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Recruiting employees in Private and Public Organizations

Vlera Halili

University for Business and Technology - UBT

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Faculty for Business and Technology

Recruiting employees in Private and Public Organizations
Bachelor Degree

Vlera Halili

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Student: Vlera Halili

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ABSTRACT

“Identifying and emphasizing the importance of recruiting in Public and Private sector is the main task of this paper, nevertheless analyzing the most important components of recruiting is done, via literature review and field research, construction is done in such a form that it includes practical and theoretical observations of current recruiting methodologies in Republic of Kosovo and their drawbacks. This paper also provides best practices of developed countries regarding recruiting and their possible implementation in Republic of Kosovo in order to excel current productivity in all financial and industrial sectors.”

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This thesis owes a great deal to the thoughts and efforts of a number of people and companies without whose support, its completion would not have been possible.

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Also, this thesis would have not been possible without the support of Public and Private Companies that helped me with all of the information that was necessary for the research, without their cooperation I could not have gotten such relevant data.

Most of all, I owe a debt greater than an acknowledgement to my Mother and Father in this thesis (and in all things). For life, love and encouragement throughout the years. I am blessed to be your daughter!

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1. INTRODUCTION

Organizations depend on valuable members, it is critical that recruitment system works and behaves almost perfectly when it comes to selecting employees for particular positions that organizations might need. To find the right people for a company it is not so easy, on the other hand you cannot build a great company without great people, the success of the company depends on who you hire¹. So, it takes strategic planning, obeying all guidelines for successful recruitment and an implemented recruiting system to be successful in the search for talented employees who fit your culture and vision².

Traditionally, companies defined a job by a specific set of tasks, duties, and responsibilities, listed in the form of a job description. The job description let employees know exactly what they were expected to do on the job. It also helped the company make hiring decisions. A candidate's background and experiences were compared with the job description. Often, with this approach, "experience performing the tasks in similar settings" was a major criterion that managers would use. Although this approach has worked for many companies over the years, today it is becoming obsolete³.

For us in this paper it is important to prescribe how the job description should be designed in order to attract only specific applicants and at the same time giving chances for potential applicants that might not fulfill all the requirements. Candidates want to know what is expected of them and how they will be evaluated. "A good job description is the basis of any performance evaluation system".⁴ The real value of any job can be found on the job description, so for that in this paper job descriptions are evaluated and recommendations are given.

As the next step the paper will perform recruitment sources analysis, since Kosovo has a variety of sources that organizations can use like: Television, Radio, Employee referrals, etc and this analysis will provide a table of advantages and disadvantages of each way but for that also a specific section is designed in this paper that will include in-depth explanations.

There are many laws in western countries that protect employees from being discriminated in organizational environment; Kosovo has also laws⁵ which help

¹ <http://speeches.byu.edu/reader/reader.php?id=1124> (accessed 12 July 2010)

² http://www.sbsonline.com/Local/Article/15595/66/0/Bound_together.aspx?Category=119 (accessed 12 July 2010)

³ Klinvex, K. (1998). Hiring Great People. Publisher: Mc Graw- Hill. pg 17.

⁴ Dessler, G. (2006). A Framework for Human Resources Management- 4th edition. Publisher: Prentice Hall. pg 67.

overcome these issues. Discriminations at work place can be seen in different varieties starting from gender, race, nationality, physical characteristics etc, organizations should make sure that the internal policies are modified to make a great working environment and to avoid discriminations, this perfectly works with global companies such as Google. Having laws that will protect employees and internal policies that will also suppress these negative symptoms would make a much better image of the organization to future employees/applicants and also customers.

Organizations obtain applicant information from different sources for us it is important obtained information from applications and resumes and that would be our point to explore in Literature Review. “Applications are acceptable tools for obtaining structured information from all applicants for any position.”⁶ The big advantage of applications is that they’re structured and straightforward. Their fill-in-the-blank format makes them easy for applicants to complete. Applications require the applicant to provide information the company wants to know (which limits omissions) and do not offer a lot of room for the applicant to furnish information the company doesn’t need to know (which limits embellishment). For these reasons, they are relatively easy for reviewers to evaluate.

While evaluating ways of getting information we will compare some of the application forms by different companies like for example Cactus⁷ and provide results if they are well structured or maybe to long as the one it is given as an example. On the other hand résumés allow applicants much greater freedom. But the format makes résumés more difficult to evaluate, as each applicant will choose to include different information what he likes.⁸ After this it is important to verify the obtained information and one of the best ways would be to conduct interviews, so preparation of interviews is recommended.⁹

Interviews are important in recruiting people; we will identify at least five purposes that interviews have, their importance in the follow-up process regarding application revision and resume revision. Identifying possible mistakes during interview is also mentioned in order to overcome any possible failures. We will discuss the best interviewing method in this paper.

The recruiting process seems to be quite long and time consuming but if properly done organization benefits, there is another phenomenon which needs addressing and that is maintaining employees, there is a term called motivational-fit¹⁰ we will address also this

⁵ http://www.gazetazyrtare.com/e-gov/index.php?option=com_content&task=view&lang=en&id=77 (accessed 13 July 2010)

⁶ Klinvex, K. (1998). Hiring Great People. Publisher: Mc Graw- Hill. pg 54.

⁷ <http://www.cactus.com/LinkClick.aspx?fileticket=ieisD0EQiE4%3d&tabid=156&language=en-US> (accessed 12 July 2010)

⁸ The Editors of VGM Career Books. (2003). Resume for Advertising Careers. Publisher: McGraw-Hill Companies. pg 1.

⁹ Arthur, D. (2005). Recruiting, interviewing, selecting & orienting new employees. Publisher: AMACOM. p166.

phenomenon by elaborating its importance and recommendations to keep motivation high at least trying to lower number of employees that leave the company and most importantly identify applicants if they are motivational-fit.

There are probably a lot of jobs that most people could perform quite well. Just as an example, let's say that you are qualified (in terms of skills and abilities) to perform a hundred jobs. Of those hundred jobs, you would definitely not be interested in fifty of them. You would be willing to perform twenty of them, like to perform twenty of them, and love to perform ten of them. We would consider your motivational fit to be highest for the jobs you love and lowest for the ones you would definitely not be interested in doing. If we could get you into one of the jobs you love, you'd probably do very well and stay for a long time. You would be more likely to work for less pay, put in more time, and commute farther for those jobs. It could be argued that most interviews are really "job fit" interviews.

The interviewer is trying to determine whether or not the candidate will fit well in the job. One problem, however, is that interviewers look only at a candidate's skills and abilities to determine if he or she will "fit" the job. They never explore motivation to do the job. This is problematic because a person can have all the skills, education, and knowledge to perform the job effectively, yet still be a poor fit for the job. In order to get a more complete picture of how well the person fits the job, you need to directly assess the applicant's interests and motivations, as well as his or her skills and abilities.¹¹ How assessment should be done and how is it currently done in Republic of Kosovo will be explained later.

Once the problems Problem Statement have been identified from different field research such are questionnaires, job descriptions in different communication mediums, application forms from many companies, discrimination level and so on we will place them into results section of this paper Results, moreover the discussion and conclusion area will provide summary of findings and raising discussions if recruitment can be perform differently in Kosovo with clear recommendations' on what should be done better.

¹⁰ <http://www.cooperativegrocer.coop/articles/index.php?id=410> (accessed 13 July 2010)

¹¹ Muller, M. (2009). The Manager's Guide to HR. Publisher: AMACOM. pg 43.

2. LITERATURE REVIEW

A company has to start hiring when they need employees to help them achieve their vision, so to fulfill the different positions in a company it is necessary to create job descriptions which can help in every aspect of employment process.

2.1. Job Description

The primary purpose of the job description is to identify the essential function of a job, tasks that are fundamental to the position. It clarifies what the role of the job is and what the incumbent is expected to accomplish. Essentially, a job description forms the groundwork for an agreement between an employer and the incumbent as to expected job performance results. Accordingly, the language should be concise, straightforward, uncomplicated, and easily interpreted, said by Arthur.¹²

Since job descriptions can be used for many different purposes, employers should take care to write them as comprehensively as possible. Initially, this will require a fair amount of time, but it will prove well worth the effort. According to Arthur¹³: there are fifteen guidelines for writing job descriptions, but we are going to explain just five most important ones.

First, duties and responsibilities have to be arranged in a logical, sequential order. Then, to separate duties clearly and consistency. It is very important to try to avoid generalizations or ambiguous words. To make the job description more understandable it would be good to include specific examples of duties. Also, all the requirements have to be job related and in accordance with equal employment opportunity laws and regulations.

In different Public and Private Companies in Republic of Kosovo the exact content of a job description is dictated by the specific environment and needs of an organization. Some of the basic categories of job information required for most positions are: Date, job analyst, job title, department, reporting relationship, location of the job, exemption status, salary grade and range, work schedule, job summary, job requirements, including education, prior work experience, and specialized skill and knowledge, physical environment and working conditions etc.

Employee job descriptions have their positive and negative side.¹⁴ The positive side is that: Job descriptions provide opportunity to clearly communicate a company's direction and it tells the employee where he or she fits inside of a big picture, it set a clear expectation of what a company expect from people. It can help also other

¹² Arthur, D. (2005). Recruiting, interviewing, selecting & orienting new employees. Publisher: AMACOM. pg 83.

