

PERFORMANCE ASSESSMENT METHODS OF MANAGERS IN KOSOVO BUSINESSES

Hidajet KARAXHA

University of Prishtina, Prishtina, Republic of Kosovo
Corresponding author's e-mail: hidajetkaraxha@gmail.com

Abstract. Performance measurement is a constant challenge to economic sciences in general, and this study is a response to an increased need for performance measurements to ensure maximum efficiency on the use of human resources. The main goal of this study is to evaluate employee performance as a key component of employee performance management. This paper aims at determining the current development level of new performance measurement techniques experienced by the businesses in Kosovo. In this study, linear regression, Pearson's Chi-Squared test, and case study methods were used. The total number of case studies comprised 391, out of which 27 study cases were excluded because they did not apply any method of assessing the performance of the penitentiary. The results of the study have shown that businesses in Kosovo applying new evaluation methods of the performance of management staff ensure higher organisational performance. This study brings an added value to the field of application of performance measurement methods, exercising control and motivation of employees and contributing to the encouragement of businesses in Kosovo to apply new performance evaluation methods.

Keywords: *Managerial staff, organisations, strategies, success.*

INTRODUCTION

Performance evaluation can increase employee motivation through the feedback process, provide an estimate of working conditions and improve employee productivity by encouraging strong areas and modifying the weaknesses.

In this study, work performance assessment methods are addressed, including general performance analysis, narrative estimates, compulsory distribution, ranking tasks, quota systems, and visual evaluation methods. The study also makes use of the traditional methods and modern methods applied by Kosovar businesses. The paper incorporates the use of contemporary literature related to employee performance evaluation methods. The linear regression method issued to determine the application of the performance evaluation methods of managers. Data processing and analysis are implemented through software package for statistical analysis SPSS 20. Performance assessment is a key factor for an effective and efficient development of an organisation. Individual performance assessment is very useful for the growth dynamics of the organisation as a whole. Evolutionary change represents an attempt to improve aspects of the organisation that leads to better performance and does not affect the basic nature of business (Burke, 2008). Performance and satisfaction increase the level of acceptance of the proposed change (Holt et al., 2007). Performance measurement plays a significant role before

and after change as well as enables control during change (Oakland & Tanner, 2007). Zahra et al. (2006) state that one of the reasons for increasing interest in dynamic skills is their ability to influence the organisation performance. Liuhto (2001) points out that the age of new organisations is linked to positive change in performance. Change is not just an exercise to persuade employees to change; it is an exercise with negotiation and compromise (Cunningham & Kempling, 2009). The literature review on the research question is provided in the next part.

1. LITERATURE REVIEW

With regard to the definition of performance evaluation, Grote (2002) states, “Performance evaluation is a formal management system that provides the assessment of individual performance quality in an organisation”. According to Armstrong (2006), there are six ways to evaluate performance: (1) overall performance analysis; (2) performance writing narrative; (3) mandatory distribution; (4) mandatory referral; (5) quota system; and (6) method of visual evaluation. When public organisation operations are, to a large extent, based on rules and procedures, there is little need for transformative behaviour where leadership is intended to create trust in others, values and attitudes of employees (Kuipers & Groeneveld, 2013). “In the process of appraisal based on a Critical Incident Technique (Wagnerová, 2008; Bogardus, 2007; Durai, 2010), or the critical incident or using the Critical Incident Method (Duda 2008; Hroník 2006), the appraiser is obliged to keep written records on positive and negative actions related to the work of the employee in question (Durai, 2010)” (Kateřina, Andrea, Gabriela, 2013, p. 26).

