

UNIVERSITY OF LJUBLJANA  
FACULTY OF ECONOMICS

MASTER'S THESIS:

**AUTHENTIC LEADERSHIP: HOW PERSONAL LEGACY,  
EDUCATION AND IDENTITY CONTRIBUTE  
TO THE LEVEL OF UNIQUE VISION**

## **AUTHORSHIP STATEMENT**

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## INTRODUCTION

Authentic leadership is a recent field of scientific research conducted by different scholars and scientists. Authentic leadership has evolved because of the turbulent times the global market faces in the current century (Avolio & Gardner, 2005). An authentic leader purpose is to create deep organizational transformation, which will increase the performance of the organization. Authentic leaders have a deep sense of purpose and a strong commitment to their values (George, 2003). Having a clear purpose and showing their true values means that leaders are authentic while performing a task and they also work according to their individual values, which create unique values for the company as well. This paper provides elementary insights about leaders' vision and their true values, and analyses regarding self-awareness as a psychological component with which authentic leaders are familiar.

Based on Avolio (2004), authentic leaders are individuals who are deeply aware of how they visualize, think, and know exactly how to act in a process. Authentic leaders are perceived by others as being aware of their own values, knowledge, and strength; aware of the context in which they operate; and confident, optimistic and having a strong character. Furthermore, self-awareness describes how an individual is conscious of his or her own behavioural habits, emotions, wishes, thoughts and images that flow throughout his/her being (Kegan, 1982; 1994). Therefore self-awareness describes how authentic leaders understand their own way of visualizing, a thought process which makes them different while performing in task.

This thesis provides insights into how individual past experience, education, and identity define the level of a leader's vision. A leader's self-awareness about his/her character is the main psychological component which is used by the authentic leader to create his/her own unique vision in a certain project. An authentic leader's vision is well articulated and creates a path for guiding the organization towards future trends and overcomes the status quo (Daft & Richard, 1999). However, this paper argues that a leader's unique vision makes connections between the leader's past experience, education, and personal identity and the leader's character, current organizational needs, and future desires or wishes.

The main purpose of this thesis is to provide insight into the development of an authentic leader's unique vision. The contribution of this thesis is in attempt to understand the way a leader operates within a certain situation. It explains the correlation between the personal authenticity characteristics and goal characteristics. Therefore, specific research questions of this thesis are:

1. Is personal authenticity the motive of having a unique vision that leads to a certain goal?
2. Is authenticity used by an individual in order to visualize the road of success for a certain goal?
3. Does each individual goal create a unique path that a person has to follow?
4. Do all people know how to achieve their goals, and is failure caused by a wrong turn on the path of the goal?

## 5. How can we better match unique vision factors with goal characteristics?

Furthermore, this thesis will explore personal legacy, education and personal identity as roots of authenticity. It then will be easier to understand the leader's unique vision because authenticity is the source of people actions and thoughts. Specific goals of this thesis are:

1. To examine how much people take into consideration their life experience in their decision making process;
2. To measure how childhood contributes to adult attitudes in order to assess if actions and thoughts of a leader are unique or borrowed;
3. To estimate if authenticity is a process that evolves over time or remains unchanged;
4. To understand on what level education contributes to individual character, creativity, and knowledge;
5. To describe how personal identity affects a leader's success or failure;
6. To assess if an authentic leader's behavior is affected by external factors or if a leader behaves based on their personal principals, knowledge, experience, education, and ambitions while making a decision; and
7. To understand the concept of being original while making decisions, and determine if this individual originality can help the leader in being unique and successful.

This thesis provides information about the correlation between personal legacy, education and identity with authenticity. It also explains the relationship between personal authenticity as a source of information, knowledge, and creativity and unique vision as a personal planning horizon with each step elaborated in detail to determine the path that leads to success.

The first section of this thesis explains a leader's unique vision and analyses how individual past experience, education and identity affects the leader's vision. Thus, leader's unique vision is developed as consequence of personality development and leader's self-clearance is the way how the three individual life factors (Past Experience, Education, and Identity) determine a leader's perceptions about the needs an organization and its future goals.

Finally, all subheadings from 1.4 to 1.10 would show empirical form of doing research related to this thesis. I got as a case of empirical research the Peja Municipality for analysing its leader in order to provide enough arguments how past experience, education and identity effected his character and perception about municipality needs and future objectives.

## 1 LEADER'S UNIQUE VISION

Leader's goal is to create space for managerial manoeuvre for transformation of the organizational environment in order to increase the overall performance in the company. Authentic leaders are known as individuals behaving purposefully which means they have a clear vision for an issue, great focus on the path of the goal and knows exactly the end of the desired goal (Moore & Diamond, 2000).

Vision is the main point of this thesis in order to clarify how authentic leader visualize his/her objectives. So first, in table 1, some definitions about vision concept to understand its original meaning will be provided.

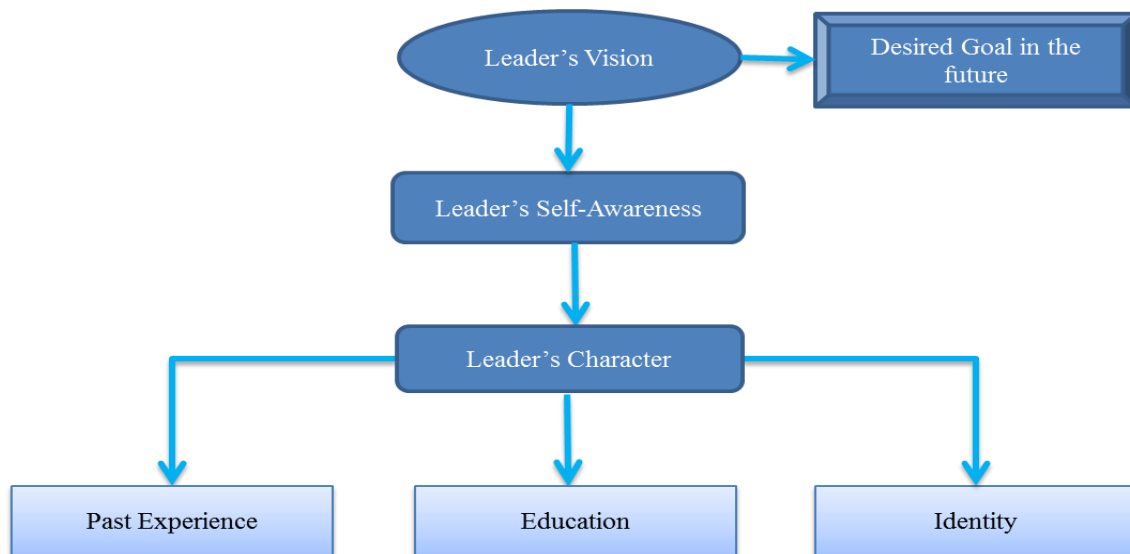
Table1. Summary on Vision Concepts by Different Authors

Nr	Author	Year	Definition
1.	Nanus	1992	Vision is the path articulated to make a successful transition from the present situation to the future which is real, credible and optimistic.
2.	Kotter	1996	Vision is the picture which describes the future where people want to be.
3.	Wilhelm	1996	Leaders create their own vision to rich the future trends successfully and they have abilities to articulate in details the vision to their subordinates in order to do role delegation while transforming the vision in practice in order to achieve certain goal in future.
4.	Douglas, Burtis, & Pond-Burtis	2001	Vision is source of the presence which tends to move in the future in order to change the environment.

Source: D. Archbald, *Vision and leadership: Problem-based learning as a teaching tool*, 2013, p 136.

All definitions describe the importance of vision when an organization faces challenge in a certain time. Just managing the situation is not enough to keep the organization in safe but leadership should provide a well-articulated vision to create premises for accelerated success in future (Archbald, 2013). Thus, authentic leader has ability to understand the current state in organization and understand deeply the goal state he wants to achieve because he connects the present time with the future throughout his true values generated from the past experience, education and identity. This thesis aimed to describe that leader's vision in whole depends on which level the self-awareness is developed and that level is fully determined by individual character formed on the basis of past experience, education and identity.

Figure1. The Theoretical Model of MT



Based on figure1, the final stage labelled as desired goal achievement is the tangible product or service (objective) accomplished as consequence of articulated vision in details that represents intangible product or service (Idea).

Moreover, goals have to be well developed in order to emphasize each step needed to achieve all objectives. Leader's objectives and vision are the same, there is only an idea transformation in reality but both contain the same values. In order to have successfully idea transformation, vision must be in harmony with leader's core values. Core values are our insight standards which determine our character and it is considered as source of individual beliefs, attitude, behaviour, and skills (Grusenmeyer, 2016).

Therefore core values determine how an individual visualize future objectives. This thesis emphasizes that authentic leaders are known as individuals who think and act based on their true character. Rogers (1959) describes personal authenticity as the way individuals are in harmony with their basic nature and appropriately see their personality traits including values, emotions, abilities etc. Based on Kegan (1982, 1994) and Jordan (2002), the self-awareness describes how an individual is conscious about oneself behavioural habits, emotions, wishes, thoughts and images which flow throughout his/her being. Thus, individual character and self-awareness determine the level of unique vision.

Below, this thesis provides a table with character strengths a leader may have and then throughout further analyses for past experience, education and identity we can understand how an individual thinks, acts and visualizes objectives differently from others.



Table 2. Character Strengths' and their Meanings

Nr	Character Strength	Description
1.	Honesty	It describes how an individual speaks and behaves authentically.
2.	Creativity	It describes how an individual has his/her unique way of doing things.
3.	Prudence	Prudence means that an individual hesitate to act.
4.	Judgement	Judgement means how an individual before getting a choice will examine from any angle the possible results.
5.	Love of Learning	Love of learning means that an individual do not lose any opportunity to his/her knowledge
6.	Perspective	Perspective means that even when an individual does not feel self-confidence, others believe on his/her abilities.
7.	Bravery	Bravery means that an individual is consistent on his/her thoughts and acts based on his authentic beliefs and desires
8.	Curiosity	It means that an individual easily learns how to act in a process.
9.	Leadership	Leadership strength means that an individual has ability to transform a situation and includes other people in the process too.
10.	Appreciation of Beauty	Appreciation of Beauty means that an individual appreciate beauty and excellence on their performance in a process.
11.	Fairness	Fairness means that an individual is involved in a decision making process without getting into consideration his/her feelings.
12.	Humility	Humility means that an individual does not promote his skills and knowledge to others, but he/she shows modesty
13.	Hope	An individual acts, thinks and believes on behalf of future successes.
14.	Perseverance	Perseverance means that an individual is very consistent on work.
15.	Social Intelligence	It means that an individual knows exactly how to motivate people to work hard and increase their performances
16.	Spirituality	It means that an individual believes on the purpose and acts with accelerated steps to fulfil his/her inner beliefs
17.	Zest	An individual reflects high satisfaction and consistency in a process.
18.	Gratitude	It means that an individual is aware for his advantages
19.	Kindness	Individual focuses to help others and he hasn't got distinctive ego
20.	Self-Regulation	An individual has got in control own feelings and actions, and likes discipline.
21.	Forgiveness	An individual always gives to others the second chance
22.	Teamwork	An individual leads the group throughout being loyal & charismatic

Source: J. Smith, *Character strengths profile*, 2011, p 4.