¹³ Ibid .pg 83

¹⁴ <http://humanresources.about.com/od/glossaryj/a/jobdescriptions.htm> (accessed 14 July 2010)

employees to understand the boundaries of the person's responsibilities. Employee job descriptions have their downside, too. Job descriptions become dated as soon as they are written in a fast-paced, changing, customer-driven work environment. Poorly-written employee job descriptions can serve as evidence of wrong – doing or wrong-telling in a wrongful termination lawsuit.

Comparing job descriptions from years ago until now it is seen clearly that they have changed a lot. Traditionally, all the work places used job description to set specific tasks, duties and responsibilities. Also for employees it was easier to know from the beginning what were their duties and what was expected from them. A candidate background and experience were compared with the job description.

The nature of the work is changing dramatically, but the objective is always the same, to find more productive ways to do the work. By increasing the productivity it is required a flexible workforce that is multi skilled and able to perform more than one job. So, the main reason for changing job description is that, traditional job description can't capture the full array of skills, abilities, and motivations necessary for today's workforce, as stated by Klinvex.¹⁵

Nowadays, it is needed a competency-based job description that will provide greater flexibility in assigning work. To identify critical competences it is necessary to conduct competency analysis, a process by which can be determined (knowledge, skills, abilities, motivations and/or behaviors). Comparing with traditional job description that in focus had "what" responsibilities are requires competency analysis focus on "how", as per Dessler.¹⁶

As Klinvex explains: a competency-based job description includes¹⁷: (Job title), which can be found on the new employee's business card or it can be a term used to refer to his or her position. In a traditional or stable environment, the job title would be specific (e.g., Second Shift Supervisor). In a flexible environment, the job title could be used for all supervisors, regardless of shift or department (e.g., Team Leader). The relevance of the position is the second point included in competency based job description. It is a statement of how the position supports the company business plan and its objectives.

This kind of job description also includes the major responsibilities of an employee. In the traditional form they were listed in specific tasks, comparing with a more flexible job description that would include border responsibilities. Also, there are included two types of criteria: Critical Criteria or the key area for the selection purposes which in traditional form have been explained with specific requirements (e.g. work 07:00 to 16:00) and with nowadays job description would include critical competences required for a job (e.g. work with various shifts). The second criterion is Preferred Criteria which is not essential but it includes different qualities that companies would like their candidates to possess.

¹⁵ Klinvex, K. (1998). *Hiring Great People*. Publisher: Mc Graw- Hill. pg 2.

¹⁶ Dessler, G. (2006). *A Framework for Human Resources Management- 4th edition*. Publisher: Prentice Hall. pg 68.

¹⁷ Klinvex, K. (1998). *Hiring Great People*. Publisher: Mc Graw- Hill. pg 5.

2.2 Legal Issues

Everyone agrees that workplace discrimination has no place in the modern business world. But not everyone understands the laws that protect employees against discrimination. Sometimes things that look less important can hurt the business, especially if an aggrieved employee files a discrimination against the company. When employers violate workplace discrimination laws, whether deliberately or by accident, they face stiff legal and financial penalties, along with bad publicity, low employee morale and other consequences.¹⁸

Discrimination occurs when an employee suffers unfavorable or unfair treatment due to their, gender, race, religion, nationality, physical disabilities etc. Federal law prohibits discrimination in a number of work-related areas, including: recruiting, hiring, job evaluations, promotion policies, training, compensation and disciplinary action.

Treating a person or employee differently from others violates Equal Employment Opportunity (EEO)¹⁹.

When employers use EEO it means that everyone in a workplace have to understand anti-discrimination laws and follow them. To have better results in this direction it is necessary to design plans and programs to ensure that all relay do get equal opportunity in the workplace. To overlook this every company it is good to have a EEO manager to see if everything goes in proper way in this field, which is not applicable in Kosovo companies.

To avoid discrimination it is not needed to extend preferential treatment to any employee. The law requires only the same employment opportunities and enforcing the same policies for each employee.

Republic of Kosovo has Anti-Discrimination Law or Law No.2004/3. According to the Article 1 the purpose of this Law is prevention and combating discrimination, promotion of effective equality and putting into effect the principle of equal treatment of the citizens of Kosovo under the rule of Law.²⁰

The regulation of the issues dealing with non-discrimination is based on principles of the Article 2:

- a) The principle of equal treatment shall mean that there shall be no direct or indirect discrimination against any person or persons, based on sex, gender, age, marital status, language, mental or physical disability, sexual orientation, political affiliation or conviction, ethnic origin, nationality, religion or belief, race, social origin, property, birth or any other status;
- b) The principle of fair representation of all persons and all the members of communities to employment in the frame of public bodies of all levels.
- c) Good understanding principle and interethnic tolerance of the citizens of

¹⁸ <http://www.lexadin.nl/wlg/legis/nofr/eur/lxwekos.htm> (accessed 18 July 2010)

¹⁹ Ibid (accessed 18 July 2010)

²⁰ The Anti- Discrimination Law No. 2004/3

All the discrimination forms that could take place in a workplace are written individually. For each of them exists laws that explains them in details.

According to the Article 4: Anti Discrimination Law shall apply to all natural and legal persons as regards both the public and private sectors, including public bodies, in relation to any action or inaction which violates the right or rights of any natural or legal person or persons.

Article 7 of this law includes procedure:

7.1. Any claim of discrimination under this Law shall be decided or adjudicated in accordance with the applicable law by administrative bodies and courts of competent jurisdiction, which have jurisdiction over the concrete issue covered by the claim.

7.2 Such administrative bodies and courts act in accordance with provisions of this law in order to determinate a claim.

7.3. Upon completion of the procedure upon a claim of discrimination under the applicable law on general administrative procedure, a claimant who is unsatisfied may bring a claim in accordance with the Chapter entitled Special Provisions in the Law on Administrative Disputes at the court which is competent under the applicable law.

7.4. Any mediation or conciliation procedures which are available under the applicable Law may be utilized, at the option of the claimant or the claimants, in order to address violations of this Law.

8.1. When persons who consider themselves wronged because the principle of equal treatment has not been applied to them establish, before a court or other competent authority, facts from which it may be presumed that there has been direct or indirect discrimination, it shall be for the respondent to prove that there has been no breach of the principle of equal treatment.

According to Article 9 a court of competent jurisdiction or an administrative body which has determined that a violation of this Law has occurred may impose sanctions, depending on the nature and scope of the violation and its impact on the victim or victims. There are different sanctions for: (i) a natural person (ii) an independent contractor (iii) a legal person (iv) a natural person within a legal person who is responsible for a violation (v) a person exercising a public function who is responsible for a violation.

Article 10 is about Ombudsperson of Kosovo which is authorized body to receive and investigate complaints concerning violations of rights based on discrimination, which will review cases in compliance with his or her authority according to the legislation in force.

As Republic of Kosovo is a new country the Laws are still young and not implemented fully during the final implementation phase and seeing the real usage of these Laws then we could map fully the benefits and shortcomings of these Laws.

2.3 Advertisement and Public relations

Advertising and public relation are activities to catch and keep the attention of the most desirable candidates. Every advertisement in media costs money and its part of cost-to-hire ratio. So, companies have to be very careful when they decide which media to use, because of the price that they have to pay. For achieving recruitment excellence it's important to be very careful how, when and where to invest time, energy and money. The only way to measure excellence is by results. This means to think and to remain open-minded, to be creative and more effective with less money, as per Gallagher.²¹

To expand the pool of potential applicants for available job positions it's necessary to find places where potential workers are likely to see them, shown by Arthur²². For example, if teens are more likely to be job applicants than advertisement for that opening is better to be in school newspapers, in printed program for sporting events or concerts, and in popular local hangouts. In this way a company may promote available job position with less costs and the message is sent to the people that they are interested in. Also, if a company is more interested in older workers to be potential applicants then they have to consider ways to inform them. Examples include: daily newspapers, libraries, museums, garden clubs etc.

There are numerous recruitment sources that will yield excellent applicants. Some are traditional, such advertising and search firms. Others, like company sponsored social events, those who look customer, clients as guests as their potential employees, those who use web advertisement etc are known as modern recruitment sources. In Republic of Kosovo most of the companies use newspapers and company web page as sources for recruitment.

For different companies using **newspaper** as a tool for advertisement, even that is the oldest job advertisement it is easiest way to inform the applicants that they see as most attractive about the job, including also applicants that already have another job. Even that newspaper ads are expensive it is easier to get immediate results. They can place an ad in the section of the paper where the target audience is most likely to see it.²³

Another traditional recruitment source is **radio**. Each station has a very specific audience in terms of age, gender, and income. Radio is especially effective at reaching people with a message about work opportunities while they're at work or on their way to work. Running radio spot (on popular radio stations) costs very from the time (morning, midday, afternoon hours or evening spots) usually the price depends on the time when the number of listeners is higher and when the companies decide to run the ad, explains Klinvex.²⁴

²¹ Gallagher, P. (2000). Human Resources Planning. Publisher: Scitech Educational. pg 68.

²² Arthur, D. (2005). Recruiting, interviewing, selecting & orienting new employees. Publisher: AMACOM. pg 25.

²³ <http://hrmadvice.com/hrmadvice/hr-processes/recruitment-and-selection/general-recruitment/recruitment-sources.html> (accessed 20 July 2010)

²⁴ Klinvex, K. (1998). Hiring Great People. Publisher: Mc Graw- Hill. pg 45.

