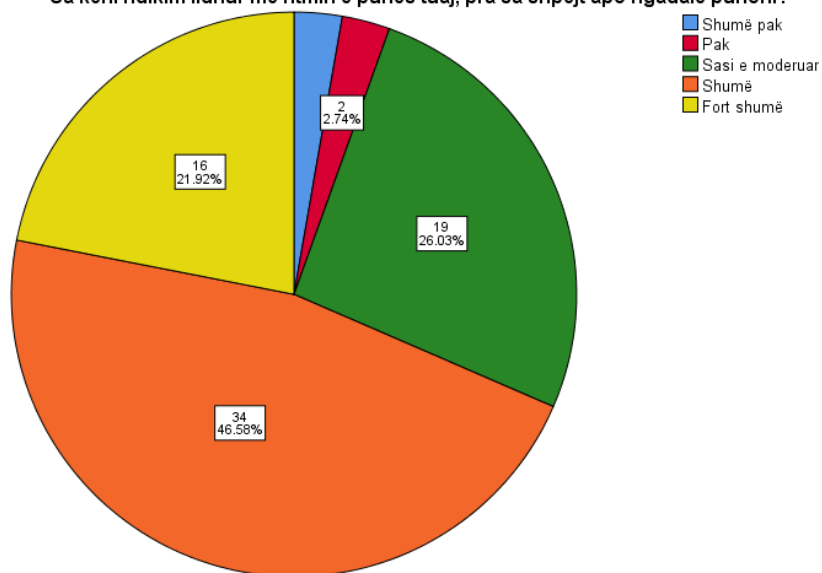
Sa ndikim keni lidhur me renditjen e kryerjes së detyrave në punë (ndarjen e prioriteteve)?



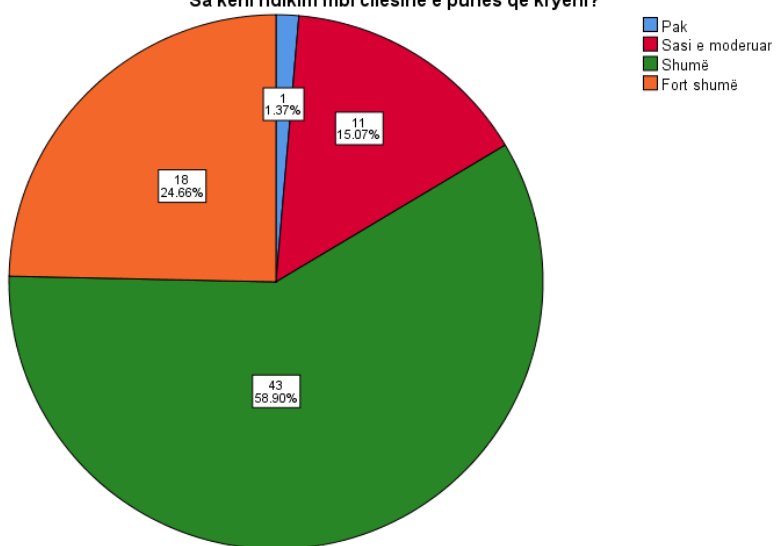
Sa keni ndikim lidhur me sasinë e punës që kryeni?



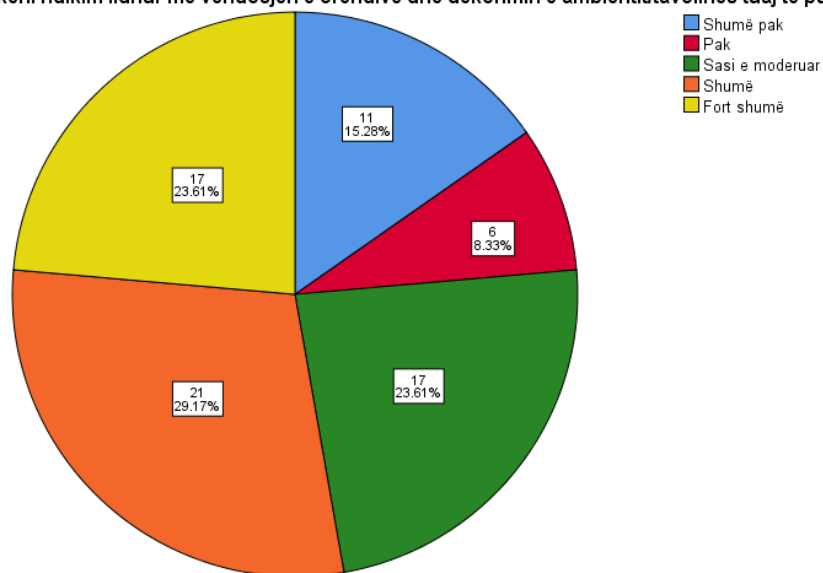
Sa keni ndikim lidhur me ritmin e punës tuaj, pra sa shpejt apo ngadalë punoni?



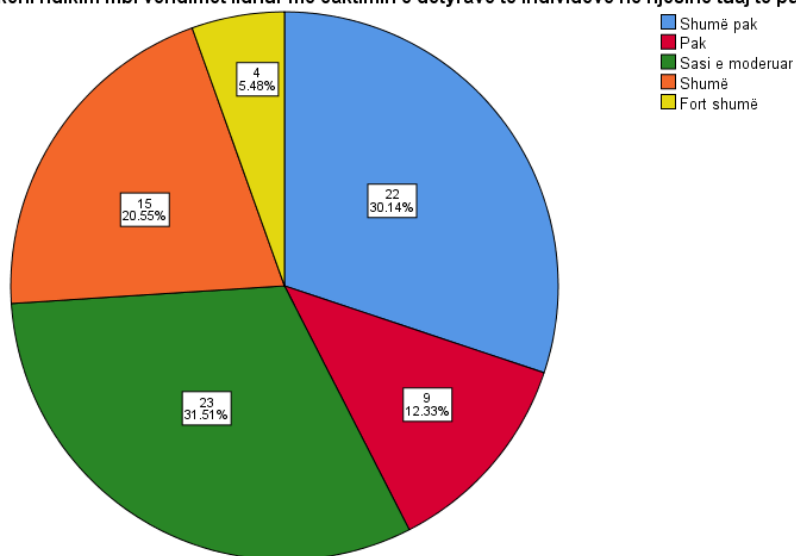
Sa keni ndikim mbi cilësinë e punës që kryeni?



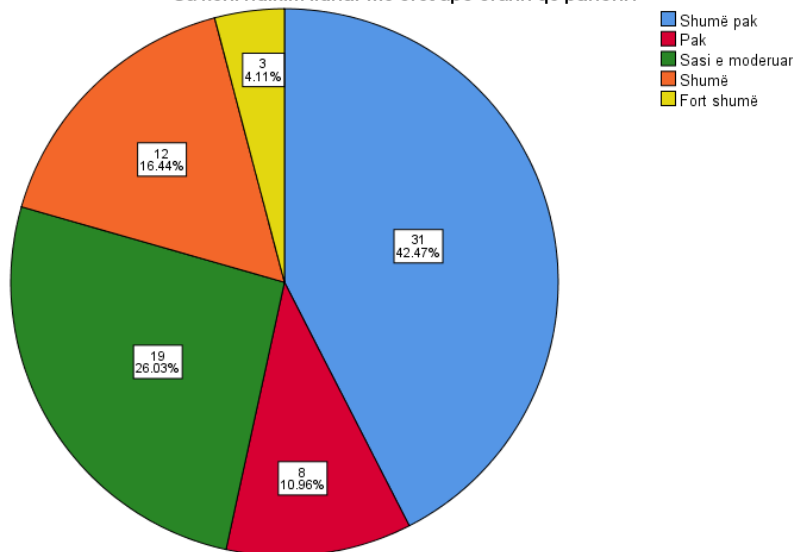
Sa keni ndikim lidhur me vendosjen e orendive dhe dekorimin e ambientit/tavolinës tuaj të punës?



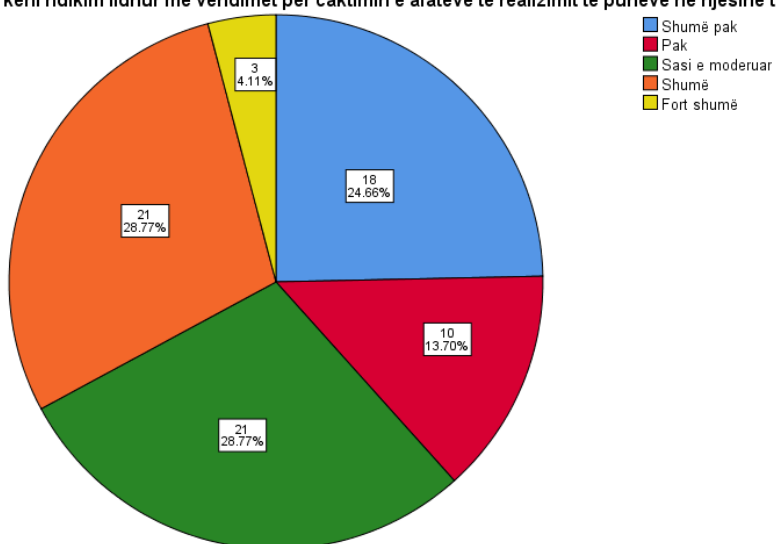
Sa keni ndikim mbi vendimet lidhur me caktimin e detyrave të individëve në njësinë tuaj të punës?



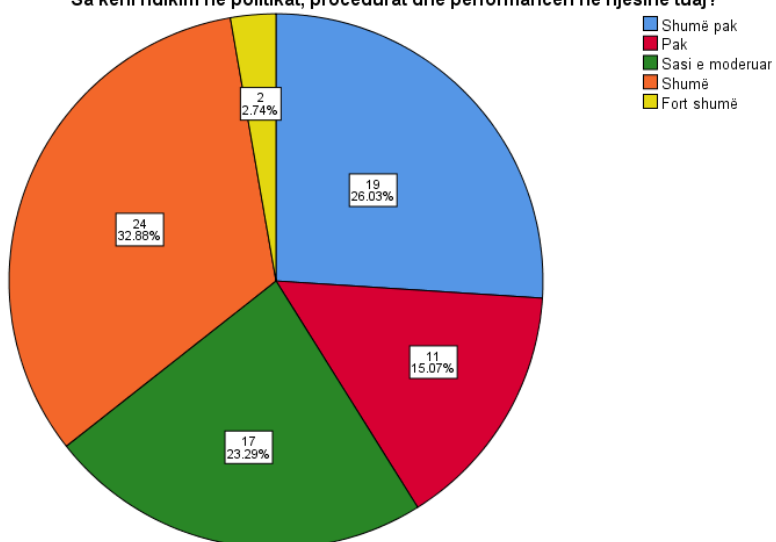
Sa keni ndikim lidhur me orët apo orarin që punoni?



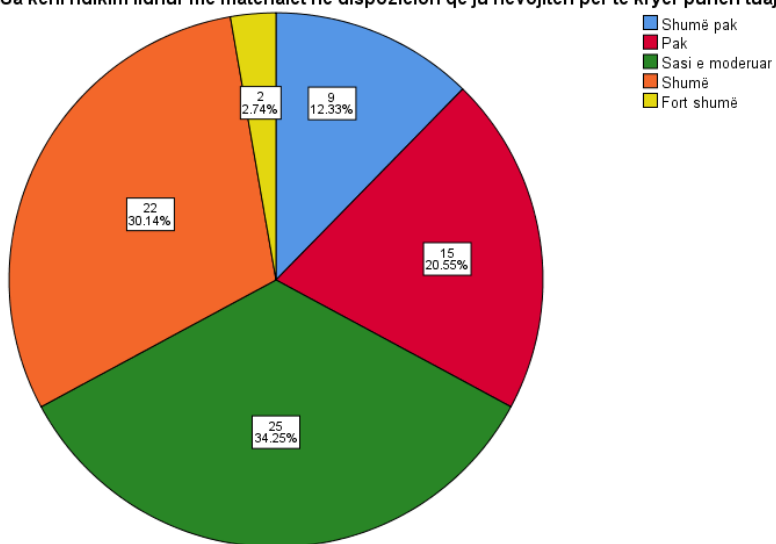
Sa keni ndikim lidhur me vendimet për caktimin e afateve të realizimit të punëve në njësinë tuaj?



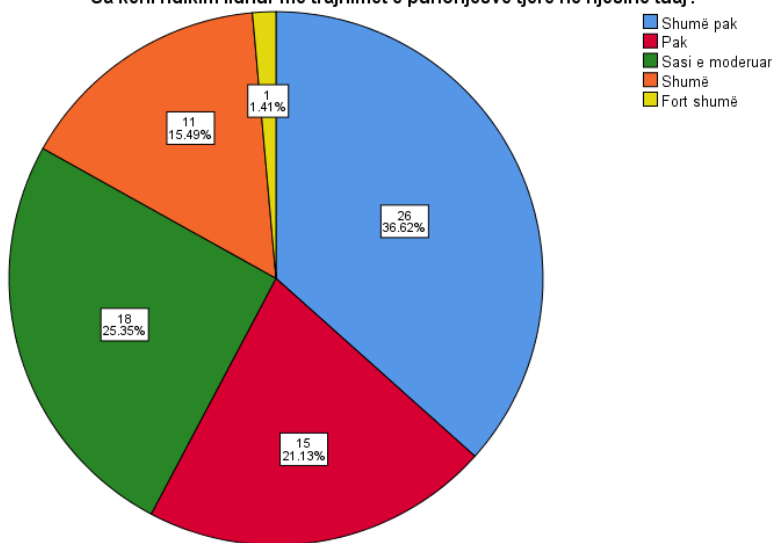
Sa keni ndikim në politikat, procedurat dhe performancën në njësinë tuaj?



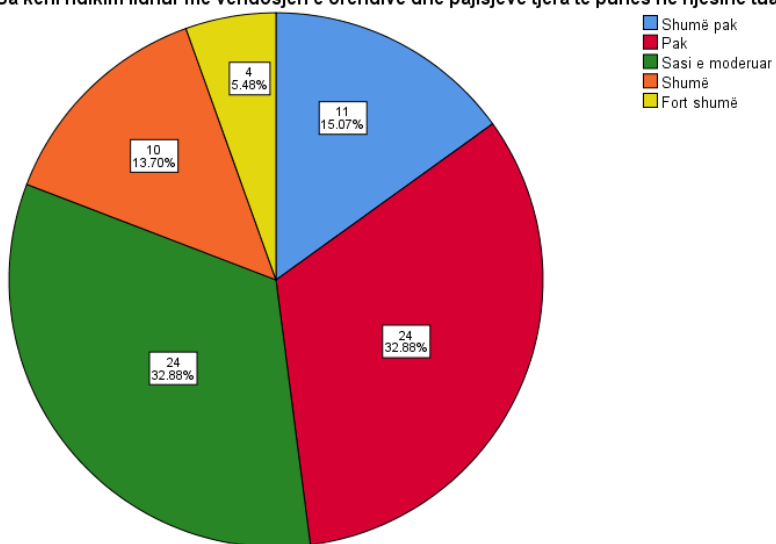
Sa keni ndikim lidhur me materialet në dispozicion që ju nevojiten për të kryer punën tuaj?



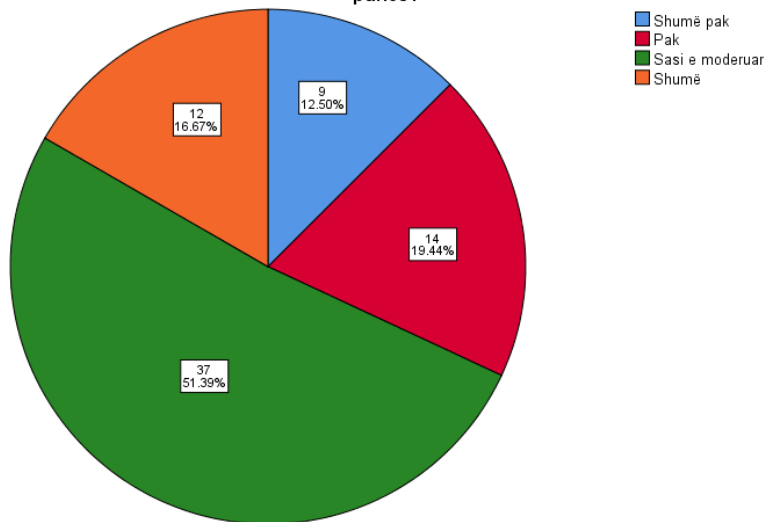
Sa keni ndikim lidhur me trajnimet e punonjësve tjerë në njësinë tuaj?



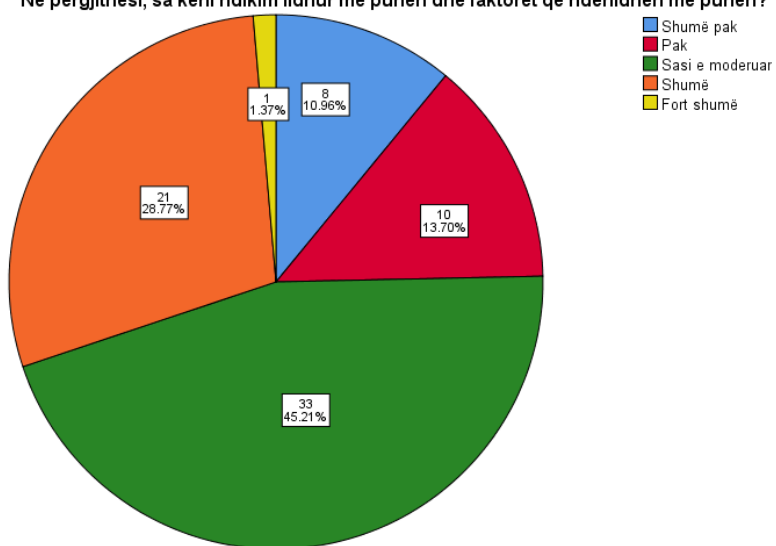
Sa keni ndikim lidhur me vendosjen e orendive dhe pajisjeve tjera të punës në njësinë tuaj?



Deri në çfarë mase mund të kryeni punët më herët dhe të merrni një pauzë pushimi të shkurtër gjatë orarit të punës?

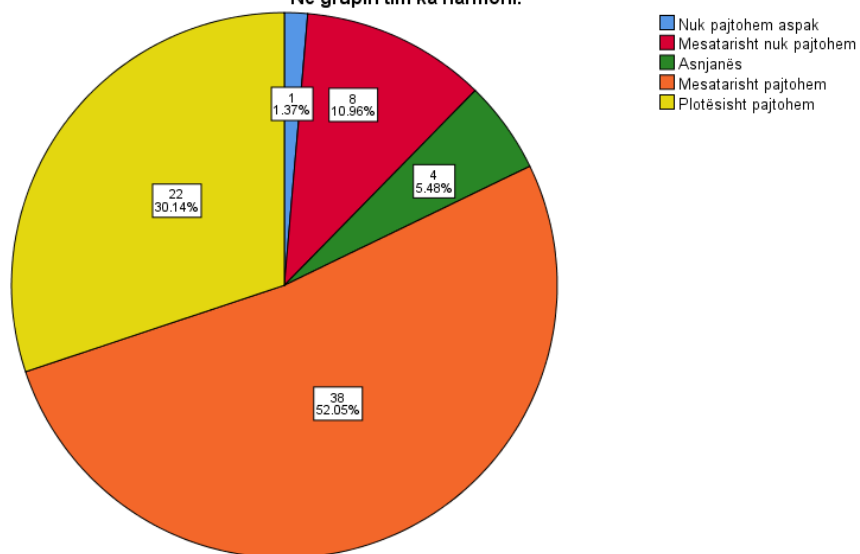


Në përgjithësi, sa keni ndikim lidhur me punën dhe faktorët që ndërlidhen me punën?

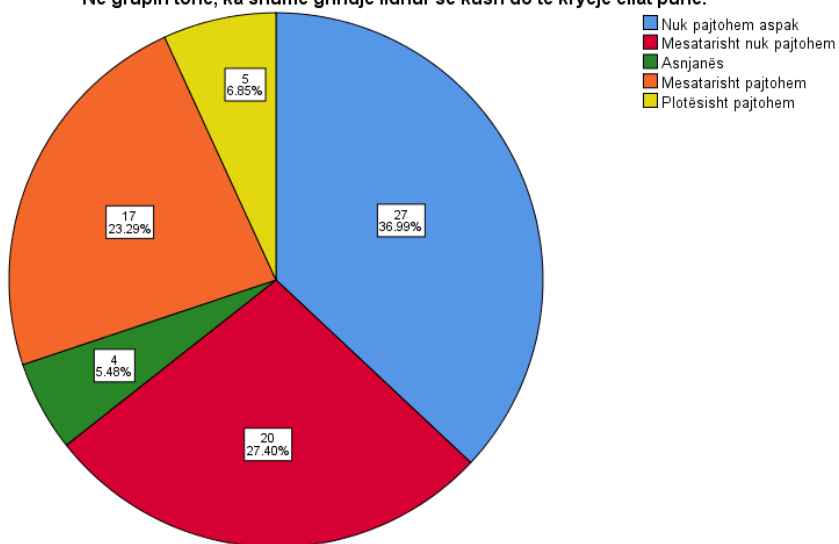


CONFLICT AT WORK

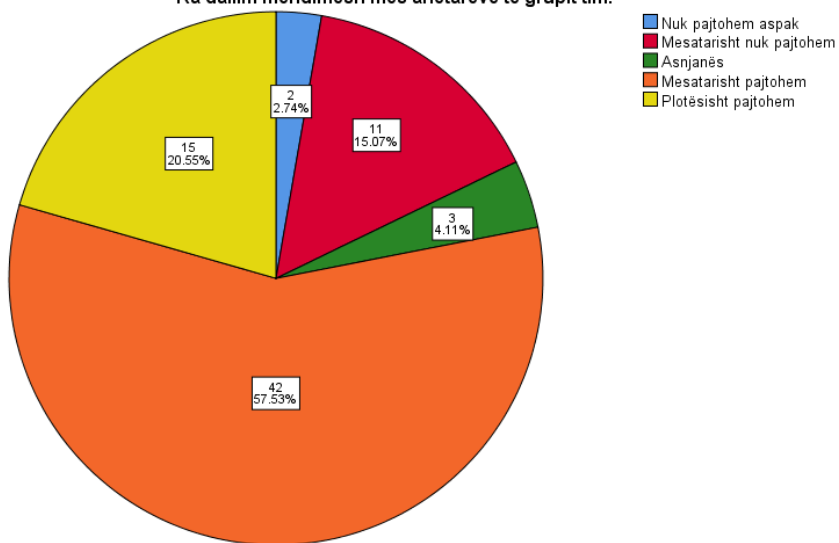
Në grupin tim ka harmoni.



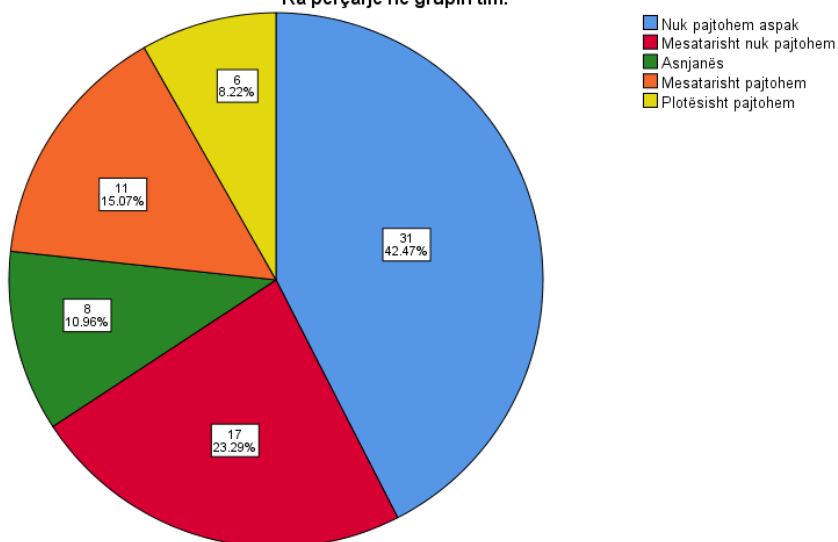
Në grupin tonë, ka shumë grindje lidhur se kush do të kryejë cilat punë.



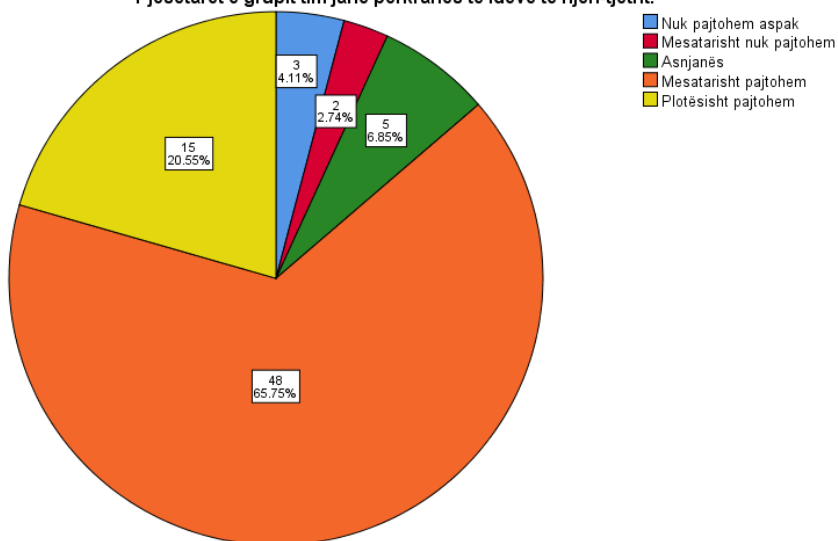
Ka dallim mendimesh mes anëtarëve të grupit tim.