## **1.1 The impact of people legacy on their personal development**

This thesis aimed to provide information how past experience contribute to personality development. From the earlier psychological investigations about personality development done by psychologists and researches can be seen that the substantial results explain the strong relation between the past experience and personality development. An individual attitude is directly affected by his/her decisions did in the past and all information got from past experiences would reflect future choices (Arad, 2012).Based on Festinger (1957), the effect of past experiences on future choices are known as cognitive dissonance which explains how people wish to have consistency on their way of getting professional or life decisions. Most of time people tend to repeat their actions even if there is another more attractive alternative to be chosen. Therefore people legacy do affect their personality development and they keep consistency on attitude on future decision making processes.

Personality traits shape individual attributes which make an individual being different from other individuals (Roberts, Wood & Caspi, 2008). But, personality would change throughout life course, where it begins developing from childhood life stage and continues the process of development till the end of maturity (Walton & Viechtbauer, 2006). The young and old ages are periods when people's personality is not stable compared with middle age which contains stability on belief, attitude, behavior and wishe (Specht, Egloff & Schmukl, 2011).

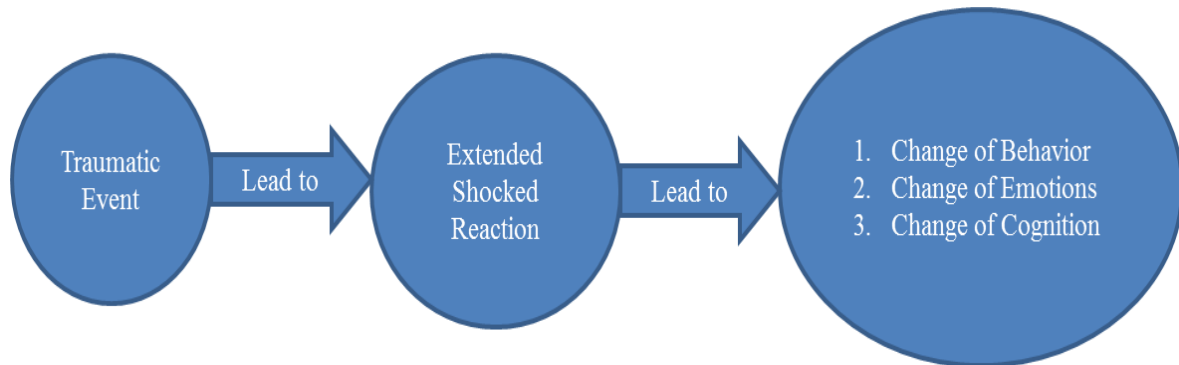
The whole leader's unique vision is depended on how stable the personality of a leader is including his/her thoughts, feelings, beliefs and wishes (Tellegen, 1988). The motives of the personality change could be based on genetic factor which is known as essentialist perspective of personality change analyses and environment factor that are described as contextualise perspective of personality change analyses (Neyer & Asendorpf, 2001). Based on McCrae and Costa (2008), intrinsic maturation concept describes that the change of personality was caused as a result of biological maturation and not from past life experiences, known as environmental factor. But, Bleidorn (2009) in a scientific study describes that personality change could be a result of both factors such as genetic and environmental or past experience too. Change of personality is affected by life events on certain age which a person experienced including social and occupational events.

### **1.1.1 Childhood trauma effects on adult personality**

Trauma concept examines how children or young people experience a forceful event which affects his/her emotional well-being. Traumatic events in the early stage of lifecycle cause a direct effect on child's behaviour. Most of the childhood traumas are exposure to domestic violence, community violence and physical or sexual abuse. All of these traumatic experiences have deep influence over the child's physical, emotional, cognitive and social development (Perry, 2003). Therefore, all children who survive traumatic events would

inherit later on consequences on their way of living, how they percept the community and family, and they will not be fully aware about their core values (Perry, 2003).

Figure2. The Impact of Childhood Trauma on Adult Personality



Source: D. Perry, *Effects of traumatic events on children*, 2003, p 1.

Traumatic event causes a threat moment for an individual. Threat may come from internal (pain, angry etc) or external (environmental factors) sources. The first response to that traumatic event is called alarmed reaction or extended shocked reaction which explains how an individual faces that moment (Perry, 2003). While facing a traumatic experience, an individual brain starts to be organizing for both mental and physical responses to the threat. If the threat continues, being present for longer period of time, the body goes to deeper physical and mental changes to create proper responses for the threat.

Table3. Cognitive, Behaviour, and Emotional Changes while Experiencing Traumatic Events

Cognitive Change	Behaviour and Emotional Change
Lack of free communication	Shows very aggressive behaviour
Low level of attention while engaging in a task	Acquire e deep attention over his/her both positive and negative behaviour
Low level of memory	Shows lack of desire to be involved in the society
Not interested to develop own skills and abilities	Imitate continuously all experienced traumatic events, especially in adult period
Poor success in the learning process	They use abusive vocabulary
Lack of self- awareness	They feel anxious, fear and avoid real life, instead they create their imaginary world that does not correspond with reality

Source: National Child Traumatic Stress Network, *Early childhood trauma*, 2010

The cognitive, emotional, and behavioural functions (feeling, facts, thinking, behaving, planning, and rationality) all these psychological components cause mental change because of the consequences the threat generated which are faced for a period of time by the individual. While an individual experiences traumatic events, his/her feelings, behaving and thinking are directed from the most primitive part of the brain. The individual starts being isolated from external world factors and create inside world which is directed by his/her imagination (Perry, 2003).

Furthermore, Traumatic events shattered individual self-esteem, security and desire to create the vision for the future; instead they start to find responses to fight against the threat because the event would be present all the time for a long period of time to a person who experienced a traumatic event (National Child Traumatic Stress Network, 2010). Children who experienced a traumatic event would face a change on their brain development where they would be emotionally more vulnerable. More specifically the brain of children who experienced traumatic events has got reduction of brain cortex size.

The brain cortex area is responsible for the individual emotions, thinking, memory, language, awareness and consciousness. As such, all these psychological components would affect the personal IQ of certain child who was part of traumatic experience, thus the person on later stages of lifecycle would inherit disabilities to exhibit their true self including thinking, emotions, being aware about their core values and be conscious (National Child Traumatic Stress Network, 2010).

The most ordinary psychological mechanism that children and adults use to react against threat is dissociation mechanism. This mechanism explains how a person ignores the outside world actions and they focus only on their inner world throughout creating special facts which are unique because of the fantasy they use to argument their behaviour and thoughts (Perry, 2003).

Finally, a child who has experienced an abusive moment (traumatic event), using the same responses for the future experiences, especially in adulthood, people tend to react in the same way, even when the situation is different; he/she would be aggressive or abusive with others (Horton, 2003). Childhood trauma leads to emotional and health problems in adulthood and when people are engaged in a decision making process could not be able to be rational, analyze and take in consideration current facts but they always link the current problem with the one experienced in the early stage of lifecycle (Schoedl et. al, 2010).

Childhood trauma has got a deep impact over people on the way how they create the vision for a certain task in adulthood because these experiences lead people to health and emotional disorders. People are attacked always by the same situations and repeatedly fight traumatic events in adulthood due to the consequences from the childhood. Therefore, they do not count on real facts of the problem, they do not show interpersonal communication

skills, they are not concerned to develop social behavior, and instead they would create an imaginary world which excludes external factors (National Center Brief, 2012).

### **1.1.2 Actions in the past affect individual behaviour**

This thesis elaborates how an individual had acted before in a decision making process and does correlation of the past experience with the current individual behaviour. A cognitive approach explains behaviour concept as centre of individual attitude and beliefs (Morris & Marzano, 2012). An individual uses actions from past experience as key source of information to build his/her behaviour for certain issue. This process is considered as individual learning process when people throughout repetitive experiences find their way of getting solution for a certain issue (Grings, 1973).

Based on Bandura (1974) behaviourism concept is deeply related to the conditioning concept which describes the correlation of experiences throughout life periods. Therefore, conditioning term describes the learning process individuals gained from past experiences and then people use it to react cognitively in future decision making processes. From that point of view, actions from past experience and current individual behaviour are related unconsciously or automatically. People connect dots between life events and problems they'll face in the future.

An individual uses as a main source of their deed, the information gathered from the past experience. People use their thoughts in order to evaluate what behaviour to use and how to act in a decision making process. Therefore, information from past actions is like a guide that leads to appropriate results required by the individual (Bandura, 1974).

Individual measures the consequences derived from past experiences in order to fit his attitude and beliefs with the results of certain action. Furthermore, people are concerned for the feedback provided from external and internal factors. As external factor is considered others feedback about results achieved from an individual and as internal factor is considered when an individual evaluate his/her own performance based on his/her basic beliefs and attitude (Goldfried & Merbaum, 1973).

Seen from social-psychology perspective, behaviour is constructed as a consequence of individual learning process from past experiences. People are getting used to act in same way when the situations are repeated. Most of the time, individual behaviours are made habitual, thus the decision making process would be easier for an individual because the case is familiar for him/her (Triandis, 1980). The habitual behaviour is unconsciously performed in decision making process and the individual uses the same actions regularly when the environment he/she operates is identically based on past experiences.

This thesis shows that past actions are related with current individual performance because of the habitual behaviour. But, an individual does not always use habitual behaviour

consciously as the goal also determines the type of action. Therefore, individual self-awareness helps an individual to act properly in order to get the best performance for a recommended response. Based on Bolles (1972) a person first set the goal then he/she acts to achieve it. The goal set by an individual determines how the person decides to act, but the independence for selected actions is evident while people are engaged in a decision making process.

