Book of Proceedings

2nd International Conference on Interdisciplinary Social Sciences

ICISS 2018

21-22 April, 2018

Florence, Italy

Edited by:

Prof. Alessandro Figus
Prof. Marco Cilento
Dr. Marsel Cara
Office 1
Gainsborough Road,
London, England,
E11 1HT

First Published 2018

© 2018 Richtmann Publishing LTD

© All rights reserved. No part of this publication may be reproduced,
stored in a retrieval system, or transmitted in any form or by any means,
electronic, mechanical, photocopying, recording or otherwise, without either
the prior written emission of the publisher. Applications for the copyright
holder’s written permission to reproduce any part of this publication should
be addressed to the publishers.

Book of Proceedings of the 2nd International Conference on Interdisciplinary Social Sciences

Editors: Prof. Gianluca Senatore, Prof. Marco Cilento, Dr. Marsel Cara

Doi:10.5901/iciss-2017-vol-1

Disclaimer

Every reasonable effort has been made to ensure that the material in this book is true, correct, complete, and appropriate at the
time of writing. Nevertheless the publishers, the editors and the authors do not accept responsibility for any omission or error, or
for any injury, damage, loss, or financial consequences arising from the use of the book. The views expressed by contributors do not
necessarily reflect those of the Richtmann Publishing.


Typeset by Richtmann Publishing, London

Printed and bound by Richtmann Publishing, United Kingdom
International Scientific Committee
ICISS 2018

T. S. Devaraja, University of Mysore, Hassan, Karnataka, India
Andrea Carteny, Sapienza University of Rome, Italy
Gianluca Senatore, Sapienza University of Rome, Italy
Bidzina Savaneli, Tbilisi State University, Georgia
Marcello Fedele, Sapienza University of Rome, Italy
Sibylle Heilbrunn, Ruppin Academic Center, Emek-Efer, Israel
Arda Arikam, Akdeniz University, Antalya, Turkey
César Correa Arias, University of Guadalajara, México
Godfrey Baldacchino, University of Malta, Malta
Dimitri A. Sotiropoulos, University of Athens, Greece
Werner J. Patzelt, University of Dresden, Germany
Vincent Hoffmann-Martinot, University of Bordeaux, France
Anne Cross, Metropolitan State University, USA
Emanuele Santi, African Development Bank, Tunis, Tunisia
Alba Dumi, University of Vlore, Albania
Kamaruzaman Jusoff, Universiti Putra Malaysia
Muneeerah Bader Almahasheer, College of Arts, University of Dammam (UoD), Saudi Arabia
Joan Garcia Garriga, Institut de Paleoecologia Humana i Evolució Social (IPHES) / Universitat Oberta de Catalunya (UOC), Spain
Nicola Maria Boccella, Sapienza University of Rome, Italy
Hamdan bin Said, University Technology Malaysia, Malaysia
Umar Ali Khan, I.E.R., Gomal University, D.I.Khan, (KPK), Pakistan
Muhammad Abdul Wahid Usmani, King Saud University, Riyadh, Saudi Arabia
Shahram Fattahi, Razi University, Iran
Costa Hofisi, North-West University, South Africa
Wei Zhang, University of California, USA
Mabutho Sibanda, University of KwaZulu-Natal, Zimbabwe
Abel Gwaka Anyien, Kenyatta University, Kenya
Francisco Javier Ramos, University of Castilla, La Mancha, Spain
Kalaly Chu, University Kristen Satya Wacana, Indonesia
Mohamed Ben Aissa, University of Tunis, Tunisia
Tutku Akter, Girne American University, Northern Cyprus
Hosé Sánchez-Santamaria, University of Castilla, La Mancha, Spain
About the Conference

The ICISS 2018 is organized in Florence by MCSER-Mediterranean Center of Social and Educational Research in cooperation with the Italian Academy of Science and Education, Sapienza University of Rome and Richtmann Publishing. The conference addressed all studies across the social and human sciences. In the spirit of interdisciplinary interchange, the Conference has involved scholars, teachers and researchers working in a broad range of areas including: Education, Anthropology, Applied Sciences, Behavioral Sciences, Cognitive Science, Literature, Language, Communications, History, Economics, Environmental Sciences, Health Sciences, Humanities, Interdisciplinary Studies, Law, Management, Media, Politics, Public Policy, Psychology, Qualitative Methods, Quantitative Methods, Social Welfare, Sociology, Technology, Geography and many other areas related to the social and human sciences. The conference provides an opportunity for academicians and professionals from various social and human fields all over the world to come together and learn from each other. An additional goal of the conference is to provide a place for academicians and professionals with cross-disciplinary interests to meet and interact with members inside and outside their own particular disciplines.

Vision of the conference

The ICISS is a global annual event with the mission of furthering the advancement and innovation in human and social sciences. The Conference serves as a means to connect and engage professors, researchers, consultants, innovators, managers, students, policy makers and others to offers an opportunity to meet and share ideas. It also inspire a new generation of global scientists and leaders in countries around the world.

Co-Partners

The Conference is organized by Mediterranean Center of Social and Educational Research in collaboration with Italian Academy of Science and Education, Sapienza University of Rome and Richtmann Publishing LTD.

Publications

All papers presented in the ICISS 2018 will be published in international Journals
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ben Okri’s Aphorisms: “Music on the Wings of a Soaring Bird”</td>
<td>9</td>
</tr>
<tr>
<td>Rosemary Gray</td>
<td></td>
</tr>
<tr>
<td>The International Energy Strategies Ruling the Middle East for a Century</td>
<td>17</td>
</tr>
<tr>
<td>Re-appear and Determine the Destiny of the Whole Eastern Mediterranean Region</td>
<td></td>
</tr>
<tr>
<td>Aref Alobeid, Ioannis Vidakis, Georgios Baltos, Janis Balodis</td>
<td></td>
</tr>
<tr>
<td>Legal Analysis on the Legal Mechanisms for Consumer Protection in the Comparative Right, the Role and Importance of these Legal Mechanisms in Kosovo</td>
<td>25</td>
</tr>
<tr>
<td>Adnan Jashari, Krenare Vokshi</td>
<td></td>
</tr>
<tr>
<td>Communication Strategies Used in Corporate Facebook Pages and Motivations of Consumers for Following These Pages</td>
<td>31</td>
</tr>
<tr>
<td>Gülçin İpek Emeksziz, Ali Şimşek</td>
<td></td>
</tr>
<tr>
<td>Bilingual Areas within the Territory of the Republic of Albania</td>
<td>45</td>
</tr>
<tr>
<td>Miglena Balla</td>
<td></td>
</tr>
<tr>
<td>Modern Learning and Training Tools which can be Properly Adapted and Designed to Reinforce Specialized Courses on Effective Crisis Management</td>
<td>49</td>
</tr>
<tr>
<td>Georgios C. Baltos, Filippa S. Chomata, Ioannis G. Vidakis, Janis Balodis</td>
<td></td>
</tr>
<tr>
<td>Antifascism in Uniform: About 3000 Letters of Italian Soldiers and for Italian Soldiers Censored by Their Command for Lack of Optimism</td>
<td>59</td>
</tr>
<tr>
<td>Etjona Hoxha</td>
<td></td>
</tr>
<tr>
<td>Digital Strategies for Marketing Relationships with Customers</td>
<td>63</td>
</tr>
<tr>
<td>Ralitsa Yaneva</td>
<td></td>
</tr>
<tr>
<td>Review of the Arberesh Lexicology</td>
<td>73</td>
</tr>
<tr>
<td>Evis Hudhëra</td>
<td></td>
</tr>
<tr>
<td>Interim Management and Organizational Support: Applications for the Human Resource Professional</td>
<td>79</td>
</tr>
<tr>
<td>Robert S. Sterneck</td>
<td></td>
</tr>
<tr>
<td>The Impact of the Albanian Folklore of Mitrush Kuteli and De Rada</td>
<td>89</td>
</tr>
<tr>
<td>Alta Haluci</td>
<td></td>
</tr>
<tr>
<td>Analysis of Team Work Efficiency with a Special View of Kosova</td>
<td>95</td>
</tr>
<tr>
<td>Driton Fetahu</td>
<td></td>
</tr>
<tr>
<td>The Geo-economic Gravity Systems as a Tool for the Analysis of Socio-Economic Polarization in a Society. Country Case Study and Geographic Information Modelling Explain Long-term</td>
<td></td>
</tr>
</tbody>
</table>

*Publication Details: VOLUME No.1 Conference Proceedings ISBN: 978-1-78911-001-2 Richtmann Publishing Ltd, United Kingdom ICISS 2018 Florence, Italy*
<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformation Potential towards Increased Regional Attractiveness and Efficiency</td>
<td>113</td>
</tr>
<tr>
<td>John Karkazis, Georgios C. Baltos</td>
<td></td>
</tr>
<tr>
<td>The Creation and the Function of Popular Assembly in Constitution of 1950</td>
<td>121</td>
</tr>
<tr>
<td>Irvin Faniko</td>
<td></td>
</tr>
<tr>
<td>Legal Aspects Regarding Human Rights of Albanian Minorities</td>
<td>125</td>
</tr>
<tr>
<td>Jeton Xhaferi</td>
<td></td>
</tr>
<tr>
<td>Executive Function Skills and Their Effect on the Academic Life of Students</td>
<td>131</td>
</tr>
<tr>
<td>Ariel Ora, Roland Sahatcija, Anxhela Ferhataj</td>
<td></td>
</tr>
<tr>
<td>Presentation of Bilingualism in Preschools in Gjakova and Prizren</td>
<td>139</td>
</tr>
<tr>
<td>Sindorela Doli Kryeziu</td>
<td></td>
</tr>
<tr>
<td>Inter-Religious Communication, Religious Radicalization and Security Issues</td>
<td>147</td>
</tr>
<tr>
<td>Xhavit Shala</td>
<td></td>
</tr>
<tr>
<td>The Reform of Land in Albania during the Comunism Period and Its Impact after the Democracy Establishment</td>
<td>155</td>
</tr>
<tr>
<td>Enkeleida Shyle (Petanaj)</td>
<td></td>
</tr>
<tr>
<td>Paradox of the Mission of Albanian Political Parties</td>
<td>165</td>
</tr>
<tr>
<td>Ilda Jeha</td>
<td></td>
</tr>
<tr>
<td>The Extent of Italy's Military Control in Northern Albania and the Crystallization of Contradictions with France (1917-1918)</td>
<td>173</td>
</tr>
<tr>
<td>Lavdosh Ahmetaj</td>
<td></td>
</tr>
<tr>
<td>The Great Political Rotation in Albania (March 1992)</td>
<td>179</td>
</tr>
<tr>
<td>Brunilda Durici</td>
<td></td>
</tr>
<tr>
<td>Regulations on Occupational Health and the Role of Labor Inspection</td>
<td>185</td>
</tr>
<tr>
<td>Eneida Sema (Dervishi)</td>
<td></td>
</tr>
<tr>
<td>At the Borders between Islam and Christianity:</td>
<td>191</td>
</tr>
<tr>
<td>A Modern Reading on an Identity Cycle in Albanian Literature</td>
<td></td>
</tr>
<tr>
<td>Ermir Xhindi</td>
<td></td>
</tr>
<tr>
<td>Remittance Analysis and their Economic Aspect, Kosovo Case</td>
<td>199</td>
</tr>
<tr>
<td>Ylber Prekazi</td>
<td></td>
</tr>
<tr>
<td>The Dynamics of the Name Issue of the Republic of Macedonia</td>
<td>207</td>
</tr>
<tr>
<td>Dorentina Asani</td>
<td></td>
</tr>
<tr>
<td>Understanding the Foreign Direct Investment in Order to Benefit from Them:</td>
<td>211</td>
</tr>
<tr>
<td>A Theoretical and Empirical Review</td>
<td></td>
</tr>
<tr>
<td>Lorena Çakërrri, Filloreta Madani</td>
<td></td>
</tr>
<tr>
<td>Serological Survey of Crimean-Congo Hemorrhagic Fever Virus Kukes and Has, Albania</td>
<td>219</td>
</tr>
<tr>
<td>Përparim Kadriaj, Majlinda Dhimorea-Kota, Enkelejda Velo, Silva Bino</td>
<td></td>
</tr>
<tr>
<td>Elements of the Bektashi Order</td>
<td>225</td>
</tr>
<tr>
<td>Blerina Kërçuku</td>
<td></td>
</tr>
<tr>
<td>Historical Legacy of Albanian Political Thought for the Collective Head of the State</td>
<td>231</td>
</tr>
<tr>
<td>Eldi Sherifi</td>
<td></td>
</tr>
<tr>
<td>The (Slow) Death of Privacy: From the Telegraph to Tracking Technology</td>
<td>237</td>
</tr>
<tr>
<td>Federica Fornaciari</td>
<td></td>
</tr>
<tr>
<td>Potential Enlargement of the Balkans in EU and Geopolitical Competition</td>
<td>239</td>
</tr>
<tr>
<td>Sokol Pacukaj</td>
<td></td>
</tr>
<tr>
<td>Title</td>
<td>Author(s)</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Quinoa and Wellness: Discursive Strategies in the Commoditization of Food</td>
<td>Isabel P. B. Fêo Rodrigues</td>
</tr>
<tr>
<td>Characteristics of the Knowledge Value Chain in Family Businesses in the United Arab Emirates</td>
<td>Omar Belkhodja</td>
</tr>
<tr>
<td>The Role of the Meeting and Advantages of Learning, Quality Indicators in Education in Albania</td>
<td>Blerina Vezir Lino</td>
</tr>
<tr>
<td>The Perspective of the Country’s Accession Process to the EU in Albania</td>
<td>Alba Robert Dumi</td>
</tr>
<tr>
<td>The Concept of Economic Security in the Tourist Sphere</td>
<td>Simon Iskajyan</td>
</tr>
<tr>
<td>The Teacher Quality and the Evaluation System Performance in Albania</td>
<td>Alida Pilò Shkurti</td>
</tr>
<tr>
<td>International Tax Reform Challenges: Case Study of Algeria</td>
<td>Assia Djenouhat</td>
</tr>
<tr>
<td>Assessment and Certification of Quality of Higher Education Institutions and the Career Development on Education in Albania</td>
<td>Elmira Kapaj</td>
</tr>
<tr>
<td>A Qualitative Analysis of Pakistan’s Black Friday and Consumer Misbehavior</td>
<td>Nainan Nawaz, Osman Khan</td>
</tr>
<tr>
<td>The Policy of Teaching and Effective Learning, One Important Focus of Albanian Government</td>
<td>Mirela Shahini</td>
</tr>
<tr>
<td>The Effects of Financial Crises on 3 Major Sectors in Turkey</td>
<td>Nermin Ozgulbas, Sema Karatas, Ali Serhan Koyuncugil</td>
</tr>
<tr>
<td>The Impact of Accounting on Business Decision Making Case study: Hotel Industry in Kosovo</td>
<td>Adriatik Avdylaj</td>
</tr>
<tr>
<td>Sucesfull Teacher Work and the Preparation with Professional Standards: Students at the Centre of your Working Group in Class</td>
<td>Irma Pali Binaj</td>
</tr>
<tr>
<td>The Role of the English Language in the Education of Children in the New Century</td>
<td>Estela Janaq Tiko</td>
</tr>
<tr>
<td>Acts against the Freedom of the Person in Terms of Criminal, Constitutional and International Instruments</td>
<td>Arben V. Prifti</td>
</tr>
<tr>
<td>Ethic in Education System and the Strengthening of Governance in Albania, “Quality Challenges Facing Developing Countries”</td>
<td>Matilda Fatmir Sinani</td>
</tr>
<tr>
<td>Improving the Productivity of Education Model, Teaching System in Vlora Region</td>
<td>Albana Fasli Hyskaj</td>
</tr>
<tr>
<td>Effective Learning in Fieri Region Schools, Complexity and Progress with Students</td>
<td>Eriola Petro Meço</td>
</tr>
<tr>
<td>The role of the youth in Iranian Green Movement</td>
<td>Alev Irmak Kurtulmuş</td>
</tr>
</tbody>
</table>
The Successful Teacher Work, with Children and Pupils in First Class
Elda Hekuran Hema

Creating a Comprehensive Roles and Supporting Effective Teaching
Elda Kujtim Myftaraj

Acme of Creativity in Margaret Drabble’s Select Novels
Sr. Judy Gomez

Professional and Social Cultural Education in Albanian Schools, the Problems of the Education in Vlora Schools
Erissa Myrteza Labaj

Once Upon a Time…. There Were Stories in my Classroom. Using Stories with very young learners
Koutsampou Violetta-Eirini

The Exact Science and Teacher’s Careers Progress on it, one Important Indicator of Performance in School
Etleva Bajram Hysaj

Global Migration: Historical Trauma and Symptoms Impacting UAE (United Arab Emirates) Migrant Youth
Susan Smith

Sports and Physical Education, Should Be — Passion-Based in Albanian Schools
Ledian Gafurr Taullahu

The Melting of Identity and Belonging in Jhumpa lahiri’s The Namesake
Stiti Rinad

Effects of Law Enforcement on Foreign Direct Investment in Kosovo
Albana Pasjaqa

Internal Party Democracy and Party Success in Nigerian Elections: An Analysis of Parties in the Fourth Republic
Yusuf Musa Yahaya

The Science and the Goals of a Research Program in the School Education
Blerta Begir Hoxhaj

The Quality of Life of Fathers That Have Children with Autism, Down Syndrome and Typical Development in Albania
Blerina Alijaq

The Undeniable Right
Xhabir Zejnuni

Temperament in Children’s Behavior
Irena Alimerko
Ben Okri’s Aphorisms: “Music on the Wings of a Soaring Bird”

Rosemary Gray
Emeritus Professor
Department of English
University of Pretoria

Abstract

The title of this presentation is derived from Ben Okri’s latest publication, The Magic Lamp (2017), itself an intersectional text featuring a selection of Rosemary Clunie’s art and Okri’s accompanying ontopoietic/heightened consciousness prose. This trans-disciplinary paper traces the trajectory and suggests the import of Okri’s blueprints for regaining our true state of being: his aphorisms in Birds of Heaven (1996), A Time for New Dreams (2011) and those in Johns Hopkins’s journal, Callaloo (2015, 38(5): 1042-1043). Reviving a wisdom corpus from antiquity, this Booker Prizewinning Nigerian novelist provides a guiding paremiological exemplum in A Time for New Dreams to counter postmodernity’s obsession with the pleasure principle or fast living and hyper-connectivity: “And out of the wilderness/The songbird sings/’Nothing is what it seems./This is a time for new dreams’” (2011: 147). Based on Italian Renaissance’s Desiderius Erasmus’s ([1540] 1982) view on the luminous benefits of concise thought, the argument is that the quintessence of aphorisms or proverbs has been and is their pithy wisdom. A basic premise is that the Imaginatio Creatix communicating in poetic prose aphorisms provides fertile ground for new connections, new depths, and new transversals as well as epiphanies or what Okri terms the alchemy of “serendipity”. A fragment in Birds of Heaven (1996: 40) highlights the moral purpose of Okri’s aphorisms: “It is precisely in a broken age that we need mystery and a re-awakened sense of wonder: need them in order to be whole again.”

Keywords: aphorism; A Time for New Dreams; Birds of Heaven; Ben Okri; serendipity

1. Introduction

Based on Italian Renaissance’s Desiderius Erasmus’s ([1540] 1982) view on the luminous benefits of concise thought, the argument of this paper is that the quintessence of aphorisms or proverbs is their pithy wisdom; that of the Imaginatio Creatix communicating in poetic prose aphorisms provides fertile ground for new connections, new depths, and new transversals as well as epiphanies or what Ben Okri terms the alchemy of “serendipity”. In contrast to the biblical Book of Proverbs, Okri is neither prescriptive nor doctrinaire: he prods us gently towards the light. This is encapsulated in the title to this presentation which is derived from his latest publication, The Magic Lamp (2017), itself an intersectional text featuring a selection of Rosemary Clunie’s art and Okri’s accompanying ontopoietic poetic prose. The metaphor, “Music on the wings of a soaring bird” serves to illustrate Okri’s synesthetic mode. While the immediate appeal is to the auditory, our visual as well as sensory faculties are simultaneously stimulated. Okri’s view of reality, reflecting that of phenomenologist, Anna-Teresa Tymieniecka, “encompasses three ontological categories: the physical, the vital and the meaningful” (Smith 2011: 18). The African world-view, as Wole Soyinka reminds us, turns on belief in “the continuing evolution of tribal wisdom through an acceptance of the elastic nature of knowledge as its one reality, as signifying no more than reflections of the original coming-into-being of a manifestly complex reality” (1995: 53). Integral to

1 Synesthesia signifies an experience of two or more kinds of sensation when only one sense is being stimulated (Abrams 1999: 315).

2 According to the philosophy of Anna-Teresa Tymieniecka, Imaginatio Creatix liberates the human spirit from one-sided dependence on nature and opens it to the acts of interpretation of organic processes. The creative act is an act of self-individualization … the evolution of the universe is to be seen as being fundamentally connected to the process of seeing” (Smith 2011: 17).
Okri’s probing of rationality is the evolutionary process of nature and “the emergence of human creativity as the stimulus to the development of human culture with its aesthetic, moral, and intellectual senses” (to borrow from Jadwiga Smith on A-T. Tymieniecka 2011:17).

A fragment in *Birds of Heaven* (1996: 40) highlights the moral purpose of Okri’s aphorisms: “It is precisely in a broken age that we need mystery and a re-awakened sense of wonder: need them in order to be whole again” (1996: 4). “We are all wounded inside in some way or other,” Okri insists. “We all carry unhappiness within us for some reason or other” (ibid.). “Heaven knows,” he writes in *A Time for New Dreams* (2011: 3), “we need poetry now more than ever. We need the awkward truth of poetry. We need its indirect insistence on the magic of listening.” So, I invite you to sit back and enjoy the magic of listening!

2. Interdisciplinarity in Ben Okri’s aphorisms

As can be expected of a Booker Prizewinning writer, Okri has spared no genre or medium in his creative impulse, erasing artificial disciplinary and generic boundaries. Not only does he argue for the healing power of poetic truth, he also sees a symbiotic relation between the language of literature and philosophy, stating in *a Birds of Heaven* (1996: 40) aphorism that, “Philosophy is most powerful when it resolves into story. But story is amplified in power by the presence of philosophy”. According to Ron Grace (s.d.: 4), etymologically, philosophy is the “love of wisdom”. Okri revivifies the ancient philosophy of the wisdom corpus, embracing its ideas, points of view, ways of life, systems of belief, and so religious myth in his pithy observations which contain a general truth, the definition of an aphorism in *The New Oxford Dictionary of English* (1998: 76).

An early Okrian aphorism asserts unequivocally that, “The greatest religions convert the world through stories” (1996: 20 no. 12); and Okri (1996: 19) elucidates on the role of fiction in the perpetuation of religious mythology: “All the great religions, all the great prophets, found it necessary to spread their message through stories, fables, parables.” This echoes the claim of Italian theologian, Erasmus ([1540]1982: 17), who suggested that, paremiologically, the overlap between philosophy and theology is such that theology is served as much by proverbs as by philosophy. *The Book of Proverbs* in the Christian Bible, with its principle theme of wisdom, testifies to this view. “The Bible is one of the world’s greatest fountains of fiction and dream,” Okri (1996: 19) aphorizes. Grace (s.d.: 4) suggests that faith provides the deepest level of wisdom, akin to what Okri terms serendipity, in its advocacy of an integrative underlying order. ‘On Klee’ (1996: 45) provides Okri’s poetic objective correlative:

\[
\text{Wisdom reigns in hidden symmetry} \\
\text{And colours are but charmed invisibility.}
\]

\[
\text{What lingers in the soul} \\
\text{Often bypasses the eye} \\
\text{And the birds of heaven, without wings –} \\
\text{How much more sublimely do they fly. (Stanza 4)}
\]

In contradistinction to Roger Fowler’s notion that “‘Art’ … like ‘good’ must be simply a commendatory word covering a multitude of incompatible meanings” and – more insightfully – that “Art, as all know who are in the know, is not Life” (1973: 12), Okri avers in an aphoristic correlative that “All art is a prayer for spiritual strength” (1996: 12 no. 8). He adds: “If we could be pure dancers in spirit, we would never be afraid to love, and we would love with strength and wisdom” (ibid.). Erasmus’s articulation on the efficacy of aphorisms or proverbs, such as these, concurs in greater detail:

---

3 *Themes in the Book of Proverbs*, attributed to King Solomon, encapsulate almost all aspects of what constitutes the good life: from generosity, helpfulness and humility, through work ethic, teamwork and wealth creation, the law, prudence and governance; to the benefits of knowledge/understanding/wisdom; and to the dangers of evil and the need to fear God – where God’s ontology, as asserted in Genesis, is that God is all attributes and all attributes are God [Logos].
...to weave adages deftly and appropriately is to make the language as a whole glitter with sparkles of Antiquity, please us with the colours of the art of rhetoric, gleam with jewel-like words of wisdom, and charm us with titbits of wit and humour. In a word, it will wake interest by its novelty, bring delight by its concision, convince by its decisive power. ([1540]1982: 17)

3. The trajectory of Okrian aphorisms

This trans-disciplinary paper traces the trajectory and suggests the import of Okri’s blueprints for regaining our true state of being, for loving “with strength and wisdom” (just quoted), conveyed via his aphorisms in *Birds of Heaven* (1996), *A Time for New Dreams* (2011) and those in Johns Hopkins’s journal, *Callaloo* (2015, 38(5): 1042-1043). Although one cannot here provide a comprehensive overview of Okri’s many aphorisms, broadly speaking, the trajectory is a secular sermon on ontopoietic “beingness”.

Premised on the twin aphorisms that “Africa breathes stories” and “We are part human, part stories” (1996: 24 & 26), *Birds of Heaven* explores the notion of humankind as *Homo fabula*. As a variation of the myth of faith and faith in myth-making, and prefiguring a later aphoristic gem – “Great literature is almost always indirect” (2015: 1042 no. 6), Okri aphorizes enigmatically: “To find life in myth, and myth in life” (1996: 42 no. 95). Predictably, given the thrust, a swirling cosmic dance of Okrian maxims has to do with the imagination and creativity, again illustrating the writer’s transdisciplinary mode. For instance, he asserts that “The imagination is one of the highest gifts we have” (1996: 42 no. 95). Predictably, given the thrust, a swirling cosmic dance of Okrian maxims has to do with the imagination and creativity, again illustrating the writer’s transdisciplinary mode. For instance, he asserts that “The higher the artist, the fewer the gestures” and explicit in “The fewer the tools, the greater the imagination” (40 nos. 81 & 82). Musing that “Creativity is a secular infinity” and that “Creativity is evidence of the transhuman”, he asserts that “Creativity is the highest civilized faculty” (41 nos 86, 87 & 88). Such aphorisms are at once perspicuous and sublime.

Foregrounding the primacy of love and creativity, Okri intertwines art and spiritual love, moral codification, thankfulness, and politics in numbers 90, 93, 98, 99 and 101 with:

“Love is the greatest creativity of them all, and the most blessed.”

“Creativity is love, a very high kind of love.”

“Humility is the watchword at creativity’s gate.”

“Creativity is a form of prayer, and the expression of a profound gratitude for being alive.”

And then, in another transdisciplinary observation, Okri avers that

“Politics is the art of the possible; creativity is the art of the impossible.” (1996: 41-43)

To adopt Joseph Addison’s view, if clarity and perspicuity were all that were needed, “the poet would have nothing else to do but to clothe his thoughts in the most plain and natural expressions” (Jones [1922]1963: 239). Although pared down to their essentials, the aphorisms in *A Time for New Dreams* develop myth-making storying, inviting us to rethink our true state of being. For example, a guiding paremiological exemplum in *A Time for New Dreams* serves to counter modernity’s obsession with the pleasure principle and hyper-connectivity: “And out of the wilderness/ The songbird sings/ ‘Nothing is what it seems./ This is a time for new dreams’” (2011: 147).

Here, Okri is perhaps more methodical in his exhortations. In a section entitled, “Seeing and Being”, he provides ten aphorisms on this chosen theme, nine of which are variations on the indivisibility of seeing and being, as captured in “To see, one must first be” (2011: 23 no. 5), while the tenth, “It takes a work of art to see a work of art” (24), illustrates an aphorism from *Birds of Heaven* (1996: 43 no. 97): “All great stories are enigmas.”

The next quiver of aphorisms in *A Time for New Dreams* occurs in a section entitled, “The Romance of Difficult Times”. In line with this oxymoronic section heading, these maxims turn on paradox, where paradox, as defined by Fowler (1973: 136), is an “apparently self-contradictory statement, though one that is essentially true”. Fowler cites an example from Schopenhauer by way of explication: “The more unintelligent a man is, the less mysterious existence seems to him”; as well as one from Shaw that evokes the pathetic fallacy: “The man who listens to reason is lost: reason enslaves all whose minds are not strong enough to master her” (ibid.). Both paradoxes are
proverbial or aphoristic. Okri's adage that "Story is a paradox" (1996: 31 no. 48) in *Birds of Heaven* is more titillating; it can perhaps be better understood in the aphorisms 19 and 21 that are clearly paradoxical, when paired: "In the beginning there were no stories" and "The universe began as a story" (1996: 22). To a western believer, the allusion would seem to be to *Genesis*. But I would argue in line with Emmanuel Obiechina (1995: 123) that these aphorisms perform an organic and structural function. They allude to "a return to the roots movement in African literature as a means of giving maximum authenticity to the writing" by sustaining "traditional solidarities" and espousing "values, beliefs, and attitudes conditioned and nourished by the oral tradition", that is, by evoking an indigenous poetics of myths, folktales, fairy tales, animal fables, anecdotes and legends that precede the written tradition.

In *A Time for New Dreams*, difficult times are invoked in paradoxical aphorisms mediated by communal consciousness and impulses arising from group sensibilities (Obiechina 1995: 124) as in: "There can be no rise without a fall, no fall without a rise" and "There can be no prosperity without adversity that has been wisely transformed" (2011: 39 nos 2 & 3). More ontopoietic is "Difficult times do one of two things to us: they either break us or they force us back to the primal ground of our being" (40 no. 6); while more acute is a doxographic aphorism from antiquity: "Sometimes the way up is the way down," Heraclitus said" (41 no. 17).

In Apostolic times, Christ’s followers were enjoined to practise the virtue of hospitality as concretized in the parable of the loaves and the fishes. Emulating Jewish Laws on the spirit of hospitality (Lev. 19:33 & 34), a virtue much esteemed by civilized peoples (Cruden 1941: 314), as well as "one of the most treasured laws of the African social existence" (Soyinka [1976]1995: 21), Okri includes a series of aphorisms on the topic in his compendium of wisdom in *A Time for New Dreams* (2011). Having provoked with a counter-argument of, “Philosophically there is no such thing as hospitality because we are all guests on this planet, we are all guests in life" (2011, 54 no.15), he expounds on the virtues of hospitality, once again transcending disciplinary borders. For example, he braids holism, with psychology and the science of relativity; and with ancient Chinese philosophy and creative openness to the world of ideas in 8, 17, 18 and 12 in:

> “Hospitality is a secret affirmation of the oneness of humanity, a sort of secular kinship. Hospitality is something we should be able to extend not just to our friends, but even to our enemies.”

> “… it is quite possible that we are guests in the universe and guests in the condition of mortal consciousness.”

> “Hospitality is therefore temporary, finite, and subject to the continual changes of the human condition.”

> “According to Lao Tsu the truest hospitality is when the host is like a guest, and the guest like a host.” (52-54)

This set climaxes with an inner or heightened consciousness in, “There is also intellectual hospitality, the hospitality to ideas, to dreams, to ways of seeing, to perception, to culture” (55 no. 20). Okri implies that intellectual hospitality is akin to *Logos*; it is “the most important of all …” (ibid.), a hold-all for all facets of hospitality. His evocation of the term ‘guest’ in these maxims illustrates his own intellectual hospitality. Etymologically, the word ‘hospitality’ derives from the Latin *hospes*, meaning ‘a guest’ (Brewer’s 1976: 349) as in ‘hospice’ or the Knights of St John.4

Considering the challenges that confront us in our postmodern age, Okri offers three other significant sets of aphorisms in *A Time for New Dreams*: those on childhood, those on Form and Content, and, those on Healing Africa, which will be touched on briefly. In contradistinction to the *Book of Proverbs* that tends to focus on the once popular adage of “spare the rod and spoil the child”,5 Okri’s musings, by contrast, have to do with the need for educated parenting as opposed to

---

4 “Originally the hospice or hostel (< L. hospes a guest) for the reception of pilgrims.” The word hospital “later applied to a charitable institution for the aged or infirm” or to charitable institutions for the education of children (Brewer’s 1970: 549). Cf. the Knights of St John’s in Jerusalem and the Knights Hospitallers at Rhodes and in Malta, dating back to the Middle Ages.

5 See, for instance, Proverbs Chapter 29 verse 15: “The rod and reproof give wisdom: but a child left to himself bringeth his mother to shame,” while Chapter 13 verse 24 reads, in similar vein: “He that spareth his rod hateth
biological inevitability. He sees childhood as a paradoxical period: a “focus of love – real love and confused love” (77 no. 2). Underlining the paradox of the vulnerability, and cruelty of childhood, he avers: “Childhood: the place of all society’s experiments, its disastrous ideas of conscious engineering” (78 no. 6); but “a time also of innocent cruelties, tearing off the wings of butterflies, cutting up worms, ganging up on the weakest, the newcomer, or the strange one” (78 no.5); and “the meeting place of an endless chain of failures and successes, hopes and fears, marvels and disasters, disorders and joys, and the hidden narrative of ancestors” (77 no. 6). These adages show modern insight into the psychology of both parenting and childhood, particularly in today’s nuclear family unit.

As expected, the section, “From and Content”, relates at once to general truisms about literature, and to an ontopoietic take on artistic creation, as in “Form endures longer than content” (125 no. 2) and “Nothing can live in art or in life that does not find the form unique to itself by which its individual soul can be expressed” (120 no. 8). More poetically, Okri states that “Form is the visible manifestation of spirit” (127 no.13); and “The medium is higher the more levels it has within that correspond to the levels within us” (128 no. 16). The main axis of these latter aphorisms is the phenomenology of life and of the human condition informed by cosmic creativity: a pointer to the creative function of the human condition in recovering our true state of being.

An excerpt from Soyinka’s Myth, Literature and the African World (1995:52) serves to elucidate:

Where society lives in close inter-relation with Nature, regulates its existence by natural phenomena within the observable processes of continuity – ebb and tide, waxing and waning of the moon, rain and drought, planting and harvest – the highest moral order is seen as that which guarantees a parallel continuity of the species.

Acknowledging attitudes towards Africa of dismissal, patronage, exploitation and even insult, Okri provides a slipway into his aphorisms on the healing of Africa within by reminding us that

Africa is difficult to see because it takes heart to see her. It takes simplicity of spirit to see her without confusion, And it takes a developed human being to see her without prejudice. (2011: 59)

It follows that “To see Africa one must first see oneself” (2011: 60).

Sustaining the metaphor of seeing, Okri has a three-pronged aphorism on cognitive perception: “If we see it, it will be revealed. We only see what we are prepared to see. Only what we see anew is revealed to us” (137 no. 20). He recaps with the anthropological reminder that Africa is the cradle of humankind in “There is a realm in everyone that is Africa … We all have Africa within (134 no. 6). It is a given, therefore, that to respond to an axiomatic exhortation, “To clear the darkness from the eyes of the world” (136 no. 18), “We have to learn to love the Africa within us if humanity is going to begin to know true happiness on this earth” (137 no. 23). Okri is clearly convinced that our contemporary world requires that reflective intelligence that plays a key role in human life and cognition. This brings me to the final set of aphorisms to be discussed: those in Callaloo’s special issue on Ben Okri (2015).

Suggestive of the centrality of numerology for Okri, a triad of themes dominates a dozen braided maxims in Callaloo viz. modes of reading, freedom and creativity. The first and third reflect those on “From and Content” in A Time for New Dreams; while the second incorporates reading and creativity and encapsulates a pivotal preoccupation for Okri, as testified in titles such as his A Way of Being Free (1989) and Tales of Freedom (2009) and explored in-depth in his justly famous novel, The Famished Road (1991). Aphorism number 12 (2015: 1043) is a terse definition of

his son: but he that loveth him chasteneth him betimes,” Chapter 10 verse 11 states: “A wise son maketh a glad father: but a foolish son is the heaviness of his mother.”

freedom: “The genius of inner freedom.” This adage echoes the philosophical underpinning of an extract from A Way of Being Free (1989: 132) which reads:

> It is possible that a sense of beauty, of justice, of the inner connectedness of all things, may yet save the human species from self-annihilation. We are all still learning how to be free. Freedom is the beginning of the greatest possibilities of the human genius. It is not the goal. (added emphasis)

The other freedom aphorisms (1042 nos 2, 3 & 4) highlight the necessity for untrammeled freedom:

> “The essential thing is freedom. A people cannot be great or fulfilled without freedom. A literature cannot be great without it either.”

> “The basic prerequisite for literature is freedom. The first freedom is mental freedom.”

And paradoxically,

> “It is possible to be free in the world and unfree in your head.”

Elaborating on literary freedom, Okri asserts: “Reading slowly reveals the hidden dimensions of a text” (1042 no. 1). Speed reading or scanning, so popular in our information age, can lead to misunderstanding. By contrast, “Slow Reading restores sanity to a world where we grasp less than we hear, take in less than we are told, and miss the meaning of our most significant experiences” (1042 no. 11). Okri’s injunction is to “Launch the Slow Reading movement throughout the world” (ibid.). He believes that “The most striking thing about great literature is the strength of freedom that flows through its pages” (1042 no. 5). This is because “It is art, rather than its subject, which makes a work always mysteriously relevant to us … It is its art alone which keeps a work alive through the long ages” (1042 no. 10).7

4. Conclusion

To conclude, one cannot dub Okri a Deuteronomist8 His is not a collection of words of command. He does not instruct or preach. His wisdom comes painstakingly gift-wrapped. “We are all, quietly, invisibly, at the vanguard of how our world turns out,” he states (2018: pers. comm.). Fellow Nigerian, Obiechina (2005: 127) explains the tradition of proverbialization that thrives on analogy and association in African narratives:

> ... there are in African novels movements forward and backward along symbol-referent trajectories that radically influence their plots ... the embedding of the narrative proverbs necessarily reduces the tempo of narrative, since the reader is constantly compelled to slow down in order to absorb the full import of the newly embedded story, to decipher it as a symbol or image, to relate symbol/image to its referent, and to relate them (story, symbol/image and referent) to the structure of the novel’s total meaning.

7 An example of the “mysterious animating element” that turns a work of art into a classic is, of course, Shakespeare’s Henry IV Part 1, particularly when Falstaff initiates the wordplay by affecting a melancholy [one of the four humors] disposition:

| Falstaff | ... I am as Melancholy as a Gyb-Cat, or a lugg’d Beare. |
| Prince | Or an old Lyon, or a Louver’s Lute. |
| Falstaff | Yea, or the Drone of a Lincolnshire Bagpipe. |
| Prince | What says’t thou to a Hare, or the Melancholly of Moore Ditch? |

Martin Orkin (1892: 3) explains: “...Falstaff and the Prince allude, in turn, to the proverbial phrases As melancholy as a gibbed cat 1592 (Tilley C129), Lincolnshire bagpipes c.1545 (Tilley B35), As melancholy as Moor Ditch 1608 (Tilley M1194), and to the proverb Hare is melancholy meat 1558 (Tilley H151). Hal’s ability to meet proverb with proverb leads Falstaff to compliment him for his “most unsavoury smiles”, and for being “the most comparative rascallest sweet yong Prince” (I. ii. 191).”

8 PD Miller (1990: 2) explains that the original Hebrew phrase is “copy of the law”. Deuteronomy is where we find the Ten Commandments.
The appeal for Slow Reading is itself symbolic: it is the mystery of the creative impulse, the secret workings of the artistic mind, the withdrawal from the world into the inner sanctum of creativity that engages Ben Okri. His demonstration of the creative process constitutes a personal aphoristic statement that, not without irony, is given to the Abiku child’s drunken father in *The Famished Road* (1991: 419-420) to voice. Azaro’s father leads the Party of The Poor with a Churchillian *cri de guerre*:

“THINK DIFFERENTLY,” he shouted, “AND YOU WILL CHANGE THE WORLD.”.

No one heard him.

“REMEMBER HOW FREE YOU ARE,” he bellowed, “AND YOU WILL TRANSFORM YOUR HUNGER INTO POWER.”

With such a powerful paremiological outburst, it seems to me a paradox that only one other critic appears to have been drawn to comment on Okri’s aphorisms. Historian, Richard Bauckham (2002), in his erudite survey of the aphorisms in the *Epistle of James* mentions Okri together with Francis Bacon, La Rochefaucault and Elias Canetti (2002: 109) as belonging to a major tradition of aphoristic writing. More perspicaciously, he draws attention to a similarity between *James* (3: 5-8) and Okri’s reflection on “the potential of words to do harm” (2002: 205). Jesus’ disciple James points to the paradox that man is able to tame a large horse with a small bit and steer a huge ship with a tiny helm, but is unable to “tame” the “fire” of the tongue, one of the smallest members of the human body. In *James*, Chapter 3, verse 8, we read: “But the tongue can no man tame; it is an unruly evil, full of deadly poison.” This does indeed correlate with an aphoristic fragment from *Birds of Heaven* (1996: 3). Okri muses:

> It seems to me that our days are poisoned with too many words. Words said and not meant. Words said and meant. Words divorced from feeling. Wounding words. Words that conceal. Words that reduce. Dead words.

Another fragment in *Birds of Heaven* (1996: 40) both summarizes my argument and highlights the moral purpose of Okri’s aphorisms, mentioned at the outset: “It is precisely in a broken age that we need mystery and a re-awakened sense of wonder: need them in order to be whole again.”

References


---

9 Bauckham’s selection is, of course, somewhat limited.


The International Energy Strategies Ruling the Middle East for a Century Re-appear and Determine the Destiny of the Whole Eastern Mediterranean Region

Aref Alobeid

Ph.D. of Political Science and History, Panteion University of Athens, Greece

Ioannis Vidakis

Ph.D. of Business School, University of the Aegean, Chios, Greece

Georgios Baltos

Ph.D.(c) of Business School, University of the Aegean, Chios, Greece

Janis Balodis

MA student, Belarusian Economic Research and Outreach Center (BEROC), Minsk, Belarus

Abstract

This paper examines the involvement of Western powers in the politics of Caucasus and Mesopotamia regions around the beginning of the 20th century. It attempts to identify the ideological background of the respective historical events whirled around the geopolitical and geo-economics aspirations of the super powers of that era. The motives of the relevant tremendous investments and campaigns undertaken do not always coincide with the rhetoric and the rationale provided by politicians and spokesmen favoring the expeditions. On one hand scholars were metaphorically reviving the clash of civilizations or the crusades re-launch, while on the other hand politicians and businessmen were taking advantage of the cultural stereotypes in order to facilitate colonial interests and energy resources acquisition. All the way from the early British interventions in the Middle East to the causes of the "fragile" Treaty of the Sèvres, this study emphasizes on the industrial countries' needs for oil along with the rivalry among the Great Powers for the resources control in the region. In addition, the analysis ends at the present time with a focus on the periodicity of the events taking place in repetition under similar patterns. The projection to the present times involves newly designed energy strategies for the Eastern Mediterranean basin, involving Cyprus in an alternative way to transfer energy toward Southern Europe.

Keywords: Oil, Energy Strategy, European Energy Security, Middle East, Geo-energy

1. Introduction

The emergence of the industrial revolution in Europe is considered to be one of the key points in the history of the modern world. The demand for raw materials along with the need to open new markets had sparked the era of colonialism in the Middle East and Africa (Wringley 2017). In addition, the discovery of energy fossil fuels, e.g. oil and natural gas, had resulted in strong competition between the European Great Powers of that time. This rivalry had resulted in many negative consequences for the people of the back then less developed countries, such as wars, invasions and occupations, exploitation of national wealth, borderlines’ disputes and re-drawing of the geographic maps (Vidakis 2015).
The case of the Middle East over the whole duration of the 20th century is indicative of these geopolitics and “geo-energeia” patterns that ruled the world politics and contributed into the world wars development. Great Britain was a protagonist of the pre-cold war era as well as a main actor of the world’s colonial history. It was being highlighted that “the sun never sets” over the vast areas that it controlled (Kagan 1998). Soviet historians described though the British energy policies as imperialist aggression (Qasimly 2006). On the other side, in the capitalist world, major emphasis was theoretically given on the class of civilizations as a catalyst of the Middle Eastern dynamic conflicts and turmoil (Huntington 2007). In this line, “jihad” and “crusade” were running in parallel, at least at a propaganda level or in the hearts and minds of a lot of people massively involved, fuelling up for centuries the famous Eastern question, i.e. which civilizations, religions or ethnicities will fill up the power vacuum extended around the Middle eastern area that major global and regional powers call their own “Holy Land”.


This paper attempts to shed light on the energy policy of the Great Powers in the area of Middle East since the World War I, therefore the research question is being discussed around the geo-energy and geo-economics motivation of the main protagonists. However, the geo-cultural aspects are also considered critical, since they shape public opinions and mobilize the societies which contribute the soldiers to populate the armies and materialize the leadership strategies and policies. Especially the British command itself, in the context of its imperial superpower during that era, is worthy to be studied as a predominant paradigm of diplomacy and military exercise, since it had eventually, like no other before, realized the economic importance of fossil fuels for the purposes of conducting military operations toward the ultimate achievement of global domination, while at the same time it was lacking, apart from the old "coal kingdom", relevant resources on its own land. Upon this realization, a long-lasting pursuit of the British, among others, became the acquisition and/or control of petroleum-rich territories (Vidakis, Baltos & Balodis 2017).

![Fig. 1. G. Britain (personified as “John Bull”) and Petroleum](Mascarenhas 2014)
after it had survived for many decades in the context of a geopolitical equilibrium respected by the Europeans and containing the Russians to accomplish occupation and control of Constantinople and the Straits (Çirakman 2002). However, with the first confirmation of the existence of rich deposits of oil in the grounds of the Sublime Porte, the war drums began to sound in Kirkuk and then in Mosul. Just afterwards the European Great Powers opted for acquisition and exploitation of rich Mesopotamian resources (Vidakis and Baltos 2015). Characteristically, the diplomatic document No. 63, drafted as a guide to British diplomats who attended the conference towards the Treaty of Lausanne in 1923, contained the following statement: “A German expert who visited the oil-fields of Mosul and Baghdad in 1901 said that these were among the richest in the world” (Bierstadt and Creighton 1924).

The British Empire, particularly, had already been able to secure the oil of the neighbouring to the Ottoman Empire Persia, although the extracted quantities did not meet its requirements (Antonius 2015). In addition, the British strategically supported their allies, granting preferential agreements, e.g. the establishment of the Arab states, the early surrender of Mosul into the French sphere of influence, the liberation of Izmir by the Greeks, the formation of independent Armenia and Kurdistan, etc. (Siusuiras and Kutsukes 2012). These known negotiations carried out during the period 1915-1916 between Hussein, the Mecca Emir as representative of the Arabs, and McMahon, a representative of Britain in Egypt and Sudan, in order to determine how to cooperate and demarcate the borders of the “new” Arab states after the end of the war (Holt 1966).

However, in the end, slowly but persistently, they managed to impose their own will in the region and prevent the advance of their geopolitical and economic allies, but also competitors, Russia and France from implementing these projects (Hurewitz 1975). The Sykes and Picot agreement between France and Britain is considered one of the most controversial arrangements ever concluded in modern colonial history. Furthermore, this agreement attempted to give a decisive end to the “Eastern question” (Vidakis 2016).

Fig. 2. The Ottoman Empire according to the Treaty of Sevres (Carnegie Endowment for International and Martin 1924)

3. Global Geo-Energy Rivalry

In addition, the Allied Western powers apart from their energy strategic initiatives in regard with the oil of Mesopotamia accepted the establishment of a Turkish state, secular but not Muslim as the successor to the Ottoman Empire and a barrier to the Soviet Union expansionism (Vidakis and Baltos 2013). This policy was maintained by the United States after World War II as Greece and Turkey both received assistance and were accepted into NATO as allies, ensuring the flow of oil from the Middle East to the West and keeping the Soviets away from the “warm” Mediterranean waters (MacGwire 1988).
The Arabs were engaged in a difficult energy chess game, facing difficulties that it seems ended up in troubles stemming out of the so-called phenomenon of "Oil Curse", i.e., while natural resources should be, financially and technically, considered a national privilege, sometimes drive the nations into geopolitical dependencies and subordination (Ross 2012). Meanwhile, through outsmarting their French allies, the British succeeded in their quest for crude oil in the Middle East, as it was proved at the San Remo Conference. Even more, the above-mentioned arrangement between Britain and France had excluded the USA and its oil companies from the region's energy sources. In 1924 the “Compagnie Francaise des Petroles" (Total) was formed to take over the French share in Mesopotamia (Sassi 2006).

4. USA Reaction – The “Red Line” Agreement

Before the end of the 1920s, the American press had denounced the Anglo-French deal described above as an act of "old-fashioned imperialism" (Carson 2007). Washington started to consider implementing some sanctions against its "ungrateful" allies. Thus, the relationship between Washington and London went through a crisis. Furthermore, Allen Dulles, a legal advisor at the State Department, wrote a memorandum, insisting that the agreement on land concession with the Turkish Petroleum Company, given the divided status of the Ottoman Empire, was legally void and should not be recognized by the United States. Indeed, with the United States being powerful enough not to be ignored, London had soon succumbed to the transatlantic pressure and announced that it was ready for an agreement that would give the United States (USA) a “fair” share (Hogan 1974). Lord Curzon, the British Foreign Secretary protested that Great Britain also believed in the “Open-Door” policy. The Americans, in this way, managed for the Standard Oil to execute oil mining in Palestine, which was under British control even before the WWI (Pankhurst 1922).

The petroleum disputes ended in the Middle East with the 1928’s distribution agreement. One of its clauses was to establish a joint oil company between the British, French, Dutch and Americans, with the help of the businessman C.S. Gulbenkian. This company was made up of the Anglo-Persian Oil Company, the Royal Dutch Shell, Compagnie Francaise des Péroles (Total), Near East Development Corporation (a group of five USA companies) with a 23,75% share and Calouste S. Gulbenkian's share of 5% (Campbell 2005). This agreement included the "Red Line" clause: a red line was drawn on the map, outlining the area in which none of the parties had the right to obtain exclusive permission for the exploration and mining of oil. That forbidden zone included the entire Arabian Peninsula (with the exception of Kuwait and Sinai), Asia Minor and Cyprus. The agreement had been maintained until the WWII. The red line was drawn freely as a reference to a USA Federal Trade Commission map, which was included in a report titled "The International Oil Cartel", submitted to the Subcommittee on Monopolies of the Small Business Inquiry Committee of the United States Senate (Blair 2013).

Fig. 3. The Red Line Agreement (Blair 2013)

In the context of this Red Line Agreement, the USA government initially supported the creation of the Great Armenia, integrating the Batumi & Baku oil fields into it, as well as the establishment of the
Kurdish state, with a view to integrate the oil fields of Mosul and Kirkuk into it. In addition, the Turkish National Assembly had endorsed the so-called Chester Concession as an aid to Turkey (Bierstadt and Creighton 1924). Thus, the main American privileges from that certain approach to the “resolution” of the Eastern issue were the concessions of several Turkish regions into the USA sphere of interests for 99 years, the construction of two ports and railway lines 3,600 km long, the grant of mining rights within 20 km on both sides of the line, the reconstruction works’ contracts of a worth between $ 200 and $ 300 million, as well as the exploitation of other natural resources and mines. That specific example is clearly indicating how the exodus out of WWI implied a huge geo-energy struggle of the powers involved to secure access to sufficient energy sources (Vidakis 2016).

5. In the Aftermath of World War II

The new situation that took shape after the WWII, displayed two pre-existing conflicts. The first was between the capitalist West and the communist East, with Britain adopting a 1950’s military plan to re-establish and reinforce a buffer zone as defense against a possible Soviet attack on the Middle East; the Syrian lands were included in this zone. Between 1951 and 1953, Western countries began discussions about the setup of the Middle East Defense Organization (MEDO) to counter the international spread of communism (Hale 2012). However, the Suez Canal Crisis in 1956 meant the definitive withdrawal of the two historic Great Powers, France and Britain, from the Middle East as well as the dynamic entry of the USA as the superpower to fill the power gap. Because of this, the American leadership announced the Eisenhower doctrine in 1957, in order, among several objectives, to secure the Western interests around the energy resources of the region (Hammond and Alexander 1972).

The second conflict, which had interestingly not drawn the media attention as much as it deserved, was among the Western countries themselves, mainly over the control of the energy resource ducts. For instance, the Aramco group, serving American interests, wanted to build the Tapeline pipeline from Saudi Arabia’s al-Zaharan district to the Mediterranean, via Syria and Lebanon. The Tapeline’s competitor in the Middle East was the MEPL pipeline of British interests, that would transit oil from Iran to the Mediterranean Sea. But this inter-western competition finally ended in favor of the Tapeline and revealed the hidden conflict of interests that had existed in the underground of British-American relations (Karkazis, Vidakis, and Baltos 2014).

6. Risk Mitigation and the East Med Alternative

Energy management is dependent on socio-economic changes that are all projected on the geographic maps. That is why the interaction of energy, economy and politics has triggered lately multiple discussions on the question whether we should study the geopolitics of energy or the geo-energy of politics (Vidakis, Baltos & Balodis 2017). All the turmoil discussed before around the Mesopotamian resources as the epicenter of contradictory interests is being already circumvented in order to fuel Europe in the most efficient and as safe as possible ways. A. Alobeid and I. Vidakis (Alobeid and Vidakis 2017) recently presented an alternative route away from the military operations theatre of the Syrian civil war or Iraqi and Iranian energy security concerns.

Fig. 4. The proposed East Med Stream pipeline. Source: elaborated by the writers
The strengths of such a proposal can be considered as it follows (Alobeid 2016). Firstly, given the undeclared war between Saudi Arabia and Iran and the gaps in the Arab security system, the Arab Countries of the Gulf are looking for secure and innovative ways to export their huge oil and gas reserves to the West (Manama 2016). Secondly, the geography of this area is well suited to pipeline construction, specifically, from the western shores of the Arab-Persian Gulf to the last point on the north-western borders of Egypt, keeping in mind the existing infrastructure in that area. Thirdly, the adoption of such a pipeline will protect the Gulf countries from security threats due to the negative attitudes demonstrated in the past by certain governments, mainly the Syrian, which forbade the transit of oil through Syrian territories for many years (Karkazis, Vidakis, and Baltos 2014).

Fig. 5. The respective discoveries in the eastern Mediterranean are considered crucial for serving future EU needs (Petasis 2016)

The so called East Med energy corridor has attracted already attention and investments. The respective discoveries in the eastern Mediterranean basin are considered crucial for serving future European Union (EU) needs, diversifying the energy routes for security and efficiency purposes (Baconi 2017). Nevertheless, there are commercial and political hurdles on the way. Cyprus, Israel and Egypt have initiated a regional cooperation toward mid-term exports. Table 1 below depicts the estimated data on the discovered and yet to be discovered quantities.

Table 1. Natural gas volumes estimations in the offshore Eastern Mediterranean Sea (Tagliapietra 2013)
7. Conclusions and Policy Implications

The discovery of significant natural gas resources in Egypt's Exclusive Economic Zone (EEZ) could encourage the Egyptians to help build a part of this pipeline and guarantee its safety in order to export their natural wealth to the EU countries (Hafner, Tagliapietra, and Elandaloussi 2012). A fortified EU energy diplomacy may firstly realize the significance of the resources available just on the edge of its periphery. East Med may alleviate EU gas dependence on Russian imports and Turkish transit (Tsakiris 2014).

In conclusion, the realization of the East Med Stream concept could, to a large extent, reset the rules and the figures of the “energy game” in the Eastern Mediterranean, since, as it is estimated, it could account for the transit of as much as 50% of the world's energy reserves, fulfilling the ambitions of Middle Eastern countries to transport energy resources to the West, transforming stable and secure EU territories into an energy gateway, equipped with an international liquefied natural gas station for the needs of EU and the Balkans. The international energy strategies ruling the Middle East for a century periodically re-appear, but at this time the resources epicenter has been shifted to the south-eastern waters of Cyprus (see Fig. 5, above), implying polices of energy security, EU geo-economic efficiency and diversification as well as international cooperation distant to the traditional Middle Eastern war zones.

References

Çırakman, A. (2002). From the “terror of the World” to the “sick Man of Europe”: European Images of Ottoman Empire and Society from the Sixteenth Century to the Nineteenth. Peter Lang Publishing.


Legal Analysis on the Legal Mechanisms for Consumer Protection in the Comparative Right, the Role and Importance of these Legal Mechanisms in Kosovo

Prof Dr Adnan Jashari
PhD(c) Krenare Vokshi
SEEU University, Tetobo, Macedonia

Abstract

In this paper we would like to analyse and to treat the legal bases of: Legal analysis on the legal mechanisms for consumer protection in the comparative right, the role and importance of these legal mechanisms in developed countries and paying attention by special emphasis over the Republic of Kosovo. An important highlight will be over the comparative aspect of legal analysis in Kosovo, Macedonia and Albania. We also take into consideration the legal analysis of cases of violations and misleading commercial practices. Commercial practice is misleading when it contains false information and is therefore untrue. A commercial practice is misleading even when, in every possible way, including the overall appearance, misleads or is likely to mislead the average consumer, making or likely to make the consumer. The paper aims to provide a complete overview of the key issues related to the legal mechanisms for consumer protection in comparative law by treating them both theoretically and in the way that judicial practice, especially our judicial practice, has understand and apply procedural provisions regarding legal mechanisms for consumer protection in comparative law and issues arising in this regard. In this regard, the research questions include: 1. which are the main problems facing Kosovo's judicial practice in the context of the implementation of substantive and procedural provisions on cases and legal mechanisms for the protection of consumers in comparative law? 2.Is Kosovo facing poor implementation of the law, respectively non-implementation of material provisions and procedural provisions in Kosovo, for the protection of businesses and consumers? What are the causes that may affect the non-implementation of the legal framework, which is thought to be the best solution in this regard? The research questions that come out under the law are; in which cases should a relationship be referred to legal remedies for consumer protection in comparative foreign law? All these issues tend to give a comparative look at the international and national level. The expected results from this research consist in deepening theoretical and practical knowledge on legal mechanisms for consumer protection in comparative law, comparative analysis in Kosovo and beyond.

Keywords: Legal relationship, civil service, civil servants, recruitment, training, legal aspect, the Civil Service Commission, consumer role

1. The Importance and the Argument of this Subject

The importance and reasonableness of this topic lies in analyzing respectively the comparison of domestic and international legislation in terms of regulating the legal bases of legal mechanisms for consumer protection in comparative law. Legal remedies are not the same in all countries, which vary from one country to another. The preparation of new legislation on consumer protection is not an easy matter for a country with a higher legal culture and tradition, nor less for Kosovo. Currently in Kosovo, for regulating and protecting consumer rights, today application is the consumer protection law, which by its content is in compliance with international, European standards and in accordance with international human rights conventions.

1.1 Introduction

The paper aims to provide a complete overview of the main issues related to the legal mechanisms for consumer protection in comparative law, by treating them both theoretically and in the way that
judicial practice, especially our judicial practice has understand and apply procedural provisions regarding legal mechanisms for consumer protection in comparative law and issues arising in this regard. Regarding the practical implementation of the legal framework, in the results of many research conducted by different scholars, it is noticed that Kosovo faces poor or improper implementation of legal provisions.

In order to give this work the importance it deserves, we will list some of the empirical data that emerge from these researches that will help us to approach to the problem more easily, have a general overview of the problems facing our court practice, understand the causes that affect the non-implementation of the legal framework and on this basis we propose a reasonable solution to improve the situation.

2. Methodology

The Scientific research work will become more accessible and easier if it is based on the relevant built-in and verified methodology. The methodology that will be used during the drafting of the paper will be based mainly on the domestic and foreign doctrinal points of view. The methodology used will be in the function of achieving the objectives and goals set out in this paper. Methods that will mainly support the paper are: methods of analysis and synthesis, historical methods, research methods, descriptive and interpretative methods as well as comparative methods. Empirical, statistical and graphical methods will also be used. In the process of scientific knowledge, the analysis is the first and the most fundamental.

The research methodology will be extended into a scientific work on questionnaires and the construction of research variables. Scientific research work becomes more accessible and easier if it is based on the relevant methodology built up and verified. The methodology used will be in function of the realization of objectives and goals set out in the paper. Methods in which the work will mainly be supported are: method of analysis and synthesis, historical methods, research methods, descriptive and interpretative methods as well as comparative methods. Empirical, statistical and graphical methods will also be used.

Methodology: This paper upon the characteristics and features it carries is based only on the qualitative method of analysing the issues addressed in it. It aims to answer the questions: How? Why? What's the way?

The impossibility of using the quantitative method is a result of the lack of cases judged by the Albanian courts in the field of consumer credit contracts and travel packages. So there are no numeric values in this paper. Another factor that has hampered me in using this method is the lack of the existence of an educated and informed consumer regarding the rights he enjoys in these two contracts. The qualitative method includes within it the research, descriptive, interpretative and comparative method.

3. Literature Review and Hypotheses

3.1 Historical background of legislative consumer protection

Passing from consumer-like contracts to the development of consumer law in the world Consumer protection has its roots in people's daily lives. The concept of being consumer finds its expression in ancient times, at the time of people living in caves. People exchanged commodity goods in function of satisfying their own satisfaction or meeting the needs for food. In its origins, most forms antique dealership consists in the exchange or replacement of some items with others. According to Roman lawyer Paulus: "Sell and purchase originates in the exchange of items." The sales contract reflects the first stages of the birth of a civil legal relationship where one of the parties was weaker than the other. In the absence of matching commodity exchange interests, people created some kind of valuable material that would serve as commodity equivalence.

The legal analysis of the consumer credit contract and travel package contract is further supplement by the descriptive method. Through it are reflected the historical aspects of the development of consumer protection in the world and in Albania.
The descriptive method is an indispensable tool for clarifying different terms and concepts, from legal to practical aspects, realizing the knowledge of the theoretical part and the approach to reality. The original part of the work consists in the interpretation that the author has made to various issues and somewhat problematic in the area of consumer credit and travel package contracts. The interpretative method best justifies the presence of the jurisprudence of different national or international courts, in further completing the descriptive method, i.e. based on the data and facts upon which the interpretation is made.

In an attempt to clarify in detail the stage of approximation of Albanian legislation with European Union law, in order to clarify clear and precise concepts and developments in the field of consumer protection, the paper sets out somewhat comparatively these national developments in relation to Italian legislation and jurisprudence, as well as English. Correlation, as a scientific method used in social sciences, analyses the relationship between these variables: a. linking the obligations of the trader with the rights of the consumer, b. the link between not informing the consumer of the rights he enjoys in each of his contracts and legal remedies, c. the link between the full or partial non-fulfilment of the obligations arising out of the consumer credit contract, the bank or the travel package contract, the organizer or seller, and the rights that the law recognizes to customers in this case.

The most important part is the finding of a strong positive correlation (whose values range from 0 to +1) between the small amount of customer information and its decline in the total decision-making power of the trader.

The method of analysis and synthesis are in unity with each other. There can be no synthesis of analysis, but no synthesis of analysis would make sense. Analysis and synthesis have a common research object, but the approach and the procedure are opposite. By contrast, the synthesis studies the whole unit by joining elements and parts in general, and also understands them, their features and relationships between them and their entirety or their relationship within it.

4. Research Goal Analyze

Through the method of analysis I intend to analyse the native and international legislation in place for the regulation of legal relations in general, as well as in particular the analysis of all the problems encountered in practice regarding consumer protection. Through the historical method, we will look more closely into the course of historical development of the creation of the first rules and their evolution.

The research method or the literature review will be used throughout the paper, especially in the first phase of the work. This method involves in itself the process of collecting various materials in function of the structure and writing of the subject, both in written forms and in electronic format. As a necessary tool for clarifying different terms and concepts, from legal to practical aspects, descriptive methods will also be used.

By means of a comparative method, the novelties and advantages of the study object will be highlighted. Only after a comparative method can we come up with accurate conclusions based on persuasive arguments as well as problems with the subject of the study. The emperor method is another method that will be used during the work. The results that can be gained through this method are very important, especially for practical implementation. This is the gathering of scientific facts on the basis of which the truths and the legality of the sciences are verified.

Consumer protection is one of the areas that have undergone development around the second half of the 20th century. The historical background implies that the consumer concept took shape when the market economy developed with great leaps. The market became very fierce and the pressure on traders on the consumer was enormous. The European accession was created as a structure that originally meant a barrier-free in geographical area where the free flow of goods, services, capital and people would be realized.

Such a common market needed discipline, where all actors had well-defined rights and obligations. This law made a general adjustment without analysing many legal aspects of consumer relations. This use brings about a lack of market equilibrium in regarding contractual freedom and equality of will between entities. The consumer has very little or no information about the rights and
special protection enjoyed by the law as the weakest party in this legal relationship. A consumer means any natural person who buys and uses goods or services to meet his / her own needs and not for purposes that are related to commercial activity, respectively for the resale of those goods.

4.1 Consumer protection in the context of the common market

Understanding the problems of consumer protection in the context of the common market is how to understand the core issues of European market integration. The laws have been aimed at protecting consumers for centuries. These laws have been drafted in various forms and acts, including laws regulating contracts, aspects of civil and criminal relations. Apart from acts that have the primary and direct consumer protection purpose, other acts extend their effects in function of this aim, with the aim of minimizing fraud by traders, freedom of the will or the facilitation of conflict resolution procedures where one party are the consumer themselves.

Consequently, consumer protection limits have not yet been fully set up. This paper aims to present and analyse the protection offered to the consumer in two of the most recent developed contracts by the first legislator; this was from a comparative point of view with the community lawmaker, that of Italian and English one.

The paper focuses on the rights and obligations of the parties in the consumer credit contract and the package travel package. To be successful in this venture, we have analysed a number of issues. First, the concept of consumer credit contract is analysed and travel package contract, individualizing the concept of consumer, merchant by the right to be informed about the non fulfilment of the contractual obligations in these two contracts.

Secondly, it is taken into consideration the relationship between consumer protection and market economy. The state, by law, should play only a limited role in protecting consumers, because consumer protection is effectively achieved through the functioning of free and open markets. Legal acts should be used to ensure that markets operate freely in the best possible way, while respecting free competition and consumer's will. When markets fail to function properly, the state interferes through the law to address this development in the best possible direction. Through its representative it gives opinions on proposed legal acts that may have an impact on consumers, participates in meetings that are of interest to the consumer, and mediates between central bodies and consumers, as well as between traders and consumers in order to protect the interests of the latter.

The treatment of the consumer credit contract aims to enrich the legal doctrine, but also to be a means of educating the consumer in relation to his rights and obligations during the stage of consumer credit advertising at the pre contractual and contractual stage. Consequently, the borrower cannot be protected under the legal framework of the consumer. From a detailed observation of the Court's judgments, all execution orders issued by this institution, with a pair of second level Banking Loans, in the role of the lender and a natural person in the role of the borrower, have as a legal basis the Code civil.

4.2 Consumer protection approach is an essential element for local and regional development, consumer contracts.

All of these contracts refer to the provisions regulating bank credit or loan contract. Another reason that has further stimulated me for analytically and comparatively treating legislation with other legislation is the "misuse" of the term consumer credit by the Bank of Albania Second level. These financial institutions advertise as consumer loans, a series of loans that are out of the scope of law enforcement "On Consumer Protection". Consequently, whatever their denomination, these will be assessed as mortgage loans or other bank loans, provided for ordinary consumption purposes.

5. We Recommended These Conclusions

There is almost no consumer lawsuit related to consumer credit, the legal basis of which is the law "On Consumer Protection", with the plaintiff party and the respondent party to a Level Bank of
Secondly, the Consumer Protection Notice informs consumers of their rights as well as the list of dealers who over the past years have harmed consumers or deliberately sold hazardous goods to the health and safety of the consumer. A consumer or consumer protection association may appeal to the competent administrative bodies charged with consumer protection law.

The Law on Protection of Competition in Kosovo's Economic Market and the Protection of Consumer Protection Rights offers legal protection in the sense of ensuring a free and effective competition in the market. The regulation of the relationships brought within the economic market is realized with the application of the law on competition preserving consumer protection rights, which should be a legal framework for the application of the relevant competition regulation policy to preserve consumer protection rights in order to prevent misuse and to achieve the basic principles of consumer protection business law in terms of functioning of the free market and its protection from unfair competition.

Preserving Consumer Protection Rights and Market Competition is the basis for the functioning of a market economy where market competition is a form of rivalry between enterprises. The Competition is an economic phenomenon where two or more market operators operate simultaneously and produce the same or similar products and who compete against one another through the quality, price and other characteristics of the goods or services.

Kosovo's identified challenges to the report are more or less the ones identified by the Commission itself. The three main recommendations given by the European Commission are for Kosovo to: - Ensure the approximation of legislation with EU law and to start implementing it in the area of accreditation, standardization, metrology and market surveillance, and to amend the law in the section of technical requirements for products and their conformity assessment;
- Refocus the capacities of the State Agency for Standardization, the Metrology Agency and the Kosovo Accreditation Agency;
- Strengthen market surveillance and improve inter-institutional co-ordination to ensure implementation of legislation. In the Standardization section, it should be remembered the monitoring of the implementation of Law no. 03 / L-144 on Standardization implemented by the Commission in 2015.

The European Commission's report has highlighted precisely the elements mentioned in the Commission's final report in November 2015 on the protection of consumer rights. These include the need for law amendment and capacity building and business co-operation to implement standards in quality. These consumer contracts share a set of concepts, the phases through which the consumer legal relationship is crossed, and the obligation to provide information well-defined at every stage of the relationship that is created between the consumer and the trader. These two so important consumer contracts that have taken a development nowadays are also regulated by other subsidiary acts for the protection of consumer rights.

References

Du Toit, Francois.(2010).Imperative Inheritance Law in a Late-Modern Society - Five Perspectives, C. Castelein, R. Foqué and A.University of the Western Cape.


Communication Strategies Used in Corporate Facebook Pages and Motivations of Consumers for Following These Pages

Gülçin İpek Emeksiz
Communication Sciences Faculty
Anadolu University
Eskisehir, Turkey

Ali Şimşek
Communication Sciences Faculty
Anadolu University
Eskisehir, Turkey

Abstract

The new communication tool of our current era is certainly Facebook because it is the most commonly used social network application in the world. Therefore, consumers perceive businesses which are not a member of Facebook as a business which cannot keep up with the new era and thus they want their favourite brands to be on Facebook. However, for businesses to be on Facebook is not just about opening a profile page. Businesses need to create a brand community that they get into interaction with their stakeholders in order to gain dynamism and mobility to their Facebook brand fan pages. Therefore, businesses need a variety of effective corporate communication strategies that they can apply on their Facebook pages. The corporate communication strategy that a business employs on Facebook should be compatible with the goals and purposes that a business wants to reach. A business which use a certain corporate communication strategy on Facebook will determine the contents that it will share on Facebook in line with this strategy and will create the desired perception on its target audience. On the other hand, a business which doesn’t apply a particular corporate communication strategy on Facebook probably doesn’t know which goals that it wants to reach. Therefore, businesses which share random contents on their Facebook pages try to continue their Facebook pages by trial and error. However, because of this situation, they cannot get the desired effectiveness, appeal and efficiency from their Facebook pages in the long term. Furthermore, stakeholders need some level of motivation in order to follow businesses on Facebook. If a business knows what the motives of usage are, it can shape its Facebook messages in the right direction. This way, more followers will gather around the brand community of the business on Facebook.

Keywords: Facebook, Corporate Communication, Social Media, Communication Strategy

1. Introduction

Corporate communication is a strategic form of communication that governs business relationships with internal and external stakeholders and is used to shape the perceptions of these stakeholders. Corporate communication, which is a vital management function, helps to sustain, change or improve corporate reputation by integrating the internal and external communication activities of the business (Mazzei, 2014: 222).

Internal communication is necessary for the day-to-day workflow in enterprises, for coordination among employees, and for reaching the objectives that the business aims. In situations where internal communication is unhealthy, employees complain of lack of communication because the employees who need to be informed in the hierarchical structure of the institution are not informed in time. For this reason, a well-functioning internal communication takes place when information is transferred from upper management to employees and from employees to the upper management bidirectionally and without any difference.
External communication is the communication that a business creates with its external stakeholders, customers, investors, media representatives, and government officials. In external communications, businesses persuade their external stakeholders to buy products and services they design, to invest in their own businesses, to use state incentives easier, and to become a well-known business by using public relations and marketing communication.

With the widespread use of social media based on Web 2.0 technology, businesses have become able to communicate their corporate communication activities to their internal and external stakeholders more easily, quickly and at a lower cost than traditional media. Businesses that want to take advantage of the opportunities offered by social media have begun using social networking sites like Facebook in external communications to shape the perceptions of their stakeholders.

Being in social media has become a necessity for today's businesses. Nowadays, businesses need to open enterprise business pages on social media platforms like Facebook and Twitter to be more visible, to spread information about the business, to build stronger relationships with customers, to increase sales, to strengthen the image and reputation of the business and to cope with competitiveness. Especially since the structure of social media enables two way communication which is from business to customer and from customer to business, social networking sites provide significant opportunities to businesses to improve communication with their customers. Thus, conventional mass communication tools which are television, radio, newspapers and magazines that allow one-way communication has started to lose their effectiveness compared to social media.

In particular, researches conducted in the U.S.A point to a decline in the usage of traditional communication tools. Schaefer (2014: 10) highlighted that the newspaper advertising incomes of the U.S.A. Journalism Society has declined to the levels in 1950s and most of the big newspapers which has a wide influence area has been losing its circulation. According to the 2015 New Media report of the Pew Research Center, when the newspaper advertising incomes are compared with a decade ago, it is seen that they descend half below than a decade ago and they are declined to 19.9 billion dollars (Mitchell, 2015: 6).

The decline in traditional media consumption was also observed in television viewing rates. Neilsen Media Research noted that there is a reduction in television hours watched by Americans and noted that Americans now use media providers such as Hulu and Netflix while watching their favourite programs (Schaefer, 2014: 10). Again, according to the Pew Research Center's 2015 New Media Report, well-known channels such as Fox, MSNBC and CNN on cable TV are down by 8% during the prime-time hours.

In addition, web sites have lost momentum in their click ratios as compared to the past. Between the years 2010 and 2012, two-thirds of the Fortune 500 companies, among the world's largest and most respected companies, were able to pull fewer people to their web sites (Schaefer, 2014: 10). In the face of such a decrease in use of traditional media tools, social media tools such as Facebook, Twitter, Instagram, Pinterest, Wordpress have gone through a boom. The increasing number of social media users and the high rate of time spent on social media have caused social media, which is faster and cheaper than traditional media, to rise against traditional media.

2. Social Media Usage in Corporate Communication

Social media has started to be used at high rates in the field of corporate communication. When large corporations’ approach to social media is considered, it is seen that the vast majority of Fortune 2000 businesses in the U.S. nearly its 69% use social media and 37% of these businesses plan to increase their social media usage within the next five years (McCorkindale, 2010). According to the Fortune 500 rankings in 2014, 157 of these big American companies (31%) have blogs, 413 of them (%83) have a Twitter account and 401 of them (%80) have Facebook accounts (Barnes and Lescault, 2014).

According to the Social Media Examiner's 2015 report, the primary purpose of US businesses to use social media is to create a loyal fan base to their businesses (69%), and 64% of businesses which has been using social media over one year on average have had a follower group which follow them regularly (Stelzner, 2015: 17-22). Social media is a very useful tool in cutting the
communication costs, promoting business events and keeping the business’ target audience up to date with the news. Today, social media is used at a high rate by large corporations, so it is important to examine what are the corporate communications strategies that these companies employ in social media.

Today's tools in the Internet age that businesses use to communicate their corporate communication activities to external stakeholders are no longer announcement boards, posters, and brochures. Initially, web sites were considered as a good alternative to traditional corporate communication tools. However, web sites are weak tools for interacting with customers because the communication in websites is one-way towards customers. On the other hand, social media tools like Facebook help businesses to develop relationships with their followers as it allows for multi-way communication.

In addition, since the usage of Facebook is easier and since it is a cheaper way of communication, it makes Facebook to be visited more often than web sites. In addition, researches show that people go to Facebook pages of businesses rather than business web sites to get up-to-date information about businesses. According to a Webtrends (2011) study, the number of first-time visitors in the top 100 U.S. Fortune’s Web sites declined by 68%, on the other hand, a 40% increase was detected in the first time visitors to Facebook pages of the same companies (quoted by Haigh, Brubaker and Whiteside, 2013: 53). DeMers says that an organization's social media page generates 32% of the traffic on its website (DeMers, 2015). As a result, Facebook pages of businesses are now more visited than websites.

In addition to websites, a business that prefers to be on Facebook can create a brand community and bring brand fans together under one roof. A brand community is a private and interconnected community that is created to create social relationships among brand fans, beyond geographic boundaries (Muniz and O’guinn, 2001: 412). Brand fan pages, also known as Facebook follower pages, are common meeting points for customers with the same interests and passions about brands. To attract more people to Facebook followers' pages, businesses need incentives to get people involved in these pages.