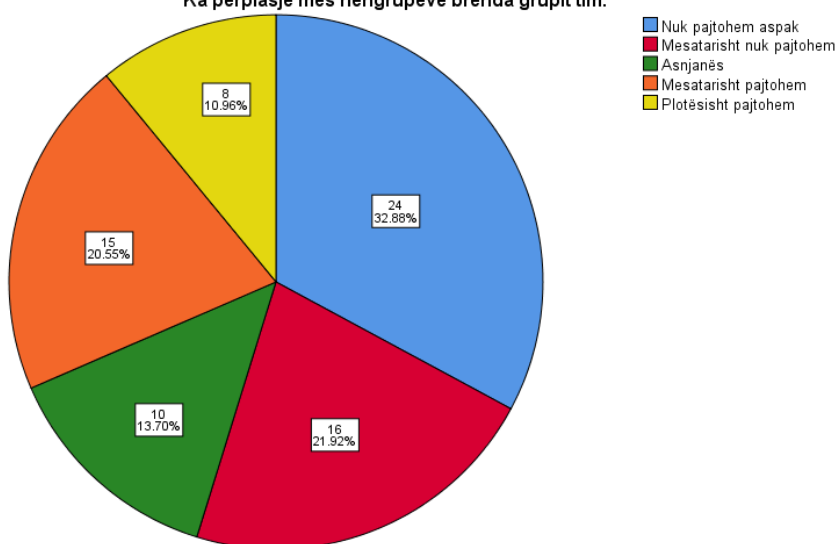
Ka përçarje në grupin tim.



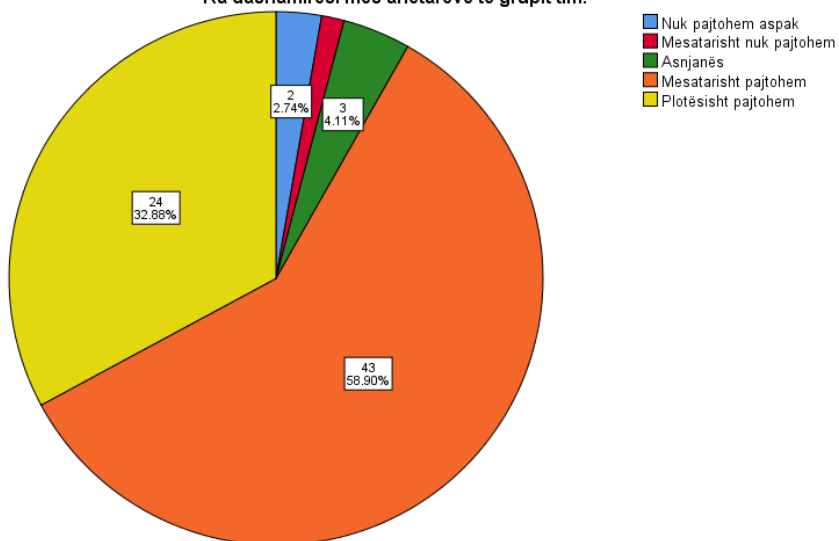
Pjesëtarët e grupit tim janë përkrahës të ideve të njëri-tjetrit.



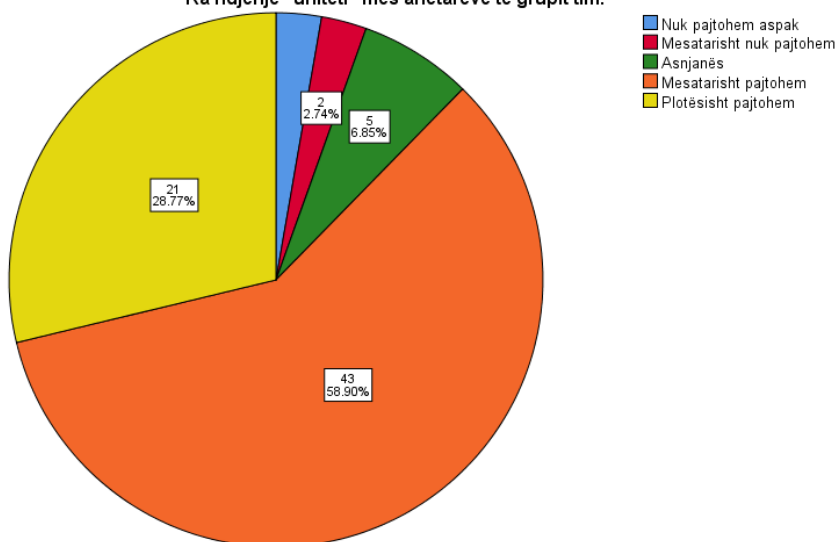
Ka përplasje mes nëngrupeve brenda grupit tim.



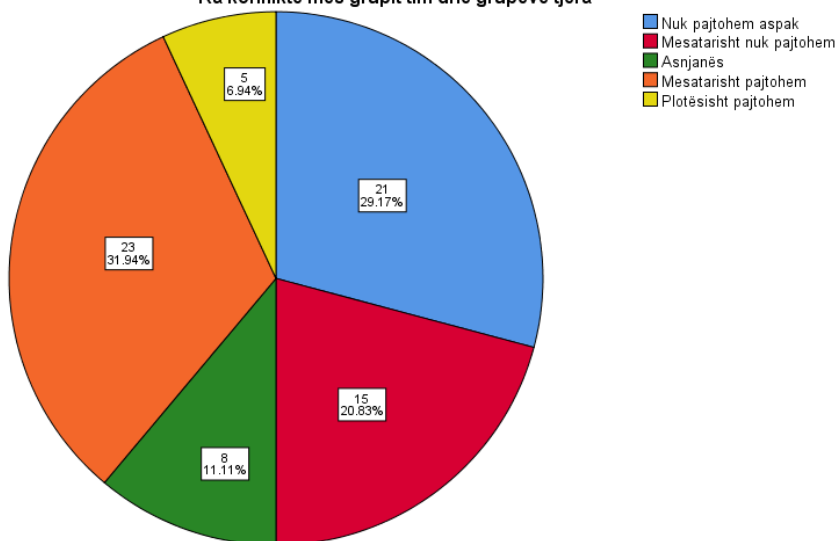
Ka dashamirësi mes anëtarëve të grupit tim.



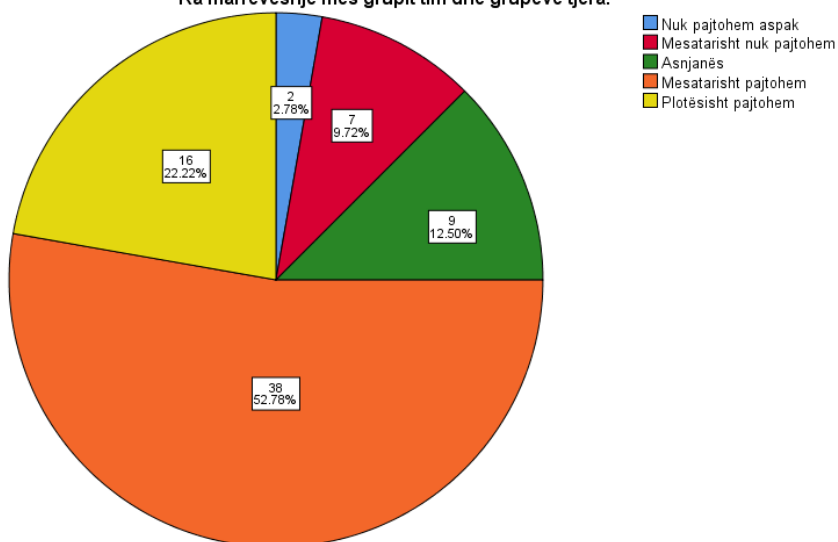
Ka ndjenjë "uniteti" mes anëtarëve të grupit tim.



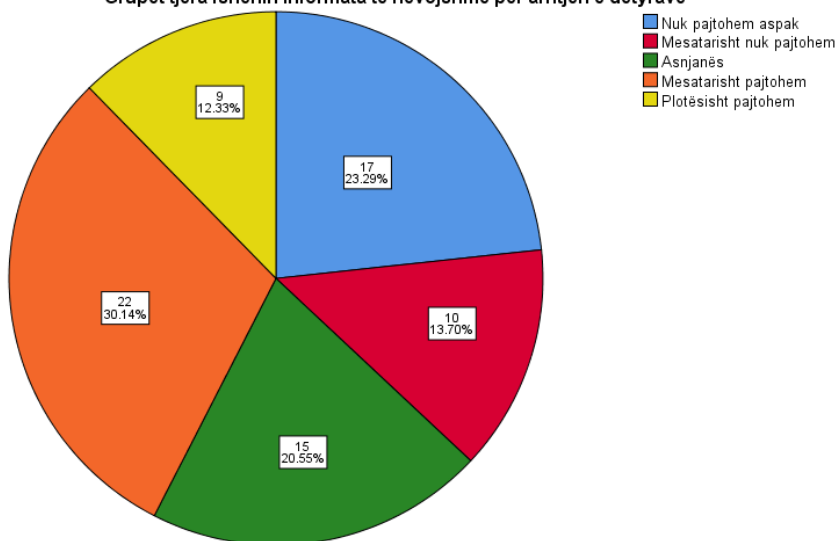
Ka konflikte mes grupit tim dhe grupeve tjera



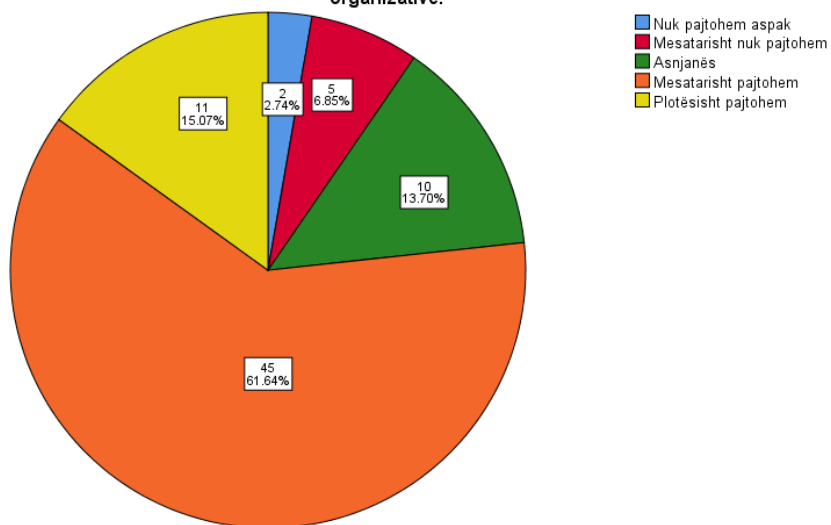
Ka marrëveshje mes grupit tim dhe grupeve tjera.



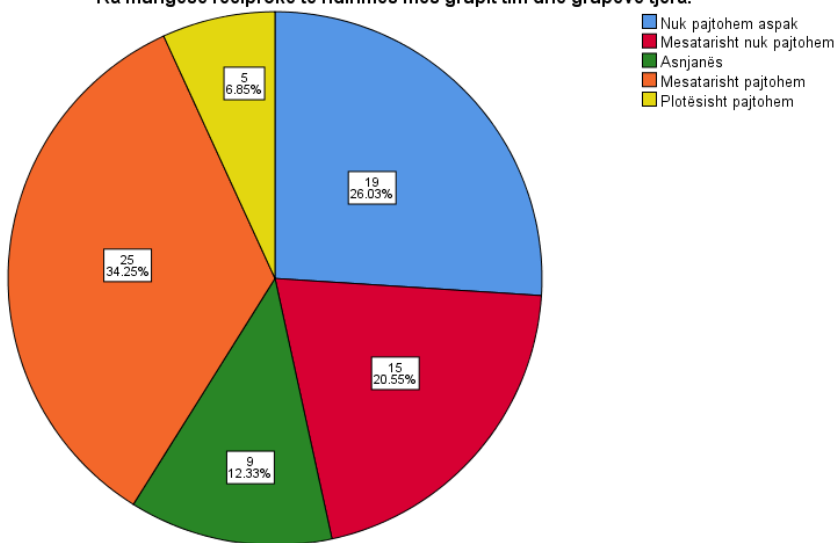
Grupet tjera fshehin informata të nevojshme për arritjen e detyrave



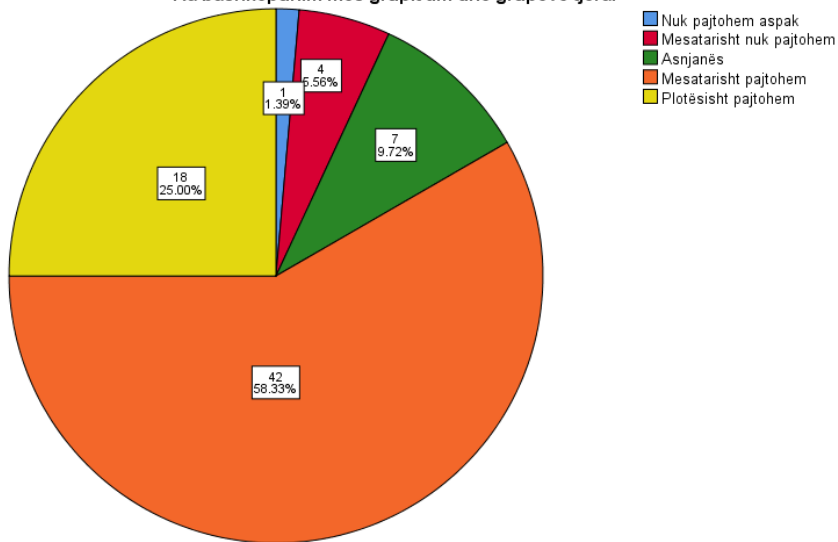
Marrëdhënia mes grupit tim dhe grupeve tjera është harmonike në arritjen e qëllimeve të përgjithshme organizative.



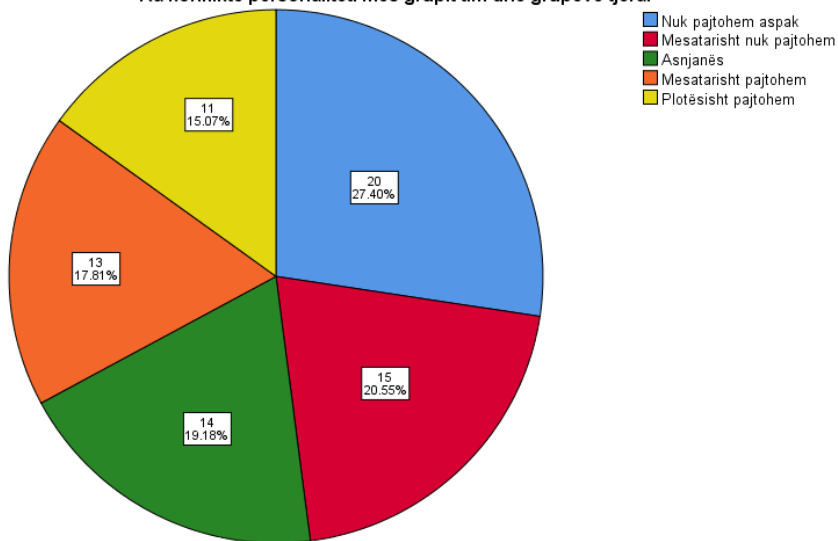
Ka mungesë reciproke të ndihmës mes grupit tim dhe grupeve tjera.

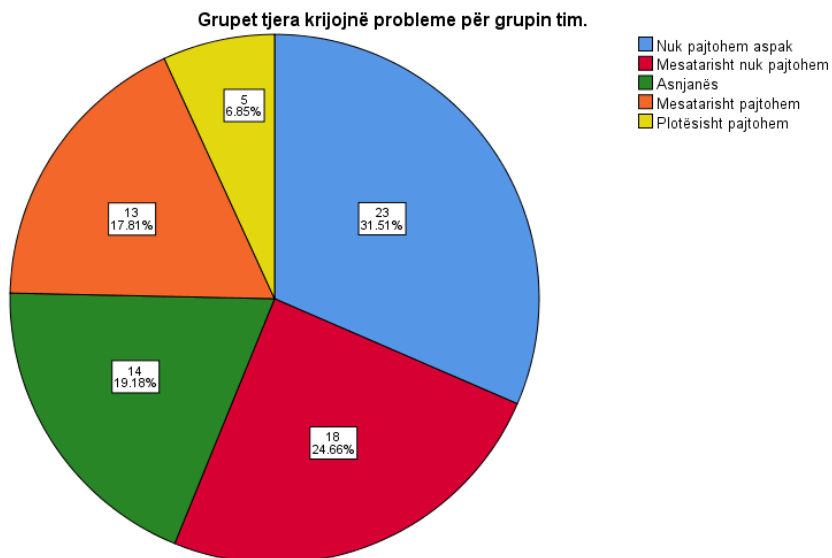


Ka bashkëpunim mes grupit tim dhe grupeve tjera.

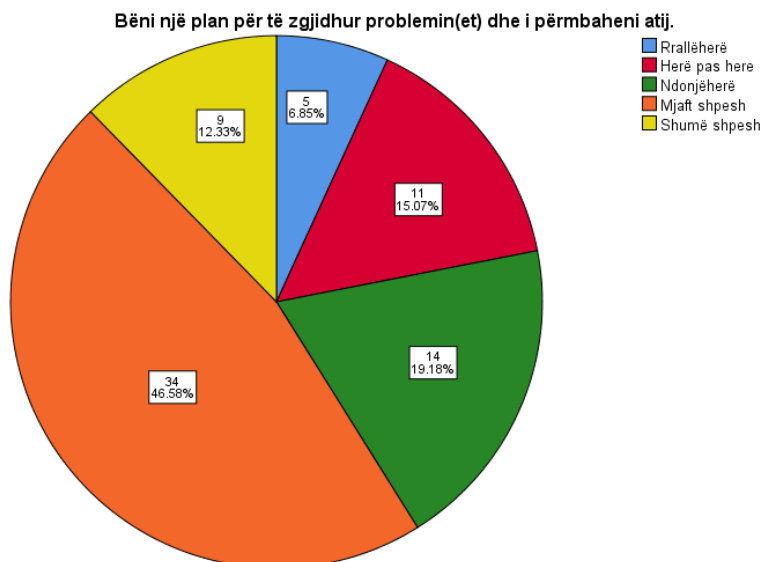


Ka konflikte personaliteti mes grupit tim dhe grupeve tjera.

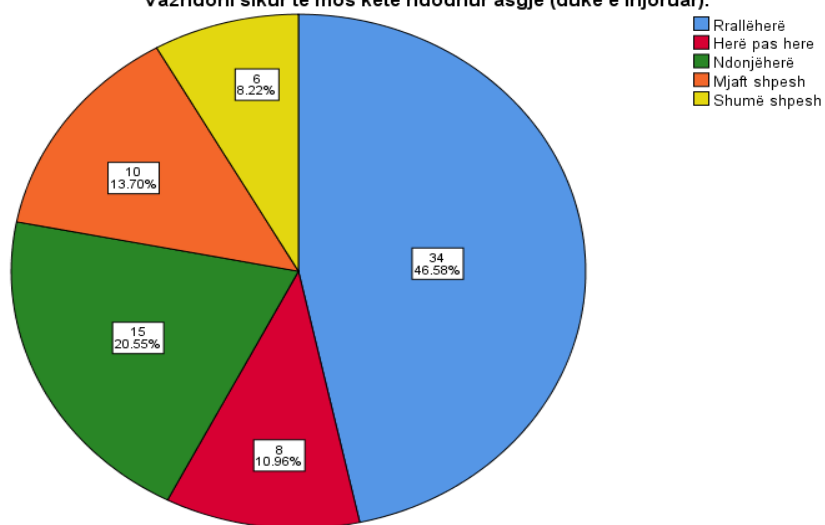




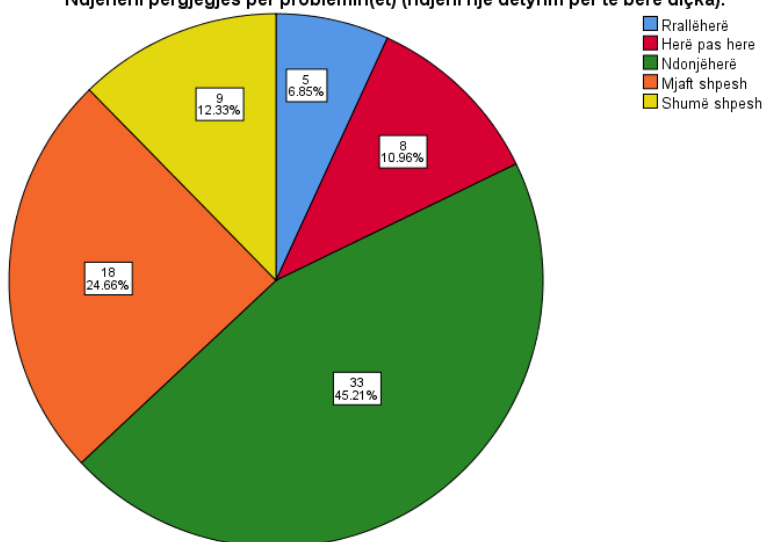
PROBLEMS AT WORK



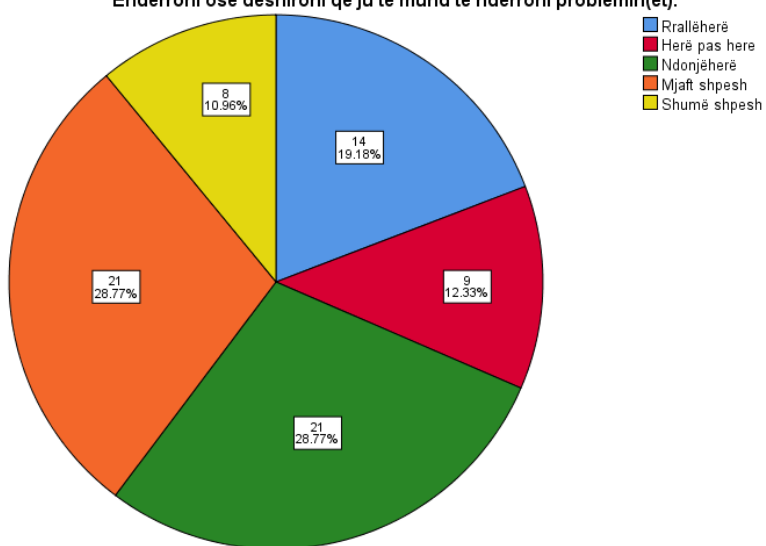
Vazhdoni sikur të mos ketë ndodhur asgjë (duke e injoruar).



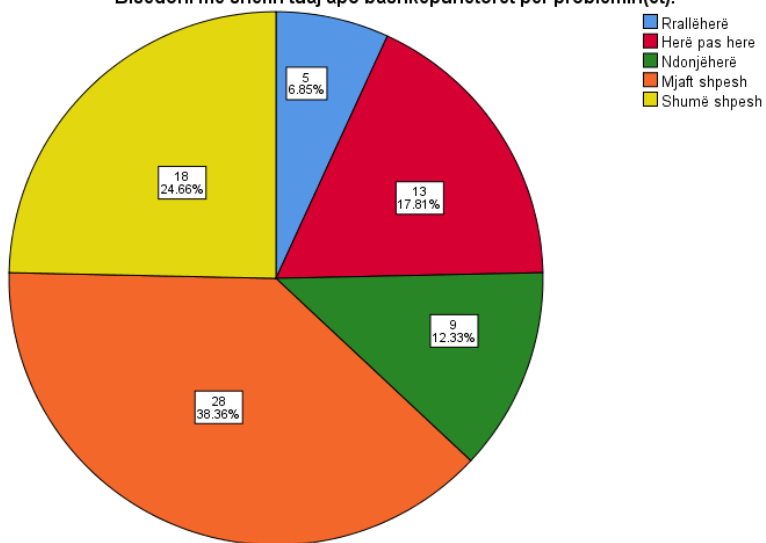
Ndjeneni përgjegjës për problemin(et) (ndjeni një detyrim për të bërë diçka).

