

A Survey Based Analysis: Labor-Market with Young Workforce or Adequate Governmental Policies? Key attributes of Person-Job Fit in Kosovo

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Summary

The synergy of Person-Job fit has long been an important construct within the labor market in developed, but more so in developing countries. Personality attributes comprise a psychology framework, which can predict and explain human behavior. Nevertheless Person-Job fit is moderated by contextual contingency. In this vein, the question of how personality attributes interact with job-related indicators such as job performance continue to acquire scholars' attention. Consequently, this research aims to answer this question, by applying a survey-based analysis in Kosovo, to identify key personality attributes impacting Person-Job fit. Kosovo has a huge dividend of a young work-force, which has been found as an instrument mitigating the gap of Person-Job fit, considering the high rate of unemployment. The research approaches two methods in verifying the impact of personality attributes on job related competences, based on survey data, a) first it presents the

empirical evidence analysis, and b) validates the statistical significance of personality characteristics to the job-related tasks, applying a General Linear Model-Multivariate Testing Simulation (GLM-MVA). Both methods confirm the significant correlations of attitudes and perceptions having an impact on the daily job performance, however with a mitigating role of the contextual indicators. The findings show that more than a half of the working force declare that they fit to their job, which in an analysis perspective has two reasons: 1) the unemployment rate, and 2) the young work-force rate. Both aspects shape the inner personal perceptions of having a job and the way they perform at the job. However, within sector analysis, there is a discrepancy between the private and public sector, making the latter more compatible for the working force. This is justified by the fact that in Kosovo the public sector makes people feel more secure about their job, therefore showing a higher rate of satisfaction. At the end, the research adds some key policy reflections, attributed to dimensions, such as: educational

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reform system, and the fragile governmental policies addressing employment in Kosovo, to help construct a stable framework of Person-Job fit.

Keywords: Person-Job fit, Human Capital, Perceptions, Attitudes, Performance, Labor-Force, Developing Country.

JEL: M51, A13, C83, D91, E24

Introduction

The personal attributes of job seekers are important indicators in determining job performance, if the compatibility gap with the characteristics required in the enterprise is low. The labor market is made up of employees who have a variety of needs and skills, on the other hand, employers are those who necessarily want to fill the workplace, fulfilling the characteristics set for the workplace, in the most efficient way possible. In this context, the state of Kosovo has a high discrepancy in the incompatibility of the characteristics of the employees with the workplace. This situation is mainly attributed to the high number of unemployed as a result of low economic development, and it should be noted that with the current resources, it is impossible to harmonize the characteristics of the employees and the requirements for the workplace. Although Kosovo has a potentially large demographic dividend, where nearly 40 percent are under the age of 19 (Alexandru Cojocar, 2017)¹, despite the existence of this high unemployment rate, Kosovar businesses systematically complain about the difficulties they face in terms of finding workers with the required qualifications.

Furthermore, numerous studies confirm that the fit between Person-Job (PP) (Edwards, 1991) attributes are a common operator

that determines individual and company satisfaction. Also, Kristof (1996) defines the Person-Work dimension as a complementary fit that serves as a psychological component for the way employees express emotions based on perceptions developed in the workplace. Personal characteristics influence work performance, but it must be understood that personality is not isolated, in fact it consists of how a person responds to external stimuli in a stable and sustainable manner (Horstmann & Ziegler, 2016). Nevertheless, there are conflicting studies that have shown that personal characteristics do not determine job performance (Barrick & Mount, 1991). However, the trend of Person-Work incompatibility in Kosovo is very evident and advocates for a multi-dimensional economic environment, micro and macroeconomic, therefore, the framework of the labor market operation is conditioned by the circumstantial factors. So, on the one hand, we have a very low economic development, which is followed by weak government policies that support real employment, and on the other hand, Kosovo with a younger average age, as an advantage with competitors in Europe, makes the power worker perform work for which he has no professional training. Among the other components of this trend, it should be mentioned that the incomplete functioning of the labor law prevents employees from being hired who really deserve a job, i.e., who have the necessary characteristics for the job they are applying for, but this deviates as a result of the fragile legal environment. Also, another determining factor is the education system in Kosovo. Since the post-war period, education in Kosovo has gone through numerous reforms, which have not

¹ Alexandru Cojocar. 2017. "Diagnoza e vendeve të punës në Kosovë." Banka Botërore, Washington, DC. Licença: Creative Commons Attribution CC BY 3.0 IGO.

always been applicable in the circumstances of Kosovo. There is a very fragile trend in higher education in Kosovo, which does not prepare the labor force for the labor market, where there is no real match between the supply and demand for labor force. Based on the importance of dealing with this topic, this research aims to identify several individual characteristics of job seekers in Kosovo, related to the way they develop perceptions and attitudes, emotional behavior, and risk taking, and therefore to analyze how these indicators determine their adaptation to the attributes of the workplace, and the final level of performance in an enterprise. Another important goal is to confirm the validity of the statistical significance through the application of the GKM-MVA simulation technique, through parameter estimates and multivariate tests in between factor effects, for some of the key indicators taken for the study. Also, at the end, the study aims to elaborate on the implications of government policies and their interaction with the labor market. This research includes empirical data based on the analysis of questionnaire surveys conducted in Kosovo during 2019 in public and private, banking and university institutions (those considered the main sectors compounding the employment in Kosovo) to suggest the state of adaptation of individual characteristics, i.e., person-work (*ceteris paribus*). The results of this work can have multidimensional uses. In the micro aspect, managers will understand the current state of how employees feel in the workplace, while in the macro aspect, it can be used as a tool to reflect on political mechanisms, addressing the labour market. A structured questionnaire from "Research on Decision-Making Styles -London Business School" was

used for this purpose. The data collection instrument is standardized and scientific, making it useful for detailed study. So far, no research of this kind has been conducted in Kosovo, focusing on the individual perceptions of job seekers and the suitability of their characteristics to the workplace. The data is extracted from the elements that describe the characteristics of employees and work, and Person-Work adaptation. The paper is organized as follows: Section I presents the review and analysis of contemporary literature regarding the factors that determine the decision-making style in adapting the profession of employees to the needs of the workplace. Section II presents in detail the methodology used and its implications. Section III presents the empirical analyses, where six questions of the questionnaire will be included with the characteristics that describe the individual attributes of the jobs and the workplace, presenting data on how to adapt the characteristics of the employees to the characteristics of the workplace. At the end, the conclusions, some policy reflections and the used literature will be presented.

Literature Review

The question of how the specific dimension of personality is related to job satisfaction and generic competencies at work, which predict performance in business, remains an unresolved debate. According to Manolis (2015), in psychology, personality is an important construct that explains human behavior. Initially, personality traits and their relationship with workplace performance were proposed by Barrick and Mount (1991), through the theory of "Big Five personality traits"², which was further developed by

² Tupes EC, Christal RE (1961). "Recurrent personality factors based on trait ratings". USAF ASD Tech. Rep. 60 (61-97): 225-51. doi:10.1111/j.1467-6494.1992.tb00973.x. PMID 1635043.

Norman (1963), a suggested taxonomy of the grouping of personality traits. However, the relationship between personality and performance at work depends on contextual factors. Judge and Zapata (2015) find that the relationship between personality and work performance is moderated by the work context, i.e. the ability needed to perform a job, if the workplace is structured and if the employee has discretion in making decisions. Therefore, performance at work is defined as a behavior that an individual present in the enterprise, which is measured by the contribution of each individual Vancouver et al., (2016). Furthermore, work performance is a multidimensional construct that includes how well employees perform in their tasks, the initiative they take, and the problem-solving skills they demonstrate (Dalal et al., 2012). Specifically, In the labor market, groups that lack behind in education suffer more from low income throughout their lives (Carnevale, Cheah and Rose 2011, Heckman and Lafontaine 2008). Also, in addition to the quality and skills of the employees, their income depends a lot on the quality of the work, and the adaptation between the work skills and the required skills³. A high-quality career and technical education, for example, is provided in Germany and other European countries to assist and prepare the workforce for good labor market opportunities (Hoffman 2011, Symonds, Schwartz, and Ferguson 2011). A path that would create good job opportunities, includes increasing the skills

and productivity of workers, so that they are more attractive to potential employers (Ones, D. S., Dilchert, S., Viswesvaran, C., & Judge, T. A., 2007). However, we should know that numerous researches have brought arguments that certain efforts for education and training can be cost-effective⁴. As a result, raising skills allows employees with a low level of qualification to adapt to the vacancies offered in the labor market. According to Holzer (2011), employment programs and policies should include key partners such as the community of educational institutions, as well as other providers of education or training, industry or potential employers who offer more jobs, agencies local workforce development, as well as mediation organizations that are related to employers. In this dimension, as a complementary part of the influence of Person-Work fit, there are also attitudes and perceptions, emotional behavior, and risk-taking (Goldberg, L.R. (1990). Usually, in the labor market, job seekers prefer organizations where personal characteristics coincide with the attributes of the organization (Norris, C. J et.al., 2007)⁵. According to Judge and Bretz (1992), the perceived value between job seekers and the organization indirectly influences the attractiveness of the organization in the labor market. Following we will argument this pattern, where we will see that the well-being and the circumstances in which we live, such as the social, economic, and political aspects, go toward changing attitudes and not performing well, as well as

³ The latest data is presented in the discussion paper of Harry J. Holzer in "Raising Job quality and Skills for American Workers: Creating More-Effective Education and Workforce Development Systems", The Hamilton Project, November (2011).