Using **television** advertising as a recruitment source has the same advantages as radio. First, by using this type of media it is easier to appeal to a large audience in a short period of time. Second, to reach and tempt prospects not actually looking for a job. This can be a real plus when companies find hard-to-fill positions. In the past, employers have tended to shy away from TV advertising primarily because of the cost. But it's still ranked among the more expensive recruitment sources, stated by Arthur.²⁵

If companies are not interested to spend too much money they can consider other types of recruitment sources. E.g. if students of a college are the target group then it is cheaper to use **campus recruiting**. The most significant fact about campus recruitment is that instead of the job seekers approaching employers, the employers come to the most suitable prospective candidate with a job offer. In this way companies get the opportunity to choose from and select the best students in a short span of time, which can be considered as an advantage for both parties.²⁶

One of the most expeditious, cost-effective, and morale-boosting recruitment sources is a company's own **employee referral** program. For a job opening first have to be informed department head, then they inform their employees and the employees can spread the word of this opening also to their family members or friends. By using this method, employers usually spend considerably less time and money than they would for other recruitment sources, such as advertising or search firms and employment agencies, argued by Pritchard.²⁷

Companies can use **direct mail** as a marketing effort that uses a mail service to deliver a promotional printed piece to the target audience. Direct mail encompasses a wide variety of marketing materials, including brochures, catalogs, newsletters and sales letters. This method is one of the most effective and profitable ways to reach out to new and existing clients. The most important advantage is the communication one-on-one with the target audience.²⁸

Another recruitment sources are **employment agencies** and **search firms**, comparing with direct mail they bring to the company a larger pool of candidates. These recruitment sources have access to a larger number of candidates and can readily scout the market for qualified applicants, (which includes seeking out a position more quickly than a company could on its own). The most significant reason for not retaining the services of an agency or search firm is the cost. The fee for an employment agency is usually a percentage of the new employee first year's salary, as per Smith.²⁹

All these points mentioned before are part of the traditional recruitment sources; on the other hand there are also some modern ways of recruitment sources including: Internet, company-sponsored social events etc.

²⁵ Arthur, D. (2005). Recruiting, interviewing, selecting & orienting new employees. Publisher: AMACOM. pg 44.

²⁶ <http://www.123oye.com/job-articles/career-planning/campus-recruitment.htm> (accessed 20 July 2010)

²⁷ Pritchard, CH. (2006). 101 Strategies for Recruiting Success. Publisher: AMACOM. pg 55.

²⁸ <http://www.entrepreneur.com/encyclopedia/term/82234.html> (accessed 20 July 2010)

²⁹ Smith, Sh. (2004). The HR Answer Book. Publisher: AMACOM. pg 13.

Internet is a great way for different companies to advertise career opportunities. Almost every organization has its own **Web site**, which can serve as a significant source of potential applicants. Everyone that is interested to be part of an organization can use Internet as a job seeking tool for employment opportunities, said by Gallagher.³⁰

There are also national and international Internet job search sites that offer information and services for employers and job seeker. In the recent years the highest percentage of recruitment is done through the internet. Nowadays, Social Media (Facebook, Twitter, Linked in etc) has grown in importance. Many companies around the World are using this tool for recruiting employees.³¹

Another modern recruitment source can be considered **company-sponsored social events**. If companies goes in for huge social events to celebrate special occasions, such as (e.g. celebrating Independence Day), encourage employees to bring along family and friends. For this type of recruitment source is needed a table or “job opportunities” table with a list of openings and informational brochures. It is not too costly for the company because it requires an investment for only additional food and one or two employees that willing to answer questions from interested applicants, stated by Hayes.³²

To increase the number of sources of applicants companies have to choose at least a couple from both advertising and public relation section, argued by Klevix.³³The next step after getting the attention of the desirable candidates is screening applications and resumes and determines which candidates should be invited in the stage of hiring process.

³⁰ Gallagher, P.(2000). Human Resources Planning. Publisher: Scitech Educational. pg 69.

³¹http://www.slideshare.net/ClearedJobsNet/using-social-networks-as-job-searching-tools?src=related_normal&rel=3567306 (accessed 20 July 2010)

³² Hayes, D. (2001). 50-One minutes Tips for Recruiting Employees. Publisher: Course Technology Crisp. pg 56.

³³ Klinvex, K. (1998). Hiring Great People. Publisher: Mc Graw- Hill. pg 51.

2.4 Screening applications and Resumes

If someone completes a profile and forwards an application or resume in response to an ad posted by an organization, he or she can be considered as an applicant.

Application is the tool most familiar to job seekers. It contains questions about a job seeker's personal and work related data. It may also be the employer's first impression of the job seeker. Therefore it is very important that information that are required in an application to be filled out correctly and completely. Application form is structured and straightforward, which can help the applicant to answer to the questions that are required from the company. The close-ended format of an application is not appropriate for some jobs, because it doesn't allow the applicant to express the creativity (e.g. graphic designer).³⁴

Applications can be categorized in two general forms: Generic and Specific. Sometimes it happens that companies do not follow these two forms and create a form that they think that is appropriate form them. In the following example you will find the advantages and disadvantages of each form in Republic of Kosovo.

In Republic of Kosovo there are three types of job applications that are used from different Public and Private Companies. The first two types are more generic for (e.g. Cactus³⁵ and Ipko³⁶) use these types of applications, which have their advantages and disadvantages. Long eight pages applications have Cactus, which they use for every applicant and job position. It is time consuming for applicants but on the other side this business can get a lot of information for the applicant. The disadvantage for this kind of application is the same format and questions for all of the applicants (e.g. if they need an engineer than it is useful but not for all other professions because there are too many questions that other professions may not understand what is required and it is not necessary for them to know all those things (E.g. security guy)).

So, using this type of application the chances to miss out valuable information about all the applicants is higher. Because in this case they focus their application just in one profession and when another applicant with another profession fulfill the questions and cannot answer it means that the application is not giving valuable information related to the professionalism of all of the applicants.

General form of application has also Ipko but they require general information about applicant, their work experience and do not ask for professional questions. So, the disadvantage of this form of application is the impossibility for the applicant to express their professional knowledge. Using a generic application may seem like a cost- and time effective option in the beginning. However, when considering the lost of productivity using an inadequate application, the time and money saved up become insignificant.

³⁴ http://www.hirenetwork.org/pdfs/WorkingAhead/11_CCH_Applications%20and%2012_Resumes.pdf (accessed 22 July 2010)

³⁵ <http://www.cactus.com/LinkClick.aspx?fileticket=ieisD0EQiE4%3d&tabid=156&language=en-US> (accessed 22 July 2010)

³⁶ <http://www.ipko.com/?cid=1,227> (accessed 22 July 2010)

Having a specific application form can help each of companies to evaluate their applicants better according to their professionalism. For each job position they have different questions in application (e.g. KEK³⁷). There are some general questions to know in overall about the applicants but also some specific questions for each job position. This form of application can help the companies to distinguish between qualified and less qualified applicants.

Klinvex emphasized that:³⁸ like an application, the resume is also an appropriate tool to evaluate and to screen applicants. A resume is an individual statement that communicates abilities, skills, education, training, experience, plans, attitudes and character of an applicant. So, in a resume the creativity and communication skills can be better evaluated comparing with application. Sometimes it happens that applicants put too much information that are not necessary for the company which can lead to harder evaluation of the resume comparing to an application.

The objective of applications and resumes is the same, to gather as much information as possible which has to be considered when it comes to screening process. So, if it is difficult to decide which one to use, companies can use them together and get the benefits from each of them.³⁹

Once the application and resume are screened, and it is determined that they meets the initial requirements, the recruiter can move the candidate forward to the next step of the hiring process. If an application is not deemed a proper fit to continue, the company will disqualify the candidate.

³⁷ <http://www.kek-energy.com/details.jsp?cid=3106&cat=181&l=0> (accessed 22 July 2010)

³⁸ Klinvex, K. (1998). Hiring Great People. Publisher: Mc Graw- Hill. pg 54.

³⁹ The Editors of VGM Career Books. (2003). Resume for Advertising Careers. Publisher: McGraw-Hill Companies. pg 1.

2.5 Interviews

After screening applications and resumes the next step in hiring process is **interview**. The interview aims are to determine applicants' core competencies, technical skills, work experience and other essential personal qualities to predict their success in the position that they have applied for.⁴⁰

Interview has at least at least five purposes, said by Klinvex.⁴¹ The first one is to evaluate if the candidate is appropriate and fulfill the requirements for the available job position. The interview will also tell about likes and dislikes that candidate have for the physical work environment, organization culture and the content of the job. Open discussions can help both parties; they both can make questions for everything that they are interested to know for each other. Another purpose of the interview is to sell the job. That means to effectively share selling points that would attract a candidate.

Every candidate will have to write a resume, to fulfill an application or to do both. Interview provides a perfect opportunity to ask applicants things that they don't mentioned and to follow upon areas of interest. So, preparing an interview is not so easy, companies can easily make mistakes that would lead to fail.(e.g. if they do not have a clear interview purpose, also if they didn't defined clearly position competencies, conducting an interview without structure, poor follow-up questions etc), explained by Gallagher.⁴²

One of the best interviewing methods is competency-based approach as per Muller.⁴³ This method will help the representatives of the company to determine which competences are required and to use interview to know more about candidate's fit to these competencies.

