Managers in The Development of Higher Education in The Republic of Kosovo

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Abstract

Higher education in the modern world considered specific instrument that promotes the economic development of any country and therefore considered as factors that stimulates productivity and economic efficiency. Practices prove that not every investment in the higher education sector in economic development automatically convert. Even in Kosovo, despite the investment in the system in this segment which continues to be poor and without any progress in development. It is derived insufficient qualified people if at the same time is not reached to create infrastructure, institutions, legislation and motivation system on the concept of professional career. Harmonization of these segments and create the necessary synergy educated and skilled people that entered the market certainly qualitatively affect economic development. From this angle the modern direction of Universities is one of the elements of success for socioeconomic development. Higher Education system in Kosovo continues to face fundamental problems which continually degrade this segment. Evidenced most notably the inability of internal quality assurance, lack of legislation on the management of the university profile and lack of human resources for this feature. To prove this we analyzed a series of theories about the ways and models of successful management. These have compared the empirical data that emerged from the statistical survey. Indubitably it emerged that the current role of managers in universities is not compatible with social needs and expectations of university employees. Based on these data we have learned that the opinion and expectations of academics is that the direction of the university depends on a combined approach rector menxheriale-academic executive elements respectively. Further, by reliable research has proven that a successful rector except combined approach academic and managerial anyway should also be equipped with additional knowledge in order to be on the needs of social cohesion.

Keywords: higher education, university, management, direction, rector, performance

1. Introduction

Higher Education in Republic of Kosova as in developed countries is treated as a service as well as public good. As such it needs to respond, adapt and precede changes at the work market as well as social-economic development of the country. Changes that should occur on the social life, to be effective and efficient are requested to be managed and directed through rational processes. This concept is in particularly important for countries under transition due to the fact that they are travelling in one long and difficult process of social transformations from one system at the other. Therefore the problems of transformation and modernisation appear in particularly at the certain segments of the society as education and employment. The history of the system development of the Higher Education in Kosova during three past decades was essential point of continuous transitions with different characters. This phenomenon unfortunately is continuing producing dilemma effects too challenging for directors of these institutions. The Higher Education system to be functional and in full capacity should integrate teaching and science research. It is important that not only the performance of each individual on the academic life to measure and evaluate above these two directions, but also students should learn from academics that contributed in science as well as on social life of the country. The standard of teaching is not getting increased only by good pedagogue but also by good researchers. In the most general sense, in order to achieve the declared or stated objectives, the need and the task of coordinating and managing human and material resources in the field of higher education are presented. Human resource planning in this segment includes a range of activities aimed at creating the potential for employees to realize their potential.Human resource planning is undoubtedly a process whereby the mission, vision and strategy of a particular institution should be defined and clarified by linking human resource activity. For this reason, the vision, mission, strategy, policies and objectives of a particular institution should be addressed by educated human

resources and recruited according to a selected plan.This should be done based on a dynamic that exclusively determines the development of human resources and creates opportunities for continuous monitoring of performance and guidance for their continuous development. Qualitative human resources are a prerequisite for a proper establishment and management of each institution. The development and expansion of knowledge-based economy is largely due to the connection of the developing process of the new technologies, which were also influenced by the flow of information.The use of constant knowledge and learning directly influences the styles and systems of management and modelling in an institution. The postmodern world imposes managers on engagement and strong engagement to reach the level of awareness that is understood as the "learning organization".