⁴ Daniel M. Cable dhe Timothy A. Judge "Organizational Behavior and Human Decision Process", vol. 67, No 3, Shtator, fq 299. Art. No. 0081.

⁵ Ioannis Nikolaou "Fitting the Person to the Organization: Examining the Personality-Job Performance relationship from e new Perspective", fq.641, 2003 Greece.

many other elements that will come across in the following while elaborating on the topic.

Demographic, Economic and Social Structure in Kosovo

In the years following the global financial crisis, the Kosovan economy continuously expanded faster than the Western Balkans' average. From 2000 to 2019, the GDP per person went from €898 to €3,679 on average. Nevertheless, Kosovo is still the third-poorest nation in Europe. Kosovo's GDP, which increased by 4.17% in 2019, is predicted by the World Bank to decrease by 4.5% in 2020 (Bertelsmann Stiftung, BTI 2022). Using data from the 2018 Labor Market Survey, figure 1 displays indicators for Kosovo's economy's labour force. The Kosovo economy continues to struggle with the high proportion of youth unemployment. Women's level of inactivity is another issue that needs to be investigated in the local social context in addition to being addressed in terms of policy regulation. Men had an employment rate of 44.8%, while women had a 12% employment rate.

The distribution of workers among various employer categories, including the public sector, state companies, private enterprises, and private persons, is shown in Table 5. According to figure 2, more than half of the employees have a higher education degree, and employment requirements are higher for government posts. Nearly 29% of people with a secondary education work for private

enterprises. However, state-run businesses hire close to 60% of those with postsecondary degrees. The most significant statistic is that 43% of employees with professional education work for the private sector, demonstrating the demand for these types of qualifications in the private sector for expansion.

Investigating any potential imbalance between labour demand and supply requires looking at the distribution of registered unemployment and job vacancies by occupation. To investigate the disparity, the following figure has been created using information from the Employment Agency: The occupation of "Operators and assemblers of equipment and machinery," excluding the elementary profession, has the biggest labour shortage, highlighting the significance of secondary vocational schools in boosting the labour supply (see Figure 3). In some occupations, the unemployment and vacancy rates are almost equal, indicating that there is a high rate of unreported unemployment and a large number of available positions. As is the case with the occupations "technicians and associate professionals" and "craftsmen and related employees," this suggests that there is a workforce that is likely not able to fulfill the satisfactory criteria of corporations. In order to improve quality and provide graduates with the necessary skills that meet businesses' expectations, retraining interventions or greater collaboration with schools are needed.

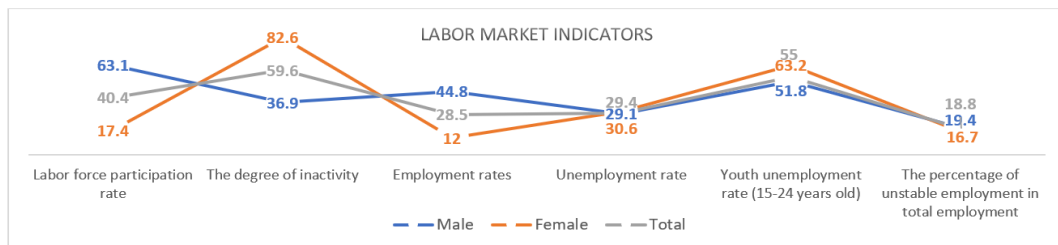


Figure 1. Labour Market Indicators in Kosovo (2018)
Source: Kosovo Agency of Statistics- Labor Market Survey 2018

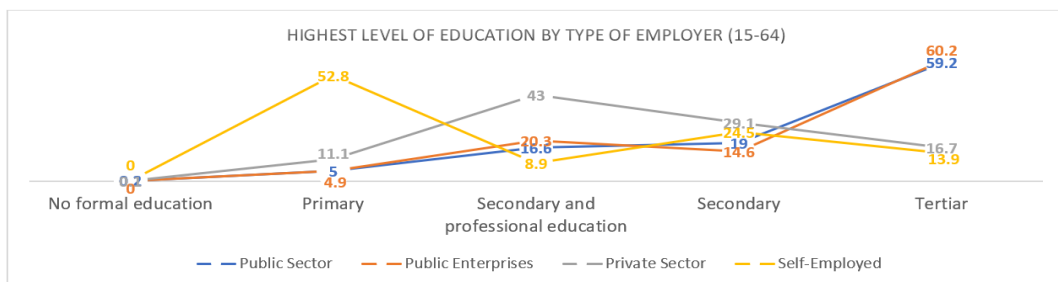


Figure 2. Highest Level of Education by Type of Employer (2018)
Source: Kosovo Agency of Statistics- Labor Market Survey 2018

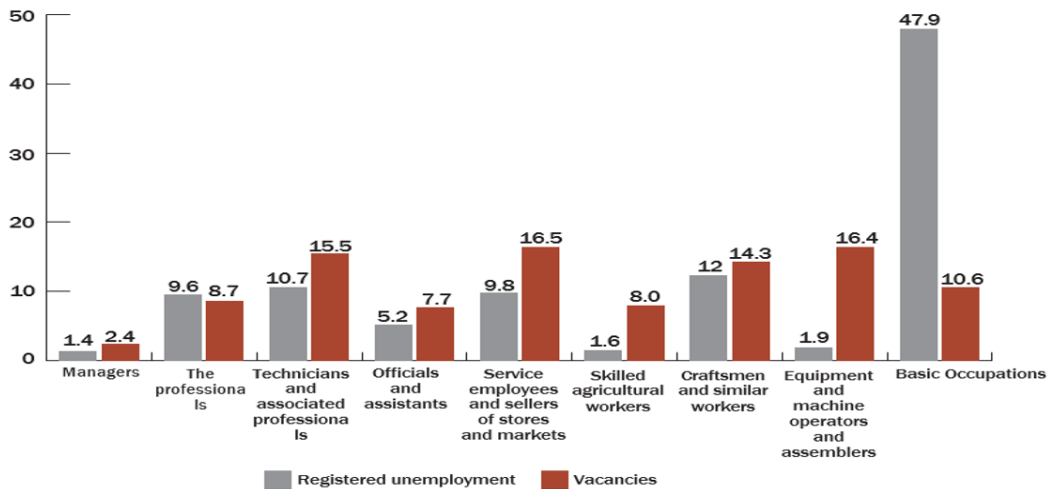


Figure 3. Comparison between the distribution of registered unemployment and vacancies by occupation, in percentage (2018)
Source: Kosovo Employment Agency (2019), Labor and Employment in Kosovo, research report.

Methodology

The study method is based on the analysis of surveys carried out by a questionnaire developed by the London Business School, which uses standardized questionnaires to develop research in the field of management in different institutions. The reason of adopting this version of the questionnaire relies mainly on the instruments used to provide relevant psychometrics evaluations. This questionnaire is part of the General Decision -Making Style

Inventory (Scott & Bruce, 1995), validated in many research studies (Spicer & Sadler-Smith, 2005).

The structure of the questionnaires consists of 6 (six) categories that clarify the characteristics of the employees, the characteristics of the work, and their adaptation to the work. In the following, the structure of the questionnaire is presented through the figure, which includes the above-mentioned indicators.