In practice, a general analysis is a form of assessment, as it reveals the strengths and weaknesses that show where development can be achieved in order for managers to reach an understanding with their staff who want to evaluate the best work they are doing (Armstrong, 2006, p. 103). Management should always try to keep the learning environment in the organisation, i.e., an understanding of the organisational culture that leads to the improvement of the employee’s performance (Shahzad et al., 2012, pp. 975–976). Documentation and descriptive texts are the basic components of the narrative approach, which includes critical incident and essay methods (Mathis and Jackson, 2010, p. 345). The narrative approach offers evaluators the ability to provide written evaluation information, so this method can be applied to evaluate individually either a project or a team (Tabassum, 2012, p. 7). Forced distribution means that managers need to comply with a disaggregated distribution across the different levels. A typical normal distribution of evaluation is A = 5 %, B = 15 %, C = 60 %, D = 15 % and E = 5 %. Forced distribution achieves consistency of one type, but managers and staff rightly hesitate to apply this method (Armstrong, 2006, pp. 104–114).

Table 1. Forced Distribution (Source: Dechev, 2010, p. 17)

Evaluation	%
A	5–10
B	10–15
C	60
D	15
E	5

A compulsory distribution system is good for organisations. It can lead to decisions that cannot be protected when it has a negative impact (Lawler, 2003, pp. 2–3). Managers are required to set their staff so that order can be generated directly by assigning categories of employees, or indirectly through the transformation of performance evaluation in groups of employees (Armstrong, 2006, p. 114). Performance assessment systems are one of the most commonly used systems by human resource management in today's organisations. However, despite their widespread use, previous research has identified some problems with implementing performance appraisals. Consequently, these prejudices result in the lack of high, middle and low interpreting differentials. Forced ranking is a type of performance evaluation, where evaluations are necessary to fit along the lines of a certain distribution (Aune & Roed, 2011, pp. 2–3). In a forced distribution system, employees are ranked from positive to negative in comparison with the same place to be judged based on independent standards. "Human resource professionals have expressed concern that this practice leads to reduced productivity and distrust of management, minimises collaboration and teamwork resulting in high costs during evaluation periods" (Marlinga, 2006, p. 21). Quota systems determine the distribution of estimates and adjust the ratings of some managers after the event to ensure that quotas are completed at each level. They are usually applied retrospectively to ensure that, if salaries are related to performance, the cost of rising is within the budget (Armstrong, 2006, p. 115).

Performance evaluation can be categorized in two groups: (1) traditional methods (oriented to the past) and (2) modern methods (future-oriented). The traditional methods used in the past comprise the method of order, graphic evaluation scales, critical incident method and especially narrative (Shaout & Yousif, 2014, pp. 966–967).

Management by objectives (MBO) is a method of performance evaluation, in which managers or employers determine a list of objectives and make evaluations on their performance on a regular basis and finally make awards based on the results obtained (Khanna and Sharma, 2014, pp. 51–56).

Performance is assessed in achieving the objectives set by the management. "MBO includes three main processes: facility formulation, execution process and performance feedback" (Shaout & Yousif, 2014, p. 967). Objective management is a useful tool for developing and preparing staff for future roles within an organisation and assessing skill levels in their current organisational roles (Huang et al., 2011, p. 274). MBO includes continuous tracking and responses in the process to achieve targets as it goes down in the figure below (Ghicajanu, 2008, p. 2239).



Fig. 1. MBO process steps (Ghicaianu, 2008).

Comments on how to describe the 360-degree feedback interpretation and the development of important steps are provided below.

- a. Feedback is essential to learning. Your report contains information that can help you achieve success if you are open to feedback.
- b. Persuasion is a reality.

It is not advisable to create feedback if we disagree because there are many people responding based on their perception, and this is a perception that needs to be addressed. Observations often contain surprises and individuals can improve their relationships and their work. Companies are responsible for their development. The report raises awareness that feedback becomes effective (Kane, 2013, p. 1). With increased focus and teamwork, employee development and customer service, emphasis has shifted employees' feedback from the full range of resources. This input for performance feedback is called "360-degree assessment" as shown in the figure below.