- **Sample of the study**

To accomplish this study, we have determined that data collection is carried out through self-administered questionnaires and interviewing. The questionnaire was distributed to three public universities operating in Kosovo, which we consider to be more consolidated in terms of the institutional and academic structure, while the interview was distributed to three former rectors of three Public Universities in Kosovo.The main purpose is to collect data from these institutions as well as the opinions of former rectors regarding the management of these institutions. The way of personal contacts was used to distribute the questionnaire and to take interviews with universities. In this manner will be accompanied by verbal explanations of the role and importance of questionnaires, interviews and self-study.Through direct contacts, the questionnaires were distributed and interviews were made to former rectors at the University of Prishtina, "Hasan Prishtina" - Prishinë, "Haxhi Zeka" University and at "Ukshin Hoti" University - Prizren. On the research procedure of the existing literature on the performance management of universities, we will try to reflect the fundamental importance of this problematic.Actually, from the data we have so far, it should be noted that there are few studies in the country or beyond that are deepened and have carried out simultaneous assessment of the type of change, environment, process and managerial performance outcomes in universities. Likewise, most of the process models are reflected in the form of recommendations or suggestions, but there are few empirical studies on linking factors with the results of change that would ultimately provide an appropriate model.The purpose of the study will focus on identifying factors that influence the management of Higher Education in Kosovo. The methodology to be used will be in the function of achieving this goal. It claims to combine primary data with secondary data. Secondary data are the result of reviewing a wide and modern literature on change management, types of change, environment, patterns of change process as well as results of changes.This literature is provided by 6 searches at electronic libraries of several American and European universities, as well as from a number of other Internet resources. It has served to supplement theoretical part of work. The primary research claims to rely on analysis of collected data through questionnaires distributed through academic units of Public Universities in Kosovo as well as interviews taken from the former rectors of the three universities taken in the study.The research work aims to test the links between the conceptual model variables in the university institutions taken in the study in order to answer the following research questions: What are the factors that influence management of higher education in Kosovo? Does the quality of management in higher education in Kosovo influence MEST cooperation with international projects? Is there a link between signatures of the opinion poll questionnaire on management of higher education in Kosovo? To accomplish this research work, it is planned to use mainly quantitative methods, respectively the implementation of questionnaire technique for collecting and providing data, as well as interviews for collecting and providing opinions from former rectors. Therefore from existing sources we have found that there is not a wide literature on issues related to scientific treatments for managing the performance of Universities in Kosovo. As such in this volume, most of them during handling of the matter use a qualitative research method. But according to Ford & Greer (2005), despite the fact that scholars usually suggest qualitative methods to understand the university management process, the realization of survey-based empirical research can also help them track and recognize the issue. In this case the study should not imply that for our topic we will rely only on this data. With aim to respond the research questions we consider that use of questionaries' as a method for data collection on this study will enable us as follows: identifying and investigation of possible connections between variables taken on the study on a manner for those to be used to "fulfil" previous studies which usually used qualitative methods. Therefore interview will enable us to provide the opinion of former rectors regarding managing, quality, performance and the profile of the rector for satisfactory managing of Universities.A broader explanation for selecting quantitative method for carrying out the research, data collection procedure, measurement units and way of compiling questionnaire is given below in the framework of this draft. We started research part with treatment of the chosen method of study. The following is how questionnaire was compiled and the coding of questions, validity and reliability of questionnaire ended with the sample determination and data collection procedure.

- Measuring instruments

For this study, a questionnaire was used to obtain the opinion of academic staff on Higher Education Management in Kosovo, built out of 21 questions. The assessment of questionnaire is done with Likerts scale from 1 to 3. The high points in this questionnaire show a positive outlook on the management of higher education while the low scores are not content with the degree of management. The internal consistency analysis of the questionnaire was measured with the Cronbach alpha coefficient. Alpha ($α = .789$) was very good for total questionnaire. Also for primary collection of data we used single interview compiled by 15 questions, where were interviewed three former rectors of Universities taken on the study. The aim of this interview is obtaining opinion from former rectors regarding the role of managing or academicRector in obtaining of quality in universities.This questionnaire has four signatures; Teaching Quality Degree ($α = .753$), high scores show a high quality; Inclusion of Academic Staff ($α = .671$), high scores indicate the involvement of academic staff in academic life and decision-making in higher education in Kosovo; Performance Management Rate ($α = .656$), high scores show that management considers staff performance in actions undertaken at higher education institutions, Rector Profile Rate ($α = .919$) at highest scores managerial approach and low academic approach points.

- DISCUSION OF THE RESULTS

The use of knowledge and intellectual capacity within organizations has shaped competition and is the main source of effective management (Wang, Noe, & Wang, 2014). Through management, the organization generates the value of intellectual property based on knowledge (Masic, B & Boljanovic, D.J. 2006). Academic staff in higher education are persons who are directly in touch with the recipients of services that are students. Because of their position, they find it easier to detect signs of a system malfunctioning within an organization or an institution.Certainly when we give you the opportunity to communicate, their opinions or concerns about the hierarchy and organization of the institution, we create opportunities to improve the management situation. Shahini M. (2016, personal contact) cites that a good manager has a duty to create a structure within the institution that influences its empowerment. This would indicate that within management, manager is most experienced person and knows his responsibilities. A manager worthy of his duty must be professional, empathetic, convenient, visionary, and have clear understandable goals for his employees.In this context also culture plays an important role as it can shape the relationship between the manager - academic staff. Examining leadership theories and approaches in higher education system will ensure knowledge and understanding of conceptual side of theories of direction, development, applicability and relevance in improving management process. Discussed theories in this paper have helped to deepen the knowledge of concept-leadership skills within higher education institutions in Kosovo.

