

# UNIVERSITY GRADUATE RECRUITMENT AND SELECTION AS A PART OF BUSINESS STRATEGY: A CASE OF AN EMERGING MARKET

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## Abstract

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Kosovo businesses are mostly small and medium-sized in structure and have a very large weight in terms of the employment of university graduates in the country. In this regard, the main purpose of this study is to present the challenges which businesses in Kosovo are confronted with during the process of recruitment and selection of university graduates. The study uses mainly primary data, which were collected through an online questionnaire in a purposive sample of businesses operating in Kosovo. The questionnaire includes structured questions mainly with alternative and dichotomous questions, as well as an open question. This study uses the Pearson correlation and t-test for hypothesis testing, while the results are generally presented through tables and graphs using Statistical Package for the Social Sciences (SPSS) software. This study comes to the conclusion that the biggest challenge faced by Kosovo businesses in the process of recruiting and selecting university graduates is the lack of practical work on the part of graduates, as well as analysis of job requirements and the attraction of candidates with the right skills. The study also finds that business in the case of Kosovo considers that the skills needed from a graduate in order to get employed are the ability to work in a team, flexibility, public speaking, etc.

**Keywords:** Recruitment, Selection, Graduate, Challenge, Skills, Strategy

**Authors' individual contribution:** Conceptualization — B.F. and R.G.; Methodology — B.F. and R.G.; Resources — B.F. and R.G.; Formal Analysis — B.F. and R.G.; Validation — B.F. and R.G.; Writing — Original Draft — B.F. and R.G.; Writing — Review & Editing — B.F. and R.G.; Supervision — B.F. and R.G.

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## 1. INTRODUCTION

Human resource management is considered one of the most important activities in a company, this activity is of great importance (Al-Harerat & Halaseh, 2020), therefore, they give great importance to

companies as they now operate in an environment where everything changes very quickly and for this reason they must respond quickly to the demands for human resources (Nagarajan & Fathima, 2014). Every company that aims to achieve its objectives must first develop a working team for

the recruitment and selection process, where then a base of selected staff can be used for the various plans within the company (Kanagavalli et al., 2019). During the last years, the process of recruitment and selection is quite complex and dynamic for different companies. The biggest challenge is the selection of the best applicants, where these selections are made based on the data provided by the applicants (Rozario et al., 2019), where their knowledge should be analyzed, one step or one step ahead of the competition. Therefore, the activities and practices of human resources management play an important role in the adaptation of employees in different positions with the accelerated methods that are now created due to technological changes (Voca & Havolli, 2019).

The main purpose of this research is to highlight the challenges of recruitment and selection of Kosovo businesses, where there is a lack of work for the state of Kosovo, a country that is in transition and faces many different challenges, specifically for graduates.

The objectives raised in this study are as follows:

1) to interpret the challenges of the business in the case of Kosovo during the process of employee selection;

2) to show how businesses evaluate graduates and their skills in the job market.

Research questions raised in this study are as follows:

*RQ1: What channels does the business in Kosovo use during the process of recruitment and selection?*

*RQ2: What do businesses consider the main challenge faced during the process of recruitment and employee selection in the case of Kosovo?*

The importance of this research is due to the emergence of challenges that Kosovar businesses face during the recruitment and selection process, which is quite delicate for companies. In this regard, transitional countries like Kosovo lack such research.

The remainder of this paper is structured as follows. Section 2 reviews the relevant literature. In Section 3, the research methodology is presented. The research results are presented and discussed in Section 4, followed by Section 5, which is the conclusion.

## 2. LITERATURE REVIEW

According to Voca and Havolli (2019), human resource management is known as a continuous process of development, training, and education of human resources, where the main goal is the increase of individual, team, and organizational performance. Therefore, the identification of potential candidates for specific positions is crucial, it is like searching for the sharpest needles in a pile of needles (Rozario et al., 2019). Recruitment is the process of attracting the right and certain people, the process of evaluation is the process of evaluating them, as well as the process of goals for the system of newly accepted workers in adequate positions (Havolli, 2010). While Tesfahun (2017) points out that in order to have a successful recruitment, it must start with the proper forecasting and employment planning, where at this stage,

the company draws up plans to meet the needs of the company with the right staff. Selection is the second step in the organization and consolidation of potential candidates, where, in one of the four phases the most suitable candidate is chosen to fill the job (Abbasi et al., 2022). Alaj (2020) affirms that effective recruitment reduces the risk of presenting companies with a poor image in the operating market so in order to ensure the successful implementation of this process, it is necessary to improve the decision-making procedures for attracting qualified and experienced staff. The selection is done in different ways, depending on certain policies of the company and vacant positions, whereas for high managerial levels, the interview is done by experts in that field (Hamza et al., 2021).