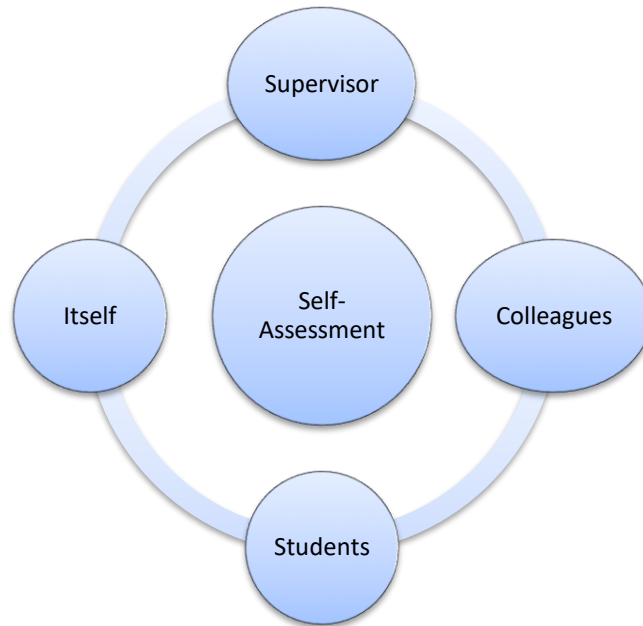


Fig. 2. The 360-degree assessment (Shaout & Yousif, 2014, p. 967).

The main goal of conducting the assessment is to find out how the candidate works in typical management situations. With the help of this method, employees get a broader perspective of their performance (Tripathi, 2016, p. 31). However, there are also disadvantages of psychological assessments, such as consumable and costly time, as well as various psychoanalytic skills (Singh, 2015, p. 39). Performance capability may be one of the factors influencing stress assessment, and vice versa, the assessment of such a situation can affect performance (Rith-Najarian, 2011, p. 32).

2. METHODOLOGY

A regression model contains three components: random component, systematic component and binding function. Case components are Y_1, Y_2, \dots, Y_i , which are thought to be independent case variables, with distribution from the exponential family. Thus, the distribution of Y_i is not identical but belongs to the same exponential family. It is the function of three parameters:

$$Y_i = \beta_0 + \beta_1 x_{i1} + \beta_2 x_{i2} + \dots + \beta_p x_{ip}. \quad (1)$$

In the linear regression model, it is related to the Y_i average. Finally, the connector function of the two components are theoretically presented:

$$g(\mu_i) = \beta_0 + \beta_1 x_{i1} + \beta_2 x_{i2} + \dots + \beta_p x_{ip}, \text{ where } \mu_i = E(Y_i). \quad (2)$$

In cases where the random component receives a limited number of values, it is proposed to use the logistic regression modelling method. In this model, when random variables Y_1, Y_2, \dots, Y_n , are independent and have distribution of Bernuli (p_i), the relation between x_i and p_i is required in the form (Zafer, 2014).

$$\ln(p_i:1-p_i) = \beta_0 + \beta_1 x_{i1} + \beta_2 x_{i2} + \dots + \beta_p x_{ip} = \text{logit}(p_i) \quad (3)$$

The questionnaire was developed to determine the methods for assessing the performance of managerial staff. This questionnaire was addressed to owners / co-owners, directors, general directors, and all other level managers in Kosovo businesses. The compilation of the questionnaire is standard for all businesses surveyed in Kosovo. In compiling the questionnaire, factors affecting the enhancement of validity and credibility, such as the size of businesses and their managerial organisation, were considered.

Out of the total number of 391 study cases, 27 cases were excluded from the study because they did not apply any evaluation method of managerial staff. The data were analysed through the SPSS 20 program.

The use of formulas to estimate the size of samples is as follows (Yamane, 1967):

$$n = N/(1+Ne^2), \quad (4)$$

where

n – the number of population elements;

N – the number of elements of choice;

e – the error limit.

The confidence level is 95 % with 5 % error limit.

The econometric linear regression model testing in this study was used to justify the relationship between dependent variables – enterprise success – and independent variables – performance evaluation of management staff applying modern methods for assessment and performance of managerial staff.