For Facebook and Twitter brands, it is an important source of revenue for businesses to open brand fan pages in these sites. For example, Facebook earns its revenue from businesses who want to reach its targeted customer base by its advertising activities on Facebook and who agree to pay a certain amount in return. (Lilley, Grodzinsky and Gumbus, 2012: 83). Corporate brand fan pages are also attracted by followers who want to interact with brands. Today's consumers want to communicate with brands which they love, like and buy their products on social networking sites like Facebook and Twitter. According to an explanation made by Twitter, 88% of Twitter followers follow at least one brand's Twitter page, and more than 50% of Twitter users follow at least six or more Twitter pages on Twitter (Ha, 2012).

Through corporate brand fan pages on Facebook and Twitter, businesses learn about their customer segments, receive feedback from customers about their products and services, and learn about their customers' real needs. Thus, by making improvements in their products and services, they go to remediation. Through the brand fan pages, businesses can keep continuous communication with their followers, keep the interest of their customers to their brands alive and enter a real-time dialogue with the customers. However, businesses need to be careful to ensure that their communication with customers is consistent and meaningful. It is not a must that followers who follow businesses on Facebook and Twitter brand fan pages consist of people who always shop from those brands. According to Jang, Chang and Chen, some may not be shopping from them, but each one should be seen as a potential customer that can be earned a day; because of their suggestions or criticisms, these people bring a valuable feedback for the brand (Jang, Chang and Chen, 2015:162).

Hansson, Wrangmo and Soilen (2013), who asked a group of followers how the ideal Facebook follower pages should be, encountered two types of responses. A group of followers say that Facebook is a social structuring, and that businesses should not be on Facebook, while others think that businesses should be active in Facebook (Hansson, Wrangmo and Soilen, 2013: 121). Facebook's first goal is to connect people with each other and help them to communicate the happenings in their own world. Therefore, Facebook is a social network, however, in time,
Facebook started to be used in global brand marketing by outsourcing being a popular online communication channel used for social interaction among friends.

On the other hand, according to Hannson, Wrangmo and Soilen (2013), the ideal pages should contain multiple events and competitions, so that followers can have more fun on Facebook. Those who think that the messages on Facebook pages should be simple, short and consistent, and those who bring the above criticism to Facebook, do not want to be bombarded with messages (Hannson, Wrangmo and Soilen, 2013: 121).

Another research that has been done shows that followers pay attention to dialogue rather than message bombardment on Facebook followers pages. In the end of Kwok and Yu's research, which collected messages in two categories: sales / marketing and conversation (dialogue), and which examined which messages were approved by stakeholders on Facebook, mutual conversation messages (dialogues) received more attention than sales / marketing messages (Kwok and Yu, 2012: 84). Ng (2014) says that businesses should try to develop dialogue with them, rather than pushing messages to their customers on Facebook, so that their trust is easier to earn and stronger relationships can be built (Heinonen, 2011; Ng: 2014: 378).

Corporate communication is the process of establishing and maintaining a positive reputation among the stakeholders of the institution, and thereby ensuring that the internal and external communication of the institution is effectively coordinated. (Cornelissen, 2011: 5). In social media, corporate communication plays an important role in regulating the communication of businesses with their stakeholders. Businesses planning to open an institutional page in social networking sites should also plan how to manage this page. Mills (2015) proposes a nine-step strategic process to develop and maintain relationships with customers in the social media. This process takes place in order to identify target customers, to explore dialogues about the brand, to explore social media activities of competitors, to determine social media goals, to select social media platforms, to design social media interaction, to effectively manage social media interaction, and to reflect performance (Mills, 2015: 531).

According to Moss (2011), the communication strategy reflects the current management viewpoint of the business as well as a plan of the communication activities of the business (Moss, 2011: 125). Argenti (2003) states that an effective corporate communication strategy would involve three things. The first is to determine the communication purposes. The second is what resources are available to achieve these goals. The third is to monitor the reputation of the business (Argenti, 2003: 23). The corporate communication strategy that the business applies on Facebook places the business in the market as well as reflects the aim, plan and policy of the business. For this reason, businesses need to set their goals and to figure out how much they can afford to keep the site active before opening a corporate brand fan page on Facebook. In addition, the fact that the business has a positive reputation helps to successfully implement the corporate communication strategy. As a result, implementing a corporate communication strategy on Facebook helps businesses to build relationships and dialogue with their stakeholders.

However, when looking at international researches, it is seen that the communication of the majority of businesses on Facebook or Twitter pages are based on one-way communication (from the business to stakeholders) and many businesses are failing to engage with their stakeholders on these pages. (Lovejoy, Waters, Saxton, 2012; Rybalko and Seltzer, 2010; Saffer, Sommerfelt, Taylor, 2013). Interaction in the Facebook or Twitter environment allows followers to communicate easily by generating content without the time and physical location difference. (Vernuccio, 2014: 216). In interactive environments such as Facebook and Twitter, by sharing comments or making evaluations to the shared contents of businesses or by talking among themselves, followers exhibit a participatory performance.

Nevertheless, businesses do not make good use of the multifaceted communication opportunity provided by social media (from business to stakeholders - from stakeholders to business). For example, Shin et.al. (2013) examined the Facebook brand fan pages of Fortune 500 companies in the U.S.A. Accordingly, it is seen that the interactive communication (multifaceted communication) used to develop relationships with followers on these pages is not sufficiently clear and customer comments are often left unanswered (Shin et. al., 2013: 77). Another study in 2015
demonstrated that 65% of retail businesses responded to customer comments within 5 days on Twitter, and they only responded to 11% of customer comments within an hour (Kapler, 2017).

Ng (2014) found that 82% of Facebook's business pages were not active and 90% of the conversations on those pages were left unanswered, and these results indicate that businesses are still trying to understand how to use Facebook effectively to interact with Facebook users. (Ng, 2014: 366). 32% of customers using social media platforms are expecting a response within 30 minutes of business hours during weekdays; with 57% of the respondents want to receive answers at night and at the same time on weekends (Morgan, 2016). From these data, it is seen that businesses are not very successful in creating participatory and interactive communication on Facebook.

A study examining the Facebook brand fan pages of global businesses has shown that product-focused brands have more Facebook pages than service-oriented brands and product brands share more content on Facebook pages than service brands and their discussion sections are more active in Facebook. (Gaur, Saransomrurtai and Herjanto, 2015: 333). Therefore, it is seen that product-oriented companies on Facebook has created more dialogue with the stakeholders than service-oriented enterprises.

Generally, businesses see Facebook brand fan pages as a commercial domain and are trying to advertise their businesses with promotional one-way messages. It is a result of research that the companies in other countries, especially in the USA, are experiencing difficulties in interacting with Facebook followers and that they have not used these pages well.

3. The Corporate Communication Strategies Used on Facebook

The corporate communication strategy is a function that regulates the communication of the business with the stakeholders. It is possible to observe the responses of the stakeholders with the feedback received from the social networking sites in exchange for the corporate communication strategy implemented by the business. By applying an accurate corporate communication strategy on Facebook, businesses can strengthen their corporate reputation and enable their customers to engage more in their corporate pages. If the corporate communication strategies that businesses use on their corporate pages on Facebook will be known, this will help businesses that plan to open a brand fan page on Facebook to achieve more successful results from their corporate brand fan pages in the future.

Today, businesses have taken action to open up a brand fan page on social networking sites, but many have not fully understood how they will reach more people (Palazon, Sicilia, and Lopez, 2015: 580). For this reason, it is necessary to have corporate communication strategies to be implemented on Facebook brand fan pages in order to enable existing and potential customers of the businesses to participate in Facebook pages. The corporate communication strategy of a business on Facebook should also be compatible with the objectives the business wants to achieve (McCann and Barlow, 2015: 275).

According to Erbaşlar (2013: 43), businesses will benefit from using a specific corporate communications strategy on their Facebook pages with the following benefits:

- Businesses will be able to use the time they communicate with their stakeholders more efficiently by acting in a planned manner.
- Businesses will be able to make the right moves at the right time.
- Businesses will be able to achieve the goals they are targeting for stakeholder groups.
- Businesses will have the opportunity to increase their self-confidence as well as increase their recognition.

Kim, Kim and Sung (2014) mentions that businesses principally use three corporate communication strategies on their Facebook pages. In fact, the categorization of Kim, Kim and Sung depends on the basic categorization of Brown and Dacin (1997). Brown and Dacin (1997) highlights that there are two corporate communication strategies which affect the corporate associations of the society which are the corporate ability and the corporate social responsibility strategies. While the corporate ability strategy is about the perceptions of a consumer concerning the products and services of a business in the market, the corporate social responsibility strategy is
about the perceptions of a consumer regarding the social responsibilities of a business (Kim and Rader, 2010: 60). The hybrid strategy is the third strategy taking place in this categorization. The hybrid strategy is related with the mutual usage of both the corporate ability and the corporate social responsibility strategies.

The magazine Strategic Direction (2015) summarizes these three corporate communications strategies as follows: The messages of the corporate ability strategy makes an emphasis to a business‘ being a leader in the industrial sector or its global successes. The main aim of the corporate social responsibility strategy is to reflect a good corporate citizenship image and to inform the public about the corporate social responsibility activities of a business. The hybrid strategy equally represents both the corporate ability and corporate social responsibility strategies (Strategic Direction, 2015:1).

Table 1: Brown and Dacin 1997; Tao and Wilson (2015: 214).

<table>
<thead>
<tr>
<th>Corporate Communication Strategies and Their Signs</th>
<th>Corporate Ability</th>
<th>Corporate Social Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>The expertise of the business in its products’ and services’ quality</td>
<td>The global success of the business</td>
<td>The environmental responsibility of the business</td>
</tr>
<tr>
<td>The usage of quality control programme by the business</td>
<td>The educational responsibility of the business</td>
<td></td>
</tr>
<tr>
<td>The market orientation of the business</td>
<td>The employee involvement of the business</td>
<td></td>
</tr>
<tr>
<td>The innovativeness of the business and the research and development efforts of the business</td>
<td>The public health responsibility of the business</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The sponsorhsip activities of the business</td>
<td></td>
</tr>
</tbody>
</table>

Businesses can decide on which strategy they will use according to the perception that they want to create in the market. According to Kim and Rader (2010), if a business wants to draw attention to social responsibility activities and wants to create a corporate social responsibility-oriented perception, it can adopt the corporate social responsibility strategy, if it wants to be perceived as an expert in producing high quality products and services in the sector, it can embrace the corporate ability strategy. (Kim and Rader, 2010: 60). The magazine Strategic Direction (2015) states that the corporate ability strategy is a viable choice to build friendships with followers in the first instance, but failing to stage to the corporate social responsibility strategy can be costly because consumers often tend to have a more positive perception of businesses that attach importance to social responsibility projects (Strategic Direction, 2015: 3). According to Fraustino and Connolly-Ahern (2015), the corporate social responsibility strategy helps to develop more positive attitudes for brands and products, to create more purchasing behaviour in customers, and to have a more positive institutional image, reputation and credibility in perceptions related to business (Fraustino and Connolly-Ahern, 2015: 457).

Kim and Rader (2010) conducted a study to determine the corporate communications strategies that Fortune 500 companies used in their web sites. According to this research, 96% (n = 478) of the Fortune 500 companies have adopted the corporate ability strategy and they want to be perceived as businesses with institutional expertise in their products and services (Kim and Rader, 2010: 75). However, the top 100 companies in the Fortune 500 place more emphasis on the corporate social responsibility strategy than the corporate ability and the hybrid strategy. Kim and Rader explain this situation as follows: the control of the public is increasing against businesses when they grow up, and it is therefore necessary to talk about the social responsibilities of businesses (Kim and Rader, 2010: 75).

The number of studies examining how the corporate ability, the corporate social responsibility, and the hybrid communication strategies affect stakeholders on Facebook is rather few (Haigh et. al., 2013: 53). The research of Kim, Kim and Sung (2014) is one of them. Kim, Kim, and Sung, who examined what corporate communications strategy Fortune 100 companies use on Facebook, found that 89% of companies use the corporate ability strategy, 9% use the corporate social responsibility strategy, and 3% use the hybrid strategy. Therefore, the corporate ability strategy is the most preferred corporate communication strategy by Fortune 100 companies. Tao and Wilson
(2015) have also examined which corporate communications strategy has been adopted by Fortune 1000 companies on Facebook and Twitter, and have come to the conclusion that the corporate ability strategy is more popular in both sites. Of the 63 companies operating on the Facebook page, 31 use the corporate ability strategy, 19 adopt the corporate social responsibility strategy, and 13 do not use any strategy. The business that uses a hybrid strategy on Facebook is not found (Tao and Wilson, 2015: 215).

The result of the researches of Kim and Rader’s (2010) on Fortune 500 companies, Kim, Kim and Sung’s (2014) on Fortune 100 companies, Fraustino and Connolly-Ahern’s on Fortune 500 companies and Tao and Wilson’s (2015) on Fortune 1000 companies demonstrated that both on websites and on Facebook and Twitter the strategy that Fortune companies used frequently is the corporate ability strategy. Only Fortune 100 companies within Fortune 500 used the corporate social responsibility strategy the most. Haigh, Brubaker and Whiteside (2013) who examined the 114 corporate Facebook sites found out that these companies highly used the corporate ability strategy, as well. Tao and Wilson (2015) mentions that the similarity in the results of these various researches in which different online platforms were used shows that businesses give significance to the corporate ability strategy. According to Kim and Rader (2010) this choice is the result of corporations aim to create sound psychological associations on their stakeholders about their corporate expertise in their products and services (Kim and Rader, 2010, Tao and Wilson, 2015: 2018).

Table 2: The Corporate Communication Strategies Used by Fortune Companies in Social Media in USA

<table>
<thead>
<tr>
<th>Author</th>
<th>Year</th>
<th>Platform</th>
<th>Companies</th>
<th>The strategy used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kim and Rader</td>
<td>2010</td>
<td>Website</td>
<td>Fortune 500</td>
<td>Corporate ability</td>
</tr>
<tr>
<td>Haigh, Brubaker, and Whiteside</td>
<td>2013</td>
<td>Facebook</td>
<td>114 corporate companies</td>
<td>Corporate ability</td>
</tr>
<tr>
<td>Kim, Kim and Sung</td>
<td>2014</td>
<td>Facebook</td>
<td>Fortune 100</td>
<td>Corporate ability</td>
</tr>
<tr>
<td>Tao and Wilson</td>
<td>2015</td>
<td>Facebook and Twitter</td>
<td>Fortune 1000</td>
<td>Mostly corporate ability / Only the first 100 companies use the corporate social responsibility strategy</td>
</tr>
<tr>
<td>Fraustino and Connolly-Ahern</td>
<td>2016</td>
<td>Facebook</td>
<td>Fortune 500</td>
<td>Corporate ability</td>
</tr>
</tbody>
</table>

While the businesses determine the corporate communication strategies they use on Facebook brand fan pages, the content on Facebook pages can be examined from four perspectives. These include organizational disclosure, information dissemination, involvement, interactivity (Haigh, Brubaker and Whiteside, 2013: 57 & Kim, Kim and Sung, 2014: 354).

Table 3: Haigh, Brubaker and Whiteside (2013: 56) and Kim, Kim and Sung (2014: 354)

<table>
<thead>
<tr>
<th>Organizational Disclosure</th>
<th>Information Dissemination</th>
<th>Involvement</th>
<th>Interactivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Products and services</td>
<td>Link to the news</td>
<td>E-mail address</td>
<td>Messages which aim to get the feedback and suggestions of the followers</td>
</tr>
<tr>
<td>The history of the business</td>
<td>Photographs</td>
<td>Telephone number</td>
<td>Messages which enable chat online</td>
</tr>
<tr>
<td>The mission information</td>
<td>Videos</td>
<td>Message board</td>
<td>Messages which are related to action-based participation of the followers</td>
</tr>
<tr>
<td>The link to the website address</td>
<td>Audios</td>
<td>Activities calendar</td>
<td>Messages which are related to the general behavioural action of the followers</td>
</tr>
<tr>
<td>Logo</td>
<td>Press bulletins</td>
<td>Opportunities of volunteerism</td>
<td>Messages which are related to holiday greetings</td>
</tr>
<tr>
<td>Official Facebook page statement</td>
<td>Campaign summaries</td>
<td>Debate forum</td>
<td>Messages which are related to the daily and personal life of the followers</td>
</tr>
<tr>
<td>Legal statement</td>
<td>Information about successes and rewards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Link to the Twitter page</td>
<td>Corporate social responsibility reports</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Link to the blog</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Another classification of the corporate communications strategies used in social media is broadcast, reactive and engagement strategy proposed by Etter (2014). The publication strategy is based on one-way communication. In the broadcasting strategy, the company disseminates information about itself to the target groups it identifies. But the broadcasting strategy is not interested in the stakeholders involved and does not answer the questions of stakeholders (Strategic Direction, 2015: 5). The broadcasting strategy is not enough to improve the relationship, as the other stakeholders are not heeded and the opportunity to participate is not given (Etter, 2014: 328). This approach is similar to the techniques used in traditional marketing and advertising communications (Strategic Direction, 2015: 5). Responsive strategy responds to questions from business stakeholders but does not approach other stakeholders by acting cautiously. Although symmetric communication takes place in this strategy, since the other stakeholders are not approached, it is difficult for the business stakeholders to find common interests. (Etter, 2014: 329).

The aspect that makes the engagement strategy different is that the business uses the proactive perspective and take the first step in communicating with the users. In the engagement strategy, the business responds to questions and comments from its stakeholders and approaches to other stakeholders. Businesses using the engagement strategy get the best efficiency and results from their Facebook or Twitter usage because they have two-way symmetrical communication with their stakeholders (Etter, 2014: 329).

Interaction process analysis, which is used in the analysis of interpersonal communication processes, has recently been used to analyse the corporate communication between the business and stakeholders. Zhang, Tao and Kim (2014) mention that the interaction process analysis used basically for analysing interpersonal dialogues can also be used to analyse the communication between businesses and customers in social media environments, because social media carries the communication features such as receiving instant feedback from customers and providing two-way communication between the business and customers (Zhang, Tao and Kim, 2014: 234). Interaction process analysis was first proposed by Bales (1976), and interaction process analysis is divided into task-oriented communication strategies and socioemotional-oriented communication strategies. According to Bales, task-oriented communication strategies consist mostly of problem solving, and searching for information, ideas and suggestions. Socio-emotional communication strategies aim at alleviating or enhancing tension in dialogue. (Bales, 1976; Zhang, Tao and Kim, 2014: 233).

Businesses may choose to use their corporate communications strategy within a certain period of time. Erbaslar (2013) explains how long businesses can use the corporate communication strategy they want to use:

- The corporate communication strategy to be used may vary according to the purpose of the business and the objectives it aims to achieve.
- The business can change the corporate communication strategy to use according to the campaign activities to be performed.
- While the corporate communications strategy is a whole, the content that the business uses on Facebook is a part of this whole (Erbaslar, 2013: 44).

4. The Motivations of Facebook Users to Follow Corporate Brand Fan Pages

The people who follow the Facebook pages of the business are the stakeholders of the business. According to Jiang, Chen, Nunameker and Zimbra, stakeholders are defined as groups of people who are needed to sustain the continuity of a business. "Stakeholders are those who will influence the realization of the business’ objectives or be influenced by the realization of the objectives of the business". (Freeman, 1984, Freeman and Reed, 1993; Jiang, Chen, Nunamaker and Zimbra, 2014: 30). Determining how followers, or stakeholders, follow the Facebook brand fan pages of businesses, makes it easier for businesses to expand their target groups as it helps them to organize their Facebook events more easily. The motivations of followers to follow the Facebook brand fan pages can be explained through various theories.

The first of them is the social identity theory. According to the theory of social identity, a person can increase his or her self-esteem by belonging to a group. According to this theory, the
person tends to participate in social media events when he or she believes that this will improve his or her personal image and he or she will receive support from his or her peers online or be respected by others. (Muniz and Schau, 2005; Ng, 2016: 492).

Therefore, people want to be appreciated by their peers by participating in Facebook brand fan pages and appreciated by their peers with comments they make on these pages. These people think they will be able to increase their self-esteem with the interest they gather. In addition, people can increase their collective self-esteem by joining Facebook brand fan pages. People come together with the people who have relations with the business on these pages and they establish a social network and try to achieve a social status by expressing themselves in this group (Muniz and Schau, 2005; Ng, 2014: 368).

From the standpoint of social identity theory, people can influence the viewpoints and purchase behaviours of other followers by their positive or negative word of mouth activities because people are more likely to trust each other's positive and negative shares rather than trusting businesses' words in the social media and uses the power of electronic word of mouth. In addition, it has become more difficult for businesses to manage their reputation in the online environment. Due to the instantaneity nature of the social media, negative comments can spread very quickly and an online crisis environment can be created by attracting the attention of millions of people. From the standpoint of social identity theory, followers can become brand ambassadors by defending the businesses in crises that may arise in the online environment. So they get a status within the brand community.

Another theory that is useful for understanding the motivations of followers is social exchange theory. According to the theory of social exchange theory, people are behaving in the social media because they think that they are able to benefit from having that behaviour (Bateman and Organ, 1983; Ng, 2016: 492). In other words, the aim of social exchange theory is to increase the benefits and reduce the costs. According to this model, people evaluate the benefits and risks that may arise in social relationships, and if the risks appear more than benefits, they prefer to terminate that relationship (Surma, 2016: 343).

In terms of social exchange theory, people follow the Facebook brand fan pages, enjoy various discounts, earn accessions, and participate in competitions. Thus, they get various financial gains from being in the online environment, they reduce financial losses the least and continue to follow those pages by maintaining social relations with the business. In addition, people follow their Facebook brand fan pages to evaluate their free time and get a chance to meet new people. In terms of social exchange theory, Facebook brand fan pages help people to benefit from their relationships with the business because it helps expand their social network. In terms of social exchange theory, Facebook brand fan pages help people to benefit from their relationships with the business because it helps expanding their social network.

Another theory is the uses and gratifications theory. According to the uses and gratifications theory put forth by Blumer and Katz, people use any media to meet their various needs. The reason people choose any kind of media is to meet a need and obtain a satisfaction. For example, people use social media for social interaction, information seeking, spending time, entertainment, relaxation, communication and purchasing needs (Strategic Direction, 2015: 5).

People can have a good time by following the Facebook brand fan pages and have enjoying activities. People can use the brand fan pages as a news source and have news information about the current events of the business. They can also search for information about businesses' new products and services. People also use brand fan pages for social interaction. People can exchange ideas with other followers on brand fan pages. Followers who are affected from business shares and user reviews can be directed to purchasing behaviour.

Followers need incentives to follow the Facebook brand fan pages of businesses and keep track of these pages for a long time. Kang, Tang and Fiore base their motivation to follow business brand fan pages on four key interest relationships. Accordingly, the elements that drive Facebook users to follow the Facebook brand fan pages are functional interests, socio-psychological interests, hedonistic interests, and financial interests.
Table 4: Kang, Tang and Fiore (2014: 153)

<table>
<thead>
<tr>
<th>Functional benefits</th>
<th>Social-psychological benefits</th>
<th>Hedonic benefits</th>
<th>Monetary benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Getting current information about the business</td>
<td>To search for self-identity</td>
<td>To be entertained by other members on Facebook</td>
<td>To receive discounts and special offers that most of the consumers cannot attain</td>
</tr>
<tr>
<td>To communicate effectively and comfortably with the other people in the online environment</td>
<td>To become friends with other members</td>
<td>To have a good time on the Facebook page of the business</td>
<td>To get better prices compared to other customers</td>
</tr>
<tr>
<td>To share experiences about the business</td>
<td>To search for a belonging</td>
<td>To search for entertainment on the Facebook page of the business</td>
<td>To receive free coupons as a member of the business’ Facebook page</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Functional benefits</th>
<th>Social-psychological benefits</th>
<th>Hedonic benefits</th>
<th>Monetary benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Getting current information about the business</td>
<td>To search for self-identity</td>
<td>To be entertained by other members on Facebook</td>
<td>To receive discounts and special offers that most of the consumers cannot attain</td>
</tr>
<tr>
<td>To communicate effectively and comfortably with the other people in the online environment</td>
<td>To become friends with other members</td>
<td>To have a good time on the Facebook page of the business</td>
<td>To get better prices compared to other customers</td>
</tr>
<tr>
<td>To share experiences about the business</td>
<td>To search for a belonging</td>
<td>To search for entertainment on the Facebook page of the business</td>
<td>To receive free coupons as a member of the business’ Facebook page</td>
</tr>
</tbody>
</table>

Kwon, Kim, Sung and Yoo (2014) showed that consumers have four motivations to follow brands on Twitter. These include incentive search, social interaction search, brand use / brand satisfaction and information search (Kwon, Kim, Sung and Yoo, 2014: 657).

Table 5: Kwon, Kim, Sung and Yoo (2014: 668)

<table>
<thead>
<tr>
<th>To search for incentives</th>
<th>To search for social interaction</th>
<th>Brand use / Brand Satisfaction</th>
<th>To search for information</th>
<th>To search for entertainment</th>
</tr>
</thead>
<tbody>
<tr>
<td>To receive incentives because of following the page for a long time</td>
<td>To talk with brand representatives</td>
<td>Because I use the brand right now</td>
<td>To learn more about the brand</td>
<td>To be entertained</td>
</tr>
<tr>
<td>To receive a reward because of following the page for a long time</td>
<td>To express myself</td>
<td>Because I like the brand</td>
<td>To receive information fast</td>
<td>To relax</td>
</tr>
<tr>
<td>To receive incentives (coupons, discounts)</td>
<td>To get into interaction with other people</td>
<td>Because I’m willing to buy from the brand</td>
<td>To have the first information about the brand</td>
<td>To have a good time when I’m bored</td>
</tr>
<tr>
<td>To get what I want with less effort</td>
<td>To tell my opinion about the brand</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To get access to special content</td>
<td>To be together with other people with whom I have the same lifestyle</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>To look at what other consumers say</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to the result of Kang, Tang and Fiore's (2014) research on Facebook brand fan pages, it turns out that followers’ motivation to follow these pages is based on two interests. By being a member of these communities, people feel a sense of belonging and develop relationships with other members and have a psycho-sociological gain. In addition, they enjoy and relax by following these pages, thus obtain a pleasurable gain.

5. Business Representatives on the Facebook Pages of Businesses

Businesses create a social media team to promote personal communication across Facebook. Business representatives who try to keep these pages active with visuals and videos also listen to the requests and suggestions of the customers. However, according to Tsai and Men, business representatives appear to be friends with followers on the social network in order to be able to integrate with followers, but at the same time they do not disclose their true identity. Parasocial interaction theory is misleading in the sense that followers think that they have developed a sincere and personal relationship with business representatives. (Tsai and Men, 2013: 78). That is,
business representatives who excite the followers with the comments they write and who try to put
the followers into action by approaching the followers as a friend, mislead the followers.

Businesses have shifted their customer service to social media platforms like Facebook and Twitter, and they are answering customer questions from these platforms. Social media representatives, who are able to engage in dialogues with their customers, get more success from their Facebook and Twitter pages. For example, Starbucks, a global beverage brand, responded to Starbucks customers in six different ways on its Twitter brand fan page. These include giving information, making an apology and giving support, writing positive a comment, asking a question and making an inquiry, having chit-chat, and expressing gratitude (Taecharungroj, 2016: 552).

6. Results

Social media, which has gained momentum in the last ten years, has become a part of corporate life apart from individual uses. Many businesses around the world have begun using social media tools like Facebook and Twitter to communicate with their stakeholders and have teamed up with a team that manages social networking sites 7/24 to ensure the continuity of this communication. However, it is difficult to say that they are very successful and that they use effective strategies.

The corporate communications strategy that businesses use in these pages reflects the intent of the business and the policy it intends to implement on these pages. In other words, the corporate communications strategy shows how businesses want to promote themselves to their stakeholders and what connotations they want to evoke in their stakeholders. In addition, the corporate communications strategy that businesses use on their Facebook pages also determines whether they will interact with their stakeholders. In general, an overwhelming majority of businesses favour the corporate ability strategy that is important to promote the business’ own products and services, but some large businesses with few numbers also use the corporate social responsibility strategy.

In order for businesses to successfully manage their Facebook pages, they must be able to use an effective corporate communications strategy and learn how their stakeholders can follow these pages. Stakeholders are following these pages in order to reach a certain satisfaction with their specific needs. If these requirements can be accurately determined by the business, it may become easier to create an interaction between the business and stakeholders on Facebook pages. Thus, businesses can create a dynamic brand community on Facebook pages and contribute to the appreciation of their brand.

References

harald.trost/lv/Bales-Overview.pdf


Bilingual Areas within the Territory of the Republic of Albania

Dr. Migena Balla
University “Ismail Qemali” Vlore
Albania

Abstract
Due to historical, territorial, cultural and social relationships with other countries of the Balkans, various linguistic “islands” have been formed within the Albanian land, which are typically, although not exclusively, to be found in border regions. In these communities, not only do we find bilingualism, but also diglossia resulting in the emergence of some linguistic phenomena such as code-switching, code-mixing, borrowings, etc. These linguistic islands have different geographical expansion ranging from an entire region, a particular village, to a specific neighbourhood, perhaps. The present paper will attempt to make an accurate overview of these zones, which will mainly be focused on issues that have to do with their locations, linguistic contacts with the Albanian language, number of bilingual speakers, etc.

Keywords: linguistic “islands”, bilingualism, diglossia, bilingual speakers

The most prominent sociolinguistic researches on languages in contact have been made by reputed authors of the sociolinguistics domain at present, such as Weinreich and Ferguson, who have also provided a broad theoretical framework about this phenomenon¹.

In Albanian sociolinguistics, studies on different diglossic and bilingual situations have been sporadic and subject of particular communities in certain geographical areas of Albania.² As a lecturer of this discipline, I was constantly perplexed by the idea of conducting a thorough study of all the issues related to the Albanian language being in contact and coexisting with other languages. Of course, before reaching the finishing line of this study, a lot of hard and time-consuming work is to be required. Initially, we will try to have a clear picture of the location of bilingual areas in the territory of the Albanian Republic, the languages spoken, besides the Albanian language, and, in accordance to our capacities, we will collect data concerning the number of bilingual speakers.

Albania lawfully³ acknowledges 9 national minorities: Greek, Macedonian, Vlach / Aromanian, Romany, Egyptian, Montenegrin, Bosnian, Serbian and the most recent one, (acknowledged in 2017) Bulgarian minority. The difference is that pursuant to the old law the Greek, Macedonian and the Serbian-Montenegrin minorities were acknowledged as ethnic minorities, while Vlachs and Romanies as ethno-linguistic minorities, Bosnian and Egyptian minorities as communities, whereas Bulgarians were considered Macedonians.

Among these national minorities, to be mentioned, are those resulting from the border relations Albania has with its neighbouring countries such as, Greece, Macedonia, Serbia and Montenegro. These communities are primarily localized in areas around the state borders. There are also those minorities such as, Aromanians, Bosnians, Bulgarians, Romanies and Egyptians that have migrated for various political and economic reasons.

The Greek minority is one of the two national minorities that have lawfully been acknowledged

³ Pursuant to the Albanian law’s definition, a national minority is a group of Albanian citizens residing in the territory of the Republic of Albania. They have early and lasting relation with the Albanian state. They exhibit distinctive cultural, ethnic, linguistic, religious or traditional characteristics and are ready to express, maintain, and develop together their distinct cultural, ethnic, linguistic, religious or traditional identities. The government says the amendments to the law were based on the request of national minority representatives and in accordance with the criteria of the Framework Convention Council of Europe for the Protection of National Minorities. http://www.kryeministria.al/al/newsroom/projekt-ligi/projektligje-te-mir...
since 1921. This is mostly settled in the South of Albania. For instance, in Gjirokastra, this minority group has spread in almost all of the city's neighbourhoods such as Palorto, Varosh, 11 Janari, Pazari i Vjetër, 18 Shtatori, Dunavat, Cfak etc., as well as in some of the surrounding villages such as Labovë e Kryqit, Zagorë, Nokovë, Gjat etc. The following figures give accurate data about the distribution of this minority in Southern Albania: Saranda (35 villages), Finiq (56 villages), Dropull (41 villages) Delvinë (16 villages), Përmet (about 3 villages), Himara (7 villages), Vlora (about 2 villages) etc.

In these areas the population uses the Greek language as their mother tongue and Albanian as a second language. In most of these regions Greek is taught in school. The Greek language is also used in the state institutions or road signs, but the official documents issued from these institutions are drafted in formal Albanian language. Even though these people are generally inquisitive and knowledge lovers and learn Albanian at school, their version of the Albanian language is usually spoken with a typical Greek accent.

The second, national minority that was lawfully acknowledged in 1921 is the Montenegrin minority. It is a small community of a few thousands of inhabitants which is mainly settled in the village of Vrakë in the municipality of Malësi e Madhe, but also outspread in the city of Shkodra. Alongside the Albanian language, this community uses the Montenegrin language as well. The Montenegrin language is used within the family environment, whereas Albanian is also used in social relationships, in the neighbourhoods or elsewhere, even in official situations. They constitute an Orthodox community.

Until recently, the Serbian community was included in this national minority. Later on, they were legally acknowledged as a separate minority group. Even this community lives mainly in the cities of Shkodra, Koplik (Gruemirë, Omaraj, Gril, Boriç i Madh, Boriç i vogël, Kamicë, Shtoj i vjetër, Shtoj i ri, Dobraç, Golem, Mushan, Bushatetc), Lezhë, Durrës, Fier (Libofshë, Hamil) etc. Within this community, the Albanian language is used with contact with Serbian. Serbian is used in family settings, whereas Albanian is used in all other social and official environments.

The Vlach / Aromanian minority has been acknowledged as an ethno-linguistic minority in Albania. This community has spread all over the country, mainly in central and southern Albania. In addition to Albanian, the language they use is Aromanian, which is considered as a colloquial dialect of the Balkan Latin. They use this language in their family lodgings or in the typical activities that aim at the preservation and promotion of their language and traditions. Albanian is spoken in every other social and official context. When they speak Albanian, Aromanian youngsters are not at the least influenced by the Aromanian language. Moreover, some only have an understanding of Aromanian without being able to speak the language of their predecessors. The Aromanian minority is found in the municipality of Libohove (Qender Libohove, Zagoria, in the villages of Suhe, Stegopul, Nderan, Sheper); in the city of Përmet, in the municipality of Gjirokastër, in the territory of Administrative Units such as Cepo, Lunxhëri and Odrie; mainly in the villages of Palokastër, Labovë, Zhabpës etc.; in Elbasan, Vlore (Bestrovë, Mekat, Beshisht, Skrofotinë, Cerkovinë), Selenice etc.

The Romanies constitute a minority that is spread almost all over Albania. Genetic, linguistic and historical facts show that Romanies originally emigrated around the 11th century from what is today northern and north-western India and eastern Pakistan. Apart from their mother tongue, the Roma language, the Romanies in Albania speak Albanian, too, although they are told by the accent or grammar used. There are also many Romany groups that move frequently from one Albanian area to another, who do not speak Albanian. They only speak in the Roma language. With respect to their lifestyle, most Romanies do not even attend elementary education. Consequently, even though they might speak Albanian, they do not know how to read and write in Albanian. The areas where Romanies are mostly located are Tirana, Durrës, Elbasan, Pëqin, Rrogozhine, Fier, Korce, Pogradec, Berat, Ura Vajgurore, Kuçoça, Lushnja, Vlora, Shkodra, Lezha, Fushë-Kruja etc.

The Balkan- Egyptian minority and the Romany community have been treated equally. The former was often considered a Romany-Egyptian minority. Yet this equal treatment may leave room to possible discussions given the fact that they differ from each other. Despite sharing the same historical origin, before their roots be reformed, they have culturally and linguistically changed. Marriages between these groups seem to have been limited.
Egyptians have a sense of identity completely distinct from the Romanies and vice versa. Likewise, in addition to Albanian, Egyptians speak their own language. They also learn Albanian at school\(^4\). The areas where Egyptians are mostly located include Tirana, Durrës, Elbasan, Peqin, Rrogozhine, Fier, Korçe, Përmet, Pogradec, Berat, Ura Vajgurore, Kuçova, Lushnja, Vlore, Shkodra, Lezha, Fushë-Kruja etc.

The Macedonian minority is located in the border areas, precisely on the south-eastern edge of the Albanian territory bordering Macedonia and Greece, in the Prespa’s area, in the northeast of the city of Korça, as well as in some other villages in the district of Dibra. Their number in Albania ranges from 2,000 to 5,000 people.

The bank line along the Prespa Lake and the Albanian border is 35 km long. The 9 minority villages of the Prespa area are situated along this line. They are, Pusteci (Liqenasi), Lajthiza, Zaroshka, Cerja, Shulini, Gollombopi, Gorica e Vogël, Bezmiashi and Gorica e Madhe. From the With respect to the administrative division of the area, these 9 minority villages constitute a district. It is known as the Municipality of Pustec. This community uses the Macedonian language within the family environment and in official settings. Alongside the Albanian language they learn their own language at school. Official documents are produced in standard Albanian.

The Bulgarian minority is the last minority that was added to the list of minority groups in Albania, in 2017. Up till now it was known as a Macedonian minority, or even as Bulgarian-Macedonian, at times. The acknowledgement of this minority has brought about different reactions\(^5\) that made it impossible for us to have accurate information on whether certain communities are Macedonian or Bulgarian. It is said that in Albania, Bulgarians live mainly in the regions of Bilisht, Korça, Golloborda, Prespa e Vogel and their number amounts to thirty-thousand people.

Furthermore, the Gorani minority lives in the municipality of Kukës, too. It is actually a region in the former districts of Shishtavec and that of Zapode with about 5000 inhabitants. Their mother tongue is the Gorani language, which is very similar to the Bulgarian and Macedonian languages. The territory where the Gorani community is now settled, is situated down at the border of three states Albania-Kosovo-Macedonia. There are 9 villages in Albania. The number of the entire population in the territory of Gora goes to 24,000. The villages where the Bulgarian language is spoken are: Borje, Oreshka, Cërmalevë, Shishtavec, Orgjost, Pakisht, Kosharisht, Zapod, Oçikël. This community uses the Albanian language in the social and official settings. Those who live in the areas that were previously known as a Macedonian minority have learned Macedonian as well as Albanian in school. Others use only the spoken Bulgarian language in the variant inherited throughout different generations.

The Bosnian minority in Albania is a small community that is found only in the municipality of Durrës. Most of them settled on the suburbs of the city of Shijak in a place called Koxha and Borak hills, namely in three villages: Koxha, Salamone and Borake. Bosnians found a special welcome from the locals and developed good relationships with them getting more integrated into each other’s cultures. Nowadays it is a community that has been able to preserve its language and customs. Bosnian language is used in family environments, while knowing and using the Albanian language really well.

To sum up, within the Albanian territory, the Albanian language is in contact with 9 other languages: Greek, Aromanian, Montenegrin, Bosnian, Roma, Egyptian, Macedonian, Bulgarian and Serbian. Five of them are Slavic languages.

The difficulties to collect accurate data on the location, identity, origin, and above all, statistics about these communities were bigger than we had expected. However, as cited above, this paper is just an introduction to the great project that we have undertaken.

\(^4\) According to 2011 census data, 93% of Egyptian children attend primary school, but this does not apply to Roma children, where 55% of them do not attend school at all.

\(^5\) Macedonian Alliance for European Integration, which protects the interests of the "Macedonian people in Albania", protested against the inclusion of Bulgarians in this bill and according to it this action violates international law, constitutes genocide against the Macedonian people and a crime against humanity.
Modern Learning and Training Tools which can be Properly Adapted and Designed to Reinforce Specialized Courses on Effective Crisis Management

Georgios C. Baltos
Ph.D.(c) of Business School,
University of the Aegean, Chios, Greece

Filippa S. Chomata
MBA in Financial Management,
University of Piraeus, Piraeus, Greece

Ioannis G. Vidakis
Ph.D. of Business School,
University of the Aegean, Chios, Greece

Janis Balodis
MA student, Belarusian Economic Research and Outreach Center (BEROC), Minsk, Belarus

Abstract
This paper highlights the effectiveness of several modern training tools that could be applied within the context of training organizations, aiming towards the introduction of theoretical and practical fields, like the assessment of critical risks, the impact of time pressure and the importance of situational awareness, into the contents of a training course. The first part deals with present training tendencies and tools like distance and technology-based learning, while it is highlighted that knowledge management has gone through a deep and wide re-orientation. Quality assurance issues regarding education are also of great significance. The second part then studies the psychology of serving in combat or irregular crisis situations. It is about the particularities that compose the military, business or civil protection reality, resulting in new approaches of training courses that pursue excellent performance, particularly in dynamic and changing with high-velocity environments. Concepts like shared-ness of information, maturity in leadership decision making and cognitive task analysis can all determine a new domain of acceptable measures for crisis management training at professional level. The scope ranges from a routine organizational context to rapid response in a larger-scale emergency under pressure, requiring respective training adjustments.

Keywords: Training Tools, Critical Risks, Quality assurance, Situational Awareness, Crisis Management

1. Introduction
This study focuses on the analysis of several modern training tools that could be used within the context of civil protection institutions, military academies and training centers, taking into account the differences between training for operations under normal circumstances and training specialized in the treatment of emergency situations. The purpose of this discussion is to highlight how the crisis managers or the respective training planners could familiarize themselves with and take advantage of training topics like risk identification and assessment, simulation exercises and intuitive leadership. Such training applies to a wide range of activities including military and civil protection, disaster recovery and plenty of professional case studies concerning both routine organizational contexts as well as rapid responses in larger-scale emergencies. The quantity and quality of the training directly affects the success of the respective operations, adding value to students and professionals involved, but also reinforcing security, stability and safety for the societies in favor of the citizens and their well-being.
2. Research Horizons for Training Projects

2.1 Distance and technology-based learning

One of the milestones of the new training tendencies over the recent years is distance training. This system is absolutely focused on learning and/or teaching remotely. The relevant old fashion ways were involving the in-person training, while the new training ways activate the two and/or multiple way system of communication. Another qualitative difference is that distance training cannot take place without the assistance of high technology. Any distance training can be actually considered a kind of technologically mediated learning.

Mehdi Khosrow-Pour (Khosrow-Pour 2001) studied the next level of distance training, whereas the students belong in a specific professional environment. Her theory is well known as "corporate distance training", having interesting results in combining organizational cultures with particularly needed distance training features. The key concept of "corporate distance training" is that both the organizational administration and the employees/trainees have to face the realistic business problems through the solutions offered while they are “hooked in” a virtual platform-based training environment. Therefore, information technology managers play a crucial role since they facilitate the use of technological systems such as internet, intranet, video-conferences, satellite broadcasts etc., taking advantage of the most cost effective and time saving technological applications. The challenging aspect of corporate distance training is that the main core of participants, such as managers and high-level operators can be connected although geographically dispersed.

Another milestone over the new era in training is the so called e-learning based on "web-based instructions". During the last decades, we have experienced a revolution in training practices due to the development of web technology. The difference between traditional and web-based training is not related to the content of the knowledge itself. It deals with how knowledge is being contextualized. Web-based training courses are more effective in stimulating and maintaining learner’s attention, given that the World Wide Web creates targeted, comprehensive and attractive educational material and means of delivering knowledge.

However, Beverly Abbey (Abbey 1999), from a pedagogical point of view, criticizes strongly the web-based instruction. Her main objection lies upon the issue of the validity of the information offered, due to the fact that the material is not always authenticated or signed by credible users in regard with reliable sources. She dramatically declares that the knowledge representation on the web is "…like the Swiss cheese, broad, thin and full of holes...". Another questionable issue is that the web-based hypertext environment is massive and excessively over-loaded, therefore, inexperienced users may be somehow “lost” or easily manipulated during their research.

2.2 Knowledge management re-orientation in question

A third milestone of the recent training developments deals with the transformation of education and training to strictly market and business-oriented courses. It looks like all modern colleges and universities prepare their students in order to directly enter into the world of business sectors and industries. Under this approach, on duty managers are taking the place of the old-fashion professors, while students are qualified according to their business skills and, therefore, training is actually a part of their business induction and career-path. G. Elliott and M. Crossley (Elliott and Crossley 1994), having empirically examined these concerns, concluded that the newly established pedagogical cultures are simply alternative models of management. Traditional lecturers usually oppose the idea of the majority of the academic foundations running as business industries or as the exclusive gateways to commercial services. The main reason is that such a prioritization disregard human studies, social responsibility and in general the needs of students as persons who most of all better off as sociable and in general educated personalities. It will be later in this paper discussed that crisis situations can be better controlled by crisis managers who exhibit a balance between expertise and encyclopedic, holistic as well as multi-faceted perspective of life values, ethos and ethics. Thus, modern training courses need to adopt a synthetic scope, further preparing students for complexity and radical global changes (Gilpin and Murphy 2008).
2.3 Quality assurance issues

At a systemic level, the educational tool drawing the scholars’ attention is the quality assurance. Over the last years, quality assurance practices have been introduced thoroughly into several levels of training, regulating processes and procedures on the basis of relevant standards. According to R. Brown (Brown 2004), the quality management thankfully has been transformed towards quality improvement rather than procedural accountability. There is a great difference between compliance with specific rules, on one hand, and quality management on the other, appealing to professional motivation and constructive assessments on how to better off as a training center.

The dimension of quality assurance mostly applicable in education fields is the involvement of external auditors, usually quality assurance agencies. They evaluate the performance of the training organizations and suggest improvements, being capable enough to make objective assessments, due to their expertise. It is true that especially the military organizations apply strict policies and internal auditing or self-assessments. However, as it was mentioned before, the accountability structures sometimes turn to be a dead end, since they are usually considered to be the one and only purpose of management. Therefore, considerable change and quality improvement can be guaranteed by external advisors that are not subject to biases coming out of any specific internal organizational cultures (Brown 2004).

3. Particularities of Environments in Crisis

3.1 Phycological features of serving in combat

In order to transfer the above mentioned modern training toolbox into the crisis management fields of training, we need to have an overall and complete view of the particularities that compose professional environments like those of the civil protection and the armed forces. Looking for the core characteristics of such rapid deployment civil and military units, T. W. Britt (Britt 2006) mentioned that a soldier, an officer or a rescue crew member differs from any other manager or employee since he/she is exposed to high risks and, therefore, may deal with human mortality. In simple words, it is the fear to face the natural but unanimously avoidable reality of a psychological stress, physical injury or even death; any action or reaction is inevitably affected by that fatal factor. The second particularity of those “in uniform” is the compelling presence of fatigue. Officers and soldiers along with rescuers are driven to the limits of their endurance and sometimes overpass them. Additionally, decision making, while performing preventive and/or corrective tasks against disasters, seems to be extremely tough since it is affected by lack of sleep, emotional stress multiplied the complexity of the environments and the overload of information. The outcome of these missions also depends on the morale of the fighters. The higher it is, the more likely they are capable to accomplish a mission, a disaster recovery and/or a rescue of human lives and properties.

Fig. 1. Technical skills for crisis resolution (Powelson 2017)
Battle fields or natural disaster landscapes create havoc not only against team formations in general, but also to every single fighter; in other words, the personality of each crew member or his/her training level is more than worthy to be highly concerned (see Fig. 1 above). Inside the rescue and military units or their administrative headquarters involved, additional confusion may occur related to training deficiencies. Crisis management courses are a possible solution for strengthening the response capabilities and effectiveness. Paraskevas (Paraskevas 2006) states that the dynamically evolving character of the environments in crisis redefines Crisis Management Plans (CMPs) and training rules towards more innovative notions and sophisticated case studies like systemic analysis and chaos theory. CMPs are not automatically responsive, they need to have been “assimilated” into any specific organizational environment, taking into account colleagues’ attitudes and educational attributes shaping an organization’s resilience against critical threats and weaknesses (Baltos and Mitsopoulou 2007).

3.2 Chaotic situations and professional response

The involvement of risk management as well as systems theory in the study of business interruptions as well as natural, civil or military disasters introduces unpredictable variables that jeopardize the sustainability of services and operations in public or private sector (Piotrowski 2006). Given that a system by definition combines interdependent variables in order to achieve an objective, it should be clear that system factors may bring up exponentially increased results, in other words, the effects may surpass the causes in terms of impact and emergency (Senge 2006). The professional responders to a crisis, for instance the rescue teams, usually interact locally, facing difficulties and bottlenecks in the receipt and evaluation of critical information. Overloads of feedback may be possible, forcing receivers to re-evaluate and re-schedule according to the intensity and diversity of the incoming messages.

Lessons learned from disaster recovery and/or rescue operations refer by default to the main outlines of Chaos Theory, “where dysfunctional systems are considered a normal aspect of adaptation to high-stress conditions” (Piotrowski 2006). The term "crisis", having an ancient and classical origin, in Greek also means “judgement” (Paraskevas 2006). The resolution of crisis then requires crisis managers skilled enough and duly trained to think where there is no place or time for thinking. A crisis response system combined with proper training courses ideally provides recognition of all the critical situations, even before the crisis erupts. In hindsight, crisis management courses should emphasize on the mind’s sharpness and agility of the leaders directing the crisis mitigation (see Fig. 2 below).

Fig. 2. Relations among skills and attributes scaled and preferred for the composition of crisis response teams (Baltos and Mitsopoulou 2007)
4. Planning Crisis Management Trainings and Expected Results

4.1 A “ticking clock” speeds up all crisis situations

Following the above described recent educational and training concepts, crisis management courses and military academies around the world have already adopted parts of the modernization process regarding recruiting specialists, teaching and supporting their students. The main concern of these institutions is to reinforce the programs with any recent technologies and best practices, aiming at training therein to be considered effective and competitive. It is also a fact that civil protection and armed forces accomplish continuous and intense learning programs for their staff that have already been tested in a long list of real emergency situations on numerable levels of human activity and survival, e.g. earthquakes, floods, famines, chemical attacks, nuclear and radiation accidents, terrorist attacks, cyber-attacks, energy supply disruptions, banking breakdowns, wildfires, anti-terror campaigns, hurricanes, etc. proven in general terms improved in comparison to similar past incidents.

However, this variety of engagements should be organized in a more permanent and detailed way through the objectives of a general educational context and vision. For example, post-graduate studies should systematically include crisis management disciplines, in order to ensure a continuing stream of skilled and talented employees in the organizations involved. The scope of such operations is so deep and wide that we could even claim the dawn of a new science or at least a scientific methodology, researching the impact and the likelihood of abnormal and unexpected factors as well as the avoidance or containment of the uncertainty.

By tradition, the military training is a highly and strictly structured paradigm, as long as it attempts to ensure a measure of order recovery and situational predictability. Therefore, it relies upon clear-cut procedures and protocols, mainly operating in bureaucratic environments. On the opposite side, many analysts, such as M. J. Cook, J.N. Noyes and Y. Masakowski (Noyes, Cook, and Masakowski 2012), have commented that the predominance of bureaucratic procedures, strict protocols and apriori segregation of duties has formed managerial behaviors that, due to lack of flexibility, agility and adaptability, are not capable to lead them to a proper and resourceful decision-making.

For example, a well-known situation where the military formations need to be familiar with factors like novelty, surprise and improvisation is the natural disaster relief missions. Under such conditions formal hierarchical protocols have been proven to be ineffective. The relief comes from light team formations with cross functional structure and on-site situational awareness. This is why the anticipation of and readiness to control any potential risk should be the starting point in the respective training centers. E Salas and G.A. Klein (Salas and Klein 2001) highlighted the importance of training the officers at improvising and increasing the range of their responsiveness repertoire.

Another positive fact is that national authorities, international and non-governmental organizations, since a long time ago, have adopted plenty of bottom-up training programs, whereas the already highly trained may participate as trainers in the training of other less experienced, transferring directly their knowledge and expertise. However, these processes should be enriched with additional academic staff from major research institutions, towards the establishment of joint and interdisciplinary educational programs in collaboration with scholars and practitioners willing to exchange ideas, best practices and lessons learned.

The ideal should be the balance among academic courses, “on the job” training and high-technology applications. Therefore, we should agree with the proposal of the US NAVY Committee on Technology for Future Naval Forces (CTFN et al. 1997), according which “…we have to invest more in the conversion of the conventional forms of training to technology-based and technology distributed training programs…” The already existing platforms for the web-based distance learning that operate at the moment simply as pilot-programs should be carefully expanded and integrated to the rest of the existing training platforms, in order to meet the needs of the modern training systems.

Among the most effective and efficient training tools, the simulation training devices have
been adopted by all advanced armed forces, while they are advisable in regard with all the range of trainings for emergencies. The simulation models are based on creating virtual reality environments. They create virtual crisis realities, activate users’ attention, imagination, cognition and responsiveness. Thus, the trainees improve their judgment and ability to map the situations and make proper decisions out of virtual worst cases scenarios. According to R. Thierauf (Thierauf 2001) it is fully worthy to invest in acquisition and operation of simulation projects. The generation of interactive on-screen environments, involving iconic stress tests as well as other hostile and/or friendly players, allows civil and military staff to learn from making virtual but not fatal mistakes, resulting into decreased mistakes and minimum possible casualties during the “real-time operations”.

4.2 Activating the emotional intelligence and team work leverage

It is a fact that in the professional and in vivo operations the element of collaboration and team work is emphatically present, affecting positively the results of the total performance. Under these circumstances, it is obvious that safety and security operators should elaborate training patterns compatible to what T. W. Britt and A. B. Adler (Britt and Adler 2003) described as “comradeship”. He highlighted the importance of this co-working issue in selecting and positioning team members in effective formations, repeating the famous saying: “four brave ones, who do not know each other will not dare to attack a lion. Four less brave, but trusting well each other, being sure they will be mutually supported by all means, will attack resolutely”.

Fig. 3. Emotional intelligence elements for crisis resolution (Powelson 2017)

Therefore, it seems as an emergency to enhance training courses with all the modern training tools that stimulate and develop ethics, collaborative spirit, responsibility bonds and professional cooperation. When a system relies on bureaucracy and only, may operate under normal circumstances, but when uncertainty and risks prevail, there is a great possibility for this system to break down and collapse. Basic shortfalls that may be created due to severe bureaucracy include communication and coordination distortions throughout the operations. N. Kapucu (Kapucu 2006) sums up the importance of effective communication and training against crises, highlighting timely sharing of valid information, reciprocity and mutual trust in decentralised team formations (see Fig. 3 above).

4.3 “Anti-crisis leadership” – Intuition is the source of powers

Flexibility and adaptability should be primarily reflected into the training plans and vision (Fink 1992). Training courses should always include and emphasize on emergencies and risk
management. According to Erik Hollnagel (Hollnagel 2003), there is a series of requirements to be fulfilled in order to swift the training patterns towards increased readiness and preparedness under high stress situations:

- The first requirement is related to the functionalism theory, according to which academies and colleges suggest functional and cognitive engineering schemes that describe literally how to react when specified problems suddenly appeared and should be immediately faced.

- The second one is the prompt use of expertise. The crisis managers need to be experts on offering solutions and advices, in other words, they need to be highly aware of certain situations up to the point that they somehow respond “automatically” based on their inner tacit knowledge and empirical awareness.

- The third requirement, which is closely related to the first one, is described as “cognitive architectures”. In a few words, crisis managers should be trained in mapping the situations, scanning the factors that rule the outcome of the activities taken, especially when those factors are changing under conditions that could be considered threatening, even for human lives.

- The fourth one deals with what was described as “ethnography of workplaces”. The training courses should somehow simulate the workplace environment. Taking into account the particularities of the military and/or civil protection “workplace” area, we could imagine how crucial it is for a crisis manager to be able to analyze the conditions’ changes and the relevant risks unexpectedly appeared, focusing on the cultural parameters that explain actions and reactions, foreseeing the next forthcoming problems.

- The fifth requirement is the so called “naturalistic” decision making. According to that theory, crisis management students should learn decision making techniques that solve complicated problems. The naturalistic aspect of the afore-mentioned concept is related to the fact that students learn how to react in a natural way, sometimes driven by intuition rather than rationality.

![Fig. 4. The “Expert Organization” (Gilpin and Murphy 2008)](image-url)

“Anti-crisis leadership” should demonstrate availability of a crisis culture (Mitroff and Alpaslan 2003). On that basis (see Fig. 4 above) of the multiple emergencies’ particularities, the designers of relevant training courses have to conduct a job/task analysis anytime they launch a new academic
course or training exercise. We could even say that the so-called job/task analysis is an essential pre-training element, affecting the overall success of the training. T. W. Britt, A. B. Adler and C. A. Castro (Britt, Adler, and Castro 2006) expanded the application of job/task analysis as a pertaining element, including in the job/task analysis not only the factor of detailing the specifications of the tasks, but also emphasizing on the competencies needed for each specific task, for example, communication, adaptability, co-working experience, etc. Given that the crisis setting changes through unpredictable situations, the basic job/task analysis needs to be upgraded to the so-called cognitive task analysis (CTA). The traditional setting of job/task descriptions should also be related to assignments that vary not only for each person but also for each one of the next critical seconds. The personality analysis or the situation awareness support an effective cognition over the dynamically changing environments, therefore, any task analysis or relevant training should encompass them, in order to provide first aid officers and rescuers with the adaptability needed to survive over really extreme and adverse environments. Intuition is the source of power, according to Klein (Klein 1999), not as metaphysical talent or encyclopedic thesaurus, but as a quick and “smart” response due to multiple training and accumulated experience.

5. Conclusions and Policy Implications

The three-fold of knowledge, skills, and ability (KSA) is significant, as it is widely accepted, for the effectiveness of a formation, but it is not enough on its own to transform the members of a group into an effective team (Athanasaw 2003). The catalyst for individual and collective excellence is the inclusion in the team of highly experienced members capable to conceptualize collaborative co-working much more intuitively than lower experienced team members; under the dynamically changing and threatening conditions of crisis management operations, leaders should visualize the “big picture” of the operational theatre (Rentsch, Heffner, and Duffy 1994). Notions and values like alertness, shared-ness of information, cultural awareness combined with insightful leadership and stress management may determine the success or failure of actions taken (Baltos and Mitsopoulos 2007). Planning for crisis management includes student-centric training, networking practice in a way that all actors collaborate organically as parts of an interoperable dynamic system (Gibbons 2007). Simulations, exercises and cognition task analyses then show the way of safety and security for the societies to achieve stability, peace and prosperity.

References

Antifascism in Uniform: About 3000 Letters of Italian Soldiers and for Italian Soldiers Censored by Their Command for Lack of Optimism

Dr. Etjona Hoxha
University “Ismail Qemali” Vlore
Albania

Abstract

History and archives have a completely different attitude towards the past. While history tends to demonstrate only the monumental side of what has happened and conceal the rest of itself, the archives tend to take care of what happens to humans as individuals, being it even a casual care, opposing in this way the “destiny of the age” which comes on the focus of the former. Half a century ago, when the “eight million bayonets” had already created the “lictor’s empire”, “Luce” Institute, through the cinematic diaries of war reporters, tried to demonstrate the triumphalist spirit in the soldiers’ hometowns, a spirit which derived from the “myth of superiority”. In fact, since antiquity, mankind, through literature, have learned that even the most horrible heroes have a weak point somewhere: Achilles had it in the heel, Samson of the Jews in the hair; the protective fairies of heroes in the Albanian epos at three gold-horn goats. But the “hero with a weakness” probably should not be expected from history. Some time ago, while the usual preparations to meet the requirements of activities following the schedule of “Open Archive Week”, one of the archivists in charge mentioned for the first time a collection of letters by Italian soldiers, which had remained in Albanian archives since they were written. Despite not being so many, these letters were written in a simple way just to convey human stories to the families of soldiers mobilized in the war, not to witness the history of this war, in the relaxed “de-tente” season which had fortunately warmed the world, can serve precisely to relativize the traditional image of history. The people who wrote these letters, if they managed to survive the dangers of war, must be at the age of anti-fascist Albanian veterans. They must be grandparents, or great-grandparents. It has passed more than half a century, but their letters have not reached to the destined addresses yet. They have remained in this side of the Adriatic, because within the soul of the soldier who wrote them was not the “heroic soldier” of the cinematic diaries, but the humble Italian who expresses his own pain without justifying the logic of the commanders for “war necessity”. Within the collection of censored letters of Italian soldiers, there is a confused world full of emotions and emotional lightings. Some of them joined the anti-fascist movement, “Antonio Gramshi” battalion or the “Circolo Garibaldi” battalion, but they do not know what is happening back at their hometowns. Others have become part of Albanian life as Albanians, love the girls of this country and write in letters to their families that “Albania is a paradise”. Some others surrender to their destiny and handed in fate and have no other concern than to return home, or as they put it in “casa, dolce casa”¹. The whole history of repatriation of Italian soldiers after the war, except correspondence in governmental level, bilateral commissions talks, debates within the Peace Conference missions has also a secret reality: the reality of “personal attempts”: wives who have written to the Albanian state to ask assistance for finding their husbands, ex-soldiers who beg for facilitation of their return at home, others who do not know on which part of Adriatic their relatives can be found. This is the psychological outlook of the war, where there are no extraordinary heroes who shoot their guns continuously, but there are “heroes” whose tears of pain fall of their eyes with the noise of an earthquake. The war itself would not be imaginatively complete if this outlook was missing. The quotes of Italian soldiers letters which never reached their destination are no longer mandatory. But they are a part of the human souls who never managed to return. To return at home in form of a letter, which was written and destined to your wife, brother, parent and which is received by a grandson or a great-grandson after such a long absence is almost a revival.

Keywords: second world war, antifascism, italian soldiers, censored letters

¹ (it) Home sweet home
It was exactly the urge to approach the relation between the \textit{lived time} of the past (not by us) and the \textit{universal time}\textsuperscript{2}, whose passengers we are, (for at least a part of this journey), and the research work we conducted in the General Directorate of Archives in Tirana, which lightened us even more about a part of the historical past, which does not belong only to our Albanian nation. The confession in history depicted through historical narration, and the relation of this type of narration with the truth behind the archives, resulted quite a surprising journey for us which had the tendency to be revised and possibly rebuilt, due to the changes of proving evidence the archives may present from time to time.

The aforementioned research reinforced the opinion that historical narration can be neither predetermined in time, nor determine an absolute truth. But, it is precisely the archives, parts of which are \textit{the documents} and \textit{traces} stored in them, which inform us about the past by providing evidence.

History and archives consider the past in almost completely different ways. While history tends to represent only the monumental side of what is happening and conceal the rest of itself, the archives tend to pay attention to what happens to the man as an individual, being it even a casual attention, in contrary to the "destiny of the age" which comes into the focus of the former. It is precisely the archives which are the true testimony, or the bearers of historical truth, and not always the narrations brought by the written history of the past.

Half a century ago, when the "eight million bayonets" had already created the "\textit{lictor’s empire}", "\textit{Luce}" Institute, through the cinematic diaries of war reporters, tried to demonstrate the triumphant spirit in the soldiers’ hometowns, a spirit which derived from the "myth of superiority".

In the periods of times which followed, local historiography, with the aim of magnifying the victory of anti-fascist partisans, hardly deviated from monumental approach, but the "\textit{glorious army}" changed its emotional position, by turning itself into "a fierce hostile army".

In fact, since antiquity, mankind, through literature, has learned the lesson that even the most horrible heroes have a weakness somewhere: Achilles had it in the heel, Samson of the Jews in the long hair, the protective fairies of heroes in the Albanian epic poems at three gold-horn goats. But this type of hero, which refers to the "hero with a weakness" probably should not be expected from history and \textit{in history}.

Some years ago, in Tirana, as they were making the usual preparations to meet the requirements of activities following the schedule of "\textit{Open Archive Week}", it was mentioned for the first time the existence of a collection of \textit{letters} by Italian soldiers, which have remained in Albanian archives since they were written.

To be more specific, in the General Directory of the Archives in Tirana, we found and witnessed, about 50 dossiers which contained thousands of letters of different Italian citizens. We read and were deeply touched by the letters of Italian soldiers in Albania, their family members, Italian traders, or other Italian citizens who came to work in Albania during the Second World War. Neither of these letters reached their destination including the ones which were sealed "\textit{verified for censorship}".

These letters serve now as \textit{documentation}. "When we say documentation, the emphasis is not on the learning function which the term etymologically underlines, but on the \textit{support}, the \textit{guarantor} for a certain story, a confession or a debate. It is precisely this role of the documentation which creates the material evidence."\textsuperscript{3}

Although they were not numerous, these letters were written in a simple way just to convey human stories to the families of soldiers mobilized in the war, not to witness the history of this war in the relaxed ("\textit{de-tente}"") season which has fortunately warmed the world. They can serve precisely as material evidence to enable the relativism of the traditional image of history.

The people who wrote these letters, if they had managed to survive the dangers of war, might be at the age of anti-fascist Albanian veterans nowadays. They could be grandparents, or great-grandparents. It has passed more than half a century, but their letters have not reached to the

\textsuperscript{2} We have borrowed here two terms used by Paul Ricouer, widely used in \textit{Il tempo raccontato}, Volume III, Jaca Book, Milano, 1994.

destined addresses yet. They have remained in this side of the Adriatic, because within the soul of the soldier who wrote them was not the "heroic soldier" of the cinematic diaries, but the simple Italian who expressed his own pain without justifying the logic of his commanders about "war necessity".

Below is an excerpt of one of the letters:

Year 1945, letter written in Tirana, by Francesco Franco for Teodora Franco, Bari:

"...I feel so sorry that I spent this Easter far from you all, but I believe that God will repatriate us and I will hug you all quite soon. I am absolutely exhausted by the fact that I am sacrificing my own life....and about what???

This soldier, who had written the letter just a little time ago, may symbolize the character of "Agush" in the novel “The man with a gun” written by the Albanian writer Dritëro Agolli. He neither had the desire nor the willingness to fight; he did not consider the Albanians as enemies: he was looking forward to seeing and to living with his family; he even sympathized with Albanians and admired the nature of this country.

This is precisely the main reason why the letters of these "disserted bayonet" soldiers failed to pass the sea. The censorship of the time could not allow these "weak-hearted heroes" to grow despair in the places where the war spokesmen had talked about the glory of martial victories. Those letters remained in Albanian archives, not as family stories, but as narrations about history, to make us understand the "diabolical mind" of the protagonists of the latter, in trying to conceal something from oneself, just as the heroes of "Satun's Ark" made disappear "the box of writings".

There is an unclear and chaotic world within the collection of the censored letters of Italian soldiers, full of emotional lightning. Some of them had joined the anti-fascist movement in the battalion "Antonio Gramsci" or "Circolo Garibaldi" but did not know what had happened beyond that, in their homeland, even fearing that the consequences of their actions could have affected their family members back in Italy. As it can be read, for example, in the below extract:

Year 1945, letter written in Peshkopi, by Ezio Farnetani for Flora Farnetani, Lucignano (Arezzo):

"The danger has already passed ...so has the winter ... and when spring comes I wish I could turn back to Italy. We always hope for the best and that everything goes well ... I can't wait to be back and tell you about the adventures I've been through since the day Italy capitulated. I believe that you have experienced bad times as well. Flora, I will continue to cooperate with partisans. I still do the same job. Make bread for them. "

Or we might take into considerations the letters of some other soldiers, who, because of joining the partisan movement after the capitulation of fascist Italy, suffered different sentences in Nazi prisons, but whose life was well integrated within the Albanians:

Year 1945, extract by the letter written in Shkodër, by Mario Nesi for Natalina Chiarugi, Florence:

"I was finally released after all these months imprisonment in the Nazi prison. Today I am able to write to you, not just to confess my miserable life in the German prison, but above all to say that I am still alive. Darling, I am in Albania, in the city of Shkodra and I cannot complain about anything. I have now joined the partisan troops ... I thank God who gave me the power to face this difficult and tough life".

They even have become part of Albanian life as Albanians, love the girls of this country and write in the letters to their families that "Albania is a paradise". Some others are exhausted and they surrender to their destiny and their own concern is just to be back home, or as they put it in "casa, dolce casa!"

Such a narration, comes in the below extract of a letter.

Year 1945, dated 6 March, Tirana. Letter sent to Narciso Mostarda, Rome:
“Dear Narciso,

“If it happens that you receive this letter, I would beg you to send this piece of news to my wife because I haven’t heard from her for more than 18 months. If only you knew how desperate I am!

... I hope and I pray to God so we could be repatriated soon, but who knows when that day may come ??!!!”

The whole history of repatriation of Italian soldiers after the war, except the correspondence in governmental level, bilateral commissions talks, debates within the framework of the Peace Conference missions has also a hidden reality: the reality of "personal attempts": wives who have written to the Albanian state to ask assistance for finding their husbands, ex-soldiers who beg for facilitation of their return at home, others who do not know on which part of Adriatic sea their relatives can be found. Everything is well-documented and saved in Albanian archives. This is the psychological outlook of the war, where there are no extraordinary heroes who shoot their guns continuously, but there are "heroes" whose tears of pain fall from their eyes with the noise of an earthquake. The war itself would not be imaginatively complete if this outlook was missing.

“Save my Ryan!” It is worthwhile to bring into attention the case when American cinematography created a movie blockbuster three years ago inspired by the content of a similar letter to the ones described above. An American family wrote to the commander to save the brave Rayan, their only survived son. That letter was not censored. The words written in it forced the command to change orders and operations.

The narrations of the Italian soldiers letters which never reached their final destination are no longer mandatory. But they are a part of the human souls who never managed to return. Returning home in form of a letter, which was destined to the wife, brother or parent and which has only been received nowadays by a grandson or a great-grandson after such a long absence is almost a revival.
Digital Strategies for Marketing Relationships with Customers

Ralitsa Yaneva

Shumen University “Bishop Konstantin Preslavsky”,
115 Universitetska str., 9700 Shumen, Bulgaria

Abstract

In the conditions of the new economy and in the spirit of the relationship marketing and corporate social responsibility, the digital strategies of building bonds with the consumer are a major area for competitiveness. The present report suggests a model of digital marketing strategies for bonds between a business entity and a client. Based on a study of 303 consumers and 78 companies, consumer opinions about the role of the instruments of the major strategies for mutual bonds—strategies for retention, attraction, and development of a bond—were analyzed. There is analysis of the digital communication tools and principles most used by the companies. The comparative analysis of the results of the research allows the formulation of recommendations for the business entities for the application of a package of digital tools for bonds with the consumers and the improvement of the results of these activities.

Keywords: marketing relationships, digital strategies, digital marketing tools, relationships with customers

1. Introduction

Modern marketing enters the life of every consumer, and marketing management is the most important factor for a company’s success in the long run. Today the main challenge in marketing is earning the consumer’s trust and social connectivity with the consumer. Because of this, the relationship marketing continues to be the current paradigm. The merger of spirituality and marketing is true relationship marketing or marketing for the new era. This is an opportunity not only for marketing to overcome problems it has created, but for it to become a path for the spiritual transformation of society through the transformation of the production of relationships.¹ The result of relationship marketing is corporate social responsibility understood as “a process of voluntary (beyond the requirements of the law) building of community relationships within the company and with society (with consumers, business partners, and local and other communities) and nature.”² Marketing has always been a social process, and social responsibility is a part of this process, yet market and financial relationships prevail. Here it is not a question of replacing concepts, but of taking an approach that guarantees sustainability and a long-term effect for society rather than fashionable enthusiasm and one-off acts for the purpose of economic and other benefits.

Relationship marketing directed towards the consumer, business partners, society, and the environment, also called external marketing, is carried out for the purpose of building interconnections. Fundamental aspects of external marketing relationships and marketing activities that are satisfactory for achieving them are a responsible and caring attitude towards consumers and gratitude, respect, and correctness towards other business associates.³

The new economy is characterized by globalization, technological development, and the role of the Internet. The new economy is developing into a society of interrelationship and interconnectivity. Thanks to this, it has become possible for hierarchical networks to give way to

³ Dimitrova, Trufka, Marketing na otnosheniyata—duhoven format, (Shumen: Shumen University “Konstantin Preslavski,” 2011), 160.
networks along the model of the Internet. New technologies allow small companies to compete with the advantages traditionally held by large enterprises because of their scale of production and access to resources. At the same time, small firms are not burdened by the disadvantages of large firms such as bureaucracy, hierarchies, and the inability to change. The Web allows businesses to quickly adapt to change. It removes the necessity for intermediaries between buyers and sellers. In the new economy, the gap between the consumer and the producer is disappearing. Producers are forced to produce specific products that reflect the needs and tastes of individual consumers. Consumers today can already design a future product according to their own desires with the help of a computer, and in this way they can be included in the production process.4

In this economy digital marketing communication strategies are becoming a fundamental competitive factor for building relationships between market entities and consumers in particular. Figure 1 presents a model of the digital marketing strategies for the relationship of business entities with consumers and the tools for doing so. In this model, the basis for interconnections is internal marketing, which builds harmonious relationships within the organization. It is a prerequisite for efficiency in the external market directed toward external entities (suppliers, intermediaries, the community, institutes, the environment). The goal of internal marketing is long-term mutual relationships with clients. The “meeting” of the relationships between the entities in one process determines their subsequent interconnectivity. According to the stages of transformation of client relationships, the basic strategies for interconnectivity, in our view, are: a strategy for attracting clients, for retaining them, and developing relationships.

The basic digital tools are: valuable web content, electric commerce/a system for registration and ordering, web design/functionality, search engine optimization (SEO), direct marketing/personalization, email marketing, online advertising, social media profiles/pages, applications in social media, mobile applications (mobile site versions), and blogging.

The basic principles built into the tools are: trust, freedom of choice, security, engagement, cooperation, personalization, benefit to the customer.

The expected end benefits for the business unit from the model are: profits, sales, ideas, advertising (recommendations), improvement, competitiveness.

---

4 Dimitrova, Trufka, Zhecheva Veselina, Vlijanie na digitalnija marketing vârhu reklamnite instrument, Ikonomika i upravlenie na biznesa—vâzmožnosti i rešenija, (Shumen: Shumen University “Konstantin Preslavski,” 2017), 414.
2. The Essence of Interconnections and the Basic Tools of Marketing Strategies for Customer Relationships

In the field of business services, Berry states, "The relationship with marketing attracts, maintains, and strengthens customer relationships,"5 and Berry and Parasuraman propose that: "relationship marketing concerns attracting, developing, and retaining customer relationships."6 In industrial marketing, Jackson refers to relationship marketing as "marketing oriented toward strong, lasting relationships with individual accounts," as do a number of other authors, according to whom the definitive key factor for development in the area of relationship marketing is a basis of trust and cooperation, between the both the business organizations and their external and internal target audiences, between the organization and the client and partner organizations, as well as between competing companies themselves.

The main drawback of most definitions is that they do not include the concepts for key customers. In order to cover all forms of relational exchange and to focus on the process of relationship marketing, Morgan and Hunt propose the following: "Relationship marketing refers to all marketing activities directed towards establishing, developing and maintaining successful relational exchanges."7

Marketing is facing a new paradigm. The focus has shifted from attracting new customers to influencing and taking care of customers. The core of relationship marketing is in the relative, maintaining customer relationships between companies and participants in their micro-environment—that is, suppliers, intermediaries, the public, target markets, competitors, and of course, in the most important role, customers. The idea is above all to create customer loyalty in order to ensure stable, mutually beneficial, and long-term relationships. Value is considered to be an important element of relationship marketing, and the ability of a given company to deliver superior value to its customers was considered to be one of the most successful competitive strategies of the 1990s. This ability becomes a means of differentiation and a key to the enigma of how companies can create a sustainable competitive advantage through adding more value to their core products,8 as well as a means for business organizations to strengthen their relationships.

Lina Anastasova asserts that relationship marketing represents a broadening of the concept of marketing, brought about by the dynamics of the digital age. In relationship marketing attention is focused on the overall mutual understanding between buyer and seller, rather than simply on the transactions taking place between them. Relationship marketing consists of building and maintaining relationships in which potential clients become actual clients, and actual clients—supporters and friends. This, however, requires business organizations to better use the entities with whom they do business (suppliers, distributors, employs, and the community) in order to be certain that they can reach their goals. What are the benefits of relationship marketing? Applying this paradigm creates long-term relationships with clients and increases their loyalty to the company. As a result, companies can see an increase in positive word of mouth and recommendations—the "reward" for the company from satisfied customers. But relationship marketing is not limited to this—it also creates the prerequisites for more effective management, strengthening relationships between the organization and its suppliers. Business practice shows that strategic alliances are increasingly emerging between firms that are serious competitors in a given market. It is becoming clear that even corporate giants cannot create, promote, and market their products all by themselves. They enter into alliances with competitors, suppliers, and intermediaries in order to save time and money and to secure access to markets, including those of their competitors. One of the biggest advantages of strategic alliances is the possibility for firms to

---

learn from one another, although this activity is not always symmetrical, as one of the firms may borrow and learn more than the other.\textsuperscript{9}

Evert Gummesson summarizes the definition of relationship marketing like this: “Relationship marketing is marketing based on relationships, networks, and interactions, recognizing that marketing is embedded in the total management of the network of the selling organization, the market, and society. It is directed towards long-term, win-win relationships with individual customers and other interested parties, while jointly creating value between the parties involved.”\textsuperscript{10}

From the review of various authors’ definitions of the fundamental aspects of relationship marketing, the following generally accepted essential characteristics can be summarized:

- The main focus of relationship marketing is the exchange that leads to establishing and retaining clients;
- Relationship marketing aims at achieving long-term cooperation with clients based on engagement, trust, and collaboration;
- Successful relational exchanges contribute to adding value for both parties;
- Key or loyal clients become key partners who themselves bring in other clients later.