Before conducting a job interview it is important to decide what techniques to use. The structure of the questions also plays in important role to assess competency area during the interview. Questions have to be job-relevant and behavioral (e.g. for any situation that they were involved, including background, action taken and results etc).

One problem is that interviewers look only the candidate's skill and abilities to determine if he or she will "fit" the job. They never explore the motivation to do the job. This is problematic because a person can have all the skills, education, and knowledge to perform the job effectively but skill is a poor fit for the job, stated by Hayes.⁴⁴

There are many types of employment interviews to look if applicant fit the job .Starting from exploratory interview, telephone screening interview, video screening interview, HR interview, departmental interview, panel interview and peer interview, from all the

⁴⁰ <http://www.mercanrecruit.com/index.php/assess> (accessed 24 July 2010)

⁴¹ Klinvex, K. (1998). Hiring Great People. Publisher: Mc Graw- Hill. pg 86.

⁴² Gallagher, P. (2000). Human Resources Planning. Publisher: Scitech Educational. pg 78.

⁴³ Muller, M. (2009). The Manager's Guide to HR. Publisher: AMACOM. pg 32.

⁴⁴ Hayes, D. (2001). 50-One minutes Tips for Recruiting Employees. Publisher: Course Technology Crisp. pg 111.

mentioned interview types in Republic of Kosovo, panel interview is most applicable in different companies.

Panel interview (also sometimes called a board interview) can be useful if multiple decision-makers within the organization are involved in selecting the right candidate. A typical panel might consist of the immediate supervisor, a representative from human resources, and perhaps representatives from other departments that would be impacted by the new hire. This kind of interview can be quite intimidating to candidates if there is large number of decision makers. In fact, the more people that are on the panel, the more difficult it can be to put candidates at ease and encourage them to talk freely. So, it is very important for companies to decide who needs to be in the panel for a particular candidate as per Yeung.⁴⁵

To make a clear picture about the applicant during the interview is the usage of “motivational fit”, the candidate’s interest in doing the job. It can be measured by two types of factors: **intrinsic** (aspects of work activities that a person does on the job) and **extrinsic** (aspects related to the job, other than a work itself) factors of the job. Motivational fit is a key component in determining whether a person will remain on the job, said Klinvex.⁴⁶

There are probably a lot of jobs that people could perform quite well. Let’s say that an applicant is qualified (in terms of skills and abilities) to perform a hundred of jobs. Of those hundred jobs, he or she would definitely not be interested in fifty of them. The willingness to perform is twenty of them, like to perform twenty of them and love to perform ten of them. The motivational fit is higher for the jobs that he or she loves and the possibility to do a very well job and to stay long time is higher. On the other side if the applicant takes the job that is willing to do it is less likely to stay long until the job offer something that the others can not offer.

To better evaluate the candidates instead of using just interview, there are also some tests such as: (e.g. Skills or Ability test, Personality test and Knowledge test), according to Peter⁴⁷. They can help to better predict if the candidate fulfills the requirements for the available job position. All of the points mentioned before are recruitment phases that have to be followed, from writing a job description until making the final hiring decision which is the final phase of recruitment.

⁴⁵ Yeung, R. (2008). Successful Interviewing and Recruitment. Publisher: Kogan Page Limited. pg 74.

⁴⁶ Klinvex, K. (1998). Hiring Great People. Publisher: Mc Graw- Hill. pg 120.

⁴⁷ Gallagher, P. (2000). Human Resources Planning. Publisher: Scitech Educational. pg 79.

3. PROBLEM STATEMENT

Recruitment process is a very important process for every company in every country around the world. Everyone wants to have the best employees and the same thing we can say also for the companies in Kosovo.

The process of recruitment in Kosovo is a very problematic issue because, companies are not applying policies and procedures in an adequate way, as they have to be executed in every recruitment phase. Because of this problem it often happens that companies are employing inadequate people for the position opened. So, this research is going to explore this problem and to try to find ways to improve these problems that are acquiring in the phases of recruitment, according to the procedures that are used form the developed counties.

Recruitment for every company means that they have to have a sufficient pool of applicants from which the most qualified individual may be selected. Successful recruiting can minimize the employee turnover rate. Therefore, most of the focus has to be toward the recruiting methods that companies use.

Following chapters will offer evidence for the research that have been conducted.

The aim of recruitment is to put the right people in the right place! But we can not see this aim in the different companies in our county.

4. METHODOLOGY

In this research there are used qualitative and quantitative methods. In the first and in the second chapter it can be seen that there are used different books and information from web pages that are relevant to the subject and that includes nowadays information that are being used by the developed countries. In the second chapter there is also general antidiscrimination law which describes the actual legislation in order to see how the aspects of employee discrimination are legally regulated. In order to see how the process of recruitment is going in the Republic of Kosovo and to compare the information with the developed countries there is used a sample which represents all the Private and Public companies.

The sample consists of Republic of Kosovo Managers from different Public and Private companies. In overall the sample consists 15 companies and the method of interviewing managers was face to face interview or by sending the questionnaire and getting the answers from them. This way of investigating the problem of recruitment in Public and Private companies was appropriate because it consist eight open ended questions and two multiple choice questions. In this way employees or more precisely managers from different companies had a chance to express their thoughts by fulfilling the questionnaire.

The participants were told that the study is conducting for graduation thesis and that all the answers that they give would be treated confidentially. This way of getting information was helpful during the interview because when people knows that the information that they are giving is not going to be used for different negative purposes then they can talk freely, express their ideas about the particular topic and give detailed explanations for the questions that had to be answered in the questionnaire.

During the data collecting there were also some limitations. The first limitation to consider is that the impossibility to go to the managers and talk with them because it happened that they didn't accepted to answer for the research questions because they had a lot of work to do or they didn't want to give internal information to the outsiders, even that the information would be treated confidentially. It happened three or four times not to conduct the interview because of this problem.

Another limitation is the time to get information in different companies because of the summer season, when managers were in summer holidays and the other employees didn't have the competences to answer in the questions. The main limitation can be considered is the lack of capacity for research to a larger number of companies. But, for the bachelor degree there were enough information to do an overall research for the process of recruitment in the Republic of Kosovo.

5. RESULTS

From the research that has been conducted it can be seen that none of the Private and Public companies fulfill all the requirements that are necessary in every phase for a successful recruitment process.

A successful recruitment starts with the job description that has to be written for every employee. In this way employees will understand where they fit into the big picture, and what is expected from them to accomplish.

As the nature of the work is changing dramatically, it is needed a new content of a job description compared with a traditional one. In which everyone has specific tasks to accomplish and no one goes beyond the boundaries of what was expected from them. By changing the nature of the work the content of a job description has to be dedicated toward a flexible workforce that is multi skilled and able to perform more than one job.

Every company must have policies and procedures to prevent discriminations against employees. They have to offer the same opportunity for everyone without taking into consideration their: gender, race, religion, nationality etc. With a diverse workforce they will have better results with different ideas and experiences from different people.

When companies' wants to fulfill a position opened they have to do this through advertising and public relation. As, every advertisement in media costs money it is needed to be careful when deciding which media to use. According to the position opened they can choose between traditional recruitment sources including: media and employee agencies etc and modern ways through: Internet or social sponsored events. The best thing to do is to find ways with less money to bring the best employees.

Companies use different ways to distinguish between qualified and less qualified applicants. Some of them use general applications for every applicant which do not bring enough information. The others for a successful recruitment use a specific application that helps to know better the applicants through specific questions for each of them. To know better the applicants companies can require also a resume.

The next step is to conduct an interview for each of the chosen applicant. As the interview aims are to determine applicants' core competencies, technical skills, work experience and to predict their success in the position that they have applied for. Companies have to make professional as well as practical questions to see if the applicant fit the job.

Motivation fit also has a big role to see if applicants have a positive, enthusiastic attitude about the company. So, during the interview there is needed also to have motivational questions, because these questions sometimes can be better predictor than applicants' skills and educations.

In the end after fulfilling all the requirements for a successful recruitment, companies have to follow policies and procedures when they decide which of the applicants is going to be their future employee and don't let the nepotism and political influences to have impact in this process.

Below are presented in charts all the questions and answers included in questionnaires used for the research that has been conducted in 15 Private and Public companies in Republic of Kosovo.

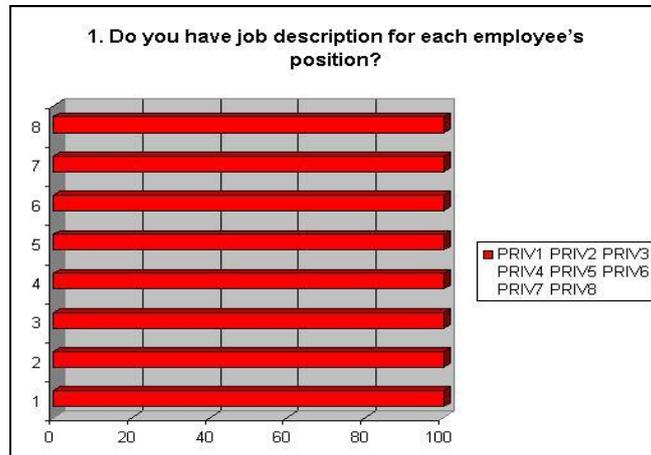


Chart5.1: Answers of Private sector on Question 1

In chart 5.1 it can be clearly seen that eight Private companies of the sample or said in percentage (100%) of them has job descriptions for each employee.