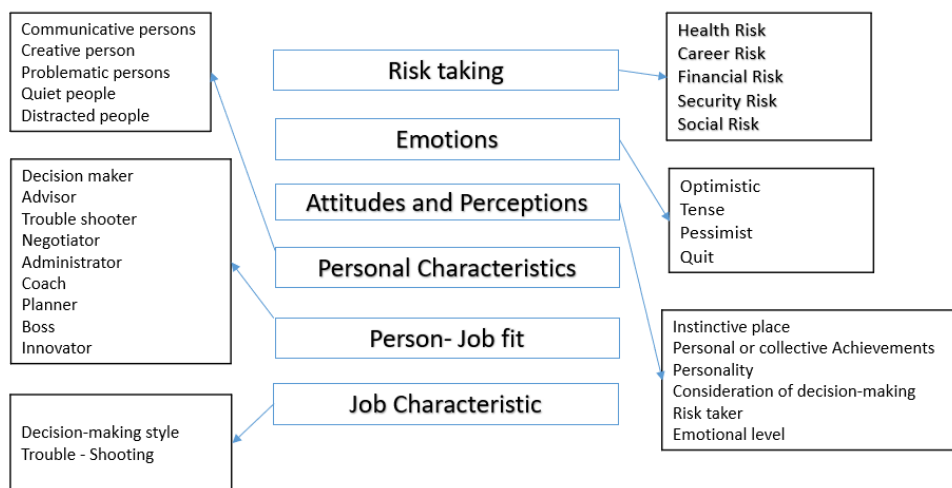


Figure 4. Structure of the Questionnaire

Source: based on the Decision-Making Styles Research, obtained from the London School of Economics⁶

The first category includes **Risk Taking**, this shows for each sector how many risk takers employees are in the workplace. Then **there are emotions**, which are measured by showing tension, stress, or optimism and calmness. **Attitudes and Perceptions** are further examined, measuring sensitivity from the level of instinctive decision-making up to the emotional level. Then the next category focuses on the **Characteristics of People**, whether they are communicative or distracted.

Job Characteristics are an important dimension that also reflects the perception of job seekers for the labor market. This is measured through indicators such as; degree of commitment, decision-making style and degree of commitment. As well as the last **Adaptation to Work**, expressed with; not at all, rarely, sometimes, often, very often. After the data collection, a descriptive analysis was done in the SPSS program, and then these analyses were regrouped and summarized as

⁶ Please consider the link available to check the questionnaire: <https://doc.ukdataservice.ac.uk/doc/4444/mrdoc/pdf/a4444uab.pdf>

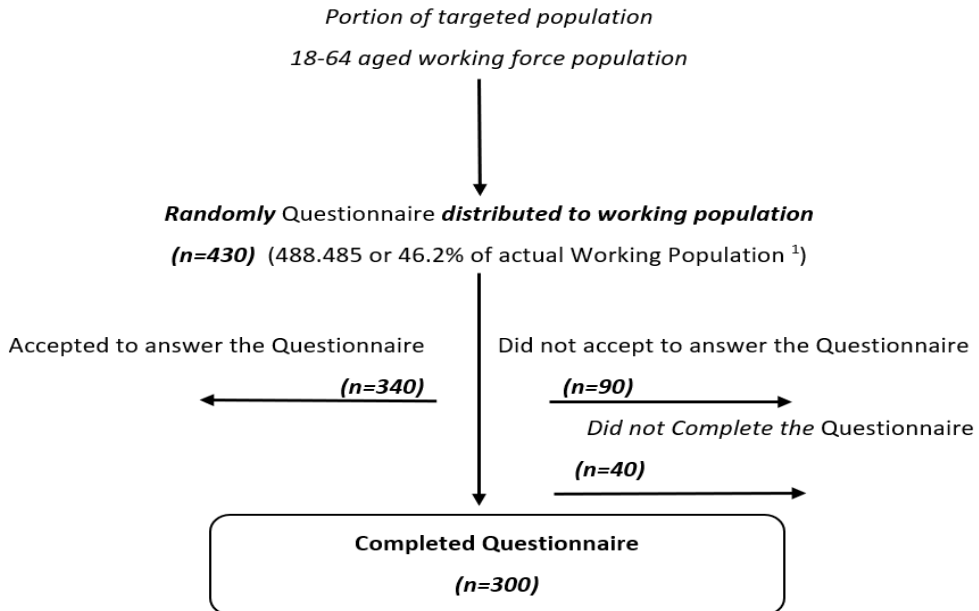


Figure 5. Data Presentation- Study Flow Chart

follows in the section of the presentation of the empirical analysis. The following presents the structure and process of data collection from the respondents:

Based on the topic of the study, as we can see from the diagram below, the target of the distribution of the questionnaires is the workforce of the age group 18–64, of which only the current employees were the focus of the interview, namely from 46.2% (or 488,485, with the margin of error determined at $\pm 5\%$) of the share of currently employed people in Kosovo in 2019. Initially, $n=430$ samples were distributed, of which $n=340$ interviewers agreed to answer, while $n=90$ refused, and $n=40$ have refused to complete the answers to the questionnaire. Consequently, in the total valid survey $n=300$ were confirmed, making the obtained sample within the accepted limits of the confidence interval, for the representation of the population. To calculate the size of the sample, using the standards of conducting

surveys, to stay within the margin of error which is accepted, a confidential level of $\pm 5\%$ has been set (*i.e. if population size is < 1000, sample size per margin of error is min=285*). In this case, the estimated total population in Kosovo for 2019 is 1,796,376. Also, the margin of error at the 10% level is statistically significant to make valid empirical analyses.

In order to offer variations between different sectors, the questionnaires are distributed in different sectors, such as banking, the private and public sectors, and some universities (public and private in Kosovo). The reason for selecting those sectors lies in the most concentrated employment in Kosovo. However, the private and public sectors dominate in completing questionnaires compared to the other two. Also, the ages with the most completed questionnaires are 25–30 and <30. Meanwhile, the included region is the city of Prishtina with the most completed

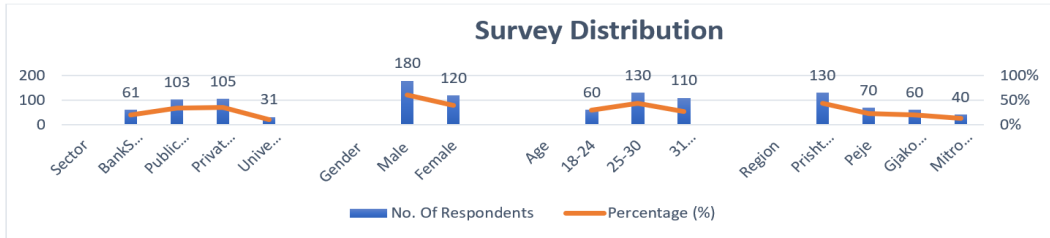


Figure 6. Background information on survey distribution

Source: Authors own elaboration (2019)

questionnaires, followed by the cities of Peja, Gjakova and Mitrovica.

Therefore, based on these categories of the questionnaire, we will realize if there is an adaptation of the characteristics between the employees and the job characteristics. At the same time, the situation will be described in which employees show their perceptions and attitudes toward the workplace, including the way of employment, the connection with the workplace, and workplace safety, which inform us more about the issue more problematic, allowing us to find out where the delays are, what the causes and factors of that situation were, and how we will be able to improve the situation, taking into account a variety of factors.

Empirical Evidence Analysis- Critical Analysis of Personality Trait Indicators on Person-Job Fit

In almost all cases, during the studies and research we do, we often encounter a difference between what we understand and learn when dealing with literature, theories and various articles, and what we find when we analyze it empirically. Thus, as an effort to complete and have a clearer understanding of the current state of the case which is the subject of the study, the part of empirical review and analysis is included. The research focuses on the current state of employment

in Kosovo, which consists of the following parts: Risk taking, emotions, attitudes and perceptions, characteristics, and the last category represents the specific fit between the person and the job. After all these, the key sectors that are more sensitive and more descriptive of the Person-Work fit are applied, such as the private, public, banking and university sectors. The interpretations of the statistical findings have been relativized in percentages from the groups of questions for each category, in order to reflect and clearly understand the trends, considering the very high volume of data collected.

Risk – Taking

Taking an active role in everyday life as well as at work means taking risks. The way we approach taking risks has a huge impact on our careers. Usually, when making career decisions, the level of comfort in taking a risk depends on the type of risk and the amount of control over the situation. In order to clarify the extent of the enterprise's risk in terms of private business, in Kosovo, some elements were taken as below. From the following data, we see that we have similar respondents' answers for some categories. Starting from the recreational risk, in this category the employees in the private sector do not take any risks often, where 60% of them do not take recreational risks and only 20% take



Figure 7. Risk Taking
Source: Authors own elaboration (2019)

risks from time to time. While in the public sector, it is clearly observed that employees have more space to take recreational risks. The reason lies in the fact that, in the public sector, employees tend to feel more comfortable and focus on the aspect of private satisfaction. While in the private sector, employees are more concerned with basic fun than recreational ones. The largest percentage of not taking risks is expressed in the category of health and social risks, in the private sector, i.e. nearly 70% of them in both categories state that they do not undertake any health risk, that is, that requires their physical or and the social one⁷.