The econometric regression model is presented as follows:

$$Y_1 = \beta_1 + \beta_2 X_2 + \beta_3 X_3 + u_i, \quad (5)$$

where

Y – dependent variables, i.e., enterprise success;

β_1 – constant;

β_2 – coefficient close to independent variables;

X_2 – independent variables;

β_3 – the coefficient close to independent variables;

X_3 – independent variables.

Results and discussion are provided further.

3. RESULTS AND DISCUSSION

The linear regression model is used to test the impact of the application of management performance assessment methods (see Table 2).

Table 2. Applying Methods for Managerial Staff Performance Assessment (developed by the author)

Coefficients					
Model		Non-standardised coefficients		Standardised coefficients of	<i>t</i>
		<i>B</i>	Error Std.	<i>Beta</i>	
	(Constants)	8.403	0.178		47.112
1	Do you use new management performance assessment methods?	−0.535	0.162	−0.165	−3.294
Summary of Model					
Model	<i>R</i>	' <i>R</i> Square'	Adjusted square'	Evaluation Error Std.	
1	0.165 ^a	0.027	0.025	0.814	

From the data in Table 2, we can conclude that the model has the form:

$$Y = 8.403 - 0.535X_2 + u_i \quad (6)$$

It is necessary to test independent variables for their significance through the importance of hypotheses H0 and Ha:

H0: $\beta_2 = 0$ meaning that variable X_2 is not statistically significant;

If: $\beta_2 \neq 0$ which means that variable X_2 is statistically significant.

Table 2 shows that the probability of the coefficient β_2 is Prob./Sig./*p*-value = 0.001, which means that it is smaller than ' $<$ ' $p = 0.05$. Consequently, hypothesis H0 is rejected and hypothesis Ha is proven that variable X_2 is statistically significant.

The model interpretation demonstrates that new methods for management performance assessment increase performance by 1 unit, and other factors produce 'Centrix Parapus' effect on organisational performance management challenges as affecting factors of valuation reliability with 53.5 %. Thus, there is a statistically significant positive link between the challenges of organisation performance management systems as influencing factors of assessment reliability and new

managerial staff performance assessment methods. Explanation of this model is 2.5 %.

Moreover, we can say that the econometric model of ANOVA linear regression gives us the same conclusion, which can be found in Table 3.

Table 3. ANOVA Applying Methods for Managerial Staff Performance Assessment (developed by the author)

Anova					
Model	Square amount	df	'Mean' on square	F	Sig./p-value
Regression	7.189	1	7.189	10.853	0.001 ^b
1 The remaining	257.670	389	0.662		
Total	264.859	390			

Based on the results provided by the analysis presented in Table 3, where the regression significance is $p = 0.001$ that is smaller than 0.05, the relationship between dependent variables:

a) Dependent variables: Do your organisation performance management systems experience any of the following challenges which are influencing factors of assessment reliability? and independent variables;

b) Predictors: (Constant), Do new management performance methods approve management performance? are significant among themselves.

The application of modern (communicative) performance evaluation methods is an influencing factor of the credibility of the assessment (see Table 4).

Table 4. Challenges in Performance Management Systems and the Use of New Managerial Staff Assessment Methods (developed by the author)

Do your organisation performance management systems experience any of the following challenges, which are influencing factors of appreciation? * Do you use new management performance assessment methods?					
			Do you use new management performance assessment methods?		Total
			Yes	No	
Do your organisation performance management systems	Documentation consistent with performance by supervisors	No.	2	0	2
		% of total	0.5 %	0.0 %	0.5 %
	Poor performance management system connection with other human resource practices	No.	0	1	1
		% of total	0.0 %	0.3 %	0.3 %

experience any of the following challenges, which are influencing factors of appreciation?	Poor forms with design rating	No.	1	2	3
		% of total	0.3 %	0.5 %	0.8 %
	Lack of accountability of employees to meet performance goals or performance criteria	No.	4	0	4
		% of total	1.0 %	0.0 %	1.0 %
	Non-compliance with ratings	No.	6	0	6
		% of total	1.5 %	0.0 %	1.5 %
	Failure of supervisors to provide ongoing feedback	No.	5	2	7
		% of total	1.3 %	0.5 %	1.8 %
	None of these	No.	346	22	368
		% of total	88.5 %	5.6 %	94.1 %
Total		No.	364	27	391
		% of total	93.1 %	6.9 %	100.0 %