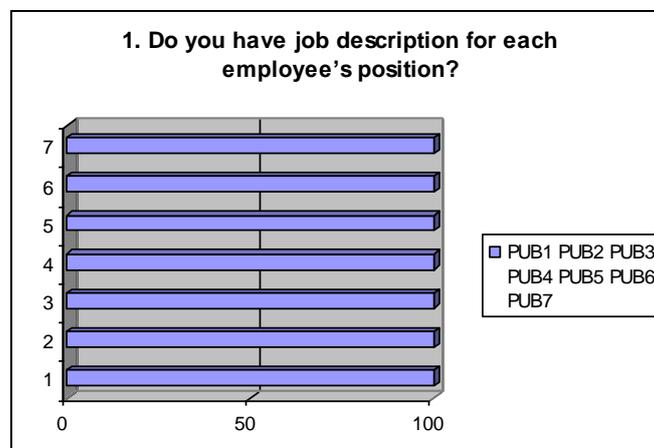


Chart5.2: Answers of Public sector on Question 1

From the sample of seven Public companies interviewed, in the chart 5.2 it can be seen that (100%) of them has job description for each position in their workplace.

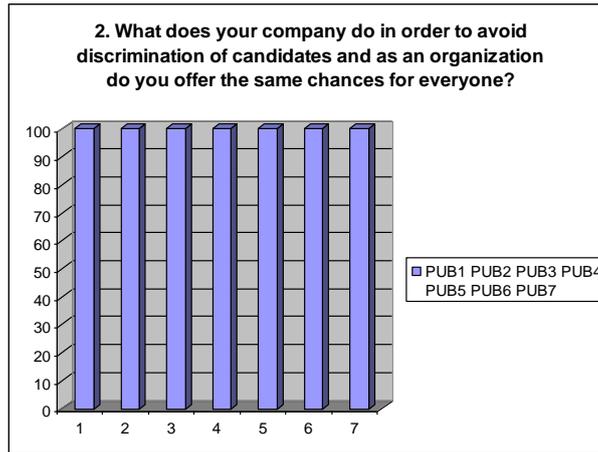


Chart5.3: Answers of Public sector on Question 2

From the chart 5.3 it can be understood that seven of the Public companies, taken from the sample or (100%) of them has policies and procedures that prevent the discrimination for each employee and offer the same opportunity for all of them. Without taking into consideration their gender, religion, nationality etc.

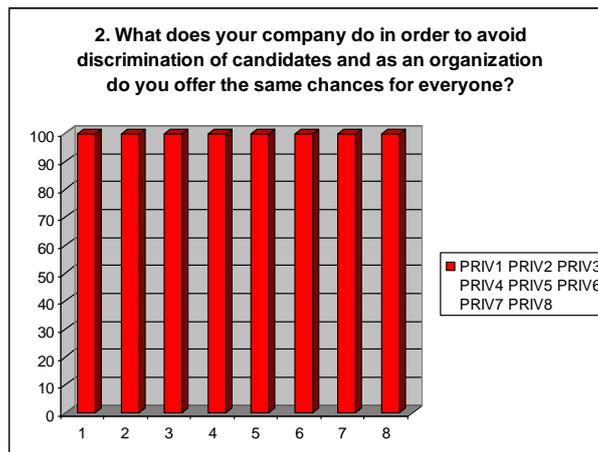


chart5.4: Answers of Private sector on Question 2

The chart 5.4 that can be seen above represents the sample of eight Private companies, and it is clearly seen that (100%) of them offer the same opportunities for their employees, based on the policies and procedures that their companies has.

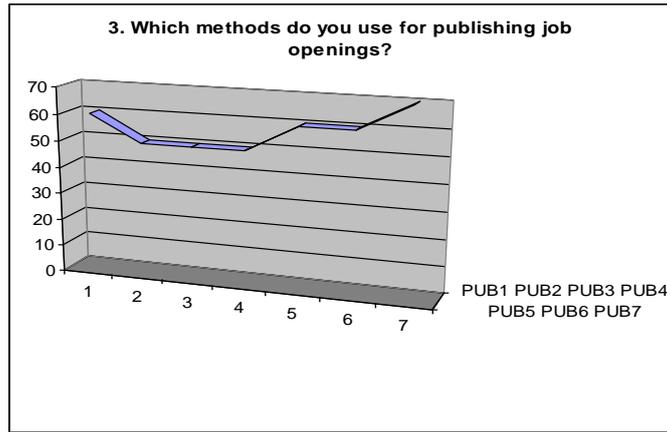


Chart5.5: Answers of Public sector on Question 3

Chart 5.5 expresses the sample of seven Public companies views about the best way, which they think that is appropriate method to publish a job opening. Three of the seven companies or (42%) of them use newspaper for a position opened in their company. Three others of the seven companies or said in percentage (42%) of them except newspapers use their official web page to publish a job opening and one of the seven or (14.28%) of the companies interviewed except newspaper and web page, use also radio as another method for a position opening.

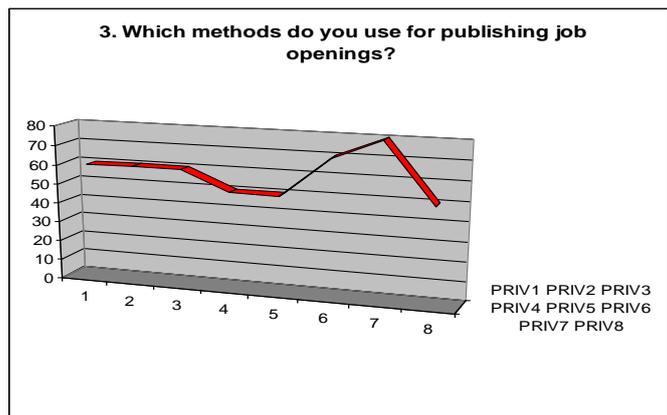


Chart5.6: Answers of Private sector on Question 3

In the Chart 5.6 it can be seen that from eight Private companies or said in percentage (100%) of them, taken form the sample. Three of them or (37.5%) use newspaper to inform people for job opening; three of the others form the seven companies or (37.5%) except newspaper use also official web site for informing people for a position opened. One of them or (12.5%) of the overall sample except newspaper and official web page use also employment agencies to make a larger pool of applicants and one of the companies interviewed or (12.5%) from the overall (100%) except newspaper, web page use facebook page and mailing lists to let people know about the position opened in their company.

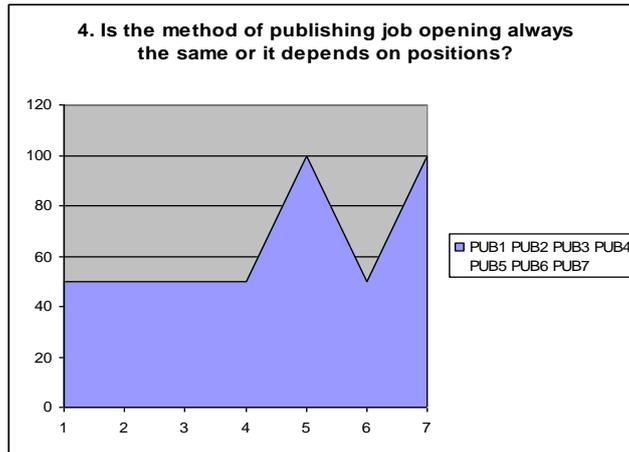


Chart5.7: Answers of Public sector on Question 4

Chart 5.7 explains if the seven Public companies use the same method of publishing job opening or if it depends on the positions opened. Five from the seven companies or (71.43%) out of (100%) use newspaper as the only advertisement method without taking into consideration expenses that they have in advertisement for each different job opening. On the other side two out of seven companies or (28.57%) use different advertisement method such as newspaper, web page and radio.

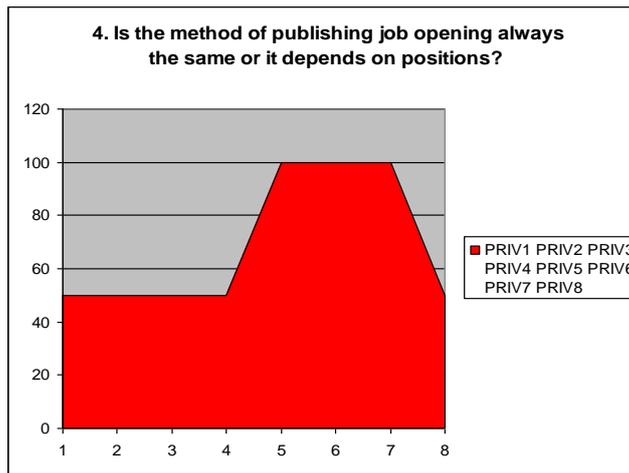


Chart5.8: Answers of Private sector on Question 4

Chart 5.8 describes the methods that are used for job opening for the eight interviewed Private companies. Five of the eight companies or (62.5%) use the method of advertisement through newspaper for different job openings. Without taking into consideration the expenses that comes with this advertising method. Three other companies from eight interviewed or said in percentages (37.5%) of them use different methods of advertising for different job openings. Such as: newspaper, web page, facebook, employment agencies and mailing lists. The usage of the different advertising methods for different job positions helps them to have lower expenses.