According to the consumers who are the subject of our research, the tools for attracting clients can be ranked as follows:

1. Accounting/Landing page
2. Web Content
3. Web design/Functional website
4. SEO
5. Direct marketing
6. Email marketing
7. PPC/Online advertising
8. Social media marketing/Page
9. Mobile marketing/Apps
10. Blogging
11. Social media marketing/Apps

The consumer ranking of the importance of different tools in attracting customers is presented in Figure 2.

![Figure 2. Rating of effectiveness of the tools for attracting customers from the perspective of consumers](image)

Firms rank the tools for attracting customers as follows:

1. PPC/Online advertising


2. Social media marketing/Page  
3. Web Content  
4. Web design/Functional website  
5. Email marketing  
6. Direct marketing  
7. SEO  
8. Accounting/Landing page  
9. Blogging  
10. Social media marketing/Apps  
11. Mobile marketing/Apps

Figure 3. Rating of effectiveness of the tools for attracting customers from the perspective of businesses

As is evident in a comparison of the tools to attract customers that were indicated by consumers and businesses, it is imperative that companies prioritize their online registration systems and the content and functionality of their websites. A leading tool for attracting customers is, beyond dispute, search engine optimization (see Figure 4).

Figure 4. Comparison of the priorities of consumers and business organizations with regards to attracting customers
The tools for retaining customers as ranked by consumers are presented in Figure 5 and are classified in the following order:
1. Web Content
2. Web design/Functional website
3. Direct marketing
4. Email marketing
5. Social media marketing/Page
6. Mobile marketing/Apps
7. Blogging
8. PPC/Online advertising
9. SEO
10. Social media marketing/Apps
11. Accounting/Landing page.

Figure 5. Rating of effectiveness of the tools for customer retention according to consumer priorities

The tools for retaining customers, ranked in order by businesses, are classified as follows:
1. PPC/Online advertising
2. Social media marketing/Page

Figure 6. Rating of effectiveness of the tools for customer retention from the viewpoint of businesses
3. Web Content
4. Web design/Functional website
5. Email marketing
6. SEO
7. Direct marketing
8. Social media marketing/App
9. Blogging
10. Accounting/Landing page
11. Mobile marketing/App

Comparing consumer opinions with the tools used by businesses for customer retention businesses prompts the recommendation that businesses place greater priority on direct and email marketing. According to the study, 47% of businesses indicate that online advertising is also extremely important in the stages of customer retention, while barely 23% of consumers consider online advertising to exert an influence here. Companies need to shift their priorities towards web content and the functionality of their internet platforms to retain their valuable customers.

There are two main drivers determining the changes in the traditional mix of communication tools: changes in consumer behavior as a result of the tech boom and efforts at the quantification of communication.

The many new devices and means of communication have led to major changes in consumer behavior. Trust in the messages of advertising has sharply decreased with the development of possibilities for rapid communication among consumers. Every product advertised can be quickly found on the Internet and the credibility of its advertising can be verified through the comments and the experiences shared by the company’s current customers.

![Comparison of the priorities of consumers and organizations with regards to customer retention](image)

**Figure 7.** Comparison of the priorities of consumers and organizations with regards to customer retention

The tools for developing customer relationships are ranked by consumers in the following order:
1. Web Content
2. Web design/Functional website
3. Direct marketing
4. Email marketing
5. Accounting/Landing page
6. Blogging
7. Mobile marketing/Apps
8. Social media marketing/Page
9. Social media marketing/Apps
10. PPC/Online advertising
11. SEO

Figure 8. Rating for effectiveness of tools for developing customer relationships from the consumer perspective

Figure 9. Rating for effectiveness of tools for developing customer relationships from the perspective of businesses

Firms rely on developing customer relationships with the following tools according to the following ratings and prioritization:

1. Social media marketing/Page
2. Email marketing
3. Web design/Functional website
4. Web Content
5. Direct marketing
6. Social media marketing/Apps
7. Accounting/Landing page
8. Mobile marketing/Apps
9. Blogging
10. PPC/Online advertising
11. SEO
Figure 10. Comparison of the priorities of consumers and businesses with regards to developing customer relationships

In the comparison of the tools for developing customer relationship, a difference is particularly evident in the ratings of the effectiveness of social media—around 53% of companies place a high rating on this instrument, but in comparison, only 28% of consumers share this opinion.

3. Conclusions

Figure 11. How tools correspond to different strategies according to consumers

Figure 12. How tools correspond to different strategies according to companies
Consumers give high ratings to registration systems, SEO, website content, and website design, at the expense of online advertising as a strategic priority for businesses in the first stage.

In terms of strategies for retaining customers, they consider direct contact, email communication, and again web content and functionality to be especially important, while business organizations rely on advertising and social media, but give an extremely low rating to mobile communication, which consumers look for at this stage.

The development of customer relationships, according to consumers, comes about based on the provision of topical and valuable web content, as well as the personalization of messaging and the development of systems for management of customer relationships.

In order to synchronize the relationships between business organizations and customers, consumers consider it of utmost importance that businesses abide by principles such as: 1. Protection of personal data; 2. Correctness (meeting terms and conditions); 3. Freedom of choice (not using aggressive sales techniques); 4. Personalization of messages; 5. Customer assistance to help in the process of making decisions on purchases.


Around 24% of consumers have built up relationships with business organizations and recommend them to others. The fact that 69.7% of companies learn lessons from their recommendations is positive—that is, they make the consumer a collaborator, which is the highest form of the relationship with customers.

4. Acknowledgments

The authors wish to thank for the Scientific Research Fund of University of Shumen, Bulgaria, their financial support of the Project “Stochastic modeling in Economics” RD -08-125/06.02.2018.

References

Анастасова, Л., Маркетинг на взаимовръзките - съвременен подход за изграждане на лоялност към марката, Годишник на БСУ, том XXX, 2014 г., 11-12.

Димитрова, Труфка, Маркетинг на отношенията - духовен формат, /УИ "Епископ Константин Преславски", Шумен, 2011, 220.

Димитрова, Труфка, Жечева Веселина, Влияние на дигиталния маркетинг върху рекламните инструменти, Икономика и управление на бизнеса – възможности и решения, УИ "Епископ К.Преславски", Шумен, 2017.

Dimitrova, Trufka, Nikolova Denislava, A report on corporate social responsibility with integral evaluation, Ekonomic Thought, 4/ 2017, 89.

Gummesson E., Total Relationship Marketing: Experimenting With a Synthesis of Research Frontiers, Australasian marketing journal, volume 7, no 1, 73.


Review of the Arberesh Lexicology

Dr. Evis Hudhëra

University “Ismail Qemali”, Vlore
Department of Albanian Language and Literature

Abstract

Arberesh people in their multicentury efforts in order to keep their national identity, have tried not to be absorbed into their language, cultural and religious assimilation in the Italian speaking environment. Our study relates to the world of these Arberesh people and without a doubt their connection in one way or the other, direct or indirect, with the world of overseas, the motherland. Even though centuries away, the Arberesh people have never denied their heritage, language, habits, customs and psychology. In various libraries in and out the Arberesh environment, in and out of Italy (like Denmark) there are manuscripts of dictionaries developed from Arberesh who were directly linked to the Arberesh or Albanian Word. In these dictionaries are registered a very valuable wealth taken orally from the people themselves (in Arberesh speaking environments), from the Arberesh literature, in publications, from the publications in Albania or any other lexicographic published works. The lexicographic Arberesh tradition is rich and it has an important place in the overall national Albanian lexicography. This tradition comes with published and unpublished dictionaries. According to the information that comes from the researchers F. Altimari, M. Mandala, academic publishing etc., that are more than 20. It is a fact that today is being done a great work to publish the works of manuscripts. The researcher Gezim Gurga in the preface of the critical publishing Albanian-Italian dictionary of Da Leçê (Francesco Maria Da Lece Dizionario italiano - Albanese, 1702) lets us know that the publishing is a part of the University of Palermo, “that foresees, among others, the critical publishing of all the works of the manuscripts of the Sicily Arberesh, such as The Albanian-Italian Dictionary and the Etymologic Dictionary, designed by Nikollë Keta, various manuscripts of Albanian-Italian and Italian Albanian dictionaries of Dara family etc.”. The designed dictionaries of the spoken Arberesh language, the published and unpublished ones may be grouped typologically and chronologically. The model of a scientific adduction and a very informative presentation is given by Prof. Mandala in his work “Philological studies for the romantic Arberesh literature”.

Keywords: Albanian-Italian Dictionary, the arberesh lexicology, Arberesh language, Italian language

Arberesh people, in their multi century efforts to preserve their national identity, have achieved to save the linguistic, cultural and religious assimilation in the Italian speaking environment. The researcher Zhan de Misel states that “the ones who resided in Sicily and the Southern provinces of Italy, the ancient Magna Graecia, created stratification. They preserved their origin culture, the Albanian culture, sometimes good and sometimes bad, and the Byzantine ritual or the Latin ritual (being it traditional, or acquired later), without losing anything they were integrated very well, but remained out of any type of assimilation.”

According to the same researcher “apart from “integration” it never became synonym of “assimilation”, even for the Arberesh of the Latin belief. A proud nation, identified, such as, it never subjected to the surrounding environment, only to present this identity. Emigration made these people democrats,(they were anarchist within them) with a pride that radiates a type of arrogance.”

Our study relates to the world of these Arberesh and without a doubt the world abroad, with their motherland. As even after all these centuries, they have never denied their heritage, the
language, customs, and psychology. Again, according to Zhan de Misel: “Five centuries have gone by since the beginning of immigration, and even though the immigrants are integrated in the hosting structures in a similar Christian environment, but distinguishable from the language and rituals, they have remained even today the heirs of the Albanians of the 15th century.

The ritual more from the language, the nature more from the culture thus interfered with all their weight of Illyrian atavism on the path of an assimilation that only of this fact remains partially failed.”

Zhan de Miseli also writes that “the Arbëresh never forgot the drama of their birth. “Their Mother” had died at birth. The orphans remained in the hands of mixed unions, but have always felt in their veins the blood of martyrs of the homeland and of faith, the blood of their mixed ancestors. “And in the first place, this coming through the centuries, this mischief of the birth drama, this resistance to the assimilating environment appears in arberisht, in the Albanian word, kept and transmitted from generation to generation. In order not to forget this, there were many works from Arberesh sons, by documenting the continuance and non detachment from the Albanian nation and transmitting the message of non extinction.

Natali Klaje writes: “Among westerners, a special place should be given to the arberesh intellectuals of Italy as they were in research of their origine of their “Nation”... some writing personalities that came out of the arberesh colonies of Sicily and Calabria started to build an Albania. They did this in two ways: on one hand, through publishing in Italian language, on the origin, history and the language of the Albanian nation and on the other hand though a poetry and literature corpus with creative inheritance, or with collections of folk songs.”

In various libraries, inside and outside the Arbëresh environment, inside and outside of Italy, there are manuscripts of many dictionaries written from Arberesh in relation to the Arberesh or Albanian word. In these dictionaries, a precious asset was recorded, picked up in Arberesh speaking environments, from Arberesh literature, from publicity, from editions on the other side of the sea, or from published lexicographic works.

The importance of dictionaries is irreplaceable and unique: they enumerated lexo-semantic subjects, and provided grammatical data, thus serving as a reflection of the Arberesh language and beyond, and creating opportunities to undertake studies for lexical semantic wealth, phonetic features, grammatical, dialectal, historical processes, sociolinguistic phenomena (especially phenomena of bilingualism and competition of Arberesh and Italian speech, the borrowing process and that of preservation of Albanian language), ethno linguistic, etc.

Arberesh’s lexicographic tradition is rich and has an important place in Albanian nationwide lexicography. It comes with published and unpublished dictionaries. According to information coming from scholars F. Altimari, M. Mandala, academic editions, etc., there are over 20 dictionaries. It is a fact that today is a commendable work for the publication of manuscripts.

The scholar Gëzim Gurga in the Preface of the Albanian-Italian dictionary, of Da Lecets lets us know that the publishing is a part of the project of University of Palermo, “which foresees the critical thinking of all the remained works in manuscripts from the Arbres of Sicily such as the Italian-Albanian Dictionary and The Etymologic Dictionary, developed by Nikolle Keta, various types in manuscripts of vocabularies in Italian –Albanian-Albanian of Dara family etc.”

The developed dictionaries for the Arberesh speech may be grouped typologically and chronologically. The model of a scientific preview and a very informative presentation gives Prof Mandala in his before mentioned work.

According to the language/languages whose the subject belongs to, the dictionaries are divided into bilingual and monolingual dictionaries. The bilingual dictionaries are in Italian-Albanian (arberesh- and in Albanian (arberesh)-Italian (Nikolle Keta has developed an Albanian-Italian dictionary).

---

4 Nathalie Clayer, Italian-arberesh in research of their origin, in Fotaq Andrea, Arberesh of Italy, 1413-2007, Tirana, 2012, pg. 499-500
The bilingual dictionaries just like in Albania have preceded the practical of development of the monolingual dictionaries. The scholar M. Mandala accepts that dictionaries are developed as bilingual repertoires and the practical need to learn Italian, and they were developed “usually from Italian missionaries who with their bilingual vocabulary aimed to help new colleagues”.

While the monolingual dictionaries from the Arberesh world and abroad are three, one explanatory, one phraseological and onomastic-topomastic.

According to the goal of subject explanation, they are divided into general and etimologic dictionaries.

In another view, the dictionaries may be seen chronologically developed. The scholar M. Mandala, supported from a group of criteria, divides the lexicographic tradition of Arberesh in two major time periods:

a. the first period: the end of XVIIth century – end of XXth, that is characterized from casual lexical materials and the printed format of dictionaries.

b. Second period: the end of XXth century-today, a period characterized from the organized work, planned and directed to harvest the lexical wealth and especially form the quality feature that the development of computerized and programming sciences have brought in this process, through the digitalization of distribution of dictionaries in the electronic format.

As bilingual dictionaries we are going to mention:

1. The dictionary developed from Nilo Catalano, which unfortunately is lost and comes as information only by the notes of Zef Skiroi
2. In 1702 Father Francesco Maria Da Lecce developed Dittionario Italiano - Albanese, a work that for three centuries remained in manuscript, and as it was stated earlier was published in 2009 under the care of scholar G. Gurga.
3. In 1763 Nikolle Keta finished developing the work Leksiko liti, kthiellë arbërish, which is published in 2006, under the care of Giuseppina Cerniglia and an Introduction of scholar M. Mandala.
4. The beginning of XIXth century, as precedes M. Mandala, is lexicographically identified from the work of Andrea Dara who left manuscripts that “witness the efforts to develop a bilingual Albanian–Italian dictionary” and Francesco Crispi Glaviano.
5. We cannot leave without mentioning the given contribute to the Arberesh lexicography from the scholar Dhimter Kamarda and his brother Zef Kamarda. According to Mandala, from them we have a lexical collection which “even though is not complete, testifies for a high scientific and lexicographic level”.
6. There is information that the poet Zef Skiroi worked in developing a bilingual dictionary Albanian—Italian and Italian—Albanian.
7. The first half of the XXth century is identified with the lexicographic work of the priest Pal Skiroi, with the ongoing and committed work of Gaetano Petrota, with the work of Francesca Bidera Opingari, the only arberesh woman who was a lexicographer. etc..

As etymological dictionaries we can mention: The Etymologic Dictionary of Gjergj Guxeta. The author when talks about the heritage and nature of Albanian language, confronts it with “the languages of classical culture such as Greek and Latin, but also with other European languages such as Italian, French, German and Spanish”.

1. The first etymological dictionary and this manuscript come from N. Keta, developed in 1779. It is found in the Royal Library of Copenhagen under the title Lessico italiano’e macedone. Always, according to Mandala “in the work of Keta we clear the weakest parts, we have in front of us a complete novelty masterpiece, from the view of history and lexicography of the Albanian language and also from the history of the albanological culture in general.
2. It is widely known the help of Dhimiter Kamarda for the etimological lexicography, even though he did not develop a true dictionary. In the work Saggio di Grammatologia Comporata”, in the Appendix, there is a dictionary with hundreds of words that were studied etymologically.
3. The only true lexicographic work developed before the middle of XXth century from the linguist Marco La Piana is the etymologic dictionary, a voluminous work found in the
After the adoption of laws in favor of our minority, having the opportunity to give to the Arbëresh in Italy have a scientific advantage in the coming years to face the great challenge that we face to concretize the Modular Project of a Great Arberesh Dictionary. This dictionary we as Albanologs need is a necessary condition to codify the extremely large lexical material resulting from the electronic collection of the literary amount and soon there will be a historical dictionary of the Arberesh language of Italy.

The end of the XXth century to this day is directly related to the use and the role of the computer in the lexicographic practice. The lexicographic computerization in arberesh community is identified with the name of the academic Altimari. The BETA project he drafted represents the most advanced tendency of today’s albanology. Thanks to this project, according to the scholars, it will be possible to codify the extremely large lexical material resulting from the electronic collection of the literary amount and soon there will be a historical dictionary of the Arberesh language of Italy.

According to academic scholar Altimari, there has been over 20 years of work focused more on systematic lexic on dialectal collection, relying, on the one hand, on corpora texts “reconstructed” philologically and summarized in manuscripts discovered in Italian magazines of the 19th century; on the other hand, in the methodical research work of students who began collecting the general lexicon and the special lexicon based on questionnaires used for atlas, such as EAL (Europae Atlas Linguarum), ALI (Atlante Linguistico Italiano), LAA (Linguistic Albanian Atlas)\(^5\).

According to the academic also, in the framework of the project ARBER, which aims to collect all the written literature and oral evidence of Arberesh's heritage and memory, are created the foundations of the Arberesh Lexicographic Archive, which has emerged as the convergence of the lexicon of the authors who came after the elaboration of texts with concordances, and the lexicon of Arberesh speech.

The lexicographic tasks before the Arberesh scientific world comes through the words of this scientist: “We are confident that with the new technological tools available to us we can create a large and updated lexical database, which as far as we as arberesh need is a necessary condition to concretize the Modular Project of a Great Arberesh Dictionary. This dictionary we as Albanologs in Italy have a scientific advantage in the coming years to face the great challenge that we face after the adoption of laws in favor of our minority, having the opportunity to give to the Arberesh

---

\(^5\) Among the theses of this type we mention: a) under the care of prof. Solano: Giovanni Battista Rennis, La poesia popolare italo-albanese di Lungro [The folk arberesh poetry of Ungra] (academic year 1976-’77); Anna Casolaro, La comunità albanese di S.Demetrio Corone nelle sue tradizioni popolari [Arberesh community of Sant Mitri and its folk traditions] (academic year 1976-’77); Angiolina Cataldi, La parlata e la letteratura popolare di S. Basile [The spoken arberesh and folk literature of Saint Vasilij] (academic year 1979-’80); Anna Maria Trotta, S. Sofia d’Epiro: parlata e letteratura popolare [Saint Sofi: The spoken arberesh and folk literature] (academic year 1979-’80); Domenica Ferrarì, Uno studio fonologico e morfologico sulla parlata albanese di Frascineto [A phonological and morphological on the arberesh speech of Frasinita] (academic year 1980-’81); Francesco Marchiano, La parlata di Spezzano Albanese e la sua letteratura popolare [The spoken arberesh of Spexana and folk literature] (academic year 1980-’81); Maria Pina Cardillo, La parlata albanese di S. Sofia d’Epiro [The spoken arberesh of Saint Sofi] (academic year 1981-’82); Rosa Nico, Studio fonologico e morfologico sulla parlata di Corviniti [A phonological and morphological on the arberesh spoken form of Çervikati] (academic year 1981-’82); Maria Carmela Rugliano, La parlata di Civita [The spoken arberesh in Çiveti] (academic year 1983-’84); Rina Tucci, Uno studio fonologico e morfologico sulla parlata albanese di Castroreggio [A phonological and morphological on the arberesh spoken form of Kasternexh] (academic year 1984-’85); Nicolina Gradilone, Aspetti fonologici e morfologici della parlata di Macchia Albanese [A phonological and morphological on the arberesh spoken form of Maçi] (academic year 1983-’84); Maria Laurito, Spezzano Albanese: profilo di una continuità poetica nella diaspora [Spexana: the profile of a poetrical continuance in Diaspora] vol. I (pp. 411) e II (pp. 141 + appendice) (academic year 1987-’88); b) under the care of prof. Trumper: Antonietta Campagna, La parlata albanese di Accuaformosa [The spoken arberesh of Firmosa] pp.321 (academic year 1987-’88); Lucia Santo, La parlata arbereshe di San Giorgio Albanese [The spoken arberesh of Mbuza] (academic year 1987-’88); c) under the care of prof. Guxeta: Pinuccia Stamati, Uno studio fonologico e morfologico sulla parlata albanese di Plataci [A phonological and morphological on the arberesh spoken form of Pilaten], pp. 324 (academic year 1986-’87).
community the great linguistic richness that we inherited and it is waiting to be recognized and appreciated from the didactic view, and to be available to our people and scientists.\(^6\)

A model of the lexicographic work done in the Arberesh world through the centuries is enough to be finalized with a statement of Vicenco Dorsa for whom the nation is a entirety of people who accept an origin, one language, docs and traditions on their own and " Happy be the author that raises a monument to his country".

References

F. M. da Lecce, *Dizionario italiano-albanese* [Italian-Albanian Dictionary], 1702
L. la Monte Giove, *Dizionario italiano-albanese* [Italian-Albanian Dictionary], 1848
Francesco P. Rossi, *Vocabolario italiano-epirotico* [Italian-Albanian Dictionary], Rome, 1866, 353 pg.
Antonio Bussetti, *Vocabolario italiano-albanese* [Italian-Albanian Dictionary], Shkoder, 1911, 1147 pg.
Angelo Leotti, *Dizionario albanese-italiano* [Albanian-Italian dictionary], Rome, 1937, 1710 pg.

25 years emptiness
Antonio Bellusci, Phraseologic Dictionary of Albanians of Italy and Greece [Dizionario fraseologico degli albanesi d’Italia e di Grecia: testo originale nella parlata albanese, trad. in lingua italiana, inglese e francese], Cosenza, 1989, 262 pg.
*(Dictionary without a publishing year)* Dizionario dei cognomi e soprannomi in Calabria (Dictionary of the nouns and adjectives in Calabria), Ravene, pg. 1-40, 297-328.

\(^6\) F. Altimari, *Puna kërkimore e zhvilluar në Universitetin e Kalabrisë në fushën e leksikografisë arbëreshe: drejtime dhe rezultate*
Interim Management and Organizational Support: Applications for the Human Resource Professional

Robert S. Sterneck¹, DM

Independent Researcher

Abstract

Interim management is a situation that virtually every leader will encounter at least once in their career. On an organizational level, unplanned vacancies may occur for a variety of reasons including personnel rotations, illness, organizational re-structuring, or performance. While the situation is common, most organizations approach interim leadership on an ad-hoc basis and do not have the structures or support systems in place to effectively manage interim leadership needs. This article distills and integrates interim leadership research into an assessment approach and application across managerial levels and organizational types. This approach serves as an avenue for the Human Resource practitioner to understand, develop, and adapt organizational policy and support systems to prepare for interim management needs.

Keywords: interim leadership, acting leadership, temporary leadership, succession planning

1. Interim Leadership Background

Interim management is a position that virtually every manager will encounter at some point in their career and yet there has been very little research or focus on how to make these positions successful. Success must be assessed not only for the organization, but also with respect to benefit to the individual manager. Recent research identifies interim management as a unique management discipline that requires organizational policies and practices along with individual managerial and leadership attributes to successfully complete an interim management position (Sterneck, 2015). It is with this perspective of interim leadership as a specific management discipline that allows practitioners to understand and develop appropriate structures and support systems to deploy interim managers as a strategic element of the organization.

Before delving into specific policies and practices, a short discussion on terminology is beneficial. There are many terms used in practice that confuse the situation. Positions and titles including “acting”, “interim”, or “temporary” are abundant and can be found in virtually any organization at some point in time. Some organizations may even differentiate within this grouping of terms. For example, a large aerospace firm differentiates between “acting” and “temporary” based on the level of authority and official recognition on the employee’s record. In this example, an “acting” manager may provide daily direction and organizational leadership, but does not hold the managerial authority to administer policy related to personnel performance issues. This firm further defines a “temporary” manager as having the same authority and organizational responsibility as a permanent manager with the position documented in corporate employee records. Due to the wide variety of definitions and interpretations of these types of positions, this

¹ Dr. Sterneck is a Senior Manager with the Boeing Company, independent scholar, and researcher. He is currently on international assignment leading a multi-disciplinary group of professionals deploying a key strategic initiative and localizing the statement of work for sustaining support. Robert has progressed through multiple levels of management with increasing responsibilities supporting both US-domestic and international activities. In addition, Robert researches and writes on topics including management structure, expatriate and localization approaches, and economic development. Robert holds a Doctorate in Management from the University of Maryland University College, a Master in Management from the Georgia Institute of Technology, and a Bachelor of Science in Industrial Engineering from Purdue University. Robert can be reached at rsterneck@gmail.com
paper uses the term “interim” to reflect any position where an individual fills a managerial position while a permanent manager is sought. The period filled by the interim manager is known as the “interregnum”, a term derived from the transition of a sovereign and applied to managerial transitions beginning in the early 1990s (Farquhar, 1991). The interregnum extends from the time the position is vacated through the transition to the permanent leader.

The interim management problem space can be interpreted across a broad spectrum of situations. The space is depicted in figure 1 with respect to two key elements: internal or external candidacy and planned or unplanned position vacancy. While an organization may encounter a situation within any portion of the problem space, some of the most urgent situations are those that come about through an unanticipated or unplanned vacancy. For a variety of reasons including expediency, cost, company knowledge and experience; organizations often turn to internal candidates to fill interim leadership roles. This case depicted in the upper left quadrant of figure 1 and termed “internal interim” is the focus of this research and application. The ubiquity of this situation and the immediate impact on the organization highlight the need to understand, prepare, and ultimately deploy policies and procedures to ensure successful transitions and activities throughout the tenure of an interim leader.

![Figure 1](image-url)

**Figure 1.** A representation of the relationship between various types of temporary leadership roles. Internal interim management is represented as the upper left quadrant. Adapted from Sterneck, 2015.

The need to fill an interim management position may be the result of a variety of situations. Positions may be vacated due to factors including personnel rotations, illness, organizational restructuring, or performance. In many of these situations, a leader’s departure will leave the organization in turmoil. Some of the most traumatic situations organizations face result in an interim management position where the management vacancy is induced by an unplanned departure or forced removal of a leader. These disruptive, unplanned succession events go beyond the traditional scope of succession planning and require a different perspective on organizational planning, candidate selection, and organizational support throughout the interregnum. Recent research provides insight into this type of succession event and identifies 17 factors contributing to success of an interim position (Sterneck, 2015). This research is distinguished from previous investigations by the integration and synthesis across leadership levels.
and type of organizations allowing for a broad interpretation and application across organizations. Further, an assessment of these factors provides an organization the ability to leverage strengths and identify gaps facilitating enhanced preparation in the event of a disruptive succession situation. It is the intent of this paper to distill this information into a practical tool for human resource professionals for deployment within their organizations.

2. Methodology and Evidence Synthesis

This paper builds on previous research which employed a systematic literature review and associated evidence synthesis to integrate a comprehensive set of published articles across research disciplines. Utilizing a realist synthesis and Context, generative Mechanism, and Outcome [CMO] approach (Gough & Thomas, 2012), in association with a hybrid Weight of Evidence (Gough, 2007) TAPUPAS [transparency, accuracy, purposivity, utility, propriety, accessibility, and specificity] (Pawson, Boaz, Grayson, Long, & Barnes, 2003) categorization scheme was applied to the evidence set. The evidence set consisted of 42 published articles and studies answering the research question: “What attributes affect departmental or higher leadership performance in interim management situations induced by disruptive events?” (Sterneck, 2015, p. 14). This extensive literature search provides a comprehensive review beginning with Farquahar’s (1989) initial work through recent publications. This evidence-based approach guides findings and the development of an organizational assessment tool which is further refined and presented in this paper.

The earlier findings identify 17 elements categorized into four portions of an interim assignment. The four categories are role structure followed by the initiation, interim leadership, and exit phases. The interim management experience is influenced by the 17 elements, each playing a critical role in the success or failure during the interim tenure. It is through an understanding of these 17 elements that we have the ability to structure human resource support structures and systems to facilitate positive outcomes of an interim management position. The following section presents the assessment tool providing the human resource practitioner an application of this research to enhance performance during an interim tenure.

3. Assessment Categories and Elements

The 17 factors are grouped to coincide with the various phases of the interregnum. Role Structure represents the preparation period and includes considerations with respect to the type of position and how it is induced along with structural attributes of regulation and policy. These elements provide the foundation and structure that the organization draws upon when the need for an interim leader is realized. The second grouping of factors coincides with the initiation period of an interim position. It is this period when the candidate is selected. Two key elements coinciding with the selection of the candidate are compensation and the anticipated tenure of the position. These elements flow directly from organizational policy but may see challenges due to the pace required to fill the position as well as the level of disruption to the organization and to the individuals in the group. The next set of factors is realized as part of the interim management tenure. These factors include individual leadership attributes, group dynamics, organizational support, along with internal and external stakeholder responses.

This assessment tool allows the practitioner to evaluate each element related to an interim management application using stratification across six levels. The assessment provides the opportunity to understand the current state of processes, procedures, and support structures related to interim management along with the ability to identify gaps such that actions can be taken to strengthen the organization’s ability to deploy interim leaders in times of need. Figure 2 and table 1 present an example of the assessment tool. An approach to tailor the content to a particular organization or business unit follows. Using the 17 categories, the individual levels and expectations can be aligned to specific situations facilitating use across different types of organizations. Each organization should begin with the base definitions within the 17 categories but may choose to refine the definitions of each assessment level to reflect their specific
organization’s terminology. The goal of the assessment is to provide a deeper understanding of the influencing factors contributing to successful application of interim management and for the organization to embark upon activities to further strengthen the foundation and support structure in order that future interim management situations benefit from enhanced readiness, ultimately leading to more successful interim management tenures.

3.1 Role Structure

Role Structure encompasses the organizational foundations and the impetus of the role. The first element is organizational Regulation and Policy. Regulation and Policy is comprised of two sub-elements for consideration. The first is the presence of policies regarding interim management. The second is the level of maturity of the policies with respect to interim management. The former is understood through a review of the relevant elements. Regulation, labor law, and other external requirements may determine, in the short-term, specific actions or mechanisms associated with the position. The assessment scale rating reflects the level of knowledge and understanding of internal and external requirements and limitations. The second portion of the rating recognizes the level of maturity of internal policies for compliance with the structural requirements. These requirements may include internal policies and procedures as well as external legal or regulatory requirements. These two elements together determine much of the compliance risk when implementing interim leadership positions.

Circumstance brings with it one primary assumption: through either lack of planning or an unforeseen event, the leadership position is vacated without an immediate successor to fill the position. Essentially, the rating takes into account the level of disruption the vacancy drives into the organization.

Position Structure is a result of an understanding of the first two elements. The rating reflects the ability of the organization to identify and execute an interim leadership role in order to mitigate the time lag and associated disruption to the organization resulting from lack of organizational action.

3.2 Initiation Phase

The Initiation Phase puts the Role Structure elements into action. Selection of the candidate and associated compensation structures are the two areas of interest during this short phase of the interim leadership cycle. While selection and compensation are generally determined by organizational policy, it is the ability to execute these actions that this addressed by this portion of the assessment. Again, assuming previous succession planning activities are insufficient to fill the position, the Selection element rating accounts for the ability of the organization to proceed with candidate identification and selection activities that are not only compliant, but stand up to ethical review and stakeholder perception. The Compensation element is intended to assess the ability of the organization to provide sufficient and appropriate compensation on an interim basis reflecting the roles and responsibilities of the position.

3.3 Interim Leadership Phase

The Interim Leadership Phase comprises the period of performance for the interim leader. While the foundational elements of the previous phases flow into the interim leadership phase, performance is also influenced by many factors encountered during this phase. The ten elements during this phase are: tenure, authority, attributes and capabilities, support, stakeholder perception, group motivation, communication, personal motivation, and development. Each brings with it unique characteristics and challenges.

Tenure is a sub-component of the interregnum and represents the time during which the interim leader holds the leadership role. Tenure is influenced by two primary factors: the ability to define and hold to a period of service as well as the length of the period of service. The ability of the organization to clearly define the anticipated time period of the position and adhere to the
published tenure enhances stakeholder trust and organizational stability. The second component of tenure is the length of service. Research indicates the one-year mark as the general time when results during the leadership period decline (Ballinger & Marcel, 2010; Didrichsen, 2006). Literature also supports shorter periods as more desirable, recognizing the need to quickly select the appropriate leader for the permanent role (Sterneck, 2015).

While the position by-definition is temporary, leadership success as an interim is supported by the level of authority held by the interim leader. This authority flows from the policies, procedures, and regulations discussed earlier. In addition, it is incumbent upon the individual to garner recognition as a leader through their own actions. Alignment of organizational structures and the individual’s actions aid in the overall success of the interim.

Attributes and Capabilities is another area where alignment to the position is critical to facilitate a successful interim tenure. It is imperative to ensure that the interim leader has both the technical capabilities and the leadership attributes to navigate the interregnum. Interims often embark upon a dual role where they retain a significant portion of their previous role and expand into the interim leadership role (Mundt, 2004; Soltys, 2011). Given the organizational instability generated by the vacating of a leadership position, leadership actions leading to prompt recognition as the leader are as critical, if not more, than the technical requirements of the position.

As these interim leadership positions arise from an unplanned event, the interim leader will likely not be fully prepared to step into the position. For this reason, supplemental support needs to be anticipated for the leader. This support may come from a variety of sources. Consideration needs to be granted allowing the interim leader to garner support from subordinates, peers, superiors, as well as external stakeholders. This support may come in many forms ranging from organizational policy to individual actions. While others provide support, it is incumbent upon the individual leader to elicit support as well as take advantage of the support offered from others. This support factor ranges from the most negative form of active resistance to a fully supporting structure that provides the interim leader the opportunity to take full advantage of organizational and interpersonal support systems.

Stakeholder Perception is a result of many factors and is essential for success during the interregnum. Similar to support, stakeholders include both internal and external people and organizations. Stakeholder Perception influences both the period of performance as well as the transition period to the permanent leader and as such, is essential for both the short-term as well as the long-term.

Group Motivation refers to the organization(s) and personnel directly under the responsibility and authority of the interim leader. As the interim leader enters the role through an unplanned transition, garnering the support of subordinates is essential for the organization to perform during the interregnum and prepare for the placement of a permanent leader. Individual leadership plays the largest role in motivating subordinates during this period.

Communication encompasses both the amount as well as type and level of transparency. While there may be restrictions to providing 100% full and transparent information due to the situation, communication is a large contributor to building trust and acceptance by stakeholders. Within the bounds of confidentiality and legal requirements, generally more communication is better than less.

Acceptance is similar to stakeholder perception, but refers to acceptance into the specific role as leader and manifests itself in the actions of the stakeholders during the interim period. These actions may facilitate or inhibit the leader’s ability to execute during their period of performance.

Personal Motivation needs to be understood by both the individual and the organization. From the individual perspective, the range may be from an individual-centric motivation to enhance a resume with a leadership role to a purely altruistic perspective of support to the organization. The individual candidate needs to be cognizant of the possibility of being manipulated into taking an interim role (Sterneck, 2015). While the opportunity may provide benefit to the individual, neither the organization nor the individual should expect that the interim leader will be placed in the role permanently before the full candidate identification and selection process is complete. Perception of favoritism or nepotism need to be avoided to mitigate negative consequences.
Development is one aspect that is often promoted as an opportunity for the interim leader to accept a position. While the opportunity does provide a situation for the individual leader to exercise their leadership abilities, the position is not generally reflective of a longer-term stable role and, as such, the type of leadership characteristics employed may or may not be indicative of performance in other situations. This is not intended to be positive or negative, only that it is necessary to recognize that an interim leadership position requires a unique set of leadership attributes and abilities.

3.4 Exit Phase

The Exit Phase comprises the time from which the permanent leader is identified and has lasting effects on the future path of the organization and for the departing interim leader. Transition from the interim leader to the permanent leader is another disruptive event for the organization as it represents additional change. Generally, transition to a permanent leader represents an increase in the stability of the organization in the long-run, but presents short-term tension and instability. The transition is influenced as much by the permanent leader’s actions as by the interim leader’s. It is critical for the permanent leader to understand the interim leader’s personal motivation for accepting the interim position and leverage it in a positive manner. Particularly in cases where the interim leader is not selected for the permanent position, there may be questions as to why another individual was placed into the role. The follow-on role for the departing interim leader is also a critical decision for the organization. Consideration needs to be given to stakeholder perception and to the experience the interim leader gained during the interregnum.

Retention may be a secondary effect of the interim role. Several factors may influence retention of the individual leader. Performance during the interregnum, personal motivation and expectations, as well as alignment to the new leader’s organization may all be factors to consider. Particularly in organizations where the interim role is a senior leadership position, “second wave departures” (Goler, 2001, p. 397) need to be considered. Second wave departures are situations where other leaders depart as a result of permanent placement of an individual and may result in increased instability for the organization.

4. Application

While the theoretical basis allows the reader to understand the elements of interim management, it is the application that allows practitioners to capitalize on this knowledge and add value to their respective organizations. Referring back to figure 1, this application aligns directly to internal interim leadership positions vacated through unplanned or emergent events. When applying the results of this research, the practitioner needs to not only understand the maturity of each element, but also organizational needs. The following five step process aids the practitioner in applying the interim management assessment and associated actions to their respective organizations. This review should be conducted on a regular semi-annual or annual basis to ensure continued alignment to organizational requirements.

1. Identify Organizational Need: Of particular interest is the maturity and application of succession planning and application. For an organization that has a complete and fully defined succession plan, the likelihood of an unplanned vacancy is minimized. However, many organizations do not have robust and fully deployed succession plans (Giambatista, Rowe & Riaz, 2005) supporting the need for interim leadership preparation and planning.

2. Review and Refine Element Definitions: This step is not intended to re-write the element definitions, but does provide the practitioner the option to review and refine the wording to align terminology to the appropriate individual organizational nomenclature. The complete spectrum is maintained so the assessment can take full advantage of differentiation opportunities.

3. Identify Element Targets: Given the unique nature of each individual organization, the target level for each of the 17 elements is dependent upon organizational needs. The
A practitioner should review each of the 17 elements and identify a target value along the zero to five spectrum. It is expected that there are varied target levels dependent upon organizational maturity and expectations.

4. Assessment: An organizational review is conducted and mapped against each of the 17 elements. The results are plotted along with the target values identified in step 3 (figure 2).

5. Gap Analysis and Action Planning: Based on the assessment, the practitioner conducts a gap analysis and identifies specific actions to move the ratings toward the target levels. Individual action plans are developed and deployed to improve organizational readiness to implement interim leadership activities.

![Example Plot of Interim Management Readiness Organizational Assessment](image)

**Figure 2.** A sample representation of a completed interim management organizational assessment plot. Adapted from Sterneck, 2015.

5. Conclusion

The ubiquity of interim management instances across organizations and management levels compels firms to develop approaches to handle these situations. Using information from multiple organizational types by synthesizing evidence from a multitude of studies and research, the Human Resource practitioner is now able to apply both an assessment and deployment methodology to strengthen the organization’s ability to respond to unplanned succession events. The disciplined approach presented here provides the avenue to enhance organizational strength and increase the effectiveness of interim management tenures not only for the organization, but also the individual leader.
<table>
<thead>
<tr>
<th>Category</th>
<th>Level 0</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Circumstance</td>
<td>Ad hoc decision for use of interim management without consideration of alternatives.</td>
<td>Decision to use interim management based on limited analysis of alternatives.</td>
<td>Consideration of alternatives with limited understanding of alignment of the options to the situation.</td>
<td>General review of alternatives with a decision made based on immediate availability of individuals.</td>
<td>Organizational review and assessment completed with a general understanding of the implications of interim management.</td>
<td>Complete organizational understanding of the expectations and type of interim leader required.</td>
</tr>
<tr>
<td>Regulation &amp; Policy</td>
<td>No understanding of regulatory implications and no organizational policies supporting interim management.</td>
<td>Use of permanent management policies for interim management applications.</td>
<td>Adaptation of permanent management policies for interim management applications.</td>
<td>General policies and procedures addressing interim management applications.</td>
<td>Partial set of applicable organizational policies aligned to specific interim management structures.</td>
<td>Complete set of applicable organizational policies aligned with appropriate external regulations.</td>
</tr>
<tr>
<td>Position Structure</td>
<td>No guidance provided on the expectations of the position. Many areas of the position remain undefined.</td>
<td>Minimal guidance provided on the expectations of the position.</td>
<td>Limited guidance on the expectations of the position with a general framework provided.</td>
<td>Overall position information and guidance available and provided to the individual leader.</td>
<td>Joint development of organizational policies aligned to specific interim management structures.</td>
<td>Clear and complete descriptions of the expectation and role of the interim management position.</td>
</tr>
<tr>
<td>Selection</td>
<td>No selection approach identified.</td>
<td>Ad hoc selection of candidates.</td>
<td>General review of available candidates with selection based on limited objective information.</td>
<td>Informal review of candidates based on general selection criteria consistent with other positions in the firm.</td>
<td>Formal review of candidates based on general selection criteria consistent with other positions in the firm.</td>
<td>Selection and evaluation approach based on the specific role requirements and candidate traits with consideration of the interim nature of the role.</td>
</tr>
<tr>
<td>Compensation</td>
<td>No consideration of compensation differentials.</td>
<td>Limited consideration of compensation.</td>
<td>Consideration of various compensation mechanisms including direct salary and perquisites.</td>
<td>Limited application of compensation approaches available.</td>
<td>Compensation partially commensurate with the positional roles and responsibilities through direct salary and perquisites.</td>
<td>Compensation fully commensurate with the positional roles and responsibilities through direct salary and perquisites.</td>
</tr>
<tr>
<td>Tenure</td>
<td>None identified.</td>
<td>General expectation to transition to a permanent leader without a process or approach defined.</td>
<td>General expectation of a future transition to a permanent leader without a time frame defined.</td>
<td>General timeline established for identification and transition to a permanent leader with a period exceeding 18 months.</td>
<td>Specific timeline established for identification and transition to a permanent leader within a period of one year.</td>
<td>Specific timeline established for identification and transition to a permanent leader within a period of one year.</td>
</tr>
<tr>
<td>Authority</td>
<td>None identified.</td>
<td>Limited, inconsistent, or unclear authorities identified.</td>
<td>Partial authorities granted with specific limitations identified.</td>
<td>General positional authority granted with limited public acknowledgement.</td>
<td>Full authority available and granted consistent with the roles and responsibilities outlined but with limited acknowledgement.</td>
<td>Full authority available and granted consistent with the roles and responsibilities outlined.</td>
</tr>
<tr>
<td>Attributes &amp; Capabilities</td>
<td>None identified.</td>
<td>Misalignment between candidate and role requirements.</td>
<td>Partial alignment between candidate and role requirements.</td>
<td>Alignment of technical capability requirements.</td>
<td>Alignment of technical, managerial, and leadership requirements.</td>
<td>Alignment of technical, managerial, and leadership requirements.</td>
</tr>
<tr>
<td>Support</td>
<td>Active resistance.</td>
<td>Passive resistance.</td>
<td>Reliance upon individual leadership characteristics.</td>
<td>Recognition and provisions for supplemental support needs.</td>
<td>Provisions for supplemental support and availability of mentors and peers.</td>
<td>Full support provided through organizational training, development, mentorship, and leadership guidance.</td>
</tr>
</tbody>
</table>
### References


The Impact of the Albanian Folklore of Mitrush Kuteli and De Rada

Dr. Alta Haluci

Department of Language and Literature
Faculty of Human Sciences
University “Ismail Qemali”, Vlore

Abstract

In his work, Kuteli chose as pretexts the folkloric ballads such as (“Rozafati”), legendary heroic epos (“Gjergj Elez Alia”, “Muji and Behuri”, “Muji and Zanat”, etc.) and the verses of De Rada (“Skanderbeg and Ballaban”, “Turku rrëmbeu një arbëreshe -The Turkish grabbed an Arberesh”, “The Faith of Costandin”). The presence of some poetry motives from the verses of De Rada in his work “Rhapsody of an Arberesh poem” recreated in “Ancient Albanian Stories” of Mitrush Kuteli is of a special interest not only in the area of text comparison but also in theoretical interest. The issue relates to the trans modeling of the text, concretely with the narration of the poetry. The importance of the recreation of Kuteli is increased from the fact that these works, in contrast to the narrations of J. Kastrati, Dh. S. Shuteriqi, A. Varfi, offered to the young generations of readers a code of communication that overpasses the reading challenges that come from the ancient age of the speech (the case of the verses of De Rada) or its dialect feature (case of northern folk rhapsodies). Kuteli homogenized his work with his authorship (verses) and without authorship (folk ballads). The fact that De Rada had collected the rhapsodies from the folk people themselves, did it play a facilitating role? Can a work of Kuteli be considered an “authorship of second degree” according to the concept of Gerard Genette, a recreational model? These and some other questions will be in the center of this study.

Keywords: verses, rhapsody, narration of poetry, recreation model, pretext

In the history of world literature, maybe the foundation that has stood to the time up to today constitutes the most important area of the modern time studies, are the creation in prose, and other types of literature, all developed on the known bases of the folk culture, ballads, and known epos, which today are known as pretexts. Fraj, one of the most known scholars of the theory of modus, in his full paper “Anatomy of the Critics” has offered a wide reference foundation, apart from the holy books and folk culture, on which he thinks stands the largest part of the critical thinking, which explains the literature and its development, by renewing the different schools of study and critical thinking, since the time of Aristotle up to today.

The relation of literature, in its various types, mainly with the folk culture, classified or not, has continued up to the future for the cause of a wide recognition they offer, but also the interesting structures of communication, content rhythm and artistic-esthetic findings.

In the history of Albanian literature, the experience of these relationships that various writers with the passing of time have created this great wealth, in the conditions of a dialogue in new and more complete circumstances, in the case of artistic literature has continued to bring us new approaches in modern prose. Perhaps Dhimiter Pasko (Mitrush Kuteli) will continue to be one of the most fascinating writers and masters of a folk creativity, whether of a rhapsodic spirit or of a ballads, fairy tale or songs of the brave, extended in time and in the genre.

Kuteli’s “Ancient Albanian Stories” is one of the most specific works for interpretations being they pre-texts, intertexts textual dialogue and other elements of this relationship that is organized by this structure of communication of artistic literature. Through such an approach, Kuteli not only brought again from another view the communication of early creations, but also continued as a kind of experience the tradition that had been done by the authors of the old Albanian literature, De Rada, Fishta and others. Regarding such a case, I think Kuteli developed a new approach to modern Albanian narrative over these motives.
The direct relations with the motives as pretexts, from the culture and folk memories, kept in forms, means and other methods, form ballads, rhapsodies, songs, folklore, fairy tales, in the Albanian literature appeared in the creations of De Rada, but as it has resulted, the author had plenty of objective obstacles, and especially for this reason it seems that Kuteli tries to create communication bridges with the well known renaissance writer, and apart from that, the De Rada model has not failed, even though Konica has kept a harsh opinion, when he states that “De Rada’s books are thrown in my closet and are full of dust, as they are written with an archaic language I cannot read…”

Kuteli brought to the attention of the Albanian readers 11 full works, mainly modern Albanian prose, by touching three emblematic historic times; the time when Arbers were dying for unknown powers, the time of the Brave and the war against the ottoman invasion. In these times Kuteli rediscovers the Albanian world through the pretexts “Rozafati”, “Faith of Constandin”, “Gjeq Elez Alia”, “Ymer Age Ulqini”, “Muji and the Fairies”, “Muji and Behuri”, “Ajkuna cries Omerin”, “The young Omeri”, “Shega and Vilastari”, “The turk grabs an arberesh” and “Skanderbeg and Ballaban”, the most known creations, being folk stories, ballads, fairy tales, which all “reason” clearly features, characteristics and an etho-psychological reference of Albanians.

The relationship the author has with this important subject is absolutely clear, and this relationship comes as literature, as a creation and as a model, under the terms of a reinterpretation and dialogue between texts. Regarding Kutel’s culture of writing and motivation, the well-known scholar Aurel Plasari has brought us a vertical and horizontal recognition and interpretation of these issues. It is possible that Bodel’s approach to modernity as a relationship “… on one hand is instability, circumstance, passerby, flying, half of art, while the other hand is eternal and immutable”\(^1\), which find wide ground in such story structures or any other kind.

Regarding this issue, especially when dealing with Kuteli\(^2\), Plasari sees this kind of writer’s relationship as a matter of the “invariant” system, whereby he sees literature as versatility, to coincide with what was slightly marked up, transforming these pre-texts into a modern story. The author writes “And to think of literature as ‘versatility’ means to subjugate this view of all the common elements that you can grasp by recognizing various literatures in time and area, different writers within the same literature and within different literature, but also in the work of a single writer only within it”\(^3\). Only the concept is spread, almost universally acting with the pretexts of the masterpieces of literature. Kuteli, not only constructed a kind of recognition relation with the artistic, and later to the metaphor, and philosophical perception, but also emphasized deeply in these pretexts, he brought for the first time the practice of invariant systems, that the modern literature classifies in four categories; anthropologic, theoretical-ideological, theoretical-literary and linguistic-literary.\(^4\) The anthropologic invariant is the most functional in the practice of Kuteli, because of the cause of “the world of archetypes” which came through these pretexts, starting from the myths, legends, changed into a universal function, being of the cultural world and the Albanian world, synthesized in the functional symbolic and literal metaphor. This type of Kuteli’s relationship we find because of the talent on one hand and the culture that he had obtained in other ways on the other, emphasized from the author Martin Camaj when he writes: “Kuteli comes as a literal and a culture man, as a very complex criticism. As such a man, he does not belong to any literature trend completely, but is a three day friend, wherever he stands within the models”\(^5\).

The sources that send to this fundamental report that Kuteli set with the folk creations, as here starts the critical and scholar thinking, are reliable, rationale, as there he felt really good to discover the fantasy, talent and to create wonderful communication structures. In one study organized from Prof. Vehbi Bala, known as “The creation questionnaire”\(^6\), Kuteli states that “the real literal foundation was given to me by my mother’s fairy tales, our rich folklore I started to know since

---

\(^1\) Ch. Baudelaiure, “Ouvres completes” Paris 1966, pg 1163,
\(^3\) There
\(^4\) A. Marino, “La critique des idees litteraires”, Bruxelels, 1979, pg.57-80,
\(^5\) M. Camaj:”Kuteli still not known”, “Hylli I dritës”, 3-4, 1994, pg.82-83,
\(^6\) M. Kuteli, “Answer of the questionnaire of V. Bala”, 1962 (manuscript.)
childhood”\textsuperscript{7}, and also for the “literal model”, he answers “first of all our folklore” and again the folklore: heard fairy tales or the read ones”.\textsuperscript{8} As we know, Kuteli had a strong relationship with the folklore with the real meaning of the world. Wherever he went, lived, studied and worked, he worked with folklore such as collecting it and more.

This strong relation with the folklore and the folk creations from the rhapsody, ballads, fairy tales and more, not only were interpreted in the best way of the creative and writing process, put everywhere in his social circumstances, but he wonderfully preserved the oral elements, as was the narration by creating a type of illusion, that of confession.

Through a now practice, in which Kuteli put the folk creations, or the subject on which he built such a narrative structure, in a way he differently from the “roman theory”\textsuperscript{9}, the closed epos past was transformed into a open structure of communication, and literal process, but also a necessary content rhythm, even though the time period in the epos or the folk creation of this nature is very gradual, without hurrying the author shows how the hero saddles the horse\textsuperscript{10}.

Coming into a new reality, being of the relationships, perceptions, critical thinking, esthetical-artistic construction, meaning and metaphor, which necessarily should be together in creation, requires a rational perception for the presented events. It is exactly for this reason, and the condition the pretext stands, by having new conditions, phenomena, supernatural beings, myths, the stories of this nature are consequently narration of perception. Related to such a issue, Plasari brings in memory the term “reluctance in perception” of Torodov, by explaining the causes that the extraordinary events are not happening in a wonderful environment but in another daily contest, so ordinary, \textsuperscript{11} that’s why related to such an event Plasari says “As we read again the narrative prose of Kuteli, one of the things we learn from it is that the fantasy and pretextuality is not free\textsuperscript{12}.

The use of pretexts, naturally through the known parable not only in the early literature but also the modern one, brings to attention and with continuous debate many issues and problems of literature in points of view, the form and content, where according to the theory of Janet should be the object of open critics, constitutive elements of works and literal game… the history of esthetical and the technical forms\textsuperscript{13}, into a process go the creations of such a nature.

“The Ancient Albanian Stories” Kuteli it is an interesting fact of trans modeling of the texts, the transformation in the structure of communication of this kind and the relation as a strong communication association with the folk ballads, heroic epos and verses of De Rada. Such practices continue to be in the world literature, even in the modern contemporary epos. The issue of deep recognition of this ancient fundamental, apart from creating a plasmatic relation between two approaches, that of pretext and literal text, it brings a new view of the anthropological and ethnographic frame, through a mediation of literature and folk, by making a reciprocal relationship, without losing the first source.

In the contrast to other philologist, folklorists, ethnologists, as it happened to Fishta before him in “Lahuta e Maleise” or Jakov Xoxa or some others, was put as a mediator through the folk subject with the Albanian reader, he gave the reader a modern prose, as a cultural narrator, Barti thinks so for the act of writing: ‘to write means … to own a tangible questioning, which the writer through a ending suspension, decides not to answer. The answer comes from each of us, by bringing the history, speech and its freedom; but as the history, speech and freedom are transformed infinitely, the answer of the world for the writer is infinite; we never stop answering what is written out of each answer; stated, emulated, and then substituted, the meaning goes, the question remains”,\textsuperscript{14} this does not prevents us to consider the act of writing in the work “The Ancient Albanian Stories” of Kuteli and all the critical thinking and studies about it.

\textsuperscript{7} Plasari, cited works, pg.31,
\textsuperscript{8} There,
\textsuperscript{9} Mihail Bahtin “Issues of roman”, (Epos and roman), pg.35,
\textsuperscript{10} Viktor Shkollovski, there, “Time convention”, pg.199,
\textsuperscript{11} Tz. Tedorov “Intruduction a la literature fantastiqua”, Paris 1970, pg.41,
\textsuperscript{12} Plasari, cited works, pg.49,
\textsuperscript{13} Zh. Janet, “Figure”, “Hejza”, Prishtine 1985, pg.80,
\textsuperscript{14} R. Barthes, “Mythologies”, Tirana 2016, pg.9
Kuteli naturally gives a number of reasons, such as the relativity of time and space, the temporal conception, the tracing of ancient metathecate, the testimony of a good psychological literature, the significance of the intimate state of affairs, the judgment of Plasar has a suggestion that makes important the interpretation of this creativity as a mix of reality with the subjective world\(^\text{15}\), making it a symbolic, fantastic prose, with a synthesis, magical, but without any magical realism, as has been said in any case.

What can be said with certainty is that in a significant part of his work, Mitrush Kuteli joined the vast culture and deep knowledge of the Albanian world, in the anthropological and ethnographic area, with the master skill of writing. The narrator in his prose is the merger of two registers into one: there we find the folk narrator and the wise writer. This tradition started with De Rada’s rhapsodies and continued as a tradition with the heroic epos created by Fishta with “Lahuta e Malesise”

In the theoretical approach, the evocation of the unwritten folk creations is a typical phenomenon of romanticism, but in Mitrush Kuteli this phenomena does not relate to romanticism, but to an inner creative mission of the author. He put a goal to himself, intentionally, to play the role of a mediator between the creation that traditionally passed from one generation to the other, in the form of folk stories, and now the educated man, who knows how to read and write. In this approach, Kuteli is the first that mediates the folk with literature, a transformation of one to the other. The case of symmetry that we have mentioned between the Rhapsody of a Albanian Poem of De Rada and the Ancient Albanian Stories of Kuteli is much more specific. It is well known that Faik Konica expressed his thoughts about the Poetry of De Rada: *His books I have thrown in the closet, as they are written with such an archaic language, as I cannot read. The poor De Rada, if he had gone at least six months in Albania, would have learnt Albanian much better and would have many admirers.*

We can imagine what a very limited degree of communication had the verses of De Rada for another reader, when Faik Konica, one of the most talented people of the time, also considered as the most enlightened Euro-Albanian, complained he did not understand.

There was some effort before Kuteli to build communication bridges between De Rada’s work and the Albanian reader on the other side of Adriatic. At first it was Luigj Gurakuqi, later there was another effort. It is well known that in the second half of the 20\(^{th}\) century De Rada was read in Albanian mostly by adaptations and sometimes even by literary works.

Mitrush Kuteli chose another more productive path. He did not take over the work of the philologist, such as Dhimiter Shuteriqi, Shaban Demiraj and others, but the responsibility of the recreator. If we see closely to this responsibility, we notice something very interesting; any time the language becomes difficult to communicate, Kuteli has interfered with his skills of an educated writer. It is not accidental that his pretexts are from Arbërësh ballads and brave eops. In the first case the obstacle came from archaism, in the second case from dialect. Both were walls that prevented the recognition of these great corpuses of folk heritage. And is exactly Mitrush Kuteli that brings down these walls by transformation of a true literature subject.

This is exactly the difference between the prose of Kuteli and Jakov Xoxa, who relied powerfully on the folk speech, but does not recreate on the bases of folk pretexts and does not play the role of mediator from the unwritten folk materials to the educated reader.

Later on, the tradition of merging the intellectual recognition of the Albanian world with the creative talent as prose writer, similarly to Kuteli, was followed only from Dhimitër S. Shuteriqi.

This happens at a time when Gjergj Pekmezi for example who was part of the friends of society “School of Bukuresht” by republishing the Albanian Bee of Mitko, did the opposite: he took off the Albanian Bee one of the verses of De Rada by referring the principle of subject homogeneity, what is not folklore, should not be part of folk song collection.

In some studies of the recent times, the prose of Kuteli is compared to the magical Latin-American realization, referring the presence of magical, fantastic; the role of folk narration, the transit between the believable realities and unbelievable reality etc..

\(^{15}\) Plasari, cited works, pg.78
Except that magical realisation is a phenomenon that featured its characteristics at a time when Kuteli was finished with his writing, it should be recalled that his purpose was not to invent creative methods nor to experiment with folk creativity. His purpose was simply to regenerate some of the monuments of popular heritage that were at risk of being locked in very narrow circles: among the young Italo-Albanians generations and mainly in the Northern Areas of Albania, where the epic rhapsodists continued to astonish foreign researchers. In this sense we can say that Kuteli turned national what was local and threatened to remain an archival phenomenon, uplifted these two legacies from a narrow reading scale to the highest degree of communication; such skill can be recognized as one of the most important merits of his personality. With this we want to say that Kuteli's merit was not only a recreator and a mediator, but also a speech developer and rescuer of communication.
Analysis of Team Work Efficiency with a Special View of Kosova

Driton Fetahu

Tax inspectors in Prizren/Kosova
PhD. Candidate at European University of Tirana, Albania

Abstract

Recently, modern organizations have seen everything the introduction of team work to increase the efficiency of the entire organization. These work was attempted to contribute to the understanding of the team work efficiency phenomena the factor influencing her and checking the ways of her measurement. The test was carried out at the bank in Kosova, the four-member team of the Service Department companies and their clients. By analyzing the work efficiency of these four teams statistically determined teams do not differ by self-assessments work efficiency as well as satisfaction ratings of their clients' service which were taken as measures of operational efficiency by these four teams. Also, tall and consistent the results of self-assessment of efficiency and customer service satisfaction estimates are provided to high work efficiency for all four teams. In this paper efficiency is defined in the terms of productivity, the satisfaction of workers and clients, and the managers’ rating as well it recommends monitoring all these criteria in order to get as complete a picture of the work as possible efficiency of teams in organizations.

Keywords: Teams, Efficiency of Timal Work, Landscape Clients with Usage

1. Introduction

1.1 Teams in Organizations

Still in 1911, American engineer Taylor first tries to rationalize human work achieving the maximum workflow in as short a time. Taylor's is the foundation the idea that better organization of work and management can increase efficiency. People should be considered part of the organization and should be treated accordingly as to how much are useful for organization (Rot, 1983). Taking the best and most enjoyable way to work workers, raise the rational organization of movement and production tools to maximum Taylor managed to reduce the required number of workers and increase productivity.

What he has been justifiably criticized today is too much to take into account the role of a man in work, and as much as he took, was far less in favor of the worker, and much more the benefit of the employer. There has been a rise in unemployment, for workers who are the rest of the business earnings increased at a minimum compared to the increase in productivity and used for the employer (Petz, 1985).

The turn of the man's role in the organization took place after the so- Hawthorne experiment. Between 1924 and 1930 Elton Mayo and Fritz Roethisberger made the Hawthorne plants from Western Electric from Chicago a series of studies aimed at answering questions about how physical activity works worker environment. The results showed that the work force of the workers included in the experiments have grown steadily regardless of the favorable or unfavorable conditions of the physical environment. Intense interviews with workers have shown behavior and feelings worker in close relationship, that groups have a strong influence on individual behavior and are grouped the standards are very effective in setting up a workforce. It was found that money in to a lesser extent it determines work performance in relation to group standards and individual a sense of worker safety (Robbins, 1992). One of the most important benefits of this he experimented with what he - albeit unintentionally - pointed to the role the groups have in organizations. It has also stimulated the avalanche of later research in this area they focused on studying an individual in a group and a group of organizations (Petz, 1985).
Psychological characteristics of working organizations and its parts, working groups, in detail have been studied as the main area of social psychology at work, within the framework psychology of work and organizational psychology.

The working group represents a structure with special characteristics and not just a sum individuals. According to the definition of a working group provided by Schein (1965) "a psychological group there are a number of people who are in mutual interaction, aware of each other and themselves they perceive themselves as a group" (according to Petz, 1985, p. 195).

It is characteristic for small workgroups in organizations that their goal is the production of social goods. The interaction of the members is based on a co-operation in activities that are aimed at task execution and production. Along with orientation towards the goal goes to the need to meet the social-emotional ties and needs of members. These are, among other things, the need for affiliation, achievement, self-confirmation making. Social relations are linked to the goal of work, but they can develop and maintain after working time. These small working groups are formal groups with certain and established obligations and defined rights of members. They always have a formal leader who has a certain mo- and rights to other workers. Standards are relate exclusively to the task of the group and relate to how and how much to work and at what pace. Integrated systems from multiple workgroups organization.

By conducting an organization with a psychological, as well as other approaches, it is necessary to guide the case that the organization consists of working groups and that the members of the organization always and members of smaller working groups. As small group relationships depend on the characteristics organization, and the characteristics of the organization as a whole depend on the situation and the atmosphere in small groups (Rot, 1982). Organization of companies today is no longer pyramidal, vertical, ve? is horizontal and "flattened". Until now, organizations are, in particular, big enterprises, had a "narrower range of control" and "deeper organizational pyramid", by contrast of the latest trends favored by computerization of companies and organizations all "fold" and with a wider range of controls. The organization is transformed from that vertical in horizontal. In the horizontal organization there is no class hierarchy, knows? there are expert teams for specific jobs (Sikavica and Novak, 1999).

In such circumstances, the working group model becomes overwhelming and inadequate requires switching from group model to team work model. The reason for moving to a new one model is not operational developmental, creative nature. Transforming a group into a team It is part of the process of learning in organizations and, more appropriately, the result of organizational development (according to Storge, 2002). While working groups are clearly defined obligations and defined roles of members from the "top", with teams already larger emphasizes the individual characteristics of the members and their creativity. Real the team would be a jazz orchestra. Everyone improves creatively on their instrument, but the whole thing sounds harmoniously. The enjoyment of such a play (or work in the top team) starts from finds self-control rather than "command" coming from a conductor or someone outside team.

There are many benefits of introducing teams to organizations. Teams can make it easier expanding the company and enabling faster information flow, leading to an increase flexibility (Mohrman, Choen and Mohrman, 1995; Yancey, 1998). That's it is achieved through the increase of communication and through the involvement of employees in making decision. Horizontal communication is increased relative to the vertical. Also, productivity gains, job absenteeism, and increase are reduced quality of service, safety and employee satisfaction (Yency, 1998).

Guzzo (1986, according to Yancey, 1998) defines the team as a group of individuals to be seen they are seen from the environment as a social entity, who are excited about the work they are doing as members of the group. They are included in the larger social system and perform tasks that affecting others, within and beyond that social system. The key is to be independent and this differentiates them from workgroups. Team members are many times over members of the group. The ability of a team's staff is intense and constantly evolving, and he has them opportunity to show and prove. The working group is denying it because of the clearly defined roles and small opportunities to change in a predefined structure. This results so that team members recognize their share in the team result while the team member is working I can mostly see only what I'm doing. Also, in teams it is, unlike working groups, the role of leader is reduced to the minimum.
Executives and managers cease to be separated by a hierarchical gap between the worker and the knowledge of the manager complement the knowledge of specialists and referents (Tudor & Sri, 1998). Basically every one The team is a working group, and the working group becomes the team when it is organized so successfully fulfills the purpose of existence. So this is a better edition of a working group. When your group work with the necessary features - identifying members with purpose, comfortable working motivation, motivation, creativity, participation in leadership jobs, etc. - becomes a team.

Most of the managers in a good team look like the paddles in the eighth. To accomplish goal, everyone must be "as one". No one should chew myself or lower, faster or slower than others not to endanger the overall success. Oscar is perhaps a good metaphor for a group of people who does some well-planned job, but in the team members are different mutually complement. Instead of a homogeneity similar to that, that government a difference that enables flexibility and heterogeneity, but also a quality performance joint work. They are more like a racket that will win if everyone is well-off but not all of them must do the same. The team is being watched by individuals who possess three basic groups of knowledge and skills. The first are technical (functional) knowledge which are based on education and profession. It is desirable to team different individuals a profession that can act interdisciplinary and so every common problem to look at is to handle a variety of different angles. The following are the problem solving skills and making decisions and social skills (listening, verbal and nonverbal speech, assertiveness, conflict resolution and the like) (Tudor and Sri Lanka 1998). Teamwork, therefore, represents a form of coordinated activity performed by a deliberately organized group people so the division of labor is based on immediate cooperation and competence different experts, and not in their position in the formal hierarchy (according to Petz, 1992).

We differentiate between two types of teams: an administrative and an entrepreneurial team. Administrative the team is also called bureaucratic and represents a transition from the working group to the team. It's here formal selection of members still exists, authoritarian leadership, non-respectable organizational rules and distribution of jobs by specialized units, but the team open to innovations and gives its members, albeit cautiously, the ability to develop and of learning. The entrepreneurial team aims to develop, members of the problem approach the research and creative, leadership is a liberal and democratic, multi - disciplinary discipline in member organizations, organizational rules are flexible and dynamic, the team is open for the environment and innovation. However, to make the team enterprising, with all this the systematic work of the manager and his associates, members, is required to establish a quality foundation for joint work. Team Building Requires systematic approach in all team development periods: from the concept through decision to the next the first team meeting. Each of the procedures that will take place at the earliest stage later • Irrevocably, positively or negatively, affect the overall work of the team. If it is from the start does not lead to the knowledge required by the team, its size, representation and balance of team and private roles of individuals, differences in team, the desirable characteristics of the membership of the members, their appropriate inclusion in the team tasks, structuring team roles, decreasing the ability to achieve an effective, efficient and pleasant team - efficient team (Tudor & Sri, 1998).

1.2 Factors Affecting Teamwork Efficiency

Organizations are constantly looking for ways to help them compete with the competition complex in new ways of working. Increased dynamics in economic and social Sociological circles have influenced many organizations to analyze work strategies as well there are new ways of improving the quality of work (Ingram et al., 1997). Never before in the history of the work process The team work model was no longer important for functioning successful organizations like today. Research results show that the introduction of teams the organizational structure leads to an increase in efficiency and quality of work (Applebaum and Batt, 1994; Macy and Izumi, 1993; Levine and D 'Andreas-Tyson, 1990; according to West et al., 1998). Hence, there is a great deal of interest in identifying factors that Impact on teamwork efficiency.
What do we mean by the term efficiency? In Business Solution Efficiency is a strategic concept related to the research of profitable potentials in organization. Hofer and Schendal (1986, according to Ingram, 1997) argue that efficiency is important because it represents the determinant of organizational success and refers to satisfaction organizational environment. They start from the fact that efficiency is the degree of connectivity between actual and desired results. Drucker (1974, according to Ingram, 1997) defines efficiency as "the degree to which the desired result is achieved". Blake and Mouton (1964, according to Ingram, 1997) emphasize that organizational efficiency is most prominent when Management at the same time succeeds in orienting both production and people.

There is no single measure to determine the effectiveness of teamwork. According to a model suggested by Schermerhorn (1995, according to Ingram, 1997) can be measured through individual and group results that are the product of the process of formation and internal processes in groups that lead to results. The process of forming the most are influenced by team-building managers, while in-house processes one of the most influential determinants of greater timely efficiency. They belong to them orientation to the common goal, cohesion, communication, decision-making, work tasks and conflict resolution. According to Hackman (1987) and Sundstrom (1990, cf Guzzo and Dickson, 1996) efficiency can be traced through: team results (qualitative or quantitative, speed, customer satisfaction, etc.), through the influence of the group on it or through the ability to make progress in the team's efficiency in the future. A similar definition and Guzzo et al. (1993), which puts a special emphasis on the motivational factor which called the potency, but more about it later.

Sundstrom (1990, according to Draft, 2000) emphasizes the effectiveness of teamwork based on the ultimate result of the work and satisfaction of the team members. The end result is determined through a qualitative and quantitative achievement team defined through teams goals. Satisfaction is based on the team's ability to meet the personal needs of the members and to increase the loyalty of the team. Factors such as types of teams, structure, composition, then homogeneity or team heterogeneity in with respect to age, gender, skills, knowledge and attitudes, influences on internal processes in teams that ultimately determine the satisfaction of the members and the end result.

Employee attitudes and customer perception of service quality have been shown significantly associated with profitability organizations (Schneider, 1990; Jonson, 1996, Rucc et al., 1998; according to Newman, 2001), and according to Campion, Mederser and Higgsu (1993, according to Yancey, 1998) efficiency is defined in terms productivity, employee and client satisfaction, and manager ratings. According to this to authors of the nature of work, the perseverance of members, team composition, organizational context and the processes in the team are linked to the stated efficiency criteria. Teams should have a common goal that members only work together and combine knowledge with capabilities from different areas can be achieved. Each member will also have the opportunity to give your contribution to solving the problem. Feedback on common successes, or failures, knowledge of the common outcome and the rewarding system that evaluates the team, not the individuals in it, encourages motivation for common work. That's important the role has the support of their manager who provides feedback on the results work the whole team. He also encourages communication between teams and so on the development of a competitive spirit within them. Processes in teams such as conflict, developing group norms, cohesion, and belief in the team's efficiency as well have a great impact on the team's efficiency (Yancey, 1998). In accordance with the criteria efficiency mentioned by Champion et al. (1993, according to Yancey, 1998) in this paper

The criteria for testing the team's work efficiency were their manager's estimate financial performance indicators of teams, their self-assessment of efficiency and their customers satisfaction ratings service. In the introductory part, the review is on some of the most important factors influencing the effectiveness of teamwork, which are the size teams, team roles, team development stages, cohesiveness, team standards and potentials.

1.2.1 The size of the team

Since researching the characteristics of small groups in the organizational environment it was found
that the group is most effective when it has 7 members. Teams have the most 3 to 20 members. Increasing the number of members reduces the possibility of interaction and with a mutual influence. We differentiate small teams (2-4) and big teams (12+). Small teams are more comfortable, members ask questions and exchange more experiences. In a little the team is more satisfied with the satisfaction of the members, before the relations are established. are members much more trying to be in good relationships, more difficult informal relationship and having minimum requirements for the manager. Misunderstanding and dissenting opinions arise will be in teams that have more than 12 members. A large number of members favor forming a subgroup and making conflicts easier. It is also characteristic of leaving the team and absenteeism. Poor communication and reduced access to work lead to low satisfaction of members (Draft, 2000). So, small teams from 4 to 12 people are optimum for a quality and efficient teamwork.

1.2.2 The ranks of the team

Many experts have been watching organizations trying to answer why some the teams succeed, and others fail. Studies in this area instruct you to teams work much more efficiently if the correct combination of team roles is present. "The role is a set of exemplary types of behavior attributed to someone who takes the days position in a social unit "(Robbins, 1992, p. 93) It is known that team members they should have adequate skills and ability to do the job. Besides, Torrington (1985, according to Prichard and Stanton, 1999) emphasizes that it is efficient team functioning requires the team to be equally oriented to the task as well as on social emotional behavior of members. There is a need for each team different team roles. A team of people who are different to each other, if they are affected to deal with such a mark, will always give better results than the team they are in all members likewise. The team certainly needs roles that care for the team task, but also the roles which cares about people. Belbin (Belbin 1981, according to Tudor and Sri, 1998) differs 8 team roles: creator, researcher, promoter, coordinator, evaluator, developer, builder and builder of the team. A compelling sum of all team roles is provided by an ideal team, ie a team that It really does have great prospects for success. Everyone hides more traits and tendencies, me where two or three prevail. That is why the composition of only four can be cover all eight roles. Each member, in accordance with their own characteristics and preferences, will be taken in such a case and in several roles (Tudor and Sri, 1998). Although best known, Belbin's questionnaire for established roles in the team is unsuccessful psychometric validity. Also, it is not a fully certified model by which Efficiency depends on the proper timing of these 8 team roles (West et al., 1998).

In addition to the combination of various roles, Guzzo (1996) states that team work efficiency is high positively influences and heterogeneity with respect to the line of personality, sex, attitudes, and attitudes previous experience.

However, these differences also threaten the problems. People are by their nature is closer to those who are similar to them, rather they co-operate with the same people. How to code teams are valid for the versatility of members, interdisciplinarity and diverse, it is big the likelihood of subgroup emergence and misunderstandings and conflicts appear (Tudor et al Sri, 1998). It is therefore important to conclude that efficient teams must have people oriented, as well as those with social-emotional roles. With proper the balance of these types of role team will be successful, and the team members happy (Draft, 2000).

1.2.3 Team development stages

Team development is a dynamic process. Most teams are in constant state change. To make the team as efficient as possible, it must first become a team. Still in 1970 Tuckman is identified the 4 stages through which the team must work to be successful. These are the formation, orientation, growth and the final stage in which the team is developed. Each stage is the same worthwhile, as part of the planned path to team maturity, and only the one in which it is bad is bad the team develops insufficiently or holds too long (Tudor and Sri, 1998).

The first stage of team development is formation. Members are also introduced to each other they are trying to get close, but also for the right place in the group structure, while they are the
leader try to present and explain team goals and try to determine individual work roles in the team. Group cohesion is just in the making. The comrades have determined that the interlocutors in the first team period listen to each other very superficially are lacking in interest in the moods and inner states of their colleagues. Therefore the team it works scattered. The joint work of specialists of various professions has not yet begun.

Different knowledge does not intertwine and no new com- munity is created. Work is not yet effective, and internal team relations are underdeveloped.

The second stage is orientation. After gathering, dating and dating on work together, the group of individuals begins to gradually take on the team's features. Group it is more efficient to work and invest more in yourself. At this stage of the majority trying to engage in joint activities, more care for associates, and so on group connectivity. But most people still feel that the results are severely and slowly.

The first semi-rigging gun appears due to inefficiency. As a result, it will be reported mood swings, frustration and helplessness. Negative reactions can also occur - members of the manager and colleagues. The final group completes the second stage of formation internal hierarchy. Find out who's in the group. Tim enters his second phase with more ambition. Only when the head and members simply decide to consider theirs of the current methods of work and to improve them, a crucial second phase of the team begins work.

The third stage is growing. After a successfully overdue period of working crisis had to lose due to the lack of expected results, by forming a hierarchy, the team is happy and in a harmonious whole. Communication is much more effective and there is a strong cooperation to the members. The team's standards are high, high connectivity and growing use a number of different new skills and methods of work. The working group is undergoing its third phase (normative), trying to complete "agreements" about the roles they belong to, status, norms of behavior. Team Building Begins When Creating Communication And constructive criticisms are primarily given meaning in team atmosphere. Word is about a period in which the methods of teamwork are improved, but also different characteristics.

The fourth stage is the stage of a team developed. Common goals become the most important ones the goals of each thread. The moral team is very high, the members are satisfied, they turn to work because their interrelationships stabilized in the right way. Everyone fills its team role, the individual debts are well-integrated into the team, the work of everyone with each one is harmonized, the whole team is facing a common business goal, The members express themselves with confidence, they are all aware of team strength, everyone is satisfied because his work in the team provides a multitude of ways and opportunities for satisfying both personal and collective need. At this stage, the team is highly efficient with minimum and discrete support Leader (Tudor & Sri, 1998).

These stages describe the processes in the development of each small group and, although highly criticized, the Tuckman model depicted until today (Rot, 1983).