Table 4. Behavioral Transformation

Elements which lead to behavior transformation	Description	Ways of individual reaction
Threat	A traumatic event which causes psychological or physical pain	Raise self-awareness
Reactance	Not following a recommended response	Individual wants to be sure that he/she is not manipulated by others while are engaged in a decision making process
Cues to Action	All factors included to decide about a decision making process	Increase communication to include others to make decisions
Fear	A psychological effect by an unknown circumstances	Fear cause lack of self-confidence
Response Efficacy	Believing that a recommended response will fit required performance	It makes sure that the recommended response is a successful story
Self-efficacy	Individual self-esteem perception	Increase self confidence
Intentions	An individual wish to transform recommended responses	Explains if the behavior is in accordance with goal
Attitudes	Explains individual beliefs and attitude toward recommended response	Compare the current beliefs and values before trying a transformation
Barriers	A situation by which the individual cannot transform a recommended response	Be aware about internal and external obstacles while an individual is engaged in e decision making process
Benefits	Positive performance	Communicate the good results
Subjective Norm.	When an individual is affected by other's opinion	Compare the similarities of an individual with other engaged in e decision making process

Source: The World Bank, *Theories of behavior change*, 2016, p 1-2

Furthermore, an individual measures how successful was in a process from past period in order to know what actions to undertake in the future. It does not mean that habitual behavior leads the person unconsciously to act in a process because an individual consciously evaluates his past performance in order to raise level of success in future taken decisions. Finally when actions are repeated many times, the future decisions are guided by habitual behavior. This paper would provide some of the elements which describe how a habitual behavior is transformed because an individual has to find the way to raise the performance

The table above describes how an individual behaviour is constructed and his/her beliefs, attitudes and past experience could change in the future due to some external factors which are totally dependable of the situation prevailed at a certain moment. Finally, actions from past experience determine current behaviour unconsciously but the individual behaviour in a decision making process could change if the situation determines a need for change.

### **1.1.3 The role of culture on personality development**

This thesis describes the role of culture in the context of society on personality development. The analyses show that personality and culture are controversial topics because the personality exhibits individual thoughts, behaviour and attitude and the culture in the context of society determines the common behaviour, mentality and tradition (Triantis & Suh, 2002). Therefore, culture is made up of people thoughts, beliefs, and attitudes which have got impact over an individual behaviour, attitude and beliefs, but also an individual may affect the environment he/she lives in.

Based on Shweder (1991) there are some characteristics which make the distinction between common culture and individual personality. Individual Personality includes a limited space of values compared from the context of society where it presents diversity values. Because of the culture, the child's personality has to be transformed in later stages of lifecycle. A child gathers information from society including behaviour, tradition and beliefs and uses them as source of individual development. The greater the cultural diversity the less will be the impact on the individual personality and external factors do not have a fundamental impact over an individual accommodation in a given environment. All this shows that life experience affects the personality development.

Based on Triantis and Suh (2002) personality is formed by both genetic and environmental influences. Culture as the paper discussed earlier is one of the most influential features toward individual personality. Role of culture between society and an individual is transmitted throughout communication (language), living in the same historic period, and interpersonal dependency. Culture affects personality development throughout biological factors. Ecology is one of the factors which expresses the idea of how the socialization process is conducted (Maccoby, 2000). Socialization process describes links of children with their parents and the consequences of this relation in later stages of lifecycle.

Based on Rohner (1986; 1999) the socialization practices and personality are link in the case when parents accept their children and as consequence of this situation a child would be sociable, shows stable emotions, increases self-esteem and sees the world from positive perspective. Another way when parent reject children then in adulthood stage of lifecycle they reflect unstable emotions and behaviors to an individual.

Furthermore, this thesis shows two of the most important cultural dimensions in order to understand how people behave to those circumstances. Collectivist culture shows people's interdependence from their family, tribes and nation and to protect common norms created by the society they live in (Mills & Clark 1982). There are two ways of collectivist culture which shows how people react in a society. The vertical way describes how people respect communal authority and social norms and respect the fundament of hierarchy (Bond & Smith, 1996b). Horizontal way of collectivism describes empathy and cooperation within society (Triandis & Gelfand 1998).

Individualism dimension describes the other side of collectivism. Individualism dimension is made up of the vertical individualist culture which describes high level of competitiveness to gain the top level of hierarchy. Individualism intention is to be independent and unique within an environment (Triandis & Gelfand 1998).

Finally, this thesis will describes some of the differences the two dimensions have. From the cognitive perspective, people in collective culture see the environment as less or more fixed (fixed norms, tradition, and duties). People in individualist culture are egocentric and they see themselves less or more stable including their attitude, behavior, and thoughts (Chiu 1997; Chiu & Hong 1999; Hong 2001; Su, 1999). From the perspective of motivation, people in individualist culture wants to be unique while are engaged in a duty compared to people in collectivism culture who want to succeed together with the group they are engaged to (Kim & Markus, 1999). Furthermore from the perspective of well-being people, people with individualist culture have more self-esteem (Heine, 1999) and are more optimistic than people with collectivism culture (Lee & Seligman, 1997). People with collectivism culture use indirect communication with others comparing to people in with individualist culture and from perspective of ethics collective culture they prefer community code than individualists who prefer autonomy code (Holtgraves 1997).

#### **1.1.4 The role of family culture on personality development**

This thesis brings to the discussion how the individual personality is developed. Then theoretical background of personality concept examines that it is formed as consequence of intense interaction between individual inner life and environment as external factor. Personality concept describes all objective and subjective perspectives to an individual including his/her thoughts, behaviour, beliefs and attitude (Kucuk, 2012). Furthermore personality is the totality of physical, social and mental characteristics. From that point of



view this thesis tries to relate the role of family culture as external factor with individual personality development.

Based on Kucuk at al., (2012) the culture determines the attitude and behaviour of the individual. Family is an entity which delivers value to a child which most of them are inherited. From this perspective family culture affects individual beliefs, attitude and behaviour. During the childhood, a factor as family has primary effect over child when the personality is in the process of development and later on, this duty is taken from other social factors which start interfering in that process of personality development. Therefore, the role of family is a crucial factor of being mentally, socially and physically well. Family culture is the source where a child creates the basis of socialization. So, family culture is responsible for the consequences an individual experiences in later stages of lifecycle. In order to elaborate the impact of family culture on personality development, this paper will elaborate how the child is affected by family culture. Further analyses about childhood experience in family lead us to understand better individual behaviour, attitude and beliefs in the future as key features of adult personality development.

Family culture helps a child to build self confidence in a social group. Self-confidence feature determines the level of how motivated a person may be while is engaged in a duty and this term is known as a fundamental personality features (Benabou & Tirole, 2001). Self-esteem is important concept because it measures how a person values him/herself and helps to increase the mental health too (Neff, 2011).

Family prepares the environment where the child is socially accepted. The environment within family creates safety for children which face emotional and social change also due to the personality development (Aufseeser, 2006). Family provides basic advice for child who faces very elementary life problems including interpersonal communication (Kucuk, 2012). All members within family have different types of personality, thus they create the environment which a child starts to think about his/her first wishes. Child in a family learns how to create verbal and social habits (Kucuk, 2012).

## **1.2 The effect of education on people authenticity**

This thesis elaborates two characteristics of non-cognitive skills: nature characteristic describes how personality traits are heritable and nurture characteristic explains how personality traits are formed because of external factors such as social factors, family background and environmental factors (Dahmann & Anger, 2014). Therefore these two mechanisms (nature and nurture) are dependent to each other and these are crucial factors which form an individual skill advantages (Cunha & Heckman, 2007). The development of individual skill goes parallel with personality traits development and based on Costa and McCrae (1994) personality traits start developing in the early stage of childhood then later the individual personality would be more stable.

In nurturing feature is also included the educational factor which doesn't affect directly the personality traits from the early stage of childhood to later stages of lifecycle especially in adulthood (Dahmann & Anger, 2014). Therefore, the benefits of education for an individual are gaining of knowledge and skills. Furthermore, education is the source of gathering the information in order to create rational and independent thoughts while an individual is engaged in a decision making process (Jackson, 2011).

This thesis tries to explain from perspective of psychology how the educational experiences do affect cognitive skills. Educational experiences increase the individual critical reasoning and raise the intelligence, so people could gather information about an issue and learn how to do interpretation of the information to others in required circumstances (Rutter, 1983). Furthermore, based on Heckman (2007) educational experiences lead to a change of non-cognitive factors. Thus education is considered having a direct impact over personality traits and on 19<sup>th</sup> century education was used to create people's character and a mature personality (DeRaad & Schouwenburg, 1986).

Personality traits have neurophysiologic construction that distinguishes the individual thoughts, behavior and attitude which should be in harmony with the specific environment criteria (Roberts & Jackson, 2008; Tellegen, 1991). Personality traits are not unchanged structures but because of different external and internal factors change is possible throughout lifespan, especially on late adolescence and early adulthood periods (Baltes, 1997; Roberts, Wood & Caspi, 2009). Therefore this thesis will elaborate how education will contribute to the level of personality traits change.

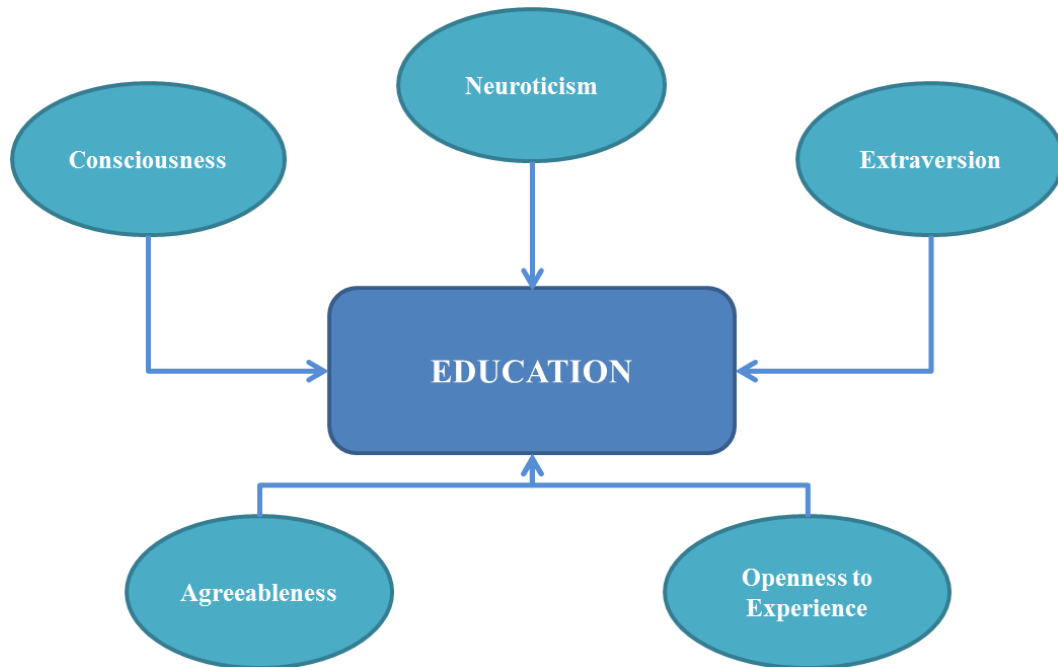
First, individuals choose to select experiences based on their preference that are compatible with their personality traits (Caspi & Bem, 1990). Consciousness is one of the big five personality traits which the concept refers to being aware about oneself 'score values, be self-organized and be active while planning to act (Barrick & Mount, 1993). People who are conscious about their actions know exactly to what experience being involved. This personality trait (consciousness) is very much related to academic achievement during the educational levels (Abe, 2005). Consciousness from academic perspective could be assessed based on grades or other exams taken in school.