While in the public sector it is emphasized not to take risks in the health aspect with close to 50%, here we have a lower percentage of not taking risks, while in the social aspect we have a much lower percentage. Public sector employees express themselves as more willing to initiate petitions, requests for not being unhappy at work, or any injustice that they think they can react to through their

own initiatives, especially when it comes to the political dimension, which directly affect their work. While the career risk in the private sector has another dimension where on average 60% of the respondent's state that they do not take any risk, this may be a consequence of the difficulty of finding another job if they refuse and leave the job without finding it. On the other hand, and only about 20% of them undertake such a risk. The opposite happened in the public sector, where most of them, close to 60%, answered that it happened that they took such a risk. This percentage is justified by the fact that, in the public sector, especially for civil servants, the salary level is lower, and thus they tend to move to different positions for a higher salary. In the financial aspect, in the private sector, we have answers where they answer 'never' close to 50%, while 'often' with only 10%, and 'sometimes' with 40%. So, in this context, we see that employees take risks when they see a new opportunity to benefit financially. This may be the effect of having a larger number

⁷ Social risk - expresses people's dissatisfaction with the current situation, and the steps they take to change it. Although it should be noted that the time of processing and questioning the respondents is that of 2019, in recent times we have had an intensification of risk taking that the population in general has raised their voice for dissatisfaction, even though they have been at risk of they may lose their job or be fired if they oppose any event they are concerned about.

of young people employed in this sector, where they are often forced out of necessity to undertake a financial risk in the hope that their economic situation will improve. In the public sector, when it comes to taking financial risks, we have an equal distribution of answers, where 30% of the respondents answer that they take financial risks and 30% do not take risks, which means that we have a lower tendency of employees to take risks, because they don't have space to give many ideas or even much interest, because the rules of acting in the public sector are undefined by the government through various laws. And the other last category, which has to do with security, shows that there are cases when they take some risk with only 10%, while most of them state that they do not risk their security. Almost the same answer is given by the employees of the public sector, who rarely happen to put themselves in an unsafe situation in the workplace with only 20%, while the rest answer that they almost never happen to be risky people.

Emotional Behavior

Emotions shape an individual's beliefs about the value of a job, a company or even a work team. Emotions greatly affect behavior at work. Research shows that individuals, within their own inner circle, can recognize and notice the emotional behaviors of everyone. So, what is the connection between emotions, attitudes and behaviors at work? This relationship can be explained using the theory called Affective Events Theory (AET). Researchers Cropanzano and Weiss (2003)⁸ studied the effect of six main types of emotions in the workplace, such as; anger, fear, joy,

love, sadness and unexpectedness. Based on the importance that emotional behavior presents in the performance of employees but also that of the institutions where they work, the analysis of this category is based on the standardized questionnaire, where descriptive elements of emotional behaviors are presented; Tense, Optimistic, Pessimistic/ worried and Calm people. People who are stressed frequently feel in bad positions, both personally and professionally. It is usually a condition that comes from the dissatisfaction that employees encounter at work, due to the non-fulfillment of their basic requirements, such as not being paid a fair wage or even not being considered by the institution where they work, but it can also come from other private problems that the employee brings with him to the workplace. The data below prove that the feeling of being tense is very expressed among the employees in Kosovo, because most of them are in bad situations, mostly due to the lack of security in the workplace, especially in the private sector, which is followed by the public one.

The lowest value was found in the university sector, where most of the respondents declared that they do not feel tense due to the nature and pace of work. Despite the problems and unfavorable situations, employees in Kosovo still have a measure of optimism, with most declaring that sometimes and most of the time they are waiting for better days. This refers to the economic development that is still in the transition phase, and thus they expect better working conditions and wages. Such a situation makes them move on, be more aware, and be more flexible. Pessimistic people are more problematic

⁸ See further details on the theory at: CROPANZANO, Russell; WEISS, Howard M.; HALE, Jeff M. S.; and REB, Jochen. The Structure of Affect: Reconsidering the Relationship between Negative and Positive Affectivity. (2003). *Journal of Management*. 29, (6), 831-857. Research Collection Lee Kong Chain School of Business.

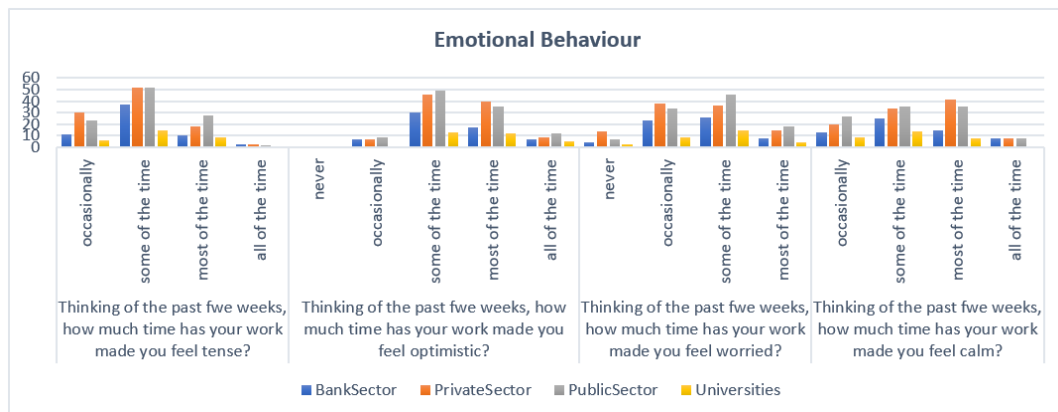


Figure 8. Emotional Behavior
Source: Authors own elaboration (2019)

for the institutions of Kosovo because this part requires more care and expenditure of financial resources, but also more time and energy in their adaptation and motivation. The largest percentage of pessimistic people are among employees who have been unemployed for a longer period of time, mainly in the public sector with around 50%. This refers to those who have not been able to advance in their career in time, and those who have more serious economic problems. While quiet people are a smaller group in terms of numbers, they have created a sense of comfort at work as well as financial support from other family members. Consequently, this category includes employees at a younger age who expect that their career will help them have a good job in the future. According to the collected data, in the private sector there are employees who clearly express that they feel tense, which is expressed by 7% of the interviewees, compared to the public sector. While a larger percentage indicate that from time to time they experience a feeling of tension in the workplace, with 43% sometimes and 36% sometimes. Except for the university institution, we can see that the majority of the

population is focused on being tense at work. This is explained through the argument that there is always space in the private sector, but not the security of the workplace, and also through the push to give the maximum in the workplace. 0% of employees in the public sector never feel tense in the workplace, while sometimes 50% of employees in this sector say so. This percentage shows that employees have a degree of tension, but not at a very high level in the public sector. This can be explained by the fact that the employees have a job, which is more or less secure, but the problem lies more in the income level. The public sector has a standard level, i.e., there are levels determined by the government that do not increase or are greatly affected by their performance. As far as the private sector is concerned, we have, for example, the setting of targets and remuneration based on performance. We have a more equal distribution in the category of optimism, with employees feeling optimistic in both the private and public sectors, expressing themselves on average in most cases between 35-40%. However, this is more prevalent in the public sector, as being optimistic all of the time

results in 30% in the public sector and only 7% in the private sector. This has to do with the safety of the workplace and the sensitivity accumulated over time by the employees in the workplace. We have found calm people in the workplace both in the private and public sectors; here too we have a proportional distribution of the percentage, where 30% feel calm in the two categories, those who have at least one job as a conclusion make them realize income and thus have space to think about an advancement in the economic aspect as well, that is, to have jobs with higher salaries but also to find a job that best suits their characteristics.

Attitudes and Perceptions of Employees

Allport (1935) defined attitude as a mental state of readiness, organized by experience, exerting a directive or dynamic influence on the response of individuals to all situations⁹. Typically, when we refer to a person's attitude, we try to explain the person's behavior. As a result, attitudes influence how we perceive a situation and how we respond to it. But attitudes can also change over time, which is what they do, meaning that many employees over time have more self-confidence and undertake decisions that are of better quality and help to find an adequate solution in a certain situation¹⁰. Perception is the process by which the human mind interprets and organizes sensations to produce a meaningful experience for the world¹¹. However, what an individual interprets or perceives, may be fundamentally different from reality. In the

following, statistics and data analysis will be presented for the current state of employees in terms of attitudes and perceptions. As we can see in the figure below, in the analysis of this category, it is worth noting that most of the respondents said that they were somewhat more interested in the success of the institution or organization they belonged to than in their personal success. With 40% in the public sector, while in the private sector they agree that they tend to be less interested in the success of institutions with 34%, where success in the public sector has more of a tendency to be in the interest of employees than in the private sector. This is clarified by the question of whether they prefer to be comfortable or conduct detailed analyses while performing work tasks. In terms of job insecurity, the private sector dominates compared to the private sector with 40%, there are also differences between the banking sector, where there is higher uncertainty compared to the University sector with close to 20%.

A balance also exists at the level of the emotional impact of work situations on individual lives. In this sense, in all sectors, a state of concern has been expressed regarding the flow of work in their workplace, with close to 50% in the private and public sectors, while the banking sector and universities are less concerned. As we know, in Kosovo, there are many irregularities and very unstructured jobs, hence the comfort of the workers is vulnerable. Regarding the level of making quick decisions, most are in the middle of the scale when asked if they are

⁹ According to Allport, attitudes are a complex combination of what we call personality with beliefs, values, behavior and motivation.