1.2.4 Cohesiveness

Cohesiveness Team cohesion is defined as the cohesiveness of each group so it represents "the complex dimension of the group expressed as the attractiveness of the group of members and their mutual attraction, group connectivity, and disengagement resistance, loyalty and affection of members of the group, goals and ideals of the group "(Petz, 1992).

Cohesion of some authors such as Newcomb (1965) or Cartwright (1968, according to Rot, 1983) they also give an important and central place in explaining the functioning of the group. They emphasize that cohesion is the result of the action of numerous factors and represents The basis for many phenomena important for the functioning of the group. Cartwright (1968) (according to Rot, 1983) distinguishes 4 groups of conditions that are justified to be considered sources cohesiveness. These are

1) motives, ie the motivational basis of the group member;
2) characteristics Groups such as group goals, action, reputation, and others;
3) expectations of members and estimates that this expectation is realized;
4) comparing satisfaction and the benefits that can be gained in the assessment group can benefit from membership in others identical groups. Coach team will regularly be consistent with the way it is experienced by its members. If they are attracted to team work and people in it whether they feel attached to the group and its goals, and if they are experiencing group "with your", the degree of cohesion will be high. If people are in the mood Conversely, we say that cohesion is low and as such disrupts the team's actions and can lead to its collapse (Tudor and Sri, 1998).

The result of team cohesion we can look through morale and team efficiency. It is known that morality is already in highly cohesive teams due to increased communication among members, friendly climate in the team, loyalty to the team and the participation of members in decision making and activities. Hence, high cohesiveness positively affects pleasure and morality team member. As far as efficiency is concerned, research results show that it is cohesive Teams have the potential to be more productive, but the degree of effectiveness depends on more factor (Draft, 2000). In Seashore research (1954, according to Rot, 1982) has been established is that the efficiency of some cohesive groups was significantly less than efficiency nonkoheziv. The explanation finds that in cohesive groups efficiency depend on the standard agreed upon by the members of the group. They can adopt eitherHigh or Low Efficiency Standards and Depends on High or Low Efficiency. The latest finds in Mullen and Copper (1994, by, West and sur., 1998) point toa significant link between team efficiency and cohesion and that direction of influence is good when it comes fromwew conclude on the results of cohesion but when it comes from cohesionwwe conclude the efficiency. Therefore, cohesion does not necessarily lead to greater efficiencythe team, and to bring it, it is necessary to monitor and work on itorientation (Tudor & Sri, 1998).

1.2.5 Conflict

According to Robbins (1974), conflict is antagonistic interaction in which one the stranger tries to block the intentions or goals of the other. Competition for team members, according to some authors, it can have a healthy effect because it gives the energy to the members for to achieve better results. Conflicts within the team can improve decision-making because leading to multiple opinions. Research shows that the level is low conflicts with top management teams associated with bad decisions. Likewise too the conflict is destructive, destroys relationships and interferes with the exchange of information and ideas (Koehler, 1984). According to the Draft (1992) there are several factors that lead to conflict:

- limitation of material for work, undefined team role and work tasks, noise in communication, interpersonal disagreement, differences in power and status of members, and other goals set (according to Draft, 2000). We are watching conflicts from the point of view their impact on team success, we share them with constructive and destructive ones helping work and those who move away from the work and life of the team. Like you already? conflict, conflict helping to see problems from all sides, to explore all the possibilities solutions and eventually apply it better. After a positive solution, one sometimes feels an increase in mutual understanding and openness among the members. They're fixed relationships with us, growing trust and team cohesion. The end result of the positive conflict solutions are to increase team creativity, enhance organizational stability, faster fixing and problem solving, encouraging change instead of stagnation and profiling the identity of a group and an individual. Negative influences of conflict will still be about? more obvious. The appearance of negative emotions - anger, aggression, non-operability, absurdity, dissatisfaction - and overcoming them in team atmosphere soon block any successful action. Characteristic is the rapid decline of group and individual motives, weakening of inner connection, disabling effective communication, lack of willingness to cooperate, animosity growth, dissatisfaction.

Since every conflict arises under special circumstances and on a regular basis reflects the peculiar situation in which the team at a particular time found, even two we must not solve the simplest conflicts by the same pattern and by equal means (Tudor & Sri, 1998). Draft (2000) suggests several techniques for resolving conflicts

I'm in people in teams and in teams. The first is setting up a superior goal There are some other important factors influencing the effectiveness of teamwork As the last feature of a team that
influences its efficiency, we are announcing it the aspect of motivation quoted by Guzzo et al. (1993) in recent group theories efficiency, which is of key importance for understanding the design of this research.

Many of the experts were concerned with the study of human motivation. But no theory did not give a simple answer to the question of how to motivate a team (Tudor and Sri, 1998). Recently, more research into motivation in the group approaches more theoretically rather than empirically. Guzzo et al. (1993, according to Guzzo and Dickson, 1996) introduce the concept of the potency of a group that represents a common belief in efficiency team. The power structure represents, unique, measurable and significant (practical and theoretically), a psychosocial phenomenon that is not contained in existing motivational group-related models. They state the power of this motivational conviction may be a significant predictor of efficiency (Sayies, 1958; Hackman, 1990; Larson et al LaFasto, 1989; according to Guzzo et al., 1993) in service activities and others area? them. Guzzo (1993) defines efficiency as measurable results of group work, the influence the group has on its members and the opportunities that the group has to do well in the future. He cites the potential of the group as one of the most important efficiencies team. Potency is a belief group that can be efficient and describes it through the conviction of members to be able to cope with their abilities (Guzzo et al., 1993). Potential influences feedback on team work results, indoor and outdoor external group factors. The feedback on performance results refers to the criteria evaluation of the workflow (managers' ratings, customer satisfaction, satisfaction other members of the organization working with the team). Internal group factors are linked for knowledge, skills and abilities of members, size groups, fatigue and stress. External factors include the available work material, linking the team's goals with the goal of organization, the influence of the manager and the reputation that the team has in the organization. Guzzo and Champbell (1990, according to Guzzo et al., 1996) indicate that those groups exhibit strong sense of potential their groups are more difficult and more efficient. If teams receive feedback about the results of the joint work and the control of internal and external group factors, levels Team Team Potential can be a good predictor of Teamwork Efficiency (Guzzo i sur., 1993).

2. Object of the Investigation

The growth of organization and the increasing complexity of the organizational structure occurs there is a need to introduce teams in which people work together to achieve the common goal of the organization. There are many reasons for this. One has established connectivity between teamwork and the overall performance of the organization. So, changes in efficiency teams have consequences and changes to a much larger system because when they grow up team efficiency, increase efficiency and the entire organizational system. Therefore in Contemporary organizations see the increased efforts of the executives in creation competent teams, necessary for developing new business solutions, motivating motivation people for the desired work environments and increasing the efficiency of work in general. Accordingly, the purpose of this research was to contribute to the understanding of team work phenomena efficiency, factors that influence it and check some of its measurement methods.

3. Problem of Research

Investigate the differences in work efficiency - four compliant team of Privredna banka u Kosova, based on self-assessment of the team's efficiency and performance measures.

3.1 Hypotheses

Before the survey, at the request of the author, senior team manager rated it each team according to the objective financial measures of the workplace. Criteria for assessment The efficiency of the teams was the benefit the Bank has of the contracts that have been concluded by each individual team. It should be emphasized that it has only been taken as an efficiency measure the value of the individual contracts and the number of clients with whom contracts have been concluded. The
The senior team manager ranked the teams and gave a qualitative description each team with respect to business results. The ranking of teams is shown in Table 1.

**Table 1.** Rank the ranking of teams according to the senior manager score

<table>
<thead>
<tr>
<th>Rank</th>
<th>Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A</td>
</tr>
<tr>
<td>2</td>
<td>B</td>
</tr>
<tr>
<td>3</td>
<td>C</td>
</tr>
<tr>
<td>4</td>
<td>D</td>
</tr>
</tbody>
</table>

These senior team assessments were taken as the basis for the posting the following hypothesis:

1. Teams are differentiated by self-assessments of work efficiency and estimates of their customers about service satisfaction.

The results of earlier research have shown that there is a high correlation between attitudes of employees and their clients (Bowen, Schneider, 1988, 1980, 1985, according to Adist et al., 1996) and is expected to:

2. There is compliance in self-assessment of the work efficiency of team members and satisfaction ratings of their clients' service.

4. **Methodology**

4.1 **Respondents**

Two groups of respondents participated in this study. The first group employees of the Business Services Department of Privredna banka * in Zagreb and the other their clients are grouped.

There are 16 people in the Department of Business Administration who are deployed in four generations team. In each team there are two client relationship managers, one credit analyst and a person in charge of credit administration. Relation Managers clients contact customers and, depending on their requirements, offer products Bank. They formulate a loan proposal that along with the required Documentation on the business of a legal person (enterprise) analyzes credit analysts ar Once it is determined whether the legal entity is creditworthy, the loan is granted or granted the request refuses. If the loan is approved, the person from the credit administration is preparing final, administrative part of the job related to the submission of reports, preparation of contracts etc.

This job in three stages before the team was introduced was performed by one person, most likely client relationship manager and senior managers decide to restructure this sector by introducing team work. Each team should be covered by an expert knowledge for these three levels of work. The City of Prizren is then divided into four parts and it is each team got its part of the city that it covers. This distribution was made to be made it easier for managers to choose clients and to make clearer differences me in teams. All four teams are formed by the same criteria, they have the same individual goals, work in equal conditions, and work experience are valued at the same way. It can be said that members are in line with some basic characteristics (age, sex, education). In this research team we named teams A, B, C and D.

Literature often states that customer satisfaction with the service can be good the predictor of the success of the service activity and as a measure of the work of everybody. Each team took their customers' assessment of service satisfaction. Clients in This research was the people who represent companies and are in contact with to your team's representatives. The condition for completing the questionnaire was to make a person longer

4.2 **Instruments**

4.2.1 **Teamwork Efficiency Questionnaire**

To measure self-assessment of team work efficiency, the Questionnaire was used to analyze the efficiency of team work. This questionnaire was compiled by Bateman, Wilson and Bingham (2002)
to determine the needs of teams working in service activities. The questionnaire in the original version consists of six categories of questions related to the team teams evaluated by team members. The results show the efficiency of each category as well can be used to improve teamwork as well as to compare teams.

The categories in the questionnaire are:

1. Team synergy - sense of belonging shared by team members.
2. A common goal - the existence of clearly defined goals set team and whose execution is constantly monitored.
3. Skills - training of team members, competence in performing their own part of the job and flexibility within the workplace.
4. Use of working material - all work materials, including buildings and equipment, are used to maximize the power of the plug.
5. Innovations - Finding ways to improve productivity and ways work.
6. Quality - degree of familiarity with client needs and standards listening to their satisfaction.

The authors of the questionnaire indicate that when analyzing the internal consistency of the questionnaires reliability ranges from 0.97 to 0.98. Cronbach's alpha coefficient for all estates of the questionnaire is 0.98, which indicates a high internal consistency of response respondents. The sample consisted of 400 participants deployed in 37 teams. All these teams working in service activities related to health care and social care in the Down Lisburn H & SS Trust from Lisburn (UK) and consists of members of various vocabulary (from managers, psychologists, therapists, senior managers, information staff, staff companies, etc.). The research involved only teams that are at least six months old.

Prior to the research itself, a pilot - research was carried out on a group of managers and staff working in the company. Evaluation of pilot studies has shown that it is necessary clearer and more specific use of some terms to ensure the applicability of this questionnaires for teams working in different working conditions.

In this paper, the categories are combined with the common goal and the use of working materials because it was estimated that given the nature of the work carried out by the members of the examination teams of these categories would not be discriminatory. Questions from other categories were translated with the expert translator (APPENDIX 1). In the final version, the questionnaire is questioned consisted of 32 questions, 8 questions in each of the categories. The questionnaire consists of a scale Likert type responses and subjects on scales 1 to 5 indicate the degree concordance or disagreement with a particular statement (1 - I strongly disagree, 5 - very explicit I agree). Claims in the questionnaire were formulated so that the team evaluated the efficiency your team, not personal efficiency. On a sample of 16 respondents of respondents in 4 teamsReliability by Question Categories, expressed as Cronbach's Inner Coefficientconsistency, ranging from 0.77 to 0.87, and for all questionnaires, = 0.876.

4.2.2 Customer satisfaction survey service

The customer satisfaction survey questionnaire was drawn up on the basis of the analysis jobs are team members for all three levels of work and in accordance with the categories Teamwork Questionnaire. The questionnaire consists of 16 questions put together according to predefined categories. The categories are: communication, skills, trust and quality. These categories in the literature are some of the criteria forevaluation of service quality (Peter and Donnelly, 1991, according to Churchill, 1995). And in this questionnaire of the response scale is Likert's type and the respondents give grade estimates stacking with a single statement on a scale of 1 to 5 (from 1 - I strongly disagree with 5 - I strongly agree). Cronbah coefficient of internal consistency by categories The questionnaire applied to 83 clients ranges from 0.511 to 0.776 and for all Questionnaire amounts? = 0.884.

4.3 Procedure

September 2002, the Management Board of the Privredna banka in Kosova approved the
authorship conducting research in the Business Services Department. The research was conducted in October 2002. Team members are divided into questionnaires at the beginning of the worktime and are asked to pause them. The instructions pointed out that it was a test anonymously and you only need to write the name of the team to which they belong. Also, it has been emphasized that the estimates relate to the efficiency of the team they belong to, and not to their personal efficiency. Client statements were collected at the client reception office. After meeting with his manager, the client was asked to fill out the questionnaire in the waiting room. In the note emphasized that the satisfaction of the Service in the Department of Labor was assessed enterprisere has. Clients filled out the questionnaire anonymously and were just supposed to write who are contacted by a person in the Business Services Department.

5. Results and Discontinues

5.1 Examining Teamwork Efficiency

Within the context of the problem we are concerned, what kind of relationship is between us to work efficiency teams based on self-assessment of efficiency and measures of the workmanship.

First of all, we have to look at the team's estimates given by their senior manager, which were used as a basis for the research hypothesis of this paper. From Table 1, it can be seen that the most efficient team on the score of senior manager team B is the second place occupied Team A, Team 3, while Team D is the worst team. How is Team Senior Team evaluated the teams differently according to the quantitative criteria of the job, interesting whether the teams are different from self-assessments of efficiency. The results that were obtained using the Teamwork Efficiency Questionnaire are presented in Arithmetic mean estimates and standard deviations for results in Team Team Efficiency Questionnaire for 4 Teams.

Table 2 and Figure 1.

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team A</td>
<td>4</td>
<td>3.096</td>
<td>0.287</td>
</tr>
<tr>
<td>Team B</td>
<td>4</td>
<td>3.703</td>
<td>0.774</td>
</tr>
<tr>
<td>Team C</td>
<td>4</td>
<td>3.352</td>
<td>0.454</td>
</tr>
<tr>
<td>Team D</td>
<td>4</td>
<td>3.984</td>
<td>0.538</td>
</tr>
</tbody>
</table>

The overall score for each team is shown as the arithmetic mean of the estimate of a particular team. The results are also presented graphically for easier reading of the relationship between the mouse teams.

Table 2 - Arithmetic mean estimates and standard deviations for results in Team Team Efficiency Questionnaire for 4 Teams.
Due to the small number of groups and the small number of respondents in the groups (N = 4), for determining differences between teams was inappropriate to use the Variant Analysis that is most likely to be used when analyzing relationships between groups. In cases where it is like this small N, it is recommended to use non-parametric tests. Adequate replacement for the analysis of variance in non-parametric statistics is the Kruskal-Wallis test. By testing the significance of the difference in the rank of rank, it has been determined that the teams are statistically do not differ significantly in the overall result in the questionnaire ($\chi^2 = 3.473$, df = 3, $p > 0.05$).

As can be seen from Table 2, Figure 1 and Table 3 of the teams' order according to self-assessments of efficiency differ from the ranking of their superior managers. According to the manager's assessment Team B is most effective while Team D is rated as worst. According to self-assessments of teams it is apparent that Team D is evaluated as most efficient, while Team B is only three times self-assessed. Different direction of the manager's rating and self-assessment of efficiency can be attributed to the different aspects that were taken as efficiency measure. A Senior Quality Manager is based only on objective quantitative team performance results, while team members evaluated the effectiveness of the teams related to the characteristics of team work.

There is no difference between the teams in the overall result of the Efficiency Questionnaire Teamwork can be explained through the same aspect of motivation as a team member Guzzo (1993) calls the potency. Champion and associates state that the potency group belief that it can be efficient (according to Yancey, 1998). From the results in the Table 3. It is obvious that the average estimates range from 3.35 to 3.98 on a scale of 1-5, which is shows that members of all teams of teams evaluate their teams as overlapping efficient in all examined aspects. The authors state that the potency is influenced management support, knowledge of past achievements of the team (feedback on results of work), perceptions of members of the knowledge and skills of colleagues. How is it the introduction of teams in this Service has led to many positive changes the Bank's management even closer to the employees themselves, the assumption is that they are the teams had their support. Also, this survey was conducted in October, and The annual report on the work of teams is at the end of the year, so the teams are not they had insight into the final business results and the work of their team was evaluated on the basis subjective business estimates. How Power Is Influenced by Knowledge of the Past achievements can make the results different than the survey was made after reviewing the team's results in the results. Furthermore, all four teams were formed by highly qualified people who have a long-standing experience in working with credit so it is the assumption that the members of the team are perceived to be competent, that is high value the knowledge and skills of other team members.

Continuous work on education and development existing teams are greatly influenced by increasing their efficiency. That is why it is important to recognize the area to which it is more emphasis needs to be placed on team development. Results displayed by questionnaires (synergy, skills, innovation, quality) give insight into functioning of the teams by the mentioned categories and enable interventions on areas are key to improving organizational efficiency. The results are shown

<table>
<thead>
<tr>
<th>Range Team</th>
<th>Average sumrankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 D</td>
<td>10.50</td>
</tr>
<tr>
<td>2 A</td>
<td>9.50</td>
</tr>
<tr>
<td>3 B</td>
<td>9.25</td>
</tr>
<tr>
<td>4 C</td>
<td>4.75</td>
</tr>
</tbody>
</table>

Wilcoxon's test of equivalent pairs tested mixed differences Estimates by N = 16 Classes of Teamwork Efficiency Questionnaire, and not a statistically significant difference between the estimates of team members by categories was found questionnaire. This shows that employees of
the Service Department work with companies that work in the set the teams evaluate all four categories of questionnaires equally. How mediocre the estimates for each of the overproduction categories (as can be seen in Table 4) it can be said that team members highly evaluate the efficiency for each of the categories Teamwork Teamwork Questionnaire. Further, we were interested in how the relationship between teams was by category questionnaire. Results of basic statistical parameters for each team by category of the questionnaires are presented in Table 5 and in Figure 2.

<table>
<thead>
<tr>
<th>Category</th>
<th>Synergy</th>
<th>Skills</th>
<th>Innovation</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team</td>
<td>N</td>
<td>M</td>
<td>SD</td>
<td>M</td>
</tr>
<tr>
<td>A</td>
<td>4</td>
<td>4.063</td>
<td>0.564</td>
<td>3.969</td>
</tr>
<tr>
<td>B</td>
<td>4</td>
<td>4.094</td>
<td>0.695</td>
<td>3.344</td>
</tr>
<tr>
<td>C</td>
<td>4</td>
<td>3.656</td>
<td>0.563</td>
<td>3.156</td>
</tr>
<tr>
<td>D</td>
<td>4</td>
<td>3.696</td>
<td>0.695</td>
<td>4.750</td>
</tr>
</tbody>
</table>

View self-assessment of Teamwork Efficiency for Four Teams by question categories

Hence, these results show that the teams do not differ statistically by category of questionnaire, but from the results presented in Tables 5 and 6 and in Figure 2. we see that Team C in all question categories had the lowest score. If it does Let's look at both Figure 1 and Table 2. We can see that according to the overall result the team has lowest result by self-assessments. How is the statistical analysis of the obtained results?

<table>
<thead>
<tr>
<th>Category</th>
<th>Team</th>
<th>Average sum rankings</th>
<th>X^2</th>
<th>df</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sinergy</td>
<td>B</td>
<td>10.38</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A</td>
<td></td>
<td>9.13</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td></td>
<td>8.75</td>
<td>2.062</td>
<td>3</td>
<td>0.560</td>
</tr>
<tr>
<td>C</td>
<td></td>
<td>5.75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skills</td>
<td>A</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td></td>
<td>9.63</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td></td>
<td>8.25</td>
<td>5.843</td>
<td>3</td>
<td>0.120</td>
</tr>
<tr>
<td>C</td>
<td></td>
<td>4.13</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovation</td>
<td>D</td>
<td>11.13</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td></td>
<td>8.75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A</td>
<td></td>
<td>8</td>
<td>2.300</td>
<td>3</td>
<td>0.512</td>
</tr>
<tr>
<td>C</td>
<td></td>
<td>6.13</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality</td>
<td>D</td>
<td>12.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A</td>
<td></td>
<td>8.38</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td></td>
<td>7.75</td>
<td>4.669</td>
<td>3</td>
<td>0.189</td>
</tr>
<tr>
<td>C</td>
<td></td>
<td>5.38</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Showed that teams can not be distinguished, it is not justified to make conclusions about it that Team C is the worst of these teams, but we can see the trend of the results obtained which suggests that perhaps more attention could be paid to monitoring the work and processes in team C.

The results of this questionnaire can be used by team managers as valuable feedback from team members about processes in a team that is sometimes due to scale jobs are put in another plan. Also, using this questionnaire members of the team had an opportunity to analyze your current functioning and eventually identify the domain which should be done more.

5.2 Customer Satisfaction Testing Service.

As a measure of the efficiency of team work in this paper, the client ‘s estimate was taken -satisfaction with the service they receive from a particular team and we were curious about where they were relationship teams with regard to their clients’ estimates. By simple analysis variants tested differences in overall client evaluation score and were not found -statistically significant difference between teams according to client estimates (F = 2.424, df = 3/79, p > 0.05). Table 7 and Figure 3 show the results obtained. Table 7. - Overview of basic statistical customer evaluation parameters on the Questionnaire

<table>
<thead>
<tr>
<th>TEAM</th>
<th>N</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEAM A</td>
<td>43</td>
<td>4.312</td>
<td>0.394</td>
</tr>
<tr>
<td>TEAM B</td>
<td>23</td>
<td>3.991</td>
<td>0.589</td>
</tr>
<tr>
<td>TEAM C</td>
<td>17</td>
<td>3.094</td>
<td>0.627</td>
</tr>
<tr>
<td>TEAM D</td>
<td>24</td>
<td>4.198</td>
<td>0.967</td>
</tr>
</tbody>
</table>

Thus, statistical analysis of results has shown that teams do not differ statistically notably by self-assessments, but not by customer reviews. However, they are analyzing graphs (Figure 1, Figure 3) and Tables 2 and 7 can be seen in this the questionnaire team C has the worst result, team A and team D have high scores while team B takes the third place. Though Team A has a self-assessment score of 0.08 lower than the team’s score D, while at client estimate A has the highest score, there is a similar trend the relationship between team results. This trend of results is consistent with the findings in where the same is true of the perception of employees coincides with the real perception of quality of service by their clients (Newman, 2001). In research related to banking services it was established that there is a high correlation between employee attitudes and their clients (Bowen, Schneider, 1988, 1980, 1985; according to Adist et al., 1996). From Table 7 it is seen that The service satisfaction estimates ranged from 3.094 to 4.312 (on a scale of 1 to 5) which shows that clients are generally satisfied with the service. How are the members of the team Assessing your team’s work very efficiently, we can conclude that they are in this case Employee attitudes are consistent with the perception of their clients’ services. It signals it the conclusion that team clients in the Sector of Business recognize the efforts of team members for by providing quality services.
Results displayed by categories of Service Satisfaction Quiz (skills, communication, trust, and quality) provide an insight into what aspects of the service you are providing are received from a particular team, clients are more or less satisfied with the Service enterprise has. They are shown in Table 8.

<table>
<thead>
<tr>
<th>Category</th>
<th>Skills</th>
<th>Communication</th>
<th>Credence</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team</td>
<td>N</td>
<td>M</td>
<td>M</td>
<td>M</td>
</tr>
<tr>
<td>A</td>
<td>19</td>
<td>4.445</td>
<td>4.513</td>
<td>3.961</td>
</tr>
<tr>
<td></td>
<td>0.445</td>
<td>0.460</td>
<td>0.522</td>
<td>0.486</td>
</tr>
<tr>
<td>B</td>
<td>23</td>
<td>4.010</td>
<td>4.152</td>
<td>3.761</td>
</tr>
<tr>
<td></td>
<td>0.759</td>
<td>0.730</td>
<td>0.596</td>
<td>0.660</td>
</tr>
<tr>
<td>C</td>
<td>17</td>
<td>3.397</td>
<td>3.794</td>
<td>3.735</td>
</tr>
<tr>
<td></td>
<td>0.749</td>
<td>0.686</td>
<td>0.693</td>
<td>0.606</td>
</tr>
<tr>
<td>D</td>
<td>24</td>
<td>4.260</td>
<td>4.322</td>
<td>3.896</td>
</tr>
<tr>
<td></td>
<td>0.597</td>
<td>0.583</td>
<td>0.466</td>
<td>0.613</td>
</tr>
<tr>
<td>TOT</td>
<td>83</td>
<td>4.175</td>
<td>4.211</td>
<td>3.840</td>
</tr>
<tr>
<td></td>
<td>0.666</td>
<td>0.662</td>
<td>0.564</td>
<td>0.602</td>
</tr>
</tbody>
</table>

5.3 Final Considerations

More and more, the importance of systematic analysis has become increasingly apparent lately trained and educated employees in the skills and knowledge needed to make the most effective the way it works. For this reason, many companies are introducing ongoing training that is meaningful they increase employee satisfaction, and thus their effectiveness. Training staff combined with corresponding changes in attitudes increases self-esteem company staff, increase their membership of the organization and improve their knowledge and skills skills. Likewise, it ensures the shared sharing of knowledge and experience, it helps the same level of professionalism and the achievement of a high level of organizational culture.

Also, in the organizations involved in monitoring service activities Customer Satisfaction is a great way to determine the quality of the service you are doing the organization provides in relation to its clients' expectations. That way they get information that can be used as a means to determine how to improve processes in the organization, as a means of motivating workers and as a means controls for performance evaluation.

The results of the questionnaires used in this research may be helpful in returning Information to managers about some of the most labor-efficient aspects are put in another plan, and the emphasis is placed on quantitative monitoring performance indicators. If we compare rankings of teams ranked, ranked by senior manager according to the quantitative criterion of work efficiency, we see that he is not in consistent with the results obtained by examining other aspects of operational efficiency. How is it efficiency defined in terms of productivity, satisfaction of workers and clients and rating of managers, it is recommended to follow all of these criteria in order to get what more complete picture of worker's work efficiency.

Finally, it is important to emphasize the importance of co-operation between managers and organizational psychologists in the identification of problems and factors that affect the efficiency of team work. For unlike class working groups, teams "require" work on ongoing education of members, the development of potential members, maximum use of the full range of their knowledge and skills, developing creativity and, ultimately, critical approach to teamwork and processes in him. Knowledge of organizational psychologists (theoretical and methodological) and possibilities managers to apply this knowledge are the best way to contribute to understanding the phenomenon of the team's mode of operation and thus improves the efficiency of the whole organisations.

6. Criteria Affect the Implemented Research

The limitations of this research arise from the characteristics of the questionnaires used customer satisfaction and the time period in which the survey was conducted.

The first limitation is related to the Customer Satisfaction Questionnaire that is the author the same formed and there are no data to compare the results obtained. How is it the questionnaire used for the first time in this research is re-applied to validate this questionnaire and examine its content, criterion and constructive validity. It is also necessary to combine the direction of the claim because it is all claims in the questionnaire positively directed, which leads to the respondents
clients) are more satisfying than in the case when questions are asked in the same way ratio - satisfaction / dissatisfaction.

The authors of Teamwork Efficiency Questionnaires constructed a questionnaire for purpose recognizing the needs of team members working in their organization and work on their improvement. The article in which the questionnaire is attached is not theoretical the model on which a questionnaire was prepared, so it was decided before applying the questionnaire in this to explore two categories of questionnaire (common goal and use of the job) material. These two categories were excluded because it was considered, based on work analysis places, it would be non-discriminatory, ie, that these four teams do not differ by that categories. After studying literature related to team effectiveness checks the work has shown that the results in these two categories are useful information in the analysis team work efficiency. In APPENDIX 2 there is a translation of the original version of the questionnaire and it is recommended that future research be included in these two categories analysis.

Given that self-assessment of teamwork efficiency is reversed information managers and clients, the assumption is that the examination is self-assessment should be done once the team members receive annual business reports. Insight the objective indicators of the work force would have influenced the more criticality of team members when analyzing teamwork.

7. Conclusion

By analyzing the work efficiency of the compliant teams of the Service Department the companies of the Privredna banka in Zagreb found that the teams did not differ statistically significant in the overall outcome of the Teamwork Efficiency Questionnaire (\( \chi^2 = 3.473, df = 3, p > 0.05 \)) as well as by categories of questionnaire (\( \chi^2 \) synergy = 2.062, \( df = 3, p < 0.05 \); \( \chi^2 \) skills = 5.843, \( df = 3, p > 0.05 \); \( \chi^2 \) innovation = 2.300, \( df = 3, p > 0.05 \); \( \chi^2 \) quality = 4.669, \( df = 3, p > 0.05 \)) and there is no confirmed hypothesis that teams will differ in self-assessments. According to the overall result self-assessment is seen to be average the ratings of the members of each team ranged from 3.35 to 3.98, which indicates that the members of the team are their teams are evaluated more efficiently.

As a measure of the work of these teams, the evaluation of their clients was taken about the satisfaction of the service they receive from a particular team. Determined difference between the two to the teams according to the overall result of service satisfaction estimates did not show statistically significant (\( F = 2.424, df = 3/79, p > 0.05 \)), so no hypothesis that Teams will differentiate according to their clients' estimates. Estimates of individual clients Teams ranging from 3.094 to 4.312 show a high level of satisfaction with the service earned by teams in Privredna banka, and hence high work efficiency evaluated teams. Teams are equally evaluated by their clients and by categories of customer satisfaction survey questions. It is determined that the clients statistically significant lower ratings are given in the "trust" questionnaire category relative to other categories of questionnaire.

Based on the results of previous research, it was thought to be self-assessment The team's work efficiency will be consistent with service satisfaction estimates of their clients, which partially and confirmed. The statistical analysis of the results showed is that teams statistically do not differ by self-assessments of work efficiency as well as their clients' estimates (which were taken as a measure of their work) efficiency), but comparing Figure 1 and Figure 3 there is a similar trend in the relationship between the mouse team results so that team C in both questionnaires has the lowest score, while teams A and D they have high scores both in self-assessment and in customer evaluation. This is considered it is justified to confirm the hypothesis that there will be conformity self-assessment work teams' effectiveness and the evaluation of their clients.

References


Tudor, G. and Sri, V. (1998): Manager and winning team. MEP Consult i Croman, Zagreb
The Geo-economic Gravity Systems as a Tool for the Analysis of Socio-Economic Polarization in a Society. Country Case Study and Geographic Information Modelling Explain Long-term Transformation Potential towards Increased Regional Attractiveness and Efficiency

John Karkazis
Prof., Dean of Business School,
University of the Aegean, Chios, Greece

Georgios C. Baltos
Ph.D.(c) of Business School,
University of the Aegean, Chios, Greece

Abstract

In this paper the concept of the “Geo-Economic Gravity System” will be discussed as a methodological tool in regard with the key issue of “regional efficiency”, as well as a modeling tool in the effort to face relevant socio-economic problems. As a case study, the fierce opposition between oriental and western-oriented political powers, other words neo-ottomans versus kemalists in the Turkish society, is being respectively examined. The Geo-economic Gravity Systems explain the socio-economic rifts, heading back to the 90’s and demonstrating the multiple and prevailing societal polarization. On its second part, however, this study exhibits that, in the aftermat of the R.T. Erdogan’s governments, despite that the political dichotomy lines remain, at least the severe economic disparities have been smoothed due to policies, incentives and infrastructure investments accomplished. The analysis of Turkey’s internal geo-economic trends offers notable insight into the mechanism controlling in general the regional socio-economic attractiveness and efficiency. Consequently, such an analysis can remarkably contribute in the research of the spatial dimension as a catalyst for emerging development opportunities in any country.

Keywords: Regional Efficiency, Geo-Economic Models, Turkey, Social Polarization

1. Introduction

In line with the dynamic changes in the Middle East, mainly concerning the Syrian civil war, an overwhelming round of debates have emerged among the international think tanks involving the majority of neighboring countries and stakeholders in the region. Especially for Turkey, such a discussion frequently results in geopolitical approaches and interpretations that are based on the long lasting and fiercely opposition between oriental and western-oriented political powers, “Anatolian” mentality versus military control, “neo-ottomans” versus “kemalists”, etc. The rifts of the Turkish society are also combined with socio-political traditions of excessive and unlimited respect to the state powers along with a tendency for worshipping the powerful and charismatic leaders. The analysis\(^1\) draws data from the latest decades of the Turkish politics arena, comparing the long-last kemalist dominance to the political Islam version of the currently governing party AKP (Karkazis, Baltos & Vidakis 2017).

On one hand, the gaps among socio-political groups of citizens not only remain but deepen, against what was ambitiously expected in the early 2000’s, that an Islamic party could unify the nation by spreading the liberalism that was missing for decades on the Turkish political stage (Sajjad and Javaid 2016). It is true that the society is being transformed, the politico-economic

\(^1\) This paper elaborates and updates on the results of multiple applications of the Geographic Information System: Ptolemeos III, supported by Constantine Porphyrogenetus International Association (Karkazis 2012).
gravity centers have been re-positioned on the map of ideologies and interests served, but numerous researchers claim that the shift heads to the wrong direction. On the other hand, however, this study exhibits that, in the aftermath of the R.T. Erdogan’s governments, despite that the political dichotomy lines remain, at least the severe economic disparities have been smoothed due to specific policies, incentives and infrastructure investments accomplished (Ferguson 2017).

A limitation of this research is that it covers and verifies the successful economic outcome over a long period of AKP governments but does not enter into the threats of destabilization that current developments imply. Both the research question and the added value achieved emphasize on the significant opportunities created, deployed and implemented in the economic environment. The leverage of the opportunities in discussion requires relevant policies, practices, structural reforms and investments (Stellakou and Karkazis 1992). In this context, the analysis of Turkey’s socio-economic profile and its internal geo-economic trends could offer valuable insight into the discussions about the mechanisms controlling in general the regional socio-economic attractiveness, i.e. the “regional efficiency”. Such a study may greatly contribute in the analysis of the spatial characteristics of any hidden growth potential in developing countries.

In particular, the “Geo-Economic Gravity System” is being applied in order to interpret the key application of “regional efficiency” in the Turkish political environment over the latest decades (Karkazis 2012). The following analysis briefly presents selected regional efficiency models, the “Economic Gravity System”, the regional socio-economic profile of Turkey along with its Geo-Economic Gravity Systems.

2. The Methodology of Regional Efficiency Models

At the background of the policies in discussion the main driver is no other but the enhancement of a state’ administrative units, provincial, regional or national, to deploy capabilities in terms of infrastructure, human and natural resources towards socio-economic sustainability and growth.

The geographic position of regions and provinces, among other factors, determines comparative advantages that might have not been fully or merely exploited; in this context, for example, any new infrastructure may boost regional growth. Modeling such “efficient regions” is a very difficult process, usually based on the systemic and/or the cost approach.

2.1 The systemic approach

That includes “Frontier analysis models (see Fig. 1) and Regional image attractiveness models” (Karkazis 2012).

![Fig. 1. Frontier analysis models (Karkazis 2012)](image-url)

The regional efficiency is generally perceived as the best exploitation of available resources in order to produce socio-economic growth. For instance, Karkazis and Thanassoulis (Karkazis and Thanassoulis 1998) assessed the effectiveness of regional development policies in Northern Greece using the specialized linear programming-based method Data Envelopment Analysis (DEA), whereas they concluded in the following systemic structure, as it appears at Fig. 2 below:
Additional sources concerning an introduction to DEA can be found in R.W. Eglese (Eglese and Hendry 1990) and A. Charnes (Charnes et al. 1997). A. Athanassopoulos and J. Karkazis (Athanassopoulos and Karkazis 1997) also further discussed the concept of “Systemic Duality” in regard with regional growth. The application, for instance, of the DEA methodology, especially for Turkey in the 1990’s, produced a categorization of the provinces in the four groups of the Table 1 below:

### Table 1. Categorization of the Turkish provinces with DEA methodology (Anemodouras et al.)

<table>
<thead>
<tr>
<th>Model provinces (maximum grade)</th>
<th>Kocaeli and Zonguldak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly efficient</td>
<td>Istanbul, Kırklareli, Sakarya, Canakkale, İzmir, Manisa, Muğla and Aydin</td>
</tr>
<tr>
<td>Moderately efficient</td>
<td>Balıkesir, Kütahya, Usak, Denizli, Bursa, Karaman, Icel, Adana, Osmaniye, Kahraman-Maras, Bolu, Ankara, Nevşehir and Antalya</td>
</tr>
<tr>
<td>Highly inefficient</td>
<td>The majority of the Eastern Region and the Black Sea Region provinces</td>
</tr>
</tbody>
</table>

Regional image attractiveness models, on the other hand, focus on the socio-economic profile of a region, and primarily on its attractiveness in terms of sourcing capital and labor. V. Stellakou and J. Karkazis (Stellakou and Karkazis 1992) evaluated the long-term viability of infrastructure investments in the North Aegean Region, while V. Angelis and C. Dimaki (Angelis and Dimaki 1998) analyzed further the trends of selected areas’ images.

On the same subject, L. Hunter and L. Reid (Hunter and Reid 1968) and P. M. Townroe (Townroe 1979) added value and insightful research.

### 2.2 The cost approach

In the cost approach certain areas are capable of attracting supply, transportation and construction center facilities at a level that characterizes them as “Geo-Economic Gravity Areas” and “Geo-Economic Gravity Centers” respectively (Karkazis 2007).
3. The Generic Form of a Geo-economic Gravity Model

In general, the n-Facilities Location Problem regards “the location of n non-competing supply facilities in a geographical area that will fully cover the demand for services (public sector or social type facilities) or commodities (private sector or economic type facilities) of a system of demand poles at a minimum, fixed and transport, cost” (Karkazis and Boffey 1981). The term “demand pole” plays basic role in this modeling process, as it is presented at the Fig. 3 above (Townroe 1979). The demand poles of an area are spatially represented by a “central” point, for example the capital of the province, region or state (Boffey and Karkazis 1984). The demand of regions/provinces can be represented by summary measures like population, GDP, imports, etc. (Weiszfeld 1937).

4. The Regional Socio-economic Profile of Turkey

According to the Turkey’s territorial units of reference eighty one administrative units called provinces were taken into account. The source of the data presented is the State Institute of Statistics, then Turkish Statistical Institute. In order to configure the respective geo-economic gravity systems of the country it is helpful to present the research results categorized as social, economic and industrial.

4.1 The Social Gravity System of Turkey

With regard to the period 1990-2001, Ankara was the simple Social Gravity Center of Turkey, exhibiting minor westward movement (see maps 1, 2 and 3). The following mapping depictions were based on data regarding the population of the provinces of Turkey in 1990 (thousands of inhabitants), as well as the population of the provinces of Turkey in 2001.

![MAP 1: The simple Social and Economic Gravity Centers in 2001 and the simple Industrial Gravity Center of Turkey in 1993](image1)

![MAP 2: The dual Social Gravity System of Turkey](image2)

![MAP 3: The triple Social Gravity System of Turkey](image3)

Fig. 5. The dual and triple Social Gravity Systems (Karkazis 2012)

4.2 The Economic Gravity System of Turkey

With regard to the period 1990-2001, Eskisehir province was the simple Economic Gravity Center, exhibiting minor westward movement (see maps 4 and 5). The following mapping depictions were based on data regarding the GDP of the provinces of Turkey in 1990 (billions of Turkish Lira), as well as the GDP of the provinces of Turkey in 2001.
4.3 The Industrial Gravity System of Turkey

In 1993, Kocaeli province was the simple Industrial Gravity Center of Turkey, exhibiting minor westward movement (see maps 6 and 7). The following Mapping depictions were based on data regarding the Manufacturing Value Added of the provinces of Turkey in 1993 (billions Turkish Lira).

5. Updated Case Study & Statistical Review

In the context of a brief case study, this study also examined the roads network construction at a regional level, but over a sequence of a dozen of years divided to the two “competing” kemalist and post-kemalist political regimes. Relevant data were taken from the Organization for Economic Co-operation and Development (OECD) (OECD 2017). Regions editions, United Nations Development Programme (UNDP 2016) (Human Development Index) and Turkish Statistical Institute were also helpful for comprehending the constructions development (Turkish Statistical Institute 2017). This pilot experiment underlines the contribution of the regions to the economic progress, taking into account the elections’ results per region as well as the distribution of the resources available to several regions according to their political identity and elections’ preferences (Oguz and Pinarcioğlu 2006). The roads network is an indicator characteristically underlining the regional disparities, reflecting in parallel institutional changes among developing regions (OECD, 2011).

In order to find out if there were any significant changes over time and whether they were different according to the political regime changes, mixed linear models were employed. Therefore, the regression equation included terms for political regime and time. Adjusted regression coefficients ($\beta$) with standard errors (SE) were computed from the results of the mixed models. These models are particularly useful in longitudinal studies where repeated measurements are
made on the same statistical units (Ciddi 2009). The length of the roads network was the dependent variable that was measured annually from 1995 to 2012. Interactions of the political regime and time were tested in order to investigate if the effect of the political regime on dependent variables was different or consistent over time. All reported p values were two-tailed. Statistical significance was set at \( p<0.05 \); analyses were conducted using STATA statistical software (version 9.0) (Karkazis, Baltos and Balodis 2018). Fig. 8 below presents the results in brief.

Fig. 8. Linear prediction on the provincial roads network length over the period 1995-2012 for Islamic vs Kemalist political regimes.

6. Conclusions and Policy Implications

Given the average EU statistics, Turkey demonstrated for many decades a high level of regional disparities. These were mainly identified at the provinces of Eastern and Southeast regions along with some provinces at the Black Sea Region provinces. The disparities in discussion are reflected in multiple socio-economic distortions and administrative deficiencies (Karkazis 2012). Over the latest years, however, Turkey has introduced long-term investments in order to meet the weaknesses of certain gravity centers, like the Southeast Anatolia Project, the so-called GAP, and a legal framework stimulating the employment and investments environment (see the famous Law 4325/1998) (Betcherman, Daysal, and Pagés 2010).

Istanbul and Izmir were definitely the major traditional poles in terms of socio-economic progress. Ankara followed third, growing up in parallel with the establishment of the Turkish State in the 20th century. Especially during the latest thirty years, the analysis highlights a fourth pole emerged in the province of Adana at the southeastern Turkey. The developing characteristics are concentrated on those four poles, which maintain an attractive socio-economic profile, while the rest of the surrounding provinces were exhibiting less attractivity.

During the so called Kemalist period plenty of provinces were functioning as outliers, initially lacking the infrastructure and the socio-economic profile needed for their transformation to development poles. After the pivotal year of 2002, however, many centers like Malatya exploited their strong geo-economic advantages as well as the necessary capability to act as the “Development Gate to the Eastern and Southeast Regions”.

The geographically peripheral position of the identified above three Gravity Centers, where all three of them were lying to the west and significantly away of the geographical center of the country is briefly titled as a general “dual Geo-Economic Gravity System” (Karkazis 1999). Two areas appear to be accordingly advantageous:

- Bursa-Istanbul-Kocaeli triangle, i.e. the western center for all (social, economic and industrial) dual Gravity Systems examined and
- Kayseri-Malatya-Adana triangle, i.e. the eastern center for all (social, economic and industrial) dual Gravity Systems examined (Karkazis 2012).

The strategic changes of Turkish society due to the impetus for reforms and revival of the so-called neo-ottoman characteristics is being projected as the appearance of a general triple Geo-
Economic Gravity System versus the prevailing in the past dual one. The sectoral improvements accomplished were mainly associated with distribution (supply) activities, huge constructions and financial leverages exhibiting business incentives, state aid and business-friendly consensus in the local societies. The areas having the necessary advantages to accommodate, as they actually did, such centers were:

- Istanbul province, i.e. the northwestern center for all triple Gravity Systems examined,
- Izmir-Denizli-Usak triangle, i.e. the southwestern center for all triple Gravity Systems examined and
- last but not least the new pole which was mentioned above as the “Gate to the East”, i.e. the Kaiseri-Malatya-Adana triangle as the eastern center for all triple Gravity Systems examined (Karkazis 2012).

References


The Creation and the Function of Popular Assembly in Constitution of 1950

Ph.D. Irvin Faniko
Scientific Research Center,
Academy of Police

Abstract

Because of the emigration phenomenon, from the '90s of the last century, the small country of Balkans, Albania, is under scrutiny of public opinion. Students of University in the early '90s start the protest which in a few months brought down the Communist regime of Ramiz Alia. To understand better and fully the institutional system of Albania, it is necessary to analyze the legal way of historical evolution, especially in light of the importance of juridical institutions which covers the actual structure of the Constitution. Specially we need to have in mind the evolution of the historical constitutional of this country, to understand the new democratic challenges of the actual political life.

Keywords: assembly, parlament, evolution, structure

1. Historic Moments of the Socialist Constitution Birth in 1950

With this paper, we will analyze the Constitution of the Popular Republic of 1950 in Albania, and especially the birth of juridical history.

This Constitution of 1950, started the socialist era in Albania, and for this socialist historical moment the next one was in 1976, when the Republic changed the nomination in Socialist Popular Republic. The similarity of them is the state sovr anity, which derives from the Popular Assembly. In that time it was the supreme institution of the state. But there are some changes and they are connected with the integration of the communist ideology which started the elimination of human rights and in the other side there was the consolidation of the Popular assembly and also the head of the communist party.

In the first constitution, it was only determined the government form, which was temporary with the aim of liberating the state from any foreign invasion.

In 8 November 1941, was created the communist party of Albania and Hoxha was elected the one of the seven members of the Temporary Central Committee.

Albanian’s people, supported by the invasion of Italians to Greece and later from invasion of Germany to Brss and from the fact that the fascist did not change the economic situation in that period decided to not capitulate without a war.

With the coming of the fascism, the poverty was increased despite the reduction in unemployment and because the fascist government favored the feudal class in the country. In 16 September 1942 was the Peza Conference, in continuous victories against fascism army. In this conference participate all the political branches of the country like the Communist Party, and Balli Kombetar etc. In this Conference they decided that the people's organization was nominated The Antifascist National Liberation Council, composed by a popular army and where later also participated in Italian soldiers.

The National Union Council was the supreme institution of the movement. The first official act was the liberation of the city of Skrapar.

In the first national conference, which was held in March 1943, Hoxha was officially elected General Secretary of the Communist Party.

1 Soviet Union
2 In may 1944 the antifascist congress of Përmet has nominated Hoxha the President of Antifascist National Liberation Committee.
To direct Albania on the road to the Socialist Hoxha, thanks to the National Liberation Army, started a new face of battles.

2. The Creation of the People's Republic of 1946

Albania was declared People's Republic in March 1946 by the Constitutional Assembly, which also named Hoxha Prime Minister.

Happened in this historical period the declaration of the People's Republic of Albania, the confiscation of the invasions and the country's collaborators properties. The second empire of the Constitution declared Albania as the People's Republic: "The State of Labor and the Farmers".

The Constitution of the People's Republic was formulated in 1946 and was approved after four years in 4 July 1950 in Tirana.

The communist ideology begins to show in the first amendment especially in the third and fourth amendment, which declares against the fascist and give the sovranity to the labors.

In the third amendment that determines the rules of the People's Council, we can clearly see that the role of the dictatorship of the proletariat, formed from 'city labors and the farmers'. The People's Council is the structure of the proletarian state.

In fact, the People's Council was born before the people's organizations of the war against fascism, and were transformed as organizational group into proletarian sovereignty, and later with the end of the war and the revolution were changed into state organizations.

3. The Rule of the Popular Assembly in 1950 Constitution

Taking example from the structure of the political institutional chinese state, more from the soviet federation, the institution of the assembly, is chosen from the Albanian Democratic Front lists. This was only the organization of the Labor Party of Albania as a super partes institution and stands at the top of the state structure of the pyramid and decides for every problem in the political life of the country as the highest organs of the state which represent the popular sovereignty, as was determined in article 41 of the Constitution. The Article 44 decides that: "The Popular Assembly is chosen from all peoples in the electoral zones in proportion to one member of the parliament to ten thousand people". For most of all in the first people's assembly from 121 members of the parliament, three of the members were women's.

The equal between men's and women's was shown in the article 17 first chapter of the Constitution, where is said: 'the women are equal to the man in any aspect of private, political and social life'.

The members of the Assembly had the parliament immunity and their mandate was for four years. The assembly was gathered in to two full sections in a year.

At the head of the popular assembly was the Presidium which had the duty of coordinating the people's assembly and the function of the Constitutional Court, and this last one was not determined by the Constitution. The institution of the Presidium was formed by the President, three vice presidents, one secretary and ten members (Article 57).

These duties were not fixed, but renewed in any of the People's Assemblies (Article 59) but their decision over the legitimacy of the constitutional law, as for Article 58 of the Constitution, had to be approved by People assembly which had approved the law by themselves.

---


4 Article 3 of the Constitution: “The political base of the Peoples republic of Albania are the peoples council created in the natal liberatin war against the fascism with reaction and determination for the historic victory of this war and along the born the socialist classes”.

5 Article 4 of the Constitution: “The sovrantiy in People republic of Albania is given to all the labours of the city and the country, representet by the people’s councils”.


7 See Biagini A., op. cit., p. 139.
4. Conclusions

Albania had a troubled history and it has moved from the status of the Ottoman Empire, which has ended in 1912, until the total isolation of Hoxha communist regime. This isolated character along with the ignorant highlands typology of the country along with the early character of the autochthon population, has made Albania as one continues isolated country. One country between the borders that has created lots of curiosity in the scientific community, so also different types of anthropology's studies.

Has been missing in particular organic studies on the constitutional right, and because lately has been proves against it.

References

Astrit, A, Në ditët e Shtetit pa pushtet (Publishing House Dardania, Tirana 1998)
Marx, K and Engels, F, Manifesto del partito comunista (London 1848)
Motta, G, I turchi, il Mediterraneo e l’Europa (Milano 1998)
Omari, L and Luarasi, A, Historia e shtetit dhe e së drejtës në Shqipëri (Publishing House Luarasi, Tirana 2001)
Onida, V, La Costituzione (Publishing House Il Mulino, Bologna 2007)
Legal Aspects Regarding Human Rights of Albanian Minorities

Jeton Xhaferi
PhD Candidate,
Albanian Defense Academy

Abstract

Albania, being one of the ancient countries in Europe, is characterized by different minorities it sheltered along history. Everyone that felt in danger in its own country would find Albania the perfect welcoming country to live in. It is not just the warm welcome that they received in Albania, they also experienced great tolerance. Such tolerance is noted by many researchers as it consists in religious beliefs, respect, political attitudes and respecting other cultures and traditions. It can be stated that it is rare to find a country that lives in harmony with the minorities. Despite the tolerance, the life of minorities in Albania wasn’t that easy concerning the legal terms. For a certain period of time some minorities weren’t recognized such as Bulgarian and Jews minorities. Roma and Egyptian community is considered one of the most problematic minorities whose rights are not very well protected. They are faced with racial discrimination, poverty and as a consequence they are not integrated in the Albanian society. This paper will provide the main legal framework that protects the minorities in Albania. It will also analyze the human rights of minorities in Albania. Where are the minorities situated and living in Albania and do the Albanian laws protect the minorities in Albania? What is the role that such minorities have in Albanian society? The minorities in Albania consist in Greek minorities, Macedonian and Montenegrin minorities, Roma and Aromenian minorities.

Keywords: minorities, human rights, laws, respect, tolerance

1. Introduction

What is considered as an ethnic minority? According to Oxford dictionary “Ethnic minority is considered a group within a community which has different national or cultural traditions from the main population”. According to Institute of Statistics, Albania in January 2018 has a population of 2,870,324 inhabitants. As a result of the tolerance shown by the main population, i.e. Albanians, some minorities integrated into the society and the traditions got interrelated. Nowadays it isn’t easy to distinguish a native Albanian from a minority. It is just the language, traditions and customs of the country such minority come from that make the difference. Still it is their right to be provided with the proper legal basis that protect their interests, traditions as well as from discrimination.

There are three recognized national minorities (Greek, Macedonian and Serbian-Montenegrin) and two ethno-linguistic minorities (Aromanian and Roma) in Albania. There are also other Albanian minorities like the Bulgarians and Jews. The Greek government estimates 300,000 Greeks in the country, while the Albanian government claims just 60,000. (Country Policy and Information Note Albania, Version 3.0 May 2017). At the 2011 census, the population of Albania was officially 83% Albanian, 0.9% Greek, 0.2% Macedonian, 0.01% Montenegrin, 0.3% Aromanian, 0.3% Romani, 0.1% Balkan Egyptian, 14% no declared ethnicity and 1.6% not relevant.

Table 1 below shows the number of minorities, through years, that they were living in Albania. The greatest minority in Albania is the Greek minority that lives mostly in the south of Albania mainly in Gjirokaster, Sarande as well as other cities of the south.

The Macedonian minority is the second biggest minority living in Albania. They are situated mainly in Pogradec and the surroundings. The Macedonian national minority in the Republic of Albania lives mainly in the district of Korça (Municipality Pustec), in Devoll (town Vërmik), but also in the cities of Korça, Pogradec, Bilisht, Tirana, Durrës, Bilisht, Kukës, Librazhd, etc. Macedonian minority members also live in the area Golloborda (Peshkopia) and in the area of Gora (Kukës) (Ombudsman Special Report on Minority Rights in Albania, 2014).
The history of ethnic Serb and Montenegrin minority starts since the Middle Ages. Such minorities live mainly in Shkodra, Koplik, in the Commune of Gruemirë, villages of Vrakës, Omaraj, Gril, Boriç i Madh, Boriç i Vogël, në Kamicë, Shtoj i Vjetër, Shtoj i Ri, Dobraç, Golem, Mushan, Busha. According to data, surveys and analysis the number of such minority is around 30 thousand people (Albanian State Committee for Minorities).

The Aromanians/Vlachs constitute a particular community. Aromanian population settled in the rural areas of Myzeqe of Fier and Vlora, in Frashër of Përmet, in Mokër of Pogradec, in Kolonja etc., as well as in some cities as in Korça, Berat, Tirana, Elbasan and Durrës. (Political Parties and Minority Participation, Skopje, Macedonia 2008).

Roma and Egyptian community is another community that is living in Albania. One characteristic of such community is that they have preserved their language even though most of them are illiterate. They settled in Albania mainly in Tirana, Lezha, Fier, Elbasan. A big part of the Roma population does not figure registered in the register of civil status, a more common phenomenon for people born after the 90s (Ombudsman Special Report on Minority Rights in Albania, 2014).

Table 1. Minorities in Albania and their Participation in Public Life, Skopje 2008

<table>
<thead>
<tr>
<th>Non Albanian nationality</th>
<th>According to censuses years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>35,201</td>
</tr>
<tr>
<td>Greek</td>
<td>28,996</td>
</tr>
<tr>
<td>Macedonian</td>
<td>2,273</td>
</tr>
<tr>
<td>Serbian</td>
<td>-</td>
</tr>
<tr>
<td>Montenegrin</td>
<td>893</td>
</tr>
<tr>
<td>Aromanian</td>
<td>1,876</td>
</tr>
<tr>
<td>Others</td>
<td>1,163</td>
</tr>
</tbody>
</table>

2. Respecting the Human Rights of Minorities in Albania

UN defined the human rights as inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more. Everyone is entitled to these rights, without discrimination (UN, What Are Human Rights).

The most important aspect that witnesses the respecting of human rights in Albania is the Constitution of the Republic of Albania. In its article 18 point 2, the Constitution stipulates that: “No one may be unjustly discriminated against for reasons such as gender, race, religion, ethnicity, language, political, religious or philosophical beliefs, economic condition, education, social status, or parentage”.

The article 20 of the Constitution of the Republic of Albania, it is explicitly stated the rights and freedoms that minorities have got in Albania: “Persons who belong to national minorities exercise the human rights and freedoms in full equality before the law. They have the right freely to express, without prohibition or compulsion, their ethnic, cultural, religious and linguistic belonging. They have the right to preserve and develop them, to study and to be taught in their mother tongue, and to unite in organizations and associations for the protection of their interests and identity”. The constitution does not only safeguard the rights of minority population living in Albania, but it also gives them the right to preserve their mother tongue as well as to protect their interests through organizations and associations.

In the first half of 1991, minorities in Albania began to form organizations and associations: the Organization of Macedonians “Prespa”, the Association of Montenegrins “Common Life and Harmony”, the Association of Greeks “Omonia” (Minorities in Albania and their Participation in Public Life, Skopje 2008).
It is important to emphasize that the most organized minority in Albania that is fighting for its community is the Greek Community. Such organization can be noticed in its participation in politics of the country by means of a political party, i.e. Union for Human Rights Party. It was set up in 1992. Through its political party, the Greek minority in Albania could actively participate in the countries decision-making and say their word in important aspects of life in Albania. It is important to highlight that they participated in the countries decision-making in municipal, governmental, even legislative level which gives a clear-cut evidence that minorities are respected in Albania.

In the special report of Ombudsman on Minorities rights of 2014, it is reported that the Greek minority exercises its right to education in their mother tongue. Currently, in the pre-university education system in public schools in the districts of Gjirokastra, Saranda and Delvina, there are about 1,000 students. There are three high schools in Dervician, Bularat and Livadhja, where the main lessons are taught in Albanian language, but there are classes of language, literature, history and geography in Greek language. In Gjirokastra, in the secondary pedagogical school “Pandeli Sotiri”, there is a department of Greek language. (Ombudsman Special Report on Minority Rights in Albania, 2014).

According to the State Committee for Minorities, the Roma minorities are organized in some associations which aim preserving their traditions and their integration with the rest of Albanian society. It mentions that the Albanian state doesn’t recognize the Egyptian and Rome community as minority as it’s not drafted a special law for such group. The State Minority Committee comments as weak points the absence of special law against discrimination, the non-representation with a leader of Egyptian community in the state committee of minorities or the statistics of children’s education. They are poor and unequal. Different education is a big barrier for integration and it produces prejudice and failure (Albanian State Committee for Minorities). The Egyptian and Rome community is an issue that is highlighted by the European Commission stresses the fact that the living conditions for such minority be improved. Despite the recommendation of EC and other important international organizations that are involved with such a problem, they continue to face very difficult living conditions and discrimination, with poor access to education, social protection, healthcare, housing and employment. A good starting point for Roma and Egyptian minority is The Decade of Roma Inclusion - National Action Plan, 2010-2015, approved by the Decision of the Council of Ministers no.1087 / 2009.

In December 2015 the government adopted an action plan covering 2016-20 for Roma and Egyptian integration and is now working to draft a new comprehensive law for the protection of minorities that fully conforms to international standards. As part of this process the Ministry of Foreign Affairs has established a working group and initiated a wide consultation process involving independent institutions, minorities’ associations, civil society and international organizations (Country Policy and Information Note Albania, Version 3.0 May 2017).

The Framework Convention of Council of Europe constitutes and important aspect of legal protection of the minorities in Albania. Adopted under the auspices of the Council of Europe, it sets forth a number of principles according to which States are to develop specific policies to protect the rights of minorities. As of May 2001, the Convention had been ratified by 33 countries: Albania, Armenia, Austria, Azerbaijan, Bosnia and Herzegovina (non-member State), Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Germany, Hungary, Ireland, Italy, Liechtenstein, Lithuania, Malta, Moldova, Norway, Poland, Romania, Russian Federation, San Marino, Slovakia, Slovenia, Spain, Sweden, Switzerland, The former Yugoslav Republic of Macedonia, Ukraine, and the United Kingdom of Great Britain and Northern Ireland. (Pamphlet No. 8 of the UN Guide for Minorities).

This Convention does not provide a definition, according to which minorities can be recognized, but leaves it at the discretion of the member states of the Council of Europe, to carry out the regulation of this aspect through their interior laws, depending on the respective configuration of minorities in every country. As it turns out, our country has not yet issued any internal normative act specifying the definition or criteria for the recognition of minorities, which are "de jure" recognized by the Albanian state (Ombudsman Special Report on Minority Rights in Albania, 2014).
Pursuant the Framework Convention a new Law no. 96/2017 “For the protection of minorities in the Republic of Albania” was passed. It clearly stipulates that minorities in Albania are Greek, Macedonian, Montenegrin, Aromanian, Rome, Egyptian, Bosnian, Serbs and Bulgarian minorities. It is mentioned that they have the right not to be discriminated due to their religion, traditions, and customs. The minorities in Albania enjoy the right to equal and effective participation in public, economic, social and cultural life of the country. Such article provides to the minority equal rights with Albanian citizens, and they have the right to promote their culture, traditions and identity which they belong to.

In the third Chapter of the above law, it is stipulated the foundation of a Minority Committee whose objective is ensure the protection and promoting the national minorities’ rights and interests. Such Committee is set-up as a central institution dependable upon the Prime Minister of Albania. (Albanian State Committee for Minorities).

The Greece Greek Reporter in reference to the above-mentioned law on the minority protection mentions the statement of the Greek spokesman Alexandros Yennimatas who said that “Rather than safeguarding the rights of minorities in the country, based on European standards, the law on protection of minorities passed by the Albanian Parliament perpetuates the arbitrariness of the Hoxha regime. It is a step forward for existing and non-existent minorities and a step backward for the existing main minority of Albania”. (Greece Greek Reporter, 2017) It is also mentioned that the new law received mixed reactions by the ethnic minorities in Albania. Whereas Bulgaria hailed the passing of the law which recognizes for the first time a Bulgarian minority, Greek organizations voice strong reservations. It is also stated that they claim that all powers are concentrated in the hands of the Prime Minister and the Government. They also claim that limitations are placed with respect to educational, cultural and property freedoms.

Albania has also signed many agreements with the countries of origin of the minorities in Albania. The following list is provided in the Ombudsman Special Report and it consists in the main legal basis on the Minorities in Albania.

- Decision of the Council of Ministers no. 396, dated 22.08.1994 “On education in mother tongue of persons belonging to minorities”.
- Law no. 9970/2008 “On gender equality in society”.
- Law no. 10039/2008 “On legal assistance”.
- Law no. 10221, dated 4.02.2010 “On protection from discrimination”.
- National Strategy for improving the living conditions of the Roma minority.
- Decision of the Council of Ministers No. 107 dated 10.02.2010 “On publication, distribution and sale of textbooks for pre-university education system”.

3. Conclusion

The legal basis of protecting the minorities in Albania is on a good track but still there are discrepancies with the minorities. Further discussions should be done with the all the representatives or leaders of minorities in Albania in order to amend and improve the laws to their necessities. Furthermore, it must be paid greater attention to the Roma and Egyptian Minority in terms of housing, education and nondiscrimination. The Albanian society needs to be aware that
they are part of Albanian society and it is government’s responsibility to provide ways of integrating such minority to a better life and opportunities for the future.

References

Ombudsman Special Report on Minority rights in Albania, Tirana, 2014
Constitution of the Republic of Albania (as amended in 2017)
Law No. 96/2017 “On the Protection of Minorities in the Republic of Albania”
Law No. 96/2017 “On the Protection of Minorities in the Republic of Albania”

Online

Executive Function Skills and Their Effect on the Academic Life of Students

Ariel Ora, MA

Researcher, Toronto, Canada
Corresponding Author

Roland Sahatcija, PhD

Department of Informatics and Sciences,
Mediterranean University of Albania, Tirana, Albania

Anxhela Ferhataj, MSc

Department of Informatics, Mathematics, and Statistics,
European University of Albania, Tirana, Albania

Abstract

Executive function skills are skills that assist individuals in achieving their objectives. They are relevant not only to academic settings, but are also of import in other areas of life. As a result of their importance, they have become the focus of many studies. Executive function skills are essential in order to be successful in academia, as well as in the professional development of the individual. From an organizational point of view, these skills are regarded to be indispensable in increasing the effectiveness of human resources. The objective of this research is the investigation of student executive function skills and the study of their impact on their academic life. The study sample consists of 165 students at the Mediterranean University of Albania. The descriptive method and quantitative research will be used in this study. The research instrument is the questionnaire, which was distributed online. The testing of the hypotheses is conducted through the use of a 95% confidence interval. The study concluded that executive function skills have a positive impact on the academic achievement of students. The executive function skills most drawn upon by students are: response inhibition, metacognition and time management. Whereas, the executive function skills that students need to further boost are: stress tolerance, task initiation and emotional control.

Keywords: student, executive function skills, academic achievement

1. Introduction

Some skills are inherent in individuals from birth, while some others can be potentially developed through the course of one’s life. Executive function skills belong to the second category. They are concerned with the continuous expansion of the human mind. Executive function skills assist with the achievement of objectives, time management, working memory, creativity and beyond. Recognizing and enhancing them has an impact on the individual’s academic and personal growth (Allan, Hume, Allan, Farrington, & Lonigan, 2014). Executive function skills are applicable in both school (Serpell & Esposito, 2016) and the workplace. Companies prefer employing people who possess enhanced executive function skills and work on improving them. Executive function skills are viewed as directly linked to people’s success in the workplace. As a result, they are considered to be an individual’s most valuable asset. Not all executive function skills can be developed similarly. Some particular skills are more developed than others. Analyzing personal strengths and weaknesses helps an individual to focus on those areas that are in need of improvement. Neglecting such issues can have negative effects in an individual’s present and future. The objective of this research is the investigation of student executive function skills and the study of their impact on their academic life.
2. Literature Review

The study of the human mind is quite complex and filled with obstacles. The executive function skills research area is complex and distinct. The analysis of executive function skills adds further value to various scientific studies concerned with societal advancement. Detailed research in this field can shed light on different aspects of the functioning of the human brain.

Many scholars have conducted research on executive function skills (Duckworth, Tsukayama, & May, 2010; Dawson & Guare, 2010; Welsh, Nix, Blair, Bierman, & Nelson, 2010; Latzman, Elkovitch, Young, & Clark, 2010; Knouse, Feldman, & Blevins, 2014; Serpell & Esposito, 2016). The largest part of researchers has centered on the study of the link between executive function skills and achievements in the field of mathematics (Jacob & Parkinson, 2015).

Extant research has shown that executive function skills have a positive impact on academic achievement (Duckworth, Tsukayama, & May, 2010; Knouse, Feldman, & Blevins, 2014; Latzman, Elkovitch, Young, & Clark, 2010; Welsh, Nix, Blair, Bierman, & Nelson, 2010; Fuhs, Nesbitt, Farran, & Dong, 2014). The further enhancement of executive function skills can result in an increase of academic achievement.

The research questions for the study are:
1. Which Executive Function Skills are most established in students?
2. Which Executive Function Skills need further improvement by students?

The research hypotheses for the study are:
- H1a: Executive function skills have an impact on the academic achievement of students ($\alpha=0.05$).
- H1b: Elements of executive function skills have the same impact on the academic achievement of students ($\alpha=0.05$).

The literature review generates the following conceptual model:

![Conceptual Model](image_url)

3. Methodology

This study employs quantitative research and the research instrument is the questionnaire (Dawson & Guare, 2010). The questionnaire was distributed online. The research instrument is divided into two parts. The first part contains questions on twelve elements of executive function skills (response inhibition, working memory, emotional control, task initiation, sustained attention, planning/prioritization, organization, time management, flexibility, metacognition, goal-directed persistence, stress tolerance), and the second part consists of demographic questions. Questions are evaluated according to a 7-point Likert-scale, ranging from point one: “Strongly disagree” to point seven: “Strongly agree” (Vagias, 2006). The period during which the questionnaire was distributed is October 2017 – January 2018. The study sample consists of 165 bachelor students at the Mediterranean University of Albania. Questionnaires valid for the purposes of analysis are 140. The rate of response return for the questionnaires is 85%. The descriptive data of the study sample are shown in the graphs below.
The software utilized in the study for conducting the analysis are JASP-0.8.5.1 and SPSS 20. Table 1 data analysis shows the value of the reliability coefficient Cronbach’s $\alpha=0.856$ (>0.7). This conveys the data are valid for usage in this study.

Table 1: Reliability coefficient Cronbach's $\alpha$

<table>
<thead>
<tr>
<th>scale</th>
<th>Cronbach's $\alpha$</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.856</td>
</tr>
</tbody>
</table>

Note. Of the observations, 165 were used, 0 were excluded list-wise, and 165 were provided.
* minimum acceptable value 0.7.

4. Empirical Analysis

Which Executive Function Skills are most established in students?

Three Executive Function Skills are most established among students: response inhibition, metacognition and time management. The element of response inhibition is most established in students. It is the ability to process thoughts before making actions, or evaluating a situation before acting. Second, metacognition is the ability think critically about a situation, which includes self-monitoring and self-evaluation in solving problems. Third, time management infers the effective management of time. Table 2 shows the analysis of the data provided.

Table 2: Most Established Executive Function Skills

<table>
<thead>
<tr>
<th></th>
<th>Valid</th>
<th>Missing</th>
<th>Mean</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response Inhibition</td>
<td>140</td>
<td>0</td>
<td>17.05</td>
<td>3</td>
<td>21</td>
</tr>
<tr>
<td>Time Management</td>
<td>140</td>
<td>0</td>
<td>16.06</td>
<td>5</td>
<td>21</td>
</tr>
<tr>
<td>Metacognition</td>
<td>140</td>
<td>0</td>
<td>16.39</td>
<td>5</td>
<td>21</td>
</tr>
</tbody>
</table>
Which Executive Function Skills need further improvement by students?

Executive function skills less established in students are: stress tolerance, task initiation, and emotional control. One of the challenges students struggle most is stress management. Stress has been termed the health epidemic of the 21st century, and needs be managed and kept under control, in order for individuals to better cope with stressful and uncertain situations. Students often encounter difficulty in meeting deadlines. They find it challenging to turn in their assignments on time. A sizable amount of introspection is required in order for them beginning to comply with their given task deadlines. Emotional control comes third as least established skill in students. Emotions have a negative impact on student performance. They need to additionally concentrate on the controlling of emotions in order to improve their academic performance.

**Table 3:** Least Established Executive Function Skills

<table>
<thead>
<tr>
<th></th>
<th>Valid</th>
<th>Missing</th>
<th>Mean</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional Control</td>
<td>140</td>
<td>0</td>
<td>13.92</td>
<td>3</td>
<td>21</td>
</tr>
<tr>
<td>Task Initiation</td>
<td>140</td>
<td>0</td>
<td>13.89</td>
<td>5</td>
<td>21</td>
</tr>
<tr>
<td>Stress tolerance</td>
<td>140</td>
<td>0</td>
<td>8.571</td>
<td>3</td>
<td>15</td>
</tr>
</tbody>
</table>

H1a: Executive function skills have an impact on the academic achievement of students (α=0.05).

Table 4 conclusions of the analysis demonstrate that executive function skills have an impact on student academic achievement. Between the two variables there exists a significant statistical positive correlation with correlation coefficient $r=0.308$ and $BF_{10}=91.02$. This study shows that the development of skills is highly important for students as they have a direct impact on their academic achievement. The analysis concludes that hypothesis H1a is supported with a confidence interval 95%. Schematically the analysis is shown in Graph 5.

**Table 4:** Bayesian Pearson Correlation

<table>
<thead>
<tr>
<th>Executive Function Skills</th>
<th>r</th>
<th>BF&lt;sub&gt;10&lt;/sub&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Student Academic Achievement</td>
<td>0.308</td>
<td>91.02</td>
</tr>
</tbody>
</table>

**Graph 5:** Executive function skills and student academic achievement

H1b: Elements of executive function skills have the same impact on the academic achievement of students (α=0.05).

Table 5 data shows that of 12 elements of the executive function skills, only 7 have a positive impact on academic achievement. The elements that have the most impact on student academic achievement are: response inhibition, working memory, sustained attention, planning/prioritization, time management, flexibility and metacognition. The above seven elements and student academic achievement have a significant statistical correlation. While, the elements that do not have an impact on student academic achievement are: emotional control, task initiation, organization, goal-directed persistence, and stress tolerance. Of the elements that do not have an impact on student
academic achievement, there exists an insignificant statistical negative correlation between stress tolerance student academic achievement. Hypothesis H1b is rejected, since only 7 of the elements have an impact on student academic achievement. The conclusions of the analysis are presented in a more detailed manner in Table 5 and schematically in Graphs 6-17.

Table 5: Bayesian Pearson Correlation

<table>
<thead>
<tr>
<th>Response Inhibition</th>
<th>Student Academic Achievement</th>
<th>r</th>
<th>BF₁₀</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
<td>-</td>
<td>0.303</td>
<td>72.475</td>
</tr>
<tr>
<td>Working Memory</td>
<td>-</td>
<td>0.229</td>
<td>4.099</td>
</tr>
<tr>
<td>Emotional Control</td>
<td>-</td>
<td>0.102</td>
<td>0.217</td>
</tr>
<tr>
<td>Task Initiation</td>
<td>-</td>
<td>0.101</td>
<td>0.212</td>
</tr>
<tr>
<td>Sustained Attention</td>
<td>-</td>
<td>0.253</td>
<td>9.361</td>
</tr>
<tr>
<td>Planning/Prioritization</td>
<td>-</td>
<td>0.330</td>
<td>272.526</td>
</tr>
<tr>
<td>Organization</td>
<td>-</td>
<td>0.130</td>
<td>0.334</td>
</tr>
<tr>
<td>Time Management</td>
<td>-</td>
<td>0.185</td>
<td>1.134</td>
</tr>
<tr>
<td>Flexibility</td>
<td>-</td>
<td>0.247</td>
<td>7.743</td>
</tr>
<tr>
<td>Metacognition</td>
<td>-</td>
<td>0.263</td>
<td>13.627</td>
</tr>
<tr>
<td>Goal-Directed Persistence</td>
<td>-</td>
<td>0.102</td>
<td>0.214</td>
</tr>
<tr>
<td>Stress tolerance</td>
<td>-</td>
<td>-0.176</td>
<td>0.906</td>
</tr>
</tbody>
</table>

Graph 6: Response Inhibition and Student Academic Achievement

Graph 7: Working Memory and Student Academic Achievement

Graph 8: Emotional Control and Student Academic Achievement

Graph 9: Task Initiation and Student Academic Achievement
Graph 10: Sustained Attention and Student Academic Achievement

Graph 11: Planning/Prioritization and Student Academic Achievement

Graph 12: Organization and Student Academic Achievement

Graph 13: Time Management and Student Academic Achievement

Graph 14: Flexibility and Student Academic Achievement

Graph 15: Metacognition and Student Academic Achievement

Graph 16: Goal-Directed Persistence and Student Academic Achievement

Graph 17: Stress Tolerance and Student Academic Achievement
5. Conclusions and Recommendations

Executive function skills play a definitive role in the professional and personal development of students. This study has concluded that executive function skills most established in students are: response inhibition, metacognition and time management.

While the executive function skills that necessitate improvement on the part of students are: stress tolerance, task initiation and emotional control. Analyzing their weak points assists students in further enhancing such capabilities, whilst working towards transforming them into strengths.

Executive function skills have a positive impact on student academic achievement. There exists a significant statistical correlation between them with correlation coefficient $r = 0.308$ and $BF_{10} = 91.02$. An increase of executive function skills causes an increase in academic performance.

Out of 12 elements, only 7 elements: response inhibition, working memory, sustained attention, planning/prioritization, time management, flexibility and metacognition, have an impact on student academic achievement. Whereas 5 elements: emotional control, task initiation, organization, goal-directed persistence, and stress tolerance, do not have an impact on student academic achievement. The conclusions of the study are in line with those of the literature review.

Based on the study's findings, it is recommended of universities to employ such research instruments, in order to analyze, with the aim to galvanize, the most established executive function skills and those less developed among students.

References


Presentation of Bilingualism in Preschools in Gjakova and Prizren

Prof. Ass. Dr. Sindorela Doli Kryeziu

University of Gjakova, Faculty of Education,
Professor of Albanian language, Kosovo,

Abstract

Through this paper it will be supported that the argument of child development can be stimulated, encouraged and accelerated through appropriate techniques for a healthy growth and development. The aim of this study is to research the impact that the teaching of two foreign languages has to do with the narrative skills of pre-school children. Also it will be discussed the global impact as an important factor for young parents in order to teach them in a slang form to their children as well. During this paper it will be presented the research which is done in the pre-school age group, by including the influence of the social and psychological system, where from this year the English Language as a foreign language has been incorporated. It will be noted that development can occur spontaneously as a result of maturity, which is the controlled growing the genetically process. Also, on the other hand, it is influenced by the appropriate practices of well-being and lifestyle that can encourage and accelerate, as well as inadequate practices and life forms that may hinder or slow it down. This paper focuses on linguistic development as a dimension of the cognitive sphere. In addition it will be precisely elaborated in the context of this combined approach between nature and welfare, by emphasizing the idea that the development of children can be stimulated, encouraged and accelerated through appropriate healthy growth techniques.