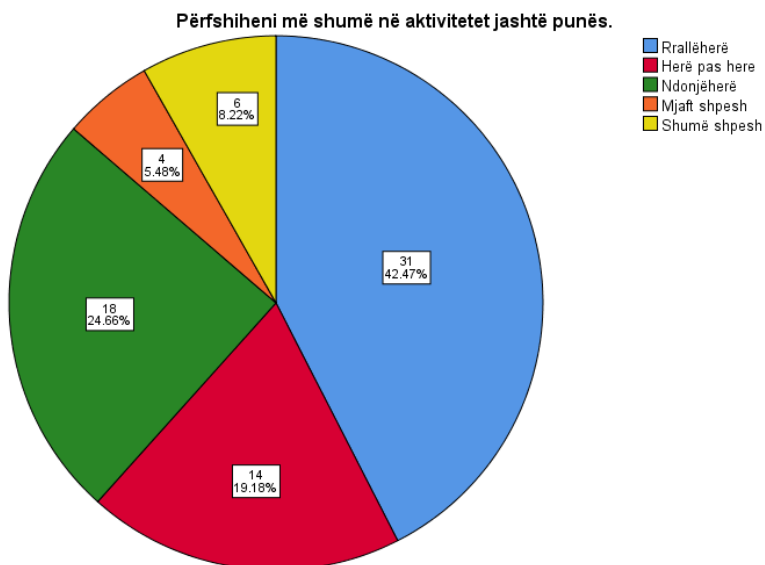


Ëndërroni ose dëshironi që ju të mund të ndërroni problemin(et).



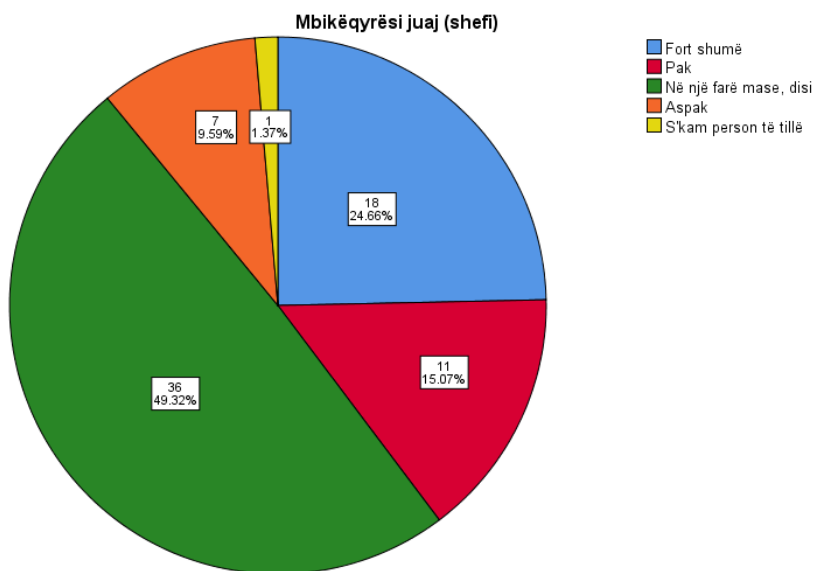
Bisedoni me shefin tuaj apo bashkëpunëtorët për problemin(et).



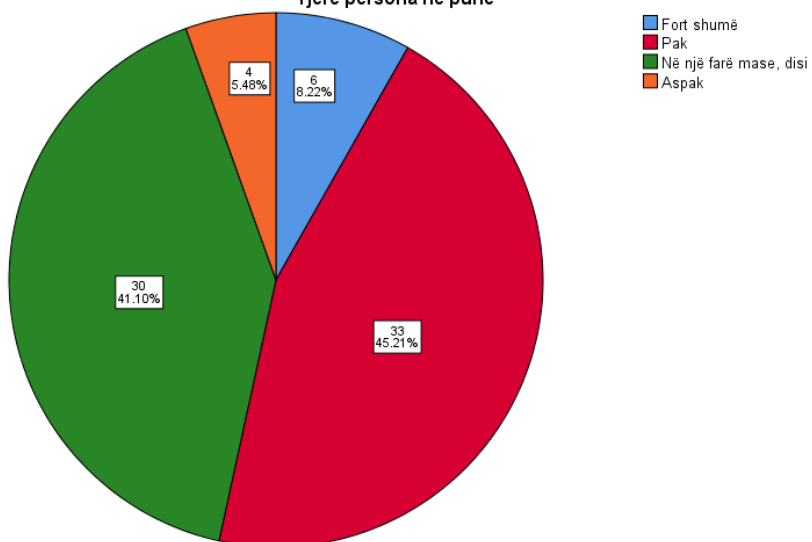


SOCIAL SUPPORT

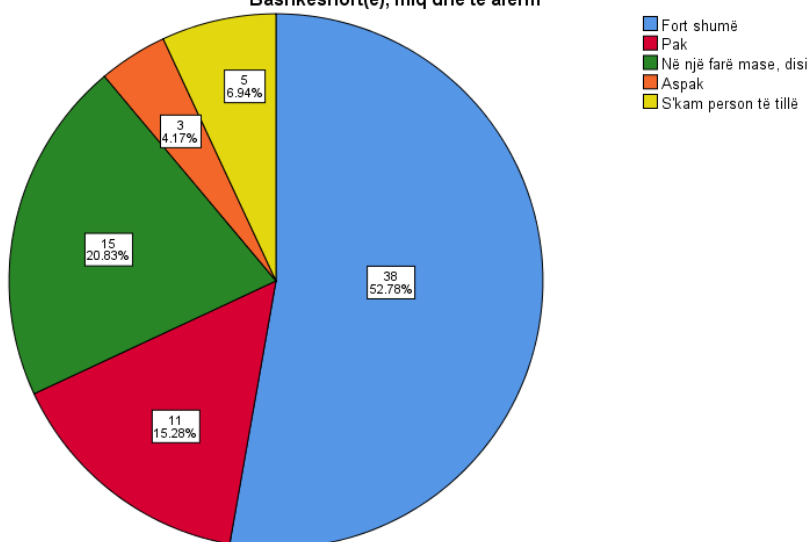
HOW MUCH DO THESE PERSONS GO OUT OF THEIR WAY TO DO THINGS THAT MAKE YOUR LIFE AT WORK EASIER?



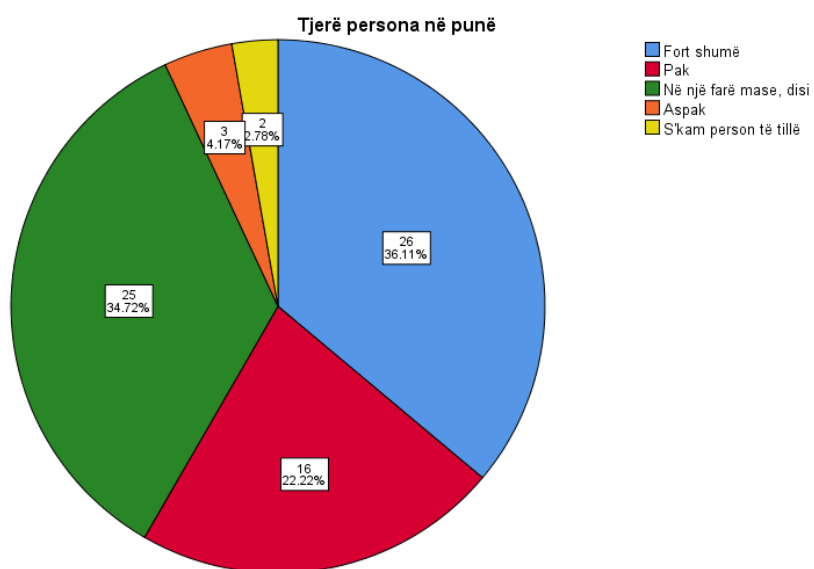
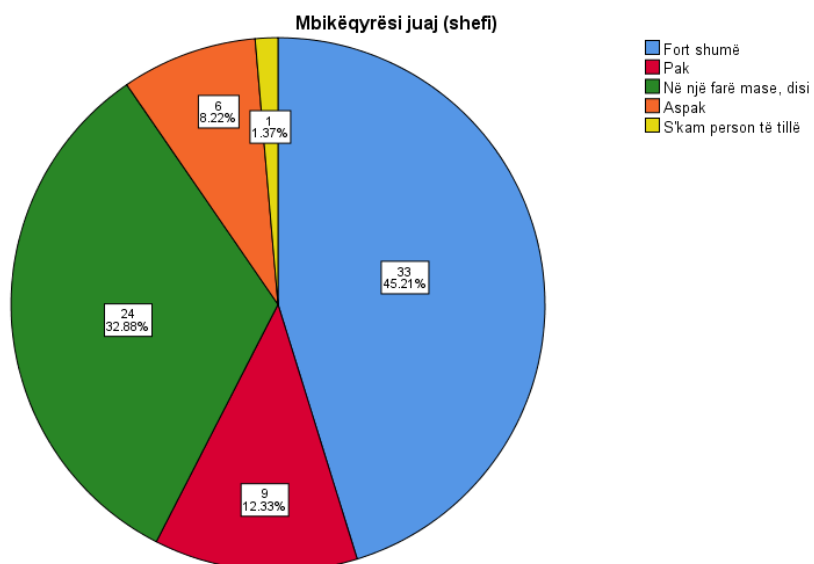
Tjerë persona në punë

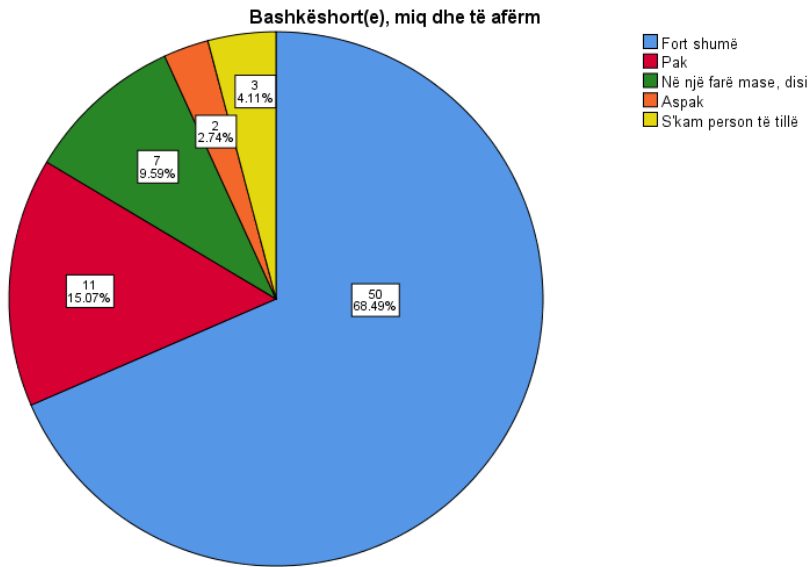


Bashkëshort(e), miq dhe të afërm

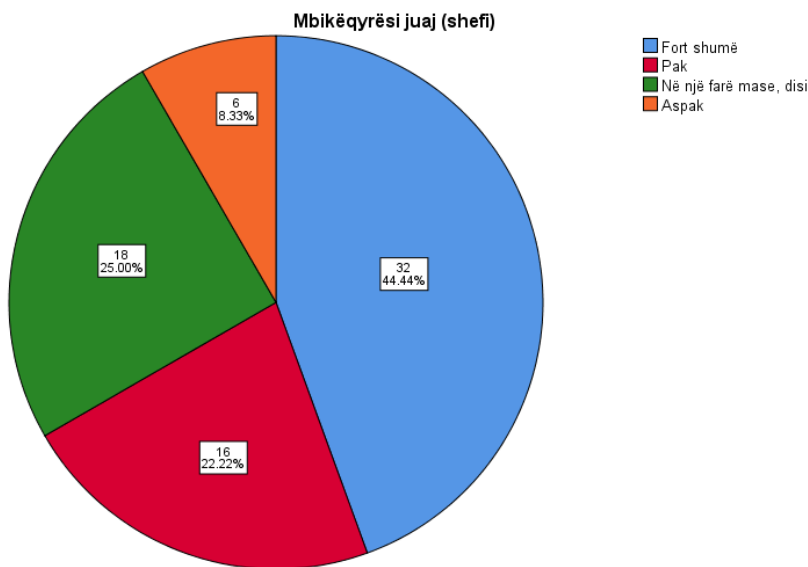


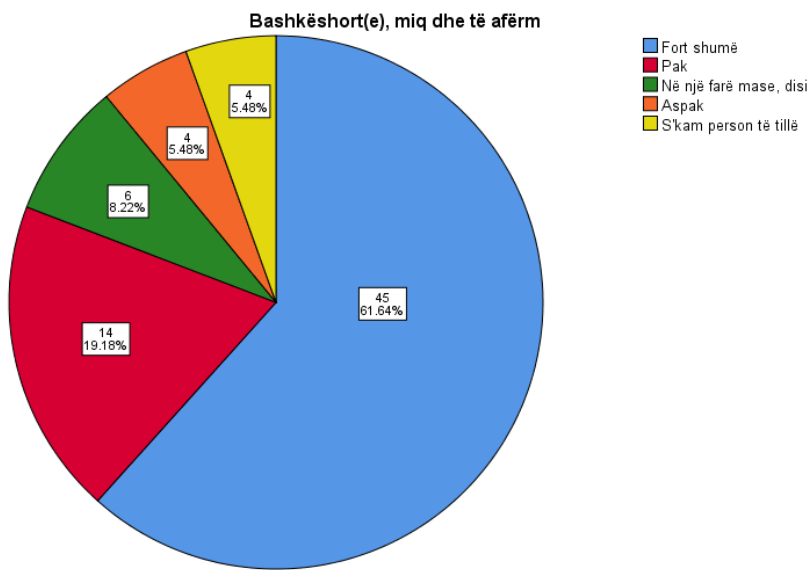
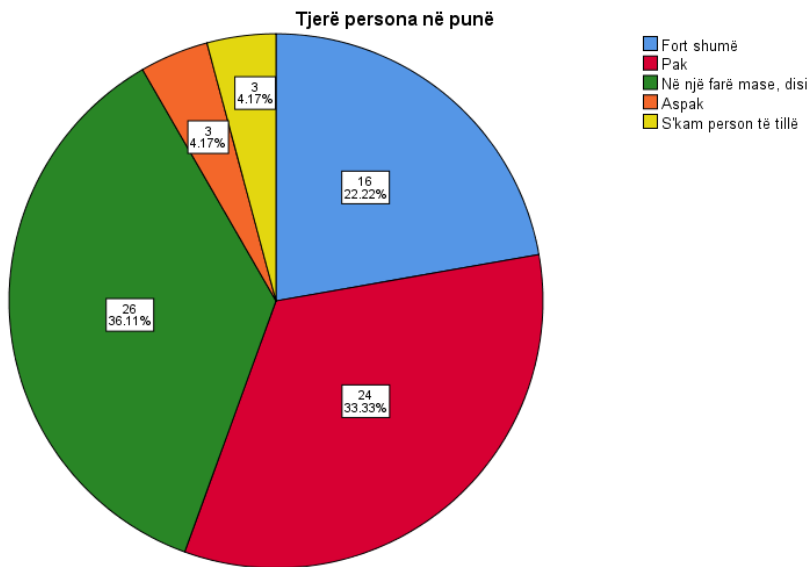
HOW EASY IS IT FOR YOU TO TALK OPENLY WITH EACH OF THE FOLLOWING PERSONS?



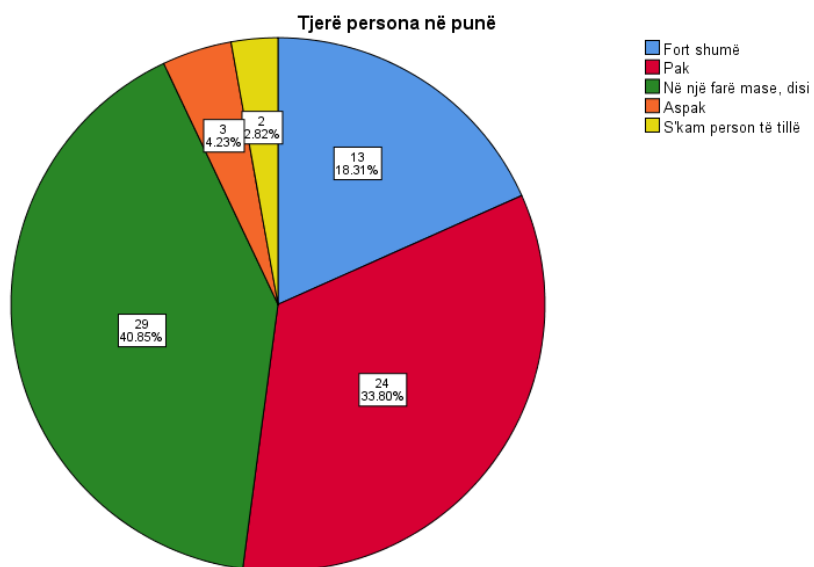
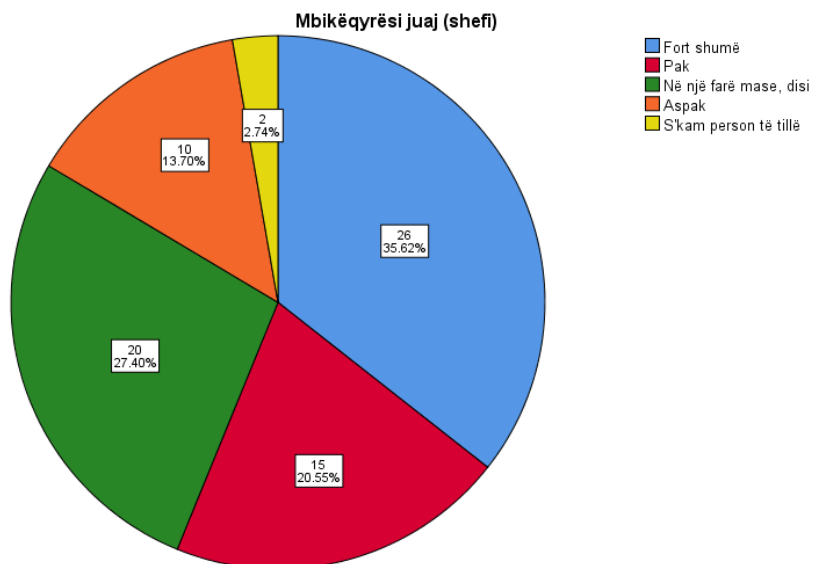


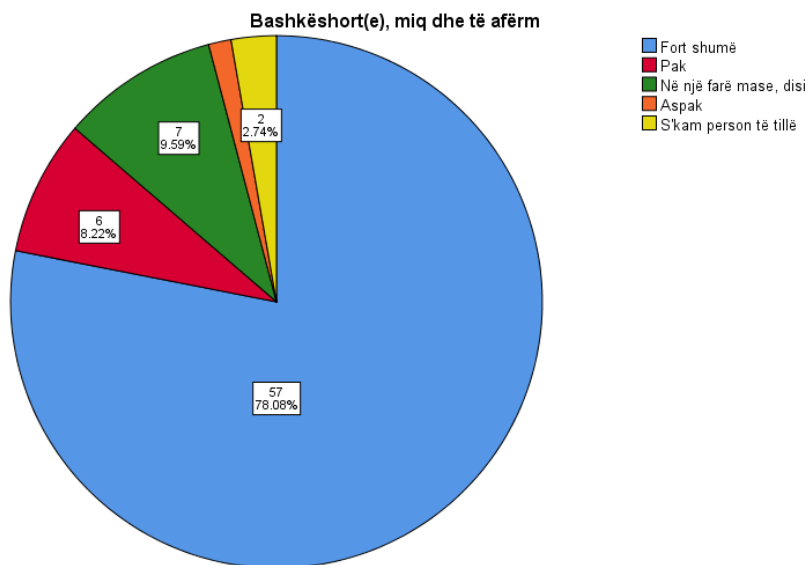
HOW MUCH CAN YOU RELY ON EACH OF THESE PERSONS WHEN THINGS GET TOUGH AT WORK?



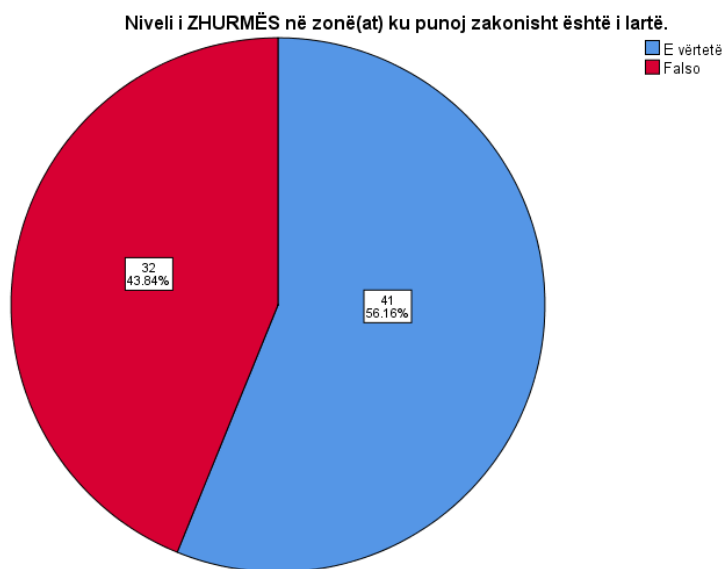


HOW WILLING ARE EACH OF THE FOLLOWING PERSONS TO LISTEN TO YOUR PERSONAL PROBLEMS?

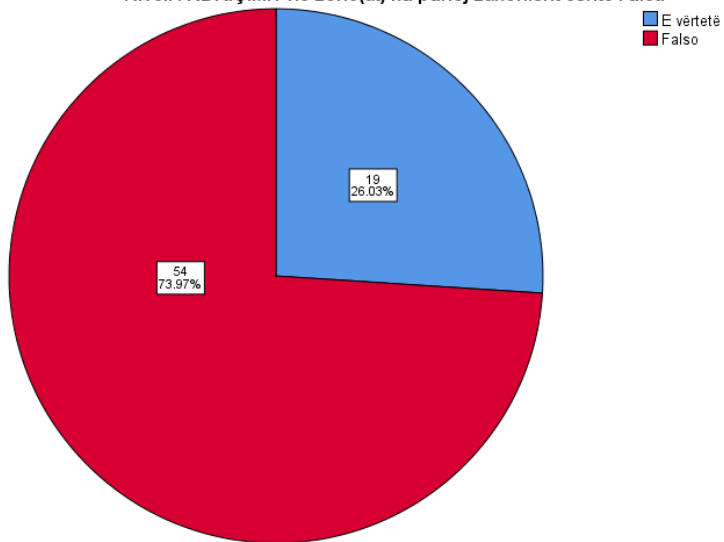




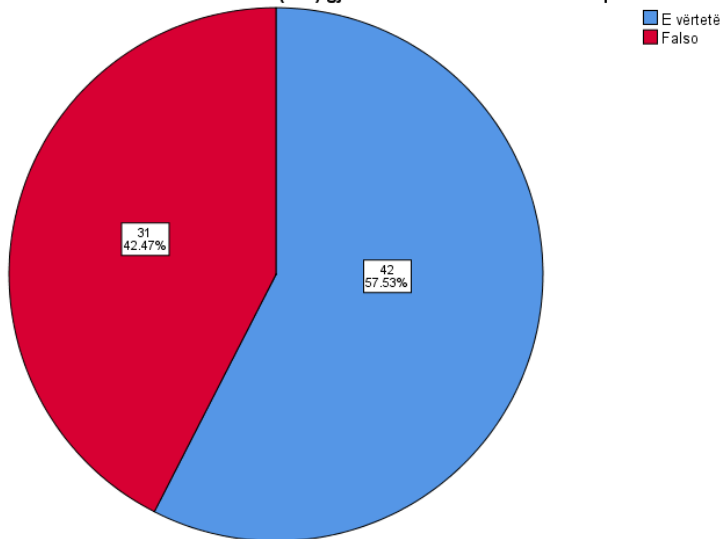
PHYSICAL ENVIRONMENT



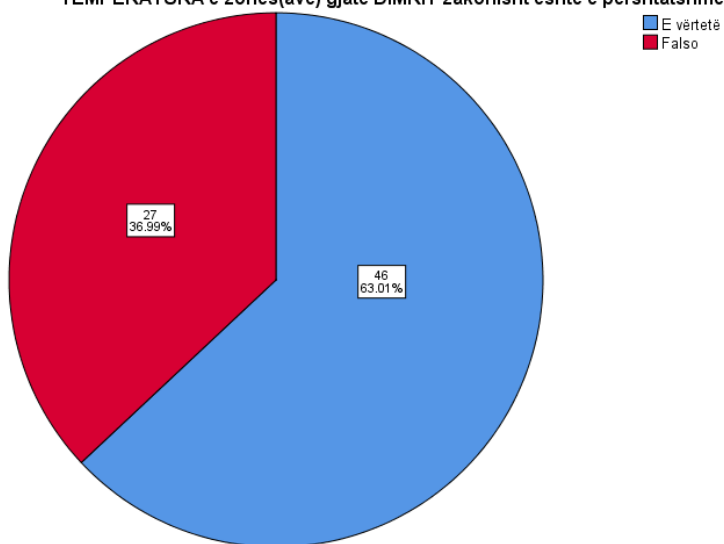
Niveli i NDRIÇIMIT në zonë(at) ku punoj zakonisht është i ulët.