Furthermore, this thesis will describe other personality traits associated with education and one of them is agreeableness. This personality trait (agreeableness) is associated with teachers' instruction on how to improve their skills, be disciplined on their duties and work hard for a specific task in order to have better performance (Vermetten, Lodewijks & Vermunt, 2001).

Extraversion as one of the personality traits is associated with interpersonal experiences and people with extraversion trait are socially acceptable. During the education period they learn how to work, behave and contribute for the best of the group (Jackson, 2011). But,

people who are associated with this personality trait could be on their disfavor as may produce low level in their work performance (Jensen-Campbell, 2002).

Figure 3. Education Associated with Big Five Personality Traits



Source: P. Coetzer and S. Rothman. The big five personality dimensions and job performance, 2003

Individuals who are associated with neuroticism personality trait may not succeed on the duties where they have to provide solutions because since elementary school they have been emotionally misbalanced and can't benefit from teacher's instructions (Lounsbury et al., 2003). People with low neuroticism have less stress and can have better performance first in school and later in a decision making process (Jackson, 2011). Open to experiences is the final trait of personality and individuals who associated with that trait can create large horizon of life opportunities, for example, their carrier depends on individual abilities to accept every experience as likelihood to learn something.

### 1.2.1 Education, cognitive skills and vision

This thesis tries to emphasize that the most important goal of education is to equip an individual with appropriate knowledge to think critically and solve difficult problem in order to survive in the century we live (Kraft, 2016). Educational researchers study the learning process throughout different experiments and measures, but they assess in cooperation with psychological scientists who claim that learning process is totally related with individual cognitive skills (Borman, Hewes, Overman & Brown, 2003; Hanushek & Rivkin, 2010). Psychological scientists try to elaborate some of the concepts related to the cognitive skills in order to analyze the individual independent mental skills.

Psychological scientists study the cognitive skills development and the focus is over the three most important parts of cognitive abilities including processing speed, working memory and fluid reasoning (Cowan et al., 2005). These three inter-related cognitive abilities change over time; it starts to develop in the early stage of life or childhood and continues throughout the adulthood and this process makes the differences between the people performances in a certain decision making process.

Processing speed is a cognitive ability which describes how efficiently the information can be processed (Kail & Salthouse, 1994). Working memory capacity is a cognitive ability which describes how the level of different information can be processed and in case of high level how much it is maintained in mind (Cowan, 2005; Gathercole, Pickering, Knight, & Stegmann, 2004). Fluid reasoning is a cognitive ability which describes how to find the best solution for a problem (Engle, Tuholski, Laughlin & Conway, 1999).

These mental abilities are in harmony and are dependent variables where a failure of one of them means low individual performance including vocabulary learning, problem solving and misunderstood information (Engle, Kane, & Tuholski, 1999). Therefore all three mental abilities are related to academic performance and cognitive skills could be developed explicitly in school during the academic years from elementary school till university.

Furthermore, this thesis elaborates cognitive skills acquisition as the process of problem solving (VanLehn, 1995). Scientists are curious to analyze problem solving concept because facing a difficult problem causes deep disorientation in a certain process (Duncan, 1959). Problem solving process is considered as a fundamental criterion of change from certain situation to another in order to achieve the objective for transformation (VanLehn, 1995). Researchers were concentrated to further analyses about the process of problem solving with two or more physical actions and not with less than two because these processes are considered as not difficult and low risky. There are two fields developed since 1960: decision making process which describes how individuals have to make a choice under uncertainty and reasoning concept which describes how an individual come to a conclusion throughout some mental inferences which this thesis elaborates into the next section (VanLehn, 1995).

### **1.2.2 The development of rationality**

This thesis tries to explain how intelligence and rationality are the two different concepts because an individual could be intellectual and irrational at the same time (Reyna & Farley, 2006; Stanovich, 2006). Based on Acemoglu and Robinson (2012) poverty in one country hasn't been developed just because of unknown circumstances happened in a given time but poverty is totally consequence of wrong actions taken by the government where decisions provided by them (government) haven't been appropriate. Furthermore, both of these concepts (intelligence & rationality) are part of individual cognitive abilities which a

person uses to manage situations. But, based on Toplak, West, and Stanovich (2013) judgment and decision making are two consequences of rational thinking because an individual must take into consideration all the information and analyze it in order to avoid uncertainty and provide balanced solutions for a certain case.

Thinking rationally means having a future objective with a clear vision including the usage of appropriate information, knowledge and skills for certain issue. Therefore, an individual has to be authentic and aware about one-self's values and characteristics of the issue in order to reach the objective set in the beginning. Rationality concept is not inherited genetically but it is developed as a consequence of many life experiences. Cognitive scientists mention two categories of rationality which are instrumental and epistemic rationality (Toplak, West & Stanovich, 2013).

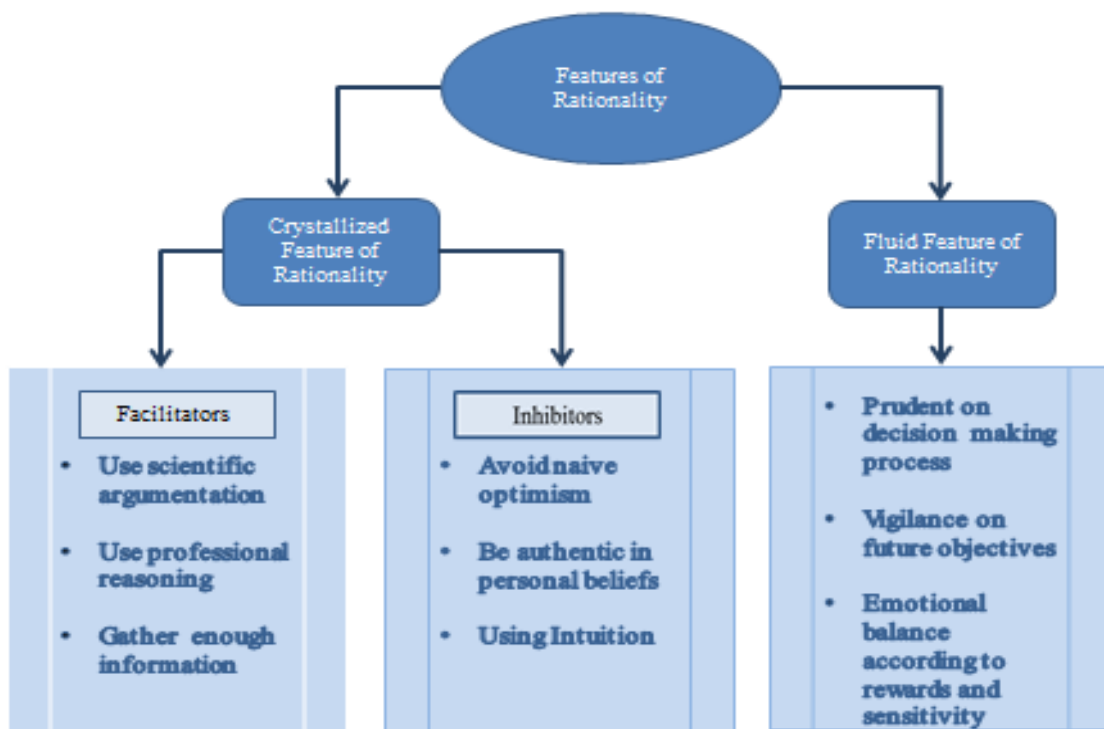
An individual while is engaged in a decision making process tends to focus on the benefits of the decision. Instrumental rationality concept describes how individual's behavior is in favour of profit maximization or utility maximization from certain situation (Baron, 2008; Dawes, 1998). Utility maximization could be elaborated also as a way an individual measures the benefits of his goal achievement. It means the larger benefits got from a decision making process the bigger utility of that issue is. Individuals use instrumental rationality in order to get rid of inconsistent individual preferences about how to create vision in order to achieve the goal; dependency of external factors on the way how the individual visualizes thoughts; minimize consequences in a difficult decision making process to avoid irrelevant information to affect the decision making process; focus on the long term benefit better than short term benefits.

Epistemic type of rationality means how an individual uses his/her beliefs in a decision making process and otherwise this type of rationality is called theoretical rationality (Manktelow, 2004; over, 2004). Individual preferences are determined by core values of certain personality and many scholars deepened their studies about people who use epistemic rationality on them. Based on Toplak, West, and Stanovich (2013) one of the features of this concept is avoiding high level of self-confidence while are getting a decision; trying to change the meaning of hypothesis; and change real information gathered for certain issue with personal intuition.

Furthermore, this thesis elaborates the development process of rational thought. A rational thought is divided into two main parts: crystallized rationality and fluid rationality. Fluid rationality is the basic component of rational thought because it describes how a person faces a problem throughout reflective mind which leads a person to the desired outcome (Stanovich, 2011, p. 193). Individuals who use this concept of rationality (Fluid Rationality) are prudent when they provide arguments about an issue; they are totally aware about the advantages and disadvantages of certain decision process; they don't act emotionally in the process but they try to provide rational choices.

Crystallized rationality is separated into two different parts: facilitators and inhibitors. Facilitator part describes how important is to use scientific arguments in order to have a successful decision about an issue. An individual tries to gather enough information about the problem and after that he/she behaves professionally during the analyses of this information.

Figure 4. Progress of Rational Thought



Source: M. Toplak., F. West & E. Stanovich, *Assessing the development of rationality*, 2013, p 7-35

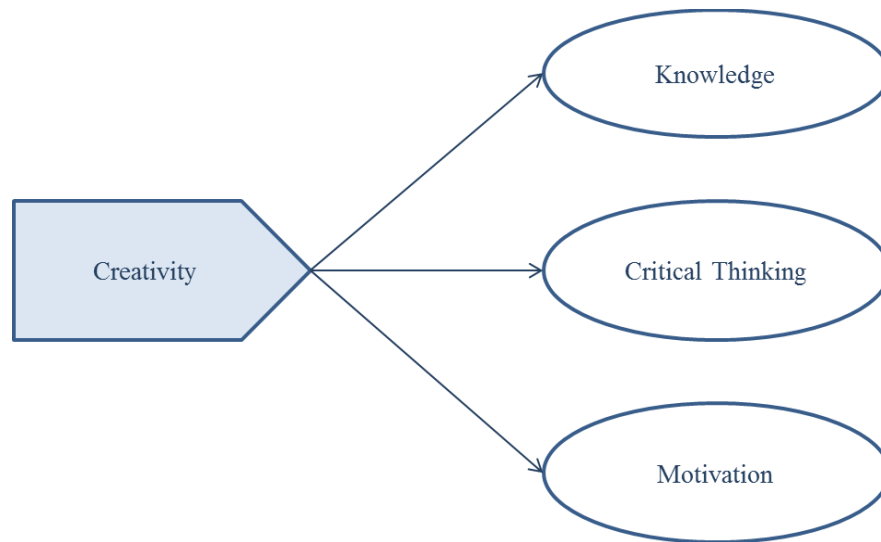
The impact of education on rationality development is very high. Based on Moshman (1990) schools have purpose to develop students character and students learn how to develop their cognitive skills. Schools use different programs and activities in order to develop students' abilities and skills to think rationally. Finally, rationality is defined as a self-reflective process which connects the dots of personal core values with the characteristics of individual objectives (Moshman, 1989; Moshman & Hoover, 1989). Therefore, education is crucial for development of individual rationality in a decision making process.