¹⁰ Pinto, J., Vecchione, M. and Howard, L. (2004, October). Case discussion: Workplace bully. Presented at the 12th Annual International Conference of the Association on Employment Practices and Principles, FL.

¹¹ Lindsay & Norman, 1977, Human Information Processing, and Introduction to Psychology.

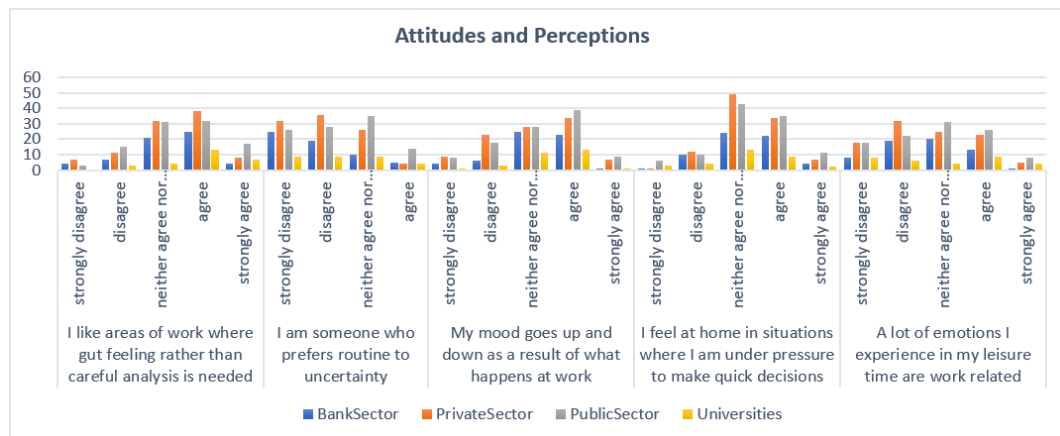


Figure 9. Attitudes and Perceptions

Source: Authors own elaboration (2019)

types who like to take initiatives and solve problems. This category shows a higher intensity in the private sector, with over 40%, followed by the public sector and the banking sector. Meanwhile, the university institution shows almost no willingness to make quick decisions. Thus, we can observe that this category shows an adaptation of employees in the workplace, adapting to the rules and attitudes predetermined by their employer, this is due to not initiating grievances on their part in order not to create a problem for the duration of contracts in the future.

Employee Characteristics

In the following, the characteristics of the employees in the sectors studied during this research will be presented, based on descriptive characteristics such as communicative, ideational, problematic, quiet, and distracted people. Each element will present the properties that were extracted from the surveys and describe the current situation in Kosovo. The bad conditions and the bad environment have a direct or indirect effect on the way the characteristics of the employees are manifested in the workplace,

in the concentration on the tasks, thus making their daily performance decrease or increase. Based on the following data, we see that the ability to communicate is relatively high, especially in the public and banking sectors, where on average 40% agree that they have space for free communication between employees, have fewer rules regarding obstruction in communication, and also that the way of working is clear and that they do not need to think or work more to accomplish a job, because they are based on rules defined earlier, and therefore communication is easier for them. While in the private sector, 30% of them communicate freely, where we have a lower percentage. Maybe this is due to their reluctance to give a free opinion, based on their fear of making a mistake and being punished by their owner. The same applies to being a reliable person at work, we have almost the same percentage of those who agree that they are reliable in all sectors, an average of 40%. The perception that they are not organized at work, on the other hand, is very low across all sectors, at 30%, with a difference even in the public sector, which dominates in this field. Depression, on the

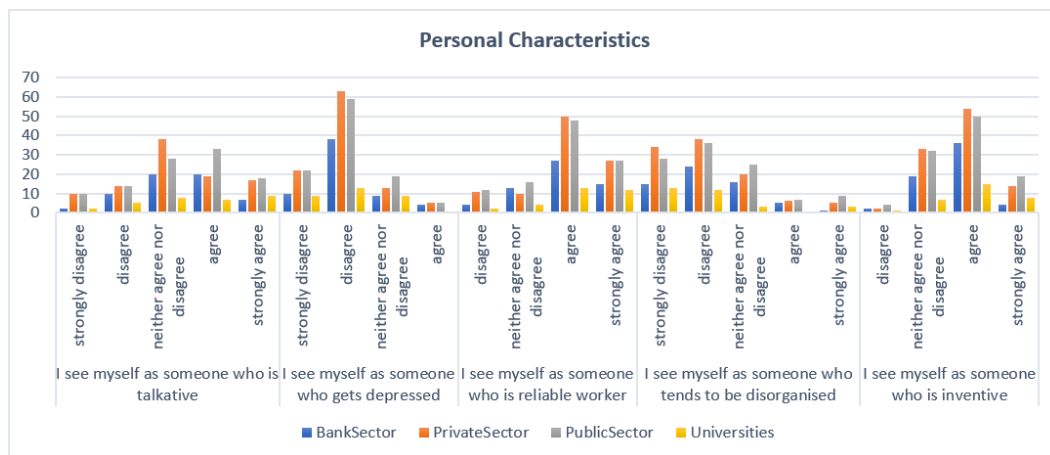


Figure 10. Employee Characteristics

Source: Authors own elaboration (2019)

other hand, is less visible, with more than half of respondents disagreeing that they have depression at work. Meanwhile, being an innovator is distributed proportionally across all sectors with over 50%, in contrast to universities and banking institutions, which have a much lower percentage of around 20%. This can be justified by the routine and nature of the workplace.

While distracted workers are more common in the public sector (41%), they are less common in the private sector (29%). The very fact of the category of the sector where they work also dictates being distracted, so the public sector creates space for them not to concentrate on work, as this is not in the private sector. Of course, this is due to the coercion and control of owners in the private sector.

Job Characteristics

The work that requires safe, effective decisions, the work that requires quick, effective decisions with risk and the one that requires high commitment, are the characteristics that are below show the way

employees deal with them, and the level of their compatibility with these characteristics. These are characteristics that typically generate a difference between the sectors in focus.

The data above shows the aspect of adaptation of the employees to the job characteristics in terms of decision-making and problem-solving, expressed as weak, moderate and excellent adaptation. Decision-making is a characteristic that in the private sector received 60% of the answers of the respondents, thus they declare that they have a good fit, while no one declares that there is no fit at all between the job characteristics and the employees, with 0%, and a portion of only 10%, they declare that it has an excellent fit. On the other hand, in the public sector, there are workers who emphasize that there is incompetence in decision-making with 35%, while 45% say that they have adaptability in the characteristics of the work. In counseling, there is suitability both in the private sector and in the public sector, with 60% private sector and 55% public sector. The work that causes problems is more widespread in the

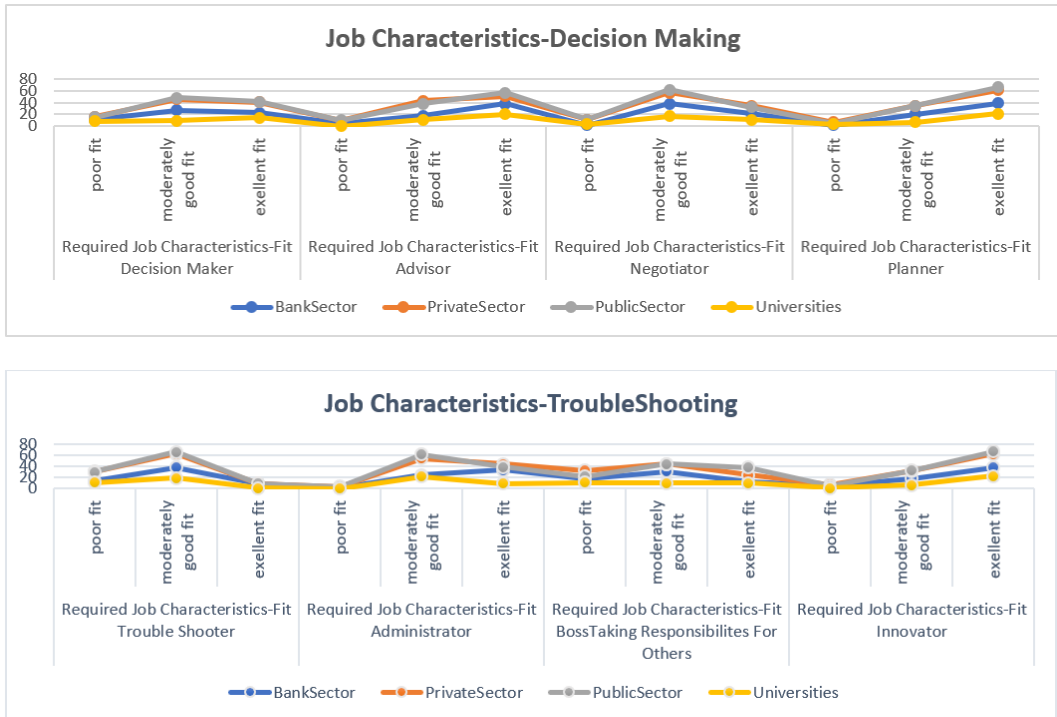


Figure 11. Job Characteristics
Source: Authors own elaboration (2019)