Today's businesses are faced with many different challenges, including those of human resources, where one of the main challenges of human resource management is recruitment and selection, as this is recognized as vital for the company's effectiveness and competitiveness in the operating market since all companies try to be the best in the market (Konateh et al., 2023). Also, Andrei (2017) affirms that recruitment and selection are one of the most important activities in terms of human resources and the company in general, where, through recruitment and selection, a group of decisions is made that have to do with the future of the company because these employees will be the ones who will make important decisions for the future of the company. While Nedumaran and Rani (2020) affirm that market improvements have brought greater opportunities for graduates, they have more mobility now, such as job changes after a certain period of time. Companies are considering this as a challenge.

Various studies have shown that there are two types of main recruitment sources: internal and external (Okeke-Uzodike & Subban, 2015; Sinha & Thaly, 2013; Letam et al., 2022). According to Letam et al. (2022), the internal sources of recruitment are the filling of positions with the company's internal staff, while the external sources are when the company is forced to recruit candidates from abroad, a lack of internal staff, respectively, a lack of qualified persons for certain positions in the company.

For all companies, recruitment is the most critical part, since companies must be able to attract qualified applicants, but at the same time, these applicants must be a good fit with the company's culture and policies. Therefore, the company must be able to attract a large number of potential candidates to fill job vacancies (Paing & Tun, 2021). Considering that we are now in the era of globalization, where companies face many different challenges, especially during and after the COVID-19 pandemic, they must now also respect international standards, as well as follow the current trends in resource management human (Tomcikova et al., 2021).

According to Ghodasara (2023), the biggest challenges for companies during the recruitment process are:

- withdrawal of suitable candidates;
- engagement of qualified candidates;
- rapid employment of staff;

- building a name as a serious and stable employer in the operating market;
- creating an efficient process during the recruitment process;
- recruitment of life candidates in a fair way;
- ensuring a good and long-term experience for the candidate;
- development of the recruitment process based on candidate data.

The results of Adeosun and Ohiani's (2020) empirical research indicate that the main challenges faced by businesses are attracting candidates with the necessary skills and the issue of digitalization as a significant challenge and key strategy in recruiting potential candidates with the right qualifications and skills.

Based on the claims presented by the authors mentioned above, we have formulated the following hypothesis:

*H1: The challenges during the recruitment process for a business that operates in Kosovo is the analysis of job requirements and the attraction of candidates with the right skills.*

In the empirical research by Zinyemba (2014), it is said that the challenges faced by companies during the recruitment and selection phase are: misinterpretation of data, costs during this phase, changes in the structuring and modeling of the business, as well as, in certain cases, nepotism. While Nagarajan and Fathima (2014), in their research, point out that during the recruitment and selection phase, companies are faced with appropriate challenges to globalization, strategic priorities, analysis of the recruitment and selection process, as well as lack of motivation. While Samwel (2018) lists many challenges, the most important ones, according to him, are the lack of politics and effective recruitment, selection and retention procedures, technological changes in recruitment, the lack of good descriptions during the announcement to fill vacancies, lack of good continuous work plans, lack of trust in current and young workers, lack of interviewing skills for the selection of candidates by the staff of the human resources department, lack of appropriate and effective selection criteria for the right candidates. While van Doormalen et al. (2019), in their research, claim that during the most important phases of recruitment and selection, companies have the following problems: the lack of matching of jobs with their educational qualifications, the critical role of employees, high costs during the recruitment and selection phase, competition with other companies in the operating market, as well as formal recruitment strategies. According to Ye (2022), another difficulty faced by businesses during these processes for the introduction of the best candidate is the withdrawal of passive individuals who are very qualified but are not active in their new job search.