### 1.2.3 The improvement of creativity

This thesis tries to evaluate how creativity is developed to individuals and understood sources of innovation in individuals. First, theory of creativity means generating new imaginative ideas while individuals are involved in a decision making process that causes a radical transformation of certain situation (Newell, 1972). Therefore the main objective of

creativity is the individual thinking beyond prevailing boundaries which raise individual curiosity and avoid conventional procedures, ideas and rules (Candy 1997; Schlange & Juttner, 1997). Based on Amabile (1992) creativity has three main features: knowledge, creative thinking, and motivation.

Figure5. Creativity Framework



Source: K. Adam, *The sources of innovation and creativity*, 2006, p 5

Knowledge characteristic of creativity means to gather all information needed to have a relevant choice (Amabile, 1992). Furthermore, knowledge is divided into two important ways: in deep experience which helps individuals to understand the situation of a problem in order to find credible solution, and long term focus helps individuals to gain technical skills (Adams, 2006).

Critical thinking characteristic of creativity describes how individuals behave based on their personality traits in a decision making process (Amabile, 1992). There are four characteristics that form the critical thinking:

1. Challenge arguments with others and tries to get rid of status quo in the end of decision making process,
2. Advise previous experience from different life situations,
3. Dare to get in difficult situation and does the best choice possible,
4. Ability to step away from one situation to get back later with totally new perspective.

Motivation characteristic of creativity describes the source of individual activity which can be intrinsic passion and interest to the work itself (Amabile, 2006). There are two ways of motivation which increase the creativity: intrinsic motivation which describes how an individual works based on his/her internal satisfaction, interest and values; extrinsically motivated person who works based on short term in order to get immediate reward (Adams, 2005).

Furthermore, thesis elaborates three important abilities for having creative work: synthetic ability, analytic ability and practical ability (Sternberg & Williams, 1996). Synthetic ability is the probability to generate as much as we can totally new idea; analytic ability means providing new ideas and then analyzing them if they are appropriate for the situation an individual is involved; Practical ability is to convert theory in real situations and transform also abstract ideas into real actions (Sternbergs & Williams, 1996).

Schools are the most important part of the development of the individual creativity and innovation. Numerous activities, programs and techniques are promoted by schools in order to help students to increase their creative and innovative abilities. Brainstorming is one of classroom activities which teachers want to use in order to help students to provide numerous ideas for certain issue independently and logically in their own way (Adams, 2005). Finally, education provides the infrastructure for students to develop their creative and innovative abilities.

### **1.3 Personal Identity as a Source of Being Unique**

Individual identity concept from the perspective of psychology means how an individual uses his/her past experience in order to build a unique image for oneself. Self-identity connects dots from past experience, current situation and future goals to create a narrative identity. Therefore a narrative identity shows that there is a continual process between life periods which built the individual identity. Individuals try to create their self-identity in order to be definable and recognizable in the society they lived in. But, the question is, if identity changes over time or it would be constant for a long period of time? The analyses show that there is a relation between numerical identities or being the same person and qualitative identity which depends on how an individual may be the same person with his/her past experience or he/she wants to develop own identity based on life future goals (Bostrom & Sandberg, 2011).

Self-identity is different from social identity. Psychological scientists describe social identity as the way an individual behaves in a group of people (Bostrom & Sandberg, 2011). Social identity includes different social roles which an individual uses to adapt in a certain situation. Individuals built a large psychological structure of social identities and use them separately throughout adapting each one of these identities with the group of people identities including culture, sexual and gender features (Nissenbaum, 2009). Therefore, an individual develops his narrative identity in order to understand what social role to use in a decision making process.

This thesis elaborates the transition period from childhood lifecycle to full adulthood lifecycle. This period is totally shaped by family culture, society culture, school and other past experiences including bad and good life events (Schwartz, 2016). This point of transition leads an individual to be prepared for using major roles in order to communicate



with other mature people from certain social group (Larson, Wilson, Brown, Furstenberg, & Verma, 2002). Individual age development means that after childhood and youth life cycle a person enters a new psychological and physical development known as adulthood (Arnett, 2000). But this process of transformation is complex and an individual faces the moment by being guided from individualist perspective which means be selfish throughout behaving, thinking, acting and believing only based on oneself 's values or an individual could be guided from collectivism perspective which means to behave, think, act, and believe only based on social values (Schwartz, 2016).

There are two types of identity: personal identity and cultural/ethnic identity. Personal identity is referred to ones goals, beliefs and values (Schwartz, 2001) and this type of identity has been studied by researchers in different life domains including occupational choices, family relations and other social circumstances including moral standards (Schildkraut, 2005). Cultural/ethnic identity is related more to the individual sensibility on values, beliefs and goals of society. Based on Erikson (1968) adolescence is a life period of dynamics of identity synthesis and identity confusion. People who are more self-aware about their identity values are more prepared to get into the social roles to have mature interpersonal communication (Beyers & Krenke, 2010), vice versa, individuals who are not aware about their values, beliefs and goals are not able to have clear mature interpersonal communication (Schwartz & Beyers, 2011).

Furthermore, this thesis elaborates two classes of identity: role and type class. Role class of identity means an individual behavior, action and routines in a given situation. This class of identity includes parents' identity role, pilot role, taxi driver role, doctor role etc.; all of these roles are part of the individual identity. Type class of identity describes how an individual shares ones characteristics to others including his/her beliefs, thoughts, behavioral traits, attitude and core values (Fearon, 1999).

### **1.3.1 Self- transcendence as an element of personal identity**

In the previous section, this thesis emphasizes that personal identity means creating a role with certain attributes in order to adapt it in a certain situation within society.

According to many researchers identity is considered as a false mask where an individual is hidden for not showing his/her true personality values. This happens because of many reasons and one of them is that individual personality traits reflect individualism perspective and not collectivism perspective. Self-transcendence concept means that an individual can communicate with other social factors in the world not by covering himself/herself with a false identity but consciously uses their inside core values to create wonderful interpersonal communication (Frankl, 1966). Every human being could be open to the world if everyone creates a quality moment with the external factors in the world (Osin, Malyutina & Kosheleva, 2016).

Furthermore, an individual may see him/herself from external different angles and behave in a situation throughout using unlimited variety of possibilities (May, 1958, p. 74). Transcendent capacity gives to an individual unlimited space for maneuver to get best solution in a situation. Therefore, a person while is involved at any situation can be motivated not by his/her inner core values but by universal values which are considered as meta-motivational process (Maslow, 1971). An individual can be motivated better when he/she is not totally concentrated on one self's core values but leaves him/herself open to universe which it creates numerous possibilities for individual success (Rivera, 2006).

This thesis tries to bring in discussion four aspects of how transcendence process affects an individual while interacts with external factors in the world and these are: perception and presence, awareness and consciousness, intention and will and space and time.

Table4. Four aspects of Self transcendence

Perception and Presence	Awareness and Consciousness	Intention and Will	Space and Time
Perception does not mean to become aware about external factors in the world because also the man is part of the world. Perception is an individual becoming aware of everything in the world including his/her being. Presence is when an individual become aware for anything at every time.	Awareness means when an individual understand the existence of the environment which is surrounded, he/she would be part of the living context. Consciousness means an individual integrating him/herself with something throughout being aware.	Intentionally and free will mean the active self, acting in the world throughout perception the presence of real world.	Space and time are materialistic. Space is homogenous but with interchangeable dimensions where all entities can conquer a piece of it. Time exists only at one time in presence and an individual can't perceive only the present moment.

Source: Segeswary, *Existence and transcendence*, 2004, p 46, 49, 52 & 54

### 1.3.2 Intrinsic and extrinsic motivations will satisfy personal needs

Motivation concept describes how an individual was inspired by internal or external factors to act in a process (Ryan & Deci, 2000). Motivation process reflects individual energy, direction and consistency which lead to a desired goal. Therefore motivation is in the centre of psychological studies as such researchers find it as a part of biological and cognitive regulation (Ryan, 2000). There are two measures of motivation: level of motivation or how much is inspired an individual while is involved in a task and orientation feature which means an individual can be motivated only in tasks he/she shows

interest (attitude, goals, and beliefs) to work in (Ryan & Deci, 2000). Thus, an individual performance in a decision making process is totally dependable on his/her leadership and motivational abilities (Nader, 2016).

There are two ways an individual can be motivated for a task: external motivation which means other factors make pressure to somebody to move forward and is internal motivation which show an individual authenticity while is engaged in a task. Internal motivation reflects self-confidence, authentic value and consistency and an individual feel satisfaction while is performing in a task different from the external motivation which is kind of complementary type of motivation by which an individual is motivated other than being satisfied by the process (Ryan & Deci, 2000). Extrinsic motivation could have a negative impact over internal motivation in order to understand better these two concepts, this thesis elaborates some of the characteristics of intrinsic and extrinsic motivation.

This thesis elaborates four characteristics of extrinsic motivation: reward, future reward, personal need and reputation. Reward includes increase of payment in form of money or goods and this kind of motivation helps individuals to see the rewards as trophy after a good performance in a task (Sansone & Harackiewicz, 2000). Future rewards means that a good performance would be compensated by increase in a position after a period of time (MacLeod & Malcomson, 1998). Reputation feature means when an individual is interested in his/her image, respect of others toward him/her after a committed performance in a job (Nov, 2010). And the last characteristic of extrinsic motivation is the personal need which means an individual looking for a good rewards and reputation while performing in a task (Larson & Rusk, 2011).

Even Intrinsic motivation is consisted of four features: feeling challenge, sense of control, deep attention and feeling energized. Feeling challenged characteristic means that an individual is curious about new experiences and he/she is ready to challenge him/herself to reach certain objective (Lepper & Henderlong, 2000). Sense of control means that individual tends to show self-confidence while performing an activity (Bandura, 1997). Deep attention means being aware and conscious about the goal characteristics and all the focus toward the task an individual is involved. The final characteristic is feeling energized which means an increase of one self's satisfaction by performing an activity and enjoying the whole process throughout seeking also self-reward after the performance (Larson & Rusk, 2011).

This thesis tends to point out the importance of second feature or so called sense of control of intrinsic motivation which it means that an individual is consistent on tasks derived from his/her vision. Therefore, an individual who is consistent on work and never show a reason to withdraw from certain project, he would perform better in a certain task compared with another one who always shows doubt for the path of goal achievement.