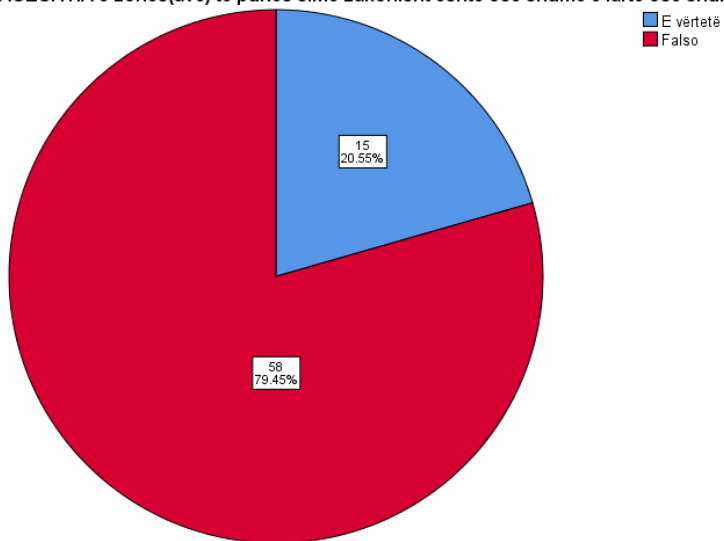
TEMPERATURA e zonës(ave) gjatë VERËS zakonisht është e përshtatshme.



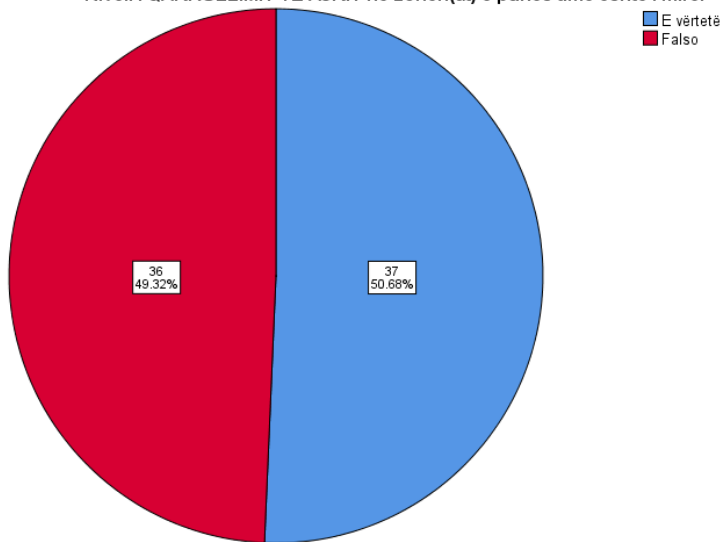
TEMPERATURA e zonës(ave) gjatë DIMRIT zakonisht është e përshtatshme.



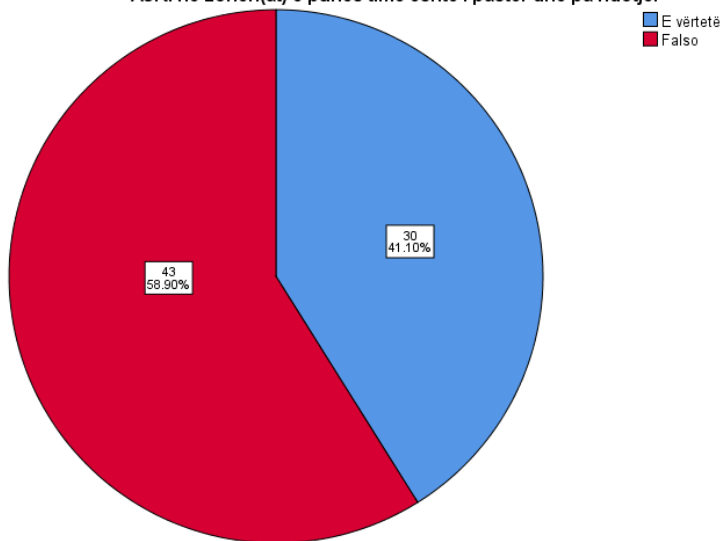
LAGËSHTIA e zonës(ave) të punës sime zakonisht është ose shumë e lartë ose shumë e ulët.



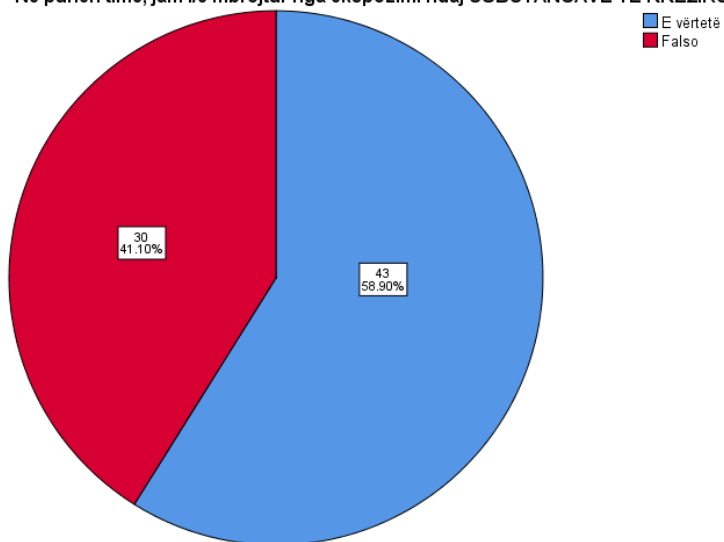
Niveli i QARKULLIMIT TË AJRIT në zonën(at) e punës time është i mirë.



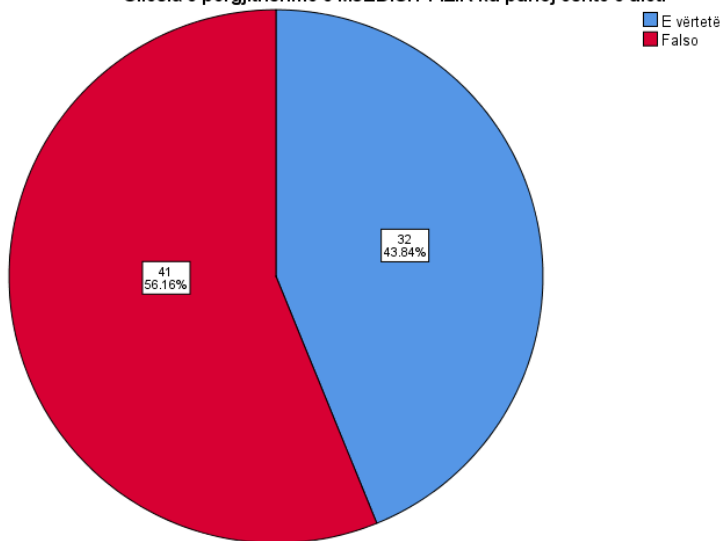
AJRI në zonën(at) e punës time është i pastër dhe pa ndotje.



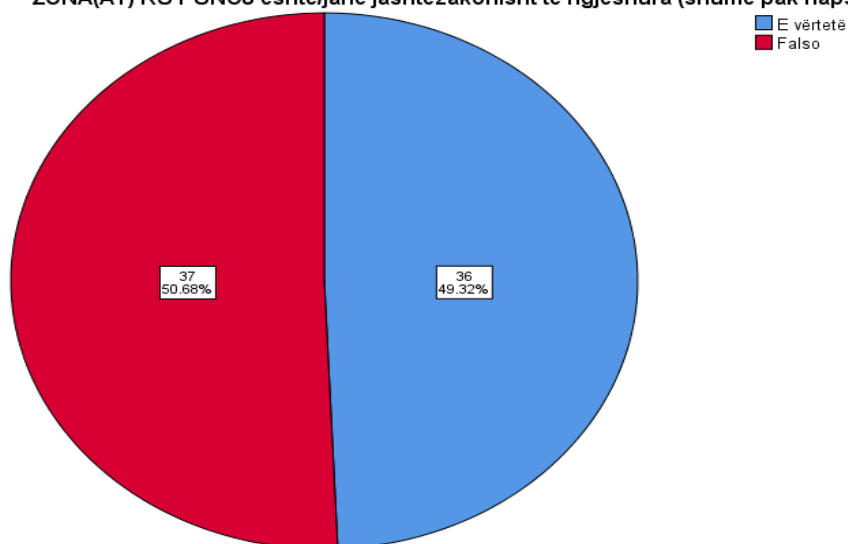
Në punën time, jam i/e mbrojtur nga ekspozimi ndaj SUBSTANCAVE TË RREZIKSHME.



Cilësia e përgjithshme e MJEDISIT FIZIK ku punoj është e ulët.

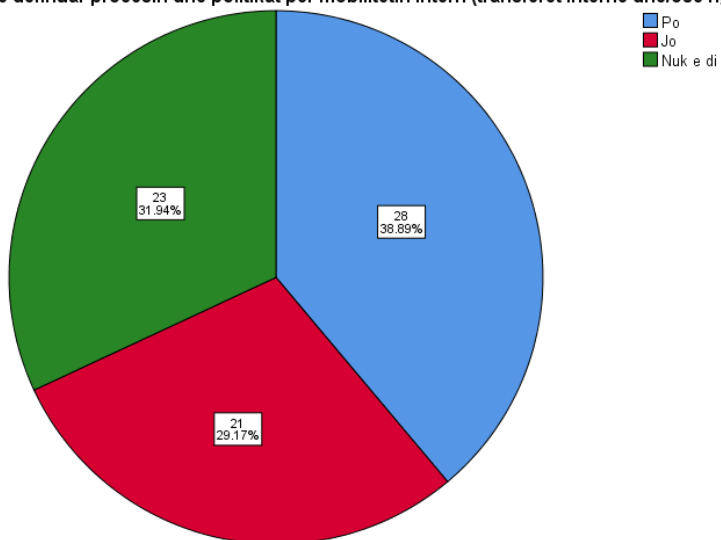


ZONA(AT) KU PUNOJ është/janë jashtëzakonisht të ngjeshura (shumë pak hapsirë).

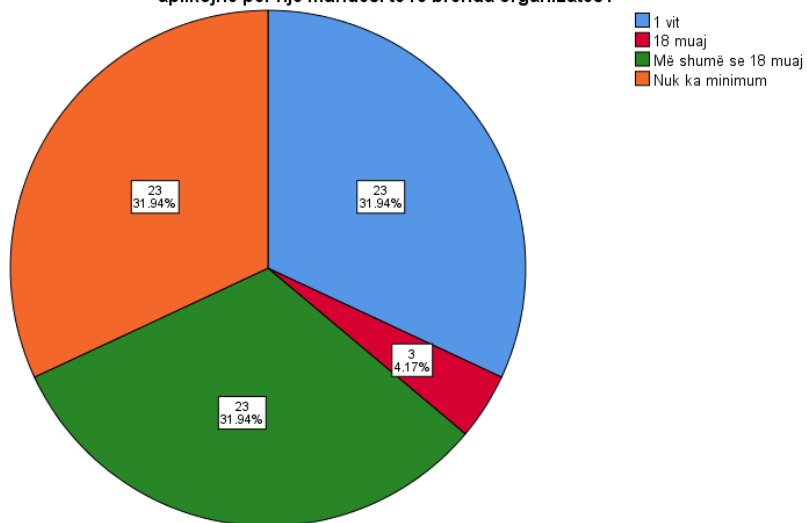


TALENTED PERSONS

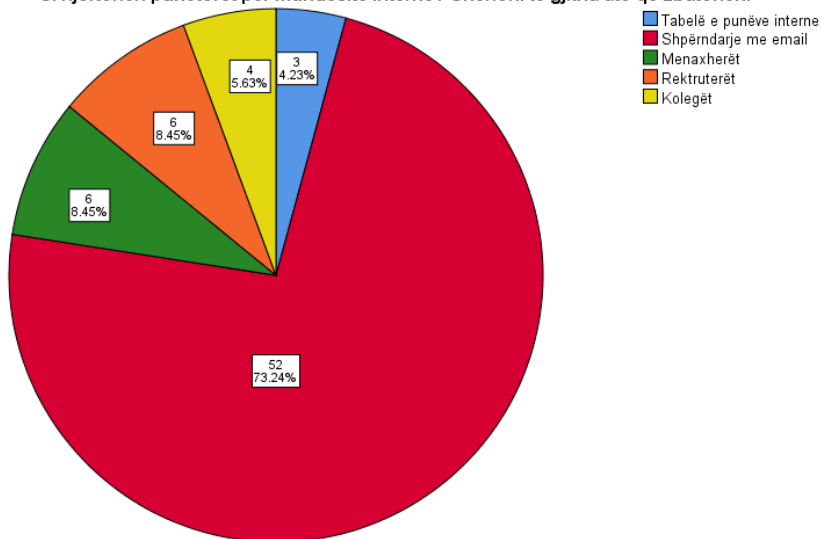
A e keni të definuar procesin dhe politikat për mobilitetin intern (transferet interne dhe/ose ngritjet në pozitë)?



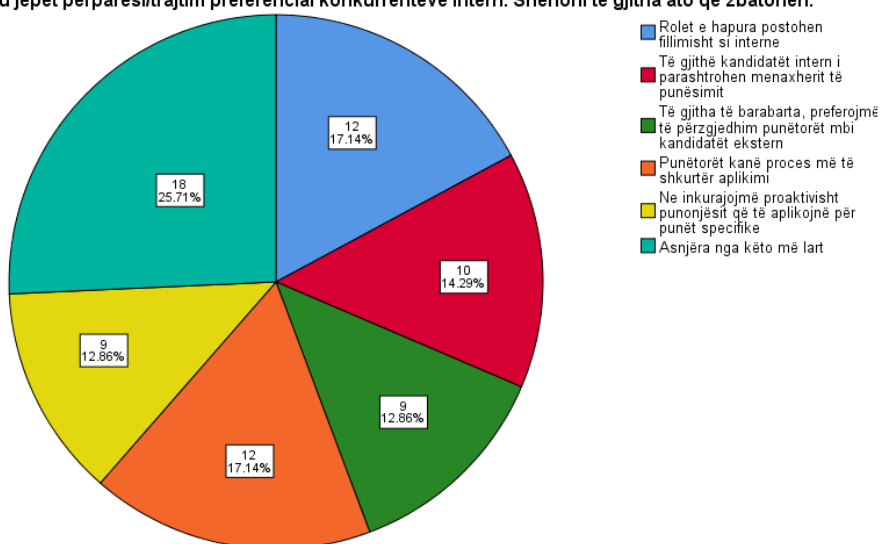
Cila është koha minimale e periudhës që punëtorët duhet të qëndrojnë në rolin e tyre aktual përpara se të aplikojnë për një mundësi të re brenda organizatës?



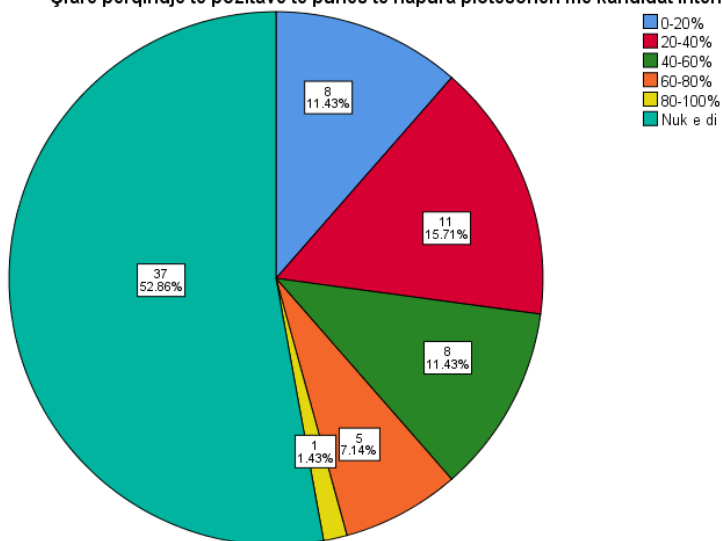
Si njoftohen punëtorët për mundësitë interne? Shënoni të gjitha ato që zbatohen.



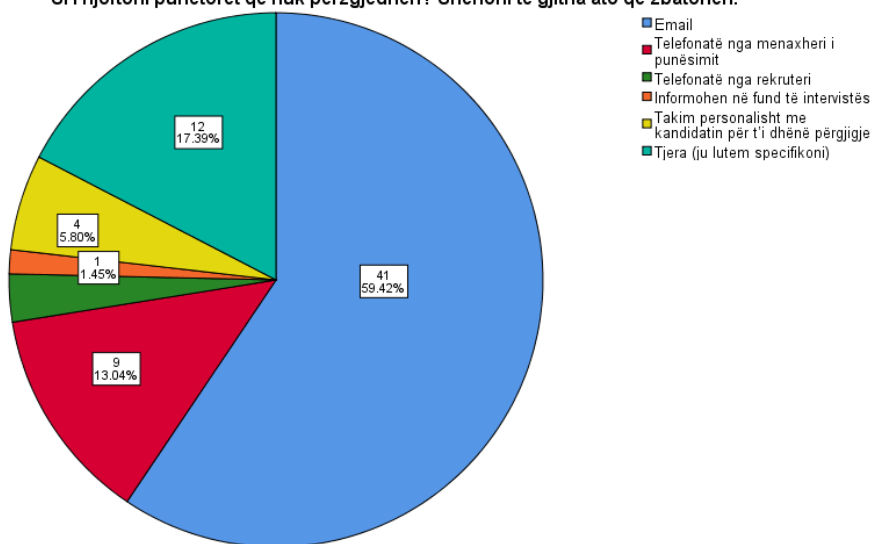
Si u jepet përparësi/trajtim preferencial konkurrentëve intern. Shënoni të gjitha ato që zbatohen.



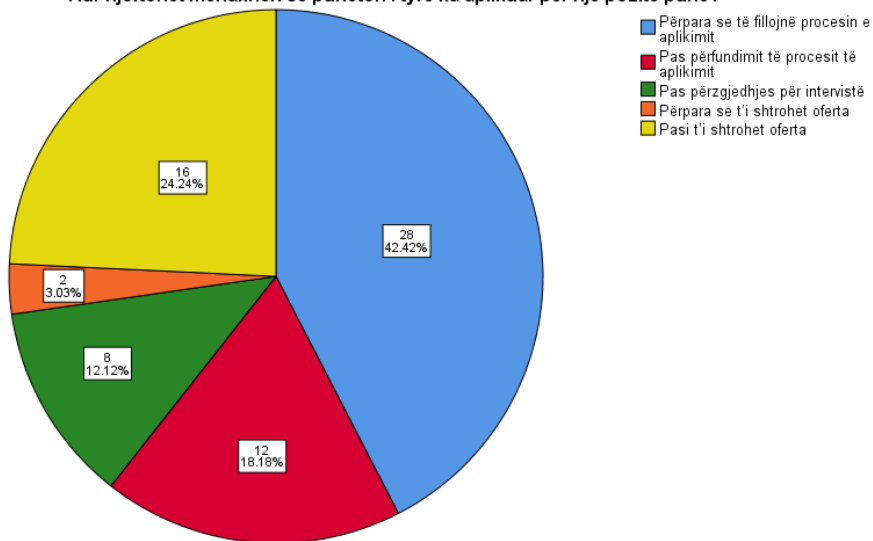
Çfarë përqindje të pozitive të punës të hapura plotësohen me kandidat intern?



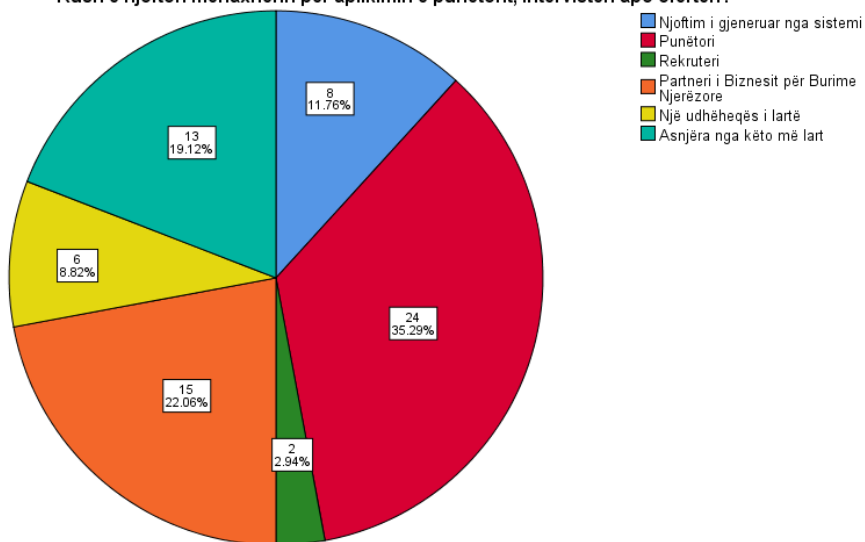
Si i njoftoni punëtorët që nuk përzgjedhen? Shënoni të gjitha ato që zbatohen.



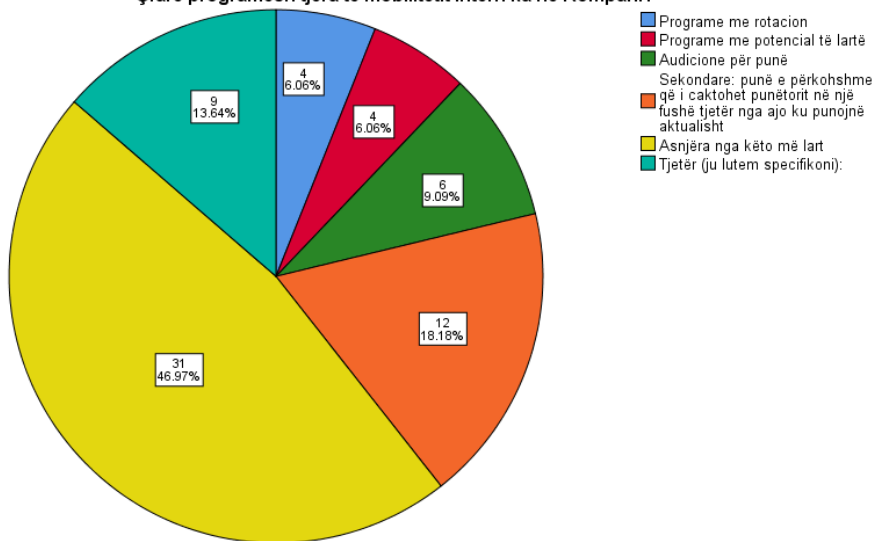
Kur njoftohet menaxheri se punëtori i tyre ka aplikuar për një pozitë pune?



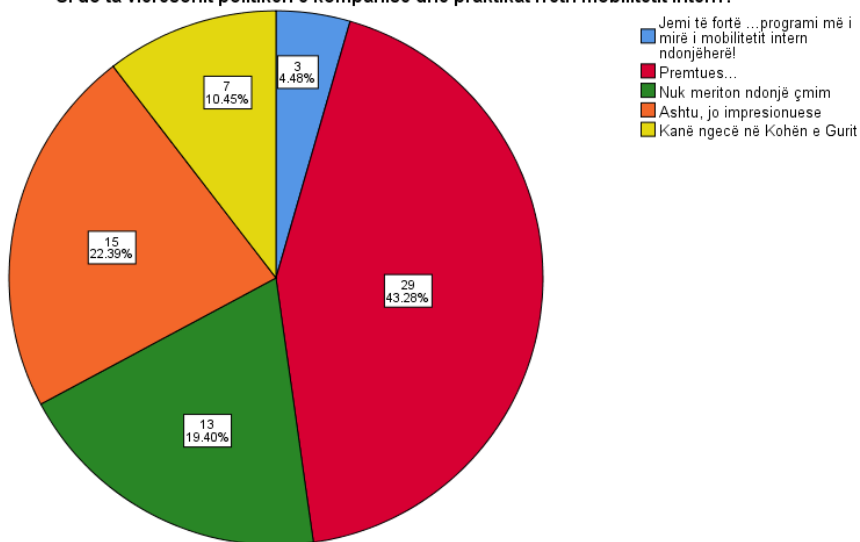
Kush e njofton menaxherin për aplikimin e punëtorit, intervistën apo ofertën?



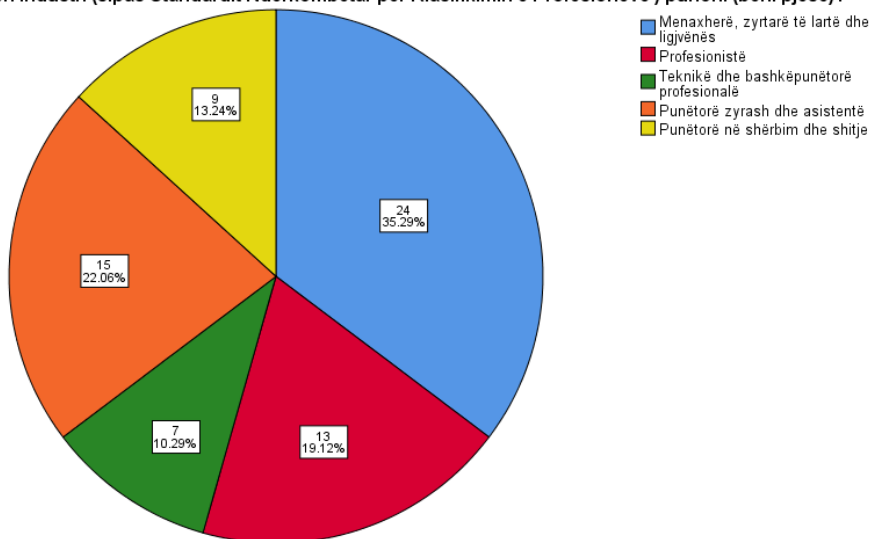
Çfarë programesh tjera të mobilitetit intern ka në Kompani?