private sector with 70%, while in the public sector only 35% of them have problematic jobs. The same is true for negotiation: 70% of the private sector adapts well to negotiation, while only 50% of the public sector does. As far as work administration is concerned, there is a huge difference between the public and private sectors, where 80% say that they fit well in administration in the private sector, and only 45% in the public sector. This makes us reconsider the ridiculousness of the administration at work in these two sectors. The opposite happened in the other part, as in the question of training in the private sector, there are fewer trainings, and 40% declare that they do not fit at all, while in the public sector 50% fit well in the trainings that are offered and that they are more frequent. In addition, they fit very well in the public sector (60%) but

less well in the private sector (50%) in terms of design. Being responsible is observed much more in the private sector (at 50%) than in the public sector (at 10%). Meanwhile, innovation is more prevalent in the private sector, where it accounts for 60%, compared to the public sector, where it accounts for 30%. Decision-making, work that causes problems, negotiation, and administration are more present in the private sector than in the public sector. Meanwhile, training, design, and responsibility are more prevalent in the public sector. These findings were expected, based on theory but also the circumstances of the labor market in Kosovo. Anyway, this could probably be a result of the institutions studied, because there are many respondents who come from educational institutions such as universities, and there the interviewees

answered with a more special point of view, thus showing that they are dedicated because of the nature of their work. But the age of the respondents also has another influence, because most of them were employees who were at the beginning of their careers, and this makes them dedicate themselves more to work. Compared to the private sector, we have a balanced response in terms of age, where everyone is equally dedicated. This category shows better how human resources are managed, taking into account the gap that exists between labor supply and demand in the Kosovo market.

Person-Job Fit

In order to present a final result or indication, the category of adaptation of the person's characteristics to the work best shows the current situation in Kosovo. This category consists of two key questions that reflect the person-work fit, such as: a) How well do you feel your preferred style of acting in tasks and relationships fits the role that you are in right now? and b) How would you feel about occupying a position with major responsibility for other people? The first question is about how employees perceive the adaptation of their attributes to the workplace, while the second is about the employees' willingness to take on responsibilities and lead in the enterprise, which determines their proclivity to stay in that workplace for a longer period of time. In the question of whether the style of acting in the task fits the position at work, "it could be better" is the response of the majority of respondents in the private sector, compared to "there is room for improvement" which goes up to 30%, compared to the private sector public, which apparently has a lower rate of non-compliance. While the banking sector has a tendency to

have an average adaptation compared to all other sectors, except for the university sector, which is expressed with the lowest value of the respondents who declare that "it could be better". Meanwhile, respondents in the public sector with close to 60% declared excellent adaptation, as the dominant sector in this context, leaving behind with a relatively high value the private sector and the banking sector, except for the university, which also has a high rate of compatibility with the workplace. The second question, which consists of the extent to which the employees see their role as suitable and would like to be part of that organization, shows lower values in the public sector compared to the first question, but still, the public sector is closer to 50% suitable with the role and position they possess, considering it attractive and well adapted to the operating circumstances in the enterprise, compared to other sectors. Meanwhile, the university sector shows the lowest interest in changing the position, close to 10%. This sector certainly presents a higher attractiveness and image, and therefore they do not consider moving from the workplace.

Again, in the private sector, the majority say that they are interested in taking on greater responsibilities if they were allowed or had an opportunity (50%), while in the public sector, 40% declare that they would also find the position attractive. The most influential data is the one in the question of whether they feel adapted to the work they do and the position they have together with the characteristics of the work, 60% in the public sector declare that they are adapted, compared to the private sector, where only 30% of them feel that their characteristics fit the job.



Figure 12. Adaptation of the Characteristics of Persons to the Work

Source: Authors own elaboration (2019)

Generalizations concerning the person-job fit based on the empirical analysis

To sum up, we provide further major results regarding the Person-Job fit based on the data and the investigated categories. Starting with risk-taking, it is demonstrated that respondents who saw themselves as necessary in the workplace are more likely to face health and carrier risks. Among all sectors, those two have the highest percentage of people not taking a risk due to the unstable job market. Whilst leisure and finances make up a relatively little percentage. The graphs' depictions of emotional behaviour are somewhat evenly distributed, and the majority of respondents indicated that they just cared about keeping their jobs by responding "part of the time." Additionally, emotional behaviour rides in the same truck as attitudes and perceptions. This means that even though employees may typically reflect on the disparity between how they perceive themselves and how they perform on the job, such as routine, free time, etc., it has no bearing on their decision to speak up or start a change in their workplace that will improve their wellbeing at work. Regarding their personal traits, the majority of respondents say that they don't experience

depression and that they are dependable at work, particularly in the public and private sectors, however they most of the time have a dose of feeling tense at work. On the other hand, it has been demonstrated that job characteristics vary between sectors. As would be expected, in the private sector decision-making is more pronounced than in the public sector. This is so that employees in the private sector must be flexible and put out effort to solve problems in order to advance and, as a result, earn greater compensation, whereas the public sector has its own written regulations on how to execute a job. Another component more evident in the private sector but not in the public sector is negotiating. According to the data gathered, the features of administration are significantly more important in the public sector than the private sector. The converse is true of the characteristics of troubleshooting, where 70% of problems are resolved in the private sector, and with very low rate being present in the public sector. Generally speaking, person-job fit is evident in the public sector and in higher education. This is linked to the routine needed and the more secure jobs available in Kosovo's labour market. In contrast, it is harder for employees to take risks in the private and banking sectors

because their main concern is finding and keeping a job that will allow them to support their daily needs.

Testing Statistical Significance- A General Linear Model-Multivariate (GLM-MVA)

Regression and variance analysis are both provided for multiple dependent variables by one or more factor variables using the GLM MVA technique. Groups within the population are determined by the factor variables. A joint distribution of dependent variables can be used to examine the significance level of the effects of factor variables on the means of different groupings. Both the effects of individual elements and their interactions can be studied. In order to give a more indicative picture of the survey results for the present study, the following section includes a simulation of the estimated examination, based on data collected through questionnaires. The importance of using GLM-MVA relies on the statistical significance, a relevant evaluation, important from the point of view of analysis through econometric techniques. MVA is a data analysis procedure that introduces new types of measurements or observations. First, it gives results based on parameter tests, where all key indicators are tested for having symmetric results, compared to the empirical evidence, in our case (i.e. they may be positively or negatively, and significantly or- not correlated). Second, it shows the inter-correlation and the impact of the indicators as the analysis of the evidence data indicate, as well. Therefore, the aim of this method is to validate and confirm the findings from the collected data, basically in the statistical significance context. Moreover, this procedure enables solving the problem where more than one dependent variable is analyzed

simultaneously with other variables. In order to provide acceptable statistical significance results, regarding the influence of individual characteristics on the Person-Work fit, 3 basic categories were taken to analyze their interference with the characteristics of other variables, such as:

- The 1st category includes, the overall Person-Job Fit, described by the question; "How well do you feel your preferred style of acting in tasks and relationships fits the role that you are in right now"
- The 2nd category includes a subcategory of Person-Job Fit, described by the question ; "Required Job Characteristics-Fit Decision Maker"
- The 3rd category includes the subcategory of Person-Job Fit, described by the question; "Required Job Characteristics-Fit Trouble Shooter"

Each of these categories is shown by the Multivariate Test, Tests of Between-Subjects Effects and the Parameter Estimates, for every single independent indicator taken as proxy which explain the individual personality trait, present in the current data set. Moreover, the indicators of personal characteristics, in order to carry out effective analysis, were taken from the categories mentioned in the presentation section above, such as:

- the enterprise category of the risk involved; recreational, carrier, financial and social,
- category of emotions; enthusiastic, emotional, and
- attitudes and perceptions which includes being optimistic, prefers not analyzing, communicative, disorganized, routine worker, cooperative and inventive.