## **2 EMPIRICAL STUDY OF LEADER'S UNIQUE VISION USING CASE OF PEJA MUNICIPALITY**

### **2.1 Research Approach and Objectives**

The purpose of qualitative and quantitative types of research is to assess how past experience, education and identity contribute to the level of leader's unique vision throughout taking into consideration interviews with the leader and his directors from Peja municipal institution and prepared questionnaire for citizens who completed the survey.

The quantitative survey is prepared to diagnose the current awareness of people for the performance of the leader in Peja municipal institution and to provide information for the following core survey questions:

1. Is there awareness for the projects initiated by the leader of Peja municipal institution after the election of 2013?
2. What is citizens' impression about the leader's performance?
3. Are projects initiated by the leader a priority for citizens of Peja?
4. Does the leader communicate clearly his vision for future objective to citizens of Peja municipality?
5. How citizens' evaluate the leader's priorities?

The qualitative research includes two interviews, one with the leader of Peja municipal institution and the other one is with his directors. The main purpose of this research is to provide answers for the following questions:

1. How past experience contributed to leader's vision?
2. How do bad and good events from the past experience affect current personality traits?
3. How does family culture affect his behavior?
4. How does education contribute to leader's vision?
5. Does school institution raise individual awareness?
6. Does education increase level of rational choices?
7. Does education raise individual creativity?
8. What identity does the leader of Peja municipality build?
9. What are the leader's cognitive skills and what does affect its development?

The objective of the research is to assess leader's vision in a decision making process in order to achieve future goals set by him. This research aims to provide information about how the leader of Peja municipality chooses his priorities and the way how he builds the vision in order to achieve these priorities or goals. Leader's vision is the most important part of this research and factors including past experience, education and identity, and would be basic point of analyses in order to measure leader's performance. Furthermore, citizens of Peja would assess leader's performance because citizens have provided the researcher with credible data in order to not be biased in the end.

## **2.2 Methodology**

The research conducted for this thesis is empirical, based on quantitative type of survey in the first section and qualitative survey in the second section. The quantitative survey structure (Appendix B) is based on well-organized questions separated into three sections and it is a paper based survey. The first part of the quantitative survey includes general questions which examine the first experience of the citizens with the staff that provides the services. This part tends to examine opinions of citizens about how they perceive vision of their leader. Leader of Peja has promised for a transformation of staff in the local institution of Peja municipality, thus, this part of survey would provide information about his performance in one of the areas of his vision.

Furthermore, in order to provide transparency to exclude any kind of confusion from citizens side about the purpose of this survey, this thesis provides introduction part with all necessary questions in order to inform the citizens for the goal of the survey. Moreover, the main objective of this section is to gather information if citizens' are familiar with their possibilities to address their specific concerns to the departments of local institution of Peja municipality.

The second part of quantitative survey includes organized questions as well which examine the interpersonal communication skills of staff members with citizens who ask for a service. This part gathers information for citizens' impression for service quality, staff responsibility and level of access to these services. Furthermore, this part of survey is to compare the leader's answers from the interview with citizens' experiences in order to understand the reality.

The final part of quantitative survey is related to citizens' opinion about leader's promises shared during election in 2013 and his performance to achieve objectives. Questions prepared are to realise whether citizens are aware of the projects initiated by the president of Peja Municipality and to measure how much the projects effect the people's life. Furthermore, this part evaluates every feedback of the individuals for President's image.

The qualitative survey structure (Appendix C) is divided into two interviews. The first interview is made with the president of Peja Municipality, Mr. Gazmend Muhaxheri elected in 2013. This thesis questionnaire structure is created to identify how past experience, education and identity effect the core values of Mr. Gazmend Muhaxheri's personality. Questions provided in the interview try to examine his vision delivered during the election and measure his performance to achieve his goals. The first part of qualitative survey is to evaluate Peja President's personality in order to know how much unique is his vision about the projects he initiated.

The second interview is made in cooperation with three directors in Peja Municipality including the health department, education department, and administration department.

Directors who have participated in this survey are Fatmir Asllani (Department of Administration), Petrit Loci (Department of Health and Social Wellbeing), and Besim Avdimetaj (Department of Education).

Furthermore, the second interview structure includes questions about how leader communicates vision to his subordinates; evaluate leader's interpersonal skills and examine how much does the leader of Peja Municipality motivate his subordinates. This interview measures also the level of leader's performance and how he contributes to the increase of his subordinates' performance.

### **2.3 Research Process**

Taking into account the perception before the beginning of the survey, that leader's vision is a complex process of analyses because of individual personality traits which are hidden deep in the unconscious part of the human brain. Leader's unique vision is the mirror of his/her personality including behaviour, thinking, feeling and acting.

Based on personality traits individuals might be aware about their core values which then they use to build a strategic plan to achieve their goals. Therefore, both quantitative and qualitative types of survey are designed to analyse the development of individual personality and how personality is affected by past experience, education and identity in the process of individual self-awareness which is also known as basic characteristic of the leader's vision. As a case for this research the president of Peja municipal institution, Mr Gazmend Muhaxheri is used.

The quantitative type of research is planned to study how citizens percept leader's vision for the city development. The prepared questionnaire is paper based and it is a directly taken survey with citizens taken from the close area of the local institutions, thus, it is excluded going throughout internet. The questionnaire prepared in that survey is generally easy to respond and it is not tricky which means all the citizens have responded to the survey. The basic reason of that survey is the first impression about the municipality institution and its leader from the citizens' perspective. It is important to evaluate how does the leader of Peja municipal institution communicate his vision to the citizens and measure the level of the leader's performance for the period of three years.

The qualitative type of research includes two interviews and one is prepared for the president of Peja Municipality who is also target of this research and the second interview is done with his subordinates who explain some virtues of their leader. The questionnaire is prepared to understand the experience directors have with their leader including interpersonal communication, overall performance and future goals. The survey is conducted face to face with the directors from the three most important departments in municipal institutions including Department of Administration, Department of health and Department of education.

The questionnaire for the second interview is prepared to understand how the past experience, education and identity affects the leader's vision. In this interview Gazmend Muhaxheri as leader of municipal institutions was asked for his life experience, more precisely what are the life factors which interfere now in his way of thinking in a decision making process. Furthermore, he was asked about his education and how the education affects his personality.

Finally, in this interview Gazmend Muhaxheri was asked about the differences of his personal core values and his identity he created to be modified in any situation. The interview was committed face to face and it lasts 3 and half hours. Furthermore he allowed the researcher to participate in one of the cabinet meetings to observe if some of the information given in the interview is coherent with a real situation the leader faces in practice. Finally, this interview was planned to provide arguments how the leader builds his strategic plan to perform in every task towards the main objective or leader's goal.

## **2.4 Limitation and Exclusion**

The main goal of this research is to gather credible data from both quantitative survey and qualitative type of survey. Based on the research process, researcher has concluded two research limitations: Quantitative sample size and lack of diversity used as criterion to select the directors questioned in the interview.

The defined sample of the 38 citizens participated in the quantitative survey should be larger than that and this number is considered as one criterion which limited the research process. Most of the citizens participated in the survey declared positive attitude in relation with the performance of Peja municipal institutions. Thus, have a larger sample will raise chances to include also citizens who are not aware about municipal institution services and its performance.

Furthermore, local government is formed by 2 political parties including LDK and PDK and the leader of Peja municipality is in the same time leader of LDK. Therefore, number of directors interviewed is only from LDK political party and this might reflect a limitation for this research because of not having a diversity of political members who evaluate the performance of leader. Some of the directors from PDK political party are excluded in order to avoid having low credible arguments.

## **2.5 Data Acquisition and Analyses**

This research process is consisted of quantitative survey separated in three depended sections and qualitative survey divided into two interviews. The data for the quantitative survey has been acquired throughout direct contacts with citizens using paper based survey. The paper is filled by the person directly and independently by any interference of

the researcher. The questionnaire is consisted of 25 questions and the researcher used easy explanation for better understanding of the survey by the citizens.

They have been mainly selected and analysed from the aspect of being aware about municipal services including quality and little bit knowledge how to describe the image of Peja Municipal President. These basic criteria are used to measure how credible are their answers in order to exclude any form of fake answer. The process of this quantitative research has provided the following results:

1. 60% of citizens who participates in the survey are aware about the services offered by the municipal institution and only 40 % need more information,
2. 55% of citizens are familiar with leader's image and 45% are confused,
3. 85% of citizens claim about leader's having good communicative skills and
4. over 65 % of the citizens who participated in the survey are supporters of the main project so called BOREA which for the leader is the main priority to should be achieved

The data for the first section of qualitative survey has been acquired throughout face to face interview with the president of Peja municipal institution, Mr. Gazmend Muhaxheri. The questionnaire provides questions from the perspective of individual past experience, education and identity in order to elaborate how these three factors contribute to the level of Gazmend Muhaxheri Vision. Many questions are for his future projects and how he plans to achieve them. Furthermore, Mr. Gazmend Muhaxheri has provided information about the characteristics of the projects and how he communicates values of the projects to the society.

The analysis of this data provides results about Gazmend Muhaxheri's personality (Leader of Peja Municipality) including:

1. The leader of Peja municipal institution, Mr. Gazmend Muhaxheri is honest with his subordinates and citizens. He behaves and acts based on his core values and he is involved in different dynamic discussions where he shows a dose of temperament,
2. He judges every behaviour and action of his subordinates based on their professional abilities and not based on their creativity to a achieve certain goal,
3. The leader of Peja shows a dose of bravery because he is very consistent on steps of his vision,
4. The leader of Peja does not accept taking into consideration his own and subordinates' feeling while is involved in a decision making process,
5. He shows a dose of perseverance, he is very consistent in work throughout using deadline as a limit for finishing a certain duty,
6. Leader of Peja has control over his feelings, behaviour and activities.

Furthermore, this research uses logical way to connect dots between the past experience, education and identity in order to understand how Gazmend Muhaxheri's personality is developed and measures the level of the president of Peja Municipality's self-awareness about his core values as a way used to create strategic plan for the future goal.



The second interview of qualitative type of research is made with three department directors in municipal institution of Peja. The data gathered is generally about their communication with the leader and specifically how their leader communicates his vision to them. In the same time there is some data about the general performance in the projects initiated by the leader and understanding of some project values if there is similarity with the leader values.

The analyses of this data would be chronologically measured and the results from this part of the interview have to be compared with the data from the first section which is interview with the leader. Moreover, this empirical research will further analyse the three directors separately in order to measure their argument in the field of leader's personality including what they think about the leader's behaving, thinking, believing and acting in certain tasks. The general results of this gathered data are:

1. he is strict with the assigned deadlines,
2. he articulates clearly his argument and requests,
3. he is responsible for any success or failure of all leadership including his directors failure

## **2.6 Data Verification**

The results from quantitative survey are gathered into a spread sheet for further verification. The main criterion for having credible data is the introductory part of paper survey which describes the basic information in order to make them clear about the purpose of the research. During the survey citizens are asked additional question just to know if he/she is aware about meaning of the question. Furthermore, many survey sheets are excluded as there has not been found logical coherence between answers. The survey paper has had many questions related with each other and many citizens aren't interested in giving credible information, have given very controversial answers.