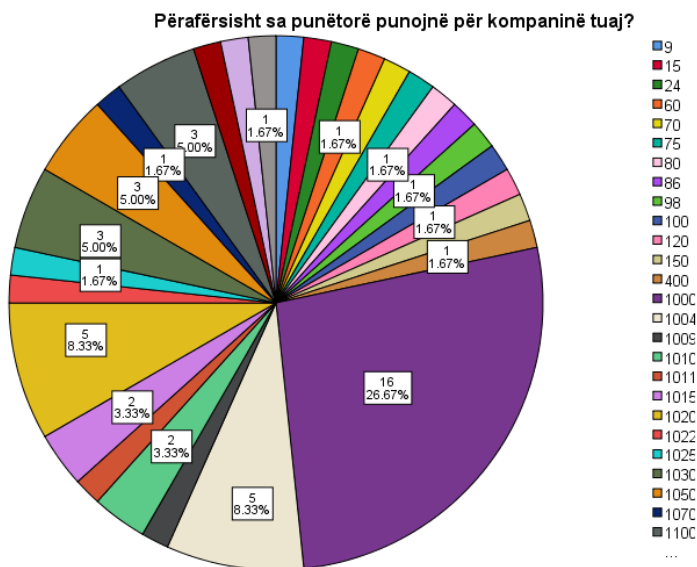


Si do ta vlerësonit politikën e kompanisë dhe praktikat rreth mobilitetit intern?



Në cilën industri (sipas Standardit Ndërkombëtar për Klasifikimin e Profesioneve) punoni (bëni pjesë)?





XII. ORIGINAL QUESTIONNAIRE: “QARTËSIA E ROLIT TË PUNËS DHE KLASIFIKIMI I PROFESIONIT”

PYETËSORI: QARTËSIA E ROLIT TË PUNËS DHE KLASIFIKIMI I PROFESIONIT	
TË DHËNA TË PËRGJITHSHME	
1. Shënoni gjininë tuaj?	<input type="checkbox"/> Femër <input type="checkbox"/> Mashkull
2. Shënoni moshën tuaj aktuale?	
3. Edukimi	<input type="checkbox"/> Pa shkollim të përfunduar <input type="checkbox"/> Shkolla fillore 8 vjeçare <input type="checkbox"/> Shkolla e mesme, pa diplomim <input type="checkbox"/> Shkolla e mesme, diplomë apo ekuivalent (p.sh. shkollë profesionale) <input type="checkbox"/> Kredi të pjesshme nga kolegji, pa diplomë (p.sh. absolvent, provime të papërfunduara) <input type="checkbox"/> Trajnim profesional/Teknik/Tregti (shkollim me korrespondencë) <input type="checkbox"/> Shkolla e lartë <input type="checkbox"/> Diplomë Baçelor <input type="checkbox"/> Diplomë universiteti sistemi 4 vjeçar <input type="checkbox"/> Diplomë Master <input type="checkbox"/> Diplomë Doktorate
4. Gjendja juaj martesore?	<input type="checkbox"/> I/e Martuar (vetëm të kurorëzuarit) <input type="checkbox"/> Beqar, Asnjëherë të martuar <input type="checkbox"/> Bashkëjetesë
5. Sa fëmijë i keni?	
INFORMATA TË PËRGJITHSHME PËR VENDIN TUJ TË PUNËS	
6. Sa kohë keni punuar me punëdhënësin tuaj aktual (vite)?	

7. Cili është titulli aktual i POZITËS TUAJ?
8. KODI i titullit të pozitës tuaj të vendit të punës?
9. Sa kohë keni që punoni në këtë pozitë?
10. Statusi i marrëdhënies së punës sipas kontratës?
11. Sa orë në javë punoni zakonisht gjatë një jave në punën tuaj?
12. Sa orë jashtë orarit të punës punoni mesatarisht gjatë një jave në punën tuaj?
13. Nëse keni ndonjë punë tjetër, sa orë në javë punoni aty? (Ju lutem shënoni “0” nëse nuk keni punë tjetër)
I. ROLI I JUAJ I PUNËS
▪ Shumë e pasaktë;
▪ Kryesisht e pasaktë
▪ Lehtësisht e pasaktë
▪ I/e pasigurt
▪ Lehtësisht e saktë
▪ Kryesisht e saktë
▪ Shumë e saktë
14. Ndjem i/e sigurtë për autoritetin që kam.
15. Ekzistojnë qëllime dhe objektiva të qarta, të planifikuara për punën time.
16. Më duhet të kryej gjëra që do të duhej të bëheshin ndryshe.
17. E di se e kam planifikuar kohën time ashtu siç duhet.
18. Unë marr detyra (nga përgjegjësi im) pa ndihmën që më nevojitet për t’i kryer ato.
19. Unë e di cilat janë përgjegjësitë e mia.
20. Më duhet të lako apo thyej një rregull apo politikë për të realizuar një detyrë.
21. Punoj me dy apo më shumë grupe që veprojnë krejt ndryshe.
22. E di saktësisht se çfarë pritet prej meje.
23. Marr kërkesa nga dy apo më shumë njerëz të cilat nuk përputhen.
II. NGARKESA NË PUNË DHE PËRGJEGJËSIA
▪ Gati aspak
▪ Pak
▪ Në një farë mase; disi
▪ Shumë
▪ Mjaft shumë
24. Sa ju ngadalësohet procesi i punës për shkak të mbingarkesës?
25. Sa kohë keni në dispozicion për të menduar dhe punuar me kujdes?
26. Sa keni ngarkesë në punë?
27. Çfarë sasi e punës pritët nga ju që të kryhet?
28. Sa kohë keni në dispozicion për të kryer të gjitha punët tuaja?
29. Sa projekte, detyra, apo punë keni aktualisht?
30. Sa keni hapsirë për pushim në mes të periudhave shumë të ngarkuara me punë?
31. Sa përgjegjësi keni për të ardhmen e të tjerëve?
32. Sa përgjegjësi keni për të siguruar pozitën e punës së të tjerëve?
33. Sa përgjegjësi keni për motivimin (gjendjen e shpirtërore) tek kolegët (vartësit tuaj)?
34. Sa përgjegjësi keni për mirëqenien dhe jetën e të tjerëve?
III. NIVELI I KONTROLLIT
▪ Shumë pak
▪ Pak
▪ Sasi e moderuar
▪ Shumë
▪ Fort shumë

35. Sa keni ndikim lidhur me shumëllojshmërinë e detyrave që i kryeni?	
36. Sa ndikim keni lidhur me furnizimin dhe pajisjet në dispozicion që ju duhen për të kryer punën tuaj?	
37. Sa ndikim keni lidhur me renditjen e kryerjes së detyrave në punë (ndarjen e prioriteteve)?	
38. Sa keni ndikim lidhur me sasinë e punës që kryeni?	
39. Sa keni ndikim lidhur me ritmin e punës tuaj, pra sa shpejt apo ngadalë punoni?	
40. Sa keni ndikim mbi cilësinë e punës që kryeni?	
41. Sa keni ndikim lidhur me vendosjen e orendive dhe dekorimin e ambientit/tavolinës tuaj të punës?	
42. Sa keni ndikim mbi vendimet lidhur me caktimin e detyrave të individëve në njësinë tuaj të punës?	
43. Sa keni ndikim lidhur me orët apo orarin që punoni?	
44. Sa keni ndikim lidhur me vendimet për caktimin e afateve të realizimit të punëve në njësinë tuaj?	
45. Sa keni ndikim në politikat, procedurat dhe performancën në njësinë tuaj?	
46. Sa keni ndikim lidhur me materialet në dispozicion që ju nevojiten për të kryer punën tuaj?	
47. Sa keni ndikim lidhur me trajnimet e punonjësve tjerë në njësinë tuaj?	
48. Sa keni ndikim lidhur me vendosjen e orendive dhe pajisjeve tjera të punës në njësinë tuaj?	
49. Deri në çfarë mase mund të kryeni punët më herët dhe të merrni një pauzë pushimi të shkurtër gjatë orarit të punës?	
50. Në përgjithësi, sa keni ndikim lidhur me punën dhe faktorët që ndërliken me punën?	
IV. KONFLIKTI NË PUNË	
<input type="checkbox"/> Nuk pajtohem aspak	
<input type="checkbox"/> Mesatarisht nuk pajtohem	
<input type="checkbox"/> Asnjëherë	
<input type="checkbox"/> Mesatarisht pajtohem	
<input type="checkbox"/> Pajtohem fuqimisht	
51. Në grupin tim ka harmoni.	
52. Në grupin tonë, ka shumë grindje lidhur se kush do të kryejë cilat punë.	
53. Ka dallim mendimesh mes anëtarëve të grupit tim.	
54. Ka përçarje në grupin tim.	
55. Pjesëtarët e grupit tim janë përkrahës të ideve të njëri-tjetrit.	
56. Ka përplasje mes nëngrupeve brenda grupit tim.	
57. Ka dashamirësi mes anëtarëve të grupit tim.	
58. Ka ndjenjë “uniteti” mes anëtarëve të grupit tim.	
59. Ka konflikte mes grupit tim dhe grupeve tjera.	
60. Ka marrëveshje mes grupit tim dhe grupeve tjera.	
61. Grupet tjera fshehin informata të nevojshme për arritjen e detyrave.	
62. Marrëdhënia mes grupit tim dhe grupeve tjera është harmonike në arritjen e qëllimeve të përgjithshme organizative.	
63. Ka mungesë reciproke të ndihmës mes grupit tim dhe grupeve tjera.	
64. Ka bashkëpunim mes grupit tim dhe grupeve tjera.	
65. Ka konflikte personaliteti mes grupit tim dhe grupeve tjera.	
66. Grupet tjera krijojnë probleme për grupin tim.	
V. PROBLEMET NË PUNË	
<input type="checkbox"/> Rrallëherë	
<input type="checkbox"/> Herë pas here	
<input type="checkbox"/> Ndonjëherë	
<input type="checkbox"/> Mjaft shpesh	
<input type="checkbox"/> Shumë shpesh	
67. Bëni një plan për të zgjidhur problemin(et) dhe i përmbaheni atij.	
68. Vazhdoni sikur të mos ketë ndodhur asgjë (duke e injoruar).	
69. Ndjeheni përgjegjësi për problemin(et) (ndjeni një detyrim për të bërë diçka).	

70. Ëndërroni ose dëshironi që ju të mund të ndërroni problemin(et).
71. Bisedoni me shefin tuaj apo bashkëpunëtorët për problemin(et).
72. Përfshiheni më shumë në aktivitetet jashtë punës.
VI. PËRKRAHJA SOCIALE
a) Mbikëqyrësi juaj (shefi);
b) Tjerë persona në punë;
c) Bashkëshort(e), miq dhe të afërm
▪ Fort shumë
▪ Pak
▪ Në një farë mase; disi
▪ Aspak
▪ S'kam person të tillë
73. Sa e tejkalojnë vërtet secili nga këta persona për të kryer gjëra që ta bëjnë jetën tuaj në punë më të lehtë për juve?
74. Sa është e lehtë për ju që të bisedoni hapur me secilin nga personat në vijim?
75. Sa mund të mbështetesh tek secili prej këtyre personave kur gjërat vështirësohen në punë?
76. Sa janë në gjendje t'i dëgjojnë problemet tuaja personale secili nga personat në vijim
VII. MJEDISI FIZIK
▪ Vërtetë
▪ Falso
77. Niveli i ZHURMËS në zonë(at) ku punoj zakonisht është i lartë.
78. Niveli i NDRIÇIMIT në zonë(at) ku punoj zakonisht është i ulët.
79. TEMPERATURA e zonës(ave) gjatë VERËS zakonisht është e përshtatshme.
80. TEMPERATURA e zonës(ave) gjatë DIMRIT zakonisht është e përshtatshme.
81. LAGËSHTIA e zonës(ave) të punës sime zakonisht është ose shumë e lartë ose shumë e ulët.
82. Niveli i QARKULLIMIT TË AJRIT në zonën(at) e punës time është i mirë.
83. AJRI në zonën(at) e punës time është i pastër dhe pa ndotje.
84. Në punën time, jam i/e mbrojtur nga ekspozimi ndaj SUBSTANCAVE TË RREZIKSHME.
85. Cilësia e përgjithshme e MJEDISIT FIZIK ku punoj është e ulët.
86. ZONA(AT) KU PUNOJ është/janë jashtëzakonisht të ngjeshura (shumë pak hapsirë).
VIII. PËRSONAT E TALENTUAR: STUDIM I MOBILITETIT INTERN TË PUNËDHËNËSIT
87. A e keni të definuar procesin dhe politikat për mobilitetin intern (transferet interne dhe/ose ngritjet në pozitë)?
▪ Po
▪ Jo
▪ Nuk e di
88. Cila është koha minimale e periudhës që punëtorët duhet të qëndrojnë në rolin e tyre aktual përpara se të aplikojnë për një mundësi të re brenda organizatës?
▪ 6 muaj
▪ 1 vit
▪ 18 muaj
▪ Më shumë se 18 muaj
▪ Nuk ka minimum
89. Si njoftohen punëtorët për mundësitë interne? Shënoni të gjitha ato që zbatohen.
▪ Tabelë e punëve interne
▪ Shpërndarje me email
▪ Menaxherët

▪ Rekruterët
▪ Kolegët
▪ Tabelë e punëve eksterne
▪ Asnjëra nga këto më lart
90. Si u jepet përparësi/trajtim preferencial konkurrentëve intern. Shënoni të gjitha ato që zbatohen.
▪ Rolet e hapura postohen fillimisht si interne
▪ Të gjithë kandidatët intern iparashtrohen menaxherit të punësimit
▪ Të gjitha gjërat të barabarta, preferojmë të përzgjedhim punëtorët mbi kandidatët ekstern
▪ Punëtorët kanë proces më të shkurtër aplikimi
▪ Ne inkurajojmë proaktivisht punonjësit që të aplikojnë për punët specifike
▪ Asnjëra nga këto më lart
91. Çfarë përqindje të pozitive të punës të hapura plotësohen me kandidat intern?
▪ 0-20%
▪ 20-40%
▪ 40-60%
▪ 60-80%
▪ 80-100%
▪ Nuk e di
92. Si i njoftoni punëtorët që nuk përzgjedhen? Shënoni të gjitha ato që zbatohen.
▪ Email
▪ Telefonatë nga menaxheri i punësimit
▪ Telefonatë nga rekruteri
▪ Informohen në fund të intervistës
▪ Takim personalisht me kandidatin përt'i dhënë përgjigje
▪ Tjera (ju lutem specifikoni)
93. Kur njoftohet menaxheri se punëtori i tyre ka aplikuar për një pozitë pune?
▪ Përpara se të fillojnë procesin e aplikimit
▪ Pas përfundimit të procesit të aplikimit
▪ Pas përzgjedhjes për intervistë
▪ Përpara se t'i shtrohet oferta
▪ Pasi t'i shtrohet oferta
▪ Asnjëra nga këto më lart
94. Kush e njofton menaxherin për aplikimin e punëtorit, intervistën apo ofertën?
▪ Njoftim i gjeneruar nga sistemi
▪ Punëtori
▪ Rekruteri
▪ Partneri i Biznesit për Burime Njerëzore
▪ Një udhëheqës i lartë
▪ Asnjëra nga këto më lart
95. Çfarë programesh tjera të mobilitetit intern ka në Kompani?
▪ Programe me rotacion
▪ Programe me potencial të lartë
▪ Audicione për punë
▪ Sekondare: punë e përkohshme që i caktohet punëtorit në një fushë tjetër nga ajo ku punojnë aktualisht
▪ Asnjëra nga këto më lart
▪ Tjetër (ju lutem specifikoni)
96. Si do ta vlerësonit politikën e kompanisë dhe praktikat rreth mobilitetit intern?
▪ Jemi të fortë ...programi më i mirë imobilitetit intern ndonjëherë!
▪ Premtues...
▪ Nuk meriton ndonjë çmim

▪ Ashtu, jo impresionuese
▪ Kanë ngeçë në Kohën e Gurit
97. Në cilën industri (sipas Standardit Ndërkombëtar për Klasifikimin e Profesioneve) punoni (bëni pjesë)?
▪ Menaxherët (zyrtarët e lartë dhe ligjvënës)
▪ Profesionistët
▪ Teknikët dhe Bashkëpunëtorët profesional
▪ Punëtorë zyreje dhe asistent
▪ Punëtorët për shërbime dhe shitje
▪ Punëtorët e aftësuar në bujqësi, pylltari dhe peshkatori
▪ Punonjësit e zejes dhe profesioneve të ngjashme
▪ Operatorët dhe instaluesit në fabrika dhe makina
▪ Profesionet elementare
▪ Profesionet e forcave të armatosura
98. Përafërsisht sa punëtorë punojnë për kompaninë tuaj?

XIII. SEMI-STRUCTURED INTERVIEW WITH HR EXPERT IN THE PUBLIC ENTERPRISE

A. Interview questions with HR Manager (Shala-Thaqi, V. personal communication, March 17, 2019) of Post of Kosovo.

Part One: Related to the use of International Standard Classification of Occupations

TABLE 18 INITIAL INTERVIEW INTERPRETATION

Category	Initial Interpretation	Transcript
1. Have you heard of Classification of Occupations in Kosovo? If YES, when it was introduced to You for the first time?	<p>1166. I heard of Classification of Occupation for the first time in 2007-2008, when PTK hired international consultants to do classification and job descriptions on their behalf and was adapted to the ‘mentality’ here in Kosovo. By mentality, I mean that positions here are often adapted to a person.</p> <p>In general, maybe 5% of people in managerial and decision-making positions have knowledge of its existence.</p> <p>I blame governmental institutions for not formalizing and controlling its implementation.</p>	<p>1) Yes, for me, the first time it was introduced approximately in 2007-2008.</p> <ul style="list-style-type: none"> • Due to our “mentality” in Kosovo it is not functional. • I think that maybe 5% of the entire employed people in managerial or decision-making positions in companies have no knowledge of this form of standard of job descriptions. • I blame for this no one more than Governmental Institutions who are responsible to formalize this, and institutions that should control whether this institution, this agency is doing its job and if this is being implemented by private and public institutions. • I see that there is no problem in complying with translated standard from ILO in written, not a big job to do so, but the problem lays in the

	<p>In our Company, occupational classification is not in compliance with this standard, even in cases when it is, this is more of a result of my personal research, not as a legal obligation.</p>	<p>implementation and control mechanisms.</p> <ul style="list-style-type: none"> • It was the case, for my personal requirements, while I was working in PTK (Post Telecom of Kosovo), and at that time, PTK hired international consultants to do classification and job descriptions on their behalf. I was a part of a monitoring team for my unit; each unit had its team, even at that time I was engaged for HR unit for Post of Kosovo to help with data. The classification that they have done was according to more advanced standards, not by these standards, and was adapted to the mentality here in Kosovo. By mentality, I mean that positions here are often adapted to a person. • It would be good to have a person in a company that would deal with analyzing job position requirements. This would help not to abuse with job positions description. • In our Company, occupational classification is not in compliance with this standard, there are a few positions, but are not based on this standard, even in cases when we based it, this was more of my personal research matter, not as a legal obligation.
<p>2. Q02 How do you set (define criteria) new job openings position specifications in your Organization?</p>	<p>Here setting of new job openings is done upon a unit's request, and in accordance with us. The responsibility for the job description belongs to the requesting unit; we only assist on the general matters such as cases with opposite profiles or responsibilities.</p>	<p>2) We do not officially use Classification of Occupations in Kosovo.</p> <ul style="list-style-type: none"> • Here setting of job description is done according to unit's request e.g. directories, departments etc. and depending on the structure (which is designed by Management and approved by the Board of Directors), in accordance with us a job description is done. The responsibility is of the requesting unit; we only assist on the general matters such as cases with opposite profiles or responsibilities.
<p>a) Do you use the Classification of Occupations in Kosovo? If YES, please explain how. If NO, please give reasons why not?</p>	<p>a) We do not officially use Classification of Occupations in Kosovo.</p> <p>The reason why Classification of Occupations is not used officially, and the worst part, is that governmental institutions never approached us. Also, the problem why we do not use classification of occupations is due to the inherited mentality that often positions are created and suited to the individual.</p>	<ul style="list-style-type: none"> • The problem why we do not use classification of occupations is due to the inherited mentality that often positions are created and suited to the individual. From my experience, in cases when a person served for many years in the company, and for x reasons does not have a university degree but has experience which is an equivalent e.g. for law positions, experience in when a profession is practiced, is taken as a standard and usually, is at least five

<p>3. Q03 Do you think that the International Standard Classification of Occupations (ISCO) in Kosovo could provide you with the help and support needed when setting job specifications (that is, creating criteria) for uncertain or newly created job positions, or job redesign?</p>	<p>Yes, I think that International Standard Classification of Occupations could help us very much, without the engagement of a team.</p> <p>Could have facilitated a team of at least three people, although in fact there were more people involved, when we designed the regulation for job descriptions, which could have been simplified in case if we were to use this classification of occupations.</p> <p>Even though there were few new job positions, there were some issues with experienced employees in regions, when new services were added or newly created directories, redesigned directories and merged ones. Truth be told, there were problems.</p> <p>In my opinion, there were not harmonized job descriptions with rank values. Job descriptions were exaggerated in the rank value aspect.</p> <p>There are inflated job titles, and there are cases where job positions based on their description, importance and based on confidentiality for the Company are denigrated and downgraded.</p> <p>My personal opinion is that this has opened the path for denigration and discrimination</p>	<p>years of experience.</p> <ul style="list-style-type: none"> • The reason why Classification of Occupations is not used officially, and the worst part, is that governmental institutions never approached us, and honestly said, I personally didn't know to whom to address to and why we don't have it standardized. • Regarding the Ministry of Labor and Social Welfare (MLSW), I am glad to hear that they have started working with this, but probably recently, as from my experience with the Ministry, concerning their professional preparation with regard to job description issues and the legislation in force, they were really weak in this aspect. We had a case of law implementation for people with disabilities, when we asked for a legal interpretation from them on how to categorize this type of category, and what documentation is needed; they gave us practical examples of how other companies dealt with, not based on legal procedures. Having cases like this one, when we never received a clear answer, we never could count on their help, and I am glad to hear that this Agency is opened within the Ministry, but I never heard of it.
<p>4. Q04 Do you think you need a Job Audit in determining job classification such as rewritten specific or intentional changes?</p>	<p>My idea would be more of a general one, if this Employment Agency would have had a controlling mechanism, to also do this Job Audit. Then my answer would be, yes. Because, we can't take any concrete steps</p>	<p>3) Yes, I think that International Standard Classification of Occupations could help us very much, as for a job that is readily set, why engaging a team.</p> <ul style="list-style-type: none"> • For these cases, our team consists of the demanding/requesting unit, that in this case are the Directorate, HR and Legal Directorate. Facilitates a team of at least three people, although in fact there were more people involved when we designed the regulation for job descriptions, which could have been simplified in case if it were used this classification of occupations as it had the basis, especially when we had to add the final part as in "other jobs" that would have been better defined and made clear, and to protect the employee when interpreting this addition on job description. • Even though there were few new job positions, there were some issues with experienced employees in regions, when new services were added or