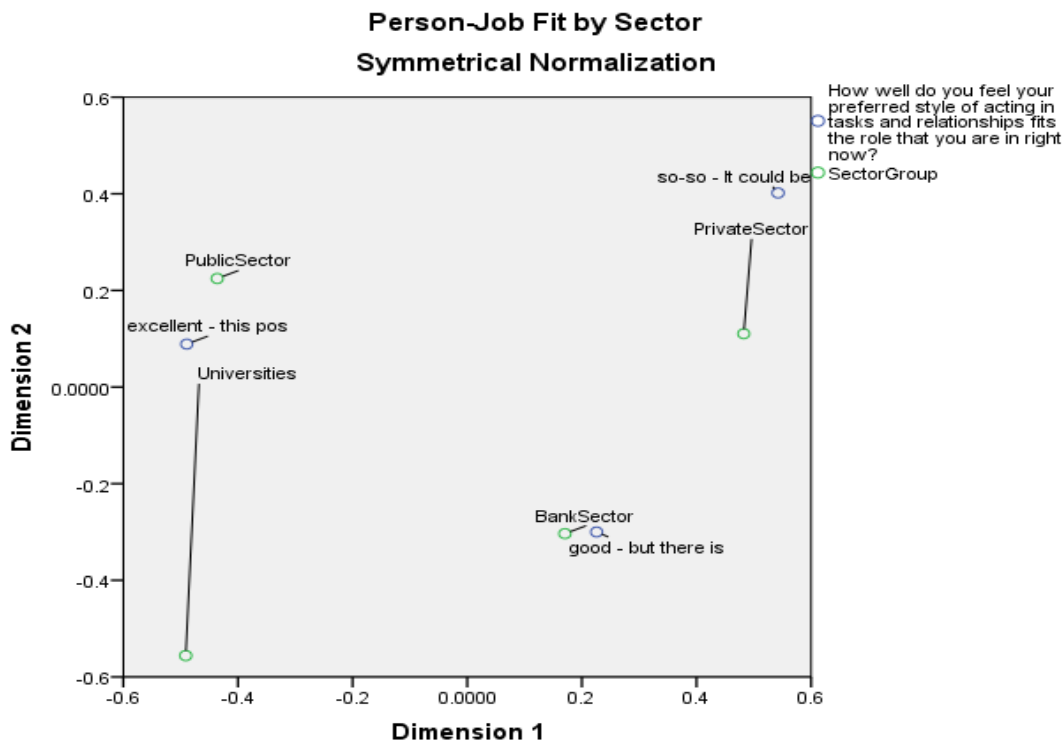


Figure 13. Correspondence analysis by sector
Source: Authors elaboration

Afterwards each of the trait indicators are tested for being significant toward overall Person-Job fit category, along with two other sub-categories. Before presenting the final analysis and valid confirmation of the impact of personal attributes to the final Person-Job Fit, initially it will be presented Person-Job Fit, according to the Sector Group, as this evidence is a relevant information, which also could be used for policy implication. This is because, as it was shown, the public sector dominates in having the largest Person-Job fit, implying that the institutional policies could influence the more even distribution of employment in the labor-market.

The graph above shows the correspondence analysis, which implies that the highest Person-Job fit, exists in the public

sector, where the highest level exists in the scale of “Excellent-this position suits my style”, with 52%, compared with the private sector with almost half of its rate 32%. Also, the university sector prevails with the highest rate stating, that they fit excellently in their position, while leaving behind the bank sector. Further will be shown the correlation coefficients, and parameter estimates under the accepted confidence interval, to consider the findings statistically significant. The independent variables are tested based on Hotelling’s Trace, Roy’s Largest Root, Pillai’s Trace and Wilks’ Lambda, for its significance. Below is offered the level of the Inter-correlation matrix and descriptive statistics of the study’s variables. As the table below shows, all variables taken for analysis

are significantly correlated, presented at $p < 0.05$ at 0.01 level (2-tailed), and 0.05 level (2-tailed). The correlation -matrix shows that the strongest level of relationship exists in the emotions, being disorganized and optimistic, which shows a level close to 0.5. Whereas the lowest level is seen in the relationship for being communicative, enthusiastic, and people who prefer routine close to 0.2, leaving the other portion of variables all having an average level of correlation close to 0.3. Along with the correlations, the other important analysis is described by the Multivariate Test. The full table of multivariate tests is provided at the appendixes section, whereas here will be provided core relevant findings. The tests include all personality trait variables showing the effect size in the model by type of test. The results imply that among all indicators, being Optimistic and Enthusiastic on the total level, have no impact on the Person-Job Fit. On the other hand, under all tests type all other indicators have statistically significant impact on the total Person-Job Fit style, including other two subcategories of Required Job-Characteristics Fit -Decision Making and Required Job-Characteristics Fit-Trouble Shooting. Most of them are significant at $P < 0.01$ (such as carrier, financial and social risk, and being cooperative and inventive. Being Routine worker, disorganized and emotions are significant at $p < 0.05$ level. Additionally, tests of between -subject's effects show some interesting size impact when considering in between comparisons. For example, Recreational Risk, has no impact on Person-Job Fit and Trouble Shooter Fit, but it does in

the Decision-Making Fit. Further Career Risk has an effect in the Decision-Making Fit, but not on two other categories. Being Optimistic and Enthusiastic are two other indicators which have no impact at all across all categories of measurement. Also Being Disorganized, has no impact on two subcategories, but in the total level is seen to not be a problem of continuing the work place. The same findings are shown are the Routine Worker. Whereas Emotions, being communicative, cooperative and inventive, have an impact in almost all categories. Parameter estimates give a different perspective of analysis per category group. For example, for each indicator it is given a specific significant level of size effect. For Person-Job fit, recreational, financial, social enthusiastic, have no effect, while not being analyst has significant negative effect. In the Decision-Making category, however there is a different picture provided, such as routine-worker and being disorganized have no significant effect at all, along with being enthusiast and optimistic, undertaking recreational or carrier risk, but there is a strong significant level of effect of being inventive, cooperative, communicative and financial and social risk. Nevertheless, being not analyst is strongly and negatively correlated with this subcategory. Also, in this category being optimistic and enthusiastic, is shown not to impact the workplace adaptivity. And this is attributed to the level of economic development, which determines also the social wellbeing as the primary intention of the respondents.

Table 1. Inter-correlation matrix, Cronbach/Apha and descriptive statistics of the study's variables

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Mean	Std. Deviation
How well do you feel your preferred style of acting in tasks and relationships fits the role that you are in right now?	1.0															3.2	0.8
Required Job Characteristics-Fit Decision Maker	.164**	1.0														5.5	3.0
Required Job Characteristics-Fit Trouble Shooter	.126*	.305**	1.0													3.6	2.2
A lot of emotions I experience in my leisure time are work related	.401**	.289**	.180**	1.0												2.7	1.2
I see myself as someone who is talkative	-0.1	0.0	0.0	-0.1	1.0											3.3	1.2
I see myself as someone who tends to be disorganized	.337**	.269**	.225**	.375**	0.0	1.0										2.2	1.1
I see myself as someone who likes to cooperate with others	-0.1	.197**	.117*	.217**	.403**	0.1	1.0									4.1	0.8
Thinking of the past few weeks, how much time has your work made you feel optimistic?	.290**	.309**	.121*	.231**	0.0	0.1	0.1	1.0								3.5	0.8
I see myself as someone who generates a lot of enthusiasm	0.0	0.1	0.0	.223**	.230**	.290**	.178**	.141*	1.0							3.9	0.8
I see myself as someone who prefers work that is routine	.137*	0.0	-0.1	.178**	-.216**	-.193**	-0.1	-0.1	0.0	1.0						2.8	1.3
I like areas of work where gut feeling rather than careful analysis is needed	.216**	-.159**	-.325**	.170**	.358**	.204**	.386**	0.1	.318**	-.238**	1.0					3.4	1.0
Pis could you tell us if recreational risk has ever applied to you now?	.249**	.176**	.192**	.250**	.214**	.474**	.196**	.270**	0.0	-0.1	.254**	1.0				2.2	1.3
Pis could you tell us if financial risk has ever applied to you now?	.293**	.171**	.116*	.176**	.338**	0.1	.195**	.138*	0.0	0.0	.262**	.331**	1.0			2.1	1.1
Pis could you tell us if social risk has ever applied to you now?	.290**	.347**	.147*	.218**	.170**	.446**	.211**	.277**	.366**	0.0	.348**	.301**	.272**	1.0		2.1	1.1
Pis could you tell us if career risk has ever applied to you now?	.254**	0.0	0.1	.221**	0.0	0.0	-.118*	.187**	0.1	-0.1	0.0	.153*	.386**	.122*	1.0	1.6	0.8

** . Correlation is significant at the 0.01 level (2-tailed) * . Correlation is significant at the 0.05 level (2-tailed).