Keywords: Language, bilingualism, continuous learning, language development, adaptation techniques

1. Introduction

This paper aims to identify the difficulties in learning foreign languages in pre-school education: the scale and types of difficulties, then measure their impact on all pupils' involvement, where early childhood is the most suitable time for learning foreign languages.

The reason why focusing on bilingualism in these two cities is a result of my work in internship where we go to monitor the school's curriculum and subjects that our students have at the Faculty of Education.

We could notice the differences of the preschool children of Gjakova and Prizren.

The city of Gjakova has always been remarkable for having a very small percentage of other nationalities beside the Albanian one, as well as the presence of the Serbian community. Nevertheless, now with the global language that has included Kosovo, English language, as well as through media technology, we have seen quite a change in the city of Gjakova.

Meanwhile, the city of Prizren has always been remarkable for the multinationalism of the Turkish and Bosnian communities.

Therefore, considering these two elements and bilingual changes in preschoolers, I began to make comparisons between the two cities.

Language is used by the society to name the phenomena associated with its activity. It is constantly enriched to follow the changes and new developments. Hence, as the scholar Xh. Lloshi stated that, "a traditional purism has failed." It is known that the term "purism", (lat. “pūrus”= pure, clear) should be understood as a cultural, scientific and educational movement to preserve a language from the influence of other languages, a very current phenomenon throughout world. Such movements have taken place in several developed languages, where there have been attempts that aimed at preserving their language even with "fanaticism". Such efforts have been made in Germany since the XVII century where, for such purposes, there were established outstanding linguistic associations with scholars such as: Opic, Leibniz, etc. Purist movements can
also be found in France, Germany and so on, especially against Anglicisms, particularly from the 70s of the twentieth century, with the establishment of legal grounds for the protection of the purity of language. The purity of the language in many cases relies on patriotic and national motives, where native language was rightly seen not only as a mere communication tool, but also as a primary basis for raising national awareness and source of identification.

The linguistic diversity of today's Albanian language in Kosovo should also be seen from the point of view of people's movement around the world, globalization as a liaison between states and peoples, that is to say: languages, foreign language literature, the use of which is being expanded, collaboration with joint projects, new technical, technological and electronic discoveries, etc. There are some of the reasons for the entering of different terms of fields from foreign languages in Albanian language. Another case is the use of two or more languages within a family, especially in Albanian Diaspora families, which is considered another source of interference and language transfer, which are also typical bilingual.

Bilingualism once used to be a treasure, when someone spoke two languages was something rare, and was used to be considered as a value. Today this phenomenon is very common; even it is considered that it "must definitely happen". Not only to be close to the great opportunities, such as in work, or outside of it, in school and society. Therefore, it is very important that in everyone's curriculum to appear as being known one, at least two languages, the native and a foreign one. Being bilingual, in a society that has only one official language, is a challenge that goes even beyond when it comes to knowing two or more foreign languages.

2. Preschoolers

We know that 4-5 year-old preschoolers have the characteristics of age behavior and the challenges of creating their personality. In the linguistic-communicative field development, teachers and parents should work based on several components: development through symbols, spoken language, listened language, written language, knowledge of books and signs, language intonation and learning strategies. According to scholars, the best period of learning one or more languages, in addition to what the child is most often practicing, is between 0 and 10 years old. From 12 to 20 months old, children start reproducing the sounds they hear and link them together to create the first words, even though they do not know the meaning of the words they say.

The scope of our study is defined in a particular linguistic group. The operation used in this analysis is the linguistic comparison, which is called the Contrastive Comparison of two language systems. While the data and the results achieved during the contrast analysis process can be used in research of language theory as well as in the applied linguistics. Language psychologists advise working with educational methods and learning with illustrated books, DVDs, and sound recordings. However, the best solution is to hire a teacher, or send the child to language courses, so that he/she can learn correctly.

Language development is the process by which children can understand and communicate language during early childhood. From birth to age five, children develop language at a very fast pace. Language development phases are universal for all people. However, the age and pace with which a child can learn the language varies among children. Therefore, the language development of a child should be compared with the norms, not with another child.

Language comes to us in two forms: in the listening (receptive) and in the spoken (expressive). These two forms are applied through communication. Communication is a broader notion. Communication / Speech is the formation of oral sound patterns that we use fluently, while we speak;

- The receptive language is the one which gets the message, is what we "get" during a conversation.

---

Expressive language is the language that conveys thought, is what we "talk". 

Traditional cognitive development theories are grouped into four categories. Nativist approach postulates that children have an innate cognitive system, which is unfolded through interactions with the world. The behaviorist approach is based on the mechanisms of associating and generalizing of stimuli to explain learning by avoiding discussions on mental representations. The third approach refers to the Piaget's constructivism and relies on the idea of complex mental representations learned through the interactions of the child with the world and the cognitive stages characterized by different forms of representations and logical actions. Another constructivist approach is Vygotsky's interactionist theory, according to which cognition is developed through the interaction of the child with the cultural and linguistic system. The more the child's vocabulary expands, the easier it becomes to learn new words. This is mainly due to the paradigm effect. This means that children can understand the pragmatic relationship between words and can quickly learn new words that fill the empty spaces in their paradigm. So as soon as the child has learned the colors: red, green, yellow, blue, black and white, they can begin to learn less common colors such as: purple, oranges or pink. Therefore, in the preschool age, vocabulary and language use are expected to develop faster and more fully, since linguistic bases have already been established. Language skills continue to improve during early childhood. Language is the result of children's ability to use symbols. As their brains develop and they gain the ability for representative thinking, children also learn and improve language skills. (Zgourides, G. (2000)). John Ston evidenced a number of determinants of language development divided into five areas that she accompanied with examples from the two main discoveries for each field:

Social: Infants understand the communicative purpose of the speaker and use this information to guide their language learning; b) the verbal environment affects language learning; Perceptive: Perceptual habits of the baby determine the stage of learning; b) perceptiveness is related to the learning of language forms; Cognitive processes: Frequency affects the degree of learning; b) collaborations between different language areas can occur when the sentence that "needs" to be expressed requires more mental resources than the child possesses; Conceptual: Rational terms relate to mental age; b) language skills are influenced by speech recognition; Linguistic: The suffixes of the verbs are helpful for the verb meaning; b) Current vocabulary affects new lessons. 

In the process of language development, communication skills and literacy, educators should pay attention to some of the basic elements of speaking:

1. Phonological awareness - the ability to recognize the different voices of speech (rhythm, rhyme, recognition of similarities and differences of voices).
2. Understanding the language - the ability to understand the meaning of spoken and written language.
3. Awareness of printed materials - the ability to understand how printed material is organized and how it is used in writing and reading. Children learn that speech and writing convey thoughts and ideas.
4. Awareness of letters - awareness that there is a relationship between letters and voices.

Parents along with educators can do a lot to encourage and enrich the development of language in young children, leading to the development of language literacy and eloquence. Literacy and linguistic eloquence is an important part of the child's preparation for school, but also of the later period of life during the professional development of the personality.

3. Language Development at Pre-school Age

The assessment of children's language development to date has generally been carried out in clinical cases to identify language deficiencies, backwardness or other disorders such as aphasia.

CELF Preschool-2 (Clinical Evaluation of Language Fundamentals)\(^4\) of the year 2006, by the authors Semel, Eiig and Secord, is one of the clinical tests used to assess language skills in children aged 3-6 years. CELF Preschool-2 produces a thorough assessment of language, perceptive language content, expressive language content, and index scores. Another clinical tool is the Index of Narrative Microstructure (INMIS)\(^5\) prepared by Justice and her colleagues in 2006, which is used to assess the productivity and linguistic complexity of 5-12 year olds. These will then be used to compare with the results of school tests. Another tool is the Index of Narrative Complexity (INC)\(^6\) designed by Petersen and Gillam in 2008, to be used as a monitoring tool for progress as a result of a clinical intervention. Beyond clinical aspects, there is a constant need to monitor children's language development, by educators, teachers or government education programs and campaigns. To assess the narrative skills of children in the natural development trend, Laura Justice and her colleagues in 2009 presented a language pre-school language assessment tool. A tool suitable to be used by educators and other professionals in order to evaluate language speaking skills of preschoolers in a narrative context, e.g. telling a story that is previously evaluated, if the pre-school child has already created the ability to understand, absorb and acquire\(^7\).

4. Family Literacy Environment

The home-based family environment for child rearing is of crucial importance. Young children use all their senses, sight, touch, hearing, smell and taste as they interact with the surrounding environment and learn about it. The complexity of the family environment combined with this multi-sensory experience enables the categorization of family environments. Because of this, it is important that the dimensions of family environments have to be measured and used as development indicators in children's studies\(^8\). One of the most important components of a supportive environment is parental practice of reading aloud to their children from an early age. All reading activities as well as other interactive activities with children such as: telling tales, singing songs, literary games, as well as parents' beliefs and behaviors toward reading and their demographic data, constitute the Family Literacy Environment (FLM). Studies have shown that there is a positive relationship between family literacy environment and children's language skills\(^9\). One of their most important discoveries was finding that the amount of discussions(conversations) that took place in the family, especially social conversations, had an important link with the major changes in the child's vocabulary growth and his/her achievements. In later studies, Sénéchal explored more deeply by discovering that the rich family literacy environment and the exposure of children to books increases not only their vocabulary but also their phonological knowledge\(^10\). In this study, children's exposure to books did not necessarily mean that parents gave them instruction on language learning or written words. Therefore, they emphasized that children would learn to know in part the letters and texts in a passive way.

---


\(^8\)Itus, S. (2006). Significance of home environments as proxy indicators for early childhood care and education. UNESCO.


Being a polyglot or a bilingual child means his or her mental ability to speak two or more languages, despite the essential differences between languages in the field of lexicon, syntax, expression, and so on. Thus, despite the multitude of different phenomena, words, syntactic structures, rules, and different morphological traits, children are able to acquire two or rarely more languages and therefore be called poly or bilingual. These languages can be learned at different age periods and in various ways. Then they can be learned separately as well as in parallel. They can be taught at school according to previously verified curricula, in kindergartens, in families, in other areas of life, or in free forms of daily communication. Usually, under normal conditions and normal age and time, these languages can be learned naturally and without any special difficulties and of course they comprise a precious cultural asset of the child. The presence, influence and interaction of many psychosocial factors and cultures of the host country environment as well as the country of origin together with the respective diversity makes the language learning process even more complex.

It is known that if a child up to the age of 7 has not acquire any language for various reasons, then the probability of its perfect acquisition will later be lost forever. So the so-called age-sensitive phase of language acquisition is very important and justified also in terms of the preparation and biological ability of the brain for language learning, or languages and children being natural bilinguals without great sacrifices. So, the brain capacity itself enables this and in terms of receptivity where the language acquisition premise is born. Then, over time, opportunities for language acquisition will be ever smaller and the process will be more difficult, although the awareness and personal thirst for more cultures and more languages will increase, even more in the conditions of modern life and the need for dynamic cultural intercommunication in the global dimension and in the context of globalization.

Phonology: Phonology is that aspect of language that deals with rules that govern the structure, distribution and order of speech sounds as well as syllables. Each language uses a variety of sounds or phonemes. A phoneme is a small language unit of sound that can signal a difference in meaning. Phonological rules regulate the distribution and ranking of phonemes within one language. This arrangement is not the same as in a speech, which, in fact, is a mechanical action of producing phonemes. If phonological rules were missing, the distribution and ranking of phonemes would be random. The sounds are classified according to the role played by these organs of articulation.

Morphology: Morphology is the branch of grammar that deals with the study of forms and inner structure of words. Words consist of one or more small units, known as morphemes. In the hierarchy of linguistic, morpheme stands a degree below the degree of the word, as its constituent element. A morpheme is the smallest grammatical unit that makes sense and is bound. For example, stone, yes, snow, flowers etc. These are words composed of a morpheme: root word (or root).

Syntax: The shape or structure of a sentence is governed by syntax rules. These rules specify the words, phrases, and order of simple sentences or parts of sentences. Syntax rules also include word organization and the relationship between words, word classes, and other sentence elements. Syntax specifies which combination of words is acceptable and grammatically correct in the discourse and which is not. Syntax is the science of discourse and as any science, it seeks to explain and describe. It studies and explains some word combinations of why they are regular and some are not, recognizing syntax as that part of the language that is interested in the possible conjunctions of the words and the legalities that govern these unions. (Dhima, Th. 2012).

---

5. Research Results

1. **Gender of the child** - In selecting the target group we have decided to have 25 participants, mainly parents of both genders, aiming to better study the language analysis of children and their development. This target group was surveyed in the region of Gjakova and Prizren, making our research easier, because we faced their behavior directly. Graphically it looks like this:

![Gender Distribution Chart](image)

2. **Child age** - Based on the importance of the research and especially the case of the analysis, the study is oriented to age groups ranging from 4-5 years old, where more of the surveyed parents had girls, the 5-6 group is dominated by males and 6-7 years is dominated by girls.

![Age Distribution Chart](image)

3. **What language (languages) do you speak with your child?** - In the question - What language do you speak to the child? They all responded that the language they speak to children is Albanian, different from the children of Gjakova, while those of Prizren said Albanian as well as a part in Turkish. However, based on the technological developments and numerous games that children play every day using telephones or other technological tools, has influenced in the acquisition of English language. Languages such as: Serbian and German were spoken by children who had contact with relatives who spoke the same language.

![Language Distribution Chart](image)

4. **Is your child fluent in your mother tongue?** - To this question, a small number had problems in speaking the standard language.

![Fluency Chart](image)

5. **Does your child know any other language, if so, where did he/she learn it?** - In acquiring foreign languages, an important role has played the ongoing communication with
members of family, watching different TV shows, as well as playing computer games and programs.

6. How does your child react when he or she listens to foreign language words? - Some participants answered that the children expressed interest in learning that new word, asking about the meaning and what that word symbolizes. Some of the children skip the word and do not express interest in understanding the essence neither concept.

7. Does your child watch cartoons in foreign language, if so, in which language?

8. What are the chances that the child learns to speak fluently a foreign language?

The result of this project proves the importance of the contrastive description of native language and foreign language for pedagogical purposes. Different descriptions represent elemental importance in language learning, because most of the difficulties that occur while learning a second language are actually the result of differences of the first language. Therefore, if we avoid the distinctive features of the first and second language, the remaining ones can be assumed to present the list of student's difficulties. All that we have mentioned so far suggests that contrastive analysis tries to first clarify the student's response to interference sites, as a result of the interference of the first language with the second language. Likewise, children's knowledge of their mother tongue affects second language learning. As a result, we can conclude that when the formal and semantic structures are similar between the mother tongue and the language that is the object of study, learning it is easy, and when it changes, it is understood that learning it is difficult. A child in order to be fluent in two languages, he/she should hear it often and have the opportunity to speak it. You need to read to your child stories in different languages, as an effective and fun way to stimulate language. In some communities, such learning occurs naturally if these languages are spoken as much as possible, and if the child is in contact with different family members or his/her companions who speak one of them, or both. If a parent speaks the same language and the other, a linguistic minority, it is important to create opportunities where the child is exposed to the minority language. Some factors influence the learning of the two languages and the choice of the language spoken by the child: age, time of exposure to languages, status of these languages instead of approving etc. However, regardless of the context and environment the child evolves, it is important
for parents to demonstrate a sense of pride and a positive attitude toward using these languages. A parent must also remember that bilingual children remain children, above all, with their personality, needs and preferences, and can choose one language over another despite the will expressed by their relatives.

Therefore, it seems that the difficulty and facilitation of the first language is dependent on the relationship with the mother tongue, which plays an important role in this aspect. Of all that was mentioned, it is clearly seen the difficulty that presents the changing of language structure of the language that is to be learned.
Inter-Religious Communication, Religious Radicalization and Security Issues

Dr. Xhavit Shala

Director of the Scientific Research Centre
Security Academy of Tirana

Abstract

The object of the research in this study is the inter-religious communication, religious radicalism and their impact on security issues. The study undertakes to answer the question of how inter-religious communication and religious radicalization impact on security. The study is of interest at the national, regional and global level. The lack of communication and inter-religious dialogue as well as the religious radicalization, have often led to inter-religious and inter-ethnic hatred, crimes against humanity, genocide and terrorist acts, becoming thus a serious threat to regional and global security. The Srebrenica massacre, the former Afghanistan under the regime the Taliban, today's ISIS, and also today's trends of the radicalism of Balkan Islam prove this perfectly. The study argues that the Albanian efforts to establish their own national state were never religious reasons. They were not only set up out of the religion framework, but they also stripped off religious divisions from their political raiment. Whereas the religious radicalization shifted the religious affiliation as a priority compared to the national affiliation. But for the Albanians, religion is not the defining feature of their national identity. Defining religion as a priority before the nation, the radicalization of religious beliefs, can become a danger for our national identity, and not being able to secure it, can turn it into an existential threat for our national security. This study applies the methods and instruments of the basic scientific researches, quantitative and qualitative, like the methods of analysis and synthesis, comparative analysis, historical, legal, comparison and confrontation ones, as well as the case studies. In the end, this study concludes that the curb of religious inter-religious communication weakens religious tolerance, and creates space for the radicalization of religious beliefs. Not being able to secure the religious beliefs can turn it into a risk and a threat for our national identity and the very foundations of the Albanian state themselves. This requires the state not to be just a neutral guarantor for the freedom of religious beliefs, but to act as a promoter of these freedoms and pass from passive neutralism into active secularism.

Keywords: inter-religious communication, religious tolerance, religious radicalization, national security, religious exclusivity

1. Communication among Religious Faiths, Main Streams

Rivalry and non-acceptance of the dialogue and communication between religious faiths, as well as their relationship with the state, society and the individual has had a great influence in the development itself and the progress of the human society. It was exactly when instead of the conflict, there was communication and dialogue between the religious faiths, at a time when the religious was separated from the state and there was the start of the secularization era and the time when pluralism and religious tolerance became part of the society, which in turn led society into the path of development and progress.

From the way people view other religions in rapport with their religion and the level of acceptance of communication with them, we may distinguish three main streams: the stream of non-communication and that of excluding other religious faiths, otherwise referred to as religious exclusivity; the stream of involvement of other religious faiths or religious inclusivity and the stream of accepting the legitimacy of religious faiths or pluralism. People who belong to the stream of religious exclusiveness, thus, of the exclusion of other religious faiths, see their religious faith as the
only true religion. According to them, other religions are not real. They are rivals of their faiths and are only Satan’s shape.1

A characteristic of their behavior is non-communication, exclusion, intolerance and violence. The representatives of the religious exclusiveness often find the drive for a wrong interpretation that they make to the passages they got from holy books, like in the Bible, as well as in the Koran.2 The spirit of exclusivity exists often even inside a religion, supposing they pretend the truthfulness of a version, compared to another version of the same religion.3 Even the representatives of the religious inclusiveness stream, otherwise including other religious faiths, view their religion as the only true religion. Different from the exclusivity, they do not regard other religions as wrong and do not interrupt their communication with them, but, according to them, they are not complete and partly developed. Only when at a time it became dominant in the society the acceptance stream of the legitimacy of the religious faiths or pluralism, of the acceptance of the indispensability of communication between religious faiths, then Europe was safe from religious fanatics and entered the path of modernization. According to the representatives of this stream, religions are all legitimate, valuable and true, when they are seen from the inside of their special culture. All the religious traditions merit respect. Regarding religious pluralism we may use even the term religious diversity. The exclusivity (expectance) and religious pluralism are two contradicting streams in the way how they see the religious world in rapport with their religion.

2. Crisis of Communication between Religious Faiths, Radicalization and Security Issues

If there is freedom given to the supporters of the religious exclusivity, not only they may stop the inter-religious dialogue, but they may also increase hatred and violence against religion and members of other religious communities, threatening the security of a country.5 Lack of inter-religious communication and dialogue in the last decades is accompanied with a radicalization of the religious faiths, which on its own side often led to inter-religious and inter-ethnic hatred, in crimes against humanity, genocide and terrorist acts, becoming therefore a serious threat for the national, regional and global security. The massacre of the Muslim people in Srebrenica in July 1995, previous Afghanistan under the Taliban regime, and the 11 September, 2001 attacks against USA, terroristic act of Brejvic in Norway, today’s ISIS genocide against the Jazzed people, as well as the today’s tendency for the radicalization of the Balkan Islam prove this well.

---

2 In the Bible, apart from the love and peace messages there are found other messages regarding repressive measures against those who do not accept faith. For example, in the Bible, Matthew, 12:30, it says: “Those who are not with me, are against me, and who does not get together, separates”.
3 In Koran, the people are divided into two groups, in Muslims and non-Muslims. The Muslims form an Islamic community and include the territories of the «Dar al –Islam» (Islamic place), a place where the Islamic law acts. The non-Muslim group, are inhabitant of the «Dar al – Harb» (place of wars). They must obey the Islamic law, and in order to keep their religious faith and protect property, they must pay the tax.
4 [Iran, even though it was an Islamic State itself, it created reserves and attracted the attention of Taliban actions, because of the exclusiveness of the Sunni–Pashtu faith of Talibans]
5 For more see: Xhavit Shala- «Albanians at a Crossroad», 42- 56, Tirana, May 2004. Published by the Albanian Center of Studies for National Security
6 VOA 25.03.2016: The leader of this massacre Radovan Karaxhić, was sentenced for for persecution, extermination, deportation, forcible transfer and killings – but was freed from charges of genocide related to a campaign to get rid of Bosnians and Croats from the villages conquered by the Serbian forces during the war of the years 1992- 1995.
7 BBC 23 June 2011, Anders Behring Breivic, a Christian fundamentalist, kills 85 people, mainly young males and females in the Utoya village in Norway. [In the script of 1518 pages, called “European Declaration of Independence: 2083”, published on internet, Anders Breivic openly expresses his hatred against the Muslims. He also mentions the idea of their extinction and the division of Islamic states].
8 Ardian Vehbiu, ResPublika 30 July 2011: Breivic saw himself as a crucifier, a mission for which he fought even sacrificing himself to defend the Christian Europe from the Muslims threat.
9 VOA 30.10.2014: Victimization of women from ISIS.
It is still even more dangerous when the religious exclusivity is turned into a dominant ideology and state politics. In this case we are dealing with a theocratic state, known mainly in the Middle Ages, but that in the last decades is reappearing again. The turn of the religious exclusivity in the state politics is accompanied with consequences for the inner politics of these states. Such states, not allowing other religious faiths, make constant and systematic offence to the human rights and freedoms. They become shelter, radicals and trainers of the militants of the same religion from other countries. In the foreign politics, these states become a concern for the regional countries, putting forth and serving as exports for the terrorism covered by religion, threatening in this way, the regional security and beyond. In order to illustrate this, it is enough to mention the Afghanistan case till the year 2001. Taliban’s victory was a typical case, where not only religious Islam exclusivity was turned into a state politics, but also inside Islam itself, the exclusivity belonged to the Sunnis version. Religious exclusivity of Taliban had consequences for the internal security of Afghanistan. After they took power in 1996, they excluded democracy, established the holy law, and limited a lot the human rights, especially for women. In Afghanistan, Bin Laden, found the right grounds, and in 1998 he made the unification under his command, of the terrorist groups that acted at that time and created the Liberalization Front for the Holy Countries\(^{11}\), which later became known as Al-Qaeda. The Taliban power grew the concerns for security in the Central Asia Republics. These Republics were afraid of the possibility that Afghanistan made to export religious terrorism and destabilize their fragile governments.\(^{12}\) Taliban Religious exclusivity became a threat even for the global security. In Afghanistan on September 11, 2001, there was created and prepared a terrorist attack in the USA.\(^ {13}\)

Religious exclusivity is a state politics and in the so-called Islamic State of Iraq and Syria, otherwise known as ISIS, ISIL, or even DAESH. It is “responsible for the genocide against the people in the areas it controls, against the Jazzed, Christians and even Shiite Muslims. Their self-declared mission is genocide like an ideology, as well as their actions from whatever they declare, what they believe in, what they do.”\(^ {14}\) It is already turned into a world centre for radicalization, recruitment, training of the desperate citizens from different countries of the world, despite their religious faith, as well as their use in terrorist acts.

ISISI, within a period of less than two years became the main threat for the security in Europe and for the whole actual system of international security. On March 22 this state, through declared state of war, hit Brussels, the capital of the Western civilization values, the main center of the economical power for the European Council and the center for NATO, challenging consequently the strongest and biggest organization for military defense in the world. The main actors of the today’s international system in the USA, EU, Russia, Islamic Countries Organization, etc, are hesitating to call ISIS a state, at a time when different from other states, this irresponsible state lacks international recognition. This is done so, in order to cover their already present failure confront such threat. To accept that ISIS is a state, which has declared war and done armed attacks against these actors, one must answer ISIS through conventional war, thus even with a ground intervention which up to now, the main actors in the international system are afraid to do so. Today there are three military coalitions that fight ISIS from the air. Despite air strikes from the three military coalitions lead respectively from USA, Russia and Saudi Arabia, ISIS has only lost 20% of the territory of its state. The three coalitions one by one but also in coordination of their actions, at least in the air, are not being able to win over ISIS. But as Clausewitz says, victory will come “when the center of the enemy’s gravity, the main point for its power, will be captured or destroyed”\(^ {15}\) and this

---


\(^{12}\) Alexander del Valle, Genesis and the actuality of pro-Islamic strategy of USA.

\(^{13}\) [From «Afghan school» there came a major part of figures that became leaders in the terrorist circles, starting from Osama Bin Laden, Ajman Zawahiri – actual leader of Al Qaeda; Al Zarkavi, leader of terrorist acts in Iraq etc.]

\(^{14}\) VOA, 17.3.2016, Declaration of the USA State Secretary, John Kerry.

\(^{15}\) Michael Sheehan, “Evolution of modern war” in “Strategy in the Contemporary World”, Oxford University Press, 2007, pg.64
is achieved through ground intervention. Only in this way, this may change permanently and irrevocably for a long period the form of the regime on that terrain.

3. Inter-religious Communication and Dialogue of the Albanians is a Treasure of Our Culture and European Democratic Values, but Already in Risk

Inter-religious communication and dialogue of the Albanians is a value for which West is expecting us to transmit it into our common European family where we are aiming at integrating. This value is one of the most valuable treasures of our national inheritance and culture, created by our nation in years, through manifestation, development and transmitted among generations of a religious tolerance, capable for an ancient and civilized European nation.

As a consequence of the Ottoman conquer and empire, the Albanians entered in the modern history separated into three different religious faiths. Thus, religious consciousness of the Albanian believers was dominated by three religious institutions, belonging to three foreign cultures and schools. These clerical institutions depended on three universal centers. Two of these centers, the Sultanate of Khalifa and the Fareon Patricana have just not supported continually the idea of an Albanian National State. However, different from the Balkan “practice”, the Albanian people did not divide themselves into as many nationalities as religions. The Albanian nationality consciousness was never dominated by that religious one. In the Albanian population it did not dominated the feeling of nationality. Among the believers of different religious communities in the country, there were preserved spiritual, economical, social and even family ties. Under such conditions, the National Albanian Movement, different from other Balkan countries could not use the religious hatred against the conqueror as a motif for all the people to be engaged into a war. Unification of the Albanians in the independence way would have been a reality out of religion, on religion itself and only dependant onto the nationality principle. Even the Albanian religious authorities are engaged not less in the case of the Albanian National Movement by pen or weapon. However, they have never fought in the name of their religion. They are engaged in this war not only for religious motifs, but also for national ideals. This may be summed up in the famous saying of Pashko Vasa that “Albanians religion is being Albanian”. Thus, for Albanians war is a national issue, which was common for all the Balkan national movements and had its own characteristics. It never had a religious motif. It got raised not only out of religion, but it was also led against the identification of the religious belongingness of different elements of the Albanian people with those national ones, as well as it got rid of the religious separation from the political cover. This is one of the most precious gifts that the Renaissance people gave to Albania and the Albanian people. The values of such a choice, even though obligatory at that time are extraordinary today in the modern times. It presently makes the foundations of the religious harmony and tolerance of Albanians.

Therefore, the foundations of the national identity of the Albanians not in the religion but rather in the language, tradition, culture and beyond, acceptance in an Islamic religion generally popular and soften by Bectashism; adaption toward intolerant streams in Islam, as it is the Wahabism; the obligatory cooling of the new generation of Albanians against religion during communist regime; not being able to turn the economical and social conflicts into a religious ones, as well as the tradition of the Albanian political forces that historically did not aim at creating people to be elected on religious grounds, are some of the factors that have stopped our religious communication, harmony and tolerance and have preserved the traditional religious faiths of Albanians from fanatics, extremism or religious fundamentalism. These are at the same time even the European democratic values.

But the treasures of the culture of a nation are always in risk if you do not take care of them, if the factors identifying them are not at risk and even if one does not invest to neutralize the effect of

---

17 Mehdi Frasheri, “The ancient History of Albania and Albanians”, p. 44 -45
18 Prof. Dr. Arbër Xhaferri in «Religion, Politics, Albanians», published in “Religion and Civilization in a new millennium – Case of Albania”, pg. 68
19 Prof. Dr. Artan Fuga - “Albanians Behavior Today against Religion”. 20 April 2004 / TN / QSHDNJ
these factors. Even the inter-religious communication and tolerance, as treasures of our national culture, even though they are created and have resisted in years, must be secured, thus treated as property in risk from radicalism.

4. Inter-religious Communication and Dialogue, Passive Neutrality and Acting Secularism

Albanian state, immediately after the declaration of independence, even though fragile, valued inter-religious communication, dialogue and harmony and in general, the religious issues, as very important for the national security. In 1923, Visarion Xhuvani, who later became the Archbishop of the Albanian Orthodox Church, expresses that: “We all know how the importance of religious issues has been and is confused in here. We all know how much it cost to the state. May God not allow them to be a weapon of enemy even for the future”. Starting from these specific circumstances, the other patriot and citizen, Mehdi Frashëri, ordered that “Government must be a little bit more into the religion…”

Since that time, the Albanian patriots have tried to spread the feelings of the religious faiths, despite the number they were treated, represent and feel themselves equal. This has been and remains one of the piles of inter-religious dialogue, communication and tolerance for the Albanians.

Sanction since the creation of the independent Albanian state with such principles as a state secularism, the religious freedom of faith and its change, equal treatment of religious faiths, definition in details of the way of nomination of the primaries of religious faiths, of financing of such communities, have all been measures to encourage dialogue of inter-religious communication. They have influenced the consolidation of the religious tolerance of our people and consequently, have influenced in the enforcement and security of the Albanian state itself.

For this specification the religious faith of Albanians, the problems it may raise and be present inside the religious community, may not only belong to them, but also to all the Albanian people. We are and have the right to be worried all due to the risks that none of the traditional religious community of Albanians is immunized.

Among the main factors that have influenced in risking the inter-religious communication and tolerance in our country are: importing in an uncontrollable way through NGO-s of the religious spectrum of a series of religious streams, which threaten the rights of Albanians to exercise their religious traditions; crises and political, social, economical, financial instability that our country has suffered during transition (1991, 1992, January-March 1997, September 1998), accompanied by lack of legal state and severe threats of order and security; lack of finance from the state and hope of aid coming from abroad; delays and full non-return of the properties of religious communities; lack of a law for religious communities; convenient geographical position of Albania between the East and West; lack for a long time of the efficient state structures to undertake the management of legal rapport and common obligations of the state with religious communities, participation of hundreds of Albanian citizens in the conflict in Syria; facilitation of radicalization and recruitment of

---

20 Classification of the assigned problems in the category of security issues for “securing” these problems, which means justification of measures to confront. For more see the representatives of the Copenhagen Buzan School, Waever, de Wilde, 1998: 23.
21 For more see Xhativ Shala, “Religious Issues in the Albanian land and our national Security”. Seminar held in the Scientific Conference entitled “Preservation of national and religious values of Albanians”, held in Skopje, on 3 September 2010.
22 AQSH, Fond. 246, D- 68, Fl. 471, 1923
23 AQSH, Fond. 246, D- 68, Fl. 637, 1923
25 [In Albania in 1992, there existed only the Cult State Commission. By decision of the Ministers Council of the Republic of Albania, No.459, dated 23.9.1999, “For the creation of a State Committee for Cults”; for the first time the tasks of such structured are assigned. This structure has continually come to be reduced with personnel. In many other states, especially in the ex-communist East, such structures are at a ministry level.
26 [On October 2008, after 18 years of democracy and after ten years of constitutional obligation, it was signed the agreement between the Albanian government and the traditional religious communities in the country].
believers through social webs; the increasing intolerant pressure in Islam like Wahabbis-Selephism, etc.

Wahabbis-Selephism represents not only intolerant streams in Islam, but also are a risk for the Albanian democracy, state of law, people’s rights and for our national security itself. Today, it is not illegal to be Wahabbis, but it’s a personal choice. But from the moment that they organize themselves and try to radicalize and impose others, they become a risk to be secured. Whabbis is a risk for the democracy in general, because they want to impose their own rules, by not accepting the rules of the games in a democratic order. They do not know and respect the state institutions. They are streams in Islam that do not accept a democratic order. For them, state must be based on holy laws. But Albania, Kosova and the Albanians in Macedonia are declared to support Western, Euro-Atlantic democracy, where the rights and freedoms of people are respected. By doing so, the Wahabbis-Selepists come against and have nothing in common neither with the Albanian Muslims, nor with the Albanians as a nation. We have nothing in common with them and if we are to refer to the history, we will find that Albanians have had a severe war with them. It is enough to mention Ibrahim Pasha from Egypt, who about 185 years ago, fought and won over the Wahabbis extremists that were risking the Islamic faith. Islamic Community in the Albanian space have been defined and under their “constitution” they are faithful to the traditional Albanian Islam, therefore belonging to the judicial school of Hanef. On the contrary, the today’s Wahabbis are targeting the Albanian traditional Islam. They exclude not only other religious faiths, like Christianity, but also exclude the Islamic faith that the Albanians practice. For them, it is unacceptable the symbols and national holidays, which do not coincide with those religious ones. According to them, religion is a priority and then the nation itself. But for the Albanians religion is not the defining feature for their national identity. By defining religion as a priority in front of the nation, the Wahabbis damage our national identity. The thinning of the action space of the Wahabbis-selefism would be a valuable contribution, not only for the traditional Albanian Muslimanism, but also for the Albanians geopolitics in the region, for their Euro-Atlantic integrity and our national security. The Muslim communities in Albania, Kosova, Macedonia and Montenegro, today face a serious threat and they will know to define themselves their physiognomy in the future, but treating this matter properly is something that touches the Albanian society and their geopolitical position in the region. Therefore, these risks must be secured not only from the religious communities, but also from the society and law enforcement agencies in Albania, Kosova, as well as a special attention from the Albanian political factors in Macedonia and Montenegro.

We all must contribute to neutralize the risk of extremist penetration and the radicalization of our religious communities. It is a pity that in the previous years of pluralism, every state material support to religious was omitted. Such omission toward religion in reality should not be part of a democratic government program. Albanian law enforcement personnel did not involve themselves like their patriotic predecessors, in the creation of that indispensible legal infrastructure to defend from risks the Albanian religious faiths. In order to do so, the Albanian law enforcement agents must engage themselves so that the state passes from the passive neutrality position of these years, into that acting secularism, because religious harmony as great as it is, it is also fragile. It is enough for the first serious breakdown and radicalization of one of the faiths for the whole to be broken down, our great writer, Ismail Kadare says.

The state is obliged to guarantee the freedom of faith not to be declarative. It must undertake all the necessary measures to guarantee an effective happiness of the religious faith freedom. In order to achieve the later the state must protect the religious faiths from the interference which aim at creating deformations, extremist views, their radicalization or whatever other occurrence of aggressiveness admit the believers. This is what acting secularism means.

27 For more see, Dr. Xhavit Shala, «National Security and integration challenges», pg. 107. Tirana, May 2003. Published by the Albanian Center for National Security Studies

That does not threaten the secularism of the centuries, which are holy for a democratic state. That in turn does not threaten the right of the human faith as a private life right which is protected in all the international documents that concern the human rights. On the contrary, being laic of active, the state undertakes the role of the guarantor for the realization of the facts of religious freedom.

Albanians must engage to start a de-realization process in order to correct for the lost time, a process which must include a wide social, political, legal, educational and economical program package, compiled especially to stop the unsatisfied and radical individuals to be included in terrorist activities. In order to do so, Albania\textsuperscript{29} and Kosova\textsuperscript{30} must strictly apply their approved strategies against violent extremism and radicalism, a strategy which must be taken into consideration even from the Albanian political factors in Macedonia and Montenegro.

5. Conclusions

After this study and research on inter-religious communication, religious radicalism and their influence in security issues we may come to these conclusions:

- Lack of inter-religious communication and dialogue in the last decades is accompanied with a radicalism of religious faiths which on its side has often led to inter-religious and inter-ethnical hatred, in crimes against humanity, genocides and terroristic acts, becoming therefore a serious threat for the national, regional and global security.
- The state must therefore pass from passive neutrality position toward the acting secularism. That does not threaten the secularism of the century, which is often holy for a democratic state. On the contrary, being laic or active, the state can undertake to guarantee and realize the fact of the freedom of religion.
- Inter-religious communication and dialogue among Albanians are the values of our national culture which have been created and resisted through centuries. Such values are risked from radicalism and as such they must be secured.

6. Recommendations

We would recommend based on the above-mentioned facts:

- Coordination of the entire Albanian factor and the compilation of common politics to neutralize the risk for deportation of extremism and the radicalization of our religious communities.
- Engagement to start a de-radicalism process, a process in order to correct for the lost time, a process which must include a wide social, political, legal, educational and economical program package, compiled especially to stop the unsatisfied and radical individuals to be included in terrorist activities.
- Widening and improvement of the Albanian legal framework for defining a penal case of any forms of violet extremism, as well as the recruitment of the foreign terrorist fighters.
- Enforcement of the capacities and expertise of the law-enforcement officials, in order to prevent violent extremism.
- Becoming an incent for the state institutions to be engaged into local communities, religious and other actors representatives, for the purpose of identifying groups in need, which are or may become a target of the violent extremism.
- Identification and understanding of the social concerns of the local communities, in order to treat properly the fundamental causes for violet radicalism and extremism.
- Compilation of the specific programs and politics adapted to prevent the spreading of violence and extremism, as well as at the same time, to increase the awareness of the society on such phenomena.

\textsuperscript{29} Decision of the Ministers Council of the Republic of Albania, No. 930, dated 18.11.2015 “For the approval of the National Strategy for the fight against the violent Extremism and action plan”

\textsuperscript{30} Pristhina, 16 September /ATSH/ - Kosova Government approved today the strategy for the prevention of violent extremism and radicalism that leads to in terrorism for the period of 2015-2020
References

AQSH, Fond. 246, D- 68, Fl. 471, 1923.
AQSH, Fond. 246, D - 68, Fl. 637, 1923.
Prof. Dr. Arbër Xhaferri «Religion, Politics, Albanians», published in “Religion and civilization in a new millennium – Albanian Case”.
Ismail Kadare, Speech in the International Conference « Religion, Politics, Albanians, held in Tirana, 13-14 November 2003
Prof. Dr. Artan Fuga - “Today’s Albanians’ behavior against religion”. 20 April 2004 / TN / QSHDNJ
Veton Surroi, “Religion and religion”, “Korrieri” newspaper 14 November 03.
Mehdi Frasheri - The ancient History of Albania and Albanians.
Alexander del Valle, Genesis and the actuality of pro-Islamic strategy of USA.
Ardian Vehbiu, ResPublika 30 July 2011
Dr. Xhavit Shala (2004), Albanians in a crossroad. Published by the Albanians Center of National Security Studies.
Dr. Xhavit Shala (2003), National Security and integration challenges. Published by the Albanians Center of National Security Studies.
Decision of Council of Ministers for the Albanian Republic, No. 459, dated 23.9.1999, “For the creation of the State Committee about Cults”.
Decision of Council of Ministers for the Albanian Republic, No. 930, dated 18.11.2015 “For the approval of the National Strategy for Fight against Violent Extremism and action plan”.
VOA 17.3.2016 – Declaration of the USA State Secretary, John Kerry.
VOA 30.10.2014: Victimization of women from ISIS.
VOA 25.03.2016: For the punishment of Radovan Karaxhic.
Prishtina, 16 September / ATSH /- Kosova government approved today the strategy for preventing the violent extremism and radicalization that lead to terrorism for the period of 2015-2020.
The Reform of Land in Albania during the Comunism Period and Its Impact after the Democracy Establishment

Enkeleida Shyle (Petanaj)
Agency of Legalization, Urbanization and Integration of the Areas/Informal Construction

Abstract

The right of property on the real estate assets in various legal orders has had a different protection. During the communist regime in Albania were conducted some legal reforms for the real estate assets, reforms which adapted to the ideology of against private property, through the process of expropriation, nationalization and confiscation. These reforms aimed not to destroy the existence of the private property, but also to take control of the freedom of social activity of the individuals in the approach of a planned politics. In the countries with a democratic regime, it is given an important place to the protection of private property, as it is considered the main condition of creation and insurance of a better status in the personal economy of the various subjects and further more in the national and international economy. For this reason, the reform of land in Albania after the ’90s, just like in the other countries of the Eastern and Central Europe, was an important part of the overall reforms for the right of property. One of the main factors that forced the governments to select certain procedures for the land reform was the historic factor of the right of land property. The goal of this study is to analyze the land reform in Albania during the communist regime and its impact after the democracy establishment. In order to conduct this study, I have tried to give a general presentation of the legal situation in the historic aspect, and then of the actual standards set in the Constitution of the Republic of Albania and also in other ratified international instruments. This study is an effort to theoretically analyze the complicated situation of the right of property and also to present the beliefs of the European Court of Human Rights and The Constitutional Court of Albania. The whole time period up to today has been a constant intensive effort for the consolidation and allocation of the right place to the right of property toward the positivity, but it should be mentioned that “the validity of the human rights is not dependent in any way from them being constitutionalized.”

Keywords: land reform, expropriation, nationalization, confiscation, property reconstitution

1. Introduction

After the country’s liberation from the Nazi invaders, on January 1st Albania was declared Popular Republic1.

During the WWII the National Liberation Army was created, and it had its own structures, which prepared judicial important acts that contained constitutional legal norms or declaration, this up to the formation of the government that would rule the country that has just come out of the war. One of these declarations, was “On the rights of the citizens” which declared simultaneously the equality of the citizens before the law, guarantying of the private property; the freedom of private initiative in the economical life.

According to the declaration, it is created the conviction that after the WWII in Albania, it would sanction the right for the private property and this property would be guaranteed. But after the creation of the government there were measures to make economical transformations which had relative character, up to the approval of the constitutional acts.

During the communist regime, in Albania were undertaken some legal reforms regarding the real estate assets, which adopted to the anti private property ideology, through the process of

1In Albania, the problem of the political form of the state was resolved not with popular referendum, such as in Bulgaria and Rumania for the liquidation of the monarchy after WWII, but through the constitutional assembly which by deciding that Albania become Republic, finally resolved the issue of the state regime.
expropriation, nationalization and confiscation. These reforms aimed to destroy the existence of the private property, and to keep under control the freedom of the social activity of the individual through the approach of a planning politics. By being presented in the main constitutional acts they were considered the basics of the function of the communist state.

2. The First Acts with Legislative Character that Foresaw the Agrarian Reform

After the WWII in Albania there were some types of property:
- The property of foreign bourgeoisie (states and foreign citizens), in the forms of borrowed concessions;
- The capitalist property of the native bourgeoisie, in industry and other areas of economy;
- The great property of the landowners on the land;
- The capitalist and half capitalist ownership on the land;
- The ownership of the small producers in the country and the city.

From the statistical data that belong to this period of time, the results show that more than 79% of the population lived in the villages, making a living by owning a piece of land. According to this data:

- a) 23, 42% of the proletarian agricultural families did not own any land;
- b) 17, 59% of the poor agricultural families had on average from 0,5-1 hectare land;
- c) 47, 33% of the middle class agricultural families had on average 5 hectare land;
- d) 11, 48% of the higher class agricultural families had on average 5-50 hectare land;
- e) 0, 9% of the highest class agricultural families had on average 50-200 hectare land.

This land distribution presented the grave economic situation in which most of the population was positioned. The fact that such a high percentage of the population was in a difficult economic situation was the reason or justification for undertaking radical reforms for real estate in general and land reform in particular.

To implement the agrarian reform as one of the priorities of the Communist Party the need to eliminate private property was realized. This process could not be done immediately, but it was a step by step process.

Initially, through the process of immediate nationalization and without compensation, the reform was conducted for the capitalist property of the native and foreign bourgeoisie, as well as to the great private capitalist and landowner's property.

One of the first acts of approved from the leaders of the Antifascism National Liberation Council as soon as it took over the government, were laws related to the recruitment of the pharmaceutical products and buildings, confiscation of the movable property and real assets of the political fugitives, assets of tax embezzlement of the richness of war etc.

All these normative acts aimed in general to get the private property and make it a state property without any compensation, with the exclusion of the law “On the recruitment of the products, pharmaceutical products and buildings”, which accepted the concept of reasonable compensation.

---

2 Vasil Xhai dhe Kristo Cevi, The judicial regime in Albania, publishing of the Agricultural Ministry Tirana 1956, pg. 29
3 AQSH, Fond 855, year 1945, file 15. The data stated that around 78% of the farmer families had from 0-5 hectares land and a very small part resulted to have more than 5 hectares of land.
4 One of the main direction of the communist party after the country’s liberation was “implementation of the great social and economical for the people, and in the first place the agrarian reform”. AKERRSH, year1945, file 184, pg. 2.
5 This attitude was kept in the Permet Kongress and was restated in the second meeting of the NLAC
6 National Liberation Antifascism Council
7 With the law nr. 24, dated 12.15. 1944, “On requisition of the products, pharmaceutical products and buildings” was aimed to get the food means, pharmaceutical products and buildings from the private individuals and to be given to the state.
8 Law nr. 28, dated 12.15.1944, “On confiscation of private movable and immovable property of the political fugitives”.
9 Law nr. 37, dated 13.01.1945, “On the extraordinary taxes of war benefits”.
compensation. This can be considered as one of the most positive normative acts as all movable and real estate assets were taken from individuals who deviated from paying the financial obligation during the war. This law was considered a legal practice, and was followed not only in our country, but also in other countries of Eastern Europe. All the

All confiscations of real estate property (immovable) (land, buildings, lands, forests and pastures) that were taken to the previously mentioned entities were considered rightful actions even after 1990. That is the reason that all those people whose immovable property was obtained on the basis of this law, were not considered expropriated subjects under the 1993 Law on Recognition, Return and Compensation of Property”. Through Law no. 40, dated 01.14.1945, “On confiscation of private property”, the aim was to confiscate all private property or part of it as an added punishment which was imposed in the final court decision of the Court or the Responsible State Authority. This law could be used to abuse, as decision-making on which part of the movable and immovable property of a person would be seized and why, were made by two different state bodies, one was the Court and the other Executive of the National Liberation Council of the Prefecture or sub Prefecture.

Another law, which aimed to put under control the movement and the assets of foreign citizens in Albania, was the law number nr. 85, July 1945, “On confiscation of the assets of the foreign citizens that lived in Albania and moved abroad without the permission of the competent authorities of the “Democratic Government”, individuals who were considered political fugitives and their assets in Albania were confiscated.

Nationalizations: During the first years of communist government, a number of other normative acts were approved, all aiming to make immovable property a state property without remuneration. But, in contrast to other laws, the laws in the area of nationalization intended to place very important economic sectors under state ownership, on which the communist regime realized one of its main pillars in the economy; the transition from private property to the common socialist one. Among the most important normative acts we would mention the decree law number 242/1946, "On the nationalization of private pharmacies", decree law number 243/1946, "On the nationalization of typographic establishments", decree law no. 245/1946, "On nationalization of oil factories", decree law number 244/1946, "On the nationalization of some lands", decree law number 330/1946, "On the nationalization of flour mills and decree law no. 422.1947, "On the Nationalization of Private Cinemas". Under the nationalization process underwent the foreign citizens, among them the largest number of those who had invested and bought various objects were Italian citizens. According to the adopted acts, it was decided that all the property, rights and interests of Italy and Italian citizens who were in the territory of the Popular Republic of Albania were transferred to the Albanian state. In this way, through a series of normative acts, the process of nationalization was carried out in different sectors of the economy.

Expropriation: The most important reform taken for the decision of the socialist property of the means of production was the Agrarian Reform. Referring to the communist ideologists, there were undertaken some measurements with revolutionary character in order to process this reform.
The principle of this reform was “The land belongs to the person who works on it”. Based on that, the land was given to the villagers and Albanian citizens who did not own any land through the obliged expropriation. Each of the farmers that benefited from the reform legally obtained the right of ownership after the final process of land measurement, the determination of the area of land, and its surface, and all this was registered on the special register that was created in the offices of mortgage in the individual's name. It was not allowed, for any reasons that the large areas of land be on the hands of private owners. In this way, it was limited the surface of land in the hands of private property, by determining the maximal surface area of the land could be more than 40 hectares.

Though this law, I think the measures taken aimed to hit the big landowners directly and to limit the right to property over agricultural land. The owner who had more land area than allowed from the law of 1945 was obliged to report to the Agrarian Reform Offices, otherwise he was sent to the Military Court and sentenced under the law on government saboteurs.

Law number 108, dated 08.29.1945, "On Agrarian Reform", introduced some obstacles in terms of the management of agricultural land that remained after the expropriation by the expropriated owners, as well as the agricultural land that was distributed without a payment to the families in need, landless or with a very small area of land. These obstacles were related to the alienation, division and owning of agricultural lands. When a violation was found, the property was transferred to the state by a decision of the agrarian affairs committees at the Executive Councils of the National Councils, which had the right of direct access to the farmer's property without the need for a court decision. Moreover, in the Law "On Agrarian Reform" it was foreseen that “all owners of a land area to work or administer themselves on the basis of the provisions of this law receive no remuneration for the rest of their land being expropriated”.

In this direction, it is worthy to state the fact that all the farmer families that benefited from the law “On Agrarian Reform” and were called de jure owners of the farm land, given by the land division committees, as other expropriated owners for their land not taken, would only have the right to profit from the goods that came from this land.

The government itself took measures to constitutionalize the reforms. Initially through the Statute of the Popular Republic of Albania it legalized these three processes, which were developed earlier and would continue to be in the future. They had their main goal to eliminate the private property, above all the real estate property and making it a state or common property.

3. Reforms after the Approval of the Communist Constitution

The legal and institutional Reform in relation to the titles of ownership on the farm land continued and got better after the approval of the constitutional acts. These reforms aimed to realize to main goals:

a. Planning of each sector of the country’s economy including the titles of ownership, and especially in the category of the real asset property;

b. elimination of the private property in the villages, by closing with success the process of cooperatives and the elimination of the private property in the city, by making all the land areas state properties.

15 Article 1 of the law, dated 08.29. 1945, “On Agrarian Reform”;
17 There, article 3 of the law.
18 There, article 14 of the law.
20 Article 9 of the Statute of the Popular Republic of Albania dated 01.11. 1946, Official Book, number 19/1946.

“The private property and the private initiative in economy are guaranteed. It is guaranteed the right of inheriting of the private property. None can use the right of private property in the damage of the community. The private property may be limited or expropriated when there is the common interest and based on the laws. With law it will be determined when and where the owner will be compensated. In the same condition, some areas of economy or enterprises may be nationalized for the common good." With the approval of the Constitution of the Republic of Albania in 1950, Art 9 with the same content was replaced with article 11.
The first Constitution approved after the country’s liberation sanctioned the socialist system of economy and socialist property on the tools and production equipments, set as a consequence of liquidation of the old economic system of the capitalist and feudal property.

Although the Constitution of the Popular Republic of Albania states that “private ownership and private initiatives in the economy are guaranteed”\(^{21}\), the state took measures to limit private property and to collect all the wealth in its hands. Under the Constitution, private property on large lands could not be in the hands of private individuals for any reason\(^{22}\). This constitutional principle was also put into effect through the laws passed by the people’s government.\(^{23}\) In the Constitution approved in 1950, several new provisions were added to support the joint cooperative property to the detriment of the private one\(^{24}\). With these changes was added a new obligation for every citizen “to keep and empower social wealth (state and cooperative), the sacred and intangible basis of popular democracy, the source of the power of the Fatherland, of the welfare and of the culture all workers. Those who touch the social wealth are enemies of the people”\(^{25}\).

We should emphasize that during the first years of the communist regime there was a dualism between the division of the farm land based on the law 108/1946, “On Agrarian Reform”, farm families and accumulation of the farm land in favor of the new agrarian cooperatives that were being created and constituted the main subject of administration of farm land.

The decree “On ownership” number 2083/1955, as one of the most important acts during the regime time, contained a series of provisions that regulated the types and forms of property, administration of state property and the cooperative property. As for the rights of property, the property could belong to the cooperative or socialist organizations (socialist property) or the individual (personal and private property)\(^{26}\).

The protection of socialist property under this law was considered sacred and untouchable to the popular democracy, the source of the power of the Fatherland, the welfare and the culture of all workers. The law excluded categorically the sale of agricultural land, not only the land of those who had benefited from the Agrarian Reform but also from the individuals who had it before 1945. This restriction was another indication that the transfer of land to agricultural families through the so called Agrarian Reform never gave the real ownership to the family, but it was only allowed to use this land\(^{27}\). In order to control the ownership right over agricultural land by the state to the detriment of the agricultural families, in 1957 was approved the guideline “On the abolition of the ownership of agricultural land which is not worked by their owners”\(^{28}\).

In the Constitution of the Popular Republic of Albania, was foreseen the probability that the private property to be limited and expropriated when there is a common interest and based on a law. It does not guarantee that the compensation of the owner would be true and fair, or in what method it would be. However, the importance of private property was considered to reduce gradually, on behalf of cooperatives of the farmers and craftsmen. Through the guideline 27/1956, “On expropriation and requisitions” of the Minister’s Council, each measure of remuneration given by the Court, may be violated at any time if it was in contrary to the state politics and the decision of the Minister’s Council number 185 dated 5/4/1956, “On the amount of remunerations”. In this way the violation of the amount of compensation turned the arbitrary expropriation similar to nationalization, by affecting the principle of the legal guarantee and the protection of the property right.

\(^{21}\) Article 11 of the Constitution of the Republic of Albania

\(^{22}\) Article 12 of the Constitution of the Republic of Albania

\(^{23}\) We refer to the law no. 108, dated 08.29. 1945, “On agrarian reform”, which limited the right of property by determining the maximum area of the land which could be under private ownership.

\(^{24}\) Article, 8, 10 and 12 of the Constitution of the Republic of Albania, Official Book nr.53/ 1950.

\(^{25}\) Article 35 of the Constitution of the Republic of Albania

\(^{26}\) Article 3 of decree no. 2083, dated. 07.06.1955, On the property, Official Book nr. 11/1955.

\(^{27}\) According to the decree law no. 2151, dated 11.8. 1955, On the agrarian system of the land and their registration, were considered agricultural land the farmland fields, wastes, lawns, fallow falls, meadows, orchards, gardens, vineyards, olive groves, wetlands, and pastures and forests.

\(^{28}\) Directive no. 20 dated. 2.9.1957, On requisition of the agricultural land that is not worked by their owners.
The provisions of the 1976 Constitution did not recognize any constitutional responsibility of the State against the violation of individuals rights, because according to the way of regulating those rights in the Constitution, their source was the state and not human nature.29

Thus, if we refer to the Article 16 of the Constitution of the Popular Socialist Republic of Albania it is stated: “The economy of the Popular Socialist Republic of Albania is a socialist economy, which is based on socialist property on the means of production. There are no exploitative classes in the Popular Socialist Republic of Albania, private property is banned and human exploitation from another human is destroyed.”

So, the basis of property right in the socialist regime was socialist property. This property finds a special regulation in the Constitution, raising its protection to a general principle - "Socialist property is the untouchable basis of the socialist order, a source of the welfare of the people and of the power of the Fatherland; it has special protection from the state".30

Agricultural land and all other land types became de jure the exclusive property of the state.31 Consequently, the farmer and cattleman not only did not own any land area, but were obliged to work in the agricultural cooperative or in the state agricultural enterprises, where the village of his residence was included.

As we see from the chapter on economic rights, in 1976, the Socialist State performed a general nationalization of the entire territory of the country, in terms of agricultural land in the form of small gardens and lands in the town and in the village, by considering it all state property. In such a case, such an annexation was made directly from the most important fundamental act of the State, without the need for laws in the area of nationalization, expropriation or confiscation.

Over these constitutional principles were also issued a number of legislative acts aimed at the final elimination of private property. Thus, in article 7 of the decree “On ownership” number 2083, dated 07.06.1955, the State has exclusive ownership of the land and besides it no other could become land owner. Even the Civil Code provided some restrictions, by not allowing the alienation of private property.32 In case of restrictions’ violation, was foreseen the removal of orchards, gardens, vineyards, olive groves and owners and, based on Article 18 of Decree number 2151, dated 05.08.1955, “On the agricultural land system and land registration”, was done the transfer from the individual owner to the state.

4. The Legal Reforms for the Land after the 90’s

After the 90’s, Albania was involved in major political, economical and social changes. With the democracy system arrival, the country went from the centralized economy to the market economy. The first democratic government that was created, took measures to repeal a series of laws approved during the communist regime, which violated the fundamental rights of human being, including the right of ownership, which was a very troublesome issue and required immediate resolution.33

With the constitutional law number 7491, dated 04.29.1991, “For the Main Constitutional Dispositions”, the Constitution of 1976 was repealed. This constitution had declared de jure the monopolization from the state of each branch of economy.34 Two years later, another constitutional law was approved, which provisioned the real regulation of the human rights according to the model

30 Article 17 of the Constitution of the Republic of Albania
31 Based on the article 18 of the Constitution of the Popular Socialist Republic of Albania
32 Article 26 Civil Code provisioned that “Agricultural land, private property may not be changed, sold or auctioned in order to pay the debt or can be rented.
33 Through the decree 7476, dated 03.12.1991, “To allow and protect the property of the private actions “, was sanctioned the freedom and protection of the private property.
of the most important international agreement in the area of human rights in general and the right of ownership in particular.  

After the abovementioned package, there was a need to draft the entire legal basis in order to establish a new order based on free market principles. On this new constitutional and legal basis, as well as other sub-legal acts of executive power, began the process of returning the state property to the individual ownership.

In 1991 was approved the law number 7501, dated 07.19.1991, “On land”, which granted the right to the benefit of agricultural land to all people residents in villages, in order to improve the difficult economic situation due to the economic and social changes that were taking place. But the implementation of agricultural reform through this law over the years had a number of problems, because officials of institutions who divided the agricultural land have abused with illegal actions in awarding ownership titles to agricultural land, as well as on the land owned by certain people. This is why the Albanian government recently has decided to temporarily suspend the procedures for the transfer of ownership of agricultural land beneficiaries of former agricultural enterprises and the registration of land ownership acts in the important areas to the fund supporting strategic investments.

Faced with sharp political, economic and social problems, the result of the politics of the former totalitarian communist system, the state property privatization process put the new democratic state in the face of a new reality for private owners. These individuals were now exempted from their legitimate property by arbitrary actions without any legal basis through nationalization, expropriation, confiscations and other measures based on legal and sub legal acts as well as in judicial verdicts which fell on opposition to the spirit of justice and human dignity, with inalienable universal rights in the Western democratic world. Through Law number 7698, dated 04.15.1993, "On the Restitution and Compensation of Property to Former Owners", the new democratic state, although not responsible for the injustices of the past, assumed the moral and legal obligation to put in place as it was most likely, some of the injustices of the former regime of the period after November 29th 1944. This law sanctioned the property right for former owners and their heirs on immovable property, seized, confiscated, and illegally obtained by the State. Immediately after the law came into force, legislative measures were taken to guarantee the compensation of former owners in cases where physical restitution of their property could not be made. Thus, the Law number 7699, dated 04.21.1993, “On value compensation of former landowners” is given the right of compensation to former landowners or their legal heirs for the land they owned at the time when the Law number 108, dated 29.8.1945 “On Agrarian Reform” was approved.

Following the approval of the Constitution of the Republic of Albania, the Parliament of Albania was obliged to issue laws for the correct regulation of various issues related to the expropriations and confiscations made before this Constitution. This constitutional provision was intended to open the way for lawmakers to rectify, within reasonable timeframes and within all the possibilities of the state, an injustice that was made to the category of the former land owners. On the basis of this obligation, the Assembly of Albania issued Law number 9235, dated 07.29.2004, "On the Restitution and Compensation of Property". The law has been subjected to several occasions by the Constitutional Court.

With the reasoning that “The process of reconstitution and compensation of the properties in the countries of post transitional communist period, is not based on the right of property, but on the

37 Even though it was considered as a new agrarian reform and had many contradictions, up to today it continues to produce its effects.
38 Ruling “For the temporary suspension of the procedures of property transfer to the beneficiaries of the farm land from the agricultural institutions, and the registration of the acts of property titles, in the zones with importance for supporting the strategic investments”.
principle of fairness and justice and further more on the principle of the moral social state "39; regulation of reconstitution and compensation of the property into its origin aims to correct as much as it is possible " within the abilities and social economical conditions of the state" the injustice of the prior regime, performed in the damage of the private property by nationalization, expropriation, confiscation or any other illegal method.40

In all attitudes held in European constitutional jurisprudence, including the Albanian one, it is concluded that, in respect of the principle of justice and the social state, no obligation can be imposed for the total compensation of expropriated or nationalized property by regimes that have not respected the minimum human rights standards and that "the complete reinstatement of prior property rights would be contrary to the principle of equality" 41.

Although this law was put to implementation and some of the owners were granted the right to compensation through Decisions of the Property Restitution and Compensation Commissions or the Property Restitution and Compensation Agency, most of them were not performed from the state organs. That is why, in a number of ECHR rulings, the Albanian State was found to be in violation, stating that: "none of the Acts of Property, or any other provision in relevance to the domestic legislation, does not regulate the execution of the Commission’s rulings. In particular, the Property Act does not foresee any legal deadline for appealing the Commission's decisions before the domestic courts, or any specific method for their execution".42

Found under the pressure of the rulings of ECHR, the Albanian government has taken measures for developing a strategy for the issues of the properties as one of the main priorities for integration of the country in EU 43, by approving a new law 44. Through this law is intended to: a) finalize the process of the private property through recognition and compensation of the properties to the expropriated subjects from the state from 11.29.1944; b) regulation and fair remuneration of the property, and the execution of the final compensation decisions within the time limits.

5. Conclusions and Recommendations

The legal reforms of the property during the communist regime in Albania obliterated not only the existence of private property through the process of expropriation, nationalization and confiscation, but with these processes wiped out the freedom of the social activity of the individual by putting it within a planning policy. The long lasting process of these reforms and land ownership problems accumulated during the communist regime has caused many land ownership issues to remain unresolved. Formalization of land division; creation of the land market and land management systems; modernization of land and property services (property titles) are some of the challenges for the future. Also, there is not yet a database for property restitution and compensation decisions taken reached since 1993 to September 2013. For this reason, there is no data on the State's financial obligation to compensate all expropriated properties.

The reform for the right of ownership in Albania is considered as one of the priorities for the country's integration into the European Union. Solving the long-term and historic problems of land and ownership is considered crucial for economic development. For this reason, the reform in the area of property rights should aim to protect the right of ownership and eliminate legal insecurity.

These objectives would be achieved through improvements to the legal framework in order to be in line with EU standards in the area of property rights; finalizing the administrative procedure for the recognition of the ownership of expropriated properties; the creation of a unique and efficient

---

39 Reference is in one of the rulings of the German Constitutional Court.
40 Rulings of the Constitutional Court of Albania number 26, dated 24.4.2001.
41 The European Commission for Democracy through the law (Venice’s commission); opinion on the project law “On Reconstitution and compensation of property” of the Republic of Albania, Approved from the commission of Venice in the 58 plenary session.
42 See Qufaj Co. C.O.; Beshiri et al, Ramadhi et al.
43 The decision nr. 350, dated 29 April 2011, The council of Ministers approved an action plan for the implementation of the identified issues of ECHR
44 Law no. 133/2015, “For implementation of the property and finalizing of the process of property compensation”. 
compensation scheme through the implementation of a new methodology for real estate market evaluation and the creation of a digital system for the development of property maps, with a goal to prepare final bill of financial obligations.

References

Strategies of the property of the Albanian Governments
Verdicts of the European Court of the Human Rights
Codes, law, verdicts of the Minister’s Council, Decrees
Verdicts of the Republic of Albania Constitutional Court
Xhai Vasil and Çevi Kristo, The judicial regime of the land in Albania, Tirana 1956
Paradox of the Mission of Albanian Political Parties

Ilda Jeha

University of Tirana
Faculty of Law

Abstract

While everyone has a negative opinion on political parties, they are all powerful because, when they win the elections, they all win. They have a paradoxical mission: only political parties can hire anyone who helps them win the election. There are political parties of the majority who "appoint" the President of the Republic. Despite the large number of political parties, as a sign of the country's normal democratization, the parties remain divided into two categories: the main party and the partisans, which survive thanks to the main parties. The worst thing is that the "party equal employment" tradition is being taught, as every member or party militant calls the normal job demand after the victory of political elections by the coalition where his "party". Generally, in Albania there is a negative opinion about political parties, but the high poverty and unemployment, as well as the fact that work finds easier when you join one party and win the elections, have made many people become party members. This has also led to a "pragmatic" view of political coalitions. It is up to the opinion that coalitions are good to be post-election, that parties and party parties should measure their real strength, but also program, so that everyone with a single tongue and within their family.

Keywords: political parties, democracy, coalition, stability

1. Introduction

Albania's political and economic progress following the political changes of 1991 is enormous, though its democracy is still considered to be dysfunctional. Political parties have their important role in this process as representative institutions of the political will of the people, with a maximum ambition to win political elections and to run reforms and rule the country.

The basic framework for political parties in Albania is clearly defined in the Constitution and in a special legal framework adopted by the Parliament, which is considered as incomplete by special articles. Because political pluralism and free and programmatic membership have been the aspirations of Albanians since the time of a single communist system. Political parties exist as there are different views and desires among people.

All of these have been typical features for all the countries of the former communist East and represent the essence of the democratic reforms of their transition. Albania does not seem to make any exception, though it is part of a group of countries called the Western Balkans, where Europeanization is considered to be difficult and opposition parties find themselves very difficult.

The common of the Western Balkan countries is that a lot of mentalities, methods, or styles of governance continue to be significantly affected by previous mentalities, methods and styles. Such is the case of the Albanian Constitution, which stipulates that the President of the Republic of Albania is elected by the Albanian Parliament with the proposal of the party that chairs the governing coalition. Up to here everything is fine. But the problem starts right here. Because the election in this case is legally replaced by “appointment”. The election of the President by the

1 Krasniqi, A., "Albanian political parties, undemocratic and non-transparent structures", Javanews, 30.05.2016.
Parliament is done in 5 rounds, of which only 50% plus one vote is needed\(^4\). For this purpose, the Constitution has been amended with the agreement of political parties in Albania, and its implementation has degraded to the point where it is overcome\(^3\) the first raquets only to be solved by a simple majority the candidate-elect proposed by the ruling majority. In the case of Albania, special importance is given to the democratic culture of the people, because the Albanian society is generally distrustful of political parties and is an apathetic society. This political apathy is based on the rooted mentality of the past when membership in the Labor Party, which was the only existing political party, was very advantageous at that time, which in democracy suddenly turned into a great personal handicap for many people.

Poverty and unemployment turned into the main characteristics of Albanian transition. These encouraged people to join political parties with the hope of hiring them because the mentality that membership in a political party could be the only way they could get a job was rooted. This mentality began to further promote people towards membership, creating a misguided idea of the role of political parties. Simplifying the role of political parties in employment tanks instead of leading the reforms testified to a deficient democratic culture in the people. This mentality has also been reinforced by the winning political parties themselves, arguing in many cases as a necessity for the implementation of their political programs.

From an ideological point of view, the space of political parties in Albania is limited by the political and economic transition of the country. Because some common and unchanging fundamental objectives are already clear, such as the establishment of a democratic system, a market economy, integration into the European Union, partnership with the United States of America. The political debate thus focuses on more fundamental issues, without affecting these very obvious principles.

The issue of political coalitions remains the most fundamental issue to be debated in Albania and related to the very existence of political parties. Although Albania is a small country, in the last political elections 60 political parties have been registered, out of 118 registered in court, whereas the threshold for the Parliament has never exceeded six. In fact there are only two main parties, while the others are simply the partisans who "feed" on the largest and exist on their own. From an ideological point of view, most of the Albanian parties are alike, because their base is the same: the democratic system, the market economy and the progress of the individual. There is also a party that supports communist ideology, the past system, and collectivism. Parties usually have realistic structures both at national and local level. While the parties usually have only national organization and find it difficult to have a real local organization while it is easier to have only national bodies. Since the most active contribution of the party membership is expected at the local level, there is a great contradiction in the partisanship of the parties in Albania. Frustrated by the past, many people join a major party only to secure a job in the public sector. The rank of the function depends only on the will of the party chairman. In the case of small parties with only national structures, it is sufficient being prominent by shouting lauder than others and you have a good position because there are not many people, so the competition is almost non-existent. Usually political parties are based on their membership and sympathizers. The latter are integrated into political parties as "independent members". The identity of a party is usually expressed in its program. It is a party program that legitimizes its existence, illustrates its basic goals and values, provides an orientation for citizens and voters, and promotes membership. Therefore, the parties usually have general political programs and special programs that express the party's views on various economic issues, reforms, etc.\(^5\). However, they all agree that, a strong political party system is a necessary condition for democracy and that the stability of the democratic system is closely related to the stability of the political party system. That is why the degree of democratic progress of countries in transition is much better measured by analyzing and evaluating the system of political parties.

The skepticism and distrust of the population for parties and political leaders is a timely phenomenon that will soon be replaced by the necessity for even more qualitative solutions. They


are the basis for high poverty and high unemployment, which is expected to be the most temporary occurrence of political and economic transition.

2. Methodology

We have thoroughly reviewed all domestic and foreign literature on political parties, as well as the relevant legal framework in Albania, starting with the Constitution of the Republic of Albania of 1998.

The political and electoral programs of each party have been studied in detail, and also the results of their election or political coalitions.

To clarify the perception of the public on political parties, an on-line survey was conducted with direct questions, to create opportunities for each to respond without spending time. The average number of responses to each question was over 5000, most young people, given that young people are thought to be massively frequented by social networks. According to the data, the largest number of responses and explanations (87%) were given by young people under the age of 30.

3. Analysis of Results

The opinion of the majority who answered the questionnaire were of the opinion that political parties in Albania are unconstitutional. Over 85% of responses from 5763 responses correspond to this opinion and only about 5% of them have a positive opinion about them (see Figure 1)

![Figure 1: Negative majority opinion on political parties](image)

We tried to deepen on this clearly disbelieving response to the political parties and we think that this mistrust is not only Albanian, but at least in the Balkan. It comes from the concrete activity of these parties and, secondly, by the mistrust of the political elites of the country (see Figure 1).

The concrete activity of the parties is related to their disrespect of political programs, because in Albania no one is surprised if the “right” parties are left to the left. The former ask for taxation, while the latter require their establishment and further growth. This is common in Albania, where it is enough to be reformed from the political standpoint and immediately the political opposition opposes it, without any particular amalgies whether this is a right or a left reform.

In fact, in transition countries such as Albania, it is required to consider a package of reforms necessary to transform the system into a democratic system and economy in a market economy. These are necessary reforms already accepted since the system was changed, so they should not be considered either right or left. So, the opposing spaces of the political parties remain limited.
The employment is another very important aspect of interest to join a political party. The principle "Party Equal to Employment",\(^6\) has now become a genuine theory of expectation. Employment after the election victory is considered a normal thing as something that belongs to you because of that you have participated in any political action of your "party". It is now the party's turn to reward you with at least an appropriate job this contribution you have given to.\(^7\) It seems surprising to us that only 22% of the 5128 responses are "idealistic" because they seek the coming of their "party" party with the claim to change the country. Because the expectation of 68% of people is employment (see Figure 2). Employment has become the subject of life and political choices in Albania. Three in every four people who have responded to the relevant question consider it necessary to adhere to a political party. Even about 41% of people, out of 5364 answers in total, consider this to be very necessary. But one in every four people does not value membership at all in the party, as it calls in vain this membership (see Figure 3).

If we answer this question with the answers to the foregoing question on the expectation of adherence to a political party, it is obvious that the same level of response: to be employed it is imperative to adhere to a political party. The pragmatism of the members is clearly seen. Because, on the one hand, most have no faith in the political parties, on the other hand, most people adhere, because they consider this to be the only employment opportunity in the case of his "party" victory. So, this little by little is turning into law in Albania, the controversial measures being taken and the reform of the civil service.

\(^7\) Ibid.
We also have a lot of interest in the opinion given to the group of questions related to political coalitions. In fact, political coalitions should be based on two pillars:

(i) Number of voters or votes they win.
(ii) Party Political Programs.

A political coalition can not be done, on the bases of words. Only program coalitions can last longer. So, there is no need for political coalitions simply to win a "coup" vote more. This opinion is clear in the answers to Questions 4 and 5 of the Survey, where 5624 and 5431 responses were received (see Figure 4 and Figure 5).

Figure 4: The coalition is indispensable

This is a matter of fact because around 58% of the responses consider the coalition as vital and there are some 21% of the respondents who say yes, it seems that the coalition is recognized by about 79% of the responses and is opposed by only about 12% of them. The large number of positive responses shows that the word is more about partisans, who can not cross the electoral threshold without the "help" of big parties.

Figure 5: "Pragmatic" Opinion on Coalitions

A significant number of responses, about 41% (see Figure 5), are of the opinion that they earn quite a lot, regardless of which party becomes a coalition. This mentality is typical of the members of the partisans, who know that they can not win single. This "pragmatism" is also related to the answer to question 2: the expectation of the majority is employment in state structures. People join in to hire. The "Pragmatism" is further emphasized given the answers to question 6 regarding the responsibility of governance (see Figure 6). Party members do not think that while they are in government they are responsible for how they have done their duties.
4. Conclusions and Recommendations

The level of democracy It is unfair that the level of democracy of "new" democratic countries be measured by the level of "old" countries and with consolidated democracies such as the United States, France, Germany, Great Britain, etc. Moreover, the path that the "new" countries had to follow after the political changes they made was clearly unknown to anyone, even to the "old" countries. A two-grading grouping of countries, would be more realistic for determining any calculated indicator. So, the progress of democracy in the "new" democratic countries will be measured within the list of these countries.

The "right" and the "left" In Albania, the right-wing parties are considered left-wing than left-wing and vice-versa. This is related to the fact that there is still no absolute agreement on the types of reforms that need to be undertaken to meet the political and economic transition. Consequently, political opposition parties oppose any political majority initiative, while the latter undertook reforms in line with its position in the Albanian political spectrum, often dictated by international institutions. A political agreement on Albania's integration reforms in the European Union will have to be put in place to never contradict their substance. Political debate should focus more on the process of implementing reforms, as well as on secondary issues of political and economic transition.

Election of the President of the Republic Today's way of electing the President of the Republic, even though it is under the Constitution of Albania, it's a clear appointment of the President and not his choice. On the other hand, this appointment focuses everything on the chairman of the ruling coalition's main party. That is why the wrong change of the Constitution should be done boldly. Changing the basic constitutional law should be made even with a popular Referendum.

Coalitions of parties Coalitions of parties should be within the spectrum, where political parties are involved. They should be selective, rely on party political programs, and give up once and again from theories of the value of parties in exchange for parties with a considerable number of voters. This should also be the basic criterion of a political coalition. Political parties involved in coalitions should feel equally responsible for the problems of government. They should remain responsible even later.

The party equal to employment The problematic system of "party equal to employment" has its source in political coalitions. This system unknowingly creates "playmaker" parties, without which it would be impossible to become the number in the Parliament for the creation of the government. Coalition parties require positions in government because they have "values", not votes. So, it is true that in the last parliamentary elections the "condition" of the partisans to be included in the opposition coalition was that their mayors were on the safe list of candidates for deputies of the main opposition party.
References


Cabiri, Ylli, Shqipëria mund te behet. Me Qeverisje të vërtetë, Onufri Tirana, 2018. (publishing process).

Hofmeister, W., Graliov, K., Political Parties: Function and Organization, Konrad Adenauer Foundation, 2017.

Ivan Krastev, We Trust on mistrust, Sofia, 2013.

Krasniqi, A., Albanian political parties, undemocratic and transparent structures, Javanews, 30.05.2016.


The Extent of Italy's Military Control in Northern Albania and the Crystallization of Contradictions with France (1917-1918)

Prof. Ass. Dr. Lavdosh Ahmetaj
University "Aleksander Moisiu", Durres
Faculty of Political Sciences and Jurysprudence
Department of Political Sciences

Abstract

The paper reflects the moment with the interests of the history of the first world war in the Albanian territory, it is about the military movement of Italy to the north of Albania, to put it under its administrative and political control. This moment intertwines and crystallizes at the same time the withdrawal of Serbia from Middle Albania and its control by Italy and the emergence of Esat Toptani, who seems to withdraw from his political activity at the request of French politics in Albania, to be reactivated by France at the Peace Conference which would take place a year later in Paris. France, on the other hand, was interested in Esati making political divorce with Italy so that he would be politically used by Ke D'Orseja (French Foreign Ministry). This political movement essentially had strategic implications through the resurrection of the Secret Trakatate of London, in the service of its own interests France.