<p>5. Q05 Do you think you need a Job Analysis to make sure that job descriptions in your Company comply with the standard and do not discriminate against employees of the same position?</p> <p>a) Are there any policies in the Company to regulate these same position discriminations?</p> <p>b) What about other ranks for which you think that are not in harmony with the job description, or do not match with standards, do you have such case?</p>	<p>as this is not being implemented by any institution.</p> <p>Yes. I think that a job analysis is mostly needed. There are job description discrimination cases, unfortunately.</p> <p>a) In fact, every institution, public or private, depends on the legislation in force, where in this case we have Law on Labor, Law on salaries and so on. With the current law, every employee in the same position is paid the same, and no one in any way can ‘touch’ the employees’ pay. Starting from the practices in the region, this means they have changed the law, in order to change their approach towards the employees’ work, employees’ performance. This means, we don’t have it here with performance criteria. Without changing this with an amendment of this part, you cannot do this, because it is not allowed by law.</p> <p>b) Yes, regarding, discrimination in relation to standards, is more a case of higher job positions. Regional managers of the same position differ in ranks from 12 to 14, maybe, in this case, I think this might be a discrimination in the aspect of job position, but it is a ‘positive discrimination’ case, as the work volume of the capital region manager is higher and has more employees to cover three regions. For the new employees we have ‘the level categorization’ for e.g. it has six months of probation work, and</p>	<p>newly created directories, redesigned directories and merged ones. Truth be told, there were problems, because the structure was designed in such a way that needed to be implemented only, maybe, in my opinion, there were unharmonized job descriptions with rank values. Job descriptions where exaggerated in the rank value aspect, whereas when it comes to responsibilities, duties and obligations they have not much. There are inflated job titles, and there are cases when job positions based on their description, importance and based on confidentiality for the Company are denigrated and downgraded. My personal opinion is that this has opened the path for denigration and discrimination e.g. there is IT sector that should be at a Directorate level, this how it is placed in all institutions in our country, whereas in our Company is at a Managerial level.</p> <p>4) I would say that, my idea would be more of a general one, were this Employment Agency only would have its controlling mechanism, then yes. Because, we can’t take any concrete steps. Then, there is also the case why this is not being implemented in any institution? This makes an impression on me.</p> <ul style="list-style-type: none"> I think the best case would be if this agency would have its controlling mechanisms for all institutions that they have foreseen that should have classification of occupations according to standards in place, to also do this Job Audit. Finally, what is their function or whom do they serve? Why not implement this at country level?! <p>5) Yes. I think that this is mostly needed, a job analysis. As I mentioned earlier, I also have other examples to show when two different job positions, even without looking at their ranks, but only at general criteria that they have to do the job, their professional preparation and qualification, the ranks have been set (that we have in the Company) which otherwise, I am very certain about, for that very same position one would not be able to set such rank value</p>
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<p>6. Q06 Have you ever conducted a Job Analysis?</p> <p>a) Do you have a Job Analyst in your HR department for this purpose? Where did you turn to for information regarding the job descriptions issues according to the standard for the classification of occupations?</p> <p>7. Q07 How often are you required to create a new job position, do a job redesign, or update job position in your Company?</p> <p>a) Can you give us two examples of successful and unsuccessful case scenario in the past compared to the current situation?</p>	<p>they are not paid the same wage. Also, in our internal regulation, the person who is systemized above two ranks also enters the categorization. Maybe this is not to be called a discrimination, but in a way has reduced appetites, because there were rank inflations from rank 4 to rank 10, from rank 10 to rank 14, this indicates that someone might see this that within six months they can be promoted. If we were to make a deep analysis, other positions would emerge, probably, but this depends on whether we are looking to draw parallels for all positions or draw parallels within what directories have.</p> <p>Yes, I have conducted a job analysis.</p> <p>a) No, we don't have a Job Analyst position. We create a team after a request has been placed from the unit in need of a job position vacancy and in accordance with the Business Plan of the Company</p> <p>We mainly had redesigning, remodeling, but not many newly created jobs positions.</p> <p>a) I recall when we were within the unit of PTK, there were Postal Inspectors that dealt with every position and conducted controls. This was a successful example. Postal Inspectors served as Business Control within Financial department and everything used to be in order. They conducted controls and dealt with job descriptions, the needs of postal offices starting with code of conduct, postal service procedures and so on.</p>	<p>above rank 10, whereas a position of rank 12 would be raised to rank 14 or left as rank 12.</p> <ul style="list-style-type: none"> There are job description discrimination cases, unfortunately, I can give you these job descriptions and based on qualification criteria, responsibility, preparation that they would not qualify for that very same rank e.g. a Manager of rank 12 has more listed duties and responsibilities compared to that of a Chief; Regional managers of the same position differ in ranks from 12 to 14, maybe, in this case, I think this might be a discrimination in the aspect of job position, but it is a positive discrimination case, as the work volume of the capital region manager is higher and has more employees to cover three regions. In fact, every institution, public or private, depends on the legislation in force, where in this case we have Law on Labor, Law on salaries and so on. With the current law, every employee for the same position is paid the same, and no one in any way can 'touch' the employees' pay. Starting from the practices in the region, this means they have changed the law, in order to change their approach towards the employees' work, employees' performance. This means, we don't have it here with performance criteria, e.g. the position is a Postman who deliveries 1000 mails is paid the same as the one that delivers 100 mails a day. Without changing this with an amendment of this part, you cannot do this, because it is not allowed by law, because in any contested case, you cannot say to the employee that 'one postman has more volume in the city than the one in the rural area', as the latter would say 'this is not my fault, you can assign me to the city area and I'll have the same volume' so this is not his problem in this sense. Unless it is regulated by law, although we have tried to consider the performance aspect, but without touching their base pay/wage. We do not have something concrete; again, I can mention the 'positive discrimination'. For the new employees we have 'the level categorization' for
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<p>b) What was the most challenging part for you the creation, redesign, or updating of new job positions?</p> <p>8. Q08 Do you provide with job description of the employee's job place and do you advise them on internal policies upon signing of their contract? or when their job description of their job is affected (additions to their daily tasks) from a change in Company (such as new policies, new services, re-designing of jobs, enriching jobs, expanding job places, career development, etc.)? Explain how is this done?</p>	<p>Now, an unsuccessful case would be that of newly created Internal Control. Internal Control, often, I may say, has contradictions with the Directorate of Postal Inspectors.</p> <p>b) Normally, creation is the most challenging part, in the sense that you have to begin with an analysis why we need to add this position, or when we had a case of redesigning.</p> <p>Yes, before we used to hand a job description together with the employment contract. Now, since we have the system, from 2014, job descriptions are on the web-portal for each employee and every one of them have access to the web-portal individually.</p> <p>If there are changes affecting the job description, this is changed automatically. There might be a case of changes not included in the portal, as we had a system failure a year ago, but this might only be for technical reasons.</p> <p>Currently, we have a case where new institutions are created such as the Agency for Anti-Money Laundering, which required officially having a person to deal with that scope of work, and act as a liaison person. Now, automatically, as soon as a new position is created, we add this to the system, because this position did not exist, therefore the title is also changed, so a job description is added when the new contract of employment is issued.</p>	<p>e.g. it has six months of probation work, and they are not paid the same wage, also it is the case of for position ranks up to rank 10, there are categorization levels. And, maybe this might be discrimination, but still I would call it a 'positive discrimination'. In our internal regulation, the person who is systemized above two ranks also enters the categorization. Maybe this is not to be called a discrimination, but in a way has reduced appetites, because there were rank inflations from rank 4 to rank 10, from rank 10 to rank 14, this indicates that someone might see this that within six months they can be promoted. Maybe this, more or less, has decreased requests in terms of advancement.</p> <ul style="list-style-type: none"> • Yes (regarding, discrimination in relation to standards, is more a case of higher job positions). • My remark, concerning discrimination, would be regarding the position of the Post Office Supervisor, who has the same rank with Postal Counter Clerk, which is rank 5 for both. Even though in a way they do the same job, but the name of the title 'Supervisor' should have a difference of at least one rank above. If we were to make a deep analysis, other positions would emerge, probably, but this depends on whether we are looking to draw parallels for all positions or draw parallels within what directories have. <p>6) Yes, I have conducted a job analysis.</p> <ul style="list-style-type: none"> • No, we don't have a Job Analyst position; instead we create a team after a request has been placed from the unit in need of a job position vacancy and in accordance with the Business Plan of the Company. <p>7) This is interlinked with what I said earlier, a kind of redesigning, remodeling, but not many newly created jobs positions.</p> <ul style="list-style-type: none"> • Normally, creation is the most challenging part, in the sense that you have to begin with an analysis why we need to add this position, or when we had a case of redesigning. • Before when we were within the unit of
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		<p>PTK, there were Postal Inspectors that dealt with every position and conducted controls. Now it is created the Internal Control also. We did have internal control before, but within Business Control of the Company, which was part of the Financial Department. This means that finances had a minimal control. For a successful example as mentioned earlier Postal Inspectors before served as Business Control within Financial department and everything used to be in order. They conducted controls and dealt with job descriptions, the needs of postal offices starting with code of conduct, postal service procedures and so on.</p> <ul style="list-style-type: none"> • Now, an unsuccessful case would be of Internal Control. Here we have Internal Control who often, I may say, that has contradictions with the Directorate of Postal Inspectors. • We have a case that needs to be redesigned e.g. Postal Inspectors job description and Internal Control, who previously were part of Financial Department as Business Control. <p>8) Yes, before we used to hand a job description together with the employment contract. Now, since we have the system, from 2014, job descriptions are on the web-portal for each employee and every one of them have access to the web-portal individually and changes are made automatically, e.g I can see my job description, who is my supervisor, job experience and everything else. We considered avoiding of expenses for the user accounts, hard copy printing, and is available for every employee. If there are changes affecting the job description, this is changed automatically. There might be a case of changes not included in the portal, as we had a system failure a year ago, but this might only be for technical reasons. We don't have a case where a job description is changed and not included.</p> <ul style="list-style-type: none"> • Currently, we have a case where new institutions are created such as the Agency for Anti-Money Laundering, which required officially having a person to deal with that scope of work, and act as a liaison person. Based on
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		<p>the law for Anti-Money Laundering and the Law on Combating the Terrorism, this was required, so in our last regulation amendment and changes that were done, for this position we have had the most competent person's job position that was modified completely. We are talking about a rank 9 Officer position, rank has not changed, but additional duties and responsibilities are added. Now, automatically, as soon as a new position is created, we add this to the system, because this position did not exist, therefore the title is also changed, so a job description is added when the new contract of employment is issued.</p>
<p>Part Two: Related to Knowledge management (KM), Talent mapping, Internal Mobility and Organizational Policies.</p> <p>9. How is knowledge management done in your Company?</p> <p>a) What practices of knowledge management do exist in practice for you?</p>	<p>In our Company, this is very well regulated. For each procedure also in the operative aspect of the services, we have the regulations, guidelines, and relevant documentation on certain matters.</p> <p>In practice, all regulations and guidelines that are relevant to employees, that are needed, beside the official email, all policies are published in the Post of Kosovo website. Otherwise, if an employee does not have access to email, especially operative employees'/terrain workers, they are notified through regional management, human resource administrators through extra emails that they use to notify them. In other words, all employees are notified through email and direct communication from their subordinates.</p> <p>a) I think that a huge work is done in this aspect. Before there were in written for most of the cases, but for many cases they were not in written. This is from my experience while we were working within PTK, and they took examples according to previous 'best practices'. But this according to 'best practices'</p>	<p>9) In our Company, this is very well regulated. For each procedure, also in the operative aspect of the services we have the regulations, guidelines, and relevant documentations for certain matters. Also, concerning employee notification, new employee's job starts, their accommodation and so on, all of them are mentioned in the regulation, also, normally, the code of conduct where the demeanor and attire code is mentioned, even the simplest things are mentioned.</p> <ul style="list-style-type: none"> • In practice, all regulations and guidelines that are relevant to the employee, that are needed, beside the official email that is 'postakosoves', all policies are published in the Post of Kosovo website. Otherwise, if an employee does not have access to email, especially operative employees'/terrain workers, they are notified through regional management, human resource administrators through extra emails that they use to notify them. In other words, all employees are notified through email and direct communication from their subordinates. This includes measures that can be taken if a regulation or what is mentioned is not implemented. There are committees, a Disciplinary Committee that deals with such cases, and as a higher level here is the Appeals Committee. • I think that a huge work is done in this aspect. Before there were in written for most of the cases, but for many cases they were not in written. This is from

	<p>leaves much room for discussion. Starting from this, we don't base it in the 'best practices', now everything is in written.</p>	<p>my experience while we were working within PTK, and they took examples according to previous 'best practices'. But this according to 'best practices' leaves much room for discussion, as we need to know where is this 'best practice' standard written? Starting from this, we don't base it in the 'best practices', now everything is in written. If there is legislation for example, we implement it, because in the Law on Labor there is a certain article that says it can be 'regulated with regulation or internal policies of the company'. Normally, we work as a team in every regulation, speaking from my personal experience, when we designed the regulation for employment relationship for the PK employees, beside Law on Labor we have consulted also the Collective Agreement, even though we are not signatories of this agreement, we have started with human interpretation, and this collective agreement has many benefits for the employee, there are also articles that have no financial impact but benefits the employee, we have included this in our regulation, e.g. unpaid leaves of absence which is very narrowly mentioned in the Law on Labor.</p>
<p>10. How do you have the main documents organized so that employees can get what they need whenever they need it? (where are these processes listed and how they are found, can they all approach them, how to train people to carry them out)?</p>	<p>Concerning documentations needed, they can be obtained through:</p> <ul style="list-style-type: none"> - website, - email, - email blast, or - through administrators for those who don't have a user account. - For internal documents, that are not published in the website an employee needs to address through email to a certain department of concern. 	<ul style="list-style-type: none"> • Where, for the cases when a certain decision is only for a certain period of time, for certain persons, this goes as an Email Blast, known as 'PKALL'
<p>a) How can improvement of the way information dissemination save time and money?</p>	<p>Factually, the web-portal serves only for personal things.</p>	<p>10) Concerning documentations needed, they can be obtained through: website, email, email blast, or through administrators for those who don't have a user account. For internal documents, that are not published in the website an employee needs to address through email to a certain department of concern.</p> <ul style="list-style-type: none"> • We have placed in our website every relevant guideline, the Operative directory gives notification through email, e-mail blast and the communication are received from subordinates and through HR administrators also.
<p>11. What policy rules and guidelines you have created to help the flow of knowledge (or what rules, policies, and guidelines you have created that hinder</p>	<p>There was this idea of creating an Intranet, not a website, but an Intranet that could help us finding all the regulations, because we publish our regulations on our website only</p>	<ul style="list-style-type: none"> • Factually, the web-portal serves only for personal things. • There was this idea of creating an Intranet, not a website, but an Intranet that could help us finding all the

<p>the flow of knowledge?</p> <p>a) Do you have guidelines on how to access Company policies?</p>	<p>those that we are obliged by law. Since the separation as a business unit within PTK, this option does not function at all in PK (Post of Kosovo). When we were within PTK we had Intranet. This would be a very good thing to happen, as we could expose our materials that are in favor of the employees</p> <p>a) As mentioned above, besides the web portal and website, only through email request this access can be granted.</p>	<p>regulations, because we publish our regulations on our website only those that we are obliged by law. This was not realized, maybe it would be a good question to ask the IT does this cost or not.</p> <p>11) Since the separation as a business unit within PTK, this option does not function at all in PK (Post of Kosovo). When we were within PTK we had Intranet. This would be a very good thing to happen, as we could expose our materials that are in favor of the employees, why not help the employee not to go through these procedures to ask who is the competent person to be addressed, or to direct them to call this and that person, also an e.g. as we had the last case of a request to open a new user id for 'Post of Kosovo' which is a juridical person. We as HR can open user IDs only for PK employees, as also based on these data we register them in the TAK (Tax Administration of Kosovo), therefore we cannot open users for juridical entities such as Post of Kosovo. This request was to register immovable properties, and there could be manipulation cases if that was to happen.</p> <p>So, if we had an intranet, every employee would be able to access it at any time.</p> <ul style="list-style-type: none"> Only through email. As mentioned above, besides the web portal and website, there was this idea to create an intranet, but we lack financial possibilities. There was also a request to have a user credential created to manage inventory registry documents, as in some cases employees move and the inventor remains in their name, but user's credentials manipulations was one of HR and IT remarks for this case.
<p>12. Do you have horizontal or vertical mobility policies for career development within your Company? If Yes, does internal mobility policy include all employee rankings?</p> <p>a) How do you enrich your company with talents and knowledge?</p> <p>b) Do you have a strategy for talent mapping and acquiring? Have you reached that stage yet?</p>	<p>This is defined and determined in the Performance Management Policy. How much is applicable, is something else.</p> <p>This was designed while we were within the PTK, is inherited, some modifications are made, but the basis are from them.</p> <p>a) This form was used, it is still functional. Based on the evaluation, there is the comments part, or at the part of the Plan for Personal Development, for each employee, this can be used as a proposal.</p> <p>b) There are no regulations or something that would determine this. It is more of the management's decision on what kind of policies are to be in the Company. If it is going to be a centralized or a decentralized one. In here, I may say that it is more of a centralized one, in the context of decision-making, as everything is decided here in the center. As a Company that provides postal services and financial non-banking services; this is not such a specific job that requires talented persons, in the sense that cannot be found.</p>	<p>12) This is defined and determined in the Performance Management Policy. So, this means, we have it written in papers. How much is applicable, is something else. The document is published in the website.</p> <ul style="list-style-type: none"> This was designed while we were within the PTK, is inherited, some modifications are made, but the basis are from them. At that time, it was this form that has the part for managing the

	<p>We did not have the need to seek for talents. Although, this was may have been the case on the part when we needed people with a specific profile for Postage Stamps with motifs, which is outsourced.</p>	<p>job, where the objectives and dimensions are set, and based on the percentages, and rank is also determined with the percentage of the achievement, work plan and all for that person. Based on the evaluation, there is the comments part, or at the part of the Plan for Personal Development, for each employee, it was my duty as a supervisor to mention that for the ‘x’ employee it is needed this or that training; has stagnations on this and that, or to say that the employee is more advanced, in the sense that I can propose for promotion.</p> <ul style="list-style-type: none"> • This form was used; it is still functional. This can be used as a proposal. Upon the creation of the organizational structure, this is mostly a managing part. • There are no regulations or something that would determine this. It is more of the management’s decision on what kind of policies are to be in the Company. If it is going to be a centralized or a decentralized one. In here, I may say that it is more of a centralized one, in the context of decision-making, as everything is decided here in the center. This seems to be the case of Post even before I started to work here, where the policies of decision-making were centralized. In the past regions served as directories, each region. The directories at that time, as older employees told me when I asked, that was very functional, and they feel nostalgia for that time, this was prior the wartime. The regional director had authority and why this might be a good thing is for e.g. you know the best the region that you represent, and why not having the authority in decision-making in the part that you lead and manage. Why would a regional manager, this is my personal opinion based on my own analysis not as a Company, why e.g. a regional manager should report to Chief of Postal Offices, then the Chief to the Operations Director, and the Director to the Chief Executive. This means he is the fourth in the chain of command, so from my practice I think it may better be to make an analysis with the current situation.
<p>13. Modern society is considering that under-utilization (also known as under-employment, over-education, over-qualification or the education-jobs gap) has become a chronic problem in the labor forces of advanced capitalist economies. Have you ever noticed, or have you ever measured skills-mismatch with job positions in your Company?</p>	<p>In our Company, there are no policies that encourage participation or acquiring higher education.</p>	
<p>14. Do you have people or experts without whom your company cannot function successfully? What is the most valuable knowledge in your company at present? Is the most valuable knowledge in your Company evidenced somewhere, or is it in the head of your employees and experts?</p>	<p>We have nothing foreseen. It is not seen as something important. Nobody is irreplaceable.</p> <p>I think that Standard Classification of Occupations should have been mandatory for all.</p>	

<p>15. What are your suggestions? What do you think is missing in all this process seen from your point of view?</p>		<ul style="list-style-type: none"> As a company that provides postal services and financial non-banking services, this is not such a specific job that requires talented persons, in the sense that cannot be found. Job descriptions are standardized in that aspect that every citizen with a relevant preparation can fulfill these criteria <p>13) In our Company, there are no policies that encourage participation or acquiring higher education.</p> <p>14) We have nothing foreseen. It is not seen as something important. Nobody is irreplaceable. As a Company, we did not have the need to seek for talents. Although, this was may have been the case on the part when we needed people with a specific profile for Postage Stamps with motifs, which is outsourced, which is a matter of Philately department and Sales Directory who deal with this.</p> <p>15) Standard Classification of Occupations should have been mandatory for all.</p>
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XIV. SEMI-STRUCTURED INTERVIEWS WITH THE FIELD EXPERTS

- 1) The following interview is conducted with a Consulting expert (Gojani Anton, personal communication, March 28, 2019) who was part of National Occupational Classification project.

TABLE 19 INITIAL INTERVIEW INTERPRETATION WITH THE CONSULTING EXPERT

Category	Initial interpretation	Transcript
<p>1. What is the Classification of Occupations in Kosovo? When was first applied, how did this emerge? Is it distinguished for citizens and stakeholders?</p>	<p>8. The classification of occupations in Kosovo is part of a wider classification of occupations at the international level.</p> <p>The first standard of occupational classification in Kosovo, according to the international standard, or</p>	<p>1.) First of all, the classification of occupations in Kosovo is part of a wider classification of occupations at the international level. This is derived from the international classification of occupations or in literature, this is found as ISCO, or the international standard for occupational classification.</p> <ul style="list-style-type: none"> For the first time in Kosovo, it started after the war. We started in 2003-2004, which means we have then made the first standard of occupational classification in Kosovo, according to the

	<p><i>ISCO-88, began after the war, between the years 2003-2004.</i></p> <p><i>All occupations should be standardized in their description of the functions and duties, responsibilities, and the level of education or main skills required. Based on this a job position is opened. Therefore, it should not be linked immediately the occupation with the job position. This means that all of these should be comparable to the international standard.</i></p> <p><i>The second time it was changed to ISCO-08 in 2016, because ISCO changes in the international level, due to rapid technical or technological changes. Some type of occupations die, worldwide, and a new type is born.</i></p>	<p><i>international standard, or ISCO-88.</i></p> <ul style="list-style-type: none"> <i>• This means that occupations, each occupation, in each economy, in each country or in each society should be standardized in their description of the functions and duties, responsibilities, and the level of education or main skills that will be required for an occupation. This is a description of the occupation, then, based on the occupational description, job positions are opened. So, it should not be linked immediately the occupation with the job position, because the job positions often can be narrower than the occupation itself, or may be even shorter the types of jobs which can also go under an occupation i.e. You may be an engineer of a certain field of occupation, and this occupation classification for the engineer says that he should have these duties and responsibilities, which have been designated and described there; also, the main tasks and responsibilities, the level of education that he must have to obtain the engineer title. This means that all of these should be comparable to the international standard, but that does not mean that an electro-technical engineer has to cover the whole field of as an electro-technician, for example, or the whole occupation. He may, for the rest of his life, work only with high or low voltage, or in electricity or other things, so a job often may be narrower than the occupation.</i> <i>• For the second time in Kosovo, it was done in 2016, since the international level, or ISCO at international level, has changed and has become ISCO -08. This has been changed due to rapid technical or technological changes. Some types of occupations die, worldwide, and new types are born. For example, especially in technical and technological changes, there are now so many demands of new occupations, whereas before let's say we talked about electro-tech informatics in global terms, today we are talking about a programmer, we are talking about a digital intelligence, today we talk about things that are completely new, which at that time were not even known. Then, we can also talk about the occupations that are completely new because of the nature that has changed from the old occupation. I suppose, before we had a classic marketing, with certain agents, printed newspapers, and today we have a digital marketing, where everything is in a digital way, and not just digital because it is inserted into the portals or the websites, but digital because today is introduced today through the add-ons, as you may have observed, how through "ADDs", when you play a video, there is a window opened introducing something new, and these have not</i>
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<p>2. How does the occupational classification of in Kosovo work? Have new guidelines been issued, and have job audit took place at a country level?</p>	<p>9. <i>First, they are applied based on an analysis of the labor market to see what new occupations are born and what old occupations we have. Occupational classification always starts with a labor market analysis for each country and adjusts to the types of jobs and occupations at a state level.</i></p> <p><i>While the ISCO-88 was a classification that had included 6 digits, the new classification ISCO-08, also in Kosovo, is with 4 digits, is altered to a 4-digit codification.</i></p> <p><i>They originate from Major groups of occupations, which are 10 major groups, divided into Sub-major groups then, divided into Minor groups and finally into Unit groups. The unit group is the smallest unit of occupations we have in Kosovo and there are about 434 of jobs introduced in our system today in Kosovo. But, under that, there is space left and codification where more than 2000 other jobs can be added.</i></p> <p><i>If a job type is valid in a country, it may not be valid in ours. Because in small economies, a worker covers more than one type of job. I want to say, in a smaller economy, how this function, when in the unit groups is more relevant and there is more work accumulated in the framework of an occupation. While in developed economies, in many cases this occupation may be divided into types of jobs, in some</i></p>	<p>2.) <i>Normally, how these things should be done, and how they work and where more job needs to be done, for these things first, they are applied on the basis of an analysis of the labor market to see what new occupations are born and what old occupations we have.</i></p> <ul style="list-style-type: none"> • <i>Occupational classification always starts with a labor market analysis for each country and adjusts to the types of jobs and occupations at a state level. So that we don't enter into the details of the occupational classification on the technical side, simply, while the ISCO-88 was a classification that had included 6 digits, the new classification ISCO-08, also in Kosovo, is with 4 digits, is altered to a 4-digit codification. This works through a code, so there is a precise codification for each type of occupation, or group of units in the occupation, which is the smallest unit. They originate from major groups of occupations, which are 10 major groups, divided into Sub-major groups then, divided into minor groups and finally into unit groups. The unit group is the smallest unit of occupations we have in Kosovo and there are about 434 of jobs introduced in our system today in Kosovo. But under that, there is space left and codification where more than 2000 other jobs can be added e.g.</i> • <i>If a job type is valid in a country, it may not be valid in ours. Suppose, small countries in small economies, are more interested in unit groups than the types of jobs. Because in small economies, a worker covers more than one type of job. Take for example a gardener. While a gardener in Germany or France may have a job to work as a gardener, perhaps all his life, or maybe only pruning of trees in the gardens, or just mowing, or just irrigation, this may be possible because it is a massive economy, there are many parks, there are many green spaces, there are many businesses that deal with these and provide work for the entire life. In our country, a gardener should know how to do all of these jobs the pruning, the irrigation and all of it. I want to say, in a smaller economy, how this function, when in the unit groups is more relevant and there is more work accumulated in the framework of an occupation. While in developed economies, in many cases this</i>