Table 2. Parameter Estimates for between indicators and categories size effect

Parameter Estimates								
Dependent Variable		B	Std. Error	t	Sig.	95% Confidence Interval		Partial Eta Squared
						Lower Bound	Upper Bound	
How well do you feel your preferred style of acting in tasks and relationships fits the role that you are in right now?	Intercept	1.990	.356	5.582	.000	1.287	2.692	.119
	Emotions	.168	.049	3.438	.001	.072	.264	.049
	Communicative	-.081	.049	-1.640	.102	-.178	.016	.012
	Disorganized	.211	.049	4.294	.000	.114	.307	.074
	Cooperative	-.180	.059	-3.052	.003	-.296	-.064	.039
	Optimistic	.129	.058	2.208	.028	.014	.244	.021
	Enthusiast	-.245	.061	-4.042	.000	-.365	-.126	.066
	RoutineWorker	.125	.040	3.093	.002	.045	.204	.040
	NotAnalyst	.237	.057	4.144	.000	.124	.350	.069
	RecreationalRisk	-.048	.041	-1.188	.236	-.128	.032	.006
	FinancialRisk	.092	.046	2.006	.046	.002	.182	.017
	CareerRisk	.210	.064	3.264	.001	.083	.336	.044
	SocialRisk	.092	.052	1.759	.080	-.011	.194	.013
Required Job Characteristics-Fit Decision Maker	Intercept	2.142	1.246	1.719	.087	-.314	4.598	.013
	Emotions	.601	.171	3.522	.001	.265	.938	.051
	Communicative	-.419	.173	-2.427	.016	-.759	-.079	.025
	Disorganized	.111	.171	.645	.520	-.227	.448	.002
	Cooperative	1.029	.206	4.996	.000	.623	1.435	.098
	Optimistic	.350	.204	1.710	.089	-.053	.752	.012
	Enthusiast	-.160	.212	-.752	.453	-.578	.259	.002
	RoutineWorker	-.298	.141	-2.108	.036	-.576	-.019	.019
	NotAnalyst	-1.505	.200	-7.525	.000	-1.898	-1.111	.197
	RecreationalRisk	.020	.142	.143	.886	-.259	.300	.000
	FinancialRisk	.416	.160	2.601	.010	.101	.731	.028
	CareerRisk	.072	.225	.322	.748	-.370	.515	.000
	SocialRisk	1.304	.182	7.152	.000	.945	1.663	.181
Required Job Characteristics-Fit Trouble Shooter	Intercept	2.174	.840	2.590	.010	.520	3.828	.028
	Emotions	-.192	.115	-1.666	.097	-.418	.035	.012
	Communicative	-.213	.116	-1.831	.068	-.442	.016	.014
	Disorganized	.065	.115	.560	.576	-.163	.292	.001
	Cooperative	.942	.139	6.792	.000	.669	1.215	.166
	Optimistic	-.082	.138	-.595	.552	-.353	.189	.002
	Enthusiast	.485	.143	3.393	.001	.203	.767	.047
	RoutineWorker	.004	.095	.046	.963	-.183	.192	.000
	NotAnalyst	-1.631	.135	-12.110	.000	-1.896	-1.365	.388
	RecreationalRisk	.416	.096	4.351	.000	.228	.605	.076
	FinancialRisk	.244	.108	2.262	.025	.031	.456	.022
	CareerRisk	.403	.151	2.667	.008	.105	.701	.030
	SocialRisk	.301	.123	2.451	.015	.059	.543	.025

Note: Tested at $p < 0.05$ and $p < 0.01$ level by four multivariate tests i.e. Hotelling's Trace, Roy's Largest Root, Pillai's Trace and Wilks' Lambda.

The Trouble-Shooting category, is again differently described. For instance, taking the indicator of not being analyst according to the results, it is strongly and negatively related the trouble shooting, being disorganized has no significant effect, while routine worker and being cooperative has a positive significant effect. While recreational and career risk have a positive effect, but financial risk has a significant but negative impact. However, the emotional and attitudes indicators are not related and have no impact on the trouble shooting Person-Job fit.

Policy Implications: Encouragement of person-job fit in Kosovo through active labour market policy directed towards young people

It should be stressed from this perspective that the government will be able to model effective training and qualification programmes due to its active employment policies. Key partners in employment policies and programmes should be included, including local workforce development agencies, consultation organizations with connections to employers, the community of educational institutions, as well as other providers of education or training, industry or potential employers who offer more jobs (Behzad, Y., 2004). According to this dimension, self-perception related to all personal attributes is highlighted simultaneously, which will generate a flow and improve performance at work by increasing the workforce's awareness of their personal values (Bass, M. et al. 2013). The government must therefore encourage and strengthen the cooperation between educational institutions and the employers or organisations they represent (Burke, R. J. 2000).

As a result, the development of a solid legal framework for workforce training in accordance with market economy trends and the promotion of employment services play the most crucial roles in the labour market for reducing unemployment (Riinvest Report, 2017). Similar to this, labour market analysis serves as a tool for measuring and evaluating economic and demographic trends that have an impact on both employment and education and training. In developing economies, in particular, the support of small economies, the development of production capacities, the development of temporary employment programmes, the raising of professional skills related to various needs of work, the stimulation of family economies, the creation of customs facilities, the support of small economies, and the stimulation of family economies should all be implemented. This creates an environment that is conducive to business, which increases the supply of new jobs. It should be underlined that a government development programme, focused on the educational system, is necessary to produce a more effective work-learning process. In Kosovo, there is a significant degree of job-person incompatibility, as we learned from our research on this subject. This gap is linked to a number of factors, including a weak initial production base, structural reforms associated with privatization, a low level of domestic and foreign investment, a lack of active and effective employment programmes, and the low qualification level of job seekers.

According to the Riinvest Report (2017), the employment effort is hampered by the lack of a strong legislative framework because there is currently no comprehensive employment policy targeted at easing young people's access to the labour market. According to Aristovnik, Seljak, and Tomaevi

(2016), there are no incentives for work or suitable training that would raise individual abilities to the necessary level in accordance with market demands. The development of professional skills through training and the rise in multidimensional demand, which would be in the highest suitability among the Person-Work qualities, are two active actions that can be singled out to enhance the trends of labour market indicators (Horstmann, K. T., & Ziegler, M. 2016). Hence, advocating for employment through services of employment and promoting self-employment, particularly in the private sector, may be the best course of action.

The study also demonstrates that Kosovo's active labour market policies are not at the proper level; there is no prior evaluation of the unemployed and their unique qualities to provide you with flexibility in terms of market demands. Government-initiated sustainable policies that meet labour market demands as well as the removal of obstacles to employment creation must be used to conduct active labour market programmes. According to the results, social dialogue should also be more prevalent (Leutner, F. et al. 2014), which would enable the design, monitoring, and evaluation of education and professional qualification policies, the determination of skill needs, the design of qualifications, the management of education and professional qualification, the provision of learning in businesses and through internships, as well as the assessment of individual competences. As determined by the skills forecasting system and in accordance with the needs of the knowledge-based economy (Motowidlo, S. J., & Van Scotter, J. R. 1994), the offer of vocational education and qualification should be extended to occupations and skills in

various fields that are more in demand on the labour market.

Conclusions

The results of this study make it clear that Kosovo needs to find a way to give job seekers good employment opportunities, which includes raising their productivity and skill levels in order to make themselves more attractive to potential employers, while also ensuring that employers have an adequate workforce in light of the very recent and active workers. The empirical results demonstrate that there are clear inconsistencies between what theoretically should occur; for instance, optimism did not appear to be significant in the person-work situation, which would have promoted positive perception and, as a result, good performance in the workplace in a nation with a more sustainable economic development (Borman, W. C., & Motowidlo, S. J. 1993). Also, another dimension is the orientation of the job seekers in the public compared to the private sector, by seeking more jobs with more administrative rather than trouble shooting or negotiation characteristics. Anyway, the public and academic sectors in Kosovo are certainly the best matches for employees, but the private and bank sectors are definitely not. The study shows that there is a close relationship between our personal life and the work we conduct. Accordingly, our quality of life and the conditions of our lives, such as the social and economic ones, lead us to frequently change our attitudes, causing us to either not perform the work for which we are qualified or to be extremely dissatisfied with the payment of many other elements (Navarrese, D. et al., 2014). This causes a misalignment between workplace requirements and employee characteristics. The low level of economic development,

low participation in the labour market, high unemployment, low work experience, low wages, low or no social security, professions with low skills, and a lack of social support for work are some of the significant factors that have been identified as posing challenges for Kosovo's workforce in terms of their suitability as workers for their jobs. Therefore, it is important to emphasize that, in addition to education, which has a significant impact on reducing poverty and increasing employment opportunities, the identification of economic sectors that generate jobs, as well as professions and qualifications in accordance with the needs of various businesses, is at the core of formulating appropriate policies. However, it is also important to keep in mind the individual characteristics and perceptions that job seekers need in order to fit and obtain the right job. In order to achieve a higher rate of Person-Job fit, taking into account the social, economic, and political context of Kosovo, this entails gathering information related to the precise determination of which economic sectors are growing (Judge, T. A., & Zapata, C. P. 2015), which professions are needed, the skills required, and the training needed to meet such requirements.

Research limitations/implications –

Whilst, the DMSQ (Decision-Making Styles Research Questionnaire) is broadly supported, the results show that more validation work is needed. This could consider the connections between the DMSQ and other cognitive/personality style assessments.

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