Keywords: treaty, military control, politics, diplomacy, contradictions, influence

The Italian invaders largely maintained the part of southern Albania that they had conquered in 1916-17. They even temporarily preserved (until the end of 1919) the occupation of a part of Greek land, that of the triangle Kakavi-Kalibaq-Perat, to secure the Saranda-Korça road. With the designation of the Middle East as an operation area for the Italian troops, and with the withdrawal of the French from Elbasan, the Italian-French contradictions, which were born in October 1918 on this issue, were flattened. The invasion of Middle Albania by Italian troops was completed by October 20, 1918. Another controversy was born between the two signatory powers of the secret treaty of London, between Italy and France. Would Italian invasion be extended only to Middle East, as the French side thought, or would it include North Albania as the Italians demanded? For Italy's strategy, it seemed important to master the important roads along the east "along with the Roman road Egnatia, which extended to the lake of Macedonia. This was of great importance, almost capital for us, while from our Adriatic we had only the west coast of the sea". So it seems very obvious that Italy's greed to securely master the main arteries in Middle Albania, with a look to the north.

With the instructions given by the Allied High Council on 7 October, it seemed that this contradiction was solved for the benefit of the Italians. In these guidelines, by requiring French troops not to continue their progress in the north of Albania, and specifically in the direction of Lezha and Shkodra, underlined: "Italian troops can continue their progress in these directions" (implied, towards Lezha and Shkodra).

These instructions were referred to by the Italians as diplomatic success. But they did not match the intentions of the French diplomacy, which reacted immediately. That is why Ke D'Orseja (French Foreign Ministry) soon approached the clauses of the treaty of 26 April 1915 and urged Rome to extend the forces of Serbia and not Italians in Northern Albania. The northermmost border

1. Archives of the History Institute, Vienna Archives Fund, 1918, file no. 28/5, p. 87
3. Muin Chami, Historical Studies No.4, 1986, p. 54.art "Albania in international relations"
of Middle Albania, to which the Italians had the right to advance, was the Massi River because, according to French diplomats, there should be the border of the "Muslim" Albanian state envisaged in the bargaining of April 1915. "In the north of this river, the entire Catholic part of the Albanian state stretching to the borders of Montenegro on the one hand, and Serbia on the other, should be considered outside the Italian area of action. There is therefore no obstacle for the Serbs to be allowed to enter this part," said the elaborate material at Ke D'Orse on October 8, 1917.

This is also reflected through the observations made by the Austrian military, who, seeing the rival power movements at the end of World War I in the Albanian lands, noted that there were disagreements between the France and Italy regarding the areas of influence. "Between Italy and France there are strong disagreements over Albania. The French want to divide Albania between Greece and Serbia. While Italy will create an independent Albania under its protectorate 4". But Italy had a greater advantage than France for the fact that these protectoral interests were also supported by the power politics which had an influence that was to be admired at the end of the Great War, "this is the opinion of both England and America5".

But on the other hand, the rulers of Rome based their plans in Albania on the terms of the Treaty of London of 1915. It is well known that it was the leader of Italian diplomacy, S. Sonino, who sought to preserve it as the most expensive thing he had achieved during the war for post-war purposes. It was only his implementation that every party wanted to do now according to their own interests, by interpreting it in different ways. It was in October 1918 that Austrian diplomacy did not spare charges against Italy's foreign policy, considering it as treacherous and charlatan, led by Soninon. To vindicate the unfaithfulness of the Italian government's "sneaky way of thinking behind the front6" of the Central Powers, this foreign minister had managed to build the phrase "sacred selfishness". This, according to Austro-Hungarian diplomacy, was the desire of the charlatan man to strike for the war, and the covetous "for the sake of others, is sacred selfishness". The irony of Austro-Hungarian politics went even further. She compared the politics of the Italian state's war with that of a man who was conquered by love and "kidnapping another's wife whom he likes7".

Representatives of France demanded that the invasion of northern Albania by the Serbs (as a first annexation measure) be implemented now, without waiting for the opening of the Peace Conference and consideration of the issue at this conference. And the representatives of Italy felt differently. According to them, the right to partition of Albania under this treaty belonged only to the conference. In addition, the very application of specific treaty clauses is, as we have seen, with certain conditions.

Such is the point VII. According to this point, Italy was obliged to accept the wish of the other signatories of this treaty to divide Albania with the Balkan neighbors only when it first provided for those territories in the northern and eastern Adriatic that the treaty in question gave to Italy. This was a condition that helped Italian diplomats to maneuver for the separation of Albania with two Balkan neighbors. Therefore, the governors of Rome sought to extend the invasion of Italian forces throughout Northern Albania in order to have them, in the peace treaties, in their hands.

The decision of the High Council of War on October 7 came to them more or less to help. At a conference held in Ke d'Orse, after a discussion between Klemansos, Llojd George and Soninos, the French president agreed to send orders to General Franse d'Esperey that two French divisions who were invading Albania to retreat without replacement and that the troops Italians to continue their advancement to Albania. "This decision was interpreted by Sonino as a reservation for the invasion by Italy of all Albania and for a year and a half, so next year Italy justified the right to

---

4 - A I, Vienna Archives Fund, D. 28/6/619. N.16.206, Telegram 7 October 1918: Reporting. 1-A Kral. ddt of Shkodra October 9, 1918, p. 30, nr. 111, given 5.50 pm afternoon, arrived at 1am the next day.
5 -the same
6 - A H. Vienna Archives Fund, Viti 1918, D.No.28 / 6, "Here are the strange policies of your government, Italy," October 1918, the transcribed page, 144.
7 -there pg.145
8 -there pg.146
9 - A I H. Vienna Archives Fund. Year 1918, D. no.25 / 6, f. 130.
invade Albania with this decision\textsuperscript{10}. The French disagreed with this view, and this seemed even more apparent when Italian General Ferrero refused to allow Serbian troops to operate in northern Albania because of his claim that the region was reserved for Italy. General Franse d'Esperey complained to Paris that Italian claims and lack of co-operation were hampering military operations.

French Foreign Minister Pesson in talks with Bonin Longere, Italian ambassador to Paris, insisted that although Italian troops were allowed to invade Albania, "this had not prevented Serb forces to conquer Northern Albania. Italy should be allowed to operate in central Albania, "but when General Ferrero, the Italian commander, would cross the Mat River, he would be put under the command of General Franse d'Esperey. The Italian ambassador rejected the request that all operations in Albania be reserved for the Italians, as agreed during the October 7th conference. He insisted that Shkodra and Lezha were also reserved for the Italian invasion, but agreed "to refuse Serbian troops"\textsuperscript{11}.

However, two commands of the powers of the Antant powers operating in the Balkans were sent two different guidelines. The command of Italian troops in Albania was forwarded on October 8 to the instruction of the 7 October War Council, according to which the Italian troops would operate in the north of Albania, and on October 10, Parisi conveyed to the command of the East Army its instruction that was based on the elaborate platform at Ke D'Orse on October 8, according to which the northern boundary of Italian troops would be the river of Mat, north of which Serb troops would operate.

However, with the withdrawal of French troops from central Albania, the initiative of military action would take the Italians not only in this part of our country but also in the north. The French authorities did not come to the aid of Serbian troops, a contingent of which broke into Middle Albania sooner (to cross Mat to the north), and occupied Tirana on 10 October before the Italian forces arrived. Paris could not demand that Serbian forces stay in Middle Albania, which had been recognized by Italian forces, but demanded that the advanced army column of the Serbian army that had entered Tirana be allowed to cross north to the Mat River in the direction of Lezha to drive from there Austro-Hungarian forces.

Despite the repeated interventions of French diplomacy with the Italian side on this issue, there was no result. The Serbs were not allowed to cross to the north and were forced to retreat from middle Albania towards Dibra. However, the French government and the command of the Eastern Army tried to find other political and military ways to prevent the spread of Italian forces in northern Albania and to help Serbian forces. The Italians rejected again.

At the end of the tenth second of October (when Italian troops crossed the north of the Mat River), the French came up with two proposals:

First, they demanded that the invasion of Albania in the north of Mat be made with common Italian forces and other allies. This mixed invasion was dictated, according to the French, by military factors, by the successful and rapid development of the struggle against numerous Austro-Hungarian forces. Upon completion of this joint operation, Italian forces would no longer stay in northern Albania but should retreat back south of the Mat River. "We will not hinder the progress of Italian troops in the north of Mat," - the telegraph on October 19th, the head of French diplomacy, S. Pishon, his ambassador to Rome. "But it should be made clear to the Italian government," he further underlined, "that immediately after military operations will no longer justify this advance, these troops should be drawn back to the south of Mat in order to leave it inexpensive those parts of the Albanian territory and coastline, which, according to the London treaty, are expressly reserved for both Serbia and Montenegro\textsuperscript{12}."

This proposal, which was presented to Rome on 21 October, was not approved by Italian governors. For the Italian foreign minister, the question of return could not be extended either. On the contrary, according to the instructions of October 7, the Allied High Council, the invasion of all

\textsuperscript{10} - Woodall, Robert Larry, "The Albanian Problem During The Peacemaking 1919-1920", Memfis State University, PH.D. 1978, F. 25 (7909423).
\textsuperscript{11} - Woodall, Robert Larry, "The Albanian Problem During The Peacemaking 1919-1920", Memfis State University, PH.D. 1978, F. 26 (7909423)
\textsuperscript{12} - Boston's "Sun" newspaper, Boston, May 1918, no. 67, f.38.art "Italy and Austria " 
northern Albania was reserved only to the Italians and, therefore, were the Serbs, he thought, those who should not enter or stay in northern Albania; not Italians.

Second, in this case, according to him, the Treaty of 26 April 1915 did not even come in the middle, after the treaty concerned "related to matters to be settled upon the end of the war in the peace treaty".

After rejecting the first proposal, Paris came out with the second, according to which the contingents of Italian troops crossing north of Mat should not operate independently but should be under the command of the Eastern Army\textsuperscript{13}. So they would be disconnected from the Italian army's supreme command, from which the Italian troops depended on Albania. If he did not do so, then: "No one can stop the progress of General Ferrero when he has no enemies in front of him. Its immediate achievement with Shkodra has to be predicted, as the Austrians areretreating before the threats I am exercising on their left wing"\textsuperscript{14}. Thus telegraphed the commander of the East Army, General F. d'Esperey, Paris, October 22, 1918.

The deployment of all allied troops operating in the north of Albania under its subordination, the French Armed Forces Command, who made this proposal, and then the French Foreign Ministry, which approved it, introduced it as a necessary condition for co-ordination of combat actions and for the avoidance of possible conflicts between the two rivals: Italians and Serbs. But the real purpose of this proposal could not be concealed. He intended to curb the actions of the Italian army in this part of Albania and to limit as far as possible their extension. So even this proposal the representatives of Rome rejected it.

Even the Italian government was preparing to extend its conquests to other parts of the Balkans which would soon be released from central power troops, especially in areas where its intentions and interests were extending. For this reason, Rome also raised a special command, the supreme command of Italian troops in the Balkans, which depended on the Italian troops in Albania. At the top of this command, which settled in Vlora, General Seres\textsuperscript{15} was arrested.

Thus, the diplomatic struggle between Paris and Rome did not stop the progress of the Italian army to the north of Albania. She passed Mat and, on October 27, entered Lezha, where she replaced the Austro-Hungarians who had just retired\textsuperscript{16}. Now when Italian forces were at the door of Shkodra, Paris diplomacy came up with a new proposal.

Thirdly, it set another, more advanced, boundary to where the Italian forces could stretch; this border was the Drin River. This river could only be crossed by the Italians in a place along the coast to go to Shkodra and allowed to pass only a small unit, which would be part of Shkodra's garrison\textsuperscript{17}.

This third proposal was made by the French government on 26 October, apparently in order to push the Italian government to accept another proposal. The proposal, which we will talk about below, was aimed at putting Shkodra under an ally garrison.

In these political circumstances, the invasion of central Albania and of a part of northern Albania was carried out by the Italian army, which on 1 November 1918 also entered Shkodra. In addition, it also captured some other territories north of the Drin River. With the expansion even in these parts of the country, the Italians occupy most of the Albanian territory.

The withdrawal of French and Serbian troops from Middle Albania and its invasion by Italian armies made another contradiction between Rome and Paris a solution. It is about the support that French diplomacy has given and continued to give Esad Pasha Toptani since August 1916, contrary to the will of Italian diplomacy. Italian invaders looked at pashai toptana as a tool of France and their two Balkan rivals fighting for the partition of Albania. Therefore, Paris tried to hide the political side of the case\textsuperscript{18} and tried to cling to the "military" benefits that supposedly would have

\textsuperscript{14} - there pg.15
\textsuperscript{15} - A I H. Fund of the Rome Archives. D. nr.28 / 5, 1918, f. 65.
\textsuperscript{16} - The newspaper "The Sun" Boston, May 1918, no. 34, f. 5.
\textsuperscript{17} - US, FP Dodaj: Ditar i tij, 1918, f. 34.
\textsuperscript{18} - In view of the fact that the secret treaty of London knew Italy as an advantage in the Albanian problem, yet in the coming months it would have become clear that the treaty foundations were dim and they served only as
from the followers of this Jewish warrior who would fight against the forces of central powers, Austro-Hungarians and Bulgarians. This "benefit", according to French representatives, would increase when Allied troops would enter Middle East where "France had attempted to restore the relationship between Esad Toptani and Italy, by which Esad would run a small state in central Albania, which would be under an Italian protecorate." But the Consultation had refused this approach.

At the time of the Balkan penetration, Esad traveled to Paris in the hope of receiving French support for his Albanian government in emigration. His mission failed. Rather, the French, trying to show their indifference to Albania, withdrew their de facto recognition and support for Esad. Both French actions, in the abandonment of Esad and in allowing the invasion of all Albania, encouraged Sonin to come to terms with his plans for a "wide-controlled independence from Italy".

After the establishment of Italian invaders in central Albania, the problem of the official attitude they had to hold to the mercenaries of Esad Pasha was the problem for the French, because the Pasha forces could no longer serve the French. They had had these forces as a guide and as a vanguard to Middle Albania, as they withdrew from there.

In these circumstances, the Eastern Armed Forces command in October ordered the deployment of Esad Pasha's armed forces. They were ordered to go to their villages with "leave" indefinitely. Under these circumstances, France's position on Esad Pasha's "government" had to be revisited, with which she continued to hold a plenipotentiary minister, recently Leon Kraevski.

The one who put the problem first was the French Ambassador to Rome, K. Barer, who was under the constant pressure of Italian diplomacy and, in addition, at first did not agree with this political action of the center. By mid-October he noted Paris that: "The Italian government does not want Esad Pasha to go to Albania and not authorize him to pass through Italy...".

And K. Barer was reluctant to give Esad Toptani no support. He gave Ke D'Orses the question: "The Italian government has told us in a very clear way that she keeps Esad for her opponent and she will not see it in any way in Albania. The point here is not whether she is right or not. The London Treaty of 26 April 1915 foresees the establishment in the middle Albania of a Balkan state, whose diplomatic representation will be provided by the Italians. This is a privilege that constitutes the main protectorate node. We have therefore recognized Italy in a medium-sized Albania implicitly as a privileged situation, equivalent to that of the protective power. Therefore, "said K. Barer further," the circumstances advise us and our commitments impose on us ... to put an end to the patronage of whose harm I have pointed out since this patronage was accorded to us and the evolution of events proved its futility."

The withdrawal of its diplomatic representative to the government of E. Toptani and his call to Paris, the French Ministry of Foreign Affairs decided at the end of October, while the actions took place during November. How did Ke D'Ors's argument in this telegram to L. Kraevski argued: "Because of the provisions that include all of the middle Albania in the Italian area of operations and deriving from our commitments to Italy, there is fears that the Italian government will again raise difficulties in your presence at Esad and his government. On the other hand, since we have no interest in giving the Consultation a pretext to violate the commitments it has made to us, please inform Esad Pasha that I have called you back to France...".

It is quite clear that Italy's commitments to France and its other allies, spoken by S. Pishon, were nothing but the ones related to the secret treaty of London. That is why S. Powon was told to tell the Pope toptana to give up attempts to return to Albania until the fighting had ended and the conditions of peace had not been determined, at least in their general lines.

Thus, at the time of the ceasefire, the French government was forced to distance itself from Esad Pasha formally, for in fact, she did not even spare her moral and material support (by granting any subsidy in hand). At this time there was another contradiction to the invasion of Shkodra. This

---

19 - The Albanian Problem During the Peacemaking, 1919-1920, vep e përmd, PH.D. 1978, f. 67.
20 - Magazine "The Adriatic", Boston, 1918, no. 2, f. 12.art "Unemployment of Bulgaria"
21 - The Albanian Problem During Thë peacemaking, 1919-1920, vep e përmd, Woodall, 1979 (phd).
issue was resolved by placing there an interracial garrison, which would be temporary, until it settled for its political future.
The Great Political Rotation in Albania (March 1992)

Brunilda Duriçi

PhD Candidate,  
ISE / University of Tirana

Abstract

From all former communist countries, Albania was less prepared for the transition from dictatorship to pluralistic democracies and trade economy. The historical heritage of authoritarian and centralized rules and of weak economy development, was a major obstacle to a quick and easy rotation of Albania society. Political instability in Albania in early 1990s had led to the change of four governments within a period of one year (March 1991-1992). This aggravated situation among the political forces paralyzed normal state activity, showing negative effects in all directions including economy direction. Consequently, at this time, the overall economic situation was characterized by a number of negative parameters. Albania had already dropped not only in a difficult economic but even political, moral and spiritual crisis, where a good part of the people had lost hope in the future of the country. The members of the Albanian right were without the proper experience of a democratic politics. Faced with this difficult situation, the country was moving towards early elections of March 22, 1992. These elections were held under a new electoral law which were adopted on February 4, 1992. The political parties agreed on a mixed election system, reflecting criticism of the electoral procedures pursued up to that time. With all of the major historical, political and socio-economic obstacles, the elections developed smoothly and according to international observers they were regular. The result of these elections marked the absolute victory of the Democratic Party. Socialist Party became the second main force, but with a drastic contraction of the electorate. The result of these elections marked the political rotation in Albania and the coming of a democratic government in power, after nearly 50 years of the communist regime. The greatest victory of the Democratic Party created Albania the best opportunity to strive for the creation of a true democracy, a stable economy and a social and legal justice to respond to the demands of its citizens. Thus, Albania under the leadership of the Democrats embarked on the long and troublesome path of the country's multifaceted transformations. On the path of a long and difficult transition to the establishment and consolidation of a sustainable democratic system.

Keywords: Election, Politics, Rotation, Democracy

1. Introduction

If the Labor Party will want to continue to be one of the countries main political actors, it needed to be fully reformed and cut off from its Stalinist past. For this reason, prior to her leadership, she became a major party reformer. In the bosom of the Labor Party, there were two currents of conservatives and that of reformers, where the reformers triumphed. In the post of party leader, who was left behind/empty, after Ramiz Alise's resignation, after being elected president, was elected former Prime Minister Fatos Nano, who was known as one of the main reformers representatives. The Central Committee was merged and in its place a new steering committee was established. Members of the Political Bureau were either expelled from the party or resigned. The PPSH was renamed and renamed the Albanian Socialist Party.

Changes were also made even in its program. She got distanced from the communist past and the Marxist-Leninist ideology and embraced the principles of European social democracy. She also declared herself a progressive and modern party that would fight for democracy, social justice and economic reforms that would enable the implementation of a market economy. But despite these, the Albanians still did not believe that the Socialist Party was a very young party in comparison to the PPSH, so the support given to it continued to fall. The developments within the PPSH have also marked the fall of importance of Ramiz Alise. The leadership of the PPSH, which
sought to avoid identifying with its predecessors, tried to cut off more and more with the communist leader.

Now Ramiz Alia had no previous force in either party or state affairs, as the law "on the main constitutional provisions" had limited his powers.

Political instability had led to the change of four governments within one year (March 1991-1992). This aggravated situation among the political forces paralyzed normal state activity, showing negative effects in any economic and economic direction. As the researcher Muco states, "political instability is definitely a strong determinant of the economic transition path".

Even in the case of Albania, this correlation is obviously linked to the lack of a clear political strategy and stability, which further aggravated the situation.

Consequently, at this time, the overall economic situation was characterized by a number of negative parameters. Budget deficit reached alarming figures. Inflation has turned into a worrying phenomenon. The data showed a very pronounced reduction in industrial output. Meanwhile, entire branches of the industry were completely paralyzed. In the agricultural sector, production had experienced a significant decline. This decline was a consequence of the degradation of the state supply system for raw materials and trade in agricultural products. This decline was also affected by the collapse of state-owned cooperatives. As a result of paralysis of manufacturing sectors, in 1991, unemployment grew alarmingly.

2. The Great Political Rotation in Albania (March 1992)

The fragile political, economic and institutional situation created negative predispositions for the emergence of a number of illegal activities and various negative phenomena, among which we can mention unemployment, clandestine migration, trafficking, rape and theft of state property.

Faced with this difficult situation, the country was heading towards early elections. During the electoral campaign of March 22, 1992, a united opposition anti-communist group was formed, which was part of the Republican Party, the Social Democratic Party, the Independent Union, under the leadership of the Democratic Party.

During this election campaign, unlike what had happened a year ago, Sali Berisha did not only focus on the city but also paid attention to the village where most of the population lived and where the Communists had had a great deal of support stable. Berisha continued to campaign through large rallies in which he promised to Albanians that the country would emerge from the crisis only if the Democratic Party came to power, as the West was ready to help Albania only if they were removed from the communist power.

On the other hand, the opposition leader promised that if the Democrats came to power, they would not retaliate against the Communists and would not commit revanchistic policies against them. In this campaign, the opposition had broad support from diplomatic representatives of Western countries, particularly the US. Also, the opposition now had more monetary and propaganda tools to carry out an effective campaign. The bureaucracy of the Interior Ministry gave it the freedom and security to conduct a normal campaign. The Socialists, who understood that they had lost the battle, were in full swing.

Democratic Party and other opposition parties had criticized the majority election system implemented on March 31, which had given the communist a great number of seats than their share in the total number of votes. Initially Democratic Party had insisted in the implementing the proportional system, but when the popular support for the opposition was increased, the Democratic Party changed its stance, now supporting the majority system. Even the Socialist Party changed attitude. As the number of their supporters was diminishing, socialist believed that the proportional system would be better for the Party. Even the smaller parties required the proportional system. Wishing the elections to be held as soon as possible, Democratic Party made compromises and as a result a mixed system emerged. The parties agreed on this new electoral law to reflect criticism of the electoral procedures pursued up to that time. The new electoral law was adopted on 4 February 1992. It envisioned a mixed electoral system, based on the German model. The Law divided the country into 100 electoral districts, from which 100 deputies will be directly elected, while 40 deputies, will be elected by the voted gathered nationwide.
The electoral zones would have almost equal number of candidates. The law envisaged that the parliament representation should reflect the percentage of votes each party would win at national level. The first 100 seats would be allocated according to the majority system in the electoral zones that would each have one place, while the other part of the seats would be divided according to a proportional representation system at national level.

In the elections zones with a single-candidate, the candidate would win at least 50 percent of the votes in the first round or majority in the second round. For the seats allocated by the proportional system, voters cast more ballots for the party that for the candidates. Each party that participated in the election had a list of candidates. Party leaders were at the top of the list and thus automatically secured seats in parliament if their party were to win at least 4% of the country’s vote. The situation in Albania had undergone dramatic changes since the first plenary elections in 1991. Whatever the rights as a procedure, it was thought that the 1991 elections did not reflect the true will of the Albanian people. The Communist that were in power had not been heavily engaged in the democratic process, and election observation by international observers had been accepted with the inebriation and hope to secure international legitimacy. On the other hand, the opposition was not given the opportunity to exploit the media and campaign freely throughout the country. But in March 1992 communist were worse, as there was a lot of added pressure, both internally and externally, for pressure to reform.

Although the Socialist Party remained strong, it had suffered heavy defeats. There was no doubt that the opposition parties were in better position than the socialist, having gained significant political experience since the first multiparty elections. The Embassy of the United States, openly helped in the process of democratization of Albania, exerting strong diplomatic pressure on the communist. US support was crucial to the conduct of electoral reform, the organization of regular elections and the placement of the political game. Two US organizations, The National Democratic Institution and International Republic Institution played an important role by providing Albanian political forces with pre-election assistance, civic education, party training, and technical support. With funds of the United States Agency for International Development, these two institutes worked closely with the government and the opposition to prepare the country for free and fair elections.

US assistance was focused on promoting and strengthening newly-established institutions and democratic culture. Its programs aimed at strengthening parliament and developing impartiality in the functioning of the political system. In the framework of the civic education work, they helped to create the Albanian Association for Free Elections and Democratic Culture, a group of independent observers who stood over political parties. The group engaged in formal and informal civic education, and on election day, played an important role in observing and verifying election results. The National Democratic Institute, chaired several pre-election missions in Albania, holding discussions with party leaders, government officials and journalists about international standards for free and fair elections.

The Republican International Institute, worked closely with the opposition parties to develop the spirit of cooperation between them and to eradicate the communist era power of the 1991 elections. This Institute was focused on the mechanism of organizing and funding political parties and the development of effective election campaign. He taught leaders and opposition activists the methods of mobilizing the base and drafting the spread of messages of local and international significance, as well as material assistance.

With all the difficult situation, the elections of 1992 were much more regular than those of the previous year and perhaps the only truly free elections in the history of Albania. The opposition had learned lessons from the 1991 elections, had been organized much better, had more resources and had managed to secure the neutrality of the armed forces and the police. Unlike the 1991 campaign, which had been frightened by police activists and supporters of the opposition, in 1992 the police forces either remained neutral or took the opposition.

Even the media attitude had changed to the opposition. The communist influence on radio and television had fallen far after the replacement of the State Broadcasting Directorate in December.
1991. In this way, conditions were created for political forces to make fair use of radio and television during the election campaign. Communists had also lost control of most of the local newspapers.

The electorate had undergone major changes after the 1991 elections. The country which previously had many doubts and in general was not familiar with the opposition program, was largely blown up by the opposition. After the collapse of the agricultural cooperatives and after the peasantry independence that came as a result of this disintegration, the communists could not rely on local officials to frighten the villagers. Many intellectuals were in support of the opposition. They came up with a statement calling on voters not to repeat the mistake of 31 March 1991 and vote for the opposition, pointing out that the Socialist Party was no longer able to rule the country.

In its electoral program, the Democratic Party called for the implementation of radical political and economic reforms and for restoring order and peace. The Democratic Party pledged to establish democracy based on human rights and fundamental freedoms, welfare through freedom and social justice, and the integration of our country into the new developments in Europe. The party pledged to draft a contemporary democratic constitution and implement radical government reforms, to break the state out of the party, and to achieve a depoliticise of the military, security, and state-controlled media. Promising genuine economic reform to create a market economy, the Democratic Party pledged to work on the full privatization.

The Democratic Party promised to review the law on land, to allow the land to be sold to Albanian citizens, to repudiate former landowners for the communist-nationalized land, and to provide tractor peasants, dry fertilizers and seedlings. In foreign policy, it ensured the country's rapid integration into European developments.

With such a comprehensive political agenda that took into account the broader interests of the society, the Democratic Party assured broad support in the nation, marking a rapid increase in its popularity, with the conviction that it would represent the interests of the whole society. The leader of the Democrats crossed the cross-country by spreading the message of national reconciliation and a new era for Albania. In his public statements, he presented the Democratic Party as the only political force that could turn the country out of the difficult situation in which it was and tried to dispel the fear of a post-election clash with the Communists, pointing out that it would not have revenge.

In this election campaign, the Democratic Party was more united and in coalition with other opposition forces, facing the demoralized and disenchanted Socialist Party. Although the Socialist Party, at the end of 1991, was reformed in an attempt to fix the image. In an important speech at the first party conference in November 1991, Fatos Nano stressed that the Socialist Party was a whole new party and not a continuation of the Labor Party. He said his party did not support Marxist-Leninist ideology and was completely distanced from the Labor Party and its policy. The Socialist Party promised to work for a true democracy, based on the rule of law and the market economy. The Socialist Party tried to convince the voters that it had cut all ties with communism and that it had pervaded a social philosophy based on democratic principles. But with all Nano's statements, the Socialists could not convince voters that their party had become democratic. During this campaign, the socialists were under the pressure of internal and external pressure, and therefore, they could not hold a strong campaign.

In total, 11 political parties participated in the elections with 516 candidates. In addition, there were 5 independent candidates. Only 5 parties: the Democratic Party, the Socialist Party, the Social Democratic Party, the Republican Party and the Agrarian Party are candidates in at least 33 electoral districts, while other parties include the Democratic Party, the Union for Human Rights, the Ecological Party, the People's Alliance, Communist Party and the Universal Party, had introduced constituencies to a limited number of electoral zones and did not lift up weight.

Election results surpassed any expectations and expectations. The Democratic Party reaped a sensational victory. Its candidates won 90 out of 100 electoral districts. The Socialist Party had a fatal outcome by winning in 6 election zones.

In these elections, PD received 92 out of 140 seats in parliament, the Socialists -38 seats, the Social Democrats -7 seats, Republican -1 seats, PDJN -2 seats. The March 22, 1992 elections marked the political rotation and the coming of the ruling right. The victory of the Democrats was an
absolute majority. Socialist Party became the second main force, but with a drastic contraction of the electorate.

The turnout was over 90%. Despite the abnormal situation in which they developed, "the 1992 elections were far more regular than the previous year and perhaps the only truly free election in Albanian history. Even according to international observers, they were quiet and regular.

The election result also affected the departure of President Alia's political scene, which resigned on 4 April 1992. The new parliament on April 9 chose President Sali Berisha.

With this act ended the almost 50 years of Communist rule. Thus, Albania under the leadership of the Democrats embarked on the long and troublesome path of the country's multifaceted transformations.

References

Rama, Bashkim “ The Ballkans after the fall the Berlin Wall”, M&B, Tirana, 2013
Vajdenfeld, Verner “Democracies and Liberal Economy in East Europe”, L&M/Soros, Tirana, 1999
Regulations on Occupational Health and the Role of Labor Inspection

Prof. As. Dr. Eneida Sema (Dervishi)

Lecturer, Faculty of Law,
University of Tirana

Abstract

Over the years the international community has developed a framework with international standards which intend to protect employees from injuries and occupational diseases. While progress is being achieved in preventing this problem, in many cases the rights contained in these standards are not fully applied or implemented in practice. In accordance with the need for prevention in this aspect, our Parliament adopted the Law “For Health and Safety at Work” in 2010 and greater attention is paid to ‘safety at work regulations’ by specific amendments to Albanian Labor Code taking place in 2015.¹ The above legislative changes represent new challenge as it mostly states the ‘prevention plan of measures’, regardless of multiple difficulties which should be considered as well. Legislative measures and the national policies are implemented through by the State Labor Inspectorate but specific measures in respect of strengthening workplace through inspection and labor administration are in need. Labor Inspectorate needs to enforce collaboration with specific institutions and social partners and also providing technical assistance is another important aspect.

Keywords: safety, workplace, labor inspection, prevention

1. Introduction

All over the world, issues of occupational safety and health are presented nowadays as one of the most sensitive issues that deserve the proper attention from all the countries that implement the principles of safety and health, in respecting human rights to life as well as dignity.

Over the years the international community has developed a framework with international standards which intend to protect employees from injuries and occupational diseases.

According to ILO estimates, a worker dies from a work-related accident or disease every 15 seconds. Every day, some 6,300 workers die from occupational accidents or work-related diseases, amounting to more than 2.3 million deaths a year. Furthermore, over 313 million workers suffer non-fatal occupational injuries each year, or in other words 860,000 people are injured on the job every day.²

2. Regulations on Occupational Health According to Albanian Legislation

During the last decade in particular our country has approximated its legal framework with the European Union’s ‘acquis communitaire’, in regard to implementing the Stabilizations and Association Agreement.

Thus, in the field of occupational safety and health, the Law “On occupational safety and health” was adopted,³ as well as a series of regulations and by laws⁴ to facilitate its implementation, followed by amendments in the Labor Code of the Republic of Albania.⁵

¹ Specific amendments in this respect, to Albanian Labor Code are made by ‘Law No 136/2015”
⁴ In implementation of the Law On occupational safety and health”, the Council of Minister adopted a series of by-laws such as: CMD No 107, dated 09.02.2011 “On the structure, rules of organization and function of the
In 2009 Albania implemented the ‘Strategy for occupational safety and health 2009-2013’, a document compiled in the spirit of international standards and internal problematic in this field which determines the relevant measures especially those in regard of enforced control.

Furthermore, we should mention that Albania ratified the majority of International Labour Organization’s conventions, such as the Convention No. 155 “Occupational safety and health”, of 1981, its protocol in 2002, Convention No. 187 /2006 “Promotional framework for occupational safety and health”, as well as the Convention No. 167/1988 “Safety and health in construction”.

Meanwhile, we can detect that the Convention No. 187 of the International Labour Organizations focuses in two main goals:

- Developing the preventive culture and
- Establishing a suitable system in a national range to administer occupational safety and health

During the collaboration with representatives of governments from different countries, representatives of employers and employees, the International Labour Organization highlights the necessary attempts each country must make to avoid national problematic, to consolidate legal measures and further develop national programs in the field of occupational safety and health.

In Albania, the relevant legal framework in regard to occupational safety and health, places special importance to the aforementioned legal sources, conventions and international laws ratified by our country, which request the implementation of important legal obligations by the parties involved in the work relations, as well as the institutional interaction and collaboration between social actors in order to detect and prevent occupational injuries of employees.

The Labour Code of the Republic of Albania, amended, adopted again in 1995, in a special chapter, regulates occupational conditions providing legal obligations in the framework of workplace maintenance, hygiene, workplace area, the use of hazardous equipment, noises, vibration, heavy loads, scaffolding, as well as the regulations for workplace fire prevention.

Regarding the implementation of measures of a general nature, the provisions if the Labour Code provide the employer’s obligation to take the necessary preventive measures to protect the life and health of the employees, which includes the organization of advisory and awareness sessions for employees.

Another obligation of the employer, when the nature of the labor potentially submits employees to special risks, is to organize at his own expense periodical medical check-ups.

In respect to implementing the legal provisions for occupational safety and health, the employer is obliged to evaluate the workplace risk, as well as report it in a special document wherein he must also define the relevant measures that aim to eliminate this risk.

The defining of the employer’s special obligation, with the purpose of protecting employees and preventing workplace accidents and professional illnesses constitutes a very positive novelty for our legislation in the field of occupational safety and health.

In the meantime, to answer an emergent need related to the situation created in our country because of workplace accidents especially in certain sectors of activity such as in construction, mines, agriculture, the Law “On occupational safety and health” was adopted, the provision of

Security Council for occupational health and employee representatives”; CMD No.562, dated 03.07.2013 “On the minimal requirements of safety and health when using work equipment in the work place”; CMD No.563, dated 03.07.2013 “On minimal requirements of safety and health in using work equipment in the work place”; CMD No. 564, dated 03.07.2013 “On minimal requirements of safety and health in using work equipment in the work place”


7 For more see “Labour Code, updated with judicial practice”, Judicial Publications Albjuris, Tirana, 2016, pg 46, Chp. VIII

which aim to guarantee the protection of health through preventing dangers in the workplace by eliminating hazardous factors in the workplace, continual informing and consultation.\textsuperscript{9}

This law\textsuperscript{10} places upon the respective parties employer and employee obligations in regard to implementing measures that aim to prevent occupational health injury of employees, however the obligations that belong to the employer are many compared to those that fall upon employees in the field of safety.

Moreover, the law contains and refers to important principles but I’d like to address (without underestimating in any way the value of other principles in the spirit of which the law is established and should be implemented) the principle that states “employees’ obligations in the framework of occupational safety don’t impinge on the principle of employer’s responsibility”,\textsuperscript{11} reinforcing the idea that employers are the party that should monitor and control the employees’ implementation of their occupational safety obligations.

Another novelty that the law for occupational safety and health brings about is the establishing of the Occupational Safety and Health Council. This special institution of collaboration between parties, with the participation of representatives of employees and employers is considered an institution with advisory functions in the field of safety and health with the main goal being the prevention of workplace risks.

In this way, the provisions of this law, also aim to include employers in issues of safety and health by establishing such advisory institutions with the participation of select representatives from the ranks of employees, as well as the demand for collaboration between social actors, consequently striving to raise awareness in the employees themselves in regard to identifying and elimination negative practices in this field.

According to the data in the document of the Strategy for Occupational Safety and Health, the low rate of occupational safety and health regulations’ implementation in practice by subjects seems to be caused by diverse factor, the most important ones being: poor consciousness, wrong approach and behavior, lack of information from both employers and employees, poor level of awareness, high unemployment rate, lack of stimulating mechanisms like reward, lack of technical regulations in the field of occupational safety and health, lack of consultation, lack of capacity for trainings\textsuperscript{12}, etc.

3. Administration of Labour Relations and the Role of Labour Inspection

Among the main institutions which ensure the labour law implementation is the State Labour Inspectorate, an institution that acts based on a special law.\textsuperscript{13}

Beside the main mission of this organism to control and monitor the legal provisions’ implementation in the framework of occupational safety, to detect violations committed by subjects of the labour law in this field, it should also face newborn problems that might stem from certain social as well as technological developments.

The widespread implementation of new technologies and new forms of work organization might reduce old risks but may also lead to new problems.\textsuperscript{14}


\textsuperscript{10} Law No. 10 237, dated 18.02. 2010 “Occupational Safety and Health” compiled based on requirements from the Framework Directive 89/391/EEC

\textsuperscript{11} For more, see: www.qpz.gov.al, Official Journal of the Republic of Albania, published by Official Publications Center, Number 22, dated 18.03.2010, Law No. 10 237, dated 18.02. 2010 “Occupational Safety and Health”, Art. 4, prgrph.4

\textsuperscript{12} For more information regarding the strategy for occupational safety and health, see www.qpz.gov.al, Official Journal of the Republic of Albania, published by Official Publications Center, Number 90, in 2016, published on 27.05.2016, CMD No371,dt 18.05.2016 “ On adopting the Political Document for occupational safety and health 2016-2020 , and the action plan for its implementation”

\textsuperscript{13} The State Inspectorate that covers the field of labour is the institution that ensures the labour law implementation based on Law No 9634,dt 30.10.2006 “On Labour Inspection”, amended with the Law No 24/2013, dt 14.02.2013, and Law Nr 57/2017, dt 20.04.2017
The State Inspectorate that regulates the field of labour, also must advice, inform, prevent and impose respective sanctions depending on the violations detected by it in compliance with the provided procedure.

Just like the respective law on labour inspection provides, the main sanction is the fine that can be imposed by the Labour Inspector. In cases detected by Labour Inspectors where continuing the activity would constitute in immediate, considerable and inevitable risk to the employees safety and health and when their evacuation from the workplace is necessary, they take urgent measures.

Urgent measures, as defined by the law, include interrupting the carrying out of an action or activity or a part of it, prohibiting the use of an equipment, machinery etc.

Aiming to obtain and give information in regard to implementing the legal framework on occupational safety and health, the State Inspectorate that covers the field of labour also collaborates with other state institutions, employees and employers, becoming thus an interactive organism.

In my opinion the framework of this institution’s activity has to face other challenges the likes of the need to create efficient mechanisms to encourage collaboration and facilities of a technical and infrastructural nature, the need to offer the possibility for further qualifications in this field, but also to encourage the complete implementation of legal provisions that guarantee occupational safety and health.

An important role in reviewing the main problems regarding occupational safety is played by the National Labour Council, which is a three-party institution where representatives of the government, employees and employers participate.

In accordance to the Labour Code provision, this institution acts like a main mechanism of consultation in compiling and implementing the legal framework, and it should encourage collaboration to efficiently implement policies for occupational safety and health, as a vital necessity for better conditions and results in the production activity.

The policies for occupational safety and health 2016-2020 strive to improve the situation by demanding an efficient implementation of the law by evaluating the work of the Labour Inspectors, establishing a national system to manage the information, education and research processes, as well as raising public awareness and increasing social collaboration.

The above legislative changes represent new challenge as it mostly states the ‘prevention plan of measures’, regardless of multiple difficulties which should be considered as well.

4. Recommendations

- Collaboration is one of the most efficient means to achieve the goal of eliminating negative practices such as the violation of provisions that guarantee occupational safety of life and health.

- The effective increase of collaboration between employees or their representatives and employers, including the participation of the Labor Inspectorate, would serve to identify the realistic means and manner used by employers to avoid the provisions in this field or the actual negative practices, and it would also bring about the implementation of the accurate measures in this aspect.

---

16 For more see: Law No. 10 433, date 16.06.2011 “ On Inspection in the Republic of Albania”, Article 43/2
17 Creation and competences of the National Labour Council by the “Labour Code of Albania”, art. 200
Furthermore, I think that consolidating cooperation between governmental structures and the Labor Inspectorate is a necessity in regard to exchanging the necessary information as well as in creating the possibilities for further qualification of the labor inspectors.

Raising awareness of employees in regard to their legal bound rights, including the right to be informed, advised and represented decently from the employees' organizations, I think would be an adequate mechanism to incite larger union activity.

Of course, the implementation of real measures in order to improve legal provisions' implementation in the field of occupational safety and health is linked closely to implementing efficient economic and social policies and of measures that fight negative phenomena and practices in all the aspects of implementing law. That is why I believe that the factual engagement in consolidation social dialogue and collaboration is essential to the current policies in the field of occupational safety and health.

References

Law No. 10 433, date 16.06.2011 “On Inspection in the Republic of Albania”
CMD No 107, dated 09.02.2011 “On the structure, rules of organization and function of the Security Council for occupational health and employee representatives”
CMD No.562, dated 03.07.2013 “On the minimal requirements of safety and health when using work equipment in the work place”
CMD No.563, dated 03.07.2013 “On minimal requirements of safety and health in using work equipment in the work place”
CMD No. 564, dated 03.07.2013 “On minimal requirements of safety and health in using work equipment in the work place”
At the Borders between Islam and Christianity: A Modern Reading on an Identity Cycle in Albanian Literature

Dr. Ermir Xhindi

Albanian Language and Literature Department
University of Vlora 'Ismail Qemali, Albania

Abstract

Albanian literature, as randomly happens with the literature of small countries, can be defined closely related to the internal cultural processes of identity cultivation. The Albanian case, moreover, relates the specific nature of this literature, as the border literature between the two main religious, cultural and political entities: Christianity and Islam. There have continually been identity crashes and identity reformatting processes, yet building a core of incomparable identity with no other European country where every similar conglomerate is unimaginable. We have tried to explore the nature of this platform as a cyclical process over time through its appearances in the texts of Ismail Kadare (The Bringer of Misfortune) and Ben Blush (Living on an Island), based on a hybrid reading model Eco (Umberto) - Fish (Stanley), through The Possible Reader, as a kind of structuralist and phenomenological compromise. The discovery of the syntony/asyntony relationship of the structural meaning of texts with a Dominant Meaning Matrix in today’s Albanian literature helps to understand the poetic contours produced by one of the most important integrals influencing the respective literature, that of Identity which has conditioned the Albanian literature, as much as being itself its aftereffect, under the conditions of an exceptionally institutional role of literature relatively unknown in the Balkan and European cultural context.

Keywords: Albanian literature, the possible reader, literature border, Islam, Christianity, identity

1. Introduction

Albanian literature was born as a literature border. In time, its first text, Meshari (The Missal) appears in 1555 between Protestant Reformation and Counter-Reformation or The Catholic Revival as their direct consequence and disappears in the eve of mass conversion in Islam which has reached its peak at the beginning of the XVII century, to reappear at the beginning of the 20th century when Albanian Renaissance primarily turned its attention toward the Albanian identity issues.

This cultural tension between East and West, Islam and Christianity has associated Albanian literature (Çabej, 1994), despite relatively liberal and dogmatic periods (i.e. socialist realism) in its history. Generally speaking, the identity of this literature is constructed on a narrow ground where East and West, Islam and Christianity, coexist, advance, and reverse each other by centenaries.

But how has this process of identity shifting defined during the last decades the internal process of Albanian literature, especially the prose fiction? What structural changes have been produced by the Possible Reader\(^1\) for some of the texts involved, entirely on issues of identity? In

\(^1\) Eco’s model was chosen mainly for structural accomplishment of the text. That model formulates in poetical terms what happens between the text and the reader in time. Eco sees its meaning to be closed in interpretative relations text-reader, where the first’s status remaining objective is, in the same time, open to the reader cooperation, who tries a number of interpretative choices, which even though being textually limited, still remains not exactly defined within a semantic model in the form of an encyclopedia, which fulfills the conditions for a textual pragmatism. It removes the meaning from the textual frame to offer a moving model, where meaning is not discovered, but materialized in the reader-text relation. The reader takes part in the form of using an encyclopedia, through which a possible view of the text can be build. Fish, also, explain that undoubtedly the words are meaningful or that the reader isn’t free from the textual constrains. The kind of experience allowed from the text is controlled from linguistic and literary competence of the individual reader. The reader reacts in a
this regard, can we speak of a phenomenon of specific weight, visible to today's Albanian prose, in a relatively complicated context of cultural, global, and local encounters?

2. Methodology and Background of the Phenomena: Is Identity a Main Issue for Today's Albanian literature?

In order to discover a possible structural dynamics because of psycho-cultural identity reasons, we have tried to construct an explaining context over the nature of the basic processes in today's Albanian prose. Further, we have tried to study their connection to a possible Identity platform. We have compared the objects obtained from Text-Possible Reader interaction (Xhindi 2015), in two representative cases, based on the Possible Reader's actions, as a critical instrument through an interval when the socialist realism literature was surpassed by the new literature of '90s.

Our point of view is that any structural change is of value when perceived as such; therefore, more precisely we are consistent with the judgment of a potential contemporary reader.

In constructing a descriptive view on the nature of today's Albanian prose, we think that there is a hierarchy of issues: firstly, the question of the prose relationship of this period to the previous one, respectively the socialist realism; secondly, the question of the physiognomy which the somewhat structured tendencies of today's prose are represented, in relation either to the previous structural influences or to the various constraints imposed by a new relationship regime; and finally, the corresponding critical reflection on new tendencies.

We can rely on the views of some of the most important voices of Albanian theoretic and literary criticism: Prof. Dado (Dado, 2007) notes that, in relation to the previous period: "the '90s literature relations generally involve a conflict, an opposing position". The reason, according to Dado (Dado, 2007), lies in: "...the fact that through new and effective aesthetic-emotional forms is aimed an another type of freedom in the content and in the artistic illusion of the relationship between our human reality and the convective ways of its imagination.

The conception of relations between the reality and imaginary has shown that in the literature of these years, the dominant tendency of the overwhelming majority of writers, especially novelists, is more a reaction to the tradition than the influence from its forms. To the younger authors this reaction appears more aggressive, to the extravagance of artistic structures. It is known that Modernism and Postmodernism as two sides of Modernity (where the phenomenon of opposition to traditional forms appears not only and simply as opposing, but also as a challenge to new structural shapes) become attractive aesthetic programs for many of the authors of these years".

Critics generally believe that the artistic identification process of authors who wrote after the 90s has come more than a normal personal evolution as a reaction to traditional ideologies and of relevant artistic structures, which has led to some kind of aesthetic radicalization, sometimes displayed as their only creation purpose (Hamiti, 2002): "What would literature do in a new context, that literature so much constrained by socio-political contexts and social structures...? It will take a paradoxically inverse direction. In Albania, this literature which invented the assertion of collective freedom now finds this plot in his body and quickly seeks compensation by creating a new plot, of the new Absolute, for the freedom of the individual".

This program – it can be defined as a ‘program’ - essentially individualist, would integrate various creative profiles, often “genetically” opposite. Dado (2007) notes that: "the freedom of creation as expression of individual freedom came as an undeniable occurrence, but also bearing a way not in another to words because he acts supported by the same rules used by the author to generate them – at this point Fish reuses the gist of the interactive activity of the reader according to Eco. For both of them meaning isn’t anymore a feature of the literary text, but a product of the reader’s activity, forced and limited from the text. The question looking for an answer isn’t what is the meaning of the text but how do the readers make the meaning in time? From this point of view Eco’s time meaning appears as a function of the reader's competence under the constrains of the text to take interpretative decisions to construct a structure, which for Fish meaning is an order of preliminary impulses motivated by text’s signals and which in Fish’s practice can be interpreted. The meaning to Eco is a structural function of the text, while to Fish it is a function, if it can be defined this way, pre-structural, an immediate impulse, meaning of the first level. The models have compatibility in spite of the debate about text centrism.
series of problems that create this tendency towards the new forms and ways of artistic creation. The Albanian prose was involved in various new tendencies, of symbolism and existentialism types, etc., but not rarely in unspecified directions, where it is difficult to follow the specifics of the author’s artistic vision. Of course, this is a normal occurrence when authors are in the process of artistic creation”.

Dado (2007) says that: “the writers of new generation tended towards to another conception and sensitivity, both in tackled problems and in structural visionary, in the deeply allegorical way of artistic evocation. Being a generation that didn’t create in the period of socialist realism, this group of young people tended to deny the preceding literature and with their works aim to bring about a completely different literature that didn’t simply oppose the literary tradition of the second half of the XX century but had to prove that a new generation was bringing in a different literature, influenced by the modernist literature of the century, which the relationship between reality and artistic fiction doesn’t envision as realistic literature”.

3. Modernism as a New Unifying Feature

Important names of Albanian Literary Criticism are involved on this issue: Prof. Qose (2006) asserts that: “… in criticism and in general in literary science today is being dealt the issue of the relation between realism and modernism, videlicet between tradition and the novel, which in the literature and the literary criticism of the European peoples or even in the Balkans peoples was dealt with at the beginning of the 20th century. XX - in the first case, and after the Second World War - in the second case”.

More specifically, Dado (2007) notes that: "The interpretation of literature of this decennia should also be directed in finding the trends of literature dynamics regarding the stylistics formats, where literature appears to have manifested a variety of structures and artistic conventions. What is happening to the Albanian literary process when the denial of the literature of socialist realism brought freedom of creation without restrictions? In general the period in question is defined by critical opinion as a period where the poetics of modernism is ruling (dado 2007): "Researches in the field of narration, in terms of the inner and outer structure of the text, in modernist elements of poetics, are associated in the literature of the last 15 years not just dealing with the realities of the dictatorship period, but also with the utmost insights: in the essence of man, in the problems of his existence". This phenomenon pervades works of I. Kadare, F. Kongoli, V. Koreshi, Zela Cela, A. Tufa, V. Graçi, A. Leka.

This stage of integration, in view of the respective trend towards a modernist poetics, is seen mostly as a result of a spontaneous process (Jakllari, 2004): "modernist and postmodernist models, or even currents and other schools have their main source in the existence of particular texts, rather than the existence of literary circles that are founded on clearly aesthetic platforms ... the avangardist novel has been written over the years by authors formed as such during communist dictatorship... and a generation of highly talented new authors, emerging as such after the 90s".

This modern novel becomes the field where are applied (Qose, 2006): "new techniques, changes in ways of using time, exchanges of different perspectives of confession, mainly fragmenting or neglecting fabula, the influence of film technique and psychoanalysis, ... where inner monologue and solikok are involved, ...are mixed traits of all three literary genres, ambiguity is sought. In the modern novel, also the special concentration of Evil happens, the absolutization of the imagination, the spreading of polysemic mythological and archaic structures, the abandoning of the reader". This kind of novel, modernist novel, has reached its integration phase (Jakllari 2004): "has realized a great shift, from actuality stacking to the eternal universes of man ..."

On the whole, today’s Albanian fictional prose has entered a stage of modernity where it is difficult to exclude any author. It’s obvious the process of fermentation of a movement that has articulated almost entirely its structural syntax: maybe a possible classification of the fictional prose may be based on thematic criteria rather than on the conventional criteria, although this remains very relative. We can talk about the different levels of the identity platform: in a first group, are included works in which are considered fairly identity issues, a second group of works deals mainly with cases of historical and psycho-moral explanation of Albanian identity.
4. Why Modernism?

If we agree on the value of the specific presence of Identity platform in today's Albanian prose, the immediate question that arises is: what is the cause of the virtually affirmed modernism by literary critics?

One may argue with the conclusion that the roots of this process should be sought in the changes that occurred with the authors during the 90s. As Jakllari (2004) notes: "The Albanian creative subject begins to consume, sometimes intuitively and at other times consciously, elements of avant-garde and anarchist aesthetics, which put him in direct contact with Western culture".

Of course, this is a process of individual content, but apparently the differences between the new and old groups aren’t dramatic: the authors react almost the same. At least, with the authors still in process, coming from the old tradition, has worked the opposition of the overly stylistic tradition that emerges as a common conventional tendency for all authors. Modernist poetics offers the same comfort to the creative subject with the relative independence given to the latter in relation to the reader.

Following the concept expressed by Jakllari (2004) can be seen the common, gradual, cyclical change of the status of the creative subject, which in the context of modernist poetics changes entirely its relationship with the discourse. In some cases, this subject using freely his creative ego sees the discourse as a purpose rather than as a mean. The creative subject's relation with the text tends to be closed: the text is offered in reading as a puzzle of the author alter ego which the reader has to decode, thus reaching the edge of the aesthetic maximization of the text (Dado, 2007): "...this kind of literature comes through stranger forms, through relations and structures, which in the first sight seem to have slipped the writer".

The possible links between structural modernity of texts and their identity platform are generally explained as issues of authors, their moral, mental and stylistic evolution, an insufficient critic pose, in our opinion.

A possible less relativist perspective in explaining modernism, might be from the reader's perspective, as a structural consequence of the reader's specific relationship with the texts, during an interval that includes the last two decades of socialist realism literature and the first two decades of literature in the 90s, when it finishes a traditional identity - romantic and post-romantic - cycle to start a new cycle. As an argument to describe the characteristics of this process, as a dynamics towards modernism determined by the reader, we chose to present the 'objects' constructed by interaction between the reader of the novels "The Bringer of Misfortune" (Kadare, 1974, 2008) and "Living on the Island" (Ben Blushi 2008).

5. Describing ‘Objects

5.1 Kadare, "The Bringer of Misfortune"²

For a highly dense text of reference indicators, there is a low interaction activity, related with a low number reference indicators, mainly signifying material of everyday life. Reference indicators become meaningful only at the margins of the story, while the reference network as a whole presents a very small number of reference indicators of religious type of signifying, mainly of the material kind. Readers interact to build the story, in the absence of religious indicators - readers divide religious facts from the story corpus. For the majority of readers there are signs that the story is set in analogy with the reader's own experience, in the relative lack of stylistic and intertextual competence and even more of religious competence.

The reader is inclined towards a non-complex network understanding or even network rejection. The consequence of a poor referential network, owned by personal experience, is the discourse structure of the text, which in the vast majority of cases is built on the static discourse isotopies. The selective activity for discourse topics and discourse isotopies doesn’t use the factors of ideological (religious) competence. There is a sort of coincidence between the low topic and isotopic interaction and the low intensity of the components of ideological (religious) competence. Only a few readers who manage to use religious sensitive discourse topics are able to construct systematic discourse isotopies, therefore, to construct a plot structure of the text - most of readers are reluctant to put into motion factors of ideological competence without realizing the plot structure of text. In fact, the discourse structure represents a hard dialogist for the reader.

All this gets sense when narrative isotopie is constructed. During that process there is a noticeable increase in the intensity of the reader's activity. Almost all readers construct structures: the definition lies in the mechanisms used for its construction. Only a minor stable group, builds the isotopie on the religious component of competence. The rest uses religious components in their neutral, static state. For the vast majority of readers with the construction of the narrative isotopie, the purpose of reading has also been reached. With this can be explained somewhat readers' passivity in the narrative isotopie interpretation: the same minor group makes interpretation using the ideological components of competence.

The rest, even doesn't enter the interpretation or merely repeat the narrative isotopie – seems that there rules the construction of a depthless story. The protagonist for most readers acts without any ideological impetus, but for the needs of a human routine, which is no need to be explained. The nature of the impulses on it becomes more understandable when readers build ‘the possible worlds'. Not a religious stimulus affects any possible world: Haxhi Milet, the bringer of feredjes in the Balkans, continues to exist in a world outside off any reader system. He is guided by his essential needs of life, it responds to the immediate circumstances, the other systematic-situations do not affect him - and to do so in a story rich with referential religious indicators for readers, it is really worth to be noted.

In conclusion, for what we have analyzed the data, we conclude that the overwhelming number of respondents almost do not use the religious components of competence, because as the questionnaire proves, they do not possess those mechanisms. Structures made by them are mainly narrative isotopes in the absence of religious factors of competence, even of any of its ideological factors; the meaning of the structure is depthless, built on a pure state of action, where the impulses are produced the mere logic of the immediateness interaction of the isotopie, outside the influence of the system of religious values. Readers tend to keep the structure in its minimum meaning, even when the text encourages more.

About the text in question: the religion is a doctrinal norm that is only applicable to a low number of readers; where it appears, becomes present with low intensity, unstructured, outside organic interaction with other factors of competence, a kind of protracted cultural clichés, not well-understood by readers. At least, as a text of socialist realism it is a text about a state of ‘Bare Identity' in the absence of official ideology.

5.2 Ben Blushi: "Living on the Island"

From the discourse’s macro-structural view this text belongs to the classical manoeuse, a kind of classical conservatism in the narrative that has often been recaptured, recently, in the European and world literary process: discourse isotopies of the syntagmatic order (Eco, 2006) at the point of division/union between them (chapters) are carried out among themselves as isotopies of the paradigmatic order for the reader.

The reader has to utilize, even to exhaust his encyclopedia even at the limit of its reconstruction. The first chapter of the book, the first conversion in Islam, i.e., is an example of multilateral disorder of competence. This complication becomes the cause for the low isotopic

---

3 See the footnote 1. This time Eco-Fish model is used as equivalent with an integral of empiric readers
intensity that accompanies the construction of the structure. Reconstruction of competence requires justifying oneself.

In this respect, the syntagmatics joint nods are just intermediary units for the new isotopic sequences in function of the predecessor units, of the isotopic's structure intensity increasing and of the rebuilding of the reader's competence, a tool which is offered as an architrave for the structure. The reader, therefore, has to build a structure over the isotopic units that condition one another, seemingly linearly, but on the uncertainty and the unclear nature of the syntagmatic nodes. Are they, the real points of the structural joint of text, so less significant compared to the units they bind?

In reading this is equivalent with a kind of structural concession, the same concession the book does to the reader, who must rebuild his encyclopedia to perform the text. Almost all the encyclopaedia of the reader is now being tested, facing new references, urging new isotopic substances, new isotopies.

In this regard - the narrative structure is characterized by the need for a relatively broad dynamics of the starting point: the low isotopic intensity of the initial discourse units must necessarily increase - the reader's indecision must be avoided, otherwise the structure can't be build. Simple syntagmatic joints of discourse isotopies at the limits of the chapters while on the one hand attracts the reader to continue to carry the structure also bear the risk of even more noticeable decline in the low isotopic discourse intensity for a good part of the novel.

The text solves this simply: on the one hand, by adding the mass of the discourse units and on the other hand by adding the mass of new reference indicators (a kind of narrative arithmetic in the function of a reference math). While on the one hand, the isotopic mass is augmented, on the other hand, signals of coherence are given to the reader's ability to indirectly ensure the increasing of the isotopic intensity, so the structure conception.

The text gradually frees the reader, so much as to fully entrusts him not only its architecture but also the relevant stability. The story as a narrative isotopie is entirely a reader's issue, of the text's 'confidence' in his rebuilted competence. However, Blush's novel faces not a little difficulty: the new reference indicators are so revolutionary that predictive actions of the reader over the possible reference worlds become really difficult. Moreover, there isn't rarely an apparent asymmetry between ritual and alternative reference indicators in terms of coherence, which shakes the reference world between the reader's experience as a whole and its cultural and fictional dimension. It is during on this phase, that is, during the construction of the possible worlds, the reconstructed competence is in crisis: it has undergone such a repression of the necessity to build new isotopies/new story that it loses its ability to including the world of text in a reference world - the text gives the reader the independence he can't use - .

Actions on the actantial and ideological structure are, to a large extent, a consequence of the internal conflict characterizing the building of the story as the basic narrative text isotopie: while the ritual indicators go down to the parodist level of competence, the alternative indicators go to a deeply rebuilt level of the experience, almost fictional A strange process has been carried out: the low isotopic intensity endangered the structure's future; its (intensity) growth provides it (the future of the structure), but it undermines its sustainability. In this sense, the text is independent of the reader, who is free to do nothing.

Object Obtained. The object obtained still contains the reader's periodic displacements between the present and the past - this second, in view of the isotopic orientation of the structure by the reader, but this time in the boundaries of large units involved linearly to each other, either as discourse or narrative isotopies. In the modernist way it gives the illusion of a simple structure and in the same time it gives a massive renewable unknown reference indicators. Reading the text is equivalent with the rebuilding of competence.

6. Conclusions

The objects produced by the Possible Reader show a process entirely influenced by the essential changes in its encyclopedia. As a result of interaction with the reader, the Kadare's text is presented as a closed unity of a simplified and unfinished fable.
The doctrinal (religious) inadequacy of reading leads the text to the reduction in a mischievous, secular sentimental intrigue, entirely contrary to the cultural pathos that accompanies today the clashes between Christianity and Islam. Poetically, this text of socialist realism tends to deplete the peculiar fate of that literature: structural monotony.

There is a discrepancy between the large number of reference indicators offered to the reader and their low exploitation, quite the opposite of modernism practice.

Blushi's text represents an opposite, often reverse case with that of Kadare: the passive encyclopedia of the reader is encouraged to change, to be enriched, even to create its own text, independent of textural structures, achieving although the conservative perception of the text's poetics, in one of the typical states of modernity: the object's multidimensionality and uncertainty.

The meaning of the prominent identity cycle in the Albanian prose, at least for these two cases, is the need for reconstruction of identity, on new historical, cultural, moral and social data, which are accepted not unquestionably when they are offered by the literature, which leads to the reader's need for 'extrication from constrains of literature' and to the literature tendency to use this 'freedom' strengthening the modernist inclination.

In modern reading an identity cycle goes from the constructivist, ideological, post romantic tendency to deconstructivism, culturalism and psychology, toward a kind of a new romanticism of identity in a global context of being. Respectively, it is about overcoming from monocentric identity to a multicentric one.

References

Remittance Analysis and their Economic Aspect, Kosovo Case

Ylber Prekazi
PhD Candidate,
European University of Tirana,
Albania

Abstract

The role of remittances as an external source of funding is considered to be extremely beneficial for many countries, especially for those facing with large number of unemployed and a slow pace of economic development. As Kosovo faces an unfavourable economic situation, remittances from abroad have been a great support, contributing to the well-being of Kosovar families. Kosovo's economy heavily relies on the remittances of immigrants living in Diaspora, but the data and analysis regarding the extent of the remittances in Kosovo have been scarce. In this paper, an analysis will be conducted on the remittances received so far in Kosovo, focusing on their effects on the economy, and especially their impact on GDP and exports and FDI. As a conclusion, this study is expected to yield results that will reflect more in detail and more precisely as to what is the real impact of remittances in emerging economies and which have a high percentage of remittances received in general in these countries, and in particular more insights will be provided as to where Kosovo stands at this level of remittance impact on the economy.

Keywords: remittances; investments; economic development; Kosovo

1. Introduction

Emigrant remittances represent the most important and lasting source of external financing for developing countries, since in recent years, they exceed FDI, and in many countries, they are larger than foreign aid. Their importance adds even more if we consider that they significantly cover trade deficits, which are inevitable when production in the country is very low and most of the products have to be imported.

As in many developing countries, for the Kosovo economy remittances are of great importance, as they are one of the important financial resources for the consumption of many Kosovo families, while maintaining the social stability in the country.

Remittances effects on the domestic economy should be seen in relation to GDP, exports and FDI, and from the data it is seen that they are at a percentage of 10-15 percent, while they exceed export and FDI values, i.e. double the number and in a few years even four times FDI and exports. The role of remittances at the macro level has had positive effects on improving development, maintaining economic stability, security from various economic shocks and reducing poverty level (Maimbo, S.M., & Ratha, D. 2005).

2. The Importance of Remittances

The importance of remittances is easily noticeable by the large amounts entering in Kosovo, which are pretty steady and almost only increased in recent years, and their share in many Kosovo families is very high, as it may be the only income they receive, and with which they cover the basic living needs.

Their role in the economy is very high, as they represent a high percentage of GDP, they go far beyond FDI and exports, and almost fully cover imports that are made within a year.

From many countries that have no opportunities and capacities to generate jobs for the active working population, it faces immigration, which aims at finding employment in another country for a better economic life for himself and his family.
In many studies that have been conducted, one of the main reasons for emigration are economic reasons, and then comes the importance and impact of emigration has a bearing and effects on not only the sending country but also for the recipient country, as the birth rate problems and lack of workforce in many areas and professions are faced by many nations.

### 3. Economic Dimension

Remittances and their impact can be multidimensional but the economic dimension is most important since the direct effects are huge and vital for many Kosovo families which regularly receive remittances and improve their socio-economic status.

#### 3.1 The Impact of Remittances on GDP

The economy of Kosovo during all these years after the war has recorded continuous economic growth, which has mainly come from public investment and consumption, and less from investments and net exports. However, it should be taken into account that the bearer of economic growth is consumption by households, but the problem of Kosovo's case here is that there is a high trade deficit and a large amount of money is out of the domestic economy as a result of higher imports, compared to a low volume of exports.

So there is a continuous increase in imports, and this directly mitigates any economic growth so that instead of Kosovo having a higher GDP, it is usually lower because economic growth in nominal terms "disappears" by payments for imported goods.

Remittances are an integral part of the revenue and indirectly also of the GDP, and the share of remittances in the GDP is between 10-15% over the period 2008-2016, so the importance of remittances is very important in terms of economic aspect and their impact is almost constant.

<table>
<thead>
<tr>
<th>Year</th>
<th>Remittances (in million Euros)</th>
<th>GDP (in million Euros)</th>
<th>% that remittances occupy on GDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>609</td>
<td>3,883</td>
<td>15.68%</td>
</tr>
<tr>
<td>2009</td>
<td>586</td>
<td>4,070</td>
<td>14.40%</td>
</tr>
<tr>
<td>2010</td>
<td>584</td>
<td>4,402</td>
<td>13.27%</td>
</tr>
<tr>
<td>2011</td>
<td>493</td>
<td>4,815</td>
<td>10.24%</td>
</tr>
<tr>
<td>2012</td>
<td>516</td>
<td>5,059</td>
<td>10.20%</td>
</tr>
<tr>
<td>2013</td>
<td>573</td>
<td>5,327</td>
<td>10.76%</td>
</tr>
<tr>
<td>2014</td>
<td>622</td>
<td>5,567</td>
<td>11.17%</td>
</tr>
<tr>
<td>2015</td>
<td>665</td>
<td>5,807</td>
<td>11.45%</td>
</tr>
<tr>
<td>2016</td>
<td>691</td>
<td>6,070</td>
<td>11.38%</td>
</tr>
</tbody>
</table>

**Source:** KAS; Calculations: The author

Remittances impact indirectly on GDP through consumption increased by emigrants when they come to vacation in their country of origin as well as through the small scale investments they make. In the first years after the war, everything was almost entirely destroyed, both in residential buildings, in construction and agricultural machinery, in workshops and small businesses, and almost to a large extent, it was the Diaspora's contribution to restore the normal situation, as well as it should be noted that visits of migrants to the country of origin were more frequent in that period.

<table>
<thead>
<tr>
<th>Frequency of visits in Kosovo</th>
<th>% of immigrants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Once a year</td>
<td>19.9 %</td>
</tr>
<tr>
<td>Twice a year</td>
<td>4.3 %</td>
</tr>
<tr>
<td>Three to four times a year</td>
<td>63.9 %</td>
</tr>
<tr>
<td>Several times a year</td>
<td>11.9 %</td>
</tr>
</tbody>
</table>

**Source:** Kosovo Remittance Studies 2013 (KAS)
From the table above, it can be seen that in 2012 when the surveys were conducted, most immigrants visit Kosovo more than three times a year, and the effect of their visits reflects on expenditures and in this context through increased consumption of goods and services even in GDP growth.

While looking at the data in the table below, it is noticeable that the annual expenditures of immigrants are higher than cash remittances and goods and services, hence their impact may be higher in the GDP indirectly. Here it should be borne in mind that a large part of the expenses they make during their stay in Kosovo is difficult to be measured, as they usually stay more than four weeks and incur great expenditures.

The expenses of immigrants during the holidays in their country of origin is different, such as food and beverages, clothing, transport (including diesel and gasoline products), gifts, household appliances, health services, etc.

### Table 3: Remittance Revenues in Kosovo over the years

<table>
<thead>
<tr>
<th>Year</th>
<th>Average remittances in cash and goods and services</th>
<th>Average Expenditure of immigrants</th>
<th>Total annual remittances in cash and goods and services</th>
<th>Total annual expenditure of immigrants</th>
<th>Total annual revenue of remittances</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>3.331 €</td>
<td>2.757 €</td>
<td>174.3 million €</td>
<td>272.4 million €</td>
<td>446.7 million €</td>
</tr>
<tr>
<td>2011</td>
<td>2.136 €</td>
<td>2.352 €</td>
<td>157.5 million €</td>
<td>214.1 million €</td>
<td>371.6 million €</td>
</tr>
<tr>
<td>2012</td>
<td>2.829 €</td>
<td>2.715 €</td>
<td>186.9 million €</td>
<td>270.1 million €</td>
<td>457 million €</td>
</tr>
</tbody>
</table>

Source: Kosovo Remittance Studies 2013 (KAS)

From the table, it is clear that the annual expenditures of immigrants are pretty high over 200 million Euros each year, or over 2 thousand Euros the average expenditure for each migrant. Mostly this money is spent on consumer goods, and considering the high levels of imports in most of the goods, then this money goes out of Kosovo for a short time.

The impact of remittances on GDP would be much greater if they were channelled into more productive uses, as by the form of remittance income we see that the most of them go into consumption, while very little for investment. No empirical study has been found for Kosovo, which has only investigated the impact of remittances on GDP, but from other countries' researches it has been found that remittances have a positive impact on GDP. Umar et al. al. (2012) in their study of Pakistan found that the growth of one million dollar remittances, GDP has increased by eleven million dollars.

Moreover, another finding of their study for Pakistan, is that the country's government can increase remittances by immigrants from sending out of the country's unemployed young people to earn income for their lives, and this will have a double impact: first, unemployment, disappointment and crime rate fall, and secondly: most of remittances sent by the Diaspora will result in a higher GDP.

Fayissa and Nsiah (2008) used a linear function, Cobb-Douglas production to analyze panel data for 37 African countries for the period 1980-2004. They conducted research on the contribution of remittances to economic growth compared to other factors that impact on economic growth such as FDI, external aid, human and physical capital, the opening of a place, the policies and the remaining income. They found that the impact of remittances on economic growth was positive and important. Thus, a 10 percent increase in remittances led to 0.3 percent GDP growth per capita.

Ziesemer (2011) analyzed the impact of remittances on GDP per capita, savings, public spending on education, tax revenue and emigration. In this study, he used data for 52 countries with GDP less than $ 1200 (base year 2000). The results of this study showed that remittances have a strong positive relationship with GDP per capita, savings rate and public spending on education.

Ratha and Mohapatra (2007) note that when a recipient country experiences an economic decline due to the financial crisis, natural disasters or political conflicts, remittances tend to increase.

In many countries, remittances, together with foreign direct investment, represent two of the
most important sources of external funding. By making a comparative analysis of the participation of remittances and FDI in GDP, we can see and note how important remittances are to the country's economy.

In Table 8 and 9 we see how remittances are much higher than FDI for every quarter or even year in the framework of this period presented in the tables, and accordingly we can conclude that even the weight of remittances in the country's economy is significantly higher than FDI, although both are seen to contribute a lot to the economy. From Table 9 we see that GDP in 2015 has been higher in the period 2010-2015, as well as remittances in this year reached the highest amount throughout this period.

3.2 Remittance relation to FDI and Exports

Remittances are an important source of external funding for many developing countries, and in many cases, countries with a large Diaspora also exceed Foreign Direct Investments (FDI). To see the role of remittances in the country's economy, another important and weighty indicator is their relation with the export of goods and services of the country.

As shown in the tables and graphs below, two indicators of importance to the country's economy, FDIs have a decrease, unlike remittances that increase and represent a sustainability, implying that the economy and the level of living and consumption in Kosovo is more affected by remittances than by foreign investments.

Table 4: Foreign Direct Investment and Remittances in Kosovo 2007-2014

<table>
<thead>
<tr>
<th>Year</th>
<th>FDI</th>
<th>Remittances</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>440.74</td>
<td>515.61</td>
</tr>
<tr>
<td>2008</td>
<td>369.86</td>
<td>608.72</td>
</tr>
<tr>
<td>2009</td>
<td>295.45</td>
<td>585.70</td>
</tr>
<tr>
<td>2010</td>
<td>368.51</td>
<td>584.33</td>
</tr>
<tr>
<td>2011</td>
<td>384.39</td>
<td>584.81</td>
</tr>
<tr>
<td>2012</td>
<td>229.06</td>
<td>605.63</td>
</tr>
<tr>
<td>2013</td>
<td>260.23</td>
<td>620.83</td>
</tr>
<tr>
<td>2014</td>
<td>151.30</td>
<td>693.68</td>
</tr>
</tbody>
</table>

Table 5: Percentage Weight Occupied by Remittances in FDI

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remittances /FDI</td>
<td>117%</td>
<td>165%</td>
<td>198%</td>
<td>159%</td>
<td>152%</td>
<td>264%</td>
<td>222%</td>
<td>458%</td>
</tr>
</tbody>
</table>

Source: Central Bank of the Republic of Kosovo

Remittances in most countries have had a positive impact on economic growth and represent an important source in creating the economic and social sustainability of such countries, and undoubtedly they have had an impact on living conditions and have generally increased the welfare of families that are recipients of remittances.

The impact of remittances should be seen from a positive but also negative point of view; both sides should be analyzed concretely about the impact of remittances on household income and expenditure, labour market, access to education, health care services, etc. According to the UN Development Program (UNDP 2010), remittances from the Diaspora contribute about 40 percent of the total monthly income of the families receiving them.

Thus, the remittances' weight in remittance-receiving households is quite large and without their participation, the overall income may have direct effects on many basic needs such as health services, education, clothing and especially in food. Although, according to the 2010 World Bank report, remittances have helped members and families to buy basic things, but it remains unclear whether remittances have contributed to investment in business and education (WB, 2010).

Remittances by CBK reports from 2004 to 2014 in most years have been on the rise, notably, in 2014 they were even higher, reaching 693.7 million Euros, with the tendency to be even higher in 2015, based on statistics from January to May 2015, always comparing with the same period of 2014, respectively January to May 2014.
Given the amount of money received through remittances over a year, their role and impact is great and very important, so decision-making and policy-making institutions need to prepare concrete strategies to channel these amounts into investment projects for economic development.

The role and impact of remittances depends largely on the host country and the policies it implements, especially in terms of monetary and credit policy applied by the country, then in fiscal policy, pricing policy, competitiveness and economic liberalisation, social policy, and first of all, to what extent there is a harmonization between these policies. Policy alignment should take place within a country because only then the necessary prerequisites are established for the realization of economic activity by economic entities and in this context the use of remittances in investment will give the appropriate results in terms of growth and economic development.

3.2.1 The impact of migration and remittances on the economy (in microeconomic and macroeconomic terms)

Migration is a dynamic process, as in most cases an immigrant attracts one or more to migrate, especially those who are close or have a family or friendly relationship. The large migration and remittances that immigrants send to their country of origin are extremely important, especially when economic development is slow and the country faces difficulties of different natures, so the impact of remittances is noticed both at the microeconomic and macroeconomic levels. The World Bank reports that remittances have significantly reduced poverty in different countries, such as Bangladesh, Guatemala, and Uganda (Todaro, M.P. & Smith, S.C. 2012).

From a microeconomic point of view, remittances are an important monetary source for the family of origin, helping families with this source to have basic living conditions and to meet the existential needs of living as food, shelter, clothing, and so on. Also, in this aspect, even in households with other incomes, and remittances constitute an additional source of income, they have an important role in enabling a better economic and social life, they can use additional financial resources in higher education, more advanced health care, or savings or investment to raise family capital.

The improvement of key macroeconomic indicators weakens migration, while the worsening of macroeconomic indicators promotes new wave of massive migration. Generally speaking, remittances in Kosovo have positively impacted macroeconomic stabilization, allowing for the financing of imports, covering trade deficits that are inevitable during this period that Kosovo's economy is going through, stimulated the development of the construction sector.

At the macroeconomic level, migration and remittances contribute to the country's economy by participating in GDP growth in Kosovo, which has been steadily increasing in recent years, and remittances have also played a major role here. In a macroeconomic context, remittances increase consumption, cover trade deficit and contribute to exchange rate stability (Kireyev 2006).

Furthermore, migration and remittances to a certain extent have helped to stabilize employment, compensating for some of the income that would come from regular employment in the domestic market. According to Pant (2008), remittances other than those used for consumption and capital investment have a positive impact on the economy in stimulating demand for goods and services. (B.Dietz, "Migration and Remittances in Macedonia: A Review", Working Paper, no. 281, 210 pg. 3).