	<p>types of jobs, i.e. from a unit group or a small unit occupation, perhaps 5 or 6 other jobs that may come out, but this depends on the economies. The same happens if we talk about industries.</p> <p>In our country also, the process here is done well, because here are all stakeholders, all key institutions involved. As far as Public Enterprises are concerned, they are not necessarily needed to be involved in decision-making process on this issue. Stakeholders are involved, as this does not deal with current job positions only, this has to do with the projections for future job vacancies, it has to do with education... This also makes the future development projections for the education, the labor force, and types of labor force professions.</p> <p>Besides its physical publishing as a book, this is electronically available; it is also online, but there is also the system.</p> <p>In cases where the enterprise opens a job position... That is to say, they should inform the employment offices about what staff they have, and who they are looking for jobs, the staff they require. Now, we do not have a law that obliges enterprises to go and send these data there, but in every normal country, jobs are advertised in employment offices.</p> <p>There is another defect because in our country, there is no unemployment fund. And what happens, companies, normally, despite what is happening to us, maybe often do not even do public</p>	<p>occupation may be divided into types of jobs, in some types of jobs, .i.e. from a unit group or a small unit occupation, perhaps 5 or 6 other jobs that may come out, but this depends on the economies. The same happens if we talk about industries, suppose it is written somewhere that there is a worker in the production line or a production operator in the industry e.g. of certain parts for vehicles. In the industry, it may happen that the worker can spend his entire life in quality controls and the manner in which that product is made. While, in the small economies, here in our country, someone who deals with something, with a small production of parts, here he takes it from casting to the finals.</p> <ul style="list-style-type: none"> • In our country also, the process here is done well, because here are all stakeholders, all key institutions involved. Of course, the Ministry of Labor and Employment Agency is responsible for this. But there are included the Agency of Statistics, the Ministry of Industry and Trade, the Ministry of Education, the Office of the Prime Minister, are included social partners such as Chambers of Commerce and Trade Unions. Key Stakeholders in Kosovo are included. • As far as Public Enterprises are concerned, they are not necessarily needed to be involved in decision-making process on this issue. Public sector enterprises, in fact, have had this matter open to contribute to this work while this was being done, because normally the decision is taken by the Ministry of Labor with the Social Economic Council, where the Ministry of Labor is part of the Social Economic Council. In the Social Economic Council are all representatives of enterprises, i.e., representatives of Chambers of Commerce, Trade Unions, Business Alliances, all are here, and there is the decision made about this matter, and they then represent and of course a working group cannot consist of more than 10-15 people or 20 people, it cannot include everyone. The idea is that public enterprises managers should see this work as their own interest and that they themselves are involved, but, nevertheless, they have an obligation to apply this system. • Stakeholders are involved, as this does not deal with current job positions only, this has to do with the projections for future job vacancies, it has to do with education, because this classification of occupations helps with the setting of standards for the occupation, helps with their codification, helps with new curricula, helps in all of these, is the basis from
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	<p><i>job vacancies, but this is a defect of enterprises, it is not a defect of the occupational classification system now.</i></p> <p><i>The administrative instruction is for the functioning of the system and cannot oblige the public enterprises.</i></p> <p><i>To clarify, these things are not compulsory but are of interest</i></p>	<p><i>where everything begins. This also makes the future development projections for the education, the labor force, and types of labor force professions.</i></p> <ul style="list-style-type: none"> <i>• Of course, there is an administrative instruction of the Ministry of Labor obliging them. The Agency of Statistics and the Ministry of Labor have an electronic system that has this entire system for every job position that is announced at Kosovo level, this is within the framework of the labor market information system. So these are active and the system is active. Besides its physical publishing as a book, this is electronically available; it is also online, but there is also the system e.g. if someone is looking for a job, any job position is presented at the country level and is announced in the employment offices, they automatically go with a code.</i> <i>• In cases where the enterprise opens a job position, it will in principle have to inform where their interest groups are. That is to say, they should inform the employment offices about what staff they have, and who they are looking for jobs, the staff they require, in principle, so it goes.</i> <i>• Now, we do not have a law that obliges enterprises to go and send these data there, but in every normal country, jobs are advertised in employment offices and in the public employment system like France, Germany and everywhere, they are announced, regardless of what.</i> <i>• There is another defect because in our country, there is no unemployment fund. So when someone is left out of job and to receive a percentage for unemployment for a certain time, this in a way does not push people to report of the jobless. And what happens, companies, normally, despite what is happening to us, maybe often do not even do public job vacancies, but this is a defect of enterprises, it is not a defect of the occupational classification system now. Today is involved in the affair; it is in the media employment scandals by the Post, Telecom, it means having people sent to jobs without need and without asking if they need those job positions. It is also important that when announcing a job position, they are not known who has announced them, neither for Post, Telecom, KEK etc. These, rather than being advertised are sent to the system, they go so, so this is how the system functions.</i> <i>• The administrative instruction is for the functioning of the system and cannot oblige the public enterprises and tell them to go to them</i>
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		<p>and advertise them there. Public enterprises are obliged to do this service if they ask for e.g. Ministry of Labor, Employment Agency. When someone is notified of jobs openings, they are obliged to register and to inform them all about it, but the Employment Agency cannot force either public or private enterprises, to tell them to go there to register open job vacancies.</p> <ul style="list-style-type: none"> • To clarify, these things are not compulsory but are of interest. A normal enterprise has the interest to find a professional for its own needs, and every normal company in the world would apply it because of the interest in knowing its professional that he has or needs it.
<p>3. Who are the stakeholders and how does it connect its users to foreign investors? How does it correlate and how does it harmonize the labor market, education and employment?</p> <p>How do you think this is reflected in professionals who aim at the integrated European market?</p>	<p>10. From the moment when these would be respected from enterprises, in full line, automatically when the qualification is required the occupational classification emerges. This is their interest. It is not possible for the Ministry or Labor to compel them because it is not a subordinate of any of these public enterprises, there is the Ministry of Economic Development that should deal with these and urge them, or the units that monitor the public enterprises.</p>	<p>3.) For the job criteria, each enterprise, in the law for public enterprises, where also writes that it will have to make public job announcements, there it writes that there are public recruitment procedures, there it writes that you will first announce the employment needs. And, when the needs for jobs are announced, the needs for job types and the types of qualifications that those people need are also announced. To clarify further, from the moment when these would be respected from enterprises, in full line, automatically when the qualification is required the occupational classification emerges. This is their interest. It is not possible for the Ministry or Labor to compel them because it is not a subordinate of any of these public enterprises, there is the Ministry of Economic Development that should deal with these and urge them, or the units that monitor the public enterprises. But, in the classification of professions, it is important that when you enter the system you have a classification of occupations.</p>
<p>4. Is this standard mandatory for the public sector? If not, is the Impact of Not Implementing the Occupational Classification of Kosovo (NSOC) ever measured in relation to the labor market, the labor force and the discrepancies with the job place in the public sector?</p>	<p>11. There is a problem with the Government itself, because even the Government in the Catalogue of Jobs which is adopted by them, is also not in line with the classification of occupations. This was done before the classification and there are many things in the description of jobs in this Catalogue of the Government that did not comply with the level of occupational classification standards.</p>	<p>4.) But there is a problem with the Government itself, because even the Government in the Catalogue of Jobs which is adopted by them, is also not in line with the classification of occupations, which is made before the classification and there are many things in the description of jobs in this Catalogue of the Government that did not comply with the level of occupational classification standards.</p> <p>This is a huge defect that has to do with defects in governance and in self-awareness for those who are decision-makers; because those who are supposed to be the decision-makers do not even know the field, nor do they know that these should be harmonized.</p>
<p>5. How are the public and private sectors involved or affected in the process of implementing these</p>	<p>12. The main consequences are the quality of jobs and the selection of professionals. Because you cannot have</p>	<p>5.) The main consequences are the quality of jobs and the selection of professionals. Quality is the first consequence. Because, you cannot choose a professional if you do not know what is there and</p>

<p><i>standards? Has any assessment of needs been made, or a comparison regarding the harmonization of jobs in practice and according to international standards?</i></p>	<p><i>qualitative employees in an enterprise, consequently this affects the productivity of enterprises because they do not make a selection of the best professionals and cannot have a good performance and contribution.</i></p> <p><i>They get other people to do the job, train the newly hired, and this is an expense for the enterprises.</i></p> <p><i>The other problem is competitiveness. Instead of using their human resources within them, what they do, they buy services, once they pay the resources they have inside, then buy services from private companies to perform their services better, this means that's twice as damaging.</i></p> <p><i>The next damage is the demotivation of skilled workers.</i></p> <p><i>Normally, the issue of applying this to both the public and private sector will come as a result of their needs to remain in the market, to compete.</i></p>	<p><i>what is the profession, what are the clear descriptions of what you need, your duties, and so on? Because you cannot have qualitative employees in an enterprise, consequently this affects the productivity of enterprises because they do not make a selection of the best professionals and cannot have a good performance and contribution. Third, it is an expense, not dealing with them, they get other people to do the job, while those who are supposed to know the job (the new employees) and bring something, a value, the first thing they ought to do is to be sent to training to teach the job i.e. this is an absolute defect, this is an expense for the enterprises. But this is happening in public companies now.</i></p> <ul style="list-style-type: none"> <i>• If we look at a lot of private companies, in manufacturing, in other areas as well as in services, they have now started looking for professionals according to the jobs they know they do and according to the competences they have. They do not hire someone just because someone is close to them, or suggested by someone, they need someone to do the job to perform in the market.</i> <i>• The other problem is competitiveness. What competition do these enterprises have? If we look at public enterprises, each of them supposed to be the cream of competitiveness and forward moving, contrariwise they are in collapsing. Imagine, Telecom, an enterprise that have a monopoly on the market, and today they have been brought this situation, and the main situation is in the human resources problem, it is not in technology because you can buy that, but you need human resources. Instead of using their human resources within them, what they do, they buy services, once they pay the resources they have inside, then buy services from private companies to perform their services better, this means that's twice as damaging.</i> <i>• The next damage is the demotivation of skilled workers to apply to certain job positions because they do not see a prospect and respect for their professionalism. There is also a range of other things separated here, then to the economic and social divisions of the state, so that we do not want to enter into this topic.</i> <i>• Normally, the issue of applying this to both the public and private sector will come as a result of their needs to remain in the market, to compete. They will start looking for the professionals eventually. However, I mainly expect that these will have to start being asked for from the private enterprises and private sector, not the public, because in private</i>
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		<p>companies and the private sector these things can be easily applied because of their need to be competitive and to be profitable.</p>
<p>6. Is there any analysis or policy regarding the skills, qualifications and the labor market in and outside the country regarding the discrepancies in the level of education and jobs? How much do you think that job criteria are uniform in Kosovo compared to those of developed countries?</p>	<p>13. Educational projections, which were explained earlier, curricula are made based on these occupational standards. The problem with the European market aiming is not that it is regulated by the classification of professions, but it helps your system to run and to qualify people based on this classification of occupations. Then, the education must be of a quality, to give the profession properly and then through that profession it helps the market access, through standardized qualification.</p> <p>As an access, as a mechanism, as an instrument it helps a lot. The impact is as I said in recruitment and other things mentioned above.</p> <p>You see, sometimes the market merges two professions in one when it comes to small-scale economies</p> <p>This practice differs from other practices, but this does not mean that this needs analysis between us and them has a discrepancy in the classification of the occupations or the description of the occupation. There is discrepancy in the need for job.</p> <p>At the educational level with the jobs, the occupational classification when presenting the occupations, they represent the basic level of education that is required. Other parts do not depend on</p>	<p>6.) Educational projections, which were explained earlier, curricula are made on the basis of these occupational standards. The problem with the European market aiming is not that it is regulated by the classification of professions, but it helps your system to run and to qualify people on the basis of this classification of occupations. Then, the education must be of a quality, to give the profession properly and then through that profession it helps the market access, through standardized qualification e.g. when you say that I have this profession with this code automatically helps you, but that does not help in obtaining the skills. The idea is that you have to possess those skills in this occupation at the country level. As an access, as a mechanism, as an instrument it helps a lot. The impact is as I said in recruitment and other things mentioned above.</p> <ul style="list-style-type: none"> • To clarify, jobs are not a task of occupational classification, it is the obligation of enterprises to make this analysis themselves and compare them e.g. Post, Telecoms, KEK, or whichever, to make a comparison of what type of job you need, you ought to make a comparison with the Telecom of Macedonia or Estonia or France, or where I know, there you see what type of jobs they have and what professional is required. But these have to be done by the enterprises. • There are mostly overlaps in jobs, not in occupational groups, because occupations in one way or another are well harmonized at national level, but jobs differ from country to country, because from the unit group, which is the smallest with 434 jobs, there may be some types of jobs, depending on the economy, which the economy determines. The same is also in Albania. I suppose, in Kosovo today we have about 200 professions in the labor market as the main ones required even though here are 434 presented. But there are also cases where, within the professions of some enterprises, there may be three types of work or 4 types of work required for an occupation, for example in the construction sector where someone in an advertisement requires a worker in the construction. They ask for a specific person for certain jobs in the construction, a worker who know how to make casting; another requires someone who works with concrete and knows how the procedures go. Take another example, suppose someone requires a mason, in small companies there are many cases in our country, when a mason means a bricklayer but does all

	<p><i>classification</i></p> <p><i>There is an administrative instruction from the National Authority for Qualifications, for Recognition of Prior Learning, which implies whether someone has completed a primary elementary school or something but has not worked in that profession but worked in the construction for 10 years, for example. He is a very good mason, he has no diploma, no certificate. He now has a method of how to certify these skills. By certifying the steps, by certifying the work experience, and the practical work that leads to recognition. In theory this exists. In practice, they are still far from realizing this at the Kosovo level.</i></p> <p><i>Job criteria in Kosovo are not uniform because in Kosovo jobs are done Ad Hoc, neither job criteria nor job classifications are respected, nor are they respected in the Government or in the Publicly Owned Enterprises, and there are plenty of cases in private, but in</i></p>	<p><i>the jobs from the casting to the building a house, in the end is also the job of making the roof given to him too.</i></p> <ul style="list-style-type: none"> <i>• You see, sometimes the market merges two professions in one when it comes to small-scale economies. This does not happen in large economies. In Germany, Switzerland, France etc. for the concrete is someone else, for the wall someone else too, while for the roof there might as well is some other company that has its own professional that knows how to make the roof. This is how occupations go. While, in our country, small enterprises ask for all of these, or a large enterprise that build large buildings does not need someone to handle the roofs because there are no roof at all and might need all other occupations.</i> <i>• This practice differs from other practices, but this does not mean that this needs analysis between us and them has a discrepancy in the classification of the occupations or the description of the occupation. There is discrepancy in the need for job.</i> <i>• At the educational level with the jobs, the occupational classification when presenting the occupations, they represent the basic level of education that is required. Other parts do not depend on classification e.g. if the classification of the occupations, we start with level 2, those with group 2 of the occupation are those secondary vocational educations only. By codification 2, they are of most secondary education, but normally they should not be completed even in maturity. With level 3, there may be secondary school or postsecondary. But there may be level 3, as well as other, group-specific occupations that after this also had the opportunity to continue with almost the equivalent of bachelor level. But there are certain criteria on how and who goes, and which occupations can go. For example, at level 3 or up to 4, we get an example of a technician. In our country, the technician today, with the level of education with the education system 5 years ago and with the introduction of the system with the new law, the technicians now have 3 years of education ie we lost one year of their education or we decreased it and we call them technical the same as those who are workers or people qualified for a job. And what is happening now is that the technician must have a minimum of 12 years of schooling and may have 1 or 2 years of high school education, which is not a faculty and is still at the technical level and shows which professions up to where, because a technician does not</i>
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	<p><i>public especially these are not respected at all</i></p>	<p><i>mean a qualified worker, but it means a person who has the managerial, technical, professional skills who know how to read the schemes given by the developer, engineering etc. know how to manage, know how to share job assignments, know how to control that job. Therefore, the classification of occupations foresees these outcomes very well, it is a matter of the education system then how it applies and up to where it goes, then the enterprise it's her business what they require, where it may only require the competence and the worker may not have made a formal education, has been taught elsewhere without certification and is equivalent and more competent than the one who is in the profession.</i></p> <ul style="list-style-type: none"> • <i>There is an administrative instruction from the National Authority for Qualifications, for Recognition of Prior Learning, which implies whether someone has completed a primary elementary school or something but has not worked in that profession but worked in the construction for 10 years, for example. he is a very good mason, he has no diploma, no certificate. He now has a method of how to certify these skills. By testifying the steps, by testifying the work experience, and the practical work that leads to recognition. In theory this exists. In practice, they are still far from realizing this at the Kosovo level.</i> • <i>The same should exist at higher levels. In EU, for example. When you hire an expert, for which there is a certain level when you say one is an expert, but the expertise never finishes. Suppose that an expert on education and vocational education is required to assist in a particular educational program, it may happen that they write that if the expert is in the field of education and vocational education, he has worked as an instructor in a school or it is only secondary education, suppose, because at that time that much was required, he says, if it is with secondary education or technical, for my expertise should have at least 15 years of work experience, it may be that the other who has a faculty is required only 5 years of work experience because the schooling is completed by the academic part, while the previous case is completed by the experience. Because they recognize this informal part of learning, even those who ask for the expertise are aware of this. Therefore, in the competitions the part of the work experience comes as a logical recognition of that experience.</i> • <i>Job criteria in Kosovo are not uniform because in Kosovo jobs are done Ad Hoc, neither job</i>
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		<p>criteria nor job classifications are respected, nor are they respected in the Government or in the Publicly Owned Enterprises, and there are plenty of cases in private, but in public especially these are not respected at all.</p>
<p>7. Do you have anything you want to add to the discussion and that you consider relevant to the subject, but not enough coverage here?</p>	<p>14. First, there is a lack of awareness and responsibility of all decision-makers, whether publicly owned or not publicly owned, but also at the governmental level, for the importance of applying the occupational classification system at the country level.</p> <p>Then, there is a lack of self-awareness and information, but also that of the professional staff to propose a harmonization of occupations with the required job positions. These things have to be harmonized, they have to be matched.</p> <p>My suggestion is the formalization of employment relationships. To be an obligation of labor companies for any termination of contracts, for any leave from jobs, reduction of jobs, to notify the Employment Agency, in this case in the country's employment system, so that we know how many people remain unemployed.</p> <p>Another issue is that of the Statistical Agency, which should do these analyses more often and to pursue these matters.</p> <p>The Chambers of Commerce, the employers' representatives themselves, should strive for these things to be applied in every enterprise</p>	<p>7.) First, there is a lack of awareness and responsibility of all decision-makers, whether publicly owned or not publicly owned, but also at the governmental level, for the importance of applying the occupational classification system at the country level.</p> <ul style="list-style-type: none"> • Then, there is a lack of self-awareness and information, but also that of the professional staff to propose a harmonization of occupations with the required job positions. These things have to be harmonized, they have to be matched. • There are countries that have tradition, even in the former Yugoslavia we have had a classification of professions, and it was called Occupational Nomenclature. At that time, it was not explained in detail what should have an occupation, but they had given a list of occupations and in that list was given a certain title, and that title was also sent to the enterprise, that did not change the title for example, the VKV master with that title worked and with that title was also certified. Estonia, for example, has everything electronically done. A small country that has it all. Germany as a large economy with 80 million and all functioning in that state and companies report all their workers, even if they do not report their workers they are punished by the state. In our country, there are so many informal economies that maybe half are without contracts, let alone report, but there are also illegal ones. • My suggestion is the formalization of employment relationships. To be an obligation of labor companies for any termination of contracts, for any leave from jobs, reduction of jobs, to notify the Employment Agency, in this case in the country's employment system, so that we know how many people remain unemployed. • Another issue is that of the Statistical Agency, which should do these analyses more often and to pursue these matters. • The Chambers of Commerce, the employers' representatives themselves, should strive for these things to be applied in every enterprise • The Trade Union, labor unions should insist on protecting workers and through occupation

	<p><i>The Trade Union, labor unions should insist on protecting workers and through occupation not to Underperform or be Unpaid, not to remain Underrated for the occupation they have, and which should be paid. All of these can be introduced into the system and can be developed.</i></p>	<p><i>not to Underperform or be Unpaid, not to remain Underrated for the occupation they have, and which should be paid.</i></p> <ul style="list-style-type: none"> <i>I suppose if you are in a developed country with a level of qualification, you have a faculty in Germany if you go for a job that requires secondary education, first you cannot pay them because you have submitted a diploma of the faculty, because it is a certain level of salary for those with a university, there is a minimum for those levels.</i> <i>All of these can be introduced into the system and can be developed.</i>
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- 2) The following interview is conducted with the Employment Agency acting director (Kalludra Shpëtim, 2019, April 15), and expert on the field of occupational matters.

TABLE 20 INITIAL INTERVIEW INTERPRETATION WITH EMPLOYMENT AGENCY EXPERT

Category	Initial interpretation	Transcript
<p>1. What is the Classification of Occupations in Kosovo? When was first applied, how did this emerge? Is it distinguished for citizens and stakeholders?</p>	<p>15. • <i>ISCO-08 is the second standard that Kosovo in some form has it functioning; of course, this was after the Nomenclature, other standards we did not have. This means that the ISCO-88 which is immediately applied, I recall in the years 2004-2005, and now ISCO-08 is the newest standard used in the European Union or the member countries of the ILO, which we also use.</i></p> <p><i>ISCO-08 includes units of occupational groups used by the Statistics Agency for various studies that they use it for, it is used by the Ministry, namely the Employment Agency, as we are under the umbrella of the Ministry of Labor, the Ministry of Education uses it with its institutions as the Agency (for vocational education and adult training of Kosovo) on the</i></p>	<p>1) <i>We worked in the Ministry until two years ago. Often the affairs with the institutions in here are closely related to the individual, unfortunately. If I go e.g. from there, the practice is to take all the tools of work behind with me.</i></p> <ul style="list-style-type: none"> <i>First time when we started (because the classification of professions in Kosovo is the second standard and practically, we have it functioning), it was ISCO-88 that has been used by all institutions, including the Statistical Agency, the Ministry of Labor, the Ministry of Education, the three most important institutions that work with the occupations.</i> <i>ISCO-08 is the second standard that Kosovo in some form has it functioning; of course, this was after the Nomenclature, other standards we did not have. This means that the ISCO-88 which is immediately applied, I recall in the years 2004-2005, and now ISCO-08 is the newest standard used in the European Union or the member countries of the ILO, which we also use. And ISCO-08 includes units of occupational groups used by the Statistics Agency for various studies that they use it for, it is used by the Ministry, namely the Employment Agency, as we are under the umbrella of the Ministry of Labor, the Ministry of Education uses it with its institutions as the Agency (for vocational education and adult training of Kosovo) and the National Authority of Qualifications.</i>

	<p>National Authority of Qualifications.</p> <p>Hence, we are in the process of discussing with TAK (Tax Administration of Kosovo) so that the employers when declaring the number of employees to use the ISCO-08, in order for us all to know even those who are employed in what category of jobs they are part of. This is in broad terms in the aspect of awareness.</p>	<ul style="list-style-type: none"> At the last meeting we have had with the World Bank, we have learned that the private sector, especially the non-public institutions licensed by the Ministry of Labor, in their portals, for example for job places they use ISCO-08. Hence, we are in the process of discussing with TAK (Tax Administration of Kosovo) so that the employers when declaring the number of employees to use the ISCO-08, in order for us all to know even those who are employed in what category of jobs they are part of. So, in some processes we are working with institutions, but the private sector needs to be encouraged in some way, but through TAK, because only in TAK they declare the number of employees and based on this standard the division is also made. This is in broad terms in the aspect of awareness.
<p>2. How does the occupational classification of in Kosovo work? Have new guidelines been issued, and have job audit took place at a country level?</p>	<p>16. Failure to use this standard has many elements that result in not known exact occupations sought in the market.</p> <p>Second, we do not know how many unemployed people are registered with occupational classification and identifying of skills gap.</p> <p>Thirdly, we do not know what professionals our educational system needs to prepare in responding to the market needs.</p> <p>We do not have administrative data with declared occupations within institutions.</p>	<p>2) Failure to use this standard has many elements that result in e.g. if we do not use the standard of occupational classification today, we cannot know exactly which occupation is most sought after in the market, that's the first issue.</p> <ul style="list-style-type: none"> Second, besides forms what is required in the market, we do not know, for example, how many unemployed people are registered with this occupational classification. And what is for e.g. in terms of gaps, or the skill gap known as "skills gap". We do not know, take as an example, our education system what kind of cadre should be launched in the market, and is it responding to the needs of the market. Bearing in mind that a large number of unemployed people registered with us is of elemental occupations, this means that they have not practiced the respective occupation earlier on. Non-use of this, e.g. we do not know exactly how many engineers or medical technicians work in Kosovo. So in the aspect of the employees structure we do not know, besides the surveys or researches made by the Statistics Agency or other institutions, and we know how these researches are being conducted, I mean considering it, that they should be referred to of the census data or of the labor force survey or other data coming from KAS but that is done through a survey and shows that the number, let's say, of the employed or unemployed by occupations is such and such. So, the administrative data that should have institutions declared on the basis of the occupations, we do not have these data.
<p>3. Who are the stakeholders and how does</p>	<p>17. Also, job description is a problem in itself, which in</p>	<p>3) Also, job description is a problem in itself, which in some form, say, institutions have not been</p>

