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Dear authors, reviewers and readers of CIT Review Journal,

On behalf of the Editorial Board, it is with great pleasure to introduce you the Journal's November Edition 2020, where a number of original, thought-provoking papers have been published. Established in 2014, CIT rev. aims to offer researchers, scholars, students and policy makers an international forum for sharing timely and up-to-date publication in diverse fields such as economics, business, information technology, engineering and humanities. I hereby take the opportunity to sincerely thank the editorial office members, authors, reviewers and guest editors for investing their efforts in fulfilling this purpose. I would like to close this message by inviting everyone to join as contributors for the next issue of the journal.

Once again I welcome you to this issue – November 2020 Issue and hope you find it informative and meaningful.

My best regards,

A handwritten signature in black ink, appearing to be 'S. Abazi', written in a cursive style.

Prof. Dr. Sokol Abazi
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EDITORIAL



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TOWARDS A SUSTAINABLE AND ENTREPRENEURIAL UNIVERSITY!

Nowadays, universities are facing several challenges on the way of creating value for their students, businesses, stakeholders, investors, human resources, communities, etc.

They have to find new opportunities, new way of creating and maintaining new market through positioning of themselves in front not only to students as the main target but at least five active and dynamic stakeholders. So, in traditional universities or higher education institutions, usually the main concern is related to main target: students.

Every resource and efforts within those HEIs goes for that target. This is how it works with those HEIs which are mostly teaching oriented.

In entrepreneurial universities one simple marketing plan is not enough, there are needed several and multiply marketing plans. At least one marketing plan for the categories: investors, human resources, communities, businesses, other stakeholders. Also the overall concern of an entrepreneurial university should be related with equity, product and market share.

This means that in the difficult road of creating a successful proposed value, an entrepreneurial university needs to focus more in marketing in order to be more entrepreneurial than traditional, and in order to go through

entrepreneurial need to focus more in proactivity that reactivity, opportunity, value proposition, and innovation.

This is a severe methodology for HEIs to use positioning as a key component in order to create a sustainable proposed value, competitive advantages and profits for all stakeholders.

From the other view of point, this way of working in a difficult market, will create for sure a new dimension for those HEIs: networking.

This will create and strength the social component of sustainable development for proper region, creating a more sustainable development for that country. Serving all categories of stakeholders, basing and co-creating value together with communities and businesses, sustaining by a selective team, using the opportunities that crisis offers, will create for sure a strong and huge network which will be a treasure for further evolution and innovativeness of HEIs, and using education as powerful mechanism for achieving sustainable development.

Prof. Dr. Klodiana GORICA

EDITORIAL



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COVID-19 – THE CASE FOR ANALYSIS AND LEARNING

This paper seeks to set out a potential research and analytical programme to assist in the management of the Covid-19 pandemic and in ‘building back better’. However, does not attempt to undertake any such analysis.

Every country in the world has been affected by the lethal and vicious Covid-19 pandemic and its impact is likely to be with us for several years. Indeed, it may lead to some longer term and irreversible changes in the way in which we live, work, organise society and economies. The reduction in pollution and the burning of fossil fuels could accelerate moves to address the climate emergency.

This is the most serious global pandemic since 1920. Modern travel and globalisation have meant that it has spread fast and furiously. It may yet spread further and lead to more deaths, economic pressures and human fear and misery.

The responses to the virus and handling it have been different in different countries and so far, some countries seemingly have been better at containing it, controlling it and providing health, safety and economic security for their citizens.

The pandemic has tested international agencies such as the European Union, the World Health Organisation (WHO) and others. It has tested international diplomacy and relations between countries – for example, the USA and China.

The Covid-19 pandemic is a global phenomenon. Its spread, its impact and its consequences too are global.

It has had a profound effect on the health and indeed the lives of millions of people. It has disrupted economies with many countries already entering deep recessions, unemployment rising and businesses collapsing. Health systems have been overwhelmed though many have risen to the challenge and saved many lives. There has been political fallout too.

Social and economic inequalities have been amplified with poverty and inequality increasing in many countries.

The response to the pandemic and its management has been different in different jurisdictions. Some countries have seemingly handled the crisis better than others.

Some governments especially in Europe have spent significantly to support their health systems and to support individuals and businesses negatively impacted by the pandemic, and by government action to lockdown and restrict economic activity. They have borrowed and used mechanisms such as quantitative easing to fund this expenditure. Economic deficits and debt have increased with some governments taking action to spend “whatever it takes”.

Government policy and action has varied both in their public health and their economic responses.

Some have turned to the business sector and outsourced Covid-19 related services – sometimes abandoning their usual robust public procurement regulations and processes, others have invested in and relied on public sector infrastructure. Some of have regulated to control public behaviours, some have sought to deploy behavioural change approaches and others have simply adopted a very libertarian approach. Many have adopted combinations of these approaches.

Many university and other medical research institutions and pharmaceutical companies have been developing vaccines and therapeutic drugs in record time. Governments have played a role in supporting this.

The impact of Covid-19 results of interventions have been different as a result, as have the starting points including the prevailing political and economic systems.

There are many factors that will have contributed to different morbidity and mortality rates including demographic ones as well as social, economic, medical, administrative, and political ones. This is not the place to examine these aspects of the pandemic though there inevitably should be both national and international enquiries and reviews of the causes, the handling, and the impact of this extraordinary virus.

It is important to understand what has worked best, where and why.

There are some big questions to be asked and answered.

Enquiries should be co-ordinated and the sooner they begin the better so that lessons can be learnt to inform future planning for potential further waves of the virus. They should compare the different levels of preparedness, the responses and much more in different countries globally. It would seem appropriate for the EU to instigate such a review across the Europe and

at the same time for either the United Nations (UN) or the World Health Organisation (WHO) to undertake global enquiries.

There is scope and opportunity for academic institutions to undertake some research and establish commissions to address some vital questions, and opportunities for international academic co-operation.

Aside from medical and scientific questions to be addressed there are a range of social, economic, and political issues to be analysed and understood. Lessons need to be learnt.

This paper is not an attempt to find answers nor to draw together academic or other research or analysis. It is written to make the case for such research and analysis, which to be successful and relevant to policy makers and practitioners will need to include them in its design and undertaking.

I would set categorise the issues into four groups

- the comparative impact of Covid-19 in different societal, economic, and political systems
- the comparative impact in societies and countries with greater or lesser levels of
 - ▣ public investment in public health and health systems
 - ▣ social and economic and health inequalities
 - ▣ local and devolved government
- the comparative impact of the impact of different governmental actions in terms of
 - ▣ public health restrictions on business and citizens
 - ▣ financial and economic support to businesses and citizens adversely affected by the virus and these restrictions
- the lessons that can be learnt from the above analysis for the immediate future of further surges in the pandemic and for the longer term including
 - ▣ how much the crisis has injected a sense of togetherness into polarised societies

- if and how countries can build on current feelings of common purpose and the strength of civil society to shape post-crisis societies and economies
- redefining the role of state in the economy, and the role of public services as investments rather than liabilities,
- addressing precarious employment practice
- identifying future business models for more inclusive and socially responsive businesses; and which models can contribute to more resilient and sustainable economies
- improving international collaboration including international trade and procurement during a global crisis
- understanding the lessons from Covid-19 for addressing global issues such as poverty and the climate emergency

The critical focus should be on learning lessons to provide evidence and ideas for policy makers to shape a Covid-19 rescue, recovery and reform programme that benefits humankind.

Policy and practice should be informed by evidence-based research and analysis which is why this research is so necessary. Ideally it should produce interim reports policy makers, decision makers and practitioners require evidence based analysis as soon as possible. Undoubtedly there will be a plethora of enquiries in many countries. There should be some international ones too and it will be vital to share evidence, analysis and opinions on a global scale.

There is scope and opportunity for academic institutions to undertake some research and establish commissions to address some vital questions. This could ideally be undertaken through international collaboration.

The scope for such research and enquiry could very expansive. However, there could be an opportunity for institutes such as the CIT.

Excellent research and analysis involving policy makers and practitioners internationally could be important in for the medium and longer terms. It is vital lessons are learnt and that future policy and practice is based on evidence.

John Tizard

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November 2020

COMPOUND SYSTEMS USING SCALAR THEORY OF DIFFRACTION: AN ENGINEERING TOOL FOR OPTICAL DESIGN AND OPTOMETRY



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Abstract: Geometrical optics offers the formalism of compound systems by using for instance the Gauss' method. This formalism notably simplifies the analysis of image formation. Since this theory does not take into account the wave character of light, it is desirable to extend the formalism of compound systems to scalar theory of diffraction which offers a more accurate tool of analysis. This paper treats this extension and shows its importance. For illustration, the system of human eye is considered. The analysis is simplified by using a lenses-based model of the Fresnel transform.

Key words: geometrical optics, scalar theory of diffraction, Fresnel transform, compound systems.

1. Introduction

The purpose of this paper is not to develop a geometrical theory of diffraction as done by Keller and others [1-3] but to define a useful tool in analogy with the compound system in geometrical theory. We will start at the beginning from scalar theory of diffraction and aim at defining such a tool for easily analyzing and designing optical systems in the framework of scalar theory of diffraction. The optical behavior of systems including several diffractive optical elements is more visible and easier to analyze if all these elements are combined into one compound system. As a consequence, the synthesis of diffractive systems satisfying predefined constraints becomes easier if such a compound system exists in the framework of scalar theory of diffraction. Moreover, this compound system can be extended to optical applications involving phenomena analogous to diffraction in mathematical terms. A typical application is wave propagation inside a single-mode fiber that is approximated by a dispersive medium of second order [4-5]. The compound system would be very useful, for example, in the synthesis of fiber components compensating chromatic dispersion. These

components are key elements in high bit rate optical telecommunications (>10 Gbit/s).

The elements of originality may be summarized as follows: The formalism of geometrical optics notably simplifies the analysis of image formation. However, this formalism is not rigorous and is based on a rough approximation, namely considering light propagating in straight lines (rays). The present work proposes a more rigorous formalism as well as an engineering tool offering the same simplicity of the analysis of image formation as in geometrical optics. It also applies on the system of human eye. Thus, optometrists and ophthalmologist could use the proposed engineering tool. This tool uses a lenses-based model.

After a brief overview on geometrical optics and on diffraction, we treat in the analysis section the Fresnel transform that is a powerful tool to model diffraction in the framework of scalar theory of diffraction. In the same section, we briefly cover the formalism of the compound system in the framework of the approximation of geometrical optics. Then we extend this formalism to scalar theory of diffraction and define the scalar-theory-based compound

system. In the next section we consider the example of the spherical diopter as one compound system. For illustration, we consider another example, namely the optical system of the human eye. To simplify the analysis of diffraction, we advance a lenses-based model of the Fresnel transform.

1.1. Geometrical optics

Geometrical optics refers to the simple ray tracing techniques that have been used for centuries [5,6]. Its basic postulates include the following: (1) The wave direction is specified by the normal to the equiphase planes (“rays”) (2) Rays travel in straight lines in a homogeneous medium (3) Power in a bundle of rays is conserved. (4) Reflection and refraction obey Snell–Descarte’s law.

Given an object and an optical instrument, geometric optics cannot offer a full interpretation of the formation of its image in an arbitrary location. In addition to the geometrical aberrations, this technique faces a limit when the phenomenon of diffraction occurs. In this paper, we have the intention to overcome these limitations while profiting from the formalism of geometrical optics based compound system.

1.2. Diffraction

Grimaldi carried out a simple, but fundamental, experiment in which he illuminated an aperture in an opaque screen with a light source and observed the intensity across a plane at some distance behind the screen [8]. Grimaldi observed that the transition from light to shadow is gradual rather than abrupt whereas according to the corpuscular theory, the shadow behind the screen should be well defined with sharp borders. We should admit that the source used was mediocre and thus hindered Grimaldi from observing the presence of light and dark fringes in the geometrical shadow. This leads us to excuse the geometro-opticiens for not discovering diffraction sooner.

Despite Newton’s support of the corpuscular theory [9] (He believed that the light propagation is a movement of corpuscles that

respects the rules of mechanics and notably that of the universal gravitation), Huygens advanced the ondulatory theory (wave theory) based on Grimaldi’s observations. He explained Grimaldi’s observation by a purely intuitive postulation, in which he regarded light propagation as an incessant creation of elementary spherical light sources [10].

Like Huygens, Young, who discovered interference [11], supported the ondulatory theory. His belief in the analogy between light and sound leads him to state that light vibration is longitudinal [12]. The famous A. Fresnel was of the same opinion. However he considered that Huygens’ postulation did not explain the non-existence of waves, that have the same specifications, propagating backwards. He combined Huygens’ principle of the “envelope” building, with the interference principle of Young and, for the purpose of putting forward a coherent theory, he made some supplementary hypotheses on the amplitude and phase of the new elementary waves. At the end of the XIXth century, G. Kirchhoff gave a deeper mathematical basis to the diffraction theory introduced by Huygens and Fresnel, and considered Fresnel’s hypothesis as a logical consequence of the ondulatory nature of light. Kirchhoff’s work was subjected a few years later to criticisms made by Sommerfeld who considered the Kirchhoff formulation as a first approximation. He advanced with Rayleigh what was later called the “Rayleigh–Sommerfeld diffraction theory”.

2. Analysis

The Rayleigh - Sommerfeld diffraction theory treats the propagation of light as a scalar phenomenon and thus neglect its electromagnetic nature: the electromagnetic field must be characterized by its two components, the electric and the magnetic field, which are coupled by the Maxwell’s equations. In the scalar approach we consider only one transverse component of the field. This approximation is valid, however, if the

diffracting object is large compared with the wavelength of light, if the observation distance is sufficiently large, and if the angles involved are small enough to guarantee that the axial field components can be neglected. Widely used approaches include the so-called Fresnel and Fraunhofer approximations [13], which describe the diffraction patterns in the Fresnel region and in the far field of the aperture, respectively.

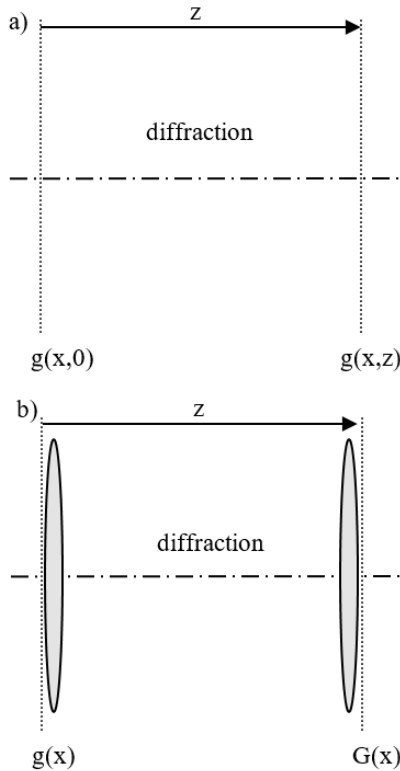


Figure 1: Fresnel and Fourier transforms: a) The diffraction field observed in the Fresnel zone at a distance z is expressed by the Fresnel transform $g(x,z)$. b) The Fourier Transform $G(x)$ of a object $g(x)=g(x,o)$ can be implemented by two identical convergent lenses separated by the focal length.

2.1. Fresnel transform

In this work, we opt for the Fresnel approximation given that we are interested in relatively far finite distances with respect to the object features. Moreover for brevity of notation, the analysis is limited to the one-dimensional consideration. Hence, the diffracted field $g(x,z)$ observed at a distance z (fig. 1a) is expressed by the Fresnel transform [13], as follows:

$$g(x, z) = FR_z \{g(x,0)\} = \frac{\exp(i2\pi z / \lambda) \exp(-i\pi / 4)}{\sqrt{\lambda z}} g(x) * f_1(x, z) \quad (1)$$

where $g(x)=g(x,o)$ is the initial field, λ is the wavelength in the wavelength in vacuum and $*$ denotes convolution. The initial field is also referred to as the object (a complex object). It might be an aperture function, a diffractive mask, an analog or digital hologram, etc. The Fresnel kernel is expressed as follows:

$$f_k(x, z) = \exp\left(i\pi \frac{x^2}{\lambda z}\right) \quad (2)$$

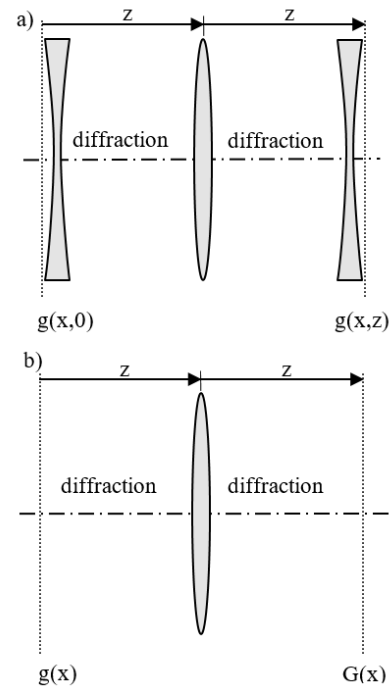


Figure 2: Another way to respectively implement the Fresnel and Fourier transforms of figure 1: a) using two divergent lenses of focal length $-z$ and a convergent lens of focal length z . b) using one focal length of focal length z .

For a wave propagating in a medium with a refraction index n , the wavelength λ should be replaced by λ/n in equations (1) and (2). For brevity of notation, the constant term of propagation $\exp(i2\pi z / \lambda)$ and the factor $\exp(-i\pi/4)/\sqrt{\lambda z}$ will be ignored. If we move to the Fourier plane, equation (1) becomes [14]:

$$G(u, z) = G(u) \exp(-i\pi \lambda z u^2) \quad (3)$$

where $G(u,z)$ is the Fourier transform of the diffracted field $g(x,z)$ and $G(u)$ is the Fourier transform of the initial field : $g(x,o)=g(x)$.

In addition to relation (1), the diffraction field observed at a distance z can be expressed by a Fourier Transform (FT):

$$g(x, z) = \exp\left(i\pi \frac{x^2}{\lambda z}\right) FT \left\{ \exp\left(i\pi \frac{u^2}{\lambda z}\right) g(u) \right\} \Bigg|_{u'=x(\lambda z)} \quad (4)$$

This relation is known as the generalized diffraction equation or Collins equation [15].