Through the clarification provided on definitions the concept of "management skills", a broad view is made on its validity in higher education institutions. The study has paid particular attention to the explanation of leadership theories through: personality traits, driving styles, motivational skills, interaction, transformation, authenticity, ethics, group management skills, personality types, culture and direction.Through the study of these theories, they adapted, designed and conducted their testing in the Kosovo context, in order to discover perceptions of leadership capacities, skills and competences of the head of public higher education in Kosovo. This study, through its analysis of literature and quantitative research, found that management of higher education institutions in Kosovo is not at a satisfactory level as almost half of the participants considered the management of higher education from dissatisfied in average satisfied.Based to the fact that their opinions are measured, it may be speculated that since the concept of management is new in Kosovo, it is likely that opinions are also influenced by the old concept of institution management in Kosovo, which is also supported by the fact that most of the participants were for a manager with a academic approach or a combined academic and managerial approach.Therefore due to the fact that younger people have had more orientation for a managerial approach of the rector, while older ages for a rector with an academic approach. However, it can also be considered as a part of the transition of higher institutions in Kosovo, which entered the Bologna process without any prior preparation and above all without a clear concept of this process, or what would be the long-term effects of this process. Participants also answered to the majority that poor implementations of standards by those who manage the university create problems to ensure quality in higher education in Kosovo. These findings do not question the fact that a good education system is the essence of economic growth and development, but questions as to how it should be realized. Improving the quality and weight of education is extremely difficult because there is no Kosovar model to achieve this goal effectively, but models from abroad are constantly required. Precisely by this context the management of higher education institutions in Kosovo is in poor condition. Institutions of this level are almost traditionally managed by teachers who are unprepared in the theoretical and practical aspect of managing an educational institution. As such, they do not know the basic concepts and principles of basic

management and more less those of the leadership of higher education institutions. Knowing the role and importance of higher education in society emerges that sustainable economic, cultural, scientific and technological development without qualitative education can not be achieved and that there is no quality education without management respectively in the professional direction of educational institutions of this level.

The study found that higher education teachers would prefer an academic approach to managing rector and combined and that this fact did not change if the participants were female or male gender. This fact may not be a surprise as the manager is an individual who brings leadership, his style of management and his personality. The personality of a manager within a university is usually not related to personal traits, but to those academic ones. Another important fact is that in general many studies have not found gender differences in managerial styles even though this task includes personal values, social values as well as business values and attitudes towards the task. Meanwhile, an important factor according to the study is the application of standards. In addressing the participants about their opinion on what is a problem to ensure quality, they responded to the majority that poor implementation of standards by those who manage the university 39.4% followed by those who say it is not correct implementation of them 36.9%. As is seen by the results 23.7% of participants dedicate inability of the university management to perform the duty. Reactions of the surveyed regarding their dissatisfactions as for "mismanaging" of the university give space for discussion regarding, first managerial skills of respective person, it means the manager regarding the implementation of effective policies escaping from ad-hoc that oversee among others not only entry in reformation process the Bologna one, however also necessary facilitiesfor such a thing.During this transitional process it should be noted that a good manager should be ready to develop a strategy based on short-term effects, preparation of administrative and academic staff as well as material costs. Second, since the manager is the 'top of the hierarchy' his responsibilities must be large and based on ideas and goals to push the relevant institution.This, inter alia, implies that that person should not be influenced in any way to carry out his duty without having any conflicts of interest (material benefits or involvement in any political party or persons suspected of corruption). Another reason to explain this issue, so the manager's influence on mismanagement of the institution is also based on general and traditional perception that a good / effective manager is considered a person who has a high academic background in any fieldand prestige assigned in society.However, international practices do not determine the best manager based solely on the two factors mentioned above, as one of them must, amongst others, be innovative, ready to make slow and tough changes but with positive effects, and among other things have a managerial tendency (an education that is entirely related to managerial skills). - As to the fact that surveyed said that another reason why university quality is somewhat compromised is due to incorrect application of the standards previously set by institution itself. Higher education institutions in Kosovo have a few years of tradition in creating strategies or documents that in a way present a standard of education.But what is noticed is the lack of adequate information or their non-presentation in order to be applicable to Kosovo context. At the University of Prishtina or in other universities, there are offices that control the quality but are often not productive for academic staff because there is a lack of information or feedbacks. An interesting finding of this study is that in total men have had more positive opinions than women on the quality of management of higher education in Kosovo.In total, the Master of Science degree has had more positive opinions than those with PhD degrees on the quality of higher education management in Kosovo. The results show that female participants considered quality of teaching within higher education in Kosovo to be lower than those of male gender who considered it the highest. Men have considered higher involvement of staff in decision-making or other processes of academic and managerial life in higher education in Kosovo compared with female participants who considered it lower. These findings confirm that task of a manager is to make productivity productive while the workers efficient. Since every institution has only one real source (its own people), it succeeds in order to make the workforce more productive.