Nothup (2023) asserts that communication skills, teamwork, and flexibility are the most sought-after abilities by companies. Continuous improvement and development of these skills enable

career advancement for candidates and contribute to the growth of the company. These abilities also aid in the company's competitiveness, as they allow for further development and progress.

Based on the claims presented by the authors mentioned above, we have formulated the following hypothesis:

*H2: Business in Kosovo considers that the skills needed from a graduate in order to get employed are teamwork, flexibility, public speaking, and a branding diploma.*

In the findings of Napoleon (2020), it is said that today's businesses, especially those in IT, are trying to find qualified employees, in particular, they are the image of their companies. For businesses, the cost of the recruitment and selection phase is greater in cases where during the advertisement they cannot find the adequate candidate they are looking for, so the advertisement must be rewritten. In many challenging cases, there are candidates who have graduated but have no work experience.

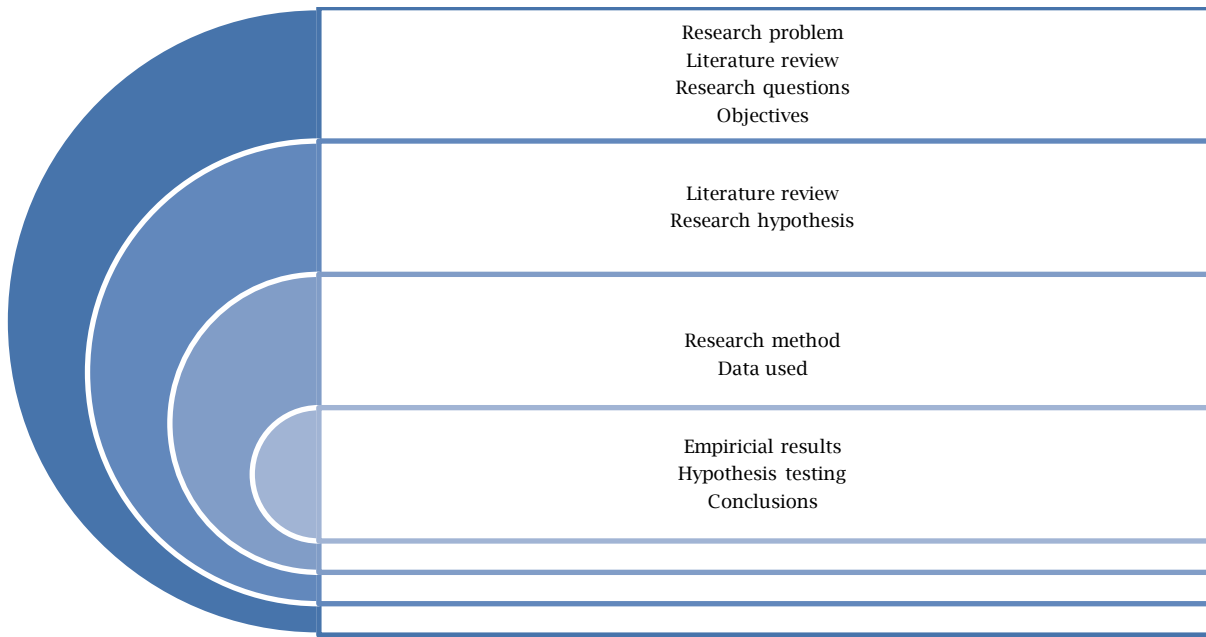
During the graduate recruitment phase, as mentioned above, businesses encounter many challenges, but the most important ones, according to Pollard et al. (2015), are inaccurate information, inconsistency of the candidate's skills with those of the announcement, and limitations of capacities and resources. Furthermore, in the empirical study conducted by Andrei (2017), it is stated that the challenges for companies are the rapid and consecutive changes that are occurring, making it difficult for some businesses to keep up with them. Unfortunately, many businesses in transitional countries, such as Kosovo, lack a recruitment culture, which then leads them to various challenges (Kar, 2017).