After calculating the FT, the spatial frequency u' is replaced by $x/(\lambda z)$. The two quadratic terms inside and outside the Fourier Transform argument represent two identical divergent spherical waves with a radius z . As a consequence of relation (4), to strictly obtain a FT of the initial field we should neutralize these two spherical waves by using two identical convergent lenses with a focal length z (fig. 1b). Moreover, we know that the FT can be implemented by a single spherical lens, where the object $g(x)$ should be placed in its front focal plane [13]. The FT of this object is then observed in the back focal plane of the lens (fig. 2b). Thus, to obtain the Fresnel transform of $g(x)$ we need two elements introducing the two quadratic terms of relation (4). This job can be done by two divergent spherical lenses (fig. 2a). This lenses-based model of the Fresnel transform, i.e. of diffraction in the Fresnel regime, will be used to easily build compound systems using Gaussian formula analogously to geometrical optics.

2.2. Compound systems using geometrical optics

For simplicity of the study, we will analyze the concept of compound systems by means of a concrete simple example, namely the combination of two thin lenses in air. The generalization to more complex systems is straightforward.

Problems involving thin lenses in combination can be solved by successive application of the thin lens formulae. To calculate the position of the image formed by a system composed of two lenses, we can do it in two steps. We use the thin lens formula and calculate the position of the image formed by the first lens in isolation. We then consider this image as the object for

the second lens to calculate the final image position.

An alternative to model image formation in the framework of geometrical optics approximation is to use the “paraxial ray propagator matrix” [16]. Two thin lenses in air are combined with a separation d as shown in Figure 3. Since the thickness of a thin lens is negligible, the lens matrixes of lens 1 and lens 2 are:

$$A_1 = \begin{bmatrix} 1 & 1/f_1 \\ 0 & 1 \end{bmatrix} \quad \text{and} \quad A_2 = \begin{bmatrix} 1 & 1/f_2 \\ 0 & 1 \end{bmatrix} \quad (5)$$

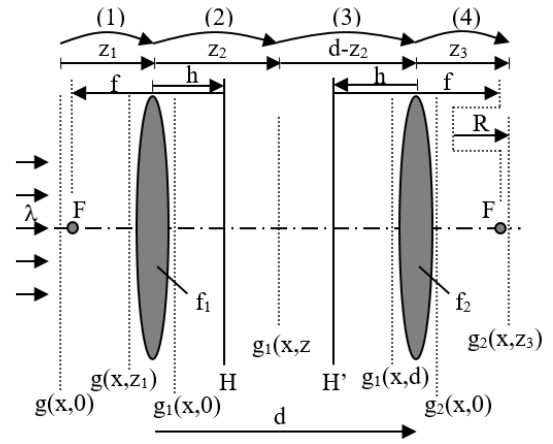


Figure 3: Optical setup including two lenses with focal lengths f_1 and f_2 separated by a distance d . Given $g(x,0)$, we can obtain the output field $g_2(x,z_3)$ by successively calculating of the diffractive field through the step (1) to (4).

The transfer matrix from lens 1 to lens 2 is:

$$T_2 = \begin{bmatrix} 1 & 0 \\ -d & 1 \end{bmatrix} \quad (6)$$

So the system matrix of the two-lens compound is:

$$A = A_2 T_2 A_1 = \begin{bmatrix} A_1 & A_2 \\ A_2 & A_2 \end{bmatrix} = \begin{bmatrix} 1-d/f_2 & 1/f_1 + 1/f_2 - d/f_1 \\ -d & 1-d/f_1 \end{bmatrix} \quad (7)$$

The anterior and posterior focal lengths f and f' (locations of F and F' in Figure 3) of the compound system are:

$$\begin{cases} \frac{1}{f'} = A_{12} = \frac{1}{f_1} + \frac{1}{f_2} - \frac{d}{f_1 f_2} \\ f = -f' \end{cases}$$

The location of the principal planes is determined by:

$$h = \frac{1 - A_{11}}{A_{12}} = d \frac{f'}{f_2} \quad \text{and} \quad h' = \frac{A_{22} - 1}{A_{12}} = d \frac{f}{f_1}$$

The condition to obtain an image $g_2(x, z_3)$ of the object $g(x)=g(x,0)$ is indicated by the Gaussian formula :

$$z_3 = \frac{A_{21} - A_{22} z_1}{A_{11} - A_{12} z_1} \quad (10)$$

For simplicity of calculation, we will suppose that this condition is valid for the rest of the analysis. The linear magnification m is then:

$$m = \frac{A_{22} - z_3 A_{12}}{A_{11} A_{22} - A_{12} A_{21}} = \frac{1}{A_{11} - A_{12} z_1} = \frac{f_1 f_2}{f_1(f_2 - d) - z_1(f_2 + f_1 - d)} \quad (11)$$

The linear magnification or transverse magnification is the ratio of the image size to the object size.

2.3. Compound systems using scalar theory of diffraction

Let us continue with the two-lens compound system of Figure 3. The objective is to determine the output diffraction field $g_2(x, z_3)$ as a function of the input field $g(x)=g(x,0)$ and the system parameters, namely f_1 , f_2 and d . To simplify the task, we track the diffraction field from the input to the output by dividing the diffraction process into four successive steps: (1) to (4) as indicated in the Figure 3. This leads to calculating the intermediate fields $g(x, z_1)$, $g_1(x, 0)$, $g_1(x, z_2)$, $g_1(x, d)$ and $g_2(x, 0)$. To avoid forbidding mathematical calculations by using the integral formulation of Fresnel diffraction (Eq. (1)), we prefer to use the lens based model of the Fresnel transform as illustrated in Figure 2a. The task will be very easy.

Fresnel diffraction through the steps (1) to (4) is then modeled by using the model of Figure 2a to finally obtain the setup of Figure 4. The two initial lenses of Figure 3 are colored in dark gray in Figure 4, whereas the lenses involved by the lenses-based model of the Fresnel transform are colored in light gray. The gray lenses will be called initial or original lenses. The diffraction through step (1) involves 2 divergent spherical lenses with focal length $-z_1$ and a convergent spherical lens with focal length z_1 . At the end of the path (1), light comes cross the first initial lens

with focal length f_1 before covering the second path (2). This path also involves three lenses. The first divergent lens is located just behind the first original lens. Thus we obtain three lenses placed side by side as indicated in the left hand side of Figure 4. The optical behavior of these three lenses vanishes if the power of the positive lens is equal to the absolute value of the sum of the powers of the negative lenses:

$$\frac{1}{f_1} = \frac{1}{z_1} + \frac{1}{z_2} \quad (12)$$

Let us choose z_2 so that relation (12) is valid. These three lenses are then eliminated as indicated by a cross in Figure 4.

At the end of the path (2), we obtain two spherical lenses placed side by side (Figure 4). These two lenses can be replaced by a single lens with a power: $F_c = -1/z_2 + 1/(d-z_2)$, i.e. with a focal length:

$$f_c = \frac{1}{-1/z_2 - 1/(d-z_2)} = z_2 \frac{z_2 - d}{d} \quad (13)$$

Behind these two lenses, i.e. behind the compound lens with focal length f_c , we obtain the field $g'(x)$ of Figure 4:

$$g'(x) = \exp\left(j\pi \frac{x_1^2}{\lambda z_1}\right) g(-x_1, 0) \exp\left(-j\pi \frac{x^2}{\lambda f_c}\right) \quad (14)$$

$$\text{with } x_1 = \frac{z_1}{z_2} x \quad (15)$$

The minus sign in the term $g(-x_1, 0)$ comes from the succession of two Fourier transforms (telescope setup). The scale factor of relation (15) comes from the fact that the two Fourier transforms are undertaken with respect to two respective scale factors z_1 and z_2 . For $z_1=z_2$, except for two quadratic phase terms (14) we obtain a telescope system without amplification: $x_1=x$ (4f-setup).

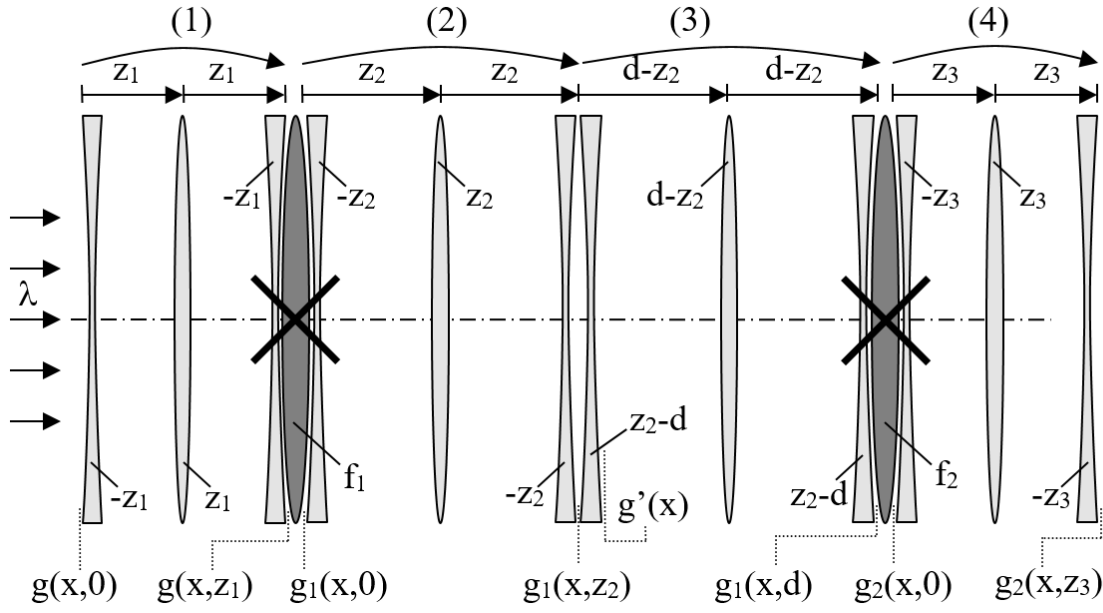


Figure 4: Modeling of the system of Figure 3 by the lenses based Fresnel transform model (fig. 2a). The two initial lenses of Figure 3 are colored in dark gray, whereas the lenses involved by the lenses based model of the Fresnel transform are colored in light gray.

Equation (14) combined with relation (15) gives:

$$g'(x) = \exp\left(j \frac{\pi}{\lambda} \left[\frac{z_1}{z_2^2} - \frac{1}{f_c} \right] x^2\right) g\left(-\frac{z_1}{z_2} x, 0\right) \quad (16)$$

Let us continue by considering the steps (3) and (4). Similarly to the paths (1) and (2) let us suppose that the three lenses placed side by side on the right hand side of Figure 4 satisfy the following condition:

$$\frac{1}{f_2} = \frac{1}{d-z_2} + \frac{1}{z_3} = \frac{z_3 + d - z_2}{z_3(d-z_2)} \quad (17)$$

We note that solving Eq (17) for z_3 leads to Eq (9). We thus obtain the output field:

$$g_2(x, z_3) = g'(-x_2) \exp\left(j \pi \frac{x^2}{\lambda z_3}\right) \quad (18)$$

$$\text{with } x_2 = \frac{d-z_2}{z_3} x \quad (19)$$

Finally, we obtain:

$$g_2(x, z_3) = g'\left(-\frac{d-z_2}{z_3} x, 0\right) \exp\left(j \pi \frac{x^2}{\lambda z_3}\right) \quad (20)$$

$$\text{or: } g_2(x, z_3) = \exp\left(j \frac{\pi}{\lambda R} x^2\right) g\left(\frac{x}{S}\right) \quad (21)$$

where the radius of divergence R is defined as follows:

$$\frac{1}{R} = \left[\frac{z_1}{z_2^2} - \frac{1}{f_c} \right] \left(\frac{d-z_2}{z_3} \right)^2 + \frac{1}{z_3} \quad (22)$$

and the scaling factor S is:

$$S = \frac{z_2 z_3}{z_1(d-z_2)} \quad (23)$$

By combining relations (12), (17) and (23), we note that the scaling factor S is nothing but the linear magnification m of relation (11): $S=m$.

By combining relations (12), (17) and (22), we obtain the following expression of the radius R :

$$R = \frac{z_3(f_1 + f_2 - d) - f_2(f_1 - d)}{f_1 + f_2 - d} \quad (24)$$

Using relations (8), (9) and (24), we obtain after some algebra (Fig. 3):

$$R = z_3 - f' - h' \quad (25)$$

Thus, the quadratic term $\exp\left(j \frac{\pi}{\lambda R} x^2\right)$ of Eq.

(21) stands for a spherical wave starting from the posterior focal point F' of the compound system. Thus implies that if the input is a plane wave, the output wave is spherical and it

converges to the focal Point F' . Then, it continues as divergent spherical wave so that if we observe the field at a distance z_3 , we then obtain the phase term: $\exp\left(j\frac{\pi}{\lambda R}x^2\right)$ In this case, the second

term $g(x/S)$ of Eq (21) is equal to 1 (input plane wave). This is in total agreement with geometrical optics.

Another interesting case is the situation of $z_3=h'$. We note that the distances of Figure 3 may be negative. The case $z_3=h'$ means that the observation plane is identical to the posterior principle plane H' of the compound system. It is expected, from geometrical optics, to obtain a spherical wave converging towards (or diverging from) the focal point F' if the input is a plane wave. According to Eq.(25), our special case means that $z_3=-f'$. Relation (22) implies that the observed field is $\exp\left(-j\frac{\pi}{\lambda f'}x^2\right)$, which

corresponds to a spherical wave focusing on (or starting from) F' . This second special case is also in total agreement with geometrical optics.

2.4. A scalar theory based compound system

The previous analysis leads to the definition of a scalar theory system generalizing the geometrical optics based compound system. Figure 5 illustrates how the scalar theory based compound system works. Let us consider an input field $g(x,0)$ propagating and coming across two lenses separated by a distance d . We first determine the focal length f of the compound system and the positions h and h' of the principal planes by using respectively relation (8) and (9). To obtain the expression of the output field $g'(x,z')$, the application of the scalar theory of diffraction consists in successively considering diffraction until the first lens (using relation (1)), the transmittance of the first lens, diffraction between both lenses, the transmittance of the second lens and finally diffraction behind the second system. To avoid this complexity, an equivalent system replaces the two separated lenses by a single one having the posterior focal length f' . In other words, the lenses are replaced by a system with a transmittance:

$$\exp\left(-j\pi\frac{x^2}{\lambda f'}\right)$$

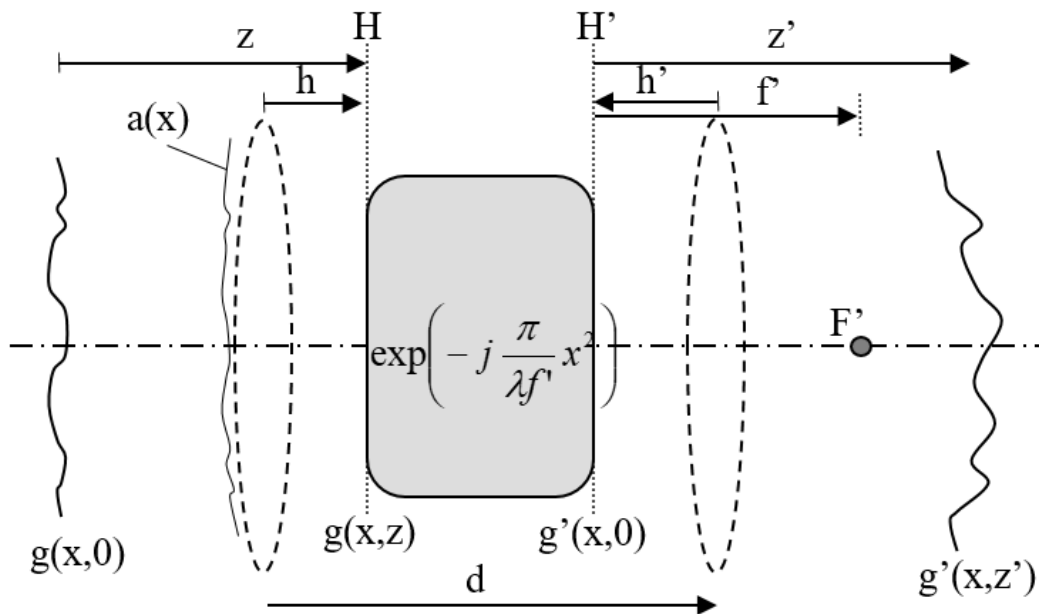


Figure 5: Scalar theory based compound system corresponding to the setup of Figure 3. The aberration field, $a(x)$, can be taken into account.

Thus we only need to calculate the diffraction field $g(x,z)$ just before the compound system (using relation (1)). We then multiply the result by the transmittance of this system to obtain $g'(x,0)$. Finally, we reconsider diffraction along the distance z' to obtain the output field $g'(x,z')$. It is worth noting that the distance between the planes H and H' of Figure 5 becomes without any optical effect.

The inverse transform (starting from $g'(x,z')$ to calculate $g(x)$) is also easy to undertake using the diffractive compound system. Therefore, the scalar theory based compound system is, in particular, very useful for the synthesis of diffractive elements satisfying constraints in the output plane. For example, using iterative methods such as the Gerchberg-Saxton algorithm [17,18], we iteratively modify the diffractive object $g(x,0)$ so that its replay field, $g'(x,z')$, at the output of Figure 5 converges towards a form satisfying the constraints imposed by the application.

Aberrations can also be easily treated. If, for example, the first lens suffers from optical aberrations (Figure 5), the analysis remains valid and the wavefront aberration $w(x)$ (expressed in meter or micron) can be taken into account. In

this case, the diffraction field $g(x,z)$ just before the compound system should be calculated in two steps (using relation (1) twice : two distances that are $z - h$ then h) separated by a multiplication by $a(x)$ (Figure 5). We note that the field $a(x)$ caused by the presence of aberrations is linked to the wavefront aberration $w(x)$ as follows:

$$a(x) = \exp\left(j \frac{2\pi}{\lambda} w(x)\right) \quad (26)$$

For simplicity, we considered a system composed of two separated spherical lenses in the present analysis. Generalization to other systems is straightforward.