- **Conclusions and recommendations**

Conclusions Higher education in the modern world is considered a specific instrument that promotes the economic development of each country and is therefore considered as a factor that promotes economic, social and political productivity and efficiency. Kosovo, despite investments made in the field of higher education, continues to face obstacles. This doctoral thesis with its research has shown that academic staff in Kosovo is not happy with how universities are leaded. Members of quantitative research as representatives of the high academic staff in Kosovo reported that this system has more need for implementation in correct way of strategic documents, to have more knowledge regarding those documents as well as to monitor their implementation. The study shows that achieving of a high academic quality in higher education is closely related to the position of manager of university who should ensure inclusion of the staff, sharing of good experiences and to be able to make good managing of performance.The higher institution manager, according to this study,

will have to be a leader who not only promotes the value of knowledge, but at the same time knows to place the university at the centre of national and international collaborations. The obtained results show that a combined-access manager is the best form of quality assurance and quality management at the university. Of course, it is inadequate to attract qualified people if at the same time no infrastructure, institutions, legislation and motivation system can be established on the concept of professional career. Harmonisation of these segments and creation of necessary synergy for educated and skilled people to enter the market, undoubtedly influence qualitatively in economic development. From this point of view, the modern direction of Universities is one of the elements of success for socio-economic development. The Higher Education System in Kosovo continues to face the underlying problems that constantly degrade this segment. An important element of this study is related to a manager who is able to engage and engage teachers in improving quality and takes into account their thoughts in the decision-making process.Therefore the attention will also be paid to performance management and remuneration system. This point would be achieved by advancing the staff. They have to neglect the traditional side of education and forms of information transmission to students through lectures where they are passive, reform requires their greater activity. The results show that PhD-level PhD students considered the quality of teaching within higher education in Kosovo to be lower than those with a Master's degree that they considered to be the highest.The study found significant differences in the distribution of variance of staff involvement in statistical aspect according to managerial position of participants. The results showed that difference was only for female gender, where women without managerial positions (academic staff) were more satisfied with staff involvement than those in middle positions (deans or pro-deans) who were dissatisfied with staff involvement. In recent years, higher education institutions have adopted flexible ways of advancing the staff and their involvement in institutional life.The individual within the institution is seen as a source of promotion, opportunities and benefits for present and future. Nowadays it is increasingly seen the possibility of sharing knowledge within an institution as a very effective way of regulating behaviour within the institution, in particular in career advancement or improvement of the relationship between employees. Staff involvement is of great importance as it is the best way for a manager to enable them to understand their responsibilities and on the other hand to recognize their responsibilities.It is not controversial that a good education system is the core of growth and economic development. At the same time, improving the quality and weight of education is extremely difficult because there is no single political measure to achieve this goal effectively. It is inthis context that the management of higher education institutions in Kosovo is in poor condition. Institutions of this level are almost traditionally managed by teachers who are unprepared in theoretical and practical aspect of managing an educational institution. As such they do not know the basic concepts and principles of basic management and imagine the leading of higher education institutions.

Knowing the role and importance of higher education in society, it cannot be concluded that sustainable economic, cultural, scientific and technological development without qualitative education and that there is no quality education without management respectively professional direction of educational institutions of this level. In chapter I of the paper, the review of the opinions of authors dealing with issues of management and management in higher education was realized. The authors and researchers referred to as specialists of this segment provided a wide range of conceptual, theoretical and methodological information.