Challenges in performance management systems should be included in the study of human resource management. At an organisational level of analysis, businesses surveyed in Kosovo assume that an organisation that has a good performance is one that achieves its objectives successfully and uses new management performance assessment methods. In other words, it effectively implements an appropriate strategy. Referring to the data presented in Table 4, surveyed businesses estimate that the use of new performance evaluation methods is a significant factor for assessing credibility. It should be noted that 364 or 93 % of surveyed businesses stated that they did not experience any of the challenges related to performance management systems, such as poor performance management relationship with other human resource practices, poor design patterns, lack of employee accountability for meeting performance goals or criteria, failure to comply with ratings, failure of supervisors to consistently provide feedback, etc.

Chi-square test results – reliability between challenges in performance management systems and the use of new managerial staff assessment methods – are presented in Table 5.

Table 5. Chi-Square Test (developed by the author)

	Vlera	df	Asymp. Sig. (2-sided)
Pearson's chi-square	36.642 ^a	6	0.001
Proportion of chance	17.624	6	0.007
No. valid case	391		
10 cells (71.4 %) are assumed No. less than 5. The acceptable minimum of No. is 0.07.			

The Chi-square test analysis confirms that there is strong evidence of the relationship between the challenges of performance management systems and the use of new managerial staff assessment methods, which is also proven through the Pearson's Chi-square is = 0.001 with the degree of freedom $df = 6$, $p < 0.001$. Since the p value is less than 0.05, this analysis verifies the relationship of significant importance to the variables between them. Table 6 demonstrates the use of methods for assessing the performance of managerial staff and the ability to experience the challenges as influencing factors of credibility of assessment.

Table 6. Types of Methods for Managerial Staff Performance Assessment and the Ability to Experience the Challenges as Influencing Factors of Credibility of Assessment (developed by the author). Do your organisation performance management systems experience any of the following challenges, which are influencing factors of appreciation?

	Which methods do your business use to evaluate the performance of management staff?								
	Survey	Interview	Questionnaire analysis	Checklists	Overall performance analysis	Performance (narrative) assessment	Forced distribution	Forced Ranking	Method of visual evaluation
	No.	No.	No.	No.	No.	No.	No.	No.	No.
Documentation consistent with performance by supervisors	2	2	2	2	2	2	2	2	2
Poor performance management system connection with other human resource practices	0	1	1	1	1	0	0	0	0
Poor forms with design rating	2	3	3	3	2	1	1	1	1
Application contrary to systems by supervisors	0	0	0	0	0	0	0	0	0

Lack of accountability of employees to meet performance goals or performance criteria	3	3	3	4	4	3	3	3	3
Non-compliance with ratings	3	4	5	6	5	4	4	4	4
Failure of supervisors to provide ongoing feedback	6	6	7	7	7	6	6	6	6
None of these	251	299	331	320	294	273	246	233	224

Table 6 outlines the types of methods used for assessing the performance of management staff and the ability to experience challenges that can experience performance management systems as influencing factors of appreciation. As a result of the findings that are presented by the total number of surveyed businesses, 251 businesses use observation as a method for assessing the performance of managerial staff, 299 businesses use the interview, 331 businesses use the questionnaire analysis, 320 businesses use checklists, 294 businesses use the general performance analysis, 273 businesses use narrative written performance estimate, 246 deploy distribution, 233 of them use bulletins, and 224 use the visual evaluation method. All these performance assessment methods used by businesses in Kosovo are factors that influence the reliability of evaluation.