3. Example: spherical diopter

The spherical diopter can be modeled by the scalar theory based compound system. The principal planes H and H' of this system are superimposed and the nodal points are identical to the center of curvature C (Figure 6). Given that the field at the output propagates in a medium with a refraction index n_2 , the transmittance of the system is then

$$\exp\left(-j\pi \frac{n_2 x^2}{\lambda f'}\right) \text{ where } \lambda \text{ is the wavelength in vacuum.}$$

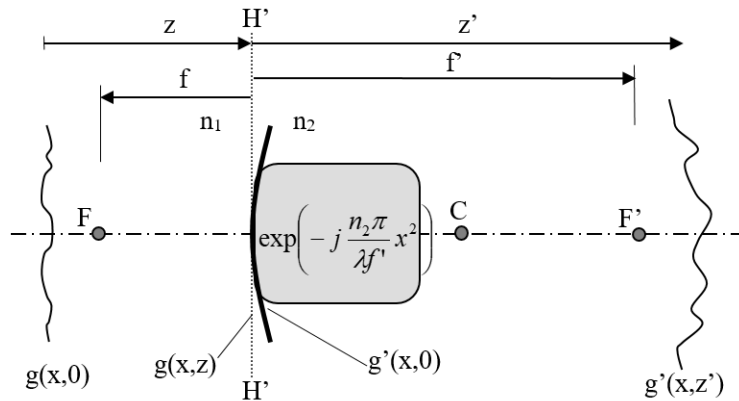


Figure 6: Spherical diopter as a compound system: at the surface separating the two media we apply a quadratic phase term.

For an input field $g(x,0)$, the diffraction field $g(x,z)$ just before the diopter is expressed by relation (1) where the wavelength λ is replaced by λ/n_1 (Figure 6). Then $g'(x,0)$ is obtained by multiplying $g(x,z)$ by the transmittance of the system, namely

$\exp\left(-j\pi \frac{n_2 x^2}{\lambda f'}\right)$. Finally, $g'(x,z')$ is obtained by applying relation (1) where the wavelength λ is replaced by λ/n_2 . For the special case where the incident wave is a spherical wave starting from the focal point F (Figure 6), according

to geometrical optics, it is expected that the output wave be a plane wave (image at infinity). According to scalar theory, the diffraction field $g(x,z)$ just before the spherical diopter is a spherical wave field expressed by the following quadratic phase term: $\exp\left(-j\pi\frac{n_1x^2}{\lambda f}\right)$ Just

after the spherical surface separating the two media (n_1 and n_2), we obtain $g'(x,0)$ merely by a multiplication of this phase term by the transmittance of the system yielding:

$$g'(x,0) = \exp\left(-j\pi\frac{x^2}{\lambda}\left[\frac{n_1}{f} + \frac{n_2}{f'}\right]\right)$$

Bearing in mind that the anterior and posterior focal lengths of a spherical diopter are linked as follows: $f'n_2 = -fn_1$, we obtain a plane wave: $g'(x,0) = g'(x,z') = 1$ (the propagation constant term is neglected as mention in section 2.1). This is in full agreement with geometrical optics.

4. Application: the system of the eye

The scalar theory based compound system is useful for many fields of applications. For example, contrary to geometrical optics it allows analyzing the wavefront aberrations at any position in space. This analysis can be done for complex systems. Moreover, the analysis of the effect of diffraction, including the effect of the finite pupil size, is one of the main advantages scalar theory based models of optical systems. One of the system for which the scalar theory based compound system is very useful is the system of the eye (Figure 7). As an example, we consider one simplified eye model, namely the Gullstrand's simplified schematic eye [19-21]. Obviously, the reduced eye model or even other more complex models such as the schematic eye described by Emsley [22] can be also covered by the scalar theory based compound system.

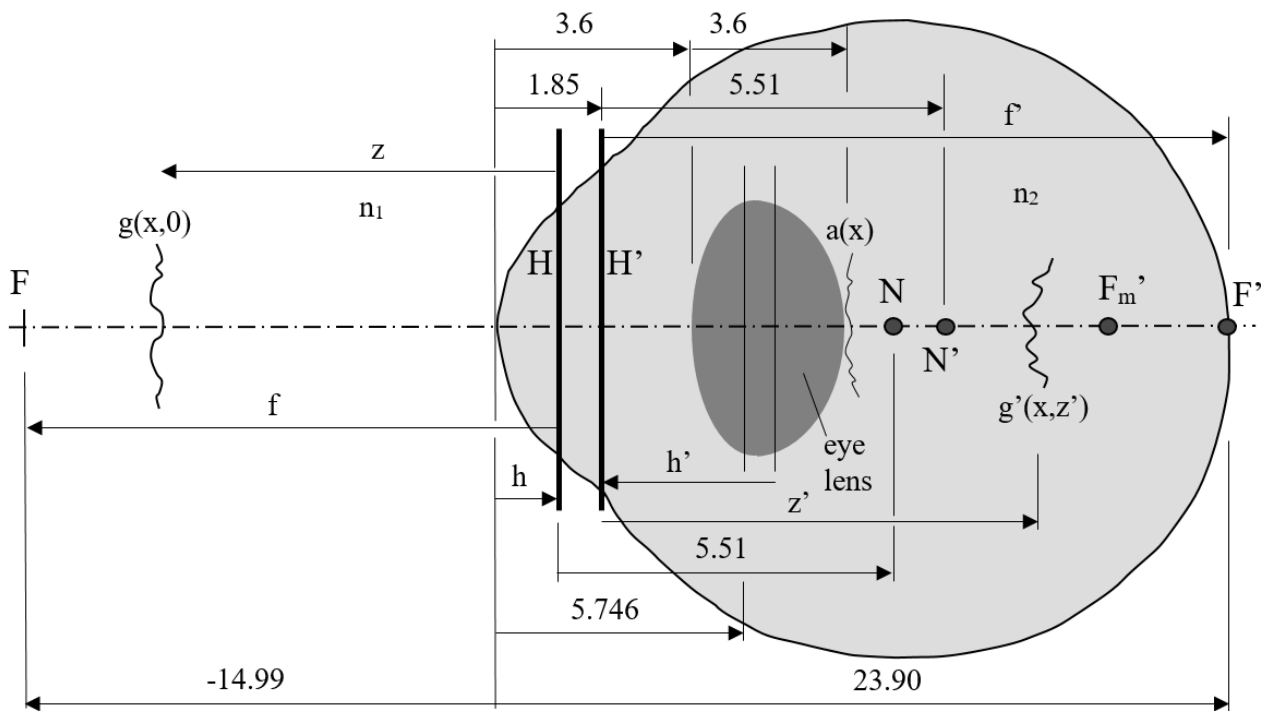


Figure 7: Gullstrand's simplified schematic eye: $f=-16.54$, $f'=22.05$, $h=1.55$, $h'=-4.06$, $n_1=1$ and $n_2=4/3$. N and N' are the nodal points. F' is the posterior focal point of an emmetropic eye, whereas F'_m corresponds to a myopic eye. Distances in the figure are in mm.

Given an input field $g(x, o)$, the diffraction field $g(x, z)$ observed in the principal plane H (Figure 7) is expressed by relation (1). Then, the field $g'(x, o)$ in the plane H' is obtained by multiplying $g(x, z)$ by the transmittance of the system,

namely $\exp\left(-j\pi \frac{n_2 x^2}{\lambda f'}\right)$. The pupil function and aberrations can also be taken into account. The diffraction field $g'(x, z')$ observed inside the eye at a distance z' is obtained by applying relation (1) where the wavelength λ is replaced by λ/n_2 . If, for example, one of the surfaces of the crystalline lens introduces aberrations (Figure 7), then the aberration field $a(x)$ (relation (26)) should be considered in the calculation of $g'(x, z')$. This allows us to study the effect of aberrations associated to the individual optical components of the systems of the eye. We note that it is easier to take into account the aberration information concerning the outer components of the system (example: anterior cornea surface) than that of the inner components (example: anterior crystalline lens surface).

Figure 7 shows the case of an emmetropic eye (F' on the retina). The analysis is still valid if the eye is myopic (as pointed out in Figure 7, the focal point F'm is before the retina) or hyperopic. For an eye corrected with an ophthalmic or a contact lens or any other kind of correction, the scalar theory based compound system can be used. Two solutions are possible. First, we can calculate a compound system including the correction. The second solution consists in separately considering the correction element and the system of the eye yielding to an additional use of relation (1). This relation is then applied three times instead of twice. It is worth noting that aberrations associated to the correction (ophthalmic lens, intraocular lens, laser surgery, cornea implant, ...) can be easily integrated in the analysis.

5. Application: propagation in a dispersive optical fiber

The nonlinear Schrödinger equation governs the propagation of the optical pulses inside

single-mode fibers [4]. For pulses larger than 1 ps, this equation is simplified as follows:

$$j \frac{\partial A}{\partial z} + \frac{j}{2} \alpha A - \frac{1}{2} \beta_2 \frac{\partial^2 A}{\partial T^2} + \gamma |A|^2 A \quad (27)$$

where A is the slowly varying complex amplitude of the pulse envelope, λ is the absorption coefficient, λ is the nonlinearity coefficient, λ_2 is the second order dispersion coefficient, z is the observation distance and the time T is measured in a frame of reference moving with the pulse at the group velocity v_g ($T=t-z/v_g$). If neglect nonlinearity ($\lambda=0$) and normalize the complex amplitude and the time scale we obtain:

$$j \frac{\partial g}{\partial z} = \frac{1}{2} \beta_2 \frac{\partial^2 g}{\partial T^2} \quad (28)$$

where $g(z, \lambda)$ is the normalized amplitude (P_0 : the peak power of the incident pulse):

$$A(z, \tau) = \sqrt{P_0} \exp(-\alpha z / 2) g(z, \tau) \quad (29)$$

and $\lambda = T/T_0$ is the normalized time (T_0 : pulse width). The Fourier transform of the solution of the differential equation (28) is:

$$G(\omega, z) = G(\omega) \exp\left(\frac{i}{2} \beta_2 z \omega^2\right) \quad (30)$$

Equation (30) is similar to the diffraction equation (3) and becomes identical to it when λ_2 is replaced by $-\lambda/2\pi$. To compensate the dispersion effect cause by wave propagation inside the fiber, additional optical elements (Mach-Zender Modulators, chirped fiber gratings, ...) are introduced in the telecommunications chain. It is desirable that all these components are combined with the fiber itself in one compound system as we did with diffractive systems. Our analysis of diffraction systems in the previous sections can be straightforwardly extended to this application. Because the issue requires however some elaboration, it will be detailed in a future work.

6. Discussion

Given a combination of several optical components, it is useful to handle them as a single system having a determinable transmittance (or reflectance) function. Geometrical optics

offers this possibility by using for instance the Gauss' method. Since this theory does not take into account the wave character of light, scalar theory of diffraction offers a more accurate tool of analysis. For example, with the latter theory we can analyze higher diffraction orders.

We have shown that the definition of a compound system is possible in the framework of scalar theory. It allows to determine the output diffraction field at any distance z' as a function of the input field and its position in space z . The cost of this calculation is the application of the Fresnel transform twice and a multiplication by the transmittance (or reflectance) of the system. It also allows taking into account aberrations yielding however to additional calculations (generally an additional Fresnel transform). It also allows to easily calculate the Point Spread Function, the Optical Transfer Function and the Modulation Transfer Function which are very useful functions quantifying the optical behavior of optical systems [23] including the system of the human eye. Moreover, the scalar theory based compound system simplifies the calculation of optical performance criteria and image quality criteria such as the Optical Transfer Error [24].

In perspectives, the approach of compound systems based on scalar theory of diffraction will be applied to the synthesis of fiber components for use in high bit rate optical telecommunications.

Acknowledgment

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WHAT MAKES AN EFFECTIVE LEADER?



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Abstract: This paper aims to evaluate what makes an effective leader as perceived in private universities in Albania. Interviews were carried out through administration of a questionnaire of forty-seven participants in the selected university. At the conclusion of each questionnaire, the participants were asked to highlight what makes an effective leader as per their perception of what a leader is in the institution. The findings revealed that a trustworthy leader and who exhibits a high level of integrity makes an effective leader. Additionally, it is their role to provide direction for the institution, primarily for the leaders at the executive level that is involved in policy administration and adoption.

Key words: Leader, Higher Education, effective leadership

1. Introduction

Two decades after the collapse of the communist regime, higher education in Albania has continuously been suffering the impacts of the centralized and public education system that defined the country in the previous years. Nonetheless, current trends, such as the internationalization of higher education, which is an emerging necessity, is still lowly adopted. As per the country's Ministry of Education and Science, the institutions that offer higher education in the country are thirteen public universities and thirty-eight private universities (Ministry of Education and Science, 2020). More than sixty thousand students are pursuing courses in the institutions, with only a few of them having internationalized their programs. The role of leaders in higher education institutions has been a topic that has been attracting significant interest over the years. The rationale behind the interest is due to the influence of the institutions in developing future leaders of society and the changing shape of leadership in high education institutions where it faces significant global bottlenecks in the sector (Kalargyrou & Woods, 2009). Over the years, several contextual shifts have been experienced in the high education sector in Albania in terms of institution globalization. This has been due to the development of private institutions meant for profit-making, elevated

“cross-border academic mobility,” and the institutions' internalization (Sotirofski, 2011).

Leaders in higher education institutions ought to evaluate significant ways through which they can lead their organizations. Additionally, they are tasked with finding essential approaches that fit in their respective institutions. In the academic sector, the leadership roles feature many anomalies, unlike in the traditional executive roles that resemble structures found in other sectors. In the educational sector, the roles of the leaders are unusual and feature myriad complications.

Currently, learners have more opportunities concerning their university selection for both academic and professional development. They often opt for institutions that promise them a higher quality of education, best services, and affordable costs. They opt for universities that reassure them when making a significant investment in their lives, such as opting for the right institution for their undergraduate studies (Bruçaj, 2019). As such, many institutions are developing distinct managerial strategies that aim to elevate their organizational performance and the quality of education they offer to the learners.

Albania has been rapidly experiencing a continual shift in educational needs for its citizens in the last decade. Private institutions have been gradually sprouting, and as recorded

earlier, there are more than thirty private institutions in the country. Since the beginning of the 21st century, the Albanian government opted to implement the policies regarding the starting of private higher education that has resulted in an increase in the number of private universities (Bruçaj, 2019).

The expansion of the sector calls for the quality of services and the leadership role in ensuring the learners admitted at such a facility get to return and value for their investments. This paper aims to evaluate what makes effective leadership as perceived in a private university in Albania. Leadership is integral to any institution's progress, and the lack of an effective leader will lead all the activities to shambles and, subsequently, the collapse of the institution as a whole. However, organizational structures exist in such institutions at the top executive and department levels (Kalargyrou & Woods, 2009). In evaluating what makes up an effective leader at the university levels, the study will involve the development of a questionnaire that will be completed by employees.

2. Literature Review

Traditionally, the leadership concept can be described as a process or activity that involves influencing the activities of a group as a way of promoting efforts towards both goal setting and achievements. Currently, leadership concepts integrate various other concepts and distinct approaches. The approaches and ideas adopted include a transformative, visionary, and charismatic leadership whereby leaders are treated as managing meaning instead of just goal achievement and follower motivation. According to Kalargyrou and Woods (2009) "Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles". It is vital to comprehend the private university staff's perception of leadership roles and responsibilities to ensure the learning goals are achieved and measures are integrated to ensure quality education.

Leadership is one of the vital factors for

the advancement of private institutions of higher education. Bryman (2009) states the characteristics of leaders both at the departmental and institutional level. They include; providing direction for the institution to progress, developing a structure to foster the development of the direction, promoting a supportive and collaborative environment for the institution to score high, establishing trustworthiness, being a person of high integrity, play the role model, facilitate the consultation process as well as a decision-making process, and respect the respective departments of the institutions in advancing their cause while networking on its behalf (Bryman, 2009). Other characteristics highlighted by the author include respecting the existing culture and still instilling values that are intertwined with the institution or department's mission and vision and ensure the staff autonomy is protected (Black, 2015). Leadership in universities, whether private or public, is meant to elevate the institution's performance while utilizing all the available human resources effectively while ensuring the recruited staff is of great significance in the institution's progress.

The effectiveness of a leader is associated with the institution's ability to ensure its objectives are achieved. According to Sotirofski (2011), instructional leadership in private institutions often prioritize the educational programs, continued and sustained academic excellence, and the teaching process issues. Additionally, influential leaders are categorized as schedule leaders who are tasked with identifying and developing problems within the institution's environment and integrating instructional goals and objectives (Bryman, 2007; Nathanaili, 2018). Such leaders, who utilize the approach, are more involved in promoting high education standards and ensuring the assessment and inspection are significant of their employees.

In Albania, a recent development that involves the programs internalization and massification has led to an increase in the strengthening of the major factors to ensure quality education is provided in the universities. Private

universities have been at the forefront to ensure the awareness is taken into account the competition brought about by new private universities and colleges (Nathanaili, 2018). Here, an effective leader's role is integrated to ensure such policies are developed through the private sector. According to Black (2015), for an institution to achieve a fulfilling and ensures the learners' needs are taken into account, a continuous improvement platform is necessary under quality and effective leader (Black, 2015). Such a leader works in collaboration with other departments to ensure continuous improvement while developing a quality system that ensures fear is reduced, teamwork, measurement, as well as recognition and rewards, are offered to ensure there is quality in the services that are being offered at various private institutions in the country.

Successful private universities in the country have a long-term vision of ensuring their programs are internationalized to attract international students. As Bruçaj (2019) denotes, such institutions thrive on visionary and strategic approaches within their leadership and management structure. Influential leaders in such institutions are well focused, both internally and externally, ensuring excellent collaboration with partners and staff coordination that ensures a motivation climate (Nathanaili, 2018). Despite the challenges they encounter in leadership, they manage to ensure quality education is provided with the limited resources available. Ultimately, effective leaders foster the teaching quality and emphasize the institution's significance in the research activities development. As such, this paper aims to evaluate what makes an effective leader in universities. In the evaluation, the paper will take into account the evidence from a private university in Albania.