Also, the findings of the author's empirical research (Alaj, 2020), which has to do with the challenges of recruitment and selection for some Kosovo companies, show that they are many and different, but the most important ones are the cost of the announcement, the misinterpretation of data and qualifications, nepotism and favoritism, the location of the company, the rapid development of technology, as well as political interventions. Also, another challenge for Kosovo companies is the attraction of graduate candidates, considering that their aim is always large and well-known companies in the operating market.

### 3. RESEARCH METHODOLOGY

The research methodology followed in this study is the usual framework for research which begins with a problem statement, building a review of related literature, setting the research method and the tool for data collection, and then the hypotheses testing and discussion. The road toward the conducted research is presented using the general framework for research methodology as follows.

Figure 1. Research methodology framework



The research problem raised in this study is due to the business and their challenges in the case of Kosovo to select and recruit the right person with the right skills, specifically, whether the graduates meet the job requirements according to their profiles. Following a deep theoretical review, the relevant literature is analyzed and presented in the second section of this study. Using different international articles, there also the research hypotheses are raised in this study. In this study, the research method used is qualitative and the data used are primary data.

The data are obtained using the online questionnaire which was conducted for 6 months and includes 20 questions. The questions are structured general questions and one question which is an open question, which was planned to get the opinion of the business and their suggestions for graduates in order to get a job. In the structured questions, there were dichotomy questions, multiple questions, and Likert scale questions. For data analysis and hypotheses testing, the Statistical

Package for the Social Sciences (SPSS) program is used. The results are presented using tables and charts.

Pearson correlation is presented in the following equation:

$$r = \frac{\sum(x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum(x_i - \bar{x})^2 \sum(y_i - \bar{y})^2}} \quad (1)$$

where,

- $r$  = correlation coefficient;
- $x_i$  = values of the  $x$  variable in a sample;
- $\bar{x}$  = mean of the values of the  $x$  variable;
- $y_i$  = values of the  $y$  variable in a sample;
- $\bar{y}$  = mean of the values of the  $y$  variable.

#### 4. RESULTS

This section presents the results of the survey conducted with businesses in Kosovo in order to study the challenges they faced during graduates' employment. The findings are presented in Table 1.

Table 1. Descriptive analysis (Part 1)

<i>Type of business by the number of employees</i>				
	<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
Micro business	512.0	54.6	54.6	54.6
Small business	334.0	35.6	35.6	90.2
Medium business	24.0	2.6	2.6	92.8
Other	68.0	7.2	7.2	100.0
Total	938.0	100.0	100.0	
<i>Classifications of the business by their sector</i>				
	<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
Manufacturing sector	172.0	18.3	18.3	18.3
Distributive trade sector	499.0	53.2	53.2	71.5
Value chain sector	164.0	17.5	17.5	89.0
Construction sector	38.0	4.1	4.1	93.1
Agricultural sector	55.0	5.9	5.9	98.9
Mining and quarrying sector	10.0	1.1	1.1	100.0
Total	938.0	100.1	100.1	

Table 1. Descriptive analysis (Part 2)