CONCLUSION

Of the cases studied, the most widely used method for assessing the performance of managerial staff is the questionnaire analysis followed by the checklist method, then interview and finally the visual evaluation method. All of these performance evaluation methods are influencing factors of appreciation. Interpretation of the linear regression model shows that the variables have a statistically significant positive correlation between the challenges of the organisation performance management systems as influencing factors of assessment reliability and new managerial staff performance assessment methods. Performance evaluation is a process that involves taking intentional success actions that an individual or organisation has accomplished in performing certain tasks or meeting certain goals over a period of time. Therefore, it shows that performance assessment practices should be intentional rather than casual. Performance evaluation processes in Kosovo businesses are seen to be systematic and regular and are often characterised by personal effects caused by business concerns to use an assessment system that obstructs objectivity and fairness. According to Chris Obisi (2011, p. 92), another feature encountered in the field is that businesses often ignore management by objectives, critical incidents to personal prejudices. This is retrogressive as it affects the overall performance of the individual. Meanwhile, traditional employee valuation methods are being compensated by modern methods of assessment. For Kosovo businesses, objective management is seen as a performance appraisal method, in which managers or employers set a list of objectives and makes assessment of their performance on a regular basis and ultimately determines remuneration based on the achieved results set by management. The 360-degree

assessment method, where subordinates evaluate their supervisors and the appraiser evaluates him/herself, should now be considered by the organisations.

REFERENCES

- Armstrong, M. (2006). *Performance management*. 3rd ed. London: Kogan page.
- Aune, M., & Roed, J. (2011). Forced Ranking: Friend or Foe? – On forced ranking and its effect on intrinsic motivation, justice perceptions and performance. Master Thesis, Master of Science in Leadership and Organizational Psychology, BI Norwegian Business School.
- Balogun, J., & Hailey, V. H. (2008). *Exploring Strategic Change*. Third edition, FT Prentice Hall.
- Bogardus, M. A. (2007). *PHR/SPHR: Professional in Human Resources Certification*. Indianapolis: Wiley Publishing.
- Burke, W. W. (2008). *Organization Change: theory and practice*. Second edition, Sage Publications, Inc.
- Cunningham, J. B., & Kempling, J. S. (2009). Implementing change in public sector organizations. *Management Decision*. Emerald Group Publishing Limited, 47(2), 330–344. <https://doi.org/10.1108/00251740910938948>
- Dechev, Z. (2010). Effective Performance Appraisal – a study into the relation between employer satisfaction and optimizing business results. Erasmus University Rotterdam Faculty of Economics of Business Department of Economics, 1–71.
- Duda, J. (2008). *Řízení lidských zdrojů*. Ostrava: Key Publishing.
- Durai, P. (2010). *Human Resources Management*. India: Dorling Kindersley.
- Ghicajanu, M. (2008). Strategic Planning and Control in Management by Objectives. *Annals of the Oradea University*, p. 2239.
- Grote, R. C. (2002). The performance appraisal question and answer book: A survival guide for managers. New York: American Management Association.
- Holt, D. T., Armenakis, A. A., Field, H. S., & Harris, S. G. (2007). Readiness for organizational change: The systemic development of a scale. *The Journal of Applied Behavioral Science*, 43(2), 232–255. <https://doi.org/10.1177/0021886306295295>.
- Hroník, F. (2006). *Hodnocení pracovníků*. Praha: Grada Publishing.
- Huang, K., Chen, K., & Yien, J. (2011). Performance Appraisal–Management by Objective and Assessment Centre. *American Journal of Applied Sciences*, 8(3), 271–276.
- Kateřina, V., Andrea, Š., Gabriela, K. (2013). Identification of Employee Performance Appraisal Methods in Agricultural Organizations. *Journal of Competitiveness*, 20(2), 20–36. Retrieved from <https://www.cjournal.cz/files/131.pdf>
- Kane, S. (2013). Confidential 360-Degree Feedback Report. Teambuildersplus, p. 1–7.
- Khanna, M., & Sharma, R. K. (2014). Employees Performance Appraisal and its techniques. A Review. *Asian J. of Adv. Basic Sci.*, 2(2), 51–56.
- Kuipers, B., & Groeneveld, S. (2013). Implementing change in public organizations. *Paper presented at the 11th Public Management Research Conference*, Madison, Wisconsin, 1–40.
- Lawler, E. (2003). Reward Practices and Performance Management System Effectiveness, *Organizational Dynamics*, 32(4), 396–404. <https://doi.org/10.1016/j.orgdyn.2003.08.007>.
- Liuhto, K. (2001). How much does size, age, or industry membership matter in transition. *Problems of Economic Transition*, 43(12), 6–49. <https://doi.org/10.2753/PET1061-199143126>.
- Marlinga, J. (2006). Continuous Feedback: An analysis of performance evaluation and employee feedback systems in a trial court environment, Institute for Court Management Court Executive Development Program, 1–55.
- Mathis, R., & Jackson, J. (2010). *Human Resource Management*. 13th Edition, South-Western Cengage Learning.
- Meenakshi, G. (2012). Multi source feedback based performance appraisal system using Fuzzy logic decision support system. *International Journal on Soft Computing (IJSC)*, 3(1), 91–106. <https://doi.org/10.5121/ijsc.2012.3108>.
- Oakland, J. S., & Tanner, S. (2007). Successful change management. *Total Quality Management*, 18(1-2), 1–19. <https://doi.org/10.1080/14783360601042890>.