- Basic Management Concepts • Management has now become a multidisciplinary science necessary for all social activities, especially for secure and dynamic development of higher education institutions. As a specific science, management is directly related to management of institutions to achieve their objectives. • In the era before the Industrial Revolution, reign was the conviction that leaders were not created but born. But with gradual social developments, there was a need for leadership skills in the management of more complex jobs.In this manner the conditions for research and creation of basic management theories were created. Basic theory of management is compiled by the main theories, such as that of classical school represented by F. Taylor, Administrative Theory represented by H. Fayol, Behavioural Theory represented by E. Mayo, Theory X & Y represented by D. McGregor and Theory Z or Japanese theory founded by Ë. Ouçi. Meanwhile, the main methods that apply in managerial practices are: random access method and step by step method. • Based to analysis made to these theories, it was reconfirmed that management is governed by key principles such as discipline, authority, discipline, unified direction and command, overriding individual interests, rewarding work, centralization, hierarchical organization, regularity, equality, staff stability, organizational initiatives and culture. We also reconfirmed that management as core functions has the process of planning, organizing, commanding, coordinating, controlling and evaluating.Also, management skills are necessary, such as conceptual skills, human skills (communication with others) and technical skills. Public universities are run by leading governing bodies and by deans, pro-deans, heads of departments and faculty secretaries on the basis of legal regulations, development plans, curricula, scientific research and general academic

principles. The university management process is very complex. Higher education management structures are defined by law and statute of the respective university.Based on these documents the management of universities is consisted by Governing Council, Rector of university and the Senate. The governing council has general strategic responsibilities for effective institutional functioning of the University and has important responsibility especially in extract and change of the Statute, for appointing and dismissal of the Rector.The Rector is the principal leader of the University. The duties and responsibilities of the Rector are defined by statute relating to the organization, direction and general management of the University. University management is set by the rector in co-operation and in harmony with other organizational structures. The Senate approves important quality management documents such as development strategies, curricula, student enrolment plan, etc. The Rector, in co-operation with the Governing Council sets in motion all the general actions for the realization of these various teaching and scientific projects and projects through the deans of the faculties where the process of production of academic knowledge and skills are carried out.Among key factors for quality of unsatisfactory studies is precisely the complex process and structures in management of universities. With the aim of eliminating these effects, the Ministry of Education, Science and Technology has after a broad debate managed to pass on the Kosovo Government's new draft law on higher education. This draft law, which is expected to be adopted soon in the parliamentary procedure, will have a direct impact on the much better functioning of public universities. With the new regulated elections, the position of Rector, framing it into a management and management body, with all capabilities and competencies, will bring far more effective leadership approach to the quality assurance engagements. The aspect of executive tasks will exempt from excessive academic responsibilities and will raise awareness in terms of cooperation and respect with the Senate and its Chairperson. The mode of governing structure with all rights and responsibilities at the Board, Senate and Rector Level is automatically transferred to the Faculty and Board of Deans at the Academic Units.

- Recommendations

1. Increase of efficiency of planning of the high education. Priority should have the building of capacities of managing which would create a professional system of planning for human resources but also to support planning of high education in MEST 2. To develop the academic quality, through enforcement of investments in postgraduate education; to increase qualifications of university professors through trainings. 3. To settle objectives for increasing of the number of PhD graduates in considerable manner and to expand funds for PhD programs. The higher education institution in Kosova should strengthen relations between universities and industry as well as the council of science; development of excellence centres; to strengthen supervision of PhD; development of research standards and to involve postgraduate students in their fulfilment. 4. Strengthen the governance, leadership and high education managing. Leaders to rely and work closely with "quadruple spirals" for change: government leaders, high education leaders, business leaders and community to open regional strategy for high education. 5. To increase in adaption of education policies borrowed from developed countries. 6. To increase possibilities for profiling of teachers which want to orientate in aspect of managing of high education institutions? 7. To create policies that ensures a strong internal differentiation in favour of modern teaching as well as to create structures to support this process. 8. To create possibilities for professors of universities to raise the level of science research in world science level through distribution of their work in two work components "teaching and research (science)". 9. MEST should support institution of high education in increasing of quality and creating of modern system of internal managing of quality. Managing system of quality of one high education institution will involve all undertaken measures to ensure and to lead internal organisation and control processes which help high education institutions to achieve its objectives. High education institution should determine strategies and objectives determined as precondition to create and implement an internal system of quality managing. Measures will derive from these strategies and responsibilities in all levels of high education institutions should be determined. 10. Strategies, organisation and services of high education institutions will be the subject of systematic monitoring. The institution of high education should be supported in results and findings of internal monitoring, of its information and reporting systems as well as security measures of the quality, when it's about development and/or advancing of objectives and strategies as well as decision-making of managing.

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