In any aspect of remittances, both microeconomic and macroeconomic, their impact is enormous given the sum of over 600 million Euros coming to Kosovo each year, most of which are used for consumption. But besides these, many immigrants visit Kosovo on average 1-2 times a year and make expenses by causing that many businesses in Kosovo during this period when immigrants stay increase turnover and generate greater revenues, and of course, new temporary jobs are generated in certain sectors, especially in the trade and hotel services sector.
3.3 Contribution of remittances to the economic development of the country

Decision-making bodies of Kosovo, by creating appropriate policies can stimulate investments from the Albanian Diaspora, as through these investments a greater economic growth would occur.

The readiness of many Diaspora members who have high human and financial capital potential, which they have created for many years in their current state, is to invest their capital in their country of origin. But, in advance, the state of Kosovo should create favourable conditions for absorbing these investments by compatriots because considering that we are living in a time of great globalization, where even renowned companies have shifted equipment and technology to produce their own traditional products in another country at a cheaper cost, such as labour force, in some cases even raw materials, and thus remain competitive in the market.

Once the main and only goal of every company was profit and profit only, while today the company, besides aiming for profit, they have added to this goal their maximization, so they demand for each year more profits than the previous period.

Therefore, policies should focus on attracting as much investment as possible, and in this regard, cooperation should be intensified and more frequent contacts with members of the Diaspora who are already part of the giant world companies in different production areas, trade and services. Thus, encouraging the Albanian Diaspora to invest in Kosovo would increase the opportunities of bringing co-operation with foreign investors as well.

Through cooperation that could be realized between the Diaspora and foreign investors, the image of Diaspora would improve in the countries where they live but this would also have an effect on improving the image of Kosovo in other countries.

Already, it has almost become a phenomenon that many markets are no longer attractive to investors because they simply are not very attractive, so these circumstances should be used to attract as much investment as possible and a good opportunity is through our Diaspora, which is in most developed countries and who have gained different experiences and in most cases are successful. This experience along with their financial capital that they have created for several years, could have been used to raise companies in certain sectors where we could be more competitive than companies of other countries.

From the statistics, we can now see that remittances have a stability regarding their arrival, especially when we consider the recent financial crises in many economies of countries where our Diaspora lives and operates, but does not mean that this trend of remittances will remain for a long time, as immigrant generations are changing age and in the future a disconnection of close family ties will occur. So this may be the golden time to use our Diaspora to invest the capital created by them, to preserve and deepen even more the family ties between the members that live in Kosovo and those who may be living in other countries.

However, the crises in the economies of countries where our Diaspora is can affect the reduction of remittances in addition to other reasons. According to the World Bank, the pace of the remittance flow began to slow down by the second half of 2008 as a result of the crisis that appeared in several countries such as Greece, Ireland, Spain, Italy, etc. (World Bank Report, 2012).

4. Conclusion

The importance of remittances from an economic point of view for the underdeveloped and developing countries is very high and vital considering that in most of the countries, they represent a high percentage of incomes compared to GDP. From statistics it can be seen that in many countries, but also in Kosovo, they exceed FDI and foreign aid largely cover trade deficits and are a very important source of well-being for Kosovo's families. How important are remittances is also shown by their relation to the GDP, FDI and exports.

Given that the percentage of remittances in relation to GDP is almost every year over 10 percent, while FDI and exports exceed almost double, respectively quadruple over a few years.

Remittances in Kosovo come in different forms, such as cash, various goods and products, services, and a large part of the expense when immigrants visit their home country. Regarding the
frequency of visits, immigrants visit Kosovo several times a year, according to statistics, the largest percentage, with over 60 percent, visits three to four, so in each visit they spend or better say contribute to the increase of consumption, and so on GDP growth.

Most of the remittances brought by immigrants in Kosovo over the past 10 to 15 years have been steadily increasing, and therefore their role has been great. They have not stopped and have not declined even in the recent financial crisis that was in many countries of the world, such as the countries or states where the immigrants from Kosovo are concentrated and the powerful economies of those countries that have easier coped with the crisis compared to some other countries where the percentage of immigrants from Kosovo is very small.

Kosovo possesses a really advanced legislation and in line with European legislation in many areas, but the practice and enforcement of laws is still far from European standards and practices.

Ultimately, regarding remittance analysis and their economic impact, it can be said that Kosovo remains far to do from the practical aspect of law enforcement, implementation of strategies, and the provision of the opportunity to channel remittances from consumption to investment, since their impact may be greater and for longer time.

Adequate business environment needs to be created, information should be provided about the potential and opportunities that Kosovo provides for investment, the need to harmonize and join the interests of immigrants with financial potential and ready to invest in their country of origin, and objectives that the state of Kosovo has to develop the economy and raise the well-being of its citizens.

References


CBK (Central Bank of the Republic of Kosovo)
The Dynamics of the Name Issue of the Republic of Macedonia

Dorentina Asani

PhD Candidate

Abstract

The name dispute mainly with Greece, which does not accept the simple name "Republic of Macedonia" with the claim that there is an area named Macedonia with Thessaloniki as a capital, have continued since the break-up of Yugoslavia and up to this day with Greece. The name issue is one of the biggest obstacles for the Republic of Macedonia to join the EU and NATO. Many negotiations have failed for finding names, ranging as the Republic of Skopje, the Republic of North Macedonia, and to the idea of disintegration of the country. It was expected that solving the contest name with Greece to take on a new dynamism after the elections when Prime Minister Zaev stated that this issue will end very soon and will be decided by referendum, but still the issue of Macedonia's name is nor in the east nor in the west. On the other hand, the citizens generally express their revolt to the governmental policies that this issue and many others are used by political parties during the electoral campaign accusing each other which of the political parties has done more for the national interests. So, this segment continues to be considered only on political parties agendas and platforms for years and accusing each other of not realizing it. The Prime Minister Zaev said that the country is closer than ever before, in order to resolve this problem, where negotiations are continuing to be held in order to achieve a mutually acceptable solution for both countries. The pressures of the international factor are in the direction of strengthening internal stability and preventing any possible conflict in Macedonia. This pressure is evident, but the question is how much it will work?!

Keywords: population, negotiations, proposals, identity, collision, choice

1. Introduction

The problem of the name of FYROM (Former Yugoslav Republic of Macedonia) is issued since Macedonia separation from the Former Yugoslavia and emerged as a separate state, but with the strange name FYROM, with the idea that it could regulate the name later. This new state was first recognized by Albania, considering that about 35% of the population of the Republic of FYROM are the Albanian but there were restrictions regarding human rights and freedom. Macedonia's biggest opponent was Greece, which has a part of its territory in the north, an area named Greek Macedonia with the capital city of Thessaloniki. The Republic of Macedonia has never agreed with the Greek proposals about the name change.

The Albanian politicians of the Republic of Macedonia (FYROM) have not made any serious statements in the name dispute, having in mind that this Republic can also be divided in the future between neighboring states such as Bulgaria, Serbia and Albania. The Bulgarians claim that today's Macedonians are Bulgarians, but for creating a distinct identity (that of Vardar) they use a Cyrillic alphabet but slightly different from the Bulgarian one, but the Macedonian words and phrases are the same.

The name issue with Greece dates back to Macedonia's independence almost 27 years ago. Athens wants Skopje to change its name and Macedonians to not claim that they are descendants of ancient Macedonians. This dispute has caused Greece to block Macedonia's NATO membership for several years and the opening of EU membership talks. This problematic issue was expected to take on a new dynamic after the local elections, but actually it did not have any results. In this context the contacts are also established with the Greek government, but also the moves of UN mediator, Matthew Nimetz, that there may be rapprochement of the positions between the parties to close the 30-year-long dispute with the name of Macedonia.

On the other hand, a group of Albanian intellectuals in Macedonia have begun to sign a seven- point memorandum, where among the demands is the country's constitution change, insisting that the interests of Albanians not to be held as a hostage to "stability and peace" and national integration as a priority to the EU.
2. Results and Discussions

Analysts estimate that without serious intervention from abroad there will not be any solution. It will be a success if Macedonia is invited to become a NATO member, as well as the date for launching EU membership talks. These two processes come along in parallel with the settlement of the name dispute.

Those that are well-known in international affairs say that besides the problem of the issue of Macedonia's name, there are other issues that slow the process such as the functioning of the state as a multiethnic and a democratic state. There are other social and political issues that slow down this process and any attempt to overthrow them will further deepen the crisis in society.

If we base on such statements, especially on the Macedonian side, but also those statement on the Greek side, international experts acknowledge that this dispute can hardly have a quick solution.

Some analysts are of the opinion that the name Paeoni does not express and does not include the whole of the current name Macedonia, this solution is thought to confuse the situation even worse and cause dissatisfaction both within Macedonia and its neighbors, mainly Bulgarians and less the Serbs.

On the other hand, the group of Albanian intellectuals have signed a memorandum with seven requests based on the constitutional change. First, they range the deep and the wide crisis of the Albanians in Macedonia, the constant setbacks and the exclusion from decision-making on important issues for the future of the country. They demand in any case to change the Constitution in order the country to show the reality of a multiethnic society.

It is in the interest of our country to move the issue on the basis of a common and acceptable solution for general use, with a name registered in the constitution and with a broad agreement that will certify, guarantee and encourage a new era of new relations of peoples, not only in the economy but also in all issues that concerns them.

The Evaluation

It presents a very important part of the study because it shows how much we reached understanding the problematic in question; how widespread it is in the society; how it affects and how to treat it, and ultimately choosing the alternative for solving the issue that seems to be reasonable for us. In order to assess this problem, I have decided to conduct a survey. In this way, we can clearly see the attitudes of citizens about this issue which might affect them. The survey results and public opinion attitudes are expressed in the following tables:

2.1 Demographic characteristics of respondents

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Percentage</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td>160</td>
</tr>
<tr>
<td>Female</td>
<td>80</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>80</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td>160</td>
</tr>
<tr>
<td>18-25 age</td>
<td>24</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>26-35 age</td>
<td>56</td>
<td>35%</td>
<td></td>
</tr>
<tr>
<td>36-45 age</td>
<td>32</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>46-55 age</td>
<td>32</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>56-65 age</td>
<td>16</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
<td>160</td>
</tr>
<tr>
<td>Elementary school</td>
<td>24</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>Secondary school</td>
<td>40</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Faculty</td>
<td>72</td>
<td>45%</td>
<td></td>
</tr>
<tr>
<td>Master of science</td>
<td>16</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Doctor of science</td>
<td>8</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Economic status</td>
<td></td>
<td></td>
<td>160</td>
</tr>
<tr>
<td>employed</td>
<td>112</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>unemployed</td>
<td>48</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>Ethnicity</td>
<td></td>
<td></td>
<td>160</td>
</tr>
<tr>
<td>Albanian</td>
<td>112</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>Macedonian</td>
<td>40</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>8</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>
Respondents’ answers are the following:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Completely agree</th>
<th>Somehow agree</th>
<th>Do not agree</th>
<th>Do not have ideas</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Republic of Macedonia is on a political and social crisis</td>
<td>72%</td>
<td>14%</td>
<td>6%</td>
<td>8%</td>
</tr>
<tr>
<td>The impact on the emergence of the crisis is the disregard of the multinational character of the state</td>
<td>41%</td>
<td>25%</td>
<td>20%</td>
<td>14%</td>
</tr>
<tr>
<td>All communities in Macedonia are treated equally</td>
<td>21%</td>
<td>8%</td>
<td>68%</td>
<td>3%</td>
</tr>
<tr>
<td>Macedonia functions on the bases of demographic features</td>
<td>6%</td>
<td>6%</td>
<td>70%</td>
<td>18%</td>
</tr>
<tr>
<td>Democracy ruling is not respected in Macedonia</td>
<td>74%</td>
<td>13%</td>
<td>5%</td>
<td>8%</td>
</tr>
<tr>
<td>All citizens are equal in front the law and judiciary based on constitution.</td>
<td>81%</td>
<td>12%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Macedonia gradually and positively marches the way to EU and Nato</td>
<td>23%</td>
<td>7%</td>
<td>66%</td>
<td>4%</td>
</tr>
<tr>
<td>Macedonia is not on the right path for reaching the membership in Euroatlantic structures</td>
<td>78%</td>
<td>14%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>The interethnic problems and the lack of equal representation of ethnicities are one of the main obstacles to the EU</td>
<td>89%</td>
<td>11%</td>
<td>8%</td>
<td>2%</td>
</tr>
<tr>
<td>The issue of Macedonia’s name is a political problem</td>
<td>52%</td>
<td>17%</td>
<td>27%</td>
<td>4%</td>
</tr>
<tr>
<td>The case of changing the name of Macedonia has to do with its own state identity</td>
<td>24%</td>
<td>22%</td>
<td>33%</td>
<td>21%</td>
</tr>
<tr>
<td>The deepening crisis in Macedonia can be solved by joining the country in the EU</td>
<td>66%</td>
<td>4%</td>
<td>22%</td>
<td>8%</td>
</tr>
<tr>
<td>Macedonia will continue to stay in such a crisis situation until fair functioning as a multiethnic democratic state is regulated</td>
<td>81%</td>
<td>8%</td>
<td>8%</td>
<td>3%</td>
</tr>
</tbody>
</table>

3. Conclusions

Based on the survey data and in general, the hypothesis was proved that the citizens are realistically those who feel and experience any political and social change that was expressed by the majority who see the international factor to help escape from the crisis and the current undesired state. A considerable number of people support the fact that the reason for lasting the name dispute so long is the fear of losing the identity of the Macedonian people.

The political crisis has influenced the growth of migration among citizens. Its longing for the direct risk of the citizens' economy for most of them is worrying. Citizens consider that before the state interests, the political crisis has initially transformed the living in Macedonia to a survival one.

Regarding fair democratic and multi-ethnic functionality, the results conclude that inter-ethnic relations have never been established on a basis of mutual trust and respect in Macedonia. This relationship has been steadily decreasing without ever stabilizing, where key factors of this state are the wrong policies of the government that have put the country in a difficult economic and social crisis and are continually deepening it with pretexts that they fight for equal rights, but the ethnocentric character continues to remain of conquering character. The corruption affairs and criminality which are used to control political forces reveal a realistic approach of functioning the state illegally.

Instead of prioritizing citizens’ lives and European integration, the everyday politics nurtures hate speech and has poisoned the society, fueling a terrible ethnic nationalism. However, even in this mood neither in heaven nor in earth, people find the rescue and confidence in the international factor as the last variant, otherwise most of them are already oriented towards migration to European countries.

According to the survey, any change of the name with adjectives such as: the Upper, Northern, and Vardar would fail in the referendum. But even from the Greek side, if we judge according to surveys, any name containing the name Macedonia will be unacceptable to the Greek people.

In Macedonia, the referendum would probably succeed, but it is ethically correct that a so sensitive issue for Macedonians to pass with the help of the non-Macedonian vote, especially the Albanians as a large body of voters. In that way, inter-ethnic relations can also be drastically broken. Then, in this case why we need the integration in the EU and NATO?!
Greek side insists on an untranslated name, then even Albanians in the referendum would vote against.

The name of compromise should be something that will enable us to live together. Why not find something that is acceptable to both parties?

References

Andrew Heywood: Politika, Prishtinë , 2008
Aziri Etem: Sistemi politik i Republikës së Maqedonisë, Tetovë, 2012
Aziri Etem: Organizimi politik i shqipëtarëve në Maqedoni, Logos A, Shkup, 2004
Aziri Etem: Partitë politike, zgjedhjet dhe sistemet zgjedhore, SEEU, Tetovë, 4/2015
Veton Latifi: Politikologjia , Shkup, 2008
David Held: Models of Democracy, Academic Print, Skopje, 2008
Aziri Etem: Partitë politike dhe demokracia, Logos A, Shkup, 2004
Атанасов Петар: Мултикултуразмот како теорија, политика и практика, Евро Балкан Прес, 2003
www.lajm.com.mk
www.zhurnal.com.mk
www.topchannel.tv.al
www.aktuale.mk
Understanding the Foreign Direct Investment in Order to Benefit from Them: A Theoretical and Empirical Review

Lorena Çakërri

PhD Candidate,  
University "Ismail Qemali",  
Vlorë, Albania

Filloretha Madani

Prof.Assoc.Dr.,  
University "Ismail Qemali",  
Vlorë, Albania

Abstract

The attraction of foreign direct investment for years has been on focus of many governments around the world. These governments try to draft their policies in order to compete in attracting this important source to their development. The design of successful policies requires good understanding of the motives that a foreign investor would bring to the host country. Using different literature on Foreign Direct Investments, this paper analyzes multinational theories, which explain why a company decides to serve the foreign market and does not prefer export or licensing. The paper also reviews broad literature on the determining factors of host countries, which constitute an important moment in the decision of multinational companies for the host country of their direct investment.

Keywords: foreign direct investment; Economic Growth; Literature review, theories of MNC, country's absorption capacity

1. Introduction

Nowadays, foreign direct investments are being paid more attention. Different scholars highlight the importance of foreign direct investment as a source of funding. This feature of foreign direct investment is mainly important for so-called developing countries. These countries have major problems with needs of capital, which outweigh their domestic savings. Therefore, the main reason for the host country's efforts to attract foreign direct investment is to be able to access new funding sources for their economic development. At that moment, foreign capital is recognized as an important way to overcome this shortcoming (Liu and Agbola, 2014).

Financial inflows to emerging economies were estimated at $1.4 billion in 2016, down by more than $2 trillion compared to year 2010. These external sources consist of foreign direct investment flows, flows categorized as portfolio investment and other flows such as official development aid. Generally, their performance reflects the pace of economic growth and their impact depends precisely on the economic growth of different countries. An important feature of these flows is their instability, especially during the years of the world financial crisis, in the years 2008-2009. However, not all of their constituent elements represent the same behavior. Foreign investment flows represent a higher sustainability than other elements. This can be explained by the characteristics of this flow in contrast to portfolio investment and development aid. (Unctad 2017)
As we can see from the above chart, foreign direct investment, besides taking the bulk of international financial flows, also represents a more stable performance. They are therefore important for host countries.

2. Understanding Foreign Direct Investment

We see in two steps how a company chooses to invest a foreign direct investment in another country. The first step focuses on the motives of multinational companies. The motives of the multinational companies can be explained by theories of multinationals. The second step gives us an overview of the factors that the different countries of expectation exhibit and which play a major role in the investment decisions of the multinational companies. Both of these approaches are discussed in the following sections.

3. Theories of MNC to Explain Motives for Foreign Direct Investment

Through this section, we present briefly the various theories that explain the outcomes of companies to internationalize. These theories explain which factors determine the making of such a decision by a company.

3.1 Theories that suppose perfect markets

In this category we can group those theories that try to explain the investment behavior of different firms under the supposed conditions of perfect markets. The theories are explained as follows.

3.1.1 The Return Rate Theory

This is one of the earliest theories that explains the FDI flows. This theory explains the flows of foreign direct investments through the differences shown in different countries at rates of return from capital. The capital flow movement should according to this theory go from those countries with low rates to countries that have the higher returns from capital. But according to this assumption cannot be explained the phenomenon that in a given country there are also inflows and outflows of capital. This fact makes this theory unable to explain the movements of international capital flows in the form of foreign direct investment.

1 Kirabaeva and Razin 2010 in their paper show that foreign direct investment is more stable compared to other flows, because they also imply aspects of physical investment in host countries.
3.1.2 Market Size Theory

This theory points out that FDI inflows relate positively to the sales of foreign firms in the host country. The “Growth-driven FDI” theory focuses on domestic factors, such as market size (often defined by GDP) as one of the most important factors in attracting FDIs. (Demirhan and Masca, 2008; Economou, Hassapis, Philippas, Tsionas, 2016).

Some foreign investors invest in developing countries mainly to serve the host market; these are the market-driven IHDs. Domestic market size may be the main determinants in attracting such a type of FDI (Unctad, 2000). The size of the domestic market enables foreign investors to reduce production costs in order to supply the host market (Shatz and Venables, 2000, Lim, 2001). The size of a country’s market grows with economic growth, encouraging foreign firms to increase their investment. The sooner the economy grows, the more demand for investment will be stimulated, also for foreign investment. High economic growth provides incentives for foreign investors because host countries can offer more facilities to investors (Zhang, 2001).

There are some disadvantages about this hypothesis. This theory explains the behavior of those types of foreign investment that are oriented towards market research, and cannot explain the behavior foreign direct investments that require efficiency.

3.1.3 Portfolio diversification theory

This theory explains companies’ decisions to become multinational through a simultaneous return and risk analysis. Investment has a positive relationship with the return rate and negative with the perceived risk. For this reason, investors try to diversify their investment portfolio in order to increase return on equity and reduce risk. This hypothesis also presents some shortcomings. It fails to explain the advantage of FDI to portfolio investment. Another disadvantage is the use of the use of an inadequate profit indicator in risk analysis.

3.2 Theories that suppose Imperfect Markets

These theories seek to explain company decisions about the alternatives they have to serve a foreign market, or the decision to become international, assuming markets are imperfect. Theories of this category are explained below.

3.2.1 Hymer-Kindleberger approach

This theory was created by Hymer and Kindleberger. CPKindleberger, the supervisor for Hymer theses, in expanding Hymer’s work, introduced his theory of FDI and points out that "in a world of perfect competition in goods and markets, FDI cannot exist" (Kindleberger, 1969).

According to this theory, firms will choose to internationalize by taking a foreign investment in another country if they are already producing at minimal cost in the home country. The export alternative to serve the foreign market would cause increased spending as a result of the growth of production. According to this theory foreign direct investment enables the reduction of production costs by some advantages that these firms possess, as a consolidated distribution network, the most advanced management skills, the possession of a suitable technology, etc. Possessing these advantages made it possible for foreign firms to overcome some of the shortcomings they may face in the host country, such as the lack of knowledge of the domestic market, the necessary adaptation to the domestic legal and political framework etc.

Kindleberger in his theory showed why a foreign firm has advantages to firms in a host country, but the drawback of his theory lies in the fact that he did not show what advantages a firm should invest in a foreign country. Furthermore, it does not indicate what competitive advantages there is for a hosting country vis-à-vis another host country.

3.2.2 Vernon theory

Vernon (1966) was the first to introduce the product life cycle theory in international

\[^2\] Vernon (1966) integrates trade and investment into a model
trade. According to Vernon, a product cannot qualitatively develop into an underdeveloped or developing country, where per capita income is low. According to this theory, as the product develops qualitatively in a high-income country the demand for this product will grow in foreign markets. Through export, this product will penetrate the economies of developing countries. Consequently, following the securing of the market share in these foreign countries, the conditions for the opening of production lines will be created in foreign markets of developing economies, which have generally lower production costs. But Vernon's theory fails to explain the large flows of FDI between developed countries.

3.2.3 The Internalization theory

The main representatives of this theory are Buckley and Casson. Their theory seeks to explain the reasons for a company to undertake a foreign investment in another country. According to them are the multinational companies themselves which enable a reorganization of their activities within the organization. This reorganization enables the companies to develop specific advantages. These specific advantages will enable them to be superior to domestic firms once in the host country. The basic idea of the internationalization theory emphasizes that the production and other processes of a company are more effectively dealt within the multinational enterprise to better exploit the knowledge-based assets of the company.

This is especially true when the host countries have weak laws in the protection of intellectual property rights. But according to Buckley and Stranger (2011), the theory of internationalization focused heavily on the imperfections in external markets for the transfer of knowledge and not enough attention was paid to the nature and importance of transaction costs related to the internal transfer of knowledge.

Even the United Nations Conference on Trade and Development (UNCTAD) supports this theory when it intends to persuade developing countries to intensify their efforts for attracting foreign direct investment, seeing these investments as important sources for new technologies.

3.2.4 The OLI paradigm

This theory has been described by many scholars as the theory that is able to explain more clearly the international behavior of multinational firms. This theory was formulated by Dunning. The theory itself embodies the combination of some of the theories discussed above. The novelty element that Dunning adds is that of the location. A firm would take production in a foreign country when three conditions are met, namely the advantages of ownership, the advantages of internationalization and the advantages of location, OLI paradigm.

Advantages of ownership relate to holding specific tangible and intangible assets, such as technology, specific knowledge, or management skills, which give multinational companies substantial advantages over local firms.

Location advantages refer to all those factors that a location possesses and make it more attractive to foreign investment.

Internalization advantages are those kinds of advantages that are more profitable for a firm to transact internally (i.e. through a wholly-owned subsidiary) than through licensing.

3.3 Theories explaining foreign direct investment by international trade

Another explanation for foreign direct investment focuses on the concept of international trade, supporting the idea that multinationals themselves realize a significant part of international trade. Nayak and Choudhury, 2014 explained the Hirsch theory. Hirsch (1976) created an international theory of both elements of trade and investment, trying to clarify two moments. First,
the theory explains the moment when a company decides to enter a foreign economy and secondly, what are the factors that determine the form of entry, which means determining whether to decide to export to other countries or to produce directly in these countries. According to this foreign investment theory foreign direct investments enables the creation of competitive advantages. (Nayak and Choudhury, 2014).

Kojima also explained theories of trade and direct investment theories assembling them together. He concluded that foreign direct investment is needed to increase competitiveness and productivity, as well as to improve production processes (Chaëla, et al. 2015). Kojima identified the resources, labor force and market in host countries as the three main motives for international investment. But his theory fails to explain why companies cannot increase competition in the domestic market (Nayak and Choudhury, 2014).

Other academics conclude that the creation of an integrated theory that explains foreign direct investment and international depends of FDI types, namely FDI classifications in horizontal or vertical FDI. Traditional FDI models claim that a parent company establishes a branch to replicate its business and sell products to the host country and the region, while vertical FDI models assume that a parent company creates an affiliate company in order to carry out several production stages in the host country. The incorporation of the concept of multinational companies into the standard of international trade theory shows that the link between capital movements and trade depends on whether multinational companies are horizontally integrated or vertically and types of integration are conditioned by factors such as transport costs and economies of scale (Carr et al., 2011).

4. Host Country Macroeconomic Determinants for Foreign Direct Investments

Different macroeconomic factors that represent the "health" of different host countries are defined as determining factors in attracting as much foreign direct investment flows as possible. These factors important in attracting foreign direct investors help us to understand FDIs, especially the relationship that exists between the economic, political, financial factors of the host countries and the inflows of foreign capital in the form of foreign direct investments in that economy.

A country's ability to benefit from FDI inflows is recognized as the absorption capacity of a host country.

Massoud (2008), in explaining absorption capacity, mainly identifies several key factors: the quality of human capital, technological development and more specifically what is called technological gap, financial development, trade openness, current account deficit and inflation. 

- **Human capital in the host country is important.** In order for the host country firms to implement the transfer of skills from the MNC to their employees, a certain level of development of this human capital is required in the host country (Michie, 2001, Dorozynska and Dorozynski, 2015).

- **Different scholars have different views on the role of technological gap in the ability of the host country to benefit from foreign investment.** Spreading externalities is conditioned by the size of this technological gap. Baltabaev 2014 thinks a major technological gap hurt the spread. An opposite view brings Xu, 2000. According to him, a big technological gap would be more productive.

- **The significance of the financial system for the development of the financial system is attributed to the various functions it plays in the economy.** A more developed financial system allows foreign investors to finance their activities through loans provided by the host country. An efficient financial system can alleviate the information's imperfections through providing systematic information on investment opportunities and capital returns, which are more important for foreign investors than for domestic investors. The more developed the financial system, the more it can help the business to develop. (Alfaro et al., 2009; Shah, 2016; Alfaro et al., 2017)

- **Trade openness is another element that affects the effect of FDI on economic growth.** The strong positive impact of trade opening on FDI is evident in most empirical studies. These findings confirm that the foreign direct investments are strongly influenced by the degree
of openness, with other unchanging factors. (Jadhav, 2012; Sala and Trivin, 2014, Shah and Khan, 2016).

In Global Competitiveness Investment Report 2017-2018 we see that investors consider a wide range of factors in their decision to invest in another country. All factors are of significant importance in the analysis to select a host country for their investment. According to this report, the most important element in decision-making is political stability and perceived security.

Source: Global Investment Competitiveness Report 2017/2018

Investment decision, whether they are in the form of foreign direct investment are based on a return and risk perceived investor analysis. One of the major risks of investment analysis are political risk. Governments can reduce this climate risk and ensure good governance. Political risks are numerous and include expropriation, transfer restrictions and convertibility, breach of contract, unpredictable arbitrary actions, discrimination, and lack of transparency. This could be due to the fact that many foreign direct investment fails, thus wiping the economic development of the country.5

Governments, like in developing countries and in developed countries, use tax incentives and other incentives to lower the relative cost or perceived risk by foreign investors in order to attract more FDIs. However, the effect of these incentives depends on the types different FDIs. When it comes to foreign direct investments that are looking for a market or are oriented towards the primary sectors, tax incentives are not very effective. If foreign direct investments are oriented towards efficiency-seeking, tax incentives may be relevant to investment decisions.6

Also another determinant of the decision of the host country selection by foreign investors directly is the country’s infrastructure. A qualitative element of infrastructure becomes determinant in absorbing FDIs and prolonging their stay in time. Lack of a regular and quality infrastructure can present an obstacle for investors. Therefore, the governments of the host countries have begun to pay attention to improving the quality of infrastructure (Easterly 2001, Shah, 2014.)

5 Global Investment Competitiveness Report 2017/2018
6 Global Investment Competitiveness Report 2017/2018

5. Conclusion

Based on the literature examined in the paper, different theories point to the motives of the movement of international capital flows. The theories selected in this paper explain the motives that lead multinational companies towards direct investment in developing countries. These theories are
based on the international business perspective. Through these theories we can understand the decisions of multinational companies to become part of a foreign market by deciding to export, licensing, or by undertaking a direct investment in the host country. We see that this decision is influenced by many factors such as the possession of some competitive advantages from multinational companies; the presence of transaction costs; the market size of the host country in the case of horizontal direct foreign investments: the lowest cost of resources in the host country if it is a direct foreign direct investment.

On the other hand, the business climate in the host country is important in absorbing foreign direct investment and may increase the impact on the development of this investment. An economy with a poor investment climate attracts less foreign direct investment and often it is useless. The size and potential of market growth - are so far the strongest determinants of FDI. But the investment climate characteristics such as strong institutions and friendly legislation for investors also matter to emerging and transition economies that seek to attract additional FDI. And other factors like human capital, a developed financial system, infrastructure quality and economic and political stability are an important element in the selection of the host country by foreign investors. Trade agreements and investment agreements also play an important role in absorbing FDI.

So we can conclude that there is no single theory that can fully explain the decisions to be internationalized for a company. This should be seen in two ways, distinguishing driving forces and attractive forces in this decision. Driving forces are those related to the specific advantages of the most productive companies, which are generally those that choose foreign direct investment as a form to serve in an external market. While attractive forces are the key policy makers of different countries in competition to attract as much foreign direct investment as possible.

References


Cua, A. Laura, D. (2015) “The dynamics of the FDI inflows during the last three decades. A comparative analysis between developing and developed countries”. University of Iasi, Romania


Global Competitiveness Investment 2017-2018.


Moosa, A. Imad (2002). Foreign Direct Investment-Theory, evidence and practice, PALGRAVE


UNCTAD, (2000)


Serological Survey of Crimean-Congo Hemorrhagic Fever Kukes and Has, Albania

Përparim Kadriaj1*
Majlinda Dhimolea-Kota1
Enkelejda Velo1
Silva Bino1

1Infectious Disease Control Department, Institute of Public Health, Tirana, Albania;
*Correspondent Author

Abstract

In Albania the first cases of Crimean-Congo hemorrhagic fever was identified in 1986. In Albania, cases with Crimean-Congo hemorrhagic fever occur almost every year. The most endemic region is the northeast part of the country, such in Kukes and Has. Crimean-Congo hemorrhagic fever (CCHF) is an arboviral zoonotic infection which is endemic in some areas of the country. The aim of this study was to assess the seroprevalence of CCHFV in previous and recent endemic areas of the country. This crosssectional serologic study was conducted in period 2010-2013-2014 by the Institute of Public Health in Tirana, Albania. The survey included 121 sera specimen of cattle which were randomly collected from two districts in Albania. All samples were collected from two districts in Albania and were examined for anti-CCHFV IgG. Of the total of 121 samples examined, 97 (75.7%) were positive to anti-IgG with ELISA test. The highest positivity rate was among cows (88.3%) and in recent endemic areas of Kukes and Has. In recent endemic areas humans can potentially contract the disease as compared to other areas of the country.

Keywords: Crimean-Congo hemorrhagic fever, domestic animals, Serological Survey

1. Introduction

Crimean-Congo haemorrhagic fever (CCHF) is among the most frequent diseases of tick-borne viral origin that it is spread and infects individuals in many parts of the world, in as many as 30 countries in every continent. However, in some parts as Middle East, Africa, Asia and Eastern Europe the disease has a continuously low incidence over several decades. (1). The geographic dissemination of CCHF harmonizes with that of ixodid ticks, especially those of the class Hyalomma. In Europe, Hyalomma marginatum is the principle CCHFV vector, while Hyalomma asiaticum seems, by all accounts, to be the foremost vector in Asia. In 2006, H. marginatum was recognized without precedent for the Netherlands and in southern Germany (2,3). Ixodid ticks, particularly those of the family Hyalomma, are both a repository and a vector for the infection. The CCHF infection (CCHFV), a Nairovirus of the family Bunyaviridae, has been detached from 30 types of ixodid tick (3). Various household and wild creatures, for example, dairy cattle, goats, sheep, little well evolved creatures, rodents, and winged animals, in which the disease is for the most part asymptomatic, fill in as opening up has for the infection (4). There is no particular treatment or antibody against CCHF and it is viewed as a developing arboviral zoonotic illness in numerous nations, potentially because of expanded vector bionomics and environmental change. As of late, the frequency of CCHF has expanded quickly in the nations of the World Wellbeing Association Eastern Mediterranean Locale (WHO EMR), with sporadic human cases and flare-ups of CCHF being accounted for from various nations in the district. Notwithstanding the quickly developing rate of the malady, there are right now no precise information on the weight of the sickness in the locale because of the distinctive reconnaissance frameworks for CCHF utilized as a
part of these nations. Also, there is no authoritative preventive and control methodology for CCHF inferable from the way that numerous parts of the malady, for example, the support and transmission of the infection and the pathogenesis of the ailment in people, remain ineffectively comprehended (5). Considering the zoonotic nature and public health importance the aim of this study was to assess the seroprevalence of CCHFV in previous and recent endemic areas of the country.

2. Material and Methods

2.1 Sera from cow, sheep and goats

Blood specimen collection: The survey included 121 sera specimen of cattle which were collected from two districts in Albania over the period 2010-2013-2014. These localities include (Has, Kukes,). Sterile vacutainers were used to draw the blood from jugular veins and were left to clot. The sera were immediately taken to the laboratory and their serum was separated by centrifugation at 3500 rpm for 10 minutes. Each blood sample was stored at -20°C in the Institute of Public Health, Tirana, Albania, until analysis.

2.2 Indirect ELISA

Laboratory examination: Adaptation of a human commercial ELISA test for detection of Crimea Congo Hemorrhagic fever (CCHF) antibodies.

The sera collected from domestic animals were tested by an adapted commercial ELISA test which was used for detection of antibodies to CCHFV in human sera (6).

3. Results & Discussion

Distribution of domestic animals by district is shown in table 1. As noted, most of domestic animals belong to district of Kukes (58.2%) followed by district of Has (41.8%) which are recent endemic areas, with a significant difference as compared to other district (p<0.01).

Cows account for 50.7% of animals, followed by sheep (29.6), and goats (2.6%), (p<0.01).

Table 1. Distribution of domestic animals by district

<table>
<thead>
<tr>
<th>District</th>
<th>Type of domestic animals</th>
<th>Total n (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cow</td>
<td>Goat</td>
</tr>
<tr>
<td>Has</td>
<td>58</td>
<td>0</td>
</tr>
<tr>
<td>Kukes</td>
<td>18</td>
<td>4</td>
</tr>
<tr>
<td>Total n (%)</td>
<td>76 (50.7%)</td>
<td>4 (2.6%)</td>
</tr>
</tbody>
</table>

The serologic results are shown in table 2.

According to ELISA serology the majority of specimens (75.7%) resulted positive for IgG to CCHF [95%CI 74.1 – 85.5] (21.9) resulted negative for IgG to CCHF [95%CI 18.9 – 37.3] . A very small number of specimens (2.4%) resulted cut-off.

Table 2. ELISA IgG serologic results

<table>
<thead>
<tr>
<th>ELISA IgG</th>
<th>N</th>
<th>%</th>
<th>95%CI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cut-off</td>
<td>6</td>
<td>2.4</td>
<td>1.42 – 7.48</td>
</tr>
<tr>
<td>Negative</td>
<td>18</td>
<td>21.9</td>
<td>18.9 – 37.3</td>
</tr>
<tr>
<td>Positive</td>
<td>97</td>
<td>75.7</td>
<td>74.1 – 85.5</td>
</tr>
<tr>
<td>Total</td>
<td>121</td>
<td>100.0%</td>
<td></td>
</tr>
</tbody>
</table>
Table 3 presents the serologic result by type of animal. The highest positivity rate was among cows (88.3%), followed by sheep (95.6%), and only one case among goats (25%), *p*<0.01.

**Table 3. Serologic result by type of animal**

<table>
<thead>
<tr>
<th>Domestic animals</th>
<th>Total animal tested</th>
<th>Cut-off</th>
<th>Negative</th>
<th>Positive</th>
<th>Prevalence (%) of positive specimens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cow</td>
<td>93</td>
<td>3</td>
<td>15</td>
<td>75</td>
<td>75 (88.3%)</td>
</tr>
<tr>
<td>Goat</td>
<td>4</td>
<td>0</td>
<td>3</td>
<td>1</td>
<td>1 (25%)</td>
</tr>
<tr>
<td>Sheep</td>
<td>24</td>
<td>1</td>
<td>3</td>
<td>20</td>
<td>20 (95.6%)</td>
</tr>
</tbody>
</table>
As noted from the above table the endemic areas of Has and Kukes show the highest positivity rate, 58.2% and 41.8% respectively.

Crimean-Congo hemorrhagic fever (CCHF) is a well-known infectious nosology in Albania since its first report in 1974; however, CCHF primary serological studies have been commenced since 1969. For this cross sectional study, we have tested the blood samples of previous and recent endemic areas of the country.

From our outcomes we have diverse qualities in various zones. We found the nearness of disease (antibodies) in creatures in zones where cases with hemorrhagic fever were watched more than one to two decades back, where from that point forward has not been watched cases with hemorrhagic fever in people. This marvel is seen in regions other than Has and Kukes. This demonstrates the disease in these zones is as yet present and we figure it can wind up dynamic. We believe that these outcomes ought to be a flag particularly for human administration which should take solid perception in these territories and in dubious cases ought to instantly take fitting measures. The consequences of our investigation are comparative with different examinations directed in Albania in regards to the seroprevalence of CCHFV in dairy cattle (6,7,8). Countries like Turkey and other Balkan countries except for Greece have recorded flow of CCHF strains among creature hosts, ticks, and people, and have set up CCHF endemicity (10). The wide flare-ups that happened in Turkey were gone before by a very long while of serologic proof of a zoonotic CCHF center. Domesticated animals started from endemic zones came about 14% seropositive on CCHF infection, just sheep were 32.6% seropositive (11).

The foundation and support of a CCHF endemic concentration requires a situation supporting an effective contact between able ticks and creature has with moderately high predominance of disease. Heterogeneity in disease levels may happen even inside endemic foci, because of variable atmosphere and ecological reasonableness for ticks and creature has over ongoing decades, adjustments in characteristic biological systems, concentrated farming, an unnatural weather change, and the exponential increment of development of individuals for any reason have given the structure to the extension of a few vector-borne infections all around, from endemic regions to neighboring nonendemic territories and also to far off landmasses. In animal that were infected the virus was amplified to a high level which was sufficiently enough to transmit to the tick vectors, as shown in former investigational surveys which employed cattle inoculation. Seroconversion was detected among infected cattle due to development of a viremia of a low-tire (12).
In the phase of viremia cattle shed the virus and vulnerable humans can contract the disease through bites of infected ticks (13). The outcome of these studies highlight the significant contribution of cattle in the transmission of the infection. This finding suggested that cattle may play an important role in the epidemiology of the disease. On the contrary, a high rate of lethality from CCHFV infection is observed among humans which reaches up to 30%.

4. Conclusions

The results of this survey suggest that in recent endemic areas humans can potentially contract the disease as compared to other areas of the country. The results demonstrate a widespread infection among cows, sheep and goats with the CCHF virus. Occupational exposure risk should be reduced among professionals handling with animals by implementing the measures of protection and avoiding risky behaviors (14). Doctors and other medical staff ought to think about this infection in individuals with signs and symptoms similar to CCHF. Mapping of ticks population in the country and promotion are of paramount importance to prevent future CCHF outbreaks.

References

Elements of the Bektashi Order

Blerina Kërçuku

Doctoral Candidate, Department of Sociology,
Faculty of the Social Sciences
University of Tirana, Albania

Abstract

All this analysis is based on documented data as well as record data from conversation with dervishes during the time this research paper is realized in protection of the dissertation topic. This text is focused on the theme of Albanians’ religious beliefs, mainly the Bektashi faith. The Bektashi faith is considered equally with other religions and Albania is the Bektashi World Headquarters. Bektashi is often described as the right religion for Albanians, as a bridge between Christians and Muslims. One of the religious communities in Albania is Bektashi, which has its own history in the Albanian land that should be called the Torch Land of this belief. Haji Bektash Veli, the founder of Bektashism, predicted that the fire of this belief would flicker strongly during the history of humanity but would never be extinguished. Today, the Bektashi community of Albania has its statute, and the first article states: “The Bektashi community is an independent, non-political community consisting of the Bektashi clergy of all levels, and the faith in their belief and worshipping of the Creator find inspiration in the doctrine, traditions, rituals and holy religious, moral and philosophical rules of Bektashism.”

Keywords: dervish, bektashi, tekke, elements, practices

1. Introduction

This mystical school of Islam was established by the Sufi mystic Haji Bektash Veli. From the time he was little, Haji Bektash displayed qualities seldom found in children, and when he reached the age of maturity, he began his spiritual studies with the eminent Sufi mystics of his region. After some time, the saintly master Ahmad Yasawi directed Haji Bektash to go to Anatolia and propagate spiritual awareness. In 1282 CE he established a Sufi center, a tekke in the small central Anatolian town of Karahuyuk, a town that now bears his name, Hacibektas. From here Haji Bektash Veli sent his missionaries far and wide, so that Bektashi path expanded to throughout Anatolia and the Balkans, gathering countless clergymen and adherents.

As the Bektashi order spread throughout the lands of the nascent Ottoman Empire there was a need to reform its organization and regulation. This task was entrusted to Balim Sultan, who is commonly called the order’s Pir-i Thani or the ‘Second Founder”. It was him who gave the Bektashi order the structure, rituals and litanies by which it is recognizable today. Balim Sultan gave the order a well-defined organizational structure, which encompassed the laity “ashiks”, initiates “muhib”, “dervish”, “father” (Alb. baba), “grandfather” (Alb. gjysh; Turkish dede), “great dede” (Alb. kryegjysh; Turkish dedebaba) who heads the Headquarters.

He saw to it that the widely-dispersed Bektashi tekkes were regulated through dedeliks (Alb. gjyshat) that were to oversee different geographical regions. Unique among Sufi brotherhoods, Balim Sultan also instituted the practice of celibacy, a path many Bektashi dervishes have chosen. Although for nearly four centuries the leader (called dedebaba) of the Bektashi order had sat in the mother tekke in Hacibektas, in 1930 the sacred seat of the dedebaba was moved to Tirana, Albania, where it has been located ever since. The current head of the Bektashi World Community is Haji Dedebaba Edmond Brahimaj, a man whose efforts and tremendous organizational skills have greatly enhanced the spiritual influence of the community.

Bektashis are to love their neighbours as they would their own selves, whether they be Muslims, Christians, Jewish or something else, they treat all with respect, thereby presenting themselves as one with all upright people. Bektashi tekkes and turbes were not only places of
prayer and supplication for Muslims, but they were visited by Christians as well. These places were generally known as centres of harmonious spiritual and charitable activities. One can look at the example of the pilgrimage up Mount Tomorr in Albania, where thousands of people come every late August regardless of race, region, religion, and nationality.

2. Literature Review

The Bektashi order is hierarchical in character. In this hierarchy, based on the pyramid stands ashik. Ashik means someone who loves the Bektashi religion. It refers to him who is attracted and feels some loyalty to Bektashi principles and activities, but has not yet received a nasip or has not entered into the order. This is the moment when ashik are in the process of drawing from the order. They visit tekke, talk to father and their regular members, listen to Bektashi music, and sing at the feasts of this faith.

Muhibs in the initial sense it is not different from the ashik and it means someone who loves or friend spiritually connected. The technical use of this word refers to someone who has passed through the rite of acceptance, has received nasip and is worthy to sit at the religious ceremonies of the order. The ceremony under which someone becomes a muhib is called Ikrarayini ceremony of declaration of faith or Aynicem, gathering ceremony (Birge, J.K., 2008: 186-188).

Dervishes, this position requires a greater devotion to religious life. After attending the necessary ceremonies, the dervish can wear the taj (Alb. taxh) or hat of the order and tekke becomes his home where he serves until the end of his life. A Muhib, before becoming dervish, has served 10-15 years in tekke. In fact there is no any determined time when muhib may be ready to become dervish. This is determined by the ability to approach his teacher (Birge, J.K., 2008: 189). Following this period, if the baba of tekke determines the muhib spiritually fit, a ceremony can be performed that can raise him to the rank of dervish, (women cannot be dressed as dervishes, but nothing stops her in gaining an even higher spiritual rank). At that point, the newly elevated dervish must decide to undertake a life of celibacy or marriage. Needless to say those who choose celibacy gain a much more esteemed rank in eyes of the community in recognition of their commitment and sacrifice.

The Bektashi clergy attire is a symbol, an inherited gift from ancient times, after the Prophet Adam. This habiliment is honored and sanctified by all the prophets. Also Prophet Muhammad himself it was communicated this holy habiliment from angel Gabriel in Mirage’s night. And the Prophet Muhammad entrusted this to Ali the Great in a special ceremony. After Great Ali, he was held by Imam Hasan, Imam Husain and all the Imams, hand in hand, until to the one who arrived at the Pir Haji Bektash Holy. According to Bektashi norms, the religious attire is eternal and invariable. This attire is an indication of dogma, not a sign of youth and belonging to a discipline. The religious attire summarizes mainly Taxh (taj), Hirka and LinTEL (Kallajxhi, Xh., 1964: 36). As for Taxh, the Albanian Bektashi dervishes wear the taxh with 12 pairs. These are called terke, a name of Arab origin that namely, “leaves”, because the taxh symbolizes abandonment from the vices and all the wickedness of the people’s world.

Hirka is the body cover from neck to ankle. It symbolizes the removal of dirty clothing of this world and wearing the white garment of moral purity. For this reason, the traditionally used hirka is always white because it has the meaning of generosity and purity. Hirka also symbolizes the first mantle of Adam’s prophet, and in this case, has the meaning of covering mistakes and human vices. (Kallajxhi, Xh., 1964: 37).

Babas (fathers) are all those dervishes elected from Bektashi people by the circle of a tekke and are decreed by dede (grandfather) and dedebaba (great dede). Babas lead the tekkes and enjoy the right to perform the delivery ceremonies for Muhibs and Dervishes (Kallajxhi, Xh., 1964: 35). A worthy dervish can raise in standing and becomes baba, taking over the direction of the tekke and becoming a friend, religious cleric and counselor inside the Bektashi order (Birge, J.K., 2008, 190). Also in Article 46 of the Statute of the Bektashi community in 1924, “In every tekke, baba is the one who leads, the dervishes are his employees”.

Dede (grandfather), are the fathers who see the last Bektashi delivery ceremony and head the dedeliks, which are the centers of the entire district’s Tekke (Kallajxhi, Xh., 1964: 36).
Dedебаба (great baba), is the highest spiritual authority of Bektashism, who heads the Headquarters and represents the morality of Bektashi element. (Ibidem)

3. Methodology

This research uses a qualitative methodology. Data were collected through the instrument of in-depth qualitative interview with dervishes during the working time. In addition, the research uses the technique of text analysis and the content analysis of the documents, the statutes of the Bektashi community and the various books that complement this work.

4. Main Elements

4.1 Conversation

The Turkish word “muhabet” comes from the Arabic word which means “love”, “affection”, “connection” and “friendship”. In Albanian, the muhabet (eng. conversation) has got a different meaning of “discussion”, surely as a result of what this term implied for the Albanian dervishes who used it, because the conversation in the Albanian Bektashis was a gathering “friendly” during which it was discussed, talked, sang, but especially during which the baba or a dervish explained to believers the doctrine of the order (Rossi, E., 1942: 72-73).

This table talk was therefore of special importance. In every tekke it was assigned the room of conversation (hall of conversation). Such meetings could be made every week, every two weeks or every month, according to population opportunities (especially in the function of field work). So frequency was not constant. The number of participants varied according to tekkes. Men and women were present without distinction and without separation. During the meeting it was customary to drink brandy (Alb. raki). Most of the time, baba recited or sang, then explained to them by teaching to believers Bektashi dogmas.

As for drinks, alcohol in general was not forbidden, including drinking in tekke, as alcohol consumption was part of the conversation sessions. Most of the Bektashi believers remain muhibs which frequented the tekke for conversation, for ceremonies and celebrations that marked the life of the community. The life of the Bektashis in tekke and Bektashi wealth has been transmitted in the queue of the people. Nefeses are singing in every case: during the ceremonies, during the concerts for ashik (Melikoff, I., 2010: 18). Nefeses for Bektashi traditions are present in every significant case of life. Throughout the various religious ceremonies they try to recall the events of the afterlife through songs and dances. But it is pleasing that in the Bektashi conversations every muhib brings with it ashiks and talibs to learn and clarify the way of Bektashism, for embedded to them the love for this Islamic sect and consequently to prepare the talib to see erkan (Kalçani, Baba Selim., 2000: 98).

Tekke or the assembly where they gather and talks, there are these separate divisions, but similar to that of Pirevi, with no changes such as: Meydan or the place of mystical pray, chimney coffee paved with hassock where it usually takes place in Bektashis conversation, haschef or kitchens where food is prepared, the guesthouse of the clerics and muhibs sleeping, bakery, slaughterhouse where sacrificial animal meat is cut, stables for keeping livestock and any other (Kalçani, Baba Selim., 2000: 99).

4.2 Practices

Outside the ritual we have just described, Albanian Bektashis observed in their lives some practices that were removed from the strict Muslim observation. Unlike the practice of the five daily prayers of the Sunni Muslims, they did only two prayers a day:

“Once at dawn of the day and once at night, in these prayers, prayed to God to make progress, peace and brotherhood in the world and in the people.”
These prayers were made without turning to Mecca, and ablution was practiced only once in a lifetime when entered in the tariqat. Women who had the grade of muhib attended the meetings with men, which provoked many criticisms and accusations of bad habits over the Bektashi during the times.

In the statute of 1924 signify that a woman could become muhib only if she was married. Bektashis also had some special nutritional practices from those of Sunni Muslims: they eat pork meat, but did not touch snakes, turtles, dogs, and especially rabbits. As for beverages, alcohol in general was not forbidden, including drinking in tekke because it was part of the conversation sessions.

The practice of numerous pilgrimages are realized by Bektashis in holy places not only in Mecca, but also in Karbala and in Albanian cities, such as Mount Tomorr, etc.

4.3 Dervishes moral reports

Dervishes are believers, are capable of interpreting reality and occurrences from human life. They appreciate their human and whatever work and profession of their. Among them are individuals who deal with trade, with agriculture and different crafts. Among them are writers, intellectuals belonging to educational and cultural fields. For dervishes as a special religious social category it is characteristic that they mostly care for the moral image and faithfully respect the tekkes norms.

Dervishes are known as charitable people. Everyone who knocks at the shelter of dervishes in tekke to find food or refuge is sure to encounter a good hospitality and no one asks for name and surname, nor to what religious belief belongs.

One of the greatest Sufi Iranian poets, Farid ud-Din Attar, in his work Pand-nama or “Book of Counsels.”, in chapter XIII, for the life and work of dervishes writes:

If you have mind and knowledge,  
Be Dervish and with them associate.

All dedes, babas and dervishes, as well as in the middle of the night to come in Tirana, will address to the Bektashi World Headquarters, because the tekkes are everywhere home of the clerics and believers. It is haram and unlike for clerics to sit in the club and sleep in hotels, being surrounded there by many servile, making wasteful spending because it is sweat of people. Him cleric who violates these rules will be judged at the Supreme Council (Kalçani, Baba Selim., 2000: 22).

Dervishes are dedicated and are devoted with a chaste soul and clean to their faith. Many are dervishes who have left great works in Bektashism and humanity. Dervish Ali Mehmet, a man educated in religious schools that he had since the Ottoman Empire, who has served in the tekkes of Frasher and Pristina. He had gained the trust and hearts of people, he knew to keep his figure of a believer and exalt his moral figure. This magical force of this dervish attracted people. Dervish knew to keep the people connected around Bektashism even when the religion was persecuted (Artistic, social, religious magazine “Wisdom” “Alb. Urtësia”, No. 43, 2005:20). The dervish figure was very important, they honor the village chambers. In joys, family celebration they added the joy, in misfortune they diminished the soreness (Ibidem). These calming elements for humanity show the great and white soul, the wisdom, maturity, and the justice that characterize dervishes.

5. Tolerance of Bektashism

The presence of such moral norms, such as love, brotherhood, unity, wisdom, tolerance and others, Bektashism did not regard them as a necessity within a religion, but between Albanian Muslims and Christians, by playing a soft and conciliatory role in conflicts between religions.

In the book, "Through the ramifications of Albanian culture," contemporary sociologist Zyhd Dervishi claims that the Bektashis become more acceptable not only because they are more flexible, more liberal and tolerant in preaching and realizing the rules of religious rituals, but also because they manifest the most prominent altruism spirit (2013:111-112).
The contribution of the Bektashis is big in the history of our nation: As Roberto Morozzo della Rocca says, in the book “Nation and Religion in Albania 1920-1944”, consolidated the symbiosis of Albanians with Bektashi faith. Religion in Albania was not a criterion for dividing people. Religious beliefs have not stimulated them in war against each other.

In the period 1887-1910, the Bektashi tekkes turned into illegal schools and assisted by patriots, babas and dervishes for spreading the primer, newspapers and journals and also different books in Albanian language. This is shown by many babas and dervishes activities. Particular is the mission of baba Meleq Staravecka (Shëmbërdhenji), in distributing books in Albanian language throughout Albania and the Balkans (Çuni, N., 2006:28).

Bektashism spread rapidly in our lands from the beginning of the 16th century, when they started to rise and tekkes. However, persistent conflicts had with the Ottoman theocratic power since the Bektashists constantly preached: “people regardless of religious affiliation, are equal before the God, people have the right to have their own homeland and to cultivate their spoken and written language”, rights which were not suitable for the invaders (Sula, Z; Lila, Q; Bicaku, A., 2005:45). Bektashism managed to overcome these difficulties.

A spokesman for Bektashism wrote:

“We do not want fanaticism and religious disagreement. Our doctrine teaches us love for all, brotherhood and unity” (Sula, Z; Lila, Q; Bicaku, A., 2005:47).

“We all have a God religion and mother of that Albania” (Ibidem).

All these sermons aim at the presence of moral norms as love and tolerance, which Bektashism sees as a necessity not only within religious beliefs, but between Muslims and Christians.

6. Conclusions

Bektashism has played and plays an important role in Albania, with social and national influence. Bektashism in Albania has marked and continues to mark important successes in all directions. With the wisdom and spirit of tolerance, it has contributed to the creation of a warm climate of cooperation with other religions, targeting a unique front, in the struggle against the evils that stain the society. One of the motives which has follow the Bektashis is the fact that have adapted with time but always by removing people from evil and to purify their spiritual world with those values that ennoble human.

Bektashis are to love their neighbors as they would their own selves, whether they be Muslims, Christians etc., they treat al with respect, thereby presenting themselves as one with all upright people. Bektashi tekkes and turbes were not only places of prayer and supplication for Muslims, but they were visited by Christian as well.

Haxhi Dedebaba Edmond Brahimaj, the leader of the Bektashi community said: “The door of Bektashi teak is open to all regardless of religion, nation, gender, language, etc.

References

Morozzo Della Rocca, Roberto. (1994) Nation and Religion in Albania, Tirana: Elena Gjika
Historical Legacy of Albanian Political Thought for the Collective Head of the State

Eldi Sherifi

Phd. Candidate,
Tirana Business University

Abstract

To understand the functioning of the collective head of the state that produces the Congress of Lushnja, it is important to study whether there were models of good functioning in the antiquity. The study is divided into three parts, in antiquity, medieval, and modern times, each dealing with models of collective governance. Albania has a historical legacy of collective head of the state that dates back to the time of Illyrian political organization. Illyrians were politically organized for about 230 years. Governance was shared between the Bardhyl Dynasty, Glaukis, and Agron Dynasty. The Bardhyl Dynasty lived from 393-335 BC. Historical documents rule that after Agron's death, the kingdom inherited Teuta as a regent, as his son Pines was small and had no legal capacity to act. Another interesting part of the article deals with the Molose League, as one of the most interesting cases of the collective head of state. The study deals with cases of collective governance in the Middle Ages and after the independence of the Albanian state.

Keywords: Lushnja Congress, Collective President, Molose League, Draft Constitution, Vlora Assembly

1. Introduction

Understanding the governance of the Illyrians carries historical institutional hereditary value. A lot of authors have written about the political organization and institutional governance of the Illyrians. Skymni in the "peregesis" / description of the world explained that Illyria was a long land with many peoples, where a part of the population obeyed the power of the basilicas, some of the monarchs, and a self-proclaimed party.

The description of Skymn is of value because it generally brings to us the features of the Illyrian political organization as a dynasty of monarchical tradition, the tradition of the Epirus Illyrians, as well as the governance of Koinon of Bylis, where the rule was realized through two prostates together with the Council of Damirozes, as a Republican form of government.

Illyrian legacy discussions are different and, in my opinion, are not deepened. Yet it is acknowledged that the Illyrians were politically organized for about 230 years. Governance was shared between the Bardhyl Dynasty, Glaukis, and Agron Dynasty. The Bardhyl Dynasty lived from 393-335 BC. and Bardhyl is estimated by the authors of Antiquity as King of Illyrians. The Glaukis Dynasty, from 335 to 231 p.e.s, and the Agron Dynasty at 231-167 p.e.s. Polibi's government of Agron highly appreciated. After Agron's death, the kingdom inherited Teuta as a regent, as his son Pines was small and had no legal capacity to act.

The Illyrians of Epirus, Molos, had King Tharypa in charge of 423-385 BC. Alketi the son of Tharypa and behind him Arryba who reigned with his brother Neoptolemus created the "Molose League". According to Justin, Tharypa created the assembly of magistrates and gave the form of governance. Epirus's Illyrian state was formed by the dissolution of the Molose League, in the Epirus / Symahina Epirus Alliance, and the decisions were prepared by a council / senate, created by King IlirTharypa.

Pyrrhus of Epirus ruled after them. Pirro lived from 319-272 B.C. At 313 at the age of six he was emptied of Glaukia and returned king by 306 to 302 p.e.s. According to Plutarch Pirro was educated and had communicative skills compared to Demosthenes. After the death of King Pirro, son Alexander and his daughter, Deidamea, the last heir of the Aiakid dynasty ruled. After her death the monarchical form of government was replaced by the Republican form with the
denomination, it coincides with the Epìrion period of the Phoenician. The center of Kaonia was today's Finiqi. The governance of the Bylons and the Kaonites proves the Republican form of institutional governance.

From the Illyria came great emperors. The greatest reformer emperor of the Roman Empire was Illyrian Gai Valer Aurel Diocletian, who ruled 21 years from 284-305. Diocletian dispersed the senate, and replaced the republican governmental form with the monarchic dominion. This form brought about the reign of governance with four emperors. They were the Illyrians, Diocletian, Maximian, GaiGaler, and KostantKlori. Diocletian and Maximian were proclaimed August, while GaiGaleri and KostantKlori were proclaimed Caesar, with the title of Emperor. The emperors had the same weight of vote in decision-making.

2. The Collective Head of the State in the Middle Ages

At a comparative institutional view, the "Narta Council", which was founded by the Lushnja Congress, with four members, can be considered as Illyrian institutional legacy Diocletian. The submission is prompted by the form of "Narta Council", an institution that has run the functions of the mayor / "missing prince" from February 1920 until January 1925.

We also have the legacy of institutions in the Middle Ages. In 1190 the "Principality of Arber" was created. Pope Innocent III proclaimed Dhimitri of Arber, prince / prince, and iudex / judge. In the Sabbath the most powerful principality was the Principality of Balsha. It was led by "triumvirati" Strazimir-Gjergji I-Balsha II. This way of governing can be considered as a widow of collective inheritance because the acts had legal value when signed simultaneously by the three brothers. So Balshay was nominated "NosGeorgius", with the grace of the ruler of Zeta / Dei gratia dominusZenate.

The highest form of state organization in the Middle Ages was reached under the leadership of Skanderbeg. In the institution of the "High Council", were Pal Angel, KontUrani, TanushTopiaj, Moses Golemi and DhimiterFryo. Skanderbeg stated that "I am the heir of Balshawa".

The existence of state organization cannot deny even the most irrational. In 1464, Pope Pius II, declared that he would declare Skanderbeg "the King" and Paul the Angel Archbishop of Arbëria. But time did not help us, since the Pope passed away in Verona, and it was not possible to celebrate and give skeptical to Skanderbeg, according to the Middle Ages tradition. The state of Skanderbeg and he as the head of state, with the particular form of government, "primus inter par", is the most prominent legacy of the political and institutional organization of the Arbërs in the Middle Ages.

3. The Collective Head of State in the Modern Times

The theoretical foundations of collective governance are found in Sami Frasheri's constitutional and institutional thinking in the work: "What is Albania what and what will happen"? The work was written in 1899 when the Albanian National Movement started to revive According to academician AurelaAnastasi this work is more like a written constitution, which preceded the future constitutions of the independent Albanian state. According to her, it is not a great courage to assert that Sami Frashëri is an ancestor of Albanian constitutional thought. Not without purpose these ideas have taken hold in the future because Sami has linked the new political organization to an independent Albania. However, he did not see the creation of a new government as a matter of a distant future after the collapse of the Ottoman Empire, but he felt that its realization was a quick task of Albanians and a means of defending Albania.

In this work, Sami also addressed the form of governance and organization. Sami Frasher was opposed to feudal and military-like states, like the Ottoman Empire, but was not even about the monarchical form of government, although at the time of writing the monarchy was the most preferred form of government for many states, especially for Balkan states. It is clear that the author has been sympathetic to the collegial forms of popular government, which have been characteristic of Albanian customary law. The shape of the Republican government with the head of state was considered more appropriate for Albania. In chapter VII of his work titled "CRE OF GOVERNMENT
OF ALBANIA", he deals with the Republican form of government because according to him, it was also the historic tradition of governing antiquity. He even referred to Strabo, who, as a form of Illyrian rule, considered platonicty / old age.

Sami Frasheri predicted Albania as "Natural Albania" with geographic reach, from "FushëKosova", Bitola, Tetovo and Ysqypit / Skopje to Cameri Coasts, with about two million inhabitants and over half millions outside Albania, where according to him most were in Greece and Italy, Turkey and Montenegro ". "Natural Albania" was divided into 15 gastra / territorial administrative units, with 15 capitals. Shkedra, Ipek / Peja, Prizren, Prishtina, Ysqyp / Skopje, Bitola, Dibra, Elbasan, Tirana, Berat, Korca, Kosturi, Janina, Gjirokstra, and Preveza. The general capital was in the middle of Albania called Skënderbegas. In the Erudite mind, each gourmet would choose a primacy for the Council of Elderly.

They would be fifteen people and settled in the capital of Albania and would choose between them under and under the crane. The eldership of the elders would be in the place of the prince or king of Albania. The elders would have a four-year mandate. The elders would take college-based decisions and would be functioning every day throughout the year. According to him, the state-run institution would only spend two months in the summer, and not all, but half a month and a half next month. Age of members / members would be over 30 years old, who should have been singing and learning. According to the "Draft Constitution" of Sami Frashëri, each seniority member would have a letter / secretary, and the letterhead / secretary of the mayor would have been secretary. He also provided the replacement procedure of the head and under the head of elders, through semi-annual half-election elections, every two years, so that the elders would never remain without and under their control. The Republican form of government liked it not only as a tradition but also not to spend for a king coming from Europe with "an orphan caravan, arab ladies, chariots, etc. which Albania has the time to" and feed them.

In his project he envisioned the powers of state of the state / old age. The elders would decree elections to the General Council / Assembly that would have four years mandate, would enact the laws / laws that would approve the General Council, would enact the government which he thought with seven ministries with the beautiful names, the Minister of Science / Education, the Minister of the Navy and the Sea, the minister and the affairs of the prosperity / economy.

The National Assembly of Vlora has entered into the history of modern state institutions for the historic decision that declared Albania, apart from the Ottoman Empire, and for the election of the interim government with mayor Ismail Qemalin. Assembly delegates influenced by Sami Frashëri's political opinion created another institution called "elders". But, unlike the "elders" of Sami Frashëri, who would be the collective chairman of the state, "elders" elected by the National Assembly of Vlora was not such. According to Ismail Qemali, "elders" would be the "conqueror" of the assembly, who would cooperate and advise the government when it needed it. Consequently, the new state remained de jure without the head of state, while de facto head of state functions was headed by Ismail Qemali. This is stated by EqeremBeyVlora, who in his memoirs Ismail Qemalin considers him the head of state.

Ismail Qemali in the National Assembly of Vlora proposed the creation of an old-age institution with 12 "counselors". His proposal brings to attention Sami Frashëri's "constitutional project", which was for the Republican form of government of Albania, with the head of the collective state, but with 15 advisers. The discussion on the old age sparked the debate of theoretical and institutional character, after discussing what represented elders in the hierarchy of political institutions and what their powers would be. Delegates were divided into three groups. Some of them supported Ismail Qemali's proposal that the elders should have 12 members, another group advocated that the elders should have 18 members, but there was also a new alternative that essentially changed, not just the number, but also for the function of this institution. The third group demanded that all delegates of the assembly be converted into elders because they considered the elders a "legislative body" to be elected by the National Assembly.

I was surprised with the documents that were at the AQSH when I found the pieces of papers that the delegates of the Vlora Assembly have selected elders. For example, in a white sheet of broad-leaning notebook, if we call it a ballot, areVehbiDibra, AjdinBey
Mladja Topić, Jani Minga, Bedri Pejani, Thanas Floqi, Dual Quan, (is Dude Karbunara e.), Kristo Meksi, Rexhep Mitrovica, Zhini Kanina, Sali Xhuha, Mr. Zografi, (Dhimiter Zografi). After the counting of the "advisory" ballots were elected: Iliaz Bej Vrioni with 55 votes, Sami Vrioni with 54, Duda Karbunara with 48, Mustafa Hasim Kruda with 42, Murat Bej Topani with 42, Ergerem Bej Vlora with 40, Mufit Vehbi Efendi together with Kristo Mexico with 39 votes, Dhimitër Berati with 38, Dhimitër Zografi, Bedri Pejani and Sali Gjuka, with 35 votes, Veli Këlcyrë and Hajredin Cakrani from 32, Xhelal Skrapari / Koprëncka and Shefqet Daiu with 30, Dervish Elbasani with 29 and Ajdin Bey Draga with 27 votes. The chairman of the elders was Vehbi Dibra and vice-president Ergerem Bej Vlora.

The scholars who have been involved with the Albanian political institutions, the creation of the institution of the president of the state "left in the limelight", as according to them, the primary task of the Vlora Assembly was the Declaration of Independence.

For the form of government we find only one archive document. This is the provisional government's decision on December 8, 1912, when the government led by Ismail Qemali discussed and made a decision that Albania was a constitutional monarchy and Europe to appoint a king. At point three of the decision, the government decided to "take European advisers for each ministry, as well as gendarmerie officers to strengthen security."

Albania's head of state was appointed by the Great Powers decision on July 29, 1913, when Albania was declared a Principality and Vidiwa appointed its prince. On March 7, 1914, the Albanian Prince Wilhelm Vidi left Albania without abdication. Therefore, in the Assembly of Durres on December 25, 1918, Aqif Pasha Elbasan suggested that the form of government determined by the Great Powers be maintained.

In 1920, the Congress of Lushnjë created the sui generis institution of the head of state under the name of the four-member Natal Council. That political formula was created to ensure the unity of the people. The four-member institution was in line with Sami Frashëri's political philosophy that the chairman of the state was a collective body that would have representatives from leading religions in Albania. Therefore its members were representatives of Catholics, Orthodox and Sunni and Bektashi Muslims. What did the Grand Council, the monarchy or the republic represent? There were great misunderstandings among the members of the National Council and more pronounced during the discussion of the Lushnjë Extended Project Statute in the National Council Negotiations that filed the proceedings on September 11, 1922, from the meeting of 39 to the 96th meeting, December 8, 1922. National Assembly Member Nikole Ivanaj thought that the Lushnjë Congress created a constitutional government, at the forefront of which was the Council of Natal, because, according to him, the government was neither a monarchy nor a republic but just a popular one. Luigj Gurakuqi thought differently. According to him, the form of the regime from the Lushnjë Congress was monarchical, but it was not mentioned in the Lushnjë Congress, due to different ideological orientations, but implied. It was clarified in article 6 of the Basics of the Kanunore of the Natal Council, which stated, "The Council of the Nation with the King's future on the throne of Nalla reigned the fallen self-righteous." Mito Tutulani opposed Luigj Gurakuqi with the argument that the Lushnjë Statute did not show the definitive form of government, but the way of governing until the king came. According to him, it was absurd that from a provisional democratic statute, governance would be considered monarchical. Attorney and constitutionalist Stavro Vinjahu made a theoretical treatment to the institution. He thought it was contradictory to say the constitutional monarchy of government, when the source of rights was the people. According to him, the Natal Council had no more rights than those conferred by the delegates of the Lushnjë Congress. He argued that "in the presumption / deduction, reasoning, the rights of the people and therefore join with Mr. Tutulani". While the constitutional lawyer Koço Tasi explained that the state regime is determined by the fact of the sovereignty and the sovereign rights. He explained that in the monarchy sovereignty lies with a person, the head of state, while in democracy sovereignty stands in the people. Therefore, he proposed to depart from academic discussions, where sovereignty lies and to answer the question of which bodies to exercise sovereignty. He thought that under the Lushnjë statute the regime was monarchical, but the National Council could not change it because the competence for the final form of government had been delegated by the Congress of Lushnjë to a Constitutional Assembly for which the elections were to be made. His opinion was supported by Bedri Pejani, according to whom the form of government was determined by the organic statute of Albania in 1914, and that...
form of government was maintained by the congress of Lushnja. Only the Constitutional Assembly will discuss and decide on the form of governance - he concluded.

References

Historia e Popullit Shqiptar..., vëll.I, f.71.
Justini, “Përmbledhje e Historisë së Filipi t të Pompei Trogu”,libri XVII, cituar nga Burime të zgjedhura për historinë e Shqipërisë, Vëll.I, f.298
Dion Kasi, “Historia romake”, cituar nga Burime të zgjedhura për historinë e Shqipërisë, Vëll.I, f.271.
Historia e Shtetit dhe e së Dreqtës në Shqipëri, përgatitur nga grup autorësh, Tirânë: Luarasi, 2005, f.37.
N. Ceka, Ilirët..., f.253.
Cıtuar nga Ilirët dhe Iliria tek autorët antikë ..., Tirânë, 1965, f. 269
Historia e Shtetit dhe e së Dreqtës..., f. 87.
Historia e Popullit Shqiptar..., vëll.I, f. 402.
Aurela Anastasi, Sami Frashëri - Pararendës i mendimit kushtetues në Shqipëri, Disa reflektimrime për veprën Shqipëria ç'ka qenë, ç'është e çdo të bëhetë?, Studime Historike 2000 1-2, f. 115-123.
Sami Frashëri, Shqipëria... f.100
Sami Frashëri, Shqipëria ç'ka qenë,ç'është dhe çdo të bëhetë ?,.., f. 101
Sami Frashëri, Shqipëria ç'ka qenë,çështë dhe çdo të bëhetë ?,.., f.99
L. Nosi, Dokumente Historike...., f.180,184.
AQSH, F.245, V.1913, D.1, fl.25, Njoftim i prefekturave, për përbërjen e qeverisë; E.Vlora, Kuftime..., f.310; L. Nosi, Dokumente Historike...., f.180, 184. f.185-186.
AQSH, F.71.V.1913, D. 46, f.1. Zgjedhja e Pleqësisë nga Kuvendi Kombëtar i Vlorës; L. Nosi, Dokumente Historike..., f.182.
AQSH, F.71.V.1913, D. 46, f.1. Zgjedhja e Pleqësisë nga Kuvendi Kombëtar i Vlorës; E. Vlora, Kuftime..., f.315; L.Nosi, Dokumente Historike..., f.184.
AQSH, Fondi “Kryesia e Qeverisë së Përkohvshme të Vlorës”, Dosja nr.II/2,f.8, dokument original.
BKK, diskutimi i projektstatut të zgjeruar të Lushnjës 1922, mbledhja e 40
AQSH, Fondi.152, vit.1920, dos.9, f. 3-4. Celja e l-re e MbledhjesKombjare, 21-I-1920.
BKK, diskutimi i projektstatut të zgjeruar të Lushnjës, 1922 mbledhja e 40.
The (Slow) Death of Privacy: From the Telegraph to Tracking Technology

Federica Fornaciari, Ph.D.
Assistant Professor and Academic Program Director
MA Strategic Communications
National University, Department of Arts and Humanities,
College of Letters and Sciences. La Jolla, CA (USA)

Abstract

What are the frames that emerged in media discourse of privacy during peaks of technological evolution of the 20th and of the 21st centuries? To address this research question, the current study implements a content analysis of 495 editorials published in major US media outlets during selected decades beginning in the early 20th century and through 2017. Relying upon frames identified in a pilot study, the coding protocol aimed at identifying the implementation of the following eight frames: White Lies, Disclosure for Community, Privacy as Property, Appropriate Information Flow, Users’ Responsibility, Value of Truth, Privacy is Dead, and Fundamental Privacy. Two coders analyzed the sample reaching high intercoder reliability that ranged between .92 and 1. To analyze the data, the author implemented descriptive statistics, Pearson correlation coefficients, and ANOVAs. Findings revealed important longitudinal tendencies. First, the implementation of the frames White Lies and Fundamental Privacy significantly decreased longitudinally whereas Privacy as Property became more present in more recent decades. Second, significant relationships revealed that the frames Appropriate Information Flow, and Disclosure for Community surfaced slightly more frequently in more recent decades. Third, the frame Privacy is Dead surfaced rather steadily as only non significant differences emerged across timeframes. This media practice suggests a fascinating, dystopian pattern of continuity in the rhetoric used to discuss how newer technologies challenge the flow of personal data, to shed light on the power of new tools over information, and to tackle their role in the claimed death of privacy.

Keywords: privacy, content analysis, frame theory, technology
Potential Enlargement of the Balkans in EU and Geopolitical Competition

Assoc. Prof. Sokol Pacukaj
Aleksander Moisiu University
Durres, Albania

Abstract

Jean-Claude Juncker in 2014 said that there will be no enlargements in the next 5 years, leaving the Western Balkans in a sort of geopolitical limbo in which the “European perspective” still remained a difficult goal to reach. Almost four years later, however, on the initiative of Juncker himself, those words were reversed. At the beginning of February, the Commission presented a new strategy for enlargement to the south-east, entitled "A prospect of credible enlargement and a greater EU commitment to the Western Balkans". The EU is pushing 2025 as a plausible date for new entrances to the Union, subject to renewed commitment by the Balkan countries to strengthen the rule of law, fight corruption and organized crime and close with numerous unresolved bilateral disputes. This article aims to analyze this change of Brussels strategy regarding the enlargement to the Balkans. One of the reasons seems to be the "geopolitical competition" in the region, which sees regional and global powers as protagonists such as Russia, China, and Turkey, which in recent years have significantly increased their presence in the area. The Balkans will have to resolve bilateral issues, especially between Serbia and Kosovo, which remains an open challenge, as well as obtaining reforms and transparency from their respective governments. In any case, it is difficult today for all the countries of the Balkan region to reach the final goal together. However, the challenges do not only concern the Balkans, but also the European Union. In the new strategy, the Commission strongly emphasizes that the Union must necessarily reform its decision-making mechanisms and makes them more effective "as, for example, by introducing qualified majority voting even in areas such as foreign policy and the common market". The entry of the Western Balkans in this delicate and complex moment therefore remains a difficult but not impossible objective. However, the effort to make it happen is a unique opportunity to reform and transform the region.