3. Methodology

In evaluating what makes an effective leader in universities, the study concentrated on a private university in Albania. In the university, forty- seven employees were selected to fill

in a questionnaire to understand what makes an effective leader in their institution. The evaluation was limited by the utilization of a single university that represented a small sample size that accounted for only one of the total private universities in the country.

A total of forty-seven employees at the selected university were involved in filling the questionnaire that featured the questions concerning what makes an effective leader, according to their experience and perception. Through the university mailing list, departmental employees and executive management level employees were contacted through their email addresses.

The questionnaire featured both closed-ended and open-ended questions about leadership effectiveness. The questionnaire had two sections, with the initial section featuring closed-ended questions while the second part featured open-ended questions. Each participant was urged to set aside approximately fifteen minutes to respond to the questions presented to ensure the continual flow of thoughts and presentation of the answers. They were given two days after which there were supposed to send their filled questionnaire. At the end of the two days, forty participants managed to send their responses while seven failed.

4. Analysis and Evaluating the Analysis Results

In the context of an effective leader, the analysis of the responses highlighted a number of aspects that define an effective leader's behavior. An effective leader was presented as being trusted and featuring individual integrity by the participants. A trusted leader who features individual integrity was the most recurrent behavior among the participants. Trust and integrity are two intertwined concept that the respondent highlighted as essential for an effective leader. Effective leaders ought to feature humility, honesty while instilling trust in their team. Trust is a key ingredient and the employees out to know that a leader is ready to fight for them whenever a situation arises.

Further, more than half of the participants

highlighted that an effective leader is the one that is supportive of the staff at their disposal. This characteristic was frequently mentioned in the question that required the participants to answer while using a real-life scenario involving a leader in higher education institutions and what they thought was effective for such a leader. To assert their claims, the participants agreed that a supportive leader is often interested in their staff while ensuring they have significant time to talk and commit to knowing their needs. This way, they help everyone at their disposal to achieve the stipulated goals and consider their vast interests and handle them significantly.

Another significant characteristic highlighted by a significant number of the participants as a quality of an effective leader was the ability to consult others concerning different choices that require meaningful decision making at various stages in running the institution or institutional department. The participants cited such a leader as the one who reflects on the employee's values since they are consulted frequently in carrying the institution's objectives or the department. Integrating others' views within the universities helps inform the decisions made while taking into account the opinions of those leading to a higher probability of succeeding correctly (Nathanaili, 2018).

A leader's act to inculcate unambiguous values meant to help others in comprehension and appreciation of the directions they are taken touted as a characteristic of an effective leader. One of the participants, who had held a leadership position earlier in their life, stated that values are significant as they help make the institution activities more meaningful and inclusive for the staff. For instance, a leader ought to frame the reality so that the people they are leading delves into their ideas while viewing them as meaningful and beneficial to their interest for growth career-wise (Bryman, 2009).

A sense of direction as a characteristic of an effective leader in universities was intertwined with the leader's ability to inculcate a transparent set of values. 25% of the respondents, supported

the attribute. The characteristic addresses the clarity of both values and direction as provided by a leader. Private universities are well managed and require a strategic leader who is ready and willing to make the best out of the available opportunities for the institution's growth. Leaders who feature such a characteristic aims at developing a strategy and marketing it among the employees and oversee the strategy enacting process, as the staff gets along with the idea. The highlighted characteristics are consistent with the leadership requirement in most of the private universities in the country. Collectively, as per the findings of this study, we can conclude that the characteristics of a leader, at both the institutional and departmental level in private universities includes;

- 1.The ability to provide direction for the institution/department,
- 2.Developing structures aimed at supporting the provided direction, ensuring and fostering a surrounding that is both collaborative and supportive,
- 3.Trustful personnel who has the ability to establish trustworthiness,
- 4.Exercising personal integrity,
- 5.Being a role model to their team,
- 6.Incorporating the staff at their disposal in consultation with the help of informing a decision-making process,
- 7.Ensuring timely communication concerning various developments,
- 8.Networking on behalf of their team while representing their respective levels to advancing their cause,
- 9.Considering and respect the established culture and integrate values that are informed with a clear vision and ensure staff autonomy is protected.

5. Findings

The findings presented herewith were the ones that focused on the objective of the study, which was determining the characteristics of an effective leader in university institutions. Further, the styles of leadership and the approaches employed were evident from the

respondent's answers. The main questions concentrated more on leadership effectiveness. They were vital in providing essential insights into an effective leader's roles and what they perceive as being effective in leadership roles. Further, the questions that addressed both effectiveness and university leadership were of great help. Each participant was equally instructed to provide insights concerning the effective leadership they are familiar with in the private university they operate in. More specifically, characteristics of the effective leader in universities materialized significantly among all the participants.

Deducing from the responses sent by the respondents, the following was the summary of what makes an effective leader. An effective leader is supportive of his employees/staff and involves them in consultations and processes of decision making. Effective leadership incorporates the inculcation of values integral in helping others comprehend and embrace the leader's direction as well as consulting the staff at their disposal. Further, effective leading calls for a sense of direction whilst being cautious and protective of their staff. As such, as presented in the participants' responses, effective leadership is consistent with most of the literature reviewed concerning the university leadership in Albania. While the participants did not provide a compatible list of effective leadership behavior, majority acknowledge the highlighted aspects are significant in determining an effective leader.

6. Conclusions

This study's findings are consistent with the literature review, as presented by Posner and Locke, in a report compiled by Bryman (2009). It reviews significant attributes of an effective leader within the selected university in the country. This implies that effective leadership perception and behavior are somehow universal in the administration of higher institutions in Albania. In the context of both departmental leadership and university leadership, the participants highlighted almost similar characteristics.

The fact that the finding are consistent with

the literature review serves as a reassurance since a divergence would raise query concerning the whole study. As such, there are clear message from the participants highlighting what makes an effective leader in their respective institutions. As derived from the responses of the participants who filled the questionnaire, creating and ensuring the trust is maintained, giving a definite sense of direction, and ensuring the values that define leadership are integrated by a leader, then the holders of such roles are effective. Additionally, an effective leader protects his/her staff and it is imperative that they do not take grudges while taking responsibility for failures of their teams. Supervisory role by the leaders can be performed closely whilst being involved in the decision making process. Ineffective employees leads to ineffective leaders and as such, they are all an institution and an effective leader can lead a team to be effective. Such attributes not only highlights the leader effectiveness but also ensure the employees roles are stress free whilst ensuring there is job satisfaction and consequently productivity and progress.

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GENDER INDICATORS WITHIN LABOR MARKET



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Abstract: This research paper aimed to review the main social indicator, which is used to assess poverty and quality of life, as well as to calculate minimum wages, minimum pensions and basic social payments. The traditional way of measuring poverty is based on income. A family is considered poor when its income falls below the minimum level needed to meet the basic needs of its members. In the written and electronic literature this level is usually called the subsistence level or the poverty line. Currently in our country, there is a lack of official data regarding the vital minimum indicator. In this way, Albania is the only one among the former socialist countries of Eastern Europe, without an official indicator of the defined subsistence minimum, which means that our country currently lacks the basic level of poverty measurement. The International Labor Organization (ILO), the World Bank, the IMF, the Trade Unions, the People's Advocate, and the Albanian Parliament have from time to time addressed suggestions to the government for setting the official minimum wage indicator. We believe that from this point of view, this study can also serve to revise economic growth strategies and reduce poverty. The living wage indicator is also used in other studies, to be compared with salaries, pensions, etc., but also with the total income of employees on the basis of family budgets. The study will serve to compare the official minimum living wage for an employee with the minimum wage and the size of pensions, social assistance, unemployment benefits, etc. As it is known, in Albania, the level of pensions is determined by law, while the level of the minimum wage, the amount in value of economic assistance, payment of unemployment and disability payment are determined by a Decision of the Council of Ministers. None of these poverty indicators is directly based on the vital minimum indicator.

Key words: Women, labor market, employment, unemployment, gender, economy, inequality, Poverty, wage, pension.

1. Main Text

1.1 Introduction

Labor market issues, employment, unemployment, inactivity, wages are very important for every country since they are linked to some of the main indicators of economic wellbeing or lack thereof. Gender indicators within these labor market indicators are of special interest not only due to a long history of gender discrimination against women in the

labor market, but also because women comprise half of the population and thus half of the labor force. Exclusion of women from the labor force, or discrimination of women in the labor force is associated with lost productivity and thus impedes growth and ultimately development. One of the issues that have continued to gain ground and attention is that of gender wage gap between men and women in the labor market. In the context of Albania, as a developing

country, understanding wage differences or discrimination in the labour market is especially important due to the influences that it may have on education of future, income inequality, women's position and opportunities, pensions in the old age, intergenerational inequality, and ultimately poverty.

Albania has undergone major transformations in the labor market, but not much is known regarding the gender wage gap and its determinants. Studies regarding issues of labor market in general and wage discrimination in particular have been lacking in Albania. In the past two decades, the Albanian economy has been transformed from centralized planning to an open market economy associated with major transformations in the labor market. In the midst of these transformations, women found themselves in a particularly challenging position due to their dual burden inside and outside the household. During the labor market liberalization in the 1990s with the shutting down of major industries, overcrowding in administrative protection, women suffered the highest unemployment rates in the economy.

Although the Albanian economy overall has shown high growth rates and has achieved poverty reduction, women do not appear to have fully recovered their position in the labor market.

2. Women participation in the public and private sector

Review analyzes on the features, the problems and dynamics of labor market indicators are important not only to understand the current trends of this market, but also to understand the differences between different groups of employees and the unemployed.

Referred to INSTAT (Albanian Institute of Statistics), the workforce includes all individuals active in the labor market, aged 15-64, and its only components are employment and unemployment. Regarding the population of age group 15-64, for men the indicator has remained relatively unchanged, whereas progress has been noted in women's participation in the labor market. Considering

the inactivity reasons, generally speaking women remain outside of the labor force due to retirement and early retirement (40 %), and the engagement in domestic chores (21.5%). On the other hand, men's engagement in domestic chores is only 1 %. Referring to the age group 15-64, 42 % of women are outside the labor force, compared to 26 % of men. If such data are compared to those of 2016, progress can be noticed both for men and women. Employment rate for the population of age group 15-64 is 62 % for men and 50 % for women. According to the employment structure, 43 % of women are employees, whereas 31.2 % are contributing family workers compared to 18,2 % of the same category for men. A considerable number of employed men (38.3 %) are own account workers, as compared to 24.4 % for women.

The non-market services sector - where activities such as public administration, social services, and other activities and services are included - plays the second most important role in women employment (20 %) following agriculture. Also, Non-profit organizations (NPO's), known as the most active part of civil society, have played an important role in democratic developments even though they have had to function frequently in as a result of their limited opportunity to participate in decision-making bodies, women have through other alternatives, succeeded in climbing to leadership positions particularly in the nongovernmental sector.

We will show below the data regarding the important role of women in the Albanian Parliament.

Albanian Parliament consists of 140 members elected once every four years with a proportional system.

Pursuant to law no. 10.019, dated 29.12.2008 "Electoral Code of the Republic of Albania" the zones comply with the administrative division according to the levels of administrative-territorial organization, district,

The constituency serves as an electoral unit for the election of a certain number of mandates, according to the rules set out in the above law.

The administrative borders of the regions are

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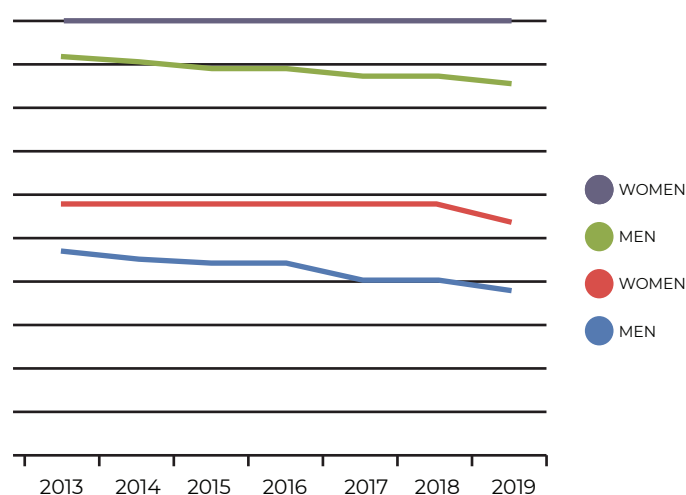
established by the law on the administrative and territorial division of the Republic of Albania. Deputies represent the electorate: “deputy” means “representative” and each deputy, although elected in a particular constituency and by a particular political party, represents the entire people .

Table 1: Composition of parliament by gender

Year	Number		%	
	Men	Women	Men	Women
2013	115	25	82.1	17.9
2014	111	29	79.3	20.7
2015	108	32	77.1	22.9
2016	107	33	76.4	23.6
2017	99	41	70.7	29.3
2018	99	41	70.7	29.3
2019	86	36	70.5	29.5

Source: Parliament of Albania

Graphic1. Composition of parliament by gender



As can be seen from the graphic presentation, the number of women in the Albanian parliament has increased. It currently occupies 30 percent compared to 2013, where the representation of women in parliament occupies 17.9 percent; this means that the role of women has been valued for years in the electoral lists.

Gender equality in political life is a key role in the role of women throughout Albanian society. It is worth noting that active participation and its involvement in decision-making levels, affects development, peace and overall social harmony. Currently today, the Albanian Parliament has 36 women deputies.

2. 1 Aging problem of the population

y, The gender pay gap shows the difference in income between men and women. These differences are a result of many factors, from different choices in the labor market to gender based discrimination. This indicator is calculated as the difference between the mean wage of men and women and usually is shown as a percentage of the mean wage of men.

Compared to the regular working age population, elderly persons work less hours when working. Less than half (47 percent) of the working elderly work less than 30 hours per week, compared to 21 percent of the 15-64 years old. Elderly men tend to work more hours than women. Some 42 percent of them worked 40 hours or more per week, against 25 percent of women. On the other hand, only 40 percent worked less than 30 hours, compared to 61 percent of women.

The structure of the population can change considerably over time as a result of the interaction of demographic processes – such as fertility, mortality or migration – and other indirect factors, such as lifestyle choices or the provision and efficiency of healthcare services. This research paper provides an overview of population ageing in Albania and gives an overview of the size of the elderly population aged 65 and over, by focusing on the magnitude and speed of population ageing, as well as on the demographic determinants of ageing.

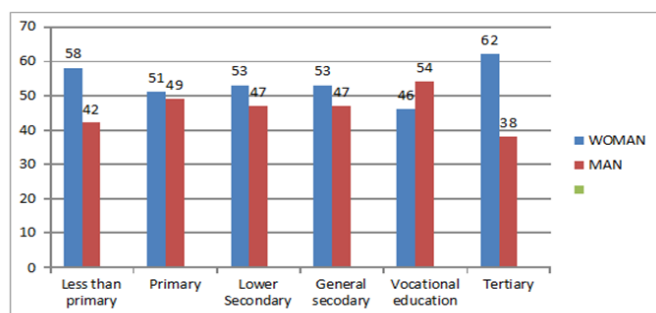
Table 1. Labour force balance, 2015-2019 (in thousands)

	2015	2016	2017	2018	2019
Labour force	1,122	1,163	1,185	1,213	1,218
Male	598	608	621	638	635
Female	523	555	564	575	583
Employed	973	1,043	1,096	1,138	1,147
Male	525	548	579	602	601
Female	447	495	517	536	546
Registered jobseekers	149	120	89	75	71
Male	73	60	42	36	34
Female	76	60	47	39	37

Source of information: Annual average administrative data (INSTAT)

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Graphic1. Job-seekers unemployed by level of education and gender in % 2015-2019



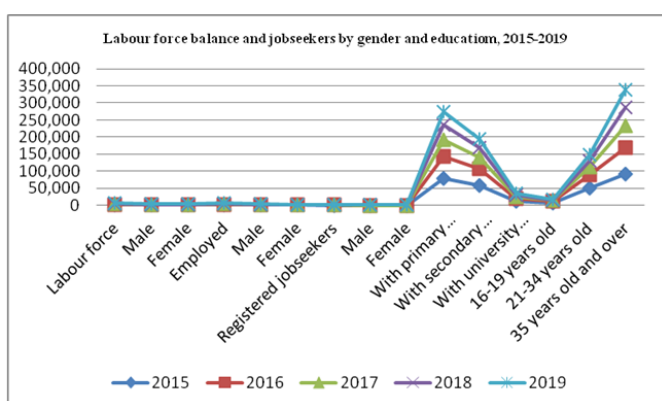
Source: National Employment Service and INSTAT

Table 2. Labour force balance and jobseekers by gender and education, 2015-2019 (INSTAT)

	2015	2016	2017	2018	2019
Labour force	1,122	1,163	1,185	1,213	1,218
Male	598	608	621	638	635
Female	523	555	564	575	583
Employed	973	1,043	1,096	1,138	1,147
Male	525	548	579	602	601
Female	447	495	517	536	546
Registered jobseekers	149	120	89	75	71
Male	73	60	42	36	34
Female	76	60	47	39	37
With primary education	78,400	63,900	50,250	42,676	39,582
With secondary education	59,001	47,187	34,260	27,102	26,062
With university education	11,747	8,623	5,270	4,908	5,286
16-19 years old	6,707	4,686	2,096	1,575	2,279
21-34 years old	51,258	37,125	23,148	18,650	18,594
35 years old and over	91,183	77,899	64,536	54,459	50,057

Note: Annual average Source of information: Administrative data

Graphic2. Labour force balance and jobseekers by gender and education, 2015-2019



Source of information: Annual average administrative data (INSTAT)

Labor force participation is different for the activities. The activities of construction and of trade, transportation, accommodation and business services show a negative gender pay gap.

This means that women in these economic activities have a higher mean wage than men. On the other hand the participation of women in these activities is very low.

The gender pay gap for the economic activity of agriculture and of mining and quarrying, electricity and gas and water supply is positive, which means that the mean wage.