<i>The channels business use during the recruitment process</i>				
	<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
Employee referrals	404.0	43.1	43.1	43.1
Social media platforms	394.0	42.0	42.0	85.1
Website	120.0	12.8	12.8	97.9
Online job boards	20.0	2.1	2.1	100.0
Total	938.0	100.0	100.0	
<i>The impact of human resources management toward business growth</i>				
	<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
Positive	818.0	87.2	87.2	87.2
Negative	52.0	5.5	5.5	92.8
Neutral	68.0	7.3	7.3	100.0
Total	938.0	100.0	100.0	
<i>The challenges business faced during the process of recruitment and employee selection</i>				
	<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
Communication skills	228.0	24.3	24.3	24.3
Foreign languages	120.0	12.8	12.8	37.1
Computer skills	160.0	17.1	17.1	54.2
Practical skills	430.0	45.8	45.8	100.0
Total	938.0	100.0	100.0	
<i>The impact of the globalization toward recruitment and employee selection</i>				
	<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
Yes	470.0	50.1	50.1	50.1
No	452.0	48.2	48.2	98.3
I have no comment	8.0	0.9	0.9	99.1
Neutral	8.0	0.9	0.9	100.0
Total	938.0	100.0	100.0	
<i>The biggest challenge toward recruitment process of viewpoint of business in the case of Kosovo</i>				
	<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
Yes	882.0	94.0	94.0	94.0
No	56.0	6.0	6.0	100.0
Total	938.0	100.0	100.0	
<i>The preparation of university graduates to join the labor market</i>				
	<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
No	64.0	6.8	6.8	6.8
Yes	874.0	93.2	93.2	100.0
Total	938.0	100.0	100.0	
<i>The greatest factors that impact business due to their own experience during the process of recruitment and selection of employees</i>				
	<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
The nepotism	602.0	64.2	64.2	64.2
Unfair competition	224.0	23.9	23.9	88.1
Unattractive sector for young people in the country	112.0	11.9	11.9	100.0
Total	938.0	100.0	100.0	
<i>The impact of career fairs during the process of recruitment and selection</i>				
	<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
No	566.0	60.3	60.3	60.3
Yes	328.0	35.0	35.0	95.3
Neutral	44.0	4.7	4.7	100.0
Total	938.0	100.0	100.0	
<i>The soft skills the graduates deal with in general on view point of business</i>				
	<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
Poor motivation	131.0	14.0	14.0	14.0
Lack of innovation	359.0	38.3	38.3	52.2
Lack of creativity	264.0	28.1	28.1	80.4
Poor teamwork	88.0	9.4	9.4	89.8
Other	96.0	10.2	10.2	100.0
Total	938.0	100.0	100.0	
<i>You consider team work as very impart for employees</i>				
	<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
Totally agree	684.0	72.9	72.9	72.9
Agree	84.0	9.0	9.0	81.9
Neutral	36.0	3.8	3.8	85.7
Do not agree	48.0	5.1	5.1	90.8
Totally do not agree	86.0	9.2	9.2	100.0
<i>You consider the ability of the flexibility as very impart for employees</i>				
	<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
Totally agree	684.0	72.9	72.9	72.9
Agree	84.0	9.0	9.0	81.9
Neutral	98.0	10.4	10.4	92.3
Do not agree	36.0	3.8	3.8	96.2
Totally do not agree	36.0	3.8	3.8	100.0

Table 1. Descriptive analysis (Part 3)

<i>You consider public speaking of graduates as a necessary skill</i>				
	<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
Totally agree	684.0	72.9	72.9	72.9
Agree	84.0	9.0	9.0	81.9
Neutral	98.0	10.4	10.4	92.3
Do not agree	36.0	3.8	3.8	96.2
Totally do not agree	36.0	3.8	3.8	100.0
<i>You consider that a branding degree graduated at good university can bring you the best candidates</i>				
	<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
Totally agree	684.0	72.9	72.9	72.9
Agree	84.0	9.0	9.0	81.9
Neutral	36.0	3.8	3.8	85.7
Do not agree	62.0	6.6	6.6	92.3
Totally do not agree	72.0	7.7	7.7	100.0

In the above table, the data from the survey are presented conducted in a sample of 938 businesses. The targeted sample was 1000 businesses that operate in Kosovo but the valid questionnaires were only 938. Of the whole 938 businesses, 512 declare that they are micro businesses, 334 of them are small businesses, 24 of them are medium businesses and 68 of them declare other. Via results presented in the above table, we can identify that almost all the respondents belong to micro and small enterprises which are in line with other findings mentioned in the literature review that almost all business in developing countries, specifically in Kosovo, are micro, small and medium-sized taking into consideration the number of employees.

The above table presents the classifications of the business by their sector: 53.2 percent of the business which responded to the survey are operating in the distributive trade sector, 18.3 percent of them are operating in the manufacturing sector, 17.5 percent are operating in the value chain sector, 5.9 percent in agriculture, 4.1 percent in the construction sector, and 1.1 percent in the mining sector and quarrying sector. Also, the table above shows that 43.1 percent of the businesses included in the survey refer to employee referrals as the most used channel during the recruitment process, 42 percent use social media, 12.8 percent use the website and only 2.1 percent use online job boards. On the question "How does human resources management impact your company to grow?", the businesses responded as follows: 87.2 percent positive, 7.2 percent neutral, and 5.5 percent declare negative. The above table presents the challenges business in Kosovo deal with in the process of recruitment and selection: 45.8 percent of the businesses declare as a challenge the practical skills of the employees. This means that the graduates lack practical skills; 24.3 percent declare as challenging communication skills, followed by 17.1 percent of the businesses that consider computer skills as a challenge, and 12.8 percent of them consider foreign language skills as a challenge.