The results from the transcripts of interviews are double read, proofread and re-checked in order to avoid controversial answers. All inconsistency has been noted and later checked for additional verification. All interviewee were contacted throughout email addresses for further questions. The questionnaire was re-checked and some of the questions which did not correspond with the thesis were excluded. In some cases, the interviewees invited me in their offices to provide additional transcripts and documents exclusively for the project of BOREA performance as one of the main projects of this local government.

### **3 RESULTS AND FINDINGS**

#### **3.1 Results Presentation and Finding Valuation**

Leader's unique vision of Peja municipal institution creates new competitive advantages against his rivals from other political parties which he will use during the election period in 2017. Leader's unique vision of Peja municipal institution is influenced by 6 interrelated factors described in chronological way:

1. Past personal experience (describes the correlation among personal culture, thoughts and acts);
2. Personal education ( education effects on our way of thinking, feeling and acting in certain issue);
3. Individual identity ( consisted of values, beliefs and attitude to operate with the same members of certain social group);
4. Personal integrity (behave and act always based on their values and believes);
5. Self – awareness (behavioural habits, emotions, wishes, thoughts and images);
6. Personal authenticity (values, emotions, abilities etc);
7. Unique vision.

Past experience effects Gazmend Muhaxheri's (LPM) behaviour, thoughts, and wishes. The data gathered from interviews did in Peja municipal institution with Fatmir Asllani (Director of Finance Department), Petrit Loci (Director of Health Department), and Besim Avdimetaj (Director of Education Department) provide enough arguments about their leader culture, thoughts, and how he acts in a process. Fatmir Asllani leads with department of finance which is one most important department in Peja municipal institution. He is in daily meetings with leader of Peja in order to decide what projects could be covered from budget of Peja municipality and what projects should be financed in cooperation with different donators including EU institutions and USAID. Fatmir Asllani describes how his leader takes in consideration his past experience as guideline to come in conclusion of certain situation.

Based on Asllani, leader of Peja is affected by his past experience including family culture, individual important events, and society. Leader of Peja claims that family is source by which he had built own character. The family culture of Gazmend Muhaxheri contributed to increase his self-esteem, self-regulation, and creativity. He is known by staff of municipal institution as a person with high level of confidence while performing in a decision making process. Gazmend Muhaxheri claims that his parents taught him how to express himself freely and act without hesitation in every process in life from both professional and social perspectives. Asllani claims that his leader was raised in a patriarchal family by which the older man decided about the fate of family and now he tend to behave through creating a strong and distinguished hierarchy in the institution.

Furthermore, Gazmend Muhaxheri is very much related with his friends from childhood and he takes in consideration the common ideal which he together with his friends had believed to happen in the city. As a good example Asllani mentioned how his leader with friends from faculty of architecture had believed on a big project for building a skiing complex because of wonderful geographical conditions City of Peja offer. As a primary project in the program of Gazmend Muhaxheri during the election of 2013 was BOREA project by which now in 2016 municipality of Peja is in the process of achieving that objective. Based on Asllani, leader of Peja is very creative on the field of how it should be Peja City. Gazmend Muhaxheri uses mix historical and modern elements to build architectural view of the city.

Petrit Loci is director of health care department in the Peja municipality and during the interview he had elaborated interpersonal skills of his leader. Based on Loci, leader of Peja has three most distinguished core values: curiosity, self-regulation, and fairness.

Curiosity is a core value of personality which it means that an individual easily learns how to act in a process and it develops individual vigilance (Smith, 2011). As Loci states, Gazmend Muhaxheri asks for level of quality his subordinates achieved while performing in a project and he shows interest on every decision got from subordinates for certain issue through consulting his advisors also for the performance of his subordinates. Therefore, Gazmend Muhaxheri learned from past experience that be curios means be informed for the situation he is involved.

Furthermore, based on Loci description, leader of Peja possess on his character the core value known as self-regulation. It means how an individual has got in control own feelings and actions, and likes discipline (Smith, 2011). Gazmend Muhaxheri attention is on how to apply in practice each of his promises during the election of 2013. This explains his discipline to work on a project which it makes him look as successful leader. From past experience which it includes bad and good events, Gazmend Muhaxheri had learned how to be consistent in work in order to achieve desired success. As Loci states, Gazmend Muhaxheri likes long term benefits than short term benefits. He has mentioned BOREA project as long term benefit which it will convert the investment into ultimate income for domestic people instead of investing major part of budget in roads infrastructure which it has some benefits for domestic people but it does not mean that it will provide any important outcome.

Fairness is the final core value which Gazmend Muhaxheri was identified by his subordinate Petrit Loci which it means that an individual is involved in a decision making process without getting into consideration his/her feelings. This also was a consequence of his past experience by which leader of Peja believes that individual feelings and certain situation are two different issues. Gazmend Muhaxheri performs based on information gathered for a required period of time in order to be classified as credible information and also incorporate individuals in the project with high level of professional skills.

In the following paragraph, this thesis will explain results got from the transcript of interview did with leader of Peja. In very short sentences, Ms Gazmend Muhaxheri has explained how past experience contribute to his level of unique vision. Unique vision means how individual core values are related with the individual future goals. Therefore, Gazmend Muhaxheri has explained how his core values were affected by past experience and he was elaborating his personality development across time.

In his childhood Gazmend Muhaxheri was an independent child as his parents had not limited him to work based according their wishes. He claims that he is creative just because of his parents' contribution. Family culture contributed to increase his mental capacities including judgement, vigilance and communication. His ego is evidently more developed because he was used to think how to survive in difficult situations and now in every circumstance he relies only to his thoughts and finds solution based on his beliefs. His communicative skills are good but with a dose of selfishness and he never changes his mind for certain issue. A life experiences helps him to be aware about his core values and be self-regulated. He never gives up from his ambitions and claims that past experiences helps him to gather information for things he has interest to follow.

Besim Avdimetaj is director of department for education in Peja municipality. He claims that his leader's vision is to increase level of quality in both infrastructure and lecturing fields in schools. The main goal of Gazmend Muhaxheri had in the election of 2013 was to improve the performance of schools in order to provide value for children who are part of that educational system. The vision about how to improve the quality of schools by which Gazmend Muhaxheri had articulated in the election program of 2013 where he is applying now within his first mandate includes: provide training programs for staff in schools, reducing the number of students per class, improve the infrastructure of schools, create the health corner in every school, and provide with proper technology all schools for student needs and for having better staff management.

Based on Avdimetaj, the leader of Peja asks in weekly meetings with cabinet of directors to improve teachers' capacities through increasing their professional abilities and knowledge. Municipality of Peja in cooperation with ministry of education have initiated an examination of teachers to evaluate their skills and abilities in order to understand what training programs they need for. The most important idea of Peja leader is to provide training programs for teachers how to affect psychologically students in elementary and high schools in order to develop their individual abilities first and then learn how to contribute in a certain group as an individualist. Leader of Peja based on his past experience from the perspective of education has learned that a person who want to be effective on his profession, first he should develop strong individual skills and knowledge in order to be effective in a group while he is engaged in a decision making process.

The second goal is to have lower number of students per class from 40 which it has now into 25-30 per class. Based on Avdimetaj, his leader's vision is to increase efficacy in class and 40 students per class compare with the minutes of 1 academic hour that is approximately 35 minutes, it means that a teacher's contribution toward a student is less than 1 minute per academic hour.

Municipality of Peja or more precisely department of education is not authorized to intervene on the plan program of schools because this duty has ministry of education from the central government. Thus, the only way municipality of Peja can intervene is to build new schools and it also can expand the space of current schools. Leader of Peja is using the budget of municipality and also he is seeking for co-financing including grants from central government and international institutions to improve infrastructure of schools in order to reduce number of students per class and increase efficacy of teachers too.

Based on Muhaxheri, efficacy during an academic hour helps students to develop cognitive abilities which it is very important factor for an individual intelligence and students will benefit in later stages of lifecycle where past experience together with educational background lead them on being more creative, vigilant, and rational in a decision making process.

One of the projects that leader of Peja has initiated is to create the health corner in every school. Healthy corner includes a psychologist, a doctor, and necessary medicaments. Based on Gazmend Muhaxheri, having a psychologist in school, it helps teachers to identify students with emotional disorders. If Schools have no capacities to help them, it may cause an isolation of a child on his own world fulfilled with wrong fantasies which it determines his future actions. In order to avoid the situation where students are not supported by schools, the psychologist would help students to develop their personality values because otherwise the role of schools on education of students would be minimised or it would have ineffective results. Therefore, the impact of psychologist in schools would affect directly wellbeing of students and it will help be conscious about their own personality values and use these values to play in a certain situation. Finally, a psychologist helps students that effectively overcome their first problems in a decision making process. Based on Gazmend Muhaxheri, students in the beginning have need for assistance to develop their personality values including behaviour, thoughts, and attitude.

Furthermore, director of education department in Peja municipality Mr. Besim Avdimetaj explains his leader's vision which it is how to keep healthy all children in schools. Gazmend Muhaxheri claims that a child in school should have a personal doctor who can care about his/her emotional and physical state. Student wellbeing would determine some of his/her personality core values including self-confidence, self-regulation, and creative thinking.

Based on Besim Avdimetaj, municipality of Peja is doing digitalization of schools in order to improve evaluation of students and have better decentralization of duties for the staff in schools. Modernization of schools regarding student evaluation is important to increase the quality of education. Quality means how a teacher will give grades, behave, and motivate his/her students in the class during an academic hour. All these three values of a teacher would have impact over student success and their academic development. Leader of Peja claims that if a student would show academic development then automatically he/she would create premises for cognitive skills development. Finally, cognitive skills development means having a great opportunity to be creative and build a clear vision for the objective an individual tend to achieve in the end.

Furthermore, leader of Peja claims that individuals in the early stage of lifecycle need for assistance to make them realize their talent and school is one of the first institutions which it can provide both assistance part and experience of others to use as guideline to achieve success. Therefore, digitalization provides the opportunity to increase teacher responsibility regarding student success.

This thesis would provide some of the arguments which leader of Peja was affected by his educational background. Based on the interview did with Gazmend Muhaxheri from the position of a leader in Peja Municipality, education provides the road of having strong individual character and it will help an individual to change his personality values including thoughts, beliefs, and attitudes.

Education affects his judgement and cognitive skills too. He is an architect who studied at the Faculty of architecture / university of Prishtina in Kosovo. His arguments used for projects initiated by him are well described and logically formed. He remembers all the details of BOREA projects and he did interpretation of data so clear. He believes on skills gained during the university and he is involved in each major project in Peja municipality which corresponds to his field of study. Education has made of him a creative person and taught him how to convert his ideas into practical activities. Furthermore, education affects his judgement skills because based on information got during the school he makes rational decisions about his initiated projects.