Table 3. Participation in labour force and gender pay gap by group-profession

Professional group	Men	Woman	GPG
Total	56%	44%	6.3%
Managers, professionals	49%	51%	12.7%
Clerks, service and sales workers	60%	40%	10.5%
Skilled agriculture and trades workers	67%	43%	3.6%
Plants and machine operators and assemblers	62%	38%	24.9%
Armed force	88%	12%	-0.6%
Elementary occupations	49%	51%	7.2%

Source: ISSH-Statistic 2018

The table above shows the gender pay gap by main economic activities and the gender composition of the labor force of each economic activity.

The gender pay gap for the full time workers is 6.3 %.

Meanwhile 56 % of these labor forces are men and 44 % are women.

Anyhow for both these activities, the value of the GPG is much lower than the 6.3 % of the entire workforce.

In agriculture there is an almost equal share between men and women, while in the other economic activity we have a dominance of men. In public administration social and other services the gender pay gap is equal in value with the national average.

On the other hand in this economic activity the number of women workers is higher than that of men.

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The economic activity of production shows the gender pay gap with the highest value, with 23.3 % and we can observe that in this sector there is a dominance why women are underrepresented in the Parliament and in local government leadership.

2.2 Demographic indicators in Albania

The demographic determinants are the key factors underlying population change, such as declines in fertility and mortality, and large-scale emigration. Particularly at the earlier stages of the demographic transition, reductions in fertility are the primary determinants of the timing and extent of population ageing. However, at later stages of the transition, reduction in mortality, particularly at older ages, contribute more to increasing the number of older persons, thus accelerating population ageing.

An important consequence of the decrease of fertility is a progressive reduction in the availability of kin on whom future generations of older persons can rely upon for support. At the same time, improved chances of surviving to the older ages are likely to spur efforts to improve the health status.

Another important object for accelerating the aging of the population has been immigration. In Albania, the Immigration began after the 1990s as a phenomenon and according the International Organization for Migration (IOM) Albania had a migratory population rate for the last two decades by the highest number of people in the world. This analysis that almost 25% of the population migrate and most of them were young men (IOM - Migration in Albania country profile 2016). The Albanian transition from a centralized economy to a free market led to the creation of private enterprises, which at the beginning were more focused on services and were small enterprises. The process of creating new jobs was at very low rates.

According to the Labour Force Survey organized by INSTAT in 2017, the unemployment rate was 11 %. According to the same survey, the participation rate in the labour force for the population of 30-64 years old is 77 %, while the

employment rate is 68.7 %. The labour market in Albania was also associated with a high degree of informality. Most of the working people do not declare themselves employed, thus avoiding social security payments. (INSTAT, 2018).

Should take into consideration that pension reforms are needed in order to reduce the risks, which is affected by demographic, economic and politics factors. In Albania, the demographic factors are extremely important. Not only the ratio between birth rate and death rate is negative but also the so called “envelope salaries”, unemployment and migration to other countries influences pension system.

Table 2: Demographic and financial indicators of the pension system

	Urban	Rural	Total
Nr. of contributors	483,100	168,513	651,613
Nr of beneficiaries	399,959	154,143	554,102
Nr of pensioners	296,076	137,771	433,847
Age to retire			60 years old for women 65 years old for men 35 years of contributions
Benefit rate			Basic pension + 1% for each year contributor to the average salary of estimated in the last 10 years
Indexation			Legally Indicated by Inflation, but in reality it is done by the decision of KM
Expenditures			75,545
Income			56,518
Pension Covers (Pensioners / Total of retirement age +)2018	171.7%	93.7%	135.8%

Source: ISSH

Conclusion

The majority of the 17.63% of the gender wage gap is accounted for by the different rewards provided by the labour market. The different rewards provided by the labour market, the pure rent of being male, experience loss, occupational segregation, child care, and part-time work, all reduce women's wages and put them at a disadvantageous position.

The main implication is that education although key, it is not enough. Women currently in the labour market maintain an advantage in education since on average they have more education than men. However, education is not enough to make up for the labour market discrimination in terms of wages. If women kept their current endowments, where education is the main factor, and were paid according to the wage structure of men, their average wages would score higher than those of males. Instead, if their education levels decreased and were the same as those of males, they would earn even less than they do now. Nonetheless, it is other factors such as occupational segregation, lower work experience— as a result of discontinued experiences in the labour market—, child care, and part time work that account for the majority of the gender wage gap.

In Albania gender pay gap depends on the type of enterprise ownership. The gross average monthly wage per employee in foreigner enterprises is more than two times higher for men compared to women. This gap is much smaller in the Albanian private enterprises, while almost nonexistent in the public sector. Achieving gender equality in the labor market it is a challenge of now days and needs that, the two objectives of equal pay and equal participation in the labor market to be pursued simultaneously. Elimination of pay inequalities requires the adoption of a set of new measures, as well as the strengthening of existing ones, procedures and programmes and in the same time increasing the commitment by all the society actors

Globally, the gender pay gap is 40 per cent. In other words, a woman earns 60 cents for every dollar earned by a man. This has many

societal implications, of course, but what is often overlooked is the impact that this pay gap has on pensions and pension benefits after retirement.

Pensions are about enabling the elderly to meet their day-to-day survival needs, not about how much they receive in total.

Women will receive average monthly payments lower than those of men. Not only that, but because they live longer than men, they are significantly more likely to be living alone. It has been shown that the loss of a partner reduces the economic standard of living for the spouse, in part due to economies of scale. Two people living together have an economic standard of living higher than one person living on half the income of the couple.

With lower monthly income and higher monthly expenses, the gender gap means that women face a far more difficult financial situation upon retirement.

There are a number of ways this problem can be addressed, such as:

- Introducing gender-gap equalizing measures within those pension plans that are based on earning
- Providing survivor benefits that compensate the surviving spouse for the loss of economic standard of living upon the death of their partner
- Indexing pension benefits to growth in average wages

The primary reason for the gender gap in pension benefits is that women have lower lifetime earnings. Women, on the whole, receive lower wages. This can be partially attributed to the fact that women dominate in low-skilled, low-paying jobs and industries. Women have lower labour force participation rates – in part because of time taken out of the workforce to care for family members.

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EFFECTIVE MANAGEMENT OF WAITING IN QUEUES



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Abstract: Effective management of queues can significantly improve the performance of the organization in general or the unit where it applies in particular. Effective management of queues is most needed when the service is face to face, ie "tangible", visible and that actually happens in a certain unit. This work aims at identifying the role of several factors (skills, technology, etc.) in the queuing model. The focus of selective surveillance is on all those organizations that have service systems. Service time in the system depends not only on the management of the model but also on some factors which if evaluated (taken into consideration) can significantly improve service results. After a detailed review of the literature, we created the possibility of designing the most effective techniques and methods for gathering information, which was then processed with various computer programs. The proposed model as well as the decision tree is the main results of the presents work. The study has managed to achieve its purpose, as well as to give at the end some recommendations for all those service systems where the queue is applied.

Key words: system, waiting, queuing, time, service, customer.

I. Introduction

In a reception (waiting in queues) system, managers must decide what level of service to offer. A low level of service can be cheap, at least in the short term, but can cause high costs of customer dissatisfaction, such as future lost business and actual grievance costs. A higher level of service will cost more to provide and will result in lower cost of dissatisfaction. Because of this exchange, management must consider what the optimal level of service to

provide is. In some operations there is total production, while in other operations the dominance of production decreases and the dominance of service increases. The goal of the decision maker is to minimize the queue, the smallest possible expectations in the system and to achieve this at minimal cost.

This work aims to identify the role played by the queuing decision-making model in the effectiveness of the service system which reflects a high customer satisfaction at an

optimal cost. Today's challenge is that many operations with service nature create long queues, waste of time and customers (clients) dissatisfaction. Although we are in the age of high technology and internet, providing face-to-face service is often unavoidable. In these conditions the paper aims to identify those factors that significantly improve queuing. The originality of this paper is to provide a model of how the variables work in queuing and at the same time the decision tree which calculates the scenarios for each alternative considered.

II. The methodology of study

This study aims at reducing the queues by proposing in the best management three factors that according to the literature significantly affect performance. It is for this reason that in the proposed model the performance indicator from the point of view of calculating the service time in the system (W) is considered constant. The purpose of the study consist of three additional factors: f₁-skills of persons involved in the system; f₂-technology implemented in the system, and f₃-other factors which include many elements such as values, personality of the persons serving, their experience, motivation, culture, conditions where the service is performed, environment, etc.

As an object of study are taken into account those organizations (companies, businesses, institutions, etc.) public or private which have service systems? To create a clearer vision the object of study includes mainly: supermarkets, various payment counters, and banks of the second level, registration counters, and reception offices for people with different needs, fast food, confectionery and bakery, etc. The reason that the selective study was done in these settings is the fact that are often queues which are caused not only by ineffective management of the queuing model, but also by the three factors that are the subject of our study.

Study methodology: information was collected on the basis of field observations, mainly during peak periods (those with service loads). Different measurements of working hours for

persons serving in the system, performed on the basis of a series of factors (according to the object of study). Various surveys of persons served in the system, processing of information with various computer programs, etc. At the same time the study is set up on a theoretical basis based on literature and materials with an academic level. The study generates a model which then provides opportunities for empirical calculations. The results of the study are included together with the conclusions in the practical part.

III. Theoretical part of study

Waiting in line is part of everyday life. Some estimates say that even in some powerful countries, expectations exceed 37 billion hours a year. The next theory is the most important part of service operations. This theory can be described as valuable tools for managers of decision-making and those operations especially of a service nature. The service industry such as retail providers, supermarkets, various service counters (postal, water, energy, etc.), banking, fast-food, etc. are constantly looking for an opportunity to reduce customer dissatisfaction by waiting in line. long and often slow.

For the service industry or operations with a primarily service nature, speed is the factor that ensures the efficiency of the service operations of any fast food chain. [16]. To choose the correct order of a computerized device, most of the client will refer to certain criteria which include the waiting time and how long the waiting line lasts, etc. [15]. The task of management is to avoid negative perception of the customer while waiting to be served and replace it with a positive experience [13]. They could lose their customers if they did not live up to the promise of providing fast quality service. The customer will often decide to change the ordering system based on the length and amount of time it must "spend" (waste) to get the service [1].

We wait in line at cinemas, dining rooms on campus, registration offices, in the Motor Vehicle Division, etc. The time we wait in line depends on a number of different factors.

Your reception is a result of the number of people served in front of us, the number of computers running and the amount of time it takes to serve each individual customer. [2].

The waiting time is influenced by the design of the rotating waiting system. A waiting line system is defined by two elements: the source of its customer population and the service system. In this context we consider the elements of the waiting line systems and the appropriate performance measures. Different performance characteristics can be calculated for different waiting line systems. [3].

Every time there is more customer demand for a service than can be provided, a queue occurs. Consumers can be either people or inanimate objects. Examples of items to wait in line include a car waiting to be repaired, a customer ordering to be processed at a manufacturing plant (or as it is considered as an inventory of work in progress), online emails, and ships or trains waiting for download. [4].

In a reception system, managers must decide what level of service to offer. A low level of service can be cheap, at least in the short term [10], but can cause high costs of customer dissatisfaction, such as future lost business and actual grievance costs. . [13] A higher level of service will cost more to provide and will result in lower cost of dissatisfaction. [11] For this reason, management must consider the optimal level of service provided. [12]

There are some operations there is total production, while in other operations the dominance of production decreases and the dominance of service increases. Queue Analysis (A.P.R) takes into account inputs that may be customers, cars, citizens, other objects waiting to receive service and leave the system. [5] The goal of the decision maker is to minimize the queue, for the smallest possible waiting in the system and to achieve this at minimal cost. The general form of A.P.R is schematically presented as follows [6]:

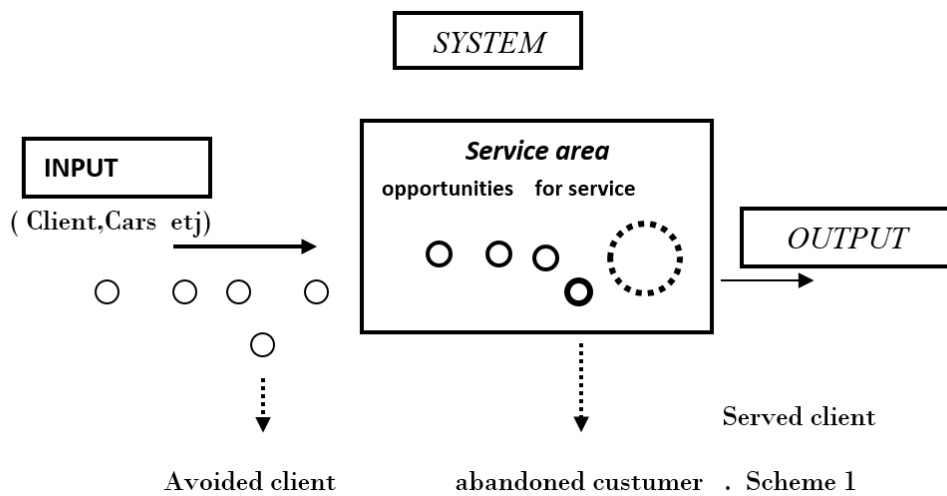


Figure 1: waiting in line proposed classic model

Queuing can be presented in different forms such as: in a straight line, two or more parallel queues for a service opportunity, etc. The average number of achievements or achievement distribution rates is determined by the formula: $P(X) = \lambda X * e^{-\lambda} / x!$ (x = number of inputs per unit of time. λ = average number of inputs per unit of time. $e = 2.71$). [7] The average

service rate is calculated with the indicator (μ). The average time of a The average time that a customer (input) stays in the system (W) is calculated using the formula $W = 1 / (\mu - \lambda)$ The average time of customers in the queue $Wq = \lambda / \mu * (\mu - \lambda)$ These elements (and not only) become part of the calculation of the waiting cost in the system. [8]

The philosophy of queuing suggests that poor management of queuing can cause various psychological problems in people waiting or planning to be served in a particular system. According to her, there are six possibilities to take into account the stress of the people waiting in line:

1. Uncovered work time feels longer than work-covered time.
2. People want to start right away from what they have planned
3. Uncertain expectations are longer than secure expectations
4. Unexplained expectations are longer than explained expectations.
5. Unfair expectations are longer than honest expectations
6. Anxiety makes expectations feel longer.

The skills that people have at work, in all the processes they are involved in, significantly affect the performance and results expected from the planned work. At the same time, high values, personality, motivation, experience, environment, culture, working conditions, etc. significantly affect work performance. [13] [14] The quality of technology, methods used in operations, scheduling of operations, operations management techniques, etc., significantly affect the performance of the work and the product ranking. [15] [16].

IV. Effective management of waiting in line

Effectivemanagementofqueuescan significantly improve the performance of the organization in general or the unit where it applies in particular. Queue management is usually applied to organizations primarily service-oriented. Organizations have different natures, totally productive, service and production or totally serviceable. In all cases where services are evident in the life of the organization, the effective management of queues takes on an importance for the organization.

In the systems with services we can include the cases of banks, airports, hospitals, postal services, services for energy, water, telecom, warehouses, supermarkets, etc. There are cases

that some people can not be served all on-line, do not have the opportunity, or do not know how to use the vending machine (service unit) on-line, etc.

Queue expectation models aim to find solutions on the quantitative side, good time management only according to the applications of more appropriate quantitative, mathematical models, while effective queue management aims to add other elements to improve time of expectation not only quantitatively (mathematical, algorithmic, etc.) but also by other indicators that have an impact on the service system.

Effective management of queues is most needed when the service is face to face, ie “tangible”, visible and that actually happens in a certain unit. The servant and the served are close to each other and at the same time in this system it is expected to serve other people as well.

A service system is considered an interaction between people and the means to accomplish a particular service. If we take the simplest service system, it consists of a service person, a service person and a counter where the service operation is performed, the vehicle that processes the service and the people waiting in line within the system to be served. The counter itself or the service unit has the tool that helps and influences the service. Studies show that all service systems have a similar pattern in a form like the following scheme:

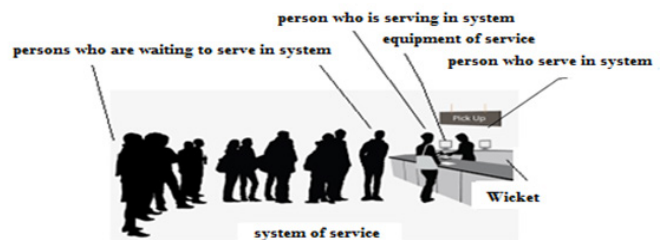


Figure 2: The interaction between cleints and wicket at waiting in line

Studies show that the better the queue management, the more satisfied the served persons are with the system. Studies show that many people can waste time or are too tired from a slow or poorly planned system. In such cases the organization may have various losses from the deviations of the clients served in the

EFFECTIVE MANAGEMENT OF WAITING IN QUEUES

system, or it may create an unfavorable image to the customers and consumers, etc.



Figure 3: emotions and feelings of the people at waiting in line

The basic factors that affect the service system is not only the accurate calculation of the number of counters available on the basis of the average time of arrival in the system and the average time of service, but also by some other indicators that must be taken into account. .

The study aims to identify other indicators that can turn the system into a more effective management of queues. This is also in line with the objective or purpose of the study: Identification of “invisible” factors and their better management in order to improve queuing times.

The study shows that the main factors that affect the improvement of the system service time and at the same time the number of people waiting to be served, the time they spend waiting in line are:

- a) Quantitative mathematical model used for queuing expectations management
- b) Skills of the person serving in the system
- c) Quality of system tools and equipment (technology in service)
- d) Other factors that may help the system

The study aims to mainly identify the importance of factors b, c and d and to influence their improvement. At the same time, the study may

propose a quantitative model that may be more effective for better window management.

These factors can have a relative impact on the waiting time in the queue depending on the nature of the organization, the type of service, the conditions where the service is provided, etc.