<p><i>it connect its users to foreign investors? How does it correlate and how does it harmonize the labor market, education and employment?</i></p> <p><i>How do you think this is reflected in professionals who aim at the integrated European market?</i></p>	<p><i>some form, say, institutions have not been shown too vigilant in this regard, for example to address both as a problem and issues that should have been resolved.</i></p> <p><i>The occupational standard then defines the competencies; skills a person must have to do a job.</i></p> <p><i>In the second stage, we have the development of standards based on classification which are then defined; also, within the classification 10 main tasks are determined and has the description of the job.</i></p> <p><i>Following the standardization, leads to the education program or curriculum that needs to be developed based on the standard and to continue the process then with the teaching package.</i></p> <p><i>Job descriptions and main tasks, they are on this classification. The idea is that we should also raise awareness of the private sector to use this standard and these descriptions.</i></p> <p><i>As far as the institutional side is concerned, we have also developed a website and the book, but we have to lobby in some form or do some kind of campaign to use this classification by the institutions or the private sector.</i></p>	<p><i>shown too vigilant in this regard, for example to address both as a problem and issues that should have been resolved.</i></p> <ul style="list-style-type: none"> <i>Realistically, there are several parallel processes in Kosovo. That is, we move from the Classification that is the first stage, before we start with the standards of the occupation.</i> <i>The occupational standard then defines the competencies; skills a person must have to do a job. But, the process as such, in my opinion, is well built, but not so much, or I think differently about how a process should be built. But as the first stage, we now have the occupational classification.</i> <i>In the second stage we have the development of standards based on classification, where in the development of occupational standards are then defined, also within the classification are determined 10 main tasks, has the description of the job, let's be clear. Each occupation of 460 occupations that we have, each has its own description, has the main tasks.</i> <i>Whereas, the standardization is based on this classification, but also has the tasks which determine the competences and skills that one should have for this occupation. Then, to come to a program or curriculum that needs to be developed based on the standard and to continue the process then with the teaching package.</i> <i>But, practically, to interrelate with your question about job descriptions and main tasks, they are on this classification. The idea is that we should also raise awareness of the private sector to use this standard and these descriptions.</i> <i>We now have the website, besides the book, and in some way in the website at the occupational classification part, we tried to show this. We are now in the process, but realistically, if we look into a wider dimension, we are working hard in this aspect, but we are still unable to reach where it is needed, for example, where the private sector would correctly understand that what the description of an occupation is and what are the duties of that occupation.</i> <i>But as far as the institutional side is concerned, we have also developed a website and the book, but we have to lobby in some form or do some kind of campaign to use this classification by the institutions or the private sector.</i>
<p>4. Is this standard mandatory for the public sector? If not, is the Impact</p>	<p>18. When ISCO-08 was drafted, stakeholders have been involved in the group, for the</p>	<p>4) Stakeholders have been involved, have been representatives such as the Chamber of Commerce, initially there has been established a</p>

<p>of Not Implementing the Occupational Classification of Kosovo (NSOC) ever measured in relation to the labor market, the labor force and the discrepancies with the job place in the public sector?</p>	<p><i>businesses the Chamber of Commerce was their representative, who also distributed the hard copy of the book of occupational classification, but the Employment Agency cannot force the private sector to use it.</i></p> <p><i>But what we can do is that through Chamber of Commerce, in this aspect, or through TAK when it comes to declaring of the employer who makes the reporting of their employees, to ask of them to make this division by occupational classification.</i></p>	<p><i>group when this new occupational classification ISCO-08 has been drafted. Also, as far as we know the Chamber has distributed the book, as she is a business representative, so I cannot force the private sector to do so.</i></p> <ul style="list-style-type: none"> • <i>But what we can do is that through Chamber of Commerce, in this aspect, or through TAK when it comes to declaring of the employer who makes the reporting of their employees, to ask of them to make this division by occupational classification.</i> • <i>Hence, we have requested from TAK to add a new field in their system, where the occupations are based on ISCO-08, and each employer when declaring, every two months or as they declare, to divide their employees accordingly, because we lack these data.</i>
<p>5. How are the public and private sectors involved or affected in the process of implementing these standards? Has any assessment of needs been made, or a comparison regarding the harmonization of jobs in practice and according to international standards?</p>	<p>19. <i>We, as the Ministry and as an Agency, are using this system, and the KAS (Kosovo Agency of Statistics) uses it. When it comes to the private sector, the Chamber of Commerce should cover this because they are representatives of businesses, whereas as far as institutions are concerned, we are making efforts to introduce this nomenclature to their systems. We are in talks with TAK and they are in the process of redesigning their system to add a new field for the division of occupations by classification. I believe that by the end of this year this process should be completed.</i></p>	<p>5) <i>In the aspect of unemployment, we have this implemented in our system, and in the reports that we publish for the jobs and employment, we as the Ministry and as an Agency publish according to this classification of occupations, but other institutions they do not, in fact the KAS (Kosovo Agency of Statistics) uses it. The list of occupations, according to the new division, we send it along with the description and all of it, also there is the book, which is published, we have the website as well.</i></p> <ul style="list-style-type: none"> • <i>When it comes to the private sector, the Chamber of Commerce should cover this because they are representatives of businesses, whereas as far as institutions are concerned, we are making efforts to introduce this nomenclature to their systems. We are in talks with TAK and they are in the process of redesigning their system to add a new field for the division of occupations by classification. I believe that by the end of this year this process should be completed.</i>
<p>6. Is there any analysis or policy regarding the skills, qualifications and the labor market in and outside the country regarding the discrepancies in the level of education and jobs? How much do you think that job criteria are uniform in</p>	<p>20. <i>A distinction should be made between occupation and qualification.</i></p> <p><i>Then, the occupation as such, it should have been treated in such a way (although we are making efforts) to make a linkage with the National Qualification</i></p>	<p>6) <i>More, from my experience, I see it as a lack of knowledge at all levels making the distinction between occupation and qualification. An occupation is something else where the qualification is something else. Often, they may be the same. Also, there is a difference between the job positions, the type of job position. A person can be qualified for something else; to get another education, but his occupation might</i></p>

<p>Kosovo compared to those of developed countries?</p>	<p><i>Framework. Because there were some open issues in terms of reference to the European Qualifications Framework, however, there are some standards we are trying to align with the classification of occupations, but the occupational classification itself as such is finished.</i></p> <p><i>Indeed, we are obliged to use the occupational classification, we are obliged to use these standards which are in the documents and used by the EU, in order to have a direct approach or, say, a very good approach to the European Labor Market, although we have no access to this market, or we have some access through the indirect forms lately.</i></p> <p><i>In the European countries, the industry is very developed and there are occupations that we do not have. However, those occupations that we have, we are trying to address equally, so that today when one gets a qualification in Kosovo, with the same occupation, one can find a job in the European market too. This is important.</i></p> <p><i>But it is a slow process that is moving slowly, to be honest, because it worries me the fact for example when a young man today has received a diploma, but it is not recognized abroad.</i></p> <p><i>To say the truth, here at our Vocational Training Center, henceforth the certificates that are issued are according to occupational classification code-based. There is also a program that he needs to complete for professional skills, that serves</i></p>	<p><i>be quite different. We have many examples of everyday life, for example, public figures that have completed quite another education, while life has brought them into an occupation or something quite different.</i></p> <ul style="list-style-type: none"> <i>• Then, the occupation as such, it should have been treated in such a way (although we are making efforts) to make a linkage with the national qualification's framework. But, regarding the qualification's framework, I do not know whether it has been worked on this process, because there were some open issues in terms of reference to the European Qualifications Framework, however, there are some standards we are trying to align with the classification of occupations, but the occupational classification itself as such is finished.</i> <i>• Indeed, we are obliged to use the occupational classification, we are obliged to use these standards which are in the documents and used by the EU, in order to have a direct approach or, say, a very good approach to the European Labor Market, which we are still excluded from this market, because we are not part of the EU, hence we have no access to this market, or we have some access through the indirect forms lately. Occupational classification would be very useful if we were to address it properly. Bearing in mind that an IT manager who then finishes or obtains a diploma in Kosovo, the same applies abroad. But in some areas, we are fine, and in some other occupations I cannot say that we are very good, in the sense that occupations differ depending on the industry.</i> <i>• In the European countries, the industry is very developed and there are occupations that we do not have. However, those occupations that we have, we are trying to address equally, so that today when one gets a qualification in Kosovo, with the same occupation, one can find a job in the European market too. This is important.</i> <p>21. <i>But it is a slow process that is moving slowly, to be honest, because it worries me the fact for example when a young man today has received a diploma, but it is not recognized abroad.</i></p> <ul style="list-style-type: none"> <i>• To say the truth, here at our Vocational Training Center, henceforth the certificates that are issued are according to occupational classification code-based, that in some form if we say that the waiter's job is the same here as there, regardless from the restaurant, he should</i>
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	<p><i>them on the European labor market.</i></p> <p><i>In the aspect of non-recognition, the equivalence of a qualification at a faculty here and abroad is a matter for which I cannot answer. But in this regard, the vocational training center, the certificates that are issued are recognized by many EU countries.</i></p> <p><i>We have 37 profiles of jobs which we actually certify. In fact, the economy of Kosovo, the labor market in Kosovo does not</i></p>	<p><i>know to serve, so the occupation of the waiter in our country is described according to the standards and according to this classification. There is also a program that he needs to complete for professional skills, that serves them on the European labor market. Or a bartender, we can say, that there is a difference in terms of these two professions. But a bartender who has received a qualification today or a in gastronomy, at our vocational schools, here at the Vocational Training Center, he also receives the title, a position, or an occupation described and accredited by the National Authority of Qualifications, and that can be put to use to enter the European labor market. Let's not say that, unfortunately, we are contributing to emigration through this. Even though people today work remotely, from Kosovo, from Pristina, they work for different countries of Europe and the world, considering that it is the same occupation. This means that a developer or programmer is the same here and there, the language may differ or what he knows, this is another matter, but a Kosovo programmer can do his job anywhere in the world. That's kind of standardizing this occupation.</i></p> <ul style="list-style-type: none"> <i>• Honestly, I can answer in the aspect of the Ministry of Labor what they are doing, and my how much my influence inside other institutions can have an impact, for example, that this standard to be put to use in other institutions, but whether I am satisfied with the education system, I can say I'm not happy at all. In the sense that, I'm not saying anything at all, because something is happening, but the idea is that other countries are developing so fast and you might say about your country, for Kosovo, that we are not moving at all.</i> <i>• In the aspect of non-recognition, the equivalence of a qualification at a faculty here and abroad is a matter for which I cannot answer because I am now speaking as an official person and I cannot speak of that aspect. But in this regard, the vocational training center, the certificates that are issued are recognized by many EU countries. Given that the person who receives the training, in some way validates his professional skills for that occupation, as a result the trainer validates those skills through a certificate which is accredited by the National Qualifications Authority, hence that person has the competence for a particular occupation, is a competent person to do that job. In this aspect,</i>
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	<p><i>generate much, in its cycle there are no more than 120 occupations that function, this is the market of Kosovo. In Germany there are 150.</i></p> <p><i>We are working on this, but there is nothing exclusive, not any strategic document on how to put this into functioning, except for the book and the website.</i></p> <p><i>We lack the data of the employees by occupation; we do not have administrative data. My vision is only through systems. Otherwise, there are no other possibilities than this to put this into function.</i></p>	<p><i>we have an obligation for adults, that is for the working age group who come to register here at the Agency when they are out of a job and when they are referred to for a vocational training to raise their occupational chances or to change their profile because maybe his job profile does not help him to get a job, or he needs to change it. Perhaps one day we change this situation. These people are becoming successful either in the European labor market or here.</i></p> <ul style="list-style-type: none"> <i>• We have 37 profiles of jobs which we actually certify. In fact, the economy of Kosovo, the labor market in Kosovo does not generate much, in its cycle there are no more than 120 occupations that function, and this is the market of Kosovo. In Germany there are 150.</i> <i>• When drafting strategic documents at Ministerial level, e.g. for the Labor Office as an example, or a national development strategy or programs for economic reform, and other programs that the government develops, indirectly, or with a passage, when it is talked about Increasing of Vocational Skills, it is also mentioned the classification of occupations, which is the first division to be done in this regard. As I said earlier, we are working in that direction.</i> <i>• In terms of political documents, in strategic documents, this has found a place, when talking about raising vocational skills.</i> <i>• Then when talking about increasing or decreasing inactivity, for those who in a way are not employed or not looking for job, or are not studying, are simply unemployed, it is a category we say "they are asleep " that practically these should be encouraged in some form, to enter into active life. However, when talking about these objective or component, then it is mentioned in the above-mentioned case.</i> <i>• We are working on this, but there is nothing exclusive, not any strategic document on how to put this into functioning, except for the book and the website, and we are working with the institutions on this. The last meeting with TAK we had, and they agreed to include the occupational classification, because we lack the data of the employees by occupation. I just do not know, today you can ask anybody in Kosovo, search for administrative data, not research, how many doctors there is in Kosovo, or how many pharmacists there are, and this is not known. Actually, we are working. My vision is only through systems. Otherwise, there are no</i>
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		other possibilities than this to put into function.
<p>7. Do you have anything you want to add to the discussion and that you consider relevant to the subject, but not enough coverage here?</p>	<p>22. From the organizations that this people know and recognize them, I call them the triangle of the labor market, which is: NACE rev2, ISCO, ISCED. This triangle makes the linkage. We now know which sector; we know what occupation and which qualification.</p> <p>23. But today we do not know how many medicinal technicians we have, we know how many works in health sector, but we do not know how many of them are with high school, how many are with BA, how many are with MA and how many are with PhD.</p> <p>24. For years, I have asked for this to be done, but now I have been given this green light from TAK and they are ready to help us. In fact, it is absurd that the Employment Agency does not have the data of the employed and unemployed.</p> <p>The state functions based on the systems. Through TAK we will</p>	<p>7) From the organizations that this people know and recognize them, I call them the triangle of the labor market, which is: NACE rev2, ISCO, ISCED.</p> <ul style="list-style-type: none"> • NACE means Economic sectors, ranging from agriculture, education, health, trade, industry and so on. There are 25 divisions of the economic markets. NACE is approved by the Government and functions. • With ISCO we have occupations. There are 463 occupational descriptions and their main tasks. • I call it a triangle because in everyday life we say, "where do you work". For example, in education, health, somebody says construction, someone says gastronomy, and these are the economic sectors, which in everyday life we use. When you ask someone, what do they do/what's their job, someone says plastering, someone flooring, and electrician etc. shows the occupation. • On the other hand, the question that the elderly usually asks, "Did you attend any schooling?" And that is the reality. For example, if you are a technician of electrical or an electrical engineer, it is different because the electrical technician has a high-level education level 3 and 4, while the engineer is level 6 -7 and 8. Now, this in fact makes the connection between the level of qualification associated with ISCED. We now know which sector; we know what occupation and which qualification. • But today we do not know how many medicinal technicians we have, we know how many works in health sector, but we do not know how many of them are with high school, how many are with BA, how many are with MA and how many are with PhD. Not researches, but accurate data. • For years I have asked for this to be done, but now I have been given this green light from TAK and they are ready to help us. In fact, it is absurd that the Employment Agency does not have the data of the employed and unemployed. • ASK in their surveys, they measure these phenomena, but the state does not function on the basis of these researches. The state functions based on the systems, exact information that can be obtained within the

	<p><i>obtain these data plus the occupations, and then we can know how many medical technicians work in the private sector and in the public sector. Then, at what levels are they working with BA, whether they work more for the private or public sector, and we can see the interest, and then governments' analysis can be done. Hence, we have the gap-skills. And this is the market that in some form is partially developed, partly known</i></p> <p><i>Until this country does not recognize the human resource as a capital, there is no development.</i></p>	<p><i>civil registry, each of us has an ID, and we must have an ID until death, and today we do not know the structure.</i></p> <ul style="list-style-type: none"> <i>Through TAK we will obtain these data plus the occupations, and then we can know how many medical technicians work in the private sector and in the public sector. There is the difference. Then, at what levels are they working with BA, whether they work more for the private or public sector, and we can see the interest, and then governments' analysis can be done. This is missing in Kosovo. Hence, we have the gap-skills where people graduate in law school, and work as taxi drivers, or waiters, etc.</i> <i>And this is the market that in some form is partially developed, partly known. And we don't want to go into details on the part of the vision of skills, which is the future skills, we do not even know what's ahead of us in the next 10 years, the world thinks of what it expects in the next 10 years,</i> <i>Until this country does not recognize the human resource as a capital, there is no development.</i>
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XV. PYETJET E INTERVISTIMIT ME EKSPERTËT PËR KLASIFIKIMIN E PROFESIONEVE NË KOSOVË

PYETJET E INTERVISTIMIT ME EKSPERTËT LIDHUR ME PËRDORIMIN E KLASIFIKIMIT TË STANDARDIZUAR TË PROFESIONEVE NË KOSOVË (SNKP, ang. ISCO)	
1.	Çfarë është Klasifikimi i Profesioneve në Kosovë? Kur është aplikuar për herë të parë, si është shfaqur? A është i dallueshëm për qytetarët dhe palët e interesit?
2.	Si funksionon klasifikimi i profesioneve në Kosovë? A janë lëshuar udhëzime për klasifikimin e ri dhe a janë bërë auditime të punës në nivel vendi?
3.	Cilat janë palët e interesit dhe si i lidhë përdoruesit e saj me investitorët e huaj? Si e ndërlidhë dhe si e harmonizon kjo tregun e punës, arsimin dhe punësimin? Si mendoni ju se reflektohet kjo tek profesionistët të cilët kanë synim tregun e integruar Evropian?
4.	A është ky standard i obligueshëm për sektorin publik? Nëse JO, A është matur ndonjëherë impakti i mos implementimit të Klasifikimit të Profesioneve në Kosovë (SNKP-së) në raport me tregun e punës, fuqinë punëtore dhe mospërputhjet me vendin e punës në sektorin publik?

5.	Si janë përfshirë apo afektuar sektori publik dhe ai privat në procesin e implementimit të këtyre standardeve? A është bërë ndonjë vlerësim i nevojave të tyre apo edhe krahasim lidhur me harmonizimin e vendeve të punës në praktikë dhe sipas standardeve ndërkombëtare?
6.	Po lidhur me mospërputhjet e nivelit arsimor dhe vendet e punës, a është bërë ndonjë analizë apo politikë lidhur me aftësitë, kualifikimet dhe tregun e punës mbrenda dhe jashtë vendit? Sa mendoni se janë uniforme apo në përputhje kriteret e pozitive të vendeve të punës në Kosovë me ato të vendeve të zhvilluara?
7.	A keni ndonjë gjë që ju doni të shtoni për diskutim dhe që ju e konsideroni të rëndësishme për këtë temë, por jo të mbuluar mjaftueshëm këtu?

XVI. PYETJET E INTERVISTIMIT ME HR MENAXHEREN NË POSTËN E KOSOVËS

A. PYETJET E INTERVISTIMIT ME MENAXHEREN E BURIMEVE NJERËZORE NË POSTËN E KOSOVËS, LIDHUR ME PËRDORIMIN E KLASIFIKIMIT TË STANDARDIZUAR TË PROFESIONEVE NË KOSOVË (SNKP, ang. ISCO)	
1.	A keni dëgjuar për Klasifikimin e Profesioneve në Kosovë? Nëse PO, kur iu është prezantuar për herë të parë juve?
2.	Si i vendosni specifikimet (përcaktoni kriteret) për pozitat e reja të hapura të punës në Kompaninë tuaj? A e përdorni Klasifikimin e Profesioneve në Kosovë? Nëse PO, ju lutem shpjegoni se si shërbeheni me të, nëse JO, ju lutem jepni arsytet përse?
3.	A mendoni se Standardi Ndërkombëtar për Klasifikimin e Profesioneve (SNKP) në Kosovë mund t'ju ofrojë ndihmën dhe mbështetjen e nevojshme kur keni paqartësi në vendosjen e specifikimeve të vendeve të punës (kriteret e aftësisë, shkollimin, përshkrimin bazë të vendit të punës), apo kur keni pozita të krijuara rishtazi ose kur bëni ridizajnim të punës?
4.	A mendoni se keni nevojë për një Auditim të Punës në përcaktimin e klasifikimit të vendeve të punës të tilla siç janë ndryshimet e rishkruara specifike apo të qëllimshme?
5.	A mendoni se keni nevojë për një Analizë të Punës për t'u siguruar se përshkrimet e vendeve të punës në Kompaninë tuaj përputhen me standardet dhe nuk i diskriminojnë punonjësit e të njëjtes pozitë? A keni bërë ndonjëherë një analizë të vendeve të punës? A keni një Analist të Punës në departamentin tuaj RNj për këtë qëllim? Kujt i drejtoheni për informata, lidhur me çështjet e përshkrimi të vendeve të punës sipas standardeve për klasifikimin e profesioneve?
6.	Sa shpesh ju kërkohet të krijoni pozitë të re, të bëni ridizajnim apo azhurnim të pozitive të vendeve të punës në Kompaninë tuaj? A mund të na jepni dy shembuj të një skenari të suksesshëm dhe të pasuksesshëm në të kaluarën në krahasim me situatën aktuale? Cila ka qenë më sfiduese për ju krijimi, ridizajnimi, apo azhurnimi i pozitive të vendeve të punës?
7.	A ua dorëzoni punonjësve tuaj përshkrimin e vendit të tyre të punës dhe a i këshilloni lidhur me politikat e brendshme kur nënshkruajnë kontratën e tyre? ose kur përshkrimi i vendit të tyre të punës është i afektuar (shtohen detyrat e tyre të përditshme) nga një ndryshim në Kompani (siç janë politikat e reja, shërbimet e reja, ridizajnimi i vendeve të punës, pasurimi i vendeve të punës, zgjerimi i vendeve të punës, zhvillimi në karrierë etj.)? Shpjegoni, si bëhet kjo?

B. PYETJET E INTERVISTIMIT QË LIDHEN ME MENAXHIMIN E NJOHURIVE (KM). KËRKIMIN E TALENTËVE. MOBILITETIN INTERN DHE POLITIKAT E KOMPANISË	
8.	Si bëhet menaxhimi i njohurive (ang. Knowledge Management) në Kompaninë tuaj? Çfarë praktikash të menaxhimit të njohurive ekzistojnë në praktikë tek ju? Si mundet përmirësimi i mënyrës se si ndahen informacionet të kursejë kohë dhe para?
9.	Si i keni të organizuara dokumentet kryesore, kështu që punonjësit të mund të marrin atë që kanë nevojë kurdo që kanë nevojë? (Ku janë këto procese të renditura dhe si gjinden, a mund t'i qasen të gjithë atyre, si i trajnojmë njerëzit për t'i kryer ato?)
10.	Cilat rregulla, politika dhe udhëzime keni krijuar për të ndihmuar rrjedhën e njohurive? (Ose, cilat rregulla, politika dhe udhëzime keni krijuar që pengojnë rrjedhën e njohurive?)
11.	A keni strategji për kërkimin dhe menaxhimin e talentëve për nevojat e Kompanisë tuaj? Çfarë kritere përdorni për pranueshmërinë e profilit të talentit?
12.	A keni politika të mobilitetit horizontal apo vertikal për zhvillim të karrierës mbrenda kompanisë tuaj? Nëse PO, a i përfshinë politika e mobilitetit intern të gjitha gradat e punonjësve? A keni udhëzime se si mund t'i çasen punonjësit politikave të kompanisë?
13.	Shoqëria moderne po konsideron se nën-shfrytëzimi (i njohur gjithashtu si nën-punësim, mbi-arsimim, mbi-kualifikim ose hendeku i shkollimit dhe vendeve të punës) është bërë një problem kronik i fuqisë punëtore të ekonomive të avancuara. A keni vërejtur, apo a e keni matur ndonjëherë mospërputhjen e aftësive me pozitat e vendeve të punës në Kompaninë tuaj?
14.	A keni njerëz apo ekspertë pa të cilët kompania juaj nuk mund të funksionojë suksesshëm? Cila është njohuria/dija më e vlefshme në kompaninë tuaj aktualisht? A është e evidentuar diku dija më e vlefshme në kompaninë tuaj, apo është në krye të punonjësve dhe ekspertëve tuaj?
15.	Cilat janë sugjerimet tuaja? Çfarë mendoni se mungon në gjithë këtë proces shiquar nga këndvështrimi juaj?

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