- Obisi, C. (2011). Employee Performance Appraisal and its Implication for Individual and Organisational Growth. *Australian Journal of Business and Management Research*, 1(9), 92–97. Retrieved from http://www.ajbmr.com/articlepdf/AJBMR_16_10i1n9a10.pdf
- Ozdamar, K. (2011). Paket Programlar ile İstatistiksel Veri Analizi – 1. Kaan Kitabevi. Eskişehir.
- Rith-Najarian, L. (2011). The role of Performance in the Stress Re-Appraisal Process. *Indiana University Undergraduate Journal of Cognitive Science*, 6, p. 32.
- Singh, P. (2015). Performance Appraisal and it's Effectiveness in Modern Business Scenarios. *The SIJ Transactions on Industrial, Financial & Business Management (IFBM)*, 3(4), p.39.
- Shahzad, F., Luqman, R., Khan, A. & Shabbir, L. (2012). Impact of Organizational Culture on Organizational Performance. *Interdisciplinary Journal of Contemporary Research Business*, 3(9), 975–976.
- Shaout, A., & Yousif, M. K. (2014). Performance Evaluation – Methods and Techniques Survey. *International Journal of Computer and Information Technology*, 3(5), 966–967.
- Tabassum, A. (2012). Performance Appraisal Practices in a Developing Country: Case Study of a Ngo in Bangladesh. *Journal of good governance and sustainable development*, 1(1), 1–15.
- Tripathi, R. (2016). Assessment Centers: Benefits and Shortcomings. *International Journal of Emerging Research in Management & Technology*, 6, 31–39.
- Wagnerová, I. (2008). *Hodnocení a řízení výkonnosti*. Praha: Grada Publishing.
- Zahra, S. A., Sapienza, H. J., & Davidsson, P. (2006). Entrepreneurship and dynamic capabilities: A review, model and research agenda. *Journal of Management Studies*, 43(4), 917–955. <https://doi.org/10.1111/j.1467-6486.2006.00616.x>.
- Zafer, B. (2014). Sequential Logistic Regression Analysis and Application (Unpublished Master Thesis, Istanbul: Mimar Sinan University, Institute of Science and Technology, Faculty of Arts and Sciences).

AUTHOR'S SHORT BIOGRAPHY

Hidajet Karaxha, (Ph. D. candidate), received the Bachelor's degree in Economics from the Faculty of Economics, University of Prishtina, in 2007, and the Master's degree in Economics, in 2011. He is the author and co-author of several scientific publications on manager's performance and has participated in some international conferences. He has worked as a professor at the vocational school "Centre of Competence" for several years, then at Strategic Pulse and other organisations.

ORCID iD: <https://orcid.org/0000-0001-5927-3490>