In general, the basic factor (a) is dominant and according to the study occupies weight in% of the first level (pr1) in managing expectations in the queue while the skills of the person (b) serving in the system according to the study occupies weight in% of second level (pr2), the quality of the tool and equipment (c) that perform the service occupying an important weight in% of the third level (pr3), (technology in support of the service), while the other factors according to the study occupy a weight in % of the fourth level (pr4). Other factors (d) according to the study affect the values that the person has, experience, motivation, personality, conditions, environment, culture in which the service is performed, etc.

These factors, although in a small percentage in the result of service and to customers, have an impact on service time. , etc., then it is implied that values have an impact on the result. At the same time if people who are open-minded or self-controlled are seen as more fortunate than those who are closed or manipulative. Favorable conditions with lighting, suitable temperatures, etc., or favorable culture such as that of support, collaborative managerial environment, etc. have a positive impact according to the study on customer service time.

At the same time if in each factor taken in the study (which we have considered as a qualitative indicator) we categorize it into quantitative indicators of the system with points (from minimum min (l) = 5 points to max (k) = 10 maximum points) and knowing the weight of the importance of each of them we can model the most effective way of waiting in line. Schematically the factors that affect the effective management of queues can be presented as follows:

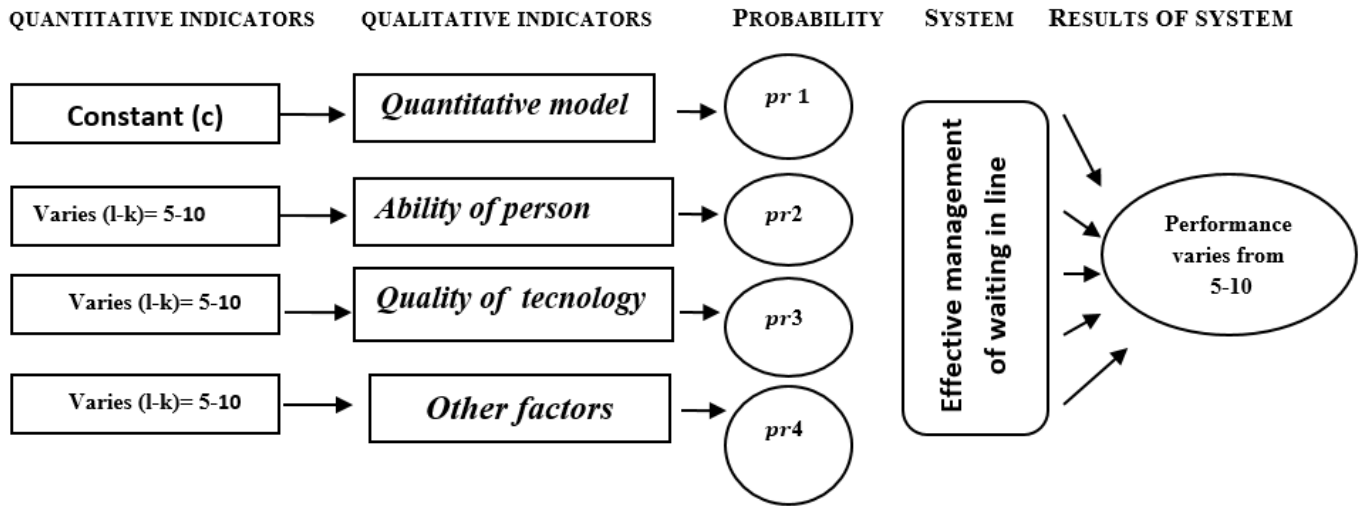


Figure 3- proposed effective management model of waiting in line

The model shows that the higher the skills of the person serving in the system (from 5-10 points) the more he will have a positive impact on the faster completion of the service or on minimizing the waiting time in queues and in the system. At the same time, in the same logic, the better the equipment that performs the service (from 5-10 points), the faster the service will be performed and the customers will be satisfied. As for the other factors, they are implied by the explanation of each of them but at the same time on the basis of the logic used for factors (b) and (c). Factor (a) is not the object of the study and is considered constant, but if the study will improve the quantitative model, this factor will significantly increase the time of service or reduce the waiting time.

Results of model operation on the basis of simulation

Let us consider the basic and main factor constant with proximity of 7.5 points. While the factor b = 7.5 points, the factor c = 7.5 points and the factor d = 7.5 points. By simulation we determine the weights of importance of each factor, where it turns out that the performance of the service or the result of the system will be 7.5 points.

According to the simulation of the service system that is considered part of the study,

the basic factor (a) is considered to occupy a weight of 60% importance in the management of queues, while the skills of the person (b) serving in the system according to the study are assumed to be about 20%. , the quality of the tool and equipment (c) that perform the service, (technology to assist the service) are assumed about 15% while other factors according to the study are estimated to be about 5%.

Result of system =Performance= 7.5(0.6)+7.5(0.2)+7.5(0.15)+7.5(0.05)=7.5 points

If the indicators are at *minimum values*, and the base factor is constant, then the result of the system will be: 7.5(0.6)+5(0.2)+5(0.15)+5(0.05)=7.5(0.6)+5(0.4)=9.5 points

If the indicators are at *maximum values*, and the base factor is constant, then the result of the system will be: 7.5(0.6)+10(0.2)+10(0.15)+10(0 .05)=7.5(0.6)+10(0.4)=11.5 points

In the latter case the real value of each factor is taken and replaced by the model equation:

$$R_{sys}=Perf== \sum_{n=1}^4 (F^n * pr^n)$$

Fⁿ-is the factor that can be concern by from fourth selected, *prⁿ* its specific weight of every factor. Base of the calculation we can build at least three scenarious:

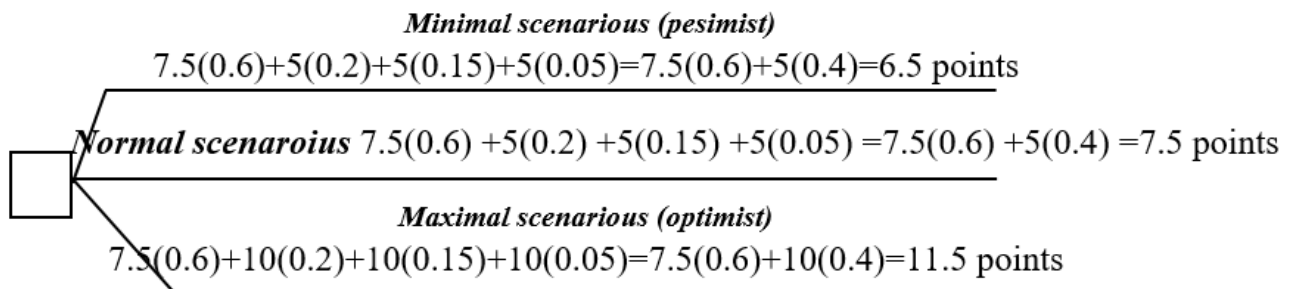


Figure 4: Possible scenarios according to the simulation

V. Conclusions and Recommendations

The study reaches some important conclusions for the good management of queuing systems which do not depend only on the basic models and measurements applied in certain cases. There are a number of factors “invisible” or “unappreciated” by management which can significantly improve the services and time available to all those waiting to be served.

The skills of the people who serve in the various systems where services are provided, can significantly affect the performance, efficiency, quality and speed of service. All these elements for the person who is expected to be served in the system are considered as gained time, or less time lost. Reducing boredom, dissatisfaction is an important indicator of the image and success of the organization or business that provides the services.

The technology that provides the service significantly affects the amount and quality of time that the service “consumes” in the system. The personality of the persons serving in the system from the study is considered a factor in the time spent in the system by reducing the expectation, in order to complete as soon as possible without compromising the quality of service.

At the same time, values, motivation, experience, conditions, culture, business environment, etc., are defined as other additional factors, although with less impact than the above factors.

Conclusions regarding queue management are valid for all units that have service systems, regardless of the private or public sector.

On the basis of the study in general and its specifics, the possibility of recommendations in the interest of better management of service systems is created, which not only continuously apply models as effective as possible measurement of service times and those of achievements, (which then determine the optimal number of people serving in the system), but also the minimum cost of the system. At the same time it is recommended that the skills be detailed based on the type of service that the system offers taking into account the skill set that is most needed for the type of service. The skills of not being distracted are some specific mental skills.

Service systems are required to continuously improve their technologies and all parameters that serve the technology. This is considered another important factor for services.

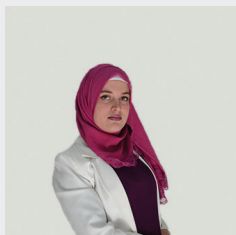
Job personalities should be well studied with different tests or methods for a better match with the personality required by the job. It is difficult to identify the values of persons, but if with some observations, interviews, tests, etc. it is possible to understand, persistence, flexibility, integrity, etc. positive values, these persons are considered favorable to service systems.

At the same time, the continuous improvement of the conditions where the service is provided in all possible possibilities, the favorable managerial environment, the continuous improvement of the culture, people with experience and motivation, is considered another recommendation for increasing the effectiveness of the service system.

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ECONOMIC AND FINANCIAL DEVELOPMENTS OF THE USA BEFORE AND AFTER THE PANDEMIC OF COVID-19



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Abstract: The global pandemic of Covid-19, being an unpredicted event, has caused a collapse in the entire world economy. Different countries have taken different approaches to deal with the economic problems derived from it. This paper aims to make an analysis of the economic and financial developments of the USA by figuring out the condition before and after the pandemic. An important stress will be put on the monetary policy followed by the government of the USA.

For a good analysis, a comparison between economic indicators and their behavior, before and after the pandemic, will be done. It will be discussed about the economic activity, the labor market, inflation and the economic and financial stability. These unusual conditions have their effect also in the financial market. The credit quality of firms as well as the performance of financial institutions is mostly affected. The yields on securities and the spread of yields of bonds in comparison with treasury bills is also an important indicator to be studied.

Given the problematic situation the government of the USA tried to influence through the monetary and the fiscal policy. The increase on the money supply by keeping the FED interest rates near to zero has been one of the measures for recovering the economy. Another important measure to address the problem has been the safeguarding of the market functioning. On the other hand, the help of the government by the fiscal policy has been immediate, even though it is expected to increase the government outlays.

The methodology used by this paper will be a theoretical comparison of economic development before and after the pandemic, based on row data generated by the reports of Federal Reserves. Statistical data will also be used in order to support the analysis.

It concludes that the pandemic has affected the entire world, not only from the health viewpoint but economically as well. The USA, as the leading economy in the world faced the challenge of finding the most appropriate measures to recover from the downturn. The effects of its policies will continue in the long run and there is needed some time to overcome them.

Key words: Covid-19 pandemic, economic and financial developments, monetary and fiscal policy, crisis, recovery

1. Introduction

The pandemic of Covid-19 has spread with a rapid velocity, bringing not only health problematic but economic downturn as well. Likewise in the financial crisis of 2008, the recession has pressured governments to take immediate actions to recover the economy of their countries. The USA, as the leading world economy, with a 23.6% share of the global economy, for sure has global impact driven by the measures that the government has taken. Thus, it is of real importance the study of the economic and financial developments of the USA before and after the pandemic. Their economic activity, and financial conditions have been mostly affected by the pandemic. The labor market is also a good indicator to tell about the effect of any type of crisis to the unemployment rate, job losses as well as the most and last developed sectors of employment. Inflation as well is one of the most important financial indicators which tells about the economic stability, or points out any situation of economic recession. These unusual conditions have their effect also in the financial market. The credit quality of firms as well as the performance of financial institutions is mostly affected. The yields on securities and the spread of yields of bonds in comparison with treasury bills is also an important indicator which reflects the crisis. All of these indicators, in times of economic stability, but especially in global crisis, show their effect on the general financial stability. Moreover, due to the globalization, these elements have a domino effect all over the world. Given that the pandemic was global, the effect is even stronger.

All of these developments were related and constrained the government to change the monetary and the fiscal policy

2. Methodology

This article is a literature research which compares the Economic and Financial developments of the USA, as well as the monetary and the fiscal policy, before and

after the pandemics of Covid-19. It shows how these indicators changed due to the conditions, and whether any conclusions can be derived in order to be used as a guidance for future possible contingencies.

All the theoretical and statistical data were gathered on the Federal Reserve reports, delivered periodically by the government of the USA.

The secondary data was collected by many articles written on the light of the pandemic of Covid-19, in order to support the arguments.

3. Economic and Financial Developments

3.1. Economic activity

Refereeing to the report of 2019, accessible pointers propose that genuine total national output (Gross domestic product) expanded at a strong rate, on balance, in the second 50% of a year ago and rose a little under 3 percent for the year overall - an observable pickup from the movement as of late. Customer spending extended at a solid rate for the vast majority of the subsequent half, upheld by strong employment increase, however spending seems to have drained toward year-end. Business venture developed also, however development appears to have eased back fairly from a sizable increase in the main half. Nonetheless, the mortgage market movement declined that year in the midst of increasing home loan costs and higher material and work costs. Indicators of both purchaser and business opinion stay at good levels, however a few measures have mollified since the fall, likely an impression of money related market instability and expanded worries about the worldwide viewpoint.

In contrast to the forerunning year, and in response to the pandemic, the general economic activity declined. Because of the general crisis triggered by the spread of COVID-19, numerous defensive measures were embraced to restrict the spread of the infection. These social-removing measures viably shut pieces of the economy, bringing about an abrupt and exceptional fall in financial action

and notable expansion of unemployment. In spite of the fact that infection moderation endeavors in numerous spots didn't start until the last fourteen days of March, genuine individual utilization consumptions increased 6.7 percent in March and an uncommon 13.2 percent in April. Markers recommend spending rose in May, yet the April information and May markers taken together highlight a breakdown in second-quarter genuine PCE.

3.2. *The labor market*

The labor market before the pandemic has kept on boosting since the previous year. The unemployment rate has been decreased from 3.9 to 3.5 while the participation in the labor force showed a small increase.

The extreme monetary actions, due to the pandemic, have shown the effect particularly in the work market. Since February, employers cut off almost 20 million positions from payrolls. The unemployment rate decreased from 14.7 percent in April to 13.3 percent in May. The most serious work losses have been present for the socioeconomic groups with low income and low wage range.

3.3. *Inflation*

In 2019, the inflation in consumer prices, descended a little from the FOMC's target of 2 percent in a year ago to an expected 1.7 percent in December. The year proportion of inflation, excluding food and energy, which generally has been a superior index of the prices movement, was assessed to have been 1.9 percent in December- - up 1/4 rate point from a year before.

Although expected to increase due to the pandemic, inflation has eased back suddenly. The year change in the value of PCE was simply 0.5 percent in April. The year proportion of PCE expansion excluding food and energy, decreased from 1.8 percent in February to 1.0 percent in April. This decrease of inflation on March and April, came particularly as a result of enormous price decreases in certain product classes influenced by social separating. Even

though the consumption prices for daily foods increased too much, this increase was offset by the huge decrease in the energy and the fuel prices. Nonetheless, market-based proportions of inflation have descended to probably the least readings ever observed.

3.4. *Financial conditions*

Due to the accommodative monetary policy, which consists on an increase of the money supply, backed with a low interest rate, the amount and the value of investments has shown a profitable financial condition for big companies. The spread between the corporate bonds and treasury bonds yields was decreased. So, did the rates of mortgages as well. These were favorable conditions for the business and households to invest in commodities, while keeping the returns at a moderate pace. Credit to enormous nonfinancial firms stayed strong in the second 50% of 2018; corporate security issuance eased back extensively close to the furthest limit of the year.

In late February and over quite a bit of March of 2020 as COVID-19 spread, value costs plunged and Treasury yields dropped generously, with yields on longer-term protections arriving at record-breaking record lows. Spreads of yields on corporate securities over those on equivalent development Treasury securities broadened fundamentally as the credit nature of firms declined and market working crumbled; what's more, advances were inaccessible for most firms, especially firms underneath speculation level. At the most intense time of this period, exchanging conditions turned out to be very illiquid and some basic business sectors quit working appropriately. Customer acquiring likewise fell as spending drooped. A few business sectors supporting purchaser loaning experienced serious strains around this period, including the office private home loan sponsored protections market just as the auto, MasterCard, and understudy loan securitization markets. Accordingly, the Federal Reserve took remarkable measures to reestablish

smooth market working and to help the progression of credit in the economy, including the production of various crisis credit and liquidity facilities.¹ These activities, alongside the forceful reaction of monetary approach, balanced out money related business sectors and prompted a prominent improvement in budgetary conditions for the two firms and families just as state and nearby governments. All things considered, loaning guidelines for the two family units and organizations have gotten less accommodative, and acquiring conditions are tight for low-appraised families and organizations.

3.5. *Financial stability*

Before the pandemic, the U.S. money related framework remains significantly stronger than in the decade going before the budgetary emergency. Weights related with resource valuations facilitated contrasted and July 2018, especially in the value, corporate security, and utilized advance business sectors. Administrative capital and liquidity proportions of key money related foundations, including huge banks, are at generally significant levels. Subsidizing hazards in the budgetary framework are low comparative with the period paving the way to the emergency. Acquiring by family units has risen generally in accordance with family salaries and is concentrated among prime borrowers. While obligation owed by organizations is high and credit norms – particularly inside fragments of the advance market zeroed in on lower-appraised or unrated firms – crumbled in the second 50% of 2018, issuance of these advances has eased back more as of late.

The COVID-19 pandemic has unexpectedly ended huge areas of monetary movement and prompted quick money related repercussions. In spite of expanded flexibility from the money related and administrative changes embraced since 2008, budgetary framework weaknesses—most remarkably those related with liquidity and development change in the nonbank monetary

area—have intensified a portion of the financial impacts of the pandemic. As needs be, monetary area weaknesses are required to be huge in the close to term. The strains on family and business monetary records from the monetary and budgetary stuns since March will probably make tireless fragilities. Money related foundations may encounter strains therefore. The Federal Reserve, with endorsement of the Secretary of the Treasury, set up new credit and liquidity offices under segment 13(3) of the Federal Reserve Act to reduce extreme disengagements that emerged in various monetary business sectors and to help the progression of credit to family units, organizations, and state and nearby governments. Moreover, as money related burdens abroad gambled pouring out over into U.S. credit advertises, the Federal Reserve and a few other national banks reported the extension and upgrade of dollar liquidity trade lines. Moreover, the Federal Reserve presented another brief repurchase arrangement office for unfamiliar financial specialists. The Federal Reserve has likewise made various acclimations to its administrative and administrative system to encourage market working and decrease administrative hindrances to banks supporting families, organizations, and city clients influenced by COVID-19. (See the case “Improvements Related to Financial Stability” in Part 1.) The COVID-19 pandemic has unexpectedly ended enormous areas of monetary movement and prompted quick budgetary repercussions. Regardless of expanded versatility from the budgetary and administrative changes received since 2008, monetary framework weaknesses—most prominently those related with liquidity and development change in the nonbank money related area—have intensified a portion of the financial impacts of the pandemic. As needs be, monetary area weaknesses are required to be critical in the close to term. The strains on family unit and business asset reports from the monetary and budgetary stuns since March will probably make tenacious fragilities.