Keywords: Balkans, geopolitical competition, enlargement, EU, reforms
Quinoa and Wellness:  
Discursive Strategies in the Commoditization of Food

Isabel P. B. Fêo Rodrigues

Associate Professor  
University of Massachusetts Dartmouth  
Department of Sociology and Anthropology

Abstract

This presentation aims to critically engage emerging trends in food and food commodification in the United States by focusing on the commodification of quinoa and the food narratives aimed at white middle class health conscious consumers. Cast as the ideal protein rich grain, quinoa is promising to alter diets, reduce carbohydrate intake, and promote better health. While several studies are emerging on the effects of quinoa globalization in the Andes, we have yet to understand the interconnection between whole foods and wellness narratives and the construction of food desires, food fads, and food mythologies. Additionally, discourse analysis is rarely applied to food narratives, labeling, and packaging. Yet these narratives have become pervasive in food markets and online. Designed to entice desires they rarely treated as research material. Yet consumers not only ingest foods they also ingest the narrations associated with them. In here, I propose that discourse analysis of food tropes and food narratives about quinoa have the potential to reveal how this grain not only is transforming American diets, but also consumers. This article examines these interconnections by focusing on the production of food desires and the commodification of this ancient Andean grain.

Keywords: Food, commodity, discourse, anthropology, quinoa
Characteristics of the Knowledge Value Chain in Family Businesses in the United Arab Emirates

Dr. Omar Belkhodja
Associate Professor of Management
School of Business Administration
American University of Sharjah

Abstract
Over the last few decades, the knowledge-based view (KBV) introduced a shift in the value creation process as it acknowledges that knowledge structures have inherent value creation capabilities (Vorakulpipat and Rezgui, 2008) and that intangible resources have replaced tangible ones in the process of value creation. Unlike in non-family businesses, tacit knowledge is more easily transferred in family businesses because of the involvement of family members of different generations in the firm's management and to the close relationships among family members that are based on trust and strong social ties (Lane and Lubatkin, 1998). Strong social ties and trust among family members lead to the emergence of common mental models and language, and to shared stories (Grant, 1996). However, this closeness can harm the family business when it focuses too much on internal and firm-specific knowledge and not enough on market specific knowledge, thus impacting its capacity to update its existing routines and to revise its business strategies. The objectives of our study are: (1) to explore the specificities of the relationship between the KM processes, the underlying infrastructural dimensions, and the firm's absorptive capacity in a context of knowledge value creation using externally and internally generated knowledge as an input. This requires to clarify the role of knowledge processes into the company's value creation dynamics and to explore the direct and indirect network of relationships between the processes, infrastructure, and capacities mentioned above; (2) to delineate and characterize the importance of the potential and the realized absorptive capacities in the process of knowledge value creation; and (3) to examine and explore the knowledge value chain (KVC) specificities of family businesses based in the United Arab Emirates (UAE). Three case studies of KVC, in the context of UAE-based family businesses, are used as the main research method. The results of the study indicate that climbing the KVC becomes a challenge when the family business is unable to manage the tension between the potential and the realized absorptive capacities. Reliance on the tacit KM approach solely makes the firm's competitive advantage very difficult to copy by competitors but weakens the firm's capacity to adjust to market conditions. Giving too much importance to internal forces over the external ones introduces a bias in setting business strategies that are often aligned with the owners' personality and vision without being market driven. The results of the study show that family businesses choose among the tacit KM approach, the explicit KM approach, and the strategic KM approach. The choice of the KM approach determines the firm's success or failure in climbing the KVC ladder. Moreover, family businesses are impacted by their own characteristics, such as the fact that they do not dissociate between the personalities of the owners and the business, are context-specific, and value trust and personal relationships. Beyond a certain size, and when operating in a turbulent environment or in a regulated industry, family businesses can move away from using the tacit KM approach solely.

Keywords: Knowledge Management; Tacit Knowledge; Absorptive Capacity; Family Business

References
The Role of the Meeting and Advantages of Learning, Quality Indicators in Education in Albania

Blerina Vezir Lino

Aleksander Xhuvani University, Albania
Deparment of Education, Branch of Fier

Abstract

In this paper research, I would like to introduce you with the teaching method of work. The ability to forge a positive, powerful relationship between a student and teacher may seem like a difficult task first but can be easily accomplished by creating a strong learning environment. The goal of this paper research is, to present how the learning process in the Albanian schools is realized. The learning is not a one way process alone; an effective learning environment is where all individuals involved learn from each other. The role of the teacher is also crucial as the teacher plays a major role in the teaching. Class work and good organization of working hours help to increase quality. While students learn a particular subject from a teacher, the teacher learns how to improve her teaching skills and make the lessons more interesting by gaining insights from the students. Thus, both parties learn from each other. The learning process is of great importance today. It’s helpful when you plan ahead and create a student-conference schedule. By preplanning, you have the opportunity to create a set date and time to meet with each student. The role of the teacher is also crucial. It also gives you the chance to prepare anything that you need ahead of time, like gathering papers of progress or instructing students to come up a few discussion topics for your meeting. Student-teacher conferences are the perfect time for a child to learn how to reflect. The teacher plays a great role in the teaching, but in our country many deficiencies have been identified, which we will present in the paper. The teacher plays a major role in teaching, completing documentation and organizing daily plans. They can reflect on their progress, their behavior, or anything for that matter. Ask questions that prompt them, such as “What can you do to improve next time?” and “What is an approach you can use for this situation?” Self-reflection is a strategy that will benefit students in all aspects of their lives. Encourage students to try and come up with their own solutions to their problems during the meeting.

Keywords: Teacher working plan, meeting, Albanian language, Education directories, Teacher training, School documentation, Children, Class, School program
The Perspective of the Country’s Accession Process to the EU in Albania

Prof. Alba Robert Dumi

Prof Dr, Dean of Graduated School, Management and Administration Department, Economy Faculty, University “Ismail Qemali” of Vlore, Albania

Abstract

The study requires reforming and improving the legal framework, but above all the institutional framework to enable the execution of judicial decisions as part of the right to a fair trial, as well as the importance and consequences of non-enforcement. Satisfactory implementation of judicial decisions would testify for the well functioning of the rule of law and its basic principles, a fact which is very important especially in Albanian society, also in the context of integration into the European Union standards. Albania is reforming its society and political mentality to better-fit new needs and responsibilities toward the European Union and western values the country always dreamed. Nevertheless, the political mentality of the past, which today is part of the process of political reformation, is slowing the process of integration toward western values. Political forces somehow are resisting the upgrade of their political mentality to these newer western political concepts. Albania had made big steps reforming the economy, and the political class is committed in making the country desirable for foreign investors as well as creating comforts for domestic ones. Among these issues are the reform of political thought to approach standards offered by western institutions, the objective evaluation of Public Administration’ role in offering a safe and stable government policy management pointing to the professionalism while depoliticizing different structures of public services, the implementation of property rights and effective economical and legal reforms against the corruption while restoring trust and confidence to the Albanian society. The Enlargement Strategy says that a full implementation of obligations deriving from the SAA constitutes the sole guarantee for passing to other phases proceeding Albania’s membership in the EU. Issued two months after the publication of the European Commission Report and of the Enlargement Strategy, this study deals with key elements of these documents, analyzing to what extent the recommendations produced therein are translated into priorities and tangible actions by the Albanian politics. The two countries feature almost equal economic development level and enjoy continuous improvement in bilateral relations and increase in the exchange of goods and services. The Former Yugoslav Republic of Macedonia received an EU candidate country status while Republic of Albania’s application is subject to further progress of public administration reform and revision of the parliamentary rules and procedures. Both countries enjoy positive natural increase rates but the number of population is growing faster in Republic of Albania. The priorities and measures complement the objectives in the overall accession strategies as well as the individual country European Partnerships and Accession Partnerships. Especially the programmed complement priorities in environmental, economic and regional development, education, SME development, tourism etc. A successful integration is occurring, although several challenges need to be considered in order to fasten this process. Among these issues are the reform of political thought to approach standards offered by western institutions, the objective evaluation of Public Administration’ role in offering a safe and stable government policy management pointing to the professionalism while depoliticizing different structures of public services, the implementation of property rights and effective economical and legal reforms against the corruption while restoring trust and confidence to the Albanian society.

Keywords: Albanian reforms, Public administration, Decentralization, Management Human rights, Court, EU Criteria
The Concept of Economic Security in the Tourist Sphere

Simon Iskajyan

Abstract

In the modern world of globalization, the development of the national economy faces many threats of an internal and external nature that can be effectively controlled in the context of a flexible economic development strategy. The flexibility of the national economy, its ability of sustainable development is, in its turn, directly linked to the ability of individual sectors of the economy to overcome existing threats of an economic and non-economic nature. One of the most promising and dynamically developing spheres of the world economy is the sphere of tourism, the importance of which has been growing steadily since the second half of the 20th century. However, the current pace of development of the tourism market involves a number of economic threats, which should be taken into account in the process of strategic planning and regulation of the sphere in order to ensure its flexibility and stable development.

Keywords: economic security; threats to economic security; tourist sphere; subjects of market relations; safety of tourist activity
The Teacher Quality and the Evaluation System Performance in Albania

Alida Pilo Shkurti

University Eqerem Cabaj Gjirokaster, Albania “Department of Letters and Albanian Language
Hekuran Maneku Patos, Fier Albania

Abstract

It is essential to know the strengths of teachers and those aspects of their practice which could be further developed. From this perspective, the institution of teacher evaluation is a vital step in the drive to improve the effectiveness of teaching and learning and raise educational standards. In summary, teacher evaluation systems need to be considered not only in terms of evaluation instruments or procedures, but also in terms of the policy systems in which they operate and the school-based conditions that are needed to stimulate continuous learning and improvement. These conditions include: a) teacher participation in developing the system and supporting the ongoing decision-making processes; b) recognition and encouragement of collegial contributions to overall school success and clear criteria for accomplishment that all eligible teachers can achieve, rather than a quota system that pits teachers against each other. The valuation of teachers’ contributions to colleagues and to the school as a whole; consideration of the needs of the students the teacher serves and valid and appropriate assessment of teaching and learning for all students, including students with special learning needs and new English language learners; • ongoing, high-quality professional learning opportunities that will enable teachers to meet the standards. Teacher evaluation should be based on professional teaching standards and should be sophisticated enough to assess teaching quality across the continuum of development from novice to expert teacher. One study of the Fieri district, career-ladder programs found that, over time, participating teachers demonstrated an increased ability to create tools to assess student learning gains in their classrooms; to develop and evaluate pre- and post-tests; to define measurable outcomes in “hard-to-quantify” areas like art, music, and physical education; and to monitor student learning growth in relation to their action plans. They also showed a greater awareness of the importance of sound curriculum development; more alignment of curriculum with district objectives; and increased focus on higher quality content, skills, and instructional strategies. Thus, the development and use of student learning evidence was associated with improvements in practice

Keywords: Teacher, Quality, Evaluation, Performance, Albania, school-based
International Tax Reform Challenges: Case Study of Algeria

Dr. Assia Djenouhat

Department of Financial Sciences,
Faculty of Economic Sciences and Management,
Badji Mokhtar University,
FSEG, BP 12, Annaba, Algeria

Abstract

The main objective of this paper is to investigate the international tax reform challenges in Algeria during the period 1990 – 2016, with a focus on energy sector since this sector is the most important in Algeria’s international trade and economy. To accomplish the study’s objectives, a conceptual framework is developed based on comprehensive theoretical and empirical reviews. The study’s model and hypotheses were examined on statistics in the period 1990 – 2016. The finding indicates two main phases in the studied period; before and after economic and financial liberalization in Algeria, which impact the energy sector and as result impact tax reforms in the country. The study has been conducted on a sample of significant tax reforms, which have a role in economic development in Algeria. Future studies can apply the framework to other investigation for specific countries. The paper offers descriptive and explicative model of tax reform in Algeria; this research is one of the most important studies, since energy sector in Algeria represents a sensible point in the country economy.

Keywords: tax reform, Algeria
Assessment and Certification of Quality of Higher Education Institutions and the Career Development on Education in Albania

Msc Elmira Kapaj

UFO University, Tirana
University of Vlora “Ismail Qemali”
“Department of Letters, Fier Branch

Abstract

Programs that are both innovative and designed to achieve long-term increases in educational productivity include those that focus their training model on the key competencies that are necessary for teachers to attain to be effective in the classroom, and use a focus on student outcomes to continuously refine and improve their training. Although some high schools offer courses that include career-related curricula connected to the child development field, there are no opportunities to exclusively teach child development at elementary, middle school and high schools. Instead, educators with an interest in teaching child development classes to high school students may elect to teach courses that offer college credit to secondary school students. Effective organizations place a premium on talent when selecting, developing, and advancing their workforce. States and school districts tend to approach teachers from a one-size-fits-all perspective that inhibits efficient and productive workforce management. Organizing the teacher workforce for efficiency and productivity can best be done with careful management of individual talent and careers. Child development is a field of study concerned with the growth and wellbeing of children and young adults. The present practice of professional and career development too frequently fails to differentiate developmental paths for individual teachers. Not only is there a tendency to neglect identifying highly effective teachers for the purpose of retaining, advancing, and placing them in assignments that maximize the impact that they have on student learning, there is also a similar tendency to neglect identification of underperformers.

Keywords: Assessment and certification of quality of Higher Education Institutions (HEIs): Ministry of Education and Sport in Albania, Study and education, Empirical studies, Leader in school, Learning politics
A Qualitative Analysis of Pakistan’s Black Friday and Consumer Misbehavior

Ms. Nainan Nawaz

Department of Business Administration, IQRA University, Islamabad, Pakistan

Dr. Osman Khan

Department of Business Administration, IQRA University, Islamabad, Pakistan

Abstract

Pakistan is the fastest growing retailing market of the world. The phenomenon of Black Friday is relatively new for both the Pakistani consumers and retailers (online and offline). It provides a huge gap for the researchers to fill. Thus, the research objective was to observe, explore, and analyze the behaviors of Pakistani consumers about the Black Friday sale that can help the retailers in understanding the behaviors on such discounted events. The factors that motivate the consumers to misbehave have been explored and discussed. The Pakistani community of consumers was treated as a subcultural group. This study undertook the consumers who were shopping on the day of Black Friday at the Centaurus Mega Mall in Islamabad. The random purposive sampling type was used because of the involvement of huge group. The triangulation method (observations, interviews, and images) was used for data collection. The data analysis was done by coding major themes from the collected data. Through the coding of the data five major themes emerged: Culture, demographics, social, psychographics, and crowd with sub-categories of religion, variety of phrases, accompanied women, age, gender, entertainment and family gathering, young group, old group, difference between sale and non-sale stores, off season sale, gifts, sense of accomplishment, retailer’s precautions, and consumer misbehavior respectively. The research concluded the behaviors of the consumers on Black Friday under these major categories. Some of the consumers misbehaved under the circumstance so the necessary actions that retailers may take to solve that problem have been suggested.

Keywords: Black Friday, Consumer Misbehavior, Psychographics, Social, Crowd
The Policy of Teaching and Effective Learning, One Important Focus of Albanian Government

Msc. Mirela Shahini

"Department of Letters and Albanian Language, Ismail Qemali Vlora, University, Albania
UFO University Albania

Abstract

This paper research provides the rationale for policy makers to invest in school leadership policy. It describes the focus of this study, the importance of school leadership and the major challenges countries face in school leadership policy. Effective school leadership is essential to improve teaching and learning within each school and to connect the individual school to the outside world. Society is changing more rapidly than ever before, generating unprecedented opportunities and challenges in its wake. Anticipating and addressing the consequences of the Fourth Industrial Revolution, environmental pressures, rising levels of youth unemployment and inequality, globalization and virtualization of business models, the explosive growth of online communications and education, the globalization of education, increasing intercultural contacts and migration will place enormous pressure on educational institutions, students, teachers and researchers. This study is designed to serve as an open, active platform for participants to share, collaborate and co-create new ideas, approaches, methodologies and best practices. The multi-stakeholder approach and structure of the conference will make it possible for participants to organize or participate in special sessions dedicated to in-depth exploration of specific topics ranging from subject content, pedagogy and learning technologies to social and economic impact on issues such as employment, skills development, business development, innovation, social power, citizenship, cultural diversity, personal development and individuality.

Keywords: Attractive profession, Teaching role, Developing potential leaders Albanian language, education directories, teacher training, school documentation, children, class, school program
The Effects of Financial Crises on 3 Major Sectors in Turkey

Nermin Ozgulbas
Baskent University

Sema Karatas
Baskent University and Koru Hospital

Ali Serhan Koyuncugil
Capital Markets Boards of Turkey

Abstract
The Turkish economy as an emerging economy was hit by two financial crises in the last years. The first one occurred at the 2001 as a local crisis. The second one was the global financial crisis in 2008 also affected Turkey. In this study, it was aimed to research the effects of the financial crises experienced in 2001 and 2008 in the three largest sectors in Turkey. Surely, Turkey has experienced many crises in the past. However, due to the constraint of access to data, this research has been limited by these two financial crisis. The three largest sectors are the food, textile and metal goods sectors in Turkey by business volume and company numbers. Our study covered the firms of textile, food and metal sectors which were quoted in Borsa Istanbul (formerly known as Istanbul Stock Exchange) and data on balance sheets and income statements that available online at the web site of ISE of these firms during 1999 to 2010. Firstly financial ratios were calculate from these data in analysis step of the study. Then financial performance level of firms and the effects of the crisis were determined by comparative ratio analysis.

Keywords: Financial Crises
The Impact of Accounting on Business Decision Making
Case study: Hotel Industry in Kosovo

Adriatik Avdylaj
PhD Candidate, University of Pristina Kosovo
"Department of Finance and Accounting MPB Kosovo,
Pristina Account Branch

Abstract

Accounting is a system that affects the registration of information. It is business language and processes the language of performance in organizations. Accounting is the business language to record and plan business activity. This system summarizes all the financial activity of businesses. In this paper we will deal with the analysis of financial processes, such as accounting, salaries, costs, capital expenditures. In the analysis of accounting factors we will analyze the factors that influence the qualitative assessment of the financial indicators. Financial management is another element that will be addressed in this paper. Organizations always have the focus of internal and external information control. In our analysis we will focus on some actors such as the government, shareholders, controllers, trade unions, external auditors and consumers. This is because these actresses are the company's levers for good management of the organization. In our analysis we will focus on the accounting system that provides users with both financial and non-financial information. In the objectives of the paper we will also consider how the internal user is oriented to use the accounting information and to use it straight to it.

Keywords: Quality of Higher standards, Ministry of Finance in Kosovo, Empirical Study Accounting, Empirical studies, Leader in economy, Accountings politics
Sucesfull Teacher Work and the Preparation with Professional Standards:
Students at the Centre of your Working Group in Class

Irma Pali Binaj

University of Egerem Cabej Gjirokaster, Albania
“Deparment of English Language,
School “Perikli Ikonomi” Branch of Fier

Abstract

The Improving School Leadership activity produced a significant body of knowledge on this issue in the form of country background reports and innovative case study reports, all of which are available on the OECD website at www.oecd.org/edu/schoolleadership. Many people shared their expertise and knowledge to make this a successful activity and there have been many opportunities for exchange. Student-teacher conferences are the perfect time for a child to learn how to reflect. They can reflect on their progress, their behavior, or anything for that matter. The learning is not a one way process alone; an effective learning environment is where all individuals involved learn from each other. While students learn a particular subject from a teacher, the teacher learns how to improve her teaching skills and make the lessons more interesting by gaining insights from the students. Thus, both parties learn from each other. It also gives you the chance to prepare anything that you need ahead of time, like gathering papers of progress or instructing students to come up a few discussion topics for your meeting. Student-teacher conferences are the perfect time for a child to learn how to reflect. They can reflect on their progress, their behavior, or anything for that matter. Ask questions that prompt them, such as “What can you do to improve next time?” and “What is an approach you can use for this situation?” Self-reflection is a strategy that will benefit students in all aspects of their lives. Encourage students to try and come up with their own solutions to their problems during the meeting. Create a list of objectives that you want to address with each student. This can be topics that you want to discuss, strategies that you want students to learn and use, or even behaviors that you want to eradicate. Creating this list will ensure that you will discuss these topics in the meeting.

Keywords: Creating conference, teacher working plan, meeting, Take Time to Reflect, Albanian language, Education directories, Teacher training, School documentation, Children, Class, School program
The Role of the English Language in the Education of Children in the New Century

Estela Janaq Tiko

English Language Department, University of Tirana, Albania
"Department of Letters and English Language,
Perikli Ikonomi, School, Albania

Abstract

This paper research provides the rationale for policy makers to invest in school leadership policy. It describes the focus of this study, the importance of school leadership and the major challenges countries face in school leadership policy. Effective school leadership is essential to improve teaching and learning within each school and to connect the individual school to the outside world. But school leaders across OECD and partner countries are facing challenges which policy makers need to address. In recent years, the workload of school leaders has expanded and intensified as a result of increased school autonomy and accountability for learning outcomes. As the expectations of what schools should achieve have changed dramatically, countries are seeking to develop new forms of leadership better suited to respond to the needs of rapidly evolving societies. Policy makers need to monitor remuneration compared to similar grades in the public and private sectors and make school leadership more competitive. Establishing separate salary scales for teachers and principals can attract more candidates from among the teaching staff. At the same time, salary scales should reflect leadership structures and school-level factors in order to attract high performing leaders to all schools. Acknowledge the role of professional organizations of school leaders Professional organizations of school leaders provide a forum for dialogue, knowledge sharing and dissemination of best practices among professionals and between professionals and policy makers. Workforce reform is unlikely to succeed unless school leaders are actively involved in its development and implementation through their representative organizations.

Keywords: Attractive profession, Teaching role, Developing potential leaders Albanian language, education directories, teacher training
Acts against the Freedom of the Person in Terms of Criminal, Constitutional and International Instruments

Arben V. Prifti, PhD Candidate
Lecturer of “Mediterranean University of Albania”
e-mail, arbenprifti@hotmail.com

Abstract

This paper has been treated addresses the removal of freedom of person under the special provisions of the Criminal Code of the Republic of Albania, and related to defense, restrictions and guarantees of freedom of the person in view of the Constitution and international acts and instruments. The paper aims treatment and presentation of the offense against a person’s freedom, grouped these under special provisions of the Criminal Code, but also the treatment of freedom of person under the provisions of the Constitutional Law and international acts and instruments. The group target of criminal offenses is common, the legal relationship established in the sphere of security of a person’s freedom, specially defended by the Criminal Law of criminal acts or omissions socially dangerous. The paper is divided into two main sub – topics. The first relates to the deprivation of freedom of a person by our Criminal Law indicating the meaning of offenses against liberty of a person, treatment of object, the objective side, subjective side and other specific circumstances of these offenses. The second one relates to the deprivation and restriction of freedom of person under the provisions of our Constitution, acts, conventions and international instruments. Regarding this modest paper, we think it will somehow serve readers and lawyers in the field of Criminal Law, in particular students of the Faculties of Law. On the other hand, we are open to understand any comments, suggestions and valuable qualitative opinion from all those colleagues and professors of Criminal Law, friends and colleagues who will read this scientific work. The research paper closes with concluding remarks and bibliography

Keywords: Criminal Code, the Constitution, Conventions, Offense, Abduction of a Person, deprivation of freedom.

1. Unlawful detention of a person under our Criminal Law

In our criminal doctrine is given the meaning that the offense against a person’s freedom means those works (actions or inactions) socially dangerous offenses that are directed against freedom of the person committed guilty, provided and punished as such by our Criminal Code.


By addressing the specific provisions of the special section of the Criminal Code, relating to the deprivation of liberty of a person, we see that “the kidnapping of a person or holding him/her as hostage” and “illegal deprivation of liberty of the person” are offenses that have common features, but also differences between them, which we will treat in the following of this paper.

Regarding these two figures of offense, in addition to addressing them in basic texts of Faculty of Law, there were also other papers by criminal lawyers, judges and prosecutors. The Joint Colleges of the Supreme Court by decision no. 1 dated March 25th, 2005, make the judicial interpretation of these two offenses, provided by Articles 109 and 110 of the Penal Code.
In this sense, the differences observed between these two offences are as follows:

Firstly, the difference lies in the object of figure of the crime of kidnapping or holding hostage, which is broader because it affects or endangers the legal relationship established to ensure the inviolability of the freedom of the person, of the property or its other rights. While the object of unlawful deprivation of liberty is only the inviolability of a person’s freedom to move according to its will.

Secondly, the difference lies in the objective side of the kidnapping or holding hostage, performed by active actions, with violence, or omissions, but under the threat of the use of physical or psychological violence. These acts or omissions are committed not only to gain wealth or any other benefit, but also to perform or failure to perform other unlawful actions.

On the objective side of unlawful deprivation of liberty are provided qualifying circumstances that distinguish this crime figure from kidnapping or hostage, which are as follows:

Acts of unlawful deprivation of liberty is associated with severe physical or psychological suffering, e.g. holding a person locked in a basement without food or water, or threatening the person hour by hour with a gun on the head to kill him/her or his/her family in search of performing a service. In every moment it is required reaching a consequence that is the physical suffering of the victim.

Another qualifying circumstance is where the offense of unlawful deprivation of liberty is carried out in cooperation between two or more persons, with or without prior agreement.

Third qualifying circumstance is where the offense of unlawful deprivation of liberty is committed against several persons at the same time.

The fourth qualifying circumstance of this offence is when it is performed more than once, i.e. at different times, with repetition, provided that it is not prescribed, pardoned or amnestied the first offense.

Thirdly, the main difference lies undoubtedly in the subjective side of crime of kidnapping or holding hostage by illegal deprivation of liberty. In the decision of United Colleges is analyzed mainly the purpose of acquiring wealth, but it is not analyzed also the purpose for any other benefit and it is not taken into account at all "or any other purpose" contained in Article 109 of the Criminal Code.

In the subjective side of unlawful deprivation of liberty, motives and goals do not matter for the legal settings of offense.

2. Protection and guarantees of freedom of the person in view of the Constitution and acts and international instruments

In addition to legal – criminal treatment of offenses related to illegal deprivation of liberty of a person, in the doctrine are found definitions and treatments from the Constitution of the Republic of Albania of the year 1998, but also of international conventions, acts and instruments.

The direct reference on the fundamental documenting in this field, the European Convention for the Protection of Human Rights and Freedoms, coincides with the consideration that the rights are treated not only as subjective rights, but also as an objective element of legal order, which oblige political power to be confirmed with the contents, the defense and their realizing. (Article 15/2 of the Constitution).

2.1. Human rights and fundamental freedoms are provided for in the second part of the Constitution.
In our Constitution, freedom of person is guaranteed by Article 27 (and following), contained in Chapter II, Freedoms and Personal Rights. From the content of this constitutional provision, in its two paragraphs are defined:

1) “No one can be deprived of freedom, except in cases and under procedures provided by law.
2) Freedom of the person can not be limited, except in the following cases:

   a) “When is punished with imprisonment by a competent court.
   b) For failure to comply with the lawful orders of the court or for failure to comply with an obligation set by law.
   c) When there is reasonable suspicion of having committed an offense, or to prevent him/her committing an offense or fleeing after committing a crime.
   d) For the supervision of a minor for purposes of education or for escorting it to a competent organ.
   e) When the person is a carrier of a contagious disease, mentally incompetent and dangerous to society”.
   f) For illegal entry at state borders or in cases of deportation or extradition.

3) No person shall be deprived of liberty just because he/she is not able to fulfill a contractual obligation.

As it turns out from the meaning and content of this provision, the cases of restriction of liberty are mandatory and any other case of deprivation of freedom, would be a violation of this article of the Constitution. Also, paragraph 3 of Article 27 excludes explicitly, the possibility of deprivation of liberty of a person just because he/she has not been able to fulfill a contractual obligation.

Our Constitution, under the protection of a person’s freedom, is not limited to the provision of cases in which the person may be restricted from freedom. It provides these individuals a set of rights. Some of these are: the right to be informed immediately in a language which he/she understands of the reasons for this measure and charges, the right to communicate immediately with a lawyer, the right to be tried within a reasonable time, the right of humane treatment and respect his/her dignity, etc. (Article 28 onwards).

A particular aspect of a person’s freedom has to do with his/her right to choose their residence and the right to move freely. Our Constitution guarantees these rights in Article 38 thereof.

According to this provision, it is determined:

1) “Everyone has the right to choose their residence and to move freely to any part of the territory of the state.
2) No one may be prevented from leaving the state freely."

A person’s right to choose his/her residence, moves in parallel with the right to guarantee the inviolability of the property. The latter is guaranteed by Article 37, paragraph 1 and 2 of the Constitution, with the following content:

1) “The inviolability of the residence is guaranteed.
2) Searches of a residence and premises involved in it, can be made only in cases and manner provided by law”.

By addressing the meaning of constitutional provisions, on the one hand we note that our Constitution guarantees freedom of the individual, its freedom of movement, inviolability of the property, but on the other hand, it provides rightly also restrictions on them (restrictions which have
a general character, which means that these restrictions have a space for all of the rights and freedoms of the individual).

In this sense, the restrictions relating to freedom of the person are defined in Article 17 of the Constitution with the contents as follows:

1) “Limitations of the rights and freedoms provided for in this Constitution may be established only by law for a public interest or for the protection of the rights of others. The restriction must be proportionate to the situation that has dictated it.

2) These limitations may not infringe the essence of freedoms and rights and in no case may not exceed the limitations provided for in the European Convention on Human Rights”.

As noted, by the meaning and content of this provision, it appears that these limitations that can be imposed only by law, are dictated by a public interest and the need to protect the rights of others, and that the reference to the European Convention determines the fact that the criteria implemented by the Council of Europe bodies are analysis means that will be used by our judicial system and that of the Constitutional Court.

In conclusion, the Constitution of the Republic of Albania contains one of the essential elements of a constitutional democracy such as limiting the powers of the state against the rights and fundamental freedoms of the individual. Freedom of the person, his/her freedom of movement, inviolability of residence (which constitute also the object of this study), are aligned and defended as the most important personal freedoms.

3. Protection of freedom of the person in view of the acts and international instruments.

As outlined above, freedom of a person is protected and guaranteed by a series of acts, conventions and instruments of international law. Such fundamental documents of this right are as follows:

3.1. Great Charter of Liberties (Carta Magna Libertatum) of 1215

This document was first intended to protect inter alia the freedom of the person. Amendment XLV provided that “no free man can not be arrested or go to jail, or be deprived of inheritance, or to be excluded out of law or prosecuted, or in any way damaged, and we can not do anything against him/her, except in accordance to the law”.

What is noted from the above – mentioned amendment is the fact that this card, although very early in time, in general lines provides the already known principle that no one shall be deprived of freedom, except in cases provided by law.

3.2. Bill of Rights of 1628

The amendment of this law provided:

“No one with any situation and position can not be put in jail, or be deprived of inheritance, or die without being questioned, according to the procedure, which is set by law.” This amendment gives to the person a procedural known mean very important to protect its freedom, namely the right to be heard (for questioning) before being judged.

3.3. Declaration on Human Rights and of the Citizen of 1789

Freedom of the person in this statement is guaranteed by Article 7 that states:

“No man can be accused, imprisoned, except in cases defined by law and according to the procedure that it provides”.

Compared with the above two legal acts, this statement brings something new and positive. So they would provide by law not only the cases when a person can be deprived of liberty, but also the procedures that would apply to deprivation of liberty. Obviously this is another guarantee for the freedom of the person.

3.4. Declaration on Human Rights and of the Citizen of 1793

Also this declaration pays a special attention to the protection of freedom of a person’s freedom. Article 12 thereof provides:

“No one shall be accused, imprisoned or detained except in cases provided by law and in the manner prescribed by the law”.

This legal provision has an almost identical wording to Article 7 of the Declaration of Human Rights and of the Citizen of 1789.

After World War II with the establishment of the United Nations Organization (UNO) the protection of freedoms and fundamental human rights entered into a new, very progressive phase. Already these rights and freedoms began to be recognized and protected also by legal acts of international character.

4. The jurisprudence of the European Court of Human Rights concerning freedom of the person.

European Convention of Human Rights has been ratified by Republic of Albania, and as such it constitutes a normative act in force throughout the country, according to Article 122 of the Constitution.

The Convention itself is an international treaty by which the member states of the Council of Europe have undertaken to guarantee the basic human rights of all those persons who are under their jurisdiction. Convention with its mechanisms implements the protection that it provides, such as the inclusion of its norms in domestic law, preventing conflict between it and this law, and the improvement of procedures to guarantee the rights and fundamental freedoms. Exactly this had into account the legislator that made such a provision in Article 122 of the Constitution of the Republic of Albania.

In application of Article 5 of the Convention, the right to liberty and security, the Strasbourg Court has drawn specific conclusions. To illustrate the relationship between the Convention and domestic law, we are presenting some conclusions that have emerged from specific judgments of this Court (certainly not going out of objection of this study).

In the case of Guzzardi Vs Italy, the Court has given solution to some problems. Firstly, it has set some criteria by which to determine whether someone is deprived of liberty. It is expressed that in addition to the concrete situation, it should be taken into account also a set of criteria such as: the type of used instrument, the duration of deprivation of liberty, its consequences, etc.

Secondly, in this case, the Court has distinguished between deprivation and restriction of liberty of a person. This change is observed only on the extent and intensity of violation of the freedom and not to its essence or content.

Thirdly, the Court is expressed about the fact what does the law to personal liberty includes under Article 5 of the Convention. According to it, this article relates to the physical human freedom, namely the freedom to move.

In the case Winterwep Vs Netherlands, the Court has interpreted the term “psychic” provided for by point e) of the first paragraph of Article 5 of the Convention, as a case of deprivation of liberty. It identified three criteria for the accuracy of this notion, which are:

1) The State shall apply objective medical norms to determine the individual as a psychic.
2) Mental illness should have sufficient premises and character to justify isolation.
3) The state should not isolate the individual, for as long as he has mental turbulence.
In the case of De Wilde, Ooms, Versypi Vs Belgium, the Court held a very important position. Based on the importance, the personal freedom has in a democratic society, it is expressed that if a person surrenders his personal freedom, this does not preclude the court (court of the state that gives the decision) from the obligation not to violate the Convention, going beyond the cases provided for in its Article 5/1.

5. Conclusions

At the conclusion of this paper, we come to sensitizing a very important and key role that our Criminal Law, Constitution, Acts and Norms of International Law have in the definition, treatment and interpretation of works related to deprivation, restriction and the guarantee of freedom of person.

The conclusions of this article contain the main findings regarding the illegal deprivation of liberty of a person, restriction of this freedom and the criteria to be taken into account such as the type of used instrument, the duration of deprivation of liberty and the consequences coming from it.

In addition, very important is to note the difference between deprivation and restriction of liberty, which is only to the extent and intensity of violation of the freedom and not to its essence or content.

Finally, this paper shows the crucial role that should have law enforcement institutions in the country in dealing with measures taken in cases of deprivation and restriction of liberty of a person.

Bibliography

Ismet Elezi (1997.1), the criminal legal defense of a person’s freedom.
(1215) Magna Carta – in Latin for Great Charter
Ethic in Education System and the Strengthening of Governance in Albania, “Quality Challenges Facing Developing Countries”

Msc Matilda Fatmir Sinani

Msc in University of Vlora, Albanian Language department, ‘Department of Letters and Albanian Language, Branch of Vlora

Abstract

The Albanian education has now passed from the emergent phase of assistance to that of development. National education is developed based on the short term strategy of Pre-university Education which is serving as a program for the undertaking of a wide system reform supported by the World Bank, European Union and other donors. In many countries, debt absorbs around 50% of the GNP. This situation makes it difficult to dispose enough support for priorities such as education and healthcare. The New Technologies It is estimated that around the world, almost two million people are not connected to electricity. On the other hand, 80% of the planet’s population has no access to telecommunication. This inconsistency is most apparent in developing countries. Similarly, the increased level of sophistication in social and cultural interaction raised the level of expectation on the performance of graduates for a better involvement in a more open and democratic society. It cannot be overemphasized that if we want to meet these expectations, particularly in developing countries, good quality and better governance of education are key factors. Before considering specific ideas concerning the quality and governance of education, and discussing the main challenges facing the developing countries, we should, in the first place, review some of the main characteristics of the environment in developing countries. Albanian school and education were organized and managed by the Albanian Government for the first time in the history of Albania. Its educational activity focused on the establishment of the Albanian Language as the official language of the new Albanian state, on the creation of the school content of a national and democratic character; on the setting up of the education directorates in the main prefectures, on the compulsory primary education and on the opening of high schools for teacher training.

Key words: Albanian language, education directories, teacher training, school documentation, children, class, school program

JEL Classification System: N0, N1, N2, N3
Improving the Productivity of Education Model, Teaching System in Vlora Region

Albana Faslli Hyskaj

Letter Department, University of Tirana
Educational Department "Jani Minga School, Vlora, Albania

Abstract:

Albanian Government with the support of the donor community has been the leader in the region in terms of efforts on electronic governance and pervasive system of procurement on line in operation in Albania is a success story for which Albania has been hailed in the international arena. Great efforts are being made in the field of taxation, implementation and transparency with database online properties and similar efforts are being made in health and education. Education is supporting economic and social well-being. In particular, these are the skills that employers say increases employability. The Enterprise Development Policy seeks to establish a vibrant, robust, productive and diversified economy by reconstructing the framework within which the non-oil manufacturing sector and the services sector would be transformed into the new engine of growth. Attention will be focused towards Albania's natural competitive advantages, improving the productivity of human resources and natural resources, mobilizing untapped potentials of Albania in terms of natural resources, agricultural and tourism development, strategic geographical position for trade and transport and energy development as a prerequisite for the growth of industrial production. Creating a partnership between government and business matched with the need to improve technology, innovation and ability to prepare "skilled employees".

Keywords: Education programs, Education level, Albanian reforms in education, Administration role and skilled employees, Work in class.

JEL Classification System: CO, C1, C2, C3, C9

References


Effective Learning in Fieri Region Schools, Complexity and Progress with Students

Eriola Petro Meço

“Aleksander Xhuvani Elbasani University “
Department of Letters, Branch of Fier

Abstract:
This study is designed to serve as an open, active platform for participants to share, collaborate and co-create new ideas, approaches, methodologies and best practices. This paper research provides the rationale for policy makers to invest in school leadership policy. It describes the focus of this study, the importance of school leadership and the major challenges countries face in school leadership policy. Effective school leadership is essential to improve teaching and learning within each school and to connect the individual school to the outside world. We need an education that equips youth to adapt to future innovations and challenges that cannot be anticipated now. But school leaders and partner countries are facing challenges which policy makers need to address. In recent years, the workload of school leaders has expanded and intensified as a result of increased school autonomy and accountability for learning outcomes. This study aims to examine perceptions of politics among public sector employees as a possible mediator between the supervisor's leadership style and formal and informal aspects of employees’ performance. In this paper we are trying to analyze the role of leaders in Albanian conditions. Leadership provides a bridge between internal school improvement processes and externally initiated reform. But school leadership does not operate in static educational environments. As countries are seeking to adapt their education systems to the needs of contemporary society, the expectations for schools and school leaders have changed profoundly. There is an urgent need for expanding the reach, accessibility, affordability and quality of education at all levels. But multiplying the existing model is not sufficient. The multi-stakeholder approach and structure of the conference will make it possible for participants to organize or participate in special sessions dedicated to in-depth exploration of specific topics ranging from subject content, pedagogy and learning technologies to social and economic impact on issues such as employment, skills development, business development, innovation, social power, citizenship, cultural diversity, personal development and individuality. As the expectations of what schools should achieve have changed dramatically, countries are seeking to develop new forms of leadership better suited to respond to the needs of rapidly evolving societies.

Key Words: Albanian reforms, education directories, individuality teacher training, school documentation, children, Fieri region progress.

JEL Classification System: N0, N1, N2, N3

References
• The difference: How the power of diversity creates better groups, firms, schools, and societies. Princeton, NJ: Princeton University Press.
• Principals of high-achieving schools expect teachers and students to meet the schools’ goals (Leithwood & Riehl, 2003).
• Principals of high-achieving schools are confident that their schools can meet their goals (Cotton, 2003).
The role of the youth in Iranian Green Movement

Alev İrmak Kurtulmuş

Abstract

The topic of this study is going to be the Iranian Green Movement. One of the motives for choosing this topic for research is its being one of the grand events in Iran where a mass civilian movement, composed mainly of (urban and educated) youth was involved. In an age, where youth is more than often labeled as apolitical, widespread protests by youth becomes significant through all world. So, it is needed to examine the characteristics of this generation of people in order to be able to determine the reasons for their frustration and how state policies are affecting their lives.

Widespread protests were held in Iran and throughout the world by Iranian diaspora in 2009 and 2010. In a country, where more than 60% of the country is below the age of 25, an alleged fraud in the votes by the presidential elector Mahmoud Ahmedinejad, caused havoc in a state where authoritarian policies were issued resulting from laws being implemented according to theoretical interpretations by the clergy. Although counter arguments have been produced, against the media portrayal of Mousavi as a ‘radical freedom bringer’, it was generally expected that he, as a reformist candidate appealing to the youth with promises of reform and increased freedoms would win. The news of Ahmedinejad declaring victory and the Supreme Leader giving his approval had youthful crowds of protesters pouring into the streets, despite the known dangers associated with mass, open rebellion towards the regime.

The purpose of this study is to analyze this generation of youth, whose lives revolve around a system of obedience and rebellion towards the policies of an authoritarian regime, causing them to lead contradicting lives in the public and private spheres. This generation disagrees with the former both in terms of culture and religion, and administrations that have not found solutions to their problems.

This study examines three main categories that particularly affect young Iranians namely; the issue of religion- particularly focusing on their moral values and compulsory attire-; their lifestyles-focusing on Internet use and the brain drain-; and delinquency- focusing on the rising problems of drug use and prostitution-.

Keywords: Iranian youth, Iranian Green movement, social movement
The Successful Teacher Work, with Children and Pupils in First Class

Elda Hekuran Hema

University of Elbasani, Albania
Department of Letters and Albanian Language

Abstract:

The learning is not a one way process alone; an effective learning environment is where all individuals involved learn from each other. While students learn a particular subject from a teacher, the teacher learns how to improve her teaching skills and make the lessons more interesting by gaining insights from the students. Thus, both parties learn from each other. I tell my student teachers that when they enter new schools for possible employment, they should be able to see and feel the culture of the school almost immediately upon entering the front doors. Because of this belief, I decided to do a photo essay of the artifacts found on the hallway walls at the schools where I teach; This resource list provides the names of key websites, books, reports, and articles that can be used to help schools improve in each of the characteristics of high-performing schools. Information about various characteristics is often embedded throughout these resources.

Teaching and learning are about problem solving. Education is the process by which you put teachers and learners in the best possible environment for them to do this together. And the best possible environment is one where people feel safe, supported, and respected, and where kids and adults are excited and passionate about learning. In this way, policies that create increasingly valid measures of teaching effectiveness—and that create innovative systems for recognizing, developing and utilizing expert teachers—can ultimately help to create a more effective teaching profession. Association of Teachers program have jointly developed a teacher evaluation system that is based on three components: students' learning gains, ratings by the principal, and ratings by a master teacher holding the position of peer evaluator. (Source: Albanian Project for education, 2015) The evaluation system should value and encourage teacher collaboration, both in the standards and criteria that are used to assess teachers’ work, and in the way results It’s helpful when you plan ahead and create a student-conference schedule. By preplanning, you have the opportunity to create a set date and time to meet with each student. It also gives you the chance to prepare anything that you need ahead of time, like gathering papers of progress or instructing students to come up a few discussion topics for your meeting. Student-teacher conferences are the perfect time for a child to learn how to reflect.

Key words: Teacher working plan, meeting, Take Time to Reflect, Albanian language, Education directories, Teacher training, School documentation, Children, Class, School program
Creating a Comprehensive Roles and Supporting Effective Teaching

Elda Kujtim Myftaraj

“Eqerem Cabej " University of Gjirokastër , Albania
“Deparment of Lettersand Albanian Language,

Abstract:

This paper research consist in the evidence of teacher’s contributions to student learning based on multiple sources of information reflecting classroom work and other assessments that are appropriate and valid for the curriculum and for the students being taught. Support structures to ensure trained evaluators, mentoring for teachers who need additional assistance, and fair decisions about personnel actions. Teaching quality refers to strong instruction that enables a wide range of students to learn. Such instruction meets the demands of the discipline, the goals of instruction, and the needs of students in a particular context. Teaching quality is in part a function of teacher quality teachers’ knowledge, skills, and dispositions, but it is also strongly influenced by the context of instruction. Key to considerations of context are the curriculum and assessment systems that support teachers’ work, the “fit” between teachers’ qualifications and what they are asked to teach, and teaching conditions. Criteria and methods for evaluating teachers vary substantially across districts and at key career milestones—when teachers complete pre-service teacher education, become initially licensed, are considered for tenure, and receive a professional license. Becoming a high-performing school takes many years of hard work. There is no silver bullet—no single thing a school can do to ensure high student performance. Research has found that high performing schools have a number of common characteristics. A school may be doing well in some areas but need help in others. Educators deepen their understanding of the characteristics, and it provides additional strategies for expanding implementation. This resource list provides the names of key websites, books, reports, and articles that can be used to help schools improve in each of the characteristics of high-performing schools. Information about various characteristics is often embedded throughout these resources.

The present practice of professional and career development too frequently fails to differentiate developmental paths for individual teachers. Not only is there a tendency to neglect identifying highly effective teachers for the purpose of retaining, advancing, and placing them in assignments that maximize the impact that they have on student learning, there is also a similar tendency to neglect identification of underperformers.

Key words: Professionals practice, Study and education, empirical studies, leader in school, learning politics, Teacher careers. Performance, Teacher roles.
Acme of Creativity in Margaret Drabble’s Select Novels

Dr. Sr. Judy Gomez

Head & Assistant Professor
PG & Research Department of English
Holy Cross College, India

Abstract

Margaret Drabble is a creative artist who uses the form of fiction as an artistic expression to confront and resolve difficult feelings and challenging situations. To Margaret Drabble creativity is a constructive process culminating in transformation of the self and serves as an instrument for self transcendence. The paper highlights that creativity flourishes in the hands of the writer and creative behaviour is encouraged through the characters. Margaret Drabble leads the road to self discovery by being unique and different and exhibits controlled thinking and involve the twin characteristics of both reasoning and imagination. Most of her characters generate an original, unusual decision leading to self transformation. Margaret Drabble has a unique way of conceptualizing the world. The paper highlights this through the theory namely psycho entanglement - where characters are seemingly isolated, but actively connected within, through time and space. In psychology minds can be similarly entangled and this concept is discussed in relation to situations and characters. The psychoanalytical theory of creativity is also explored. The main feature of this theory is that characters become creative as a reaction to difficult circumstances or repressed emotions. A diagrammatic illustration is included in the paper and it is connected to a few novels of Margaret Drabble. The humanistic theory of creativity is touched upon. This theory expounds that environment is not the only factor for creativity and believes self actualization opens avenues to live a meaningful life and break out from social and cultural control, thus becoming a holistic individual rather than another face in the crowd. The paper sums up by stating that Margaret Dabble through her expressions of creativity brings about a total amalgamation of the individual and makes one to live and not exist.

Keywords: Margaret Drabble, transformation, Creativity, holistic.
Professional and Social Cultural Education in Albanian Schools, the Problems of the Education in Vlora Schools

Msc. Erisa Myrteza Labaj
Ismail Qemali, Vlora University, University of Vlora, Albania
Jani Minga School, Vlora Albania

Abstract:
This study aims to examine perceptions of politics among public sector employees as a possible mediator between the supervisor's leadership style and formal and informal aspects of employees' performance. In this paper we are trying to analyze the role of leaders in Albanian conditions. We are focus in three elements: Productivity, Adaptively of the leader roles, infectivity on job time. These three elements are analyzed with indicators like that: Performance in job descriptions and monitory of leader’s styles, organizational climates and innovative behavior. The district of Vlora’s school, has systems and processes for anticipating and addressing school staffing, instructional, and operational needs in timely, efficient, and effective ways. Using these, it monitors the performance of students and conditions in each school. The district of Vlora, also identifies any persistently low-achieving and/or struggling schools; makes any needed changes in staffing, schedule and/or governance; and supports an ambitious, yet realistic plan for school improvement, including goals, timelines, and benchmarks, with explicit consequences for not meeting benchmarks. The district of Vlora, provides its lowest achieving and struggling schools with additional monitoring and effective support for improvement. The curricular knowledge of successful elementary principals frequently rivals the curricular knowledge of their teachers; in contrast, secondary principals will typically rely on their department heads for such knowledge. Similarly, small schools allow for quite direct engagement of leaders in modeling desirable forms of instruction and monitoring the practices of teachers, whereas equally successful leaders of large schools typically influence their teachers in more indirect ways; for example, through planned professional development experiences. This evidence challenges the wisdom of leadership development initiatives that attempt to be all things to all leaders or refuse to acknowledge differences in leadership practices required by differences in organizational context. Being the principal of a large secondary school, for example, really does require quite different capacities than being the principal of a small elementary school. The Paper employed exploratory and qualitative research method. Data was sourced through the review of extant literature on the area of study. The study discovered base on the literature reviewed that organization culture has a relationship with employee career progression because career development initiatives are employee driven and also supported by the culture of an organization. The paper recommends that since management is familiar with the organization changing performance, therefore management should adequately support career development in order for employees to give their best so that the organization can realize its objectives.

Key Words: Accountability, administrator role, case studies, educational change, educational improvement, federal legislation, instructional improvement, leadership responsibility, restructuring, sanctions, school districts, superintendents, urban schools.
Once upon a time…. there were stories in my classroom. Using stories with very young learners

Koutsompou Violetta-Eirini, MBPsS

New York College, Athens, Greece
e-mail: i.koutsompou@gmail.com

Abstract

Children enjoy listening to stories and they usually can make predictions about them. Storytelling can be an effective way for very young learners to grasp naturally the language since they are full of meaningful contexts, natural repetition, engaging characters and interesting plots. This research work aims at presenting and evaluating as well as grasping the sequence of stories which is an extremely important goal especially on that level. This study explores aspects related to language such as the critical period hypothesis, differences between L1 and L2. In addition, a lesson plan and details of the characteristics of the specific age group are examined and adequately presented.

Key words— storytelling, very young learners, acquisition, critical period, language development, teaching.
The Exact Science and Teacher's Careers Progress on it, one Important Indicator of Performance in School

Etleva Bajram Hysaj

"University of Eqerqem Cabej Gjirokastra Albania
"Department of Chemistry and Biology. Gjirokastra University

Abstract:

This article presents key findings derived from the experiences of visible minority woman as teachers whose lived realities reveal myriad instances of compromise. The ethnic, cultural and racial diversity among teachers is an area that has garnered attention as it pertains to equitable work environments, teacher-student relations, and multicultural education. The challenges and responsibility of representing one's revitalized identity, ethnicity, culture, and religion while finding oneself marginalized within mainstream populace is critically examined through their narratives and reflexivity. Teachers, specialized instructional support personnel, paraprofessionals, parents, and community partners, in developing a grant application that covers a number of issues including evaluation. In instances of blatant discrimination, bridging the public and private sphere, to moments of fulfillment, the resilience of these women is a defining factor of their success within adversity. Educator performance or other school leaders, such as by developing and disseminating high-quality evaluation tools, such as classroom observation rubrics, and methods, including training and auditing, for ensuring inter-rater reliability of evaluation results. Developing and providing training to principals, other school leaders, coaches, mentors, and evaluators on how to accurately differentiate performance, provide useful and timely feedback, and use evaluation results to inform decision-making about professional development, improvement strategies, and personnel decisions. As part of the implementation process, evaluation systems must be adequately funded and fully developed and validated. All teachers must be trained on the new systems before they are used to make any high-stakes employment decisions. Through their experiences there is opportunity to inform and advance the notions of diversity, representation, and distinctiveness of teachers in educational settings and the impact this has on an intercontinental symbol of society values in education. We work across the global higher education system to bring about changes that improve the quality of teaching and the learning experience for students, helping to ensure the education they receive is world-class. We are proud of our global connections and our international partners value our expertise. We manage the Professional Standards Framework for teaching and supporting learning in higher education and have a proven record of utilizing this framework to enhance learning and teaching in a wide range of contexts and settings.

Key words: The Classroom Teacher Evaluation System, Classroom Teachers Association, History and Math programs, study and education, empirical studies, leader in school, learning politics,
Global Migration: Historical Trauma and Symptoms Impacting UAE (United Arab Emirates) Migrant Youth

Associate Professor Susan Smith

American University of Sharjah  
Mass Communication Department  
Sharjah, United Arab Emirates

Abstract

Historical trauma is a form of psychological trauma that impacts global migrating communities. This paper explores expressions of loss and grief among American University of Sharjah (AUS) students who identified with or originated from conflict zones such as Iraq, Syria, Egypt, Tunisia, Libya, Sudan, Afghanistan, Palestine or Bahrain. The United Arab Emirates (UAE) is a federation of seven emirates with an estimated population over 8 million of which approximately 7 million are non-citizens (approximately 88%, (2010). Residence to the UAE is considered temporary and expat/migrants, whether born in the UAE or elsewhere, is considered a citizen of their parent’s (s’) passport country. This case study formed a survey utilizing Whitbeck’s Historical Loss and Associated Symptom scales, conducted interviews and video workshops. The research explored AUS students’ (perceived) losses such as: loss of culture, land or home, language, religion, community, etc. (2004). It then measured the frequency students experienced negative feelings about those perceived losses. Our survey indicates as many as 14% of AUS students identify symptoms of depression and anger happening as often as twice weekly to monthly. The findings suggest there may be serious negative impacts worldwide for non-resident migrant youths even if they have not experienced first-hand trauma during periods of unrest in their homelands.

Keywords: historical trauma, migrants, youths, conflict zones, repatriation, globalization
Sports and Physical Education, Should Be – Passion-Based in Albanian Schools

Ledian Gafurr Taullahu

“Education and Sports University of Tirana, Department of Sports Albania

Abstract:

Teaching and learning are about problem solving. Education is the process by which you put teachers and learners in the best possible environment for them to do this together. And the best possible environment is one where people feel safe, supported, and respected, and where kids and adults are excited and passionate about learning. A high-quality system should create a coherent, well-grounded approach to developing teaching, crafted collectively by state and district leaders with teachers and their representatives. Because of the variety of my jobs as well as being an active reader and contributor to social media, I do a lot of thinking and reading about the qualities of high performing schools. A high-quality system should create a coherent, well-grounded approach to developing teaching, crafted collectively by state and district leaders with teachers and their representatives.

Because of the variety of my jobs as well as being an active reader and contributor to social media, I do a lot of thinking and reading about the qualities of high performing schools. Because of this belief, I decided to do a photo essay of the artifacts found on the hallway walls at the schools where I teach. Becoming a high-performing school takes many years of hard work. There is no silver bullet—no single thing a school can do to ensure high student performance. Research has found that high performing schools have a number of common characteristics. A school may be doing well in some areas but need help in others. I am in the unique position of having several types of education jobs. I teach online graduate courses in educational technology to in-service teachers. This resource list provides the names of key websites, books, reports, and articles that can be used to help schools improve in each of the characteristics of high-performing schools. Information about various characteristics is often embedded throughout these resources.

Key words: Sports education, student learning, similar tendency, neglect identification of underperformers. Professionals practice, Study and education, empirical studies,
The Melting of Identity and Belonging in Jhumpa lahiri’s The Namesake

Stiti Rinad

University of Larbi ben Mhidi,

Abstract

Contemporary age is characterized by the flow of people and crossing borders as result of the wars, environments, opening borders, the economic collapse in some countries, looking for new opportunities. All these reasons leads to the migration of people searching for safety and security. Identity and belonging have a great relationship with the problem of migration, because the individuals have not the ability to deal with the present state(ego) through the accumulated historical background. This inbetweeness is the cause of the problem that has characterized the world society at the present time and derives its background from the accumulated past of the individuals. The central question of this article how identity and belonging constructed, deconstructed, and reconstructed in the novel The Namesake by Jhumpa Lahiri, by using homi bhabha’s notions of hybridity, liminality, ambivalence and Edward said theory of orientalism(the relationship between the Other and the self).

Keywords: Identity, belonging, hybridity, and migration literature
Effects of Law Enforcement on Foreign Direct Investment in Kosovo

Albana Pasjaqa

PhD Candidate,
SEEU University, Tetovo, Macedonia

Abstract:

The implementation of the Law on Foreign Direct Investment in Kosovo aims to provide foreign investors with assurance that their investments are safe and treated equally to domestic ones. Encouraging foreign investors is an important factor in the development of our country's economy. The main purpose of this document is to see how much the implementation of the law is affecting the attractiveness of foreign investors and the sustainability of those who have now invested their capital in our country. Based on the Law on Foreign Direct Investment we can see that the main purpose of this law is to protect foreign direct investment and encourage investors to invest in Kosovo by guaranteeing their rights and fair treatment in accordance with international standards.

Keywords: Foreign direct investment, legal security, political stability, international organizations.

1. Introduction

Foreign direct investment nowadays as in developing countries as well as in underdeveloped ones have become the main legal and economic topics. The main goal of different countries as well as Kosovo is to attract the largest amount of foreign direct investment. This is achieved through the legal protection of foreign direct investment and investors with domestic provisions or bilateral investment agreements, these agreements are connected commonly between developed countries and those that are still developing. With regard to foreign investments, many international organizations are also involved, either directly or indirectly. The World Bank has a major impact on this and achieves through loans and guarantees in order to promote foreign investment. The World Trade Organization, treats foreign investment more in terms of trade and services agreements. While the International Monetary Fund influences on foreign direct investment with the possibility of using the Fund's resources from member states.

One of the important issues for reforming the legal system for our country is certainly the attraction of foreign investments. Based on the Law on Foreign Direct Investment we can see that the main purpose of this law is to protect foreign direct investment and encouraging investors to invest in Kosovo by guaranteeing their rights and fair treatment in accordance with international standards.

Taking this into consideration, it can be said that Kosovo does not have good policies in terms of attracting foreign investment, the governing bodies have not worked well enough to provide security and create a more attractive environment for foreign investors. There is a lack of a strategy to promote the protection of investments and investors, thus reforming the legal system in this regard in terms of attraction of foreign investment is a very important issue for local authorities.

2. Impact of political stability and legal security on the growth of foreign investment

To invest in our country of foreign investors first require a functioning rule of law and political security of that country. Kosovo with membership in several international organizations as well as with the implementation of the Stabilization and Association Agreement has proven to be working in
that direction and that its main priority is the economic development of the country, therefore attracting foreign investment is a priority in itself.

Creating a better business climate is another priority that Kosovo institutions are working on in this direction, which will positively affect both current investors as well as those who want to invest. Creating the most favorable conditions for attracting foreign investments will affect the attractiveness of foreign investors.

No political stability, nepotism, corruption, unfair competition are the main obstacles that cause foreign investors to not invest in our country. Talking about political stability we can say that Kosovo does not represent a good international political image, given the frequent elections held in Kosovo as well as frequent changes of governments. While regarding nepotism it is a phenomenon that increases day by day in Kosovo and it is quite worrying for the country as well as for foreign investors because it creates insecurity. Corruption is one of the main problems and represents a major obstacle to investing.

Legal security is a very important factor in attracting foreign investment, in this regard the Kosovo government should work to legally secure foreign investments.

According to Section 3.1 for Foreign Investments in Kosovo, Kosovo provides fair and equal treatment to foreign investors and their investments in Kosovo. Kosovo also offers continued protection and security for foreign investors and their investments. In any case, treatment, protection or security required by this Section 3.1 shall not be less favorable than that required by international law or any provision of this law.

Guaranteeing the security of foreign investments means a system of measures of the receiving state with which it protects foreign investors from the occurrence of commercial and non-commercial risks as well as the cessation of their action.

The successful realization of foreign investments depends on the volume of foreign investor’s rights and their legal protection, so there should be no limitations or restrictions in this regard, regarding the return on profit from invested assets, the participation of a foreign investor in guiding the established entity or realizing any other right, in this regard, the greater the volume of foreign investors' rights, the greater their interest in investing their capital and opposite.

3. Impact of economic and legal sustainability in attracting foreign investment

A country can be economically viable when the human, physical, and financial resources available are effectively used to ensure the economic growth and well-being of its residents.

Research and experiences from many countries suggest that economic growth is ensured through improvements in education, quality of financial management, open market and the availability of public infrastructure.

Governance and sovereignty are closely interlinked, since without sovereignty it is difficult to build governmental institutions and achieve rule of law, then ownership and responsible management of resources. All of these are important for growing long-term investments, including institutional and human development.

As far as the importance of enforceability of the law and the rule of law is concerned, it is often mentioned in the everyday life of individuals, entities and institutions. The fact that this issue is frequently mentioned proves the need for extensive research, analysis and exploration of ties, relationships and multi-dimensionality of the enforcement of law to our society.

Legal viability is a major factor in attracting foreign direct investment. Kosovo still has work to do in this direction, although by law this issue is well regulated, but more work needs to be done for implementation and practice, as it will positively affect foreign investors to invest their capital in our country.

We can say that Kosovo still does not have a legal and economic stability, and this could negatively affect foreign investors because they invest their investments in countries where they see political, economic and legal stability.

4. Conclusions and recommendations
Foreign direct investments have an impact on the development of a country in an economic, cultural, political, social and many other aspects. IHD are of different origin because they come from different countries and in Kosovo mainly come from the European Union countries, not forgetting even those coming from the United States of America.

Kosovo has great potential in attracting foreign investment in different sectors, but despite this fact it ranks among the countries with low capital attractiveness, this may be due to the poor functioning of the legal system in the country.

The effect of law enforcement has a fairly large impact on the attractiveness of foreign investors, which is a very important priority for local institutions. The biggest obstacles to IHD withdrawal are political developments and legal security that Kosovo offers to foreign investments also corruption is the main problem that Kosovo has, which negatively affects investors.

Local institutions should make continuous efforts to improve the business environment in order to offer foreign investors a good business climate. More work is needed to fight corruption, which is having a very negative impact on the country's performance to attract investment. Strengthening the legal framework in law enforcement and transparency is a key task for our country to attract IHD. Finally, the linkage of bilateral agreements with different countries plays a very important role in international markets, so Kosovo should work harder in this regard.

References

Hetemi Mehdi, Disa tema aktuale të ekonomisë së tregut, fq. 128, Prishtinë 2005
Jashari Adnan, Aspekti juridik i investimeve të huaja direkte në shtetet në tranzicion, fq.47, Tetovë 2007
Ligji për investimet e huaja nënë në Kosovë
http://www.ekonomia-ks.com/?page=2,9,5741
Internal Party Democracy and Party Success in Nigerian Elections: An Analysis of Parties in the Fourth Republic

Yusuf Musa Yahaya, Phd

Department of Political Science
Bauchi State University, Gadau

Abstract

Political parties are very prominent tools for democratic development of every society. In Nigeria, it contributes to the democratic consolidation. This is because since the return of democracy in 1999, they continue to provide the platform through which leader are recruited and voted into power. However, one major problem facing the political parties in Nigeria since 1999 is poor democracy within these parties. Internal party democracy according to some scholars is missing making them grapple with crisis within the parties. Exception is not made for both the ruling party and the opposition. This paper explores the poor democratic culture within the parties and their performance in the general elections from 1999 to 2015. Using longitudinal design, the paper compares parties by elections to see whether poor intra-party democracy can affect party success during election. The paper uses secondary data and analysis. In the end, parties will be ranked according to their level of democratic practice within both in leadership selection, candidate selection, campaign, decision making and financing.

Keywords: Political Parties, Candidate Selection, Democracy, Election, Campaign
The Science and the Goals of a Research Program in the School Education

Msc. Blerta Beqir Hoxhaj

University Ismail Qemail Vlora, Albania
“Department of General Sciences, and Albanian Language, Albania

Abstract:

All current school reform efforts aim to improve teaching and learning. But there are huge differences in how they go about it. Some reforms, for example, attempt to improve all schools in a district, stated or countries at the same time. Other reformism attempt to influence the overall approach to teaching and learning within a school, but do so one school at a time. Still others, focused on innovative curricula (in science and mathematics, for example), typically address one part of a school’s program and aim for widespread implementation, while innovative approaches to instruction, such as cooperative learning, hope to change teachers’ practices one teacher at a time. (Albanian Study 2016). In the development of the history of science, the histories of the individual scientific disciplines have played an enormously significant role. The goals and functions of these have recently received considerable attention, both because of the influence that such histories have had on the legitimacy and self-image of the disciplines and also because of the adaptability that they have shown when faced with the conceptual and methodological changes that they have undergone. With regard to these disciplines, there are, moreover, alternative approaches whose advantages and disadvantages are also the subject of debate: from within the discipline itself or from a more general starting point external to the history of science; from motives that lead into history or the problems of today, and out of an interest for the past unrelated to present-day concerns. Certain old sciences, such as geography, constitute areas of special interest in this respect, since on the one hand there are diverse generations of disciplinary histories, connected with the most important theoretical issues and the contentious relations with other sciences; and on the other hand profound changes have recently taken place which have led to far-reaching transformations in historiography.

Keywords: Letters department, Educational reform in science team, Teaching methodology Biology programs, teaching methodology study and education, empirical studies, leader in school, learning politics,
The Quality of Life of Fathers That Have Children with Autism, Down Syndrome and Typical Development in Albania

Blerina Aliaj

Aleksandër Moisiu University
Durres, Albania

Abstract

Autism Spectrum Disorder and Down syndrome are both disorders that affect the lifestyle of the families that have children with autism and Down syndrome. These disorders require a mobilization by the parents, not only financial, but also physical, psychological, social, environment and quality of life. The persons that take care of these children in the most of time are the mothers but we can’t ignore the role of the fathers in children growth. But, which one of the disorders affects more the quality of life of fathers that have these children? The aim of this study is to compare the quality of life of fathers who have children with ASD with fathers who have children with Down syndrome by having group control fathers who have children with typical development. In this study are part fathers of children with autism (n=28), fathers of children with Down syndrome (n=29) and fathers of children with typical development (n=29). At the end of the study it was observed that in Albania there is an unimportant statistically difference in quality of life between fathers who have children with ASD and those who have children with Down syndrome, but there are considerable differences between them and the fathers who have children with typically development.

Keywords: fathers, autism, Down syndrome, Albania, quality of life
The Undeniable Right

Xhabir Zejnuni

PhD candidate at UET (Tirana)

Abstract

Everywhere in the world the material goods are secured by means of work. Work is the basic principle of our society and leads forward this society. Even the Constitution of Italy in Article 1, par. 1 states that "Italy is a democratic Republic, founded on work". This fact indicates that every citizen has the right to work, but also that he / she is entitled to employment. But, in reality, the right to employment is not guaranteed to everyone, for various reasons, as a major labor crisis, economic interests, etc. Also Article 4, par. 1, states that "the Republic recognizes all citizens the right to work and promotes the conditions that make this right effective." But the problem today is how and in what way to guarantee the right to work.

Keywords: unemployment, jobs act, reintegration,

1. Undeniable right

It is known that the right to work has been and is undeniable. This fact has also brought protection of workers in cases when they have been dismissed from their employers. An overwhelming guarantee for workers in Italy is also Article 18 entitled "Reintegration into the Workplace" of the "Workers' Statute" (or Law No. 300, dated 20 May 1970), which provides that "the Judge through of the decision declaring the ineffectiveness of the dismissal under Article 2 of this Law, annuls the dismissal without justified reason, orders the employer to reintegrate the worker to the previous place of work. The worker has the right to compensation for the damage sustained. In any case, the indemnity can not be less than 5 monthly salaries (...)".

The above rate is a very guaranteeive rate for workers, as if they are interrupted without justified justification of their employer's employment relationships, then they have the right to sue their employers in court.

When the Court finds that the employment relationship is terminated by the employer without a justified justification, the court obliges him to reintegrate the employee into the same job, plus 5 monthly salary indemnities.

What happened later with this so important norm?

Through JOBS ACT, it was achieved to reduce the reintegration opportunities in the workplace.

Regarding JOBS ACT, Law no. 92, dated 28.06.2012 (Law Fornero) delegates to the Government the possibility to make modifications in the field of employment through the actual implementing decrees.

The JOBS ACT reform includes work, pensions and social amortizators.
2. Interruption of Job breaks.

The employment report may be terminated at the request of the employee, but also at the initiative of the employer. With regard to the termination of the employment report due to the employer, we are faced with two problems:

2.1. Dismissal from work and reintegration.

For indefinite term workers, when dismissed by their employer, reintegration in the workplace is foreseen only if the dismissal has come as a result of discrimination. This discrimination must be verified by the worker, who must also prove that his dismissal from work has not come for disciplinary reasons. But if during the trial it is proved that the employee is dismissed for disciplinary reasons, then the worker is no longer reintegrated into the workplace, but is recognized the right to compensation, which increases on the basis of seniority at work.

2.2. Treatment of unemployment.

The duration of unemployment treatment will be calculated on the basis of the "contributing history" of the dismissed worker. With this treatment is taken the NASPI, which calculates the unemployment payment.

3. Reasons for termination of employment relationship.

Schematicly the reform of JOBS ACT with regard to individual job breaks addresses:
- Job breaks for economic reasons: in this case, the employee is granted only a rebate, but not reintegration into the workplace;
- Dismissal for reasons of discrimination: in this case the worker has the right to be reintegrated into the same job;
- Dismissal for unjustifiable disciplinary reasons: in this case, the employee is entitled to compensation according to seniority at work.

4. Appeal against dismissal.

The Article 18 reform has also introduced time limits for appealing to the Labor Court, which is 60 days starting from the date of dismissal. But there is also an out-of-court "offer of reconciliation", which gives the employer an opportunity to propose an "offer of reconciliation to the dismissed worker" within 65 days. This "offer of offer" may be proposed by:
- Unions;
- Provincial Reconciliation Commissions;
- Labor Directorates;
- Provincial Councils of Labor Consultants.

This "offer of reconciliation" is an instrument which serves to facilitate the extra-judicial resolution of labor disputes, in turn, facilitating the workload of the Court of Labor from appeals by interested parties. It should be noted that after the reform of Article 18, many layoffs have been added, which have resulted in a considerable increase in appeals to courts for such holidays as unfair or arbitrary. By this "bidding offer", which is applied to indefinite term contracts, the employer is given the opportunity to offer a sum of money to the dismissed worker, thus avoiding the long and tedious road of the three steps of trial. The amount of money in this case exceeds the remuneration that can be offered to the dismissed employee by the judge if the case goes to a settlement at the Labor Court. For example, if a judge grants a dismissed employee up to 15 monthly salaries, in the case of a bidding offer, the amount allocated by the employer amounts to up to 27 monthly salaries when the enterprise has more than 15 employees. In enterprises with fewer than 15 employees, the amount is up to 6 monthly salaries. There is a noticeable discrimination of a dismissed worker at an
enterprise with fewer than 15 employees compared to a dismissed worker at an enterprise with more than 15 employees.

The above rule has entered into force on 14 July 2018.

If the dismissed worker accepts the "reconciliation offer", taking the amount accorded to his employer, then this fact causes the dismissed worker to permanently terminate the employment relationship from the date of dismissal and give up the trial if he has filed an appeal.

It should be clarified that this "bidding offer" will be made to employees after 7 March 2015.

The offer of reconciliation is implemented by Article 6 of Legislative Decree no. 23, dated March 4, 2015.

5. The consequences of the Article 18 reform.

This reform has also brought the following consequences:
- There has been an increase in unemployment, due to the ease with which employers have been created to lay off their workers;
- Increase of compensation in cases when the employee is dismissed;
- Reintegration into the workplace of a dismissed worker for reasons of discrimination or lack of reasoning that supports dismissal for disciplinary reasons;
- Introduce an accelerated procedural system for disagreements on the subject of dismissal, which results in the reduction of the respective costs.

6. Comparison of Article 18 Before and After Reform.

6.1. Before the reform.

Disqualification "without a fair or unjustified motive" is sanctioned under Article 18.

The judge may, in this case, decide:
- Reintegration into the worker's workplace;
- Payment of all monthly salaries from the date of dismissal to the date of reintegration into work.

But the worker had the opportunity to ask his employer to pay 15 monthly salaries instead of job reintegration.

6.2. After the reform.

The labor market reform in 2012 modifies article 18 and defines 3 sanctioning opportunities for unlawful dismissal on the basis of the job verifying verification:

1. Discriminatory nature or motive of illegal dismissal;
2. Non-existence of subjective justifiable motivation (dismissal for subjective disciplinary reasons);
3. Non-existent of objective justifiable motivation (break from objective economic reasons).

1. In cases of dismissal for discriminatory reasons, the judge decides the reintegration of the dismissed worker and the payment of 5 monthly salaries by the employer. Or paying 15 monthly salaries if the worker refuses to reintegrate to the workplace.
2. In the case of dismissal for subjective disciplinary reasons, when the judge determines unpaid dismissal, he punishes the employer with the reintegration of the employee and the payment of 12 monthly salaries. Even in this case, the employee is likely to receive 15 monthly salaries instead of reintegration.
3. In the case of dismissal for objective economic reasons, the judge decides to terminate the employment report and decide on payment in favor of the employee from 15 to 27 monthly salaries.

Exactly layoffs for objective economic reasons when an enterprise undergoes a major economic crisis, or has a deficit, has created major problems with regard to considerable number of complaints. In this case, the dismissed worker has a difficult faculty to prove that his dismissal from
work was not done for objective economic reasons, but for reasons of discrimination. In this case, it is up to the judge to decide.


For the sake of truth, the courts are also aligning the reformed Article 18 by addressing the problem differently and consequently resolving them. But more in favor of employers!

Another important fact is the privileged treatment that is being made to employees in the public sector in relation to private sector employees. Public employees are not only reintegrated in the workplace, but they are also entitled to compensation.

Given that Law Fornero was referred to "solely the problems of the private sector" and not the public one, it has brought the court to consider still applicable article 18 for the public sector, bringing not only the reintegration of a public official but also his reparation.

Thus, the Supreme Court of Italy in its decision no. 11868, dated 09.06.2016, established a principle of justice, according to which: "Protection of public employees dismissed in a lawful manner after the date of entry into force of Law no. 92, dated 28.06.2012 remains the one provided by Article 18 of Law no. 300, dated 20.05.1970".

But a completely different view is the decision no. 24157, dated 25.11.2015, of the Supreme Court, which states that "Law no. 300, dated 20.05.1970, applies to the public administration regardless of the number of employees. Article 18 of this Law, as amended by Law no. 92 dated 26.06.2012, applies also to public officials, despite the normative initiatives of harmonization of this law". The above reasoning is based on the fact that Article 51 of Legislative Decree no. 65, dated 30.03.2001, stipulates that the "Employee Statute (Law No. 300 dated 20.05.1970) with subsequent amendments and integrations applies to the public administration regardless of the number of their employees".

But, the last word remains to say to the United States High Court sections of Italy to decide which jurisprudential orientation will apply in conjunction with Article 18.

7. Conclusion.

Despite the justifications or political interests in the game, it does a fact here. The initiative for Article 18 reform has taken over the Italian Left. Exactly the Left, who has always proclaimed fighting for workers' rights. And it is precisely the workers who today feel abandoned and betrayed by that political side, to which they have always given their vote. This situation has brought a distancing of workers from left parties and relevant trade unions. This fact was also noted in the 2018 parliamentary elections, where the Left lost many votes and its natural electorate.

References

Article 51 of Legislative Decree no. 65, dated 30.03.2001
Article 6 of Legislative Decree no. 23, dated March 4, 2015.
JOBS ACT, Law no. 92, dated 28.06.2012
Law No. 300 dated 20.05.1970
Supreme Court of Italy, Decision no. 11868, dated 09.06.2016
Temperament in Children's Behavior

Ph.D. Irena Alimerko

University "Ismail Qemali" of Vlora

Abstract

In the way they behave in classrooms, engage in activities, follow directions and interact with peers and teachers, children differ from each other. Every child is born with a special way of learning. Children have their own way of reacting to the surrounding environment. Active and silent children adapt easily to new situations. The temperament is the one that decides on the choice of the child in the environment in which he is located. Recognizing the temperament of the child, we understand what makes him different and helps to develop it. Not all children accept change of people. We can make children aware of these changes and make it acceptable to them. The complexity of children's temperament has important implications for their behaviors and engagements in the classroom environment. Environments of primary class require that children react and adapt to multiple social, academic, and behavioral demands. Characteristics of children's temperaments indicate their inappropriate and exaggerated / or unexpected responses to the school environment (e.g. Thomas and Chess, 1977). Boisterous behavior has implications on children's abilities to engage in the classroom environment. Just because shy children tend to retreat from new stimuli and social situations, they may have limited opportunities to interact with teachers and peers in the classroom. (Coplan and Rubin, 2010). Fearless children are most likely to approach social situations but they may engage in behaviors that are of concern to classroom activities such as answering or interrupting the teacher's word. In gloomy children dominate the feeling of dissatisfaction and worry so these children do not fit their situation and their behaviors are not flexible. Most children are between the smooth temperament and hard temperament. Hence, the shy child is superimposed and the exaggerated child is in conciliation and both types of children seek support from adults to manage their behaviors in order to allow them to get maximum benefits from school experiences. Temperament education can only be done if educational work begins in early childhood when personality is in the process of formation and with the enrichment of experiences the child learns how to subject it to his conscious purpose. The best way is to find out what children want and to help them achieve this in their own way. Teachers need to understand the complexity of child development to make pedagogical decisions in the light of student needs and to support different social, emotional, and cognitive development paths.

Keywords: temperament, child, social situation, classroom environment, reaction, interaction.