In the question "Do you think that globalization has impacted you to develop new strategies toward

recruitment and employee selection?", 50.1 percent of the respondents declare "yes", 48.2 percent of the respondents declare "no", 0.9 percent declare "I have no comment", and 0.9 percent declare to be neutral.

In the research statement: "You consider that the biggest challenge during the recruitment process is the analysis of jobs and the attraction of candidates with the right skills", 94 percent of the respondents are of the opinion "yes" and only 6 percent declare "no". In the question "Do you think that university graduates are sufficiently prepared for the labor market?", 6.8 percent of the businesses declare "no" and only 93.2 percent declare "yes". This may be also addressed and linked to the previous question on which businesses declared that the graduates lack practical skills and also are not well prepared to join the labor market.

On the question "Which of the following challenges has the greatest impact on the recruitment and selection process?", 64.2 percent of the businesses declare that the greatest impact on their own experience during the process of recruitment and selection has nepotism, 23.9 percent declare unfair competition, and 11.9 percent declare that the job at the private sector seems unattractive for young people in Kosovo. In the responses obtained on the question of what the businesses think about career fairs and if they help during the process of recruitment and selection of employees, 60.3 percent of the businesses declare that career fairs do not help them in the process of recruitment and employee selection, 35 percent of them declare "yes", and 4.7 percent of them declare neutral.

In the above question "Please specify which of the following soft skills you consider as graduates deal with in general", 38.3 percent of the business declare a lack of motivation, 28.1 percent declare a lack of creativity, 14 percent of them declare poor motivation, 9.4 percent declare poor teamwork, and 10.2 percent declare other. The above table presents the Likert scale questions. When about 73 percent of the whole businesses in this survey totally agree that teamwork, flexibility, public speaking, and branding degree are of great importance to get graduates toward their job.

**Table 2.** T-test for hypothesis testing one

<i>You consider that the biggest challenge during the recruitment process is the analysis of jobs and the attraction of candidates with the right skills</i>				
		<b>Yes</b>	<b>No</b>	<b>Total</b>
<i>Type of business by the number of employees</i>	Micro business	468	44	512
	Small business	334	0	334
	Medium business	16	8	24
	Other	120	12	68
<b>Total</b>		874	64	938

In this cross-tabulation table, two variables, the *Type of business by the number of employees* and the statement "*You consider that the biggest challenge during the recruitment process is the analysis of jobs and the attraction of candidates with the right skills*" are presented; 468 micro business declare "yes",

44 "no", in total 512. For small businesses, 334 of them declare "yes"; for medium businesses, 16 of them declare "yes", 8 of them declare "no", and other 120 of them declare "yes" and 12 of them declare "no". Following this table, the result from the t-test for *H1* testing is presented.

**Table 3.** Chi-square tests

<i>Label</i>	<i>Value</i>	<i>df</i>	<i>Asymptotic significance (2-sided)</i>
Pearson chi-square	66.045 <sup>a</sup>	3	0.000
Likelihood ratio	73.195	3	0.000
Linear-by-linear association	3.357	1	0.067
No. of valid cases	938		

Note: a. 2 cells (25.0%) have an expected count of less than 5.

*Testing of H1:* Based on the results obtained from the chi-square tests, in this case of analysis, the Pearson chi-square asymptotic significance (2-sided) is 0.000, thus we can accept the hypothesis

*H1* that the biggest challenge during the recruitment process in the case of businesses which operate in Kosovo is the analysis of job requirements and the attraction of candidates with the right skills.