Money related foundations may encounter strains thus. The Federal Reserve, with endorsement of the Secretary of the Treasury, set up new credit and liquidity offices under segment 13(3) of the Federal Reserve Act to lighten serious separations that emerged in various money related business sectors and to help the progression of credit to family units, organizations, and state and neighborhood governments. Besides, as budgetary anxieties abroad gambled pouring out over into U.S. credit advertises, the Federal Reserve and a few other national banks declared the development and improvement of dollar liquidity trade lines. Also, the Federal Reserve presented another brief repurchase arrangement office for unfamiliar money related specialists. The Federal Reserve has additionally made various acclimations to its administrative and administrative system to encourage market working and lessen administrative obstructions to banks supporting family units, organizations, and metropolitan clients influenced by COVID-19.

4. Monetary and fiscal policy

4.1. Interest rate policy

Before the pandemic, the interest rates of the FED were stable, neither too high nor too low. As the work market kept on reinforcing, and monetary movement extended at a solid rate, the FOMC decreased the federal funds rates bringing the to 1.75 %.

This monetary policy was founded as the most appropriate to promote a sustainable economic development, to strengthen the conditions of the labor market and to keep the rate of inflation within the objectives of the board, of 2 %.

Considering the impacts of COVID-19 on financial conditions, the FOMC quickly brought down the objective for the government supports rate. In their meetings in March 2020, they decided to decrease the federal reserve fund with 1.5 % achieving the lowest value of 0.25 %, approaching near to zero. This rate is thought to be kept until the government in confidential that the economy starts the recovery and they fulfill

their objectives of financial sustainability. This implicates the decrease in the unemployment rate as well as the stability in the consumer prices.

4.2. Balance sheet policy

The FOMC kept on executing the monetary record standardization program that has been in progress since October 2017. In particular, the FOMC decreased its possessions of Treasury and office protections in a steady and unsurprising way by reinvesting just head installments it got from these protections that surpassed steadily rising covers. Thus, the Federal Reserve's all out resources declined by about \$260 billion since the center of a year ago, finishing the period near \$4 trillion.

Along with the January post meeting articulation, the Committee delivered a refreshed Statement Regarding Monetary Policy Implementation and Balance Sheet Normalization to give extra data about its arrangements to execute financial approach over the more extended run. Specifically, the FOMC expressed that it means to keep on executing financial strategy in a system with a plentiful gracefully of stores so dynamic administration of stores isn't needed. What's more, the Committee noticed that it is set up to change any of the subtleties for finishing monetary record standardization considering financial and budgetary turns of events.

Market working crumbled in numerous business sectors in late February and a lot of March, including the basic Treasury and organization MBS markets. The Federal Reserve quickly made a progression of strategy moves to address these turns of events. The FOMC reported it would buy Treasury protections and organization MBS in the sums expected to guarantee smooth market working and the powerful transmission of money related arrangement to more extensive monetary conditions. The Open Market Desk started offering enormous scope short-term constantly repurchases understanding activities. The Federal Reserve facilitated with other national

banks to upgrade the arrangement of liquidity through the standing U.S. dollar liquidity trade line game plans and reported the foundation of impermanent U.S. dollar liquidity plans (trade lines) with extra national banks. The Federal Reserve additionally settled a transitory repurchase arrangement office for unfamiliar and global money related specialists. (Independently, the Board presented a few offices with the support of the U.S. Depository to all the more straightforwardly uphold the progression of credit to the economy.) Since these arrangement activities were reported, the working of Treasury and MBS markets has step by step improved.

4.3. *The fiscal policy*

Even though the pandemic has caused, a huge problematic situation, not only on the health viewpoints, but economically as well, it is to be applauded the rapid response that the government of the USA gave to such a condition. The fiscal actions, alongside the monetary policy, were appropriate and in time to support the recovery.

Experts of foreign economies have executed financial, money related, and administrative measures to moderate disturbances brought about by the COVID-19 pandemic. The sudden loss of income by families as well as businesses, was covered by fiscal packages in the form of subsidies. The deferral of tax payments of the business has also been an effective measure to help the business recover from the crisis.

This might have brought an increase of the budgetary expenses and a decrease of charge incomes by almost \$2 trillion in the current monetary year. The effects of such measures will continue in the forthcoming year, resulting in taxation increase, anyway they were sufficiently used to keep the economic downturn as smooth as possible.

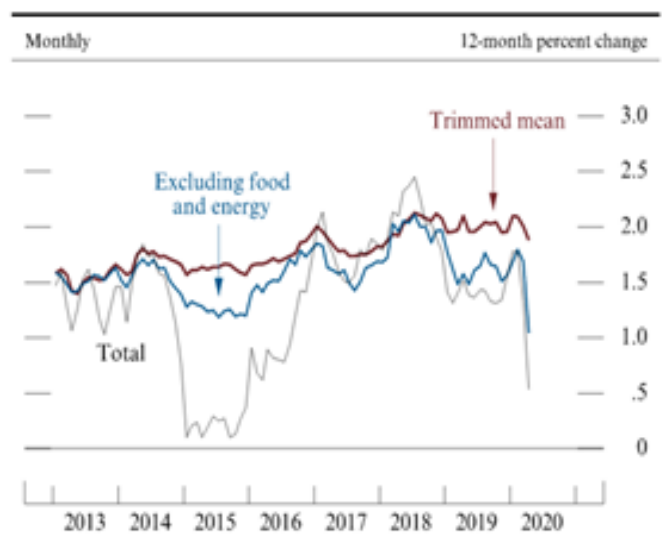
5. Results and Discussion

Labor force participation rates and employment to population ratio¹



Due to the pandemic, the unemployment rate has been increased dramatically, expressed mostly with the job losses as well as a decrease in the annual salaries of the employees. This decline in the employment is mostly obvious in the low-wage workers. The unemployment rate expressed as a ratio of the number of unemployed people over the total number of labor force, suffered a decline from 3.5% in the beginning of the year to 13.3% in May.

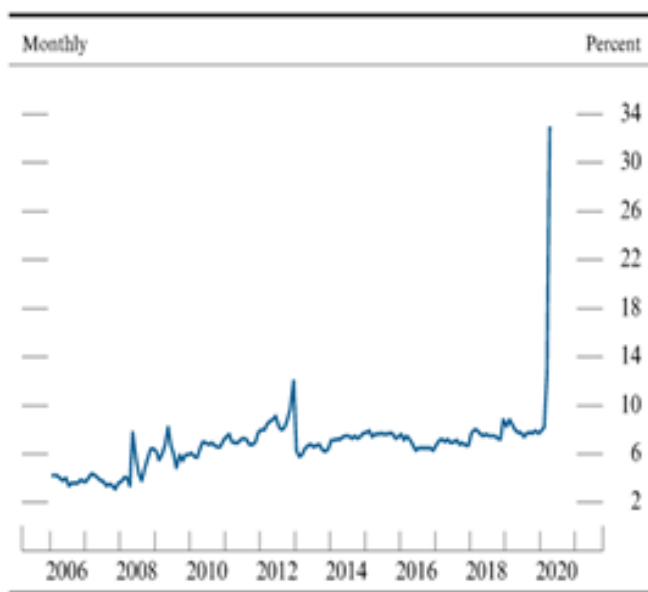
Change in the price index for personal consumption expenditures²



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The job losses as well as the decrease in the wages were the cause which brought a cut of the expenditures for the whole population. Not only massive consumption expenditures have declined, but those for food and energy did so too. This is a strong indicator telling the enormous effect of the pandemic over the entire lives of the people. This indicator, as reported in the federal report of June 2020, declined by 0.2 percent, going from 2.1 to 1.9.

Personal saving rates³



On the other hand a huge increase in the personal savings rates is observed. Because of the pandemic, the uncertainties perceived by the population, constrained them to take measures to hedge against the possible future problems. In this case, even by sacrificing the consumption, they tried to save their income for using them in the future in case of a worst scenario.

The personal saving rate, as a ratio of long term savings to total disposal income increased to 34%, the highest value observed since 2012, when it was only 14%.

¹ Source: Bureau of Labor Statistics via Haver Analytics

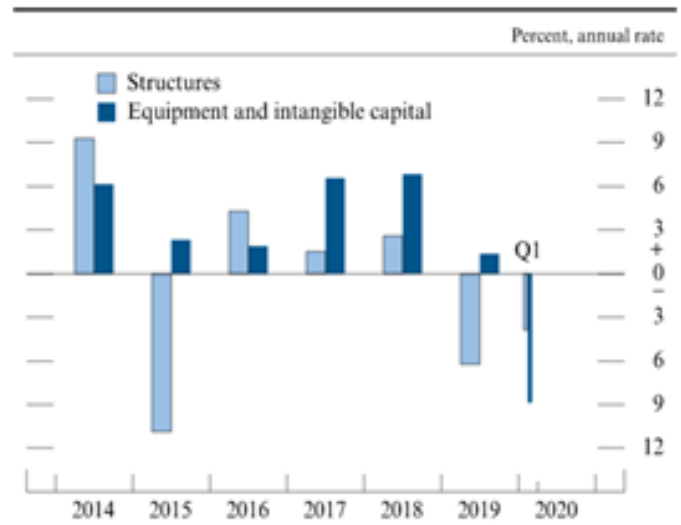
² Source: Bureau of Economic Analysis; all via Haver Analytics

³ Source: Bureau of Economic Analysis via Haver Analytics

⁴ Source: Bureau of Economic Analysis via Haver Analytics

⁵ Source: Office of management and budget via Haver Analytics

Personal saving rates⁴



The business investments show a huge decline too. The general economic stagnation was spread in all the sectors of the economy, with some small differences according to the different sectors.

Too many investments have been either delayed or cancelled out due to the expectations on low or even negative returns. Not only did it decrease, but unfortunately this indicator reached a negative value up to -9%.

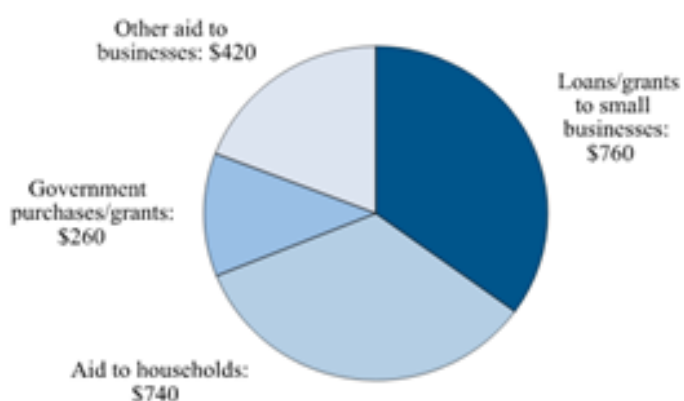
Federal receipts and expenditures⁵

25. Federal receipts and expenditures



Given these conditions the government took measures to stabilize the situation. As it is shown from the report of the office of governmental management, the federal expenditures have increased too much in order to help the citizens, as well as the business recover from the crisis. For sure, the receipts expected to come from them have been declining due to their inability to pay to the government as well as its policy to extend these payments for a later period. This movement is expected to deepen the budgetary deficit which is something to be thought about, from the new cabinet. As showed in the graph, the increase in the expenditure was about 20% from the previous year and the decrease in the receipts was almost 5%, resulting in a deficit 25% higher.

Fiscal support¹



Another measure of the government for stabilizing the situation was the support by the fiscal policy. This fiscal support was mostly expressed in the form of loans to businesses, and aids to households, with 35 and 34% accordingly. Government purchases and grants as well as other aid to businesses were some other measurements of fiscal support from the government, of about 12 and 19 %.

¹ Source: Congressional budget office

6. Conclusion

In conclusion we might say that the pandemic of Covid-19 has got a huge impact on the overall lives of the entire population. Except from the health viewpoint, the indicator which suffered a shock, was no doubt the economy. In this paper, the measures taken from the USA government to recover from the crisis coming from the pandemic, were analysed.

The easing monetary policy is thought to be the most appropriate one to help overcome the crisis. The objective of keeping the federal reserve rate near to zero and the extend of the money supply, is a great help for the households but especially for the business to take deal with the problems that the pandemic arose. These policies had their positive impact on the prices stability and employment rates as well.

On the other hand, the fiscal policy had its positive impact as well, especially for the reestablishment of the business as well as in terms of household wellbeing. But it should be stressed the fact that this policy had other implications as well. The government expenditures increased too much and tax gatherings decreased, resulting in a budgetary deficit. This effect will have it implications in the future. It might increase the household and business taxes in the long run. The government might cover this deficit by an expanding monetary policy but it must assure that this measure will not bring inflation.

Based on the above, we can conclude that, even though the USA government was almost prepared to get protected from the crisis, its effects will continue in the future. The challenge is even stronger thus the government will need a full package of measures for keeping safe.

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THE CORRELATION BETWEEN THE LACK OF 'SEARCHING FOR A JOB' STRATEGY AND UNEMPLOYMENT AMONGST YOUTH.



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Abstract: Unemployment has been accepted as a worrying problem for all society since the beginning of transition. The market is full of different obstacles and barriers. Searching for a job is now a job itself. Making a plan to find a job requires active and continuous work, while staying passive is not an option. The aim of this study is to show the impact that the lack of 'searching for a job' strategy has on being unemployed. The research method used is the quantitative one. The data collection method is an administrated in group questionnaire. The study consists of a comparison between two age groups, concretely between 50 youngsters, aged 18–23, and 50 other youngsters, aged 24–29. From the data analysis it resulted that: (a) the sample of this study is passive and doesn't pay the needed importance and time to search for a job (b) young people have a noted lack of information for the chances that the market offers (c) they don't have a 'searching for a job' strategy and this leads to unemployment.

Key words: Youth, 'searching for a job' strategy, unemployment, unemployed.

1. Introduction

Unemployment is a phenomenon that occurs when a person who is actively searching for a job, is not able to find one. Unemployment has often been used as a mass of the economy's health. (Unemployment)

The marketplace today is a completely new reality. Technologies replace each other very quickly and the market today requires individuals who are prepared to change and develop new skills in order to comply and adapt to these changes. Companies and employers do not expect for their employees to stay with the company their whole life, because individuals are always in search of a better or more qualified job. From this point of view, the market seems like a universe where job-hunting is a very difficult process. Each one of us has gone through this process or still does. (UNICEF)

Everything about work has changed, including the way we search for it. Our approach toward traditional techniques of searching for a job in a workplace, which has dramatically changed, is equivalent with "fighting the last war", with

disappointments and catastrophic results. (Ryle, 2008)

2. Methodology

2.1 Data collection method

The data collection method used for this study is a questionnaire, because what we are looking for is open and short information. By open information we want to show that none of the questions has offensive content or prejudices the participant's privacy, so the participants will not have any problem on sharing their answers. The questionnaire contains 18 questions, whose answers are measured using the Likert's scale, "lightning" answers with yes or no and questions with alternatives based on the individual's opinion.