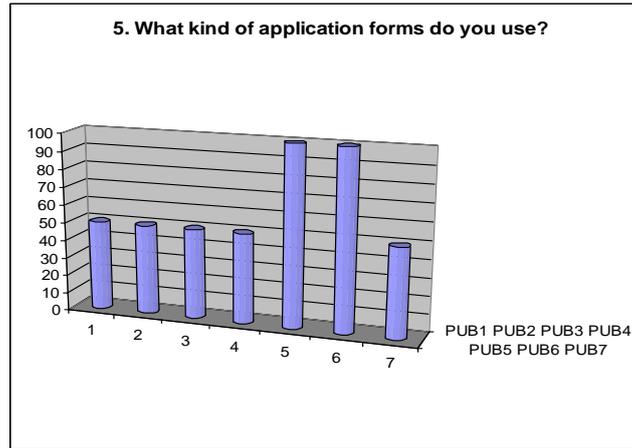


Chart5.9: Answers of Public sector on Question 5

In the chart 5.9 it can be clearly seen that from the seven Public companies interviewed. Five of them or (71.43%) use general form of application for every position opened and two out of seven companies or (28.57%) use specific application for each job opened.

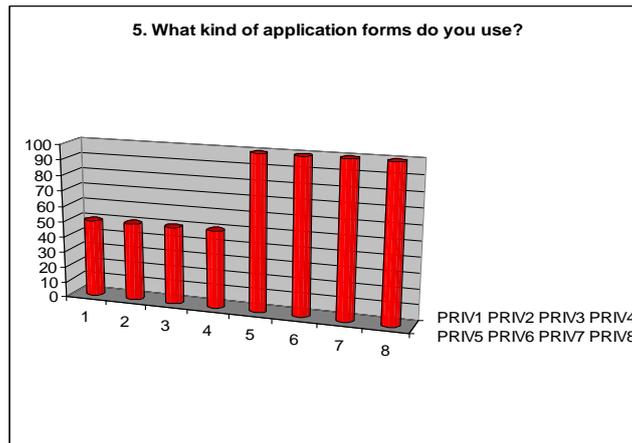


Chart5.10: Answers of Private sector on Question 5

From the chart 5.10 above it can be clearly seen that from the eight Private companies interviewed. Four or (50%) of them use general form of application and the other (50%) use specific application for each job opened.

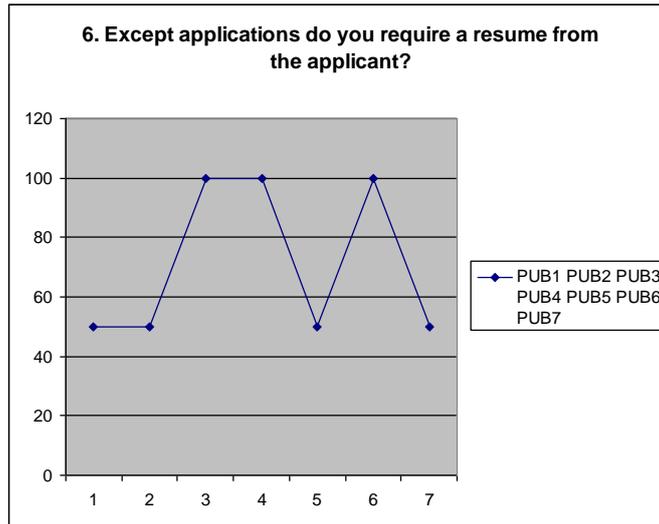


Chart5.11: Answers of Public sector on Question 6

Chart 5.11 explains the sample of seven or (100%) of Public companies interviewed. Four of them or (57.14%) declared that they don't require a resume form the applicants. Three of the other companies or (42.86%) said that every applicant have to bring a resume both with the application.

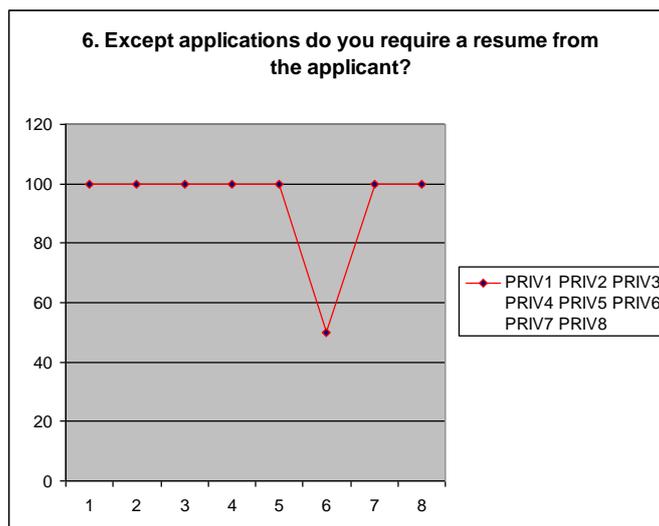


Chart5.12: Answers of Private sector on Question 6

It can be seen from the chart 5.12 that just one or (12.5%) out of the eight or (100%) Private interviewed companies do not require from the applicant to write a resume. Seven or (87.5%) other companies require both, the fulfilled application and a written resume in the same time.

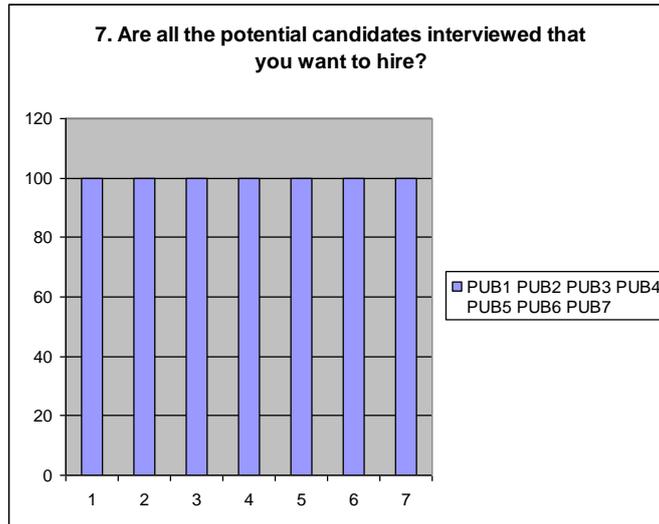


Chart5.13: Answers of Public sector on Question 7

From the sample of seven Public companies interviewed, in the chart 5.13 it can be seen that all of the Public companies from the sample or (100%) of them prepare an interview for the applicants that they want to hire.

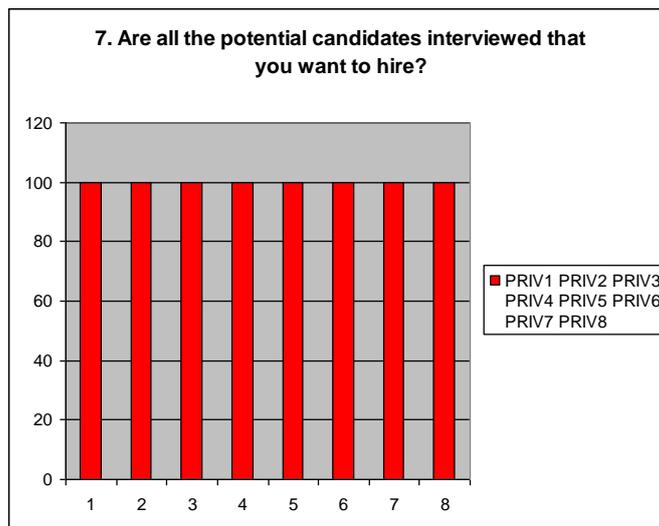


Chart5.14: Answers of Private sector on Question 7

In chart 5.14 it can be clearly seen that eight Private companies of the sample or said in percentage (100%) of them make an interview for all the applicants that they want to hire.

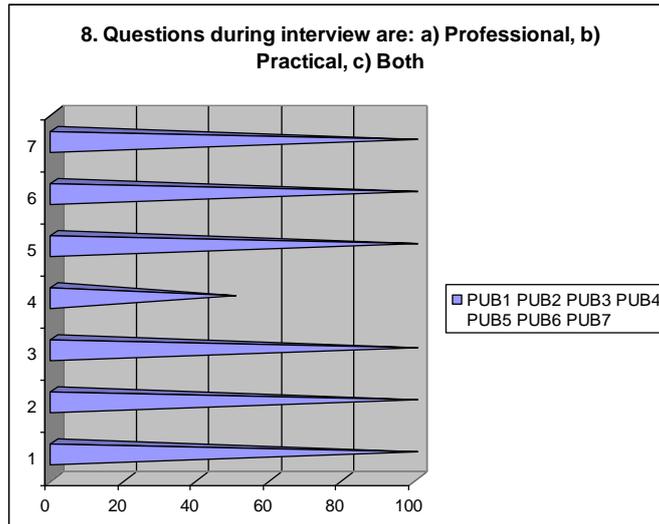


Chart5.15: Answers of Public sector on Question 8

From the chart 5.15 above it can be clearly seen that from seven or (100%) of the Public companies interviewed, just one of them or (14.28%) makes just professional questions during the interview. Six or (85.72%) of the others use both questions practical as well as professional to know better the both sides of an applicant.