**Table 4.** Pearson correlation matrix

<i>Variables</i>	<i>Pearson results</i>	<i>You consider teamwork very important for employees</i>	<i>You consider flexibility very important for employees</i>	<i>You consider public speaking of graduates as a necessary skill</i>	<i>You consider that a branding degree graduated at good university can bring you the best candidates</i>
<i>You consider teamwork very important for employees</i>	Pearson correlation	1			
	Sig. (2-tailed)				
	N	938			
<i>You consider flexibility very important for employees</i>	Pearson correlation	0.214**	1		
	Sig. (2-tailed)	0.000			
	N	938	938		
<i>You consider public speaking of graduates as a necessary skill</i>	Pearson correlation	0.211**	0.889**	1	
	Sig. (2-tailed)	0.000	0.000		
	N	938	938	938	
<i>You consider that a branding degree graduated at good university can bring you the best candidates</i>	Pearson correlation	0.207**	0.898**	0.933**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	938	938	938	938

Note: \*\* Correlation is significant at the 0.05 level (2-tailed).

*Testing of H2:* The Pearson correlation results reveal that teamwork is positively correlated with flexibility at a Pearson correlation of 0.214, is also positively correlates with public speaking at 0.211 Pearson correlation, and teamwork is also positively correlated with the branding degree, graduated at good universities as this brings to the business the best candidates is positively correlated at 0.207 Pearson correlation. The Pearson correlation shows a positive correlation in general, thus we can conclude that businesses, in the case of Kosovo, consider that the skills needed from a graduate in order to get employed are teamwork, flexibility, public speaking, and a branding diploma.

## 5. CONCLUSION

The results of this study show that businesses in Kosovo, as well as businesses globally, face various challenges during the selection and recruitment phases. The main challenge they face is attracting candidates with the necessary skills that align with the company's requirements, as indicated by the results of this research from the chi-square tests, in this case of analysis, the Pearson chi-square asymptotic significance (2-sided) is 0.000. This challenge is significant because companies are doing everything within their capacity to have these individuals as part of their staff. The attraction of

these individuals is challenging, as globalization has made its impact, and many of them are already working for various international companies. Furthermore, other challenges include teamwork, flexibility, and candidates' public speaking skills, where many of them hesitate to present themselves in front of the public. This is supported by the results of the analysis, which confirms this assertion. The Pearson correlation results reveal that teamwork is positively correlated with flexibility at a Pearson correlation of 0.214, it is also positively correlated with public speaking at 0.211 Pearson correlation, and teamwork is also positively correlated with a branding degree, graduated at good universities as this bring to the business the best candidates is positively correlated at 0.207.

Bearing in mind that the topic of human resources is now very important and essential for most companies, where the last years are faced with different challenges with these departments, the main aim of this study was to analyze and to bring the challenges faced by the business in Kosovo toward employee recruitment and selection. It was found that the challenges faced by businesses in the long case of Kosovo's recruitment and selection process, consider the practical skills of employees. Similarly to this result is also the result of Ye (2022). In order to overcome this challenge, candidates should approach the practices in different businesses in advance, in order to always be one step ahead of other competitors. Another challenge faced by Kosovo companies during the recruitment and selection process of candidates is communication skills. The results of this research are similar to Gajdosikova's (2021), where it is said

that communication is important during this process and necessarily after the employment of the candidates, the most suitable means of communication between the candidates and the human resources department must be found. Also, the use of technology is very important for candidates who are in the recruitment and selection process (Nikolaou, 2021).

Recommendations that are given in this research are that candidates have more practical work before graduation so that after graduation they are more ready for employment and be a competitor in the market. Also, to attend technology training in order to be in step with the times in terms of competitiveness in the market, as well as to have the most skillful communication skills. Meanwhile, the recommendations for businesses to overcome the challenges presented during these processes are to always have employees with professional experience within their staff, even if it may be costly initially. However, this investment can bring significant benefits. They should conduct interviews themselves rather than relying on recruitment agencies, as they know well the company's policies and what they are looking for. They should not always seek employees who are already well-versed in technology since it is constantly evolving. Instead, employees can undergo various training programs.

The obstacles or limitations of this research were due to the lack of studies in this field for Kosovo companies, where through these studies, we would have had the opportunity to compare challenges in the past and now. Additionally, Kosovo companies could have taken into account the recommendations given by those studies.

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