2.2 Sample

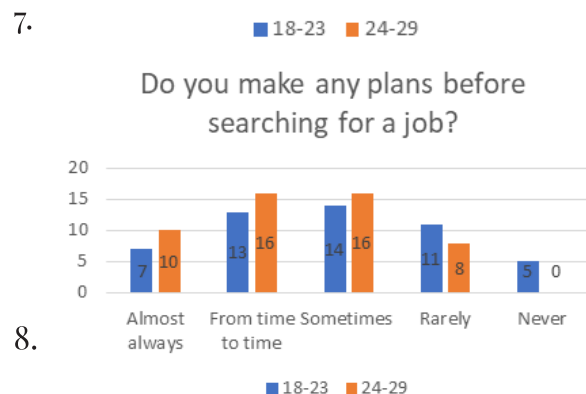
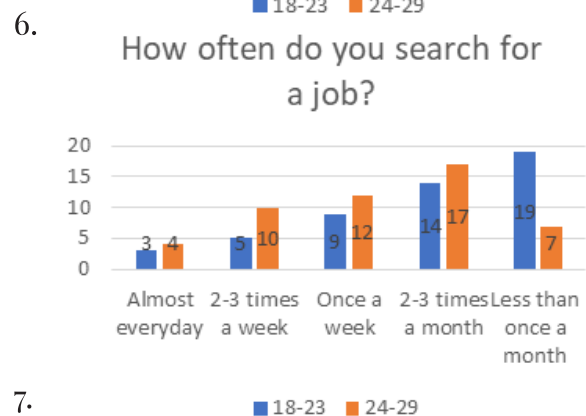
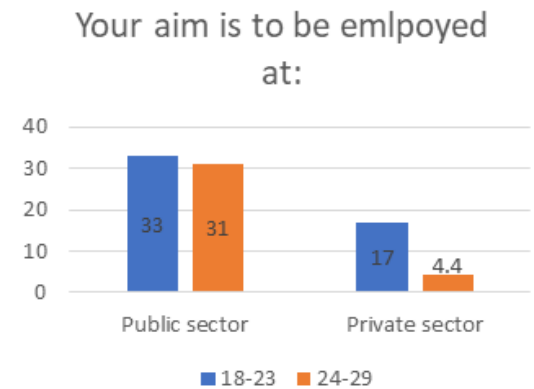
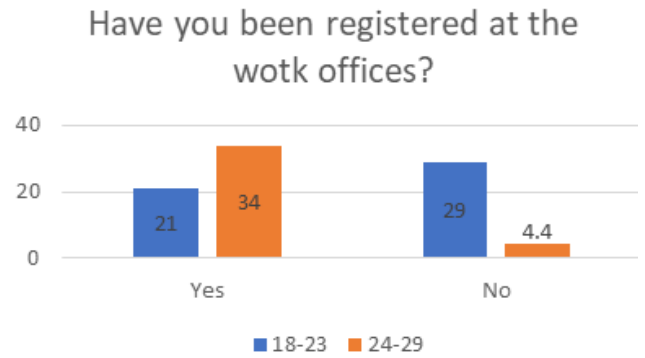
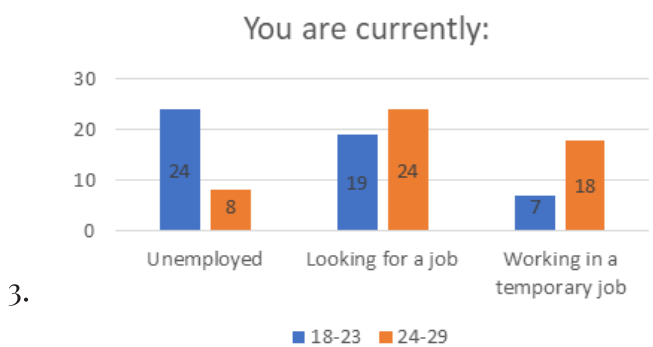
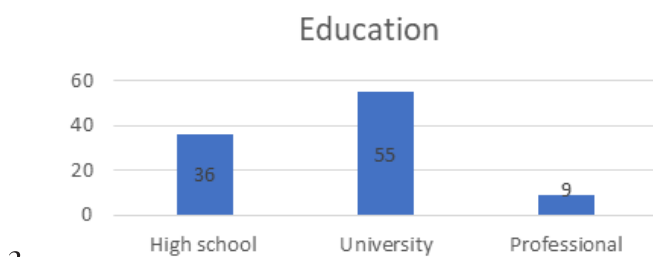
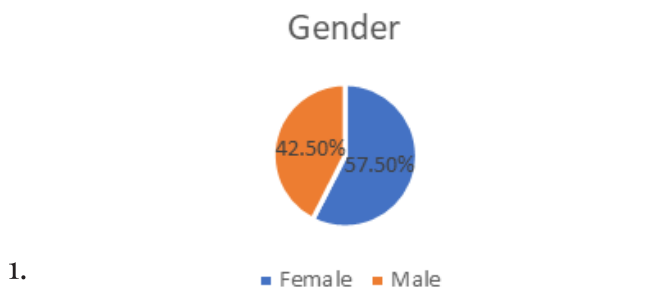
The sample was purposive since it was chosen by the researcher herself in order to adapt to the study as well as possible. The sample consists of 100 people. The criteria consisted on choosing 50 people aged 18–23 and 50 others aged 24–29 to make a comparison in order to understand the strategy of searching for a job.

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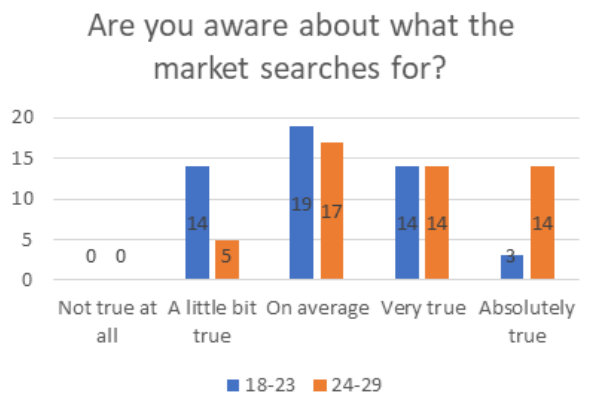
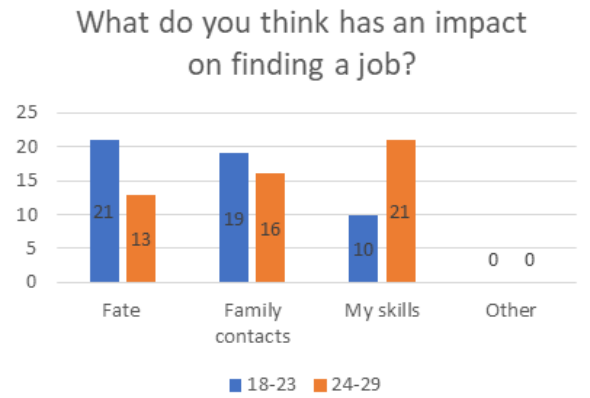
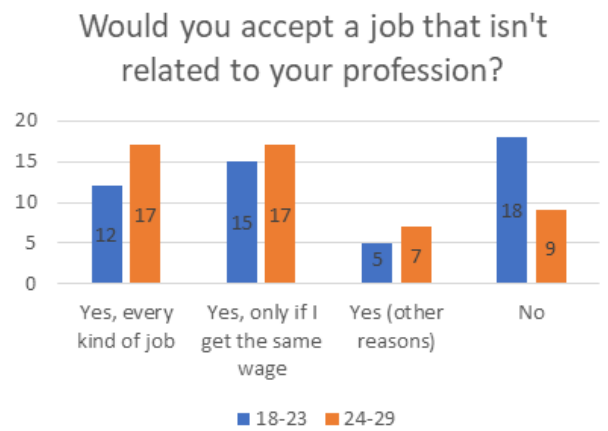
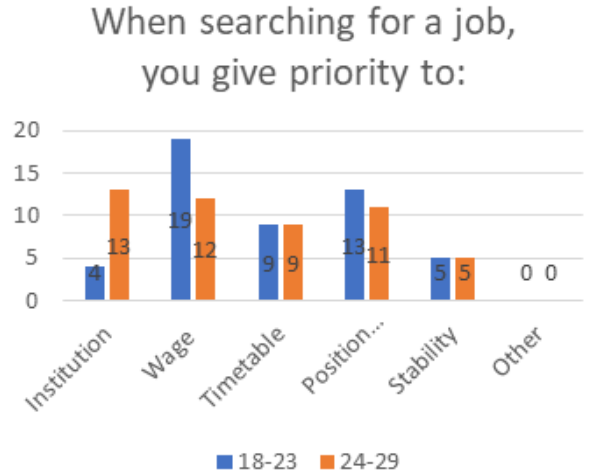
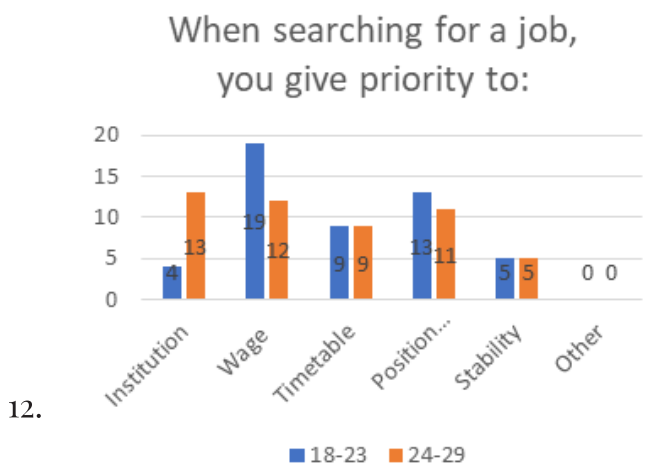
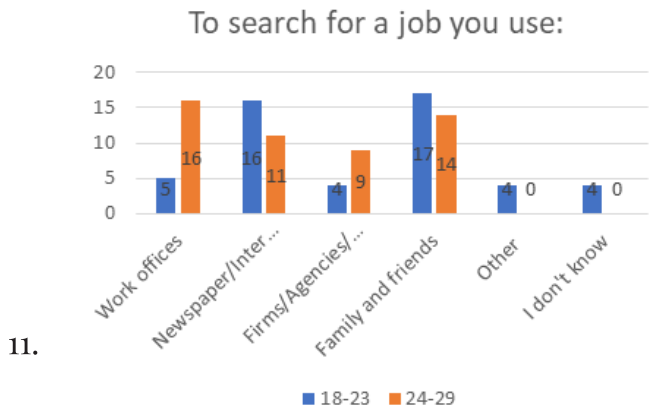
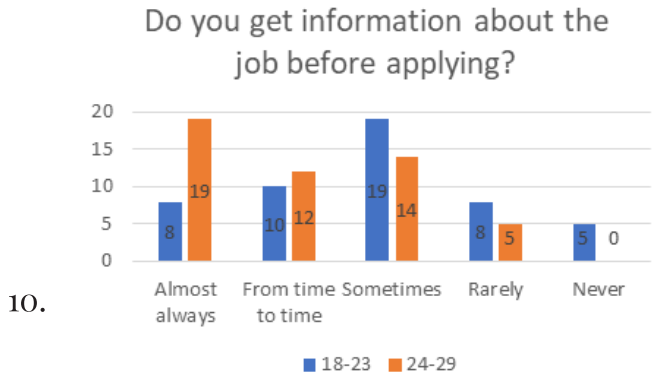
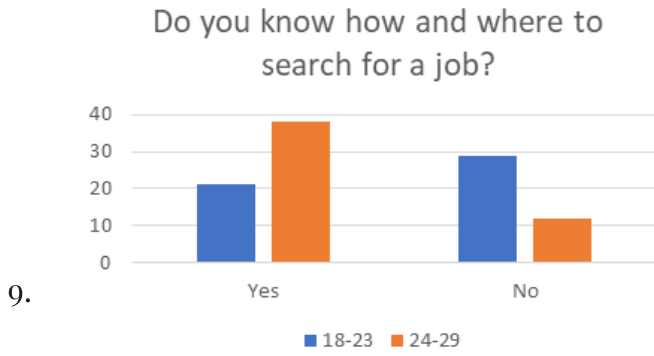
The reason after including these two age groups is that individuals after the age of 16 are legally allowed to work, but they are legally considered mature after the age of 18 and by that age they would give a more helpful information and would take the questionnaire more seriously. After the age of 30, individuals are no longer considered young and that is why the last age included in the sample is 29.

Inclusion criteria: People included in the study had to be aged 18-29 years old and then separate them into two groups: 18-23 and 24-29. The reason after this separation is that individuals between 18-23 might also be in college and the researcher wanted to understand how their strategies differ from the other part of the sample. All participants had to be unemployed, looking for a job or working temporarily.

3. Results of respondents

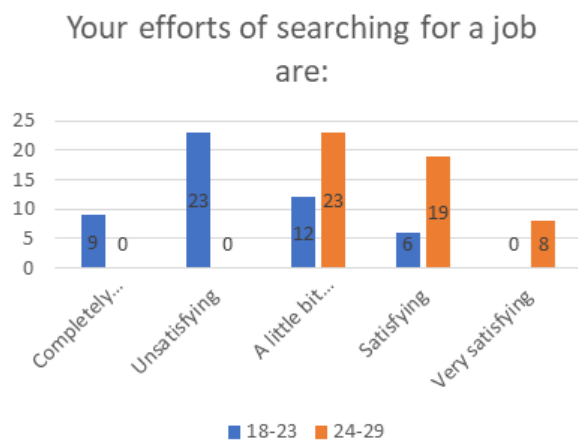


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4. Discussions

The study's results show an increase in the number of youngsters who go to university, which is something positive for our society. It shows the awareness of youngsters and their families of university as the crux of a better future. However, despite the large number of the educated, the level of unemployment is still high. This phenomenon is also happening in other developing countries where the level of unemployment is increasing while more and more youngsters get university's diplomas.

In 2002, Brahim Boudarbat, a professor in the School of Industrial Relations at the University of Montreal, made a study focusing on the determinants of employment sector and field of study choices. He used data from the Moroccan Labor Force Survey. The reason why the researcher chose Morocco is that both, Morocco and Albania, are developing countries with the same economic and development conditions. The study revealed that the level of unemployment was 34% amongst people with high school diplomas and 32.2% amongst those with university diplomas, while those without a diploma had a 5.6% level of unemployment. The results of this study made by Boudarbat are similar to those in our country, where the level of unemployment is 36% for those with a high school diploma and 55% for those with a university diploma.

According to the results of the study, the level of educated females is higher than the level of

educated males, respectively 57.5% and 42.5%. On the other hand, females have a higher level of unemployment. The same happens with the Boudarbat's study.

The results also show that the majority (60%) of 18-23 are not ready to work outside the city where they live. The same goes for Morocco, where according to Harris and Todaro (cited on the Boudarbat study), the majority of employees are concentrated on urban areas where the level of unemployment is higher, meanwhile on rural areas there are more employment possibilities but they are not preferred not only because people would rather work in developed cities and urban areas, but also because the wage is lower. For this reason, the level of unemployment is still high because of "voluntary unemployment", which means people prefer to stay unemployed rather than work in rural areas for a lower wage or work outside the city they already live.

According to the Boudarbat's study, a huge part of the youth is still looking for a job as a consequence of the desire to be employed on the public sector. About 66% of 18-23 and 62% of 24-29 prefer the public sector without considering the private sector where the employment possibilities might be multiple. This happens for different reasons, such as wage, timetable, stability etc. On the other hand, this extends the unemployment period as people wait to be employed on the public sector. The same happens in Morocco according to the study. This can be considered as lack of strategy.

According to Eaton and Neher (1975) (cited on Boudarbat study), high level unemployment of youth is a result of the priority they give to high wages when searching for a job. Results showed that the same thing happens in this study too, where 38% of 18-23 prioritizes the wage while searching for a job. This brings high level of unemployment. For young employees, the institution and the stability should have more priority in order to gain more experience.

Despite the results, the data of this study are not resumptive, since the sample is small and cannot generalize all the youngsters of Albania.

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The study showed once again that the youth does not have a "searching for a job" strategy, they are passive and not serious. During the administration of the questionnaire it was noticed that there was a tendency to manipulate the answers. Youngsters tend to say what should be said instead of what they really think. These are some elements that prejudice the study's validity.

5. Conclusions

After the research process, administration of the questionnaire, data collection and analyses, we arrive to these conclusions:

The percentage of unemployed females is higher than the percentage of unemployed males, respectively 57.5% and 42.5%.

The percentage of youngsters with a university diploma is higher than those with a high school diploma or those with a professional education, respectively 36%, 55% and 9%.

For the 18-23 years old, the percentage of unemployment is 48% and for the 24-29 years old is 16%. For the 18-23 years old the percentage of those looking for a job is 38%, and for the 24-29 years old it is 48%. For the category of temporarily employed, the percentage of the 18-23 years old is 14%, and 36% for the 24-29 years old.

The percentage of youngsters registered at the work offices is higher for the 24-29 years old than for the 18-23 years old, respectively 68% and 42%.

The percentage of youngsters that have made voluntary activities related to their profession is higher for the 24-29 years old than 18-23 years old, respectively 56% and 38%.

About 34% of 24-29 years old look for a job 2-3 times a month, meanwhile 38% of the 18-23 years old look for a job less than once a month, so the 24-29 years old are more active when searching for a job.

About 32% of the 24-29 years old make a plan before looking for a job from time to time, while 28% of the 18-23 make a plan sometimes.

About 76% of the 24-29 years old and 58% of the 18-23 years old know how and where to search

for a job.

About 38% of the 24-29 years old get information before applying for a job almost always, meanwhile 38% of the 18-23 years old do it sometimes.

About 32% of the 24-29 years old use work offices to search for a job and 28% use the family and friends, meanwhile 34% of the 18-23 years old use family and friends and 32% use newspapers and internet. This shows that the 18-23 years old are more passive and do not try hard to find a job, they rather prefer others to do it for them. About 26% of the 24-29 years old give more priority to the institution, while 38% of the 18-23 years old give more priority to the wage. This is not a good start to find a job and most likely it will bring more unemployment.

About 58% of the 24-29 years old would consider a job outside the city, while only 40% of the 18-23 years old would not take the chance. This is not something positive since there are a lot of employment chances in other cities where people can get experience and improve their skills.

About 34% of the 24-29 years old would accept a job that isn't related to their profession, which is a good choice since this would keep them active in the market while gaining new experiences, on the other hand, 36% of the 18-23 would not accept a job that is not related to their profession, which causes the extension of the unemployment period, knowledge and skills reduction, making them less preferred by the market.

About 42% of the 24-29 years old think that their skills affect their employment chances, while 42% of the 18-23 years old think that fate has a great impact on their employment. Negligence is noted as they leave everything to the fate and chance.

About 28% of the 24-29 years old are completely conscious about what the market wants, while only 6% of the 18-23 years old are completely conscious. This shows how little the youngsters are informed about what the market searches, needs and the chances to be employed on that market.

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About 46% of the 24-29 years old evaluate their efforts as a little bit satisfying and 38% evaluate them as satisfying, while 46% of the 18-23 years old evaluate their efforts as unsatisfying and 24% as a little bit satisfying. This means that the lack of seriousness while searching for a job, negligence of the objectives, the lack of proper information about the employment possibilities and the chances that the market offers, the passive attitude while handing it to the fate, family or chance are some of the factors why this age group (64%) evaluate their efforts as unsatisfying or completely unsatisfying.

6. Proposals

After the data collection analyses, I would like to make some recommendations that I consider as appropriate for all youngsters in general in order to have a strategy while searching for a job and consider it as a job itself.

- Try to be informed everyday about new jobs. This way you will always be active and closer to the market.
- Try to engage with voluntary jobs related to your profession. This will keep you motivated, you will get closer to your profession, gaining new experiences, and on the other hand you will enrich your CV.
- Take advantage of the opportunities you get to be trained about your profession or in other trainings to improve your qualifications. This way you will make new contacts and increase the opportunities to be employed.
- Participate on work's fairs so you can get informed on the market's needs and increase your employment chances.
- Do not refuse the chances to be employed in a temporary job. You will gain practice and this will make you more flexible for the market.
- In order to avoid disappointment, try to first be informed about the job you are applying. In this way you will understand how close to your expectations and interests it is.
- Make a clear and detailed plan with objectives about how you are going to search for a job and where you are going do it. Don't forget that searching for a job is a job itself.

- Utilize the work offices and carrier development centers. They are always a good idea and will instruct you when searching.

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