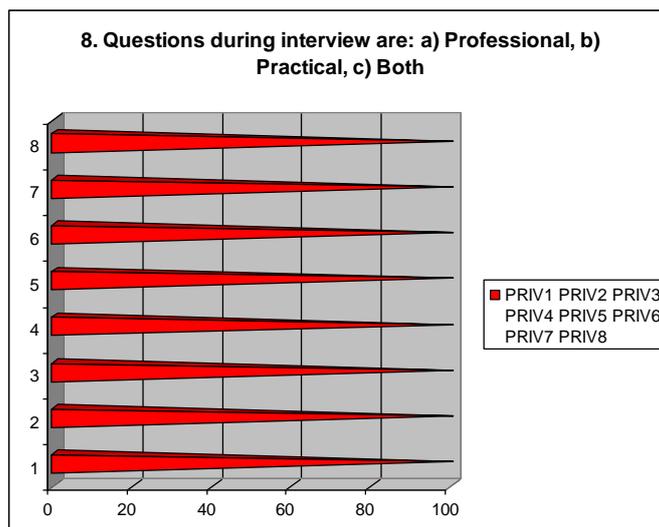


Chart5.16: Answers of Private sector on Question 8

From the chart 5.16 it is quite clear that eight or (100%) of the Private companies interviewed use both types of questions during the interview conducted with the selected applicants.

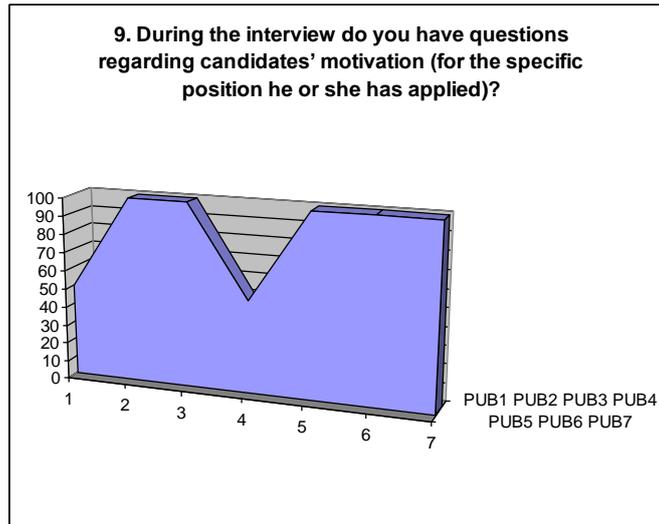


Chart5.17: Answers of Public sector on Question 9

Chart 5.17 explains the usage of motivational questions during the interview in the seven or (100%) of Public companies interviewed for the research. It can be seen that five or (71.43%) of them make motivational questions and two or (28.57%) do not make these types of questions during the interview. This means that those companies that do not make motivational questions, they look just if the applicants are job fit and to not give importance to the part of the motivational fit.



Chart5.18: Answers of Private sector on Question 9

From the chart 5.18 above it is crystal clear that eight Private companies or (100%) of them make also motivational questions during the interview, to see if applicants are not just job fit but also motivational fit for the job that they have applied for.

10. How does the process of recruitment work in Kosovo?

From the research that has been conducted, different companies had different thoughts how the process for recruitment work in Republic of Kosovo. From the fifteen of the overall number of Private and Public companies interviewed, eight of them or said in percentage (53.34%) answered that process of recruitment in Kosovo is subject to nepotism and political influences. Seven other companies or (46.67%) answered that recruitment process is conducted based of the policies and procedures that companies have to follow.

6. DISCUSSIONS AND CONCLUTIONS

As it can be seen from the results that came out of the research, all of the Private and Public companies have job descriptions for each of their employee's and most of them do not use traditional job descriptions. Nowadays job descriptions or competency-based job description that they use help them to work according to the changes that are accruing in the nature of the work and also enables them to find a flexible workforce that is multi skilled and able to perform more than one job.

Another advantage that can be considered is that all of companies interviewed have the law of **antidiscrimination** in their policies and procedures and it is applied in every step of recruitment and in the overall working process of their company. By offering the same opportunities for all of their employees, helps them to create a good publicity and a place where all the people want to work for.

For every company it is necessary to create a large number of applicants in order to select the most qualified people that have applied for a particular job. To inform a large number of people costs money. A considerable number of Public and Private companies in Republic of Kosovo use newspaper as the only advertisement method without taking into consideration expenses that they have in advertisement for each different job opening. Even that through newspaper ads it is easier to get immediate results they are quite expensive and it is not necessary to use them for every position opened in their company.

There are also, Public and Private companies that except newspaper use also their official web page and just a small number of them use some other marketing tools, such as: facebook, mailing lists, radio and employment agencies.

The next step after informing people about a job opening is to offer an application to all of the people that are interested to be part of a company. The form of an application is better to be specific than generic which is more applicable in Public and Private companies in Kosovo with which the chances on missing out of valuable information for all of the applicants are higher. Specific application for each position opened will help the companies to better evaluate the applicant if he or she is appropriate for that job with some of the general questions and professional questions as well.

To get more information about the applicant almost half of the Public and Private companies interviewed require a resume. This can help to know better the creativity and written communication skills of an applicant. The objective of an application and a resume is the same to; gather as much information as possible for the applicants. So, companies can use them together and get the benefits form each of them.

After screening the application and resume the applicants that are more qualified are invited in the process of interview. All of the Private and Public companies interviewed for this research conduct an interview with all of the selected applicants and the questions that they ask them are professional as well as practical except in one Public company that make just professional questions during the interview. Those questions

help them to know if the candidates are job fit but there it is also necessary to look the applicants attitude about the company. The desire to work in a company can sometimes be better predictor for the future of that applicant than the skills and education that he or she has. So, during the interview there is needed also to have motivational questions. Except in two Public companies these are also part of the interview questions for the rest.

As more than 50% of the Public and Private companies in this research said that the process of recruitment in Kosovo is influenced by nepotism and political issues. It can be considered a big mistake, because if they fulfill in a proper way all the phases of the recruitment they have to do it until the end when they decide which of the applicants is appropriate for the position opened. The best thing for a developing country is to hire educated people and employee the right people in the right place to achieve the objectives and become in line with other developed countries in the world.

Studying the recruitment process in Public and Private sector in Republic of Kosovo through questionnaires, analyzing the responses, we can conclude that more than a half of the employees in different companies win their position based on the nepotism and political influences. If someone recommends an applicant that is appropriate for that job opening than it can't be said that it is a mistake because these things happens also in developed countries. But in our country in most of the cases recommendations goes for inadequate applicants, and demotivate the others that try so hard to fulfill the requirements, required from the companies.

All of the companies interviewed for the research have job description for each of their employees and in most of the cases they use competency based –job description. This will help them to have a better work flow by employing a flexible workforce with different skills which can react according to the changes that are acquiring in the nature of the nowadays work. Another step that is fulfilled from all the companies in the recruitment process is that they have and apply policies and procedure to eliminate discrimination in the workplace, which helps them to have a diverse workforce.

Based on the answers from the research, the two phases that can be considered more critical to the recruitment process are: advertisement and general application form that most of the companies use. As newspaper is the most used tool for a considerable number of companies and it does not change even if the positions opened are different, it can create large expenses for Public and Private sector even that it is an advertisement form that can inform so many people in the same time.

The second critical phase considered is the phase that comes after advertising, where interested people start to get and fulfill the applications for the position that they are interested to apply for. But the problem in this phase is that more than a half of the companies use general form of applications for all of the applicants.

After deciding which are the applicants that fulfill the requirements for the position opened, all the Private and Public companies prepare an interview for them and a good thing to mention is that almost all of them use 3 types of questions (professional,

practical and motivational), that are necessary to be part of each interview in order to know the applicants better.

So, from the research conducted it can be said that almost all the steps for a successful recruitment are going in proper way. Except the advertising that is creating a lot of expenses, generic form of the application for all the positions and the final step when it comes to hiring process that it is not going according to merits but it's influenced from the outside factors.

7. RECOMMENDATIONS AND FUTURE WORK

Recommendations for Public and Private sector are going to be based on the three critical points of the recruitment process that are based on the research conducted and also some other recommendations are going to be toward the future researchers.

As it is mentioned in the conclusion part that advertisement is creating large expenses, it could be better for all the companies to start applying also social media, such as: (Linked in, Face book, Twitter etc) which are being utilized by many companies around the world.

Then, it is necessary to distinguish the advertisement tools for different positions. For (e.g. if the position opened is for a manager then they can be use more expensive tools, but if companies need students just for summer season they have to try too find other ways to inform this target group, such as through: campus recruiting)

The usage of different advertisement methods for position opened can lower the expenses and inform more people than through using just one of them. So, except newspaper and official web page it is recommended for all Private and Public companies to start using also: campus recruiting, direct mail, company sponsored events and also social networking sites.

The second recommendation is for the usage of generic application form in more than a half of companies interviewed. Through that form of application it is impossible to get professional information as it is the same for all of the applicants that apply for different positions. So, even that specific form can be more time consuming to prepare for each position its worth it, because through the application companies can get a lot of information from the applicants and it can be considered as a pre test for them.

Third critical point or most important point in the recruitment process can be considered the phase when companies start to hire applicants. They must hire applicants according to merits and not to let the others to have an impact in this process. Because the future of a company depends on whom they hire!

Of course that this research can not clarify and explain all of the recruitment processes, but it can serve in the future for the other researchers that might be interested to make further research in each of the recruitment steps mentioned in this paper. For the future work it would be good to conduct ethnographic methods of research by taking part on actual interviews and other recruitment methods performed by Private and Public sector to see from the inside how the process is handled.

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http://www.hirenetwork.org/pdfs/WorkingAhead/11_CCH_Applications%20and%2012_Resumes.pdf

<http://www.ipko.com/?cid=1,227>

<http://www.kek-energy.com/details.jsp?cid=3106&cat=181&l=0>

<http://www.lexadin.nl/wlg/legis/nofr/eur/lxwekos.htm>

<http://www.mercanrecruit.com/index.php/assess>

http://www.sbsonline.com/Local/Article/15595/66/0/Bound_together.aspx?Category=119

http://www.slideshare.net/ClearedJobsNet/using-social-networks-as-job-searching-tools?src=related_normal&rel=3567306

9. APPENDIXES

9.1 Questionnaire

QUESTIONNAIRE

Dear Mr. /Ms,

Thank you for accepting participation in my research which I am conducting for my thesis.

With this questionnaire I would like to obtain information about Recruiting employees in public and private sectors in Kosovo.

This research is exclusively based on personal experiences and opinions from different individuals that have passed through different stages of their profession.

ALL YOUR ANSWERS WILL BE HANDLED WITH HIGHEST CONFIDENTIALITY.

This research is developed under the supervision of Prof. Valon Murtezaj (email: valon.murtezaj@gmail.com), professor at UBT and lecturer of the course Human Resources Management.

For any comment or questions do not hesitate to contact UBT.

Interviewer:

Vlera Halili

1. Do you have job description for each employee's position?

- If yes would you be kind enough to attach one job description.

2. What does your company do in order to avoid discrimination of candidates and as an organization do you offer the same chances for everyone?

3. Which methods do you use for publishing job openings?

4. Is the method of publishing job opening always the same or it depends on positions?

5. What kind of application forms do you use?

a) General for all positions

b) Specific for each position

6. Except applications do you require a resume from the applicant?

7. Are all the potential candidates interviewed that you want to hire?

8. Questions during interview are:

- a) Professional c) Both
- b) Practical

9. During the interview do you have questions regarding candidates' motivation (for the specific position he or she has applied)?

10. How does the process of recruitment work in Kosovo?

9.2 Job Description

Titulli:	Inxhinier i faturimit dhe tarifave	Kategoria:	Profesionale
Departamenti/Grupi:	Teknik	Puna e nevojshme jashtë orarit	Po
Lokacioni:	Fushë Kosovë	Kërkohen udhëtimet:	Po
Niveli	B	Lloji i Pozitës:	Me orar të plotë
Kontakti BNJ:	hr@ipko.com		
Përshkrimi i Pozitës & Qëllimi:			
<ul style="list-style-type: none"> - Rregullimi i problemeve, konfigurim i dhe mirëmbajtja e sistemit të faturimit dhe tarifave - Grumbullon të dhëna teknike në lidhje me platformën e faturimit dhe tarifave në rrjet. - Ofron mbështetje për problemet e sistemit të faturimit dhe tarifave të dala nga funksioni i monitorimit. <p>Detyrat:</p> <ul style="list-style-type: none"> - Përgjegjës për sistemet e faturimit dhe tarifave, administrimit dhe trajtimin e tarifave - Përpilon raporte javore-mujore të performances - Krijimi, Menaxhimi dhe modifikimi i tarifave per telefonine fikse, internet, TV Digjital dhe shërbimeve te telefonise mobile - Përgjegjës për trajtimin e tiketave të problemeve, urdhëresave të punës dhe kërkesave të ndryshimit të raportuara nga Qendra e Monitorimit të Rrjetit. - Kryen kontrole rutinë të operimit ditorë, javorë dhe mujorë të sistemit të tarifave dhe faturimit. - Krijimi dhe administrimi i voucher (kuponeve) per (Telefonine fikse, Internet, TV Digjital dhe shërbimet e telefonise mobile. - Gjenerimi dhe testimi i faturave mujore per te gjitha shërbimet. - Kryen mbështetje të programuar për sistemet e faturimit dhe tarifave. - Administron klasat e tarifave dhe shërbimeve. - Zgjidhjen e problemeve harduerike. - Kryen detyrat tjera të caktuara nga mbikëqyrësi / udhëheqësi. <p>Aftësitë/Kualifikimet:</p> <ul style="list-style-type: none"> - Duhet të kuptoj mirë platformat e faturimit dhe tarifave. - Duhet të ketë njohuri të mira të teknologjisë së sistemeve të operimit UNIX / Linux, DB dhe java. - Duhet të kuptoj mirë standardet e Industrisë së Telekomunikimit, ambientin kryesor të rrjetit, GSM / Fiks teknologjinë. - Pjesë e ekipit. - Diplomë në Teknologjinë Informativë, Shkenca Kompjuterike ose diplomë ekuivalente. <p>Njohuri të gjuhës Angleze (të shkruar dhe të folur).</p> <ul style="list-style-type: none"> - Minimum dy (2) vite eksperiencë mbështetëse në faturim dhe tarifa. 			

9.3 Application form

FORMA PËR APLIKIM PËR PUNË (Përgjithshme)

Ipko është punëdhënës i cili ofron mundësi të barabarta për punësim dhe nuk diskriminon kandidatët e mundshëm me rastin e punësimit apo aplikimit për punë. Asnjë pyetje në këtë aplikacion nuk ju bëhet me qëllim të kufizimit apo pamundësimit të aplikimit për punë. Mundësi e barabartë punësimi, shërbimet dhe programet iu mundësohet të gjithë personave të interesuar.

Emri i aplikuesit: _____ Data: _____

Pozita/tat për të cilat aplikoni : _____

Adresa: _____

Telefoni #: _____ e-mail: _____

Orari i preferuar: ____ të plotë ____ gjysmë ____ praktikë

Data nga e cila ju mund të filloni : _____

A mund të punoni edhe jashtë orarit; nëse e domosdoshme? ____ Po ____ Jo

A mund të punoni gjatë natës; nëse e domosdoshme? ____ Po ____ Jo

A mund të udhëtoni; nëse e domosdoshme? ____ Po ____ Jo

A posedoni leje për vozitje ____ Po ____ Jo

Kush ju ka referuar tek ne? _____

Historia e punësimit

Ju lutemi, të shënoni informatat për të gjithë punëdhënësit tuaj të kaluar duke filluar nga punëdhënësi juaj i fundit.

1. Punëdhënësi: _____ Pozita juaj: _____

Adresa: _____ Telefoni #: _____

Mbikëqyrësi juaj, dhe titulli: _____

Datat e punësimit: nga _____ deri më _____ Rroga: _____

Përmbledhje e punëve: _____

Arsyeja e largimit nga puna: _____

2. Punëdhënësi: _____ Pozita juaj: _____

Adresa: _____ Telefoni #: _____

Mbikëqyrësi juaj, dhe titulli: _____

Datat e punësimit: nga _____ deri më _____ Rroga: _____

Përmbledhje e punëve: _____

Arsyeja e largimit nga puna: _____

3. Punëdhënësi: _____ Pozita juaj: _____

Adresa: _____ Telefoni #: _____

Mbikëqyrësi juaj, dhe titulli: _____

Datat e punësimit: nga _____ deri më _____ Rroga: _____

Përmbledhje e punëve: _____

Arsyeja e largimit nga puna: _____

4. Punëdhënësi: _____ Pozita juaj: _____

Adresa: _____ Telefoni #: _____

Mbikëqyrësi juaj, dhe titulli: _____

Datat e punësimit: nga _____ deri më _____ Rroga: _____

Përmbledhje e punëve: _____

Arsyeja e largimit nga puna: _____

Aftësitë dhe kualifikimet

Word 1 2 3 4 5

Excel 1 2 3 4 5

Kontabilitet 1 2 3 4 5

Outlook 1 2 3 4 5

Pajisjet
(fotokopjues, skaner etj) 1 2 3 4 5

Tjera

1 2 3 4 5

Shkruaj të gjitha trajnimet tjera të lidhura me punë, aftësitë, licencat, certifikatat, dhe/ apo kualifikimet:

Gjuhët

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

Historia e edukimit

Shëno shkollën dhe vendin, vitet e përfunduara, drejtimin, dhe të gjitha certifikatat apo diplomat e marra:

Shkolla e mesme: _____

Universiteti: _____

Trajnimet: _____

Tjera: _____

Referencat

Shëno së paku 3 emra referues, dhe numrat e telefonit (mos përfshijë të afërmit dhe punëdhënësit):

Me këtë unë autorizojë punëdhënësit potencial të kontaktojnë, marrin dhe verifikojnë

saktësinë e informative në këtë aplikacion.

Kuptojë që çdo mos prezantim i drejtë apo lëshim i bërë nga unë në këtë aplikacion mund të jetë shkak i mjaftueshëm për eliminimin e këtij aplikacioni apo ndërprerje të menjëhershme të punësimit nëse unë punësohem, kurdo që ajo të zbulohet.

Nëse punësohem, unë pranoj që nuk do të ketë afat të caktuar pune dhe se ky aplikacion nuk nënkupton marrëveshje apo kontratë punësimi. Gjithashtu, secila palë mund të ndërpres marrëdhënien e punës me vetë-dëshirë, me apo pa arsye në çdo kohë, në përputhje me ligjet e zbatueshme në Kosovë.

Unë vërtetoj që kam lexuar dhe plotësisht kuptoj kushtet e theksuara më lartë.

Nënshkrimi i aplikuesit: _____ Data: _____