The empirical part of this thesis would elaborate the leader's identity of Peja municipality and how better he uses it to increase his performance. Gazmend Muhaxheri claims that identity values and personality values have the same meaning but there is only one element which it makes the difference between these two concepts. Authenticity is the point where leader of Peja assumes that it is the line which it makes the distinction between personality concept and identity concept. He said that he work based on his core values which it means that his behaviour and attitude is according to his personality values. These values are created unconsciously for a long period of time which it includes individual past experience and education. Based on Gazmend Muhaxheri, he uses his identity in certain situation for short period of time and he claims that identity as concept includes his

personality values and external values. Therefore, Gazmend Muhaxheri pointed out that individuals who use their identity to perform in a task are not authentic because their behaviour, thoughts and attitude are dependent also from external factors. He said that in some situations is required to work based on identity concept because it creates an opportunity for better communication with others but this situation must not be a decision making process. He claims that in a decision making process, an individual should work only based on his internal values and exclude external factors. He assumes that this is the only way a person can create a unique vision and be successful in a certain task.

Furthermore, Gazmend Muhaxheri has mentioned a real case which he faces during weekly meetings with citizens of Peja which he uses his identity in order to have better communication. Gazmend Muhaxheri pointed out that he has modifies his behaviour and attitude with citizens during the weekly public meetings. He meets citizens of Peja each Friday from 8 am to 1 pm and everyone who has got any problem meets him to show his/her concerns. Large number of citizens makes him feel anxious and in stress but he tries to respect the schedule settled for citizens. He doesn't believe that citizens are able to know priorities of the municipality because of their limited educational background but leader of Peja listens to all of them to create the image of a good listener.

Director of health department, Petrit Loci assumes that his leader in a decision making process may include only two external factors and these two factors are poverty of people and tradition of domestic society. Petrit Loci claims for being present in a situation where his leader change priorities and he asks to reorganize budget of the municipality in order to help individuals to deal with their social wellbeing.

Petrit Loci has described the social wellbeing of society where he has mentioned more than 150 families living in en extreme poverty and city of Peja has more than 50 % the rate of youth unemployment. He has set the priorities of health & social wellbeing department according to the needs of society in Peja. Furthermore, in city of Peja lives more than 1800 families with social assistance and municipality institution has been allocated a part of its budget to help these families time to time with elementary hygienic and food products. Therefore, Petrit Loci has explained that leader of Peja was not able to set all priorities according to his vision for development of the city because of the poverty which it requires a certain part of budget to be invested but it does not transform the situation, only it keeps in status quo.

The second external factor which leader of Peja takes in consideration while he is in a decision making process and also where his identity has interference over his choices is tradition of society in Peja City. This factor comes from perspective of culture prevailed in the society where leader of Peja has been born and raised. Therefore, this makes the conclusion being real that leader of Peja was affected by his past experience and this element was the main contributor that it has formed his identity. Petrit Loci has described that leader of Peja is more affected by the culture of society than family culture. He said

that vision of his leader is totally authentic which it includes his thoughts, beliefs, and attitudes but the goal would be selected based on his core values (Individual Thoughts, Beliefs, and Attitude) and his identity (Internal & External Values).

Director of department for education, Besim Avdimetaj assumes that leader of Peja uses his identity to communicate his vision to citizens of Peja and also for better communication with his subordinates. Gazmend Muhaxheri assumes that communication skills are part of identity because it has pointed out general values and make communication process easier than using only personal values which for the counterpart may be not acceptable and the communication would be hard to get required positive results.

Based on Gazmend Muhaxheri, it is crucial for individual success if he is able to communicate clearly the vision to the people who are affected by that vision. He is using following instruments to communicate his vision to citizens of Peja:

1. Weekly meetings with citizens of Peja city
2. Participating in TV programs with the purpose to inform citizens for certain project or situation
3. Participating on public meetings organized by nongovernmental institutions
4. Participating on public activities including conferences and meetings with students organized by public university in Peja named "Haxhi Zeka"
5. Informing citizens for all activities of Peja municipality through weekly published magazine prepared and delivered from municipality institution.
6. Providing public transparency through allowing easy enter of journalists on information databases

He claims that an authentic leader has own unique vision but in order to transform the idea into a reality is crucial to incorporate also large number of individuals who have technical skills and knowledge. Gazmend Muhaxheri has pointed out that his subordinates are well prepared professionally and this it helps him to have work efficiency and efficacy. He has explained what factors influenced his behaviour and attitude toward leadership team which it includes his subordinates and he pointed out that these factors are source of his identity. Therefore these following factors mentioned by leader of Peja are:

1. Employee motivation – means that leader of Peja is motivating his subordinates in order to increase job satisfaction, work efficacy, and hard working. Gazmend Muhaxheri said that one most important factor which it lead the institution toward success is when his employee are satisfied with the conditions in their job environment. In order to increase job satisfaction, leader of Peja did job delegation based on their abilities, skills, and knowledge. The right job delegation helps his subordinates to enjoy all duties they are responsible to commit and reduces the working stress. Furthermore, leader of Peja has provided all necessary infrastructures (technology, office, personal car, and independency to for personal staff) to make easier their good performance on all tasks they are involved. Finally, Gazmend Muhaxheri sets deadlines for all tasks in order to increase hardworking.



2. Employee creativity – means that leader of Peja provide space where subordinates are free to show their ideas for specific tasks. Gazmend Muhaxheri claims that during weekly meetings of board each from his subordinates provide numerous ideas then they debate where all directors from different departments can show their creativity and contribute for finding the best solution in a decision making process. Based on Asllani, leader of Peja creates the opportunity for all directors to participate in the discussion but he takes in consideration more ideas of subordinates who are related with certain task they are debating.
3. Employee responsibility – means that leader of Peja expects from his subordinates to be responsible for all of their activity performances. Gazmend Muhaxheri has explained to his subordinates that they are responsible to have control over their departments in order to motivate employee, communicate job delegation, increase performance within department, get rid of corrupted employee, and finalize projects.
4. Organizational culture – means the organizational transformation as consequence of changing culture within organization. Based on Gazmend Muhaxheri, to have a successful organizational transformation and score success on his goals, he aims to change organizational culture supported by previous leader of Peja municipality. Leader of Peja aims to have discipline of employee, good interpersonal communication between employees in institution, self-improvement, and employee consistency.

Leader of Peja claims that the organizational transformation would be successful only if employees have full respect for rules derived from hierarchy in the organization. He has pointed out the importance of having discipline of employee on duties commitment. He asks his subordinates to communicate his request to their departments for responsibility while their employees are working on certain issue. He asks his subordinates for monthly report for performance of their employees and he has ordered his subordinates to use all allowed instruments to increase discipline of employees in their job.

Furthermore, vision of Gazmend Muhaxheri for changing organizational culture in order to increase work performance is promoting the idea to advance interpersonal communication skills between employees within certain department and even between employees from different departments in municipality. Leader of Peja claims that his subordinates are responsible to create a comfortable working environment where employees have the opportunity to contribute with their ideas for certain issue. Based on Gazmend Muhaxheri, debate between employees for certain issue is very fruitful for having better performance of institution.

Leader of Peja claims that it is the highest level of hierarchy or leadership of institution which it provides all goals together with vision articulated how to achieve these goals. Then, in order to have successful vision and achieve all goal, directors of all departments do delegation of duties to their employees who are technically prepared to transform the idea into reality. Finally, because of technology advancement and changing of working

standards, employees need to invest about their skills development and gain more knowledge through different trainings and seminars. This is called self-improvement which leader of Peja saw as an important area to increase efficacy of working process.

Leader of Peja municipal institution claims that he is aware about difficulty of any situation employee may encounter in a certain process. He said vision is made up of ideas which should be formed based on individual activities in the past which it includes past experience and education. Therefore, employees are part of technical staff which as the main goal they have idea transformation into a reality. Based on Gazmend Muhaxheri, employees in institution may face different situations which it can make them stop going forward to finalize the idea into a goal achievement. Therefore, employees should show consistency on their working process in order to finalize the process which it would provide a complete success.

Based on Loci, Asllani, and Avdimetaj pointed out all elements where leader of Peja Mr Gazmend Muhaxheri is known with strong character. Part of his character is also his personal integrity. Personal Integrity of leader in Peja municipality institution is developed based on his future priorities. He is not influenced by people's opinion about his activities, behaviour and never changes the priorities because of any difficult circumstances. All activities he selects to work on them are based on his perception for the future goals. BOREA is one of the projects which nobody believes to be success because it is a project inherited throughout decades and Gazmend Muhaxheri is the leader who believes it and now is finishing it. Based on master plan did by a Swiss outsource consulting company, this project would have more than 42 million income each year for the businesses in the city of Peja.

Based on Loci, Avdimetaj, and Asllani, leader of Peja municipality is aware about his wishes, abilities and circumstances. The overall situation in the municipality is hard to be managed because of low budget the municipality has got. It has got only 17 million euro including capital investments, staff salaries and costs for consumable materials per a year. The leader of Peja municipality has got ability to set priorities in order to perform better in cases which are more important for wellbeing of the people. Gazmend Muhaxheri's basic priorities are economic development and improvement of the public institutions infrastructure especially in schools and ambulances. More than 6 million are invested in infrastructure of schools and ambulances. Leader's wishes are to finish BOREA project within next 2 years, to increase quality of teaching in schools, to improve health care, to improve roads infrastructure and to protect the environment.

According to Loci & Asllani, leader of Peja municipal institution is an authentic leader who creates his vision based on his own values and abilities. He doesn't want to be a perfect leader but he wants to advance his goals. He doesn't work based on his emotional state but he tries to be rational in a decision making process. He works based on deadlines, under pressure, and believes to have better performance in a task. He communicates his

vision partially to his subordinates because he believes that the technical staffs need daily orders. He works based on individualist perspective and for responsibilities the president of Peja has in the status of position, he does not allow someone else to have any kind of interference. He believes in success only if everybody respects the hierarchy in the organization. Finally, leader of Peja municipality is a quite person who talks directly to his subordinates and each task is provided with a deadline that should be respected without doing further compromises.

Vision is the final consequence of all 6 psychological factors. Vision describes the way how an individual visualizes, thinks in order to perform successfully a certain goal. Gazmend Muhaxheri (Leader of Peja Municipality) claims that he builds his vision for every project based on his information gathered from past experience, education got at faculty of architecture and his identity values.

The second section of qualitative research provides basic results about how past experience, education and identity contribute to the level of Gazmend Muhaxheri's unique vision. Gazmend Muhaxheri is leader of municipal institution in Peja city and he answered 15 basic questions from my prepared interview for him. Based on these answers, the vision is a process which transforms continuously the current situation into new circumstances. The leader of Peja municipal institution has unique vision for the following goals set in the LDK (Democratic League of Kosovo) program during the election in 2013:

1. to increase transparency of the institution,
2. to improve infrastructure of public institutions (schools and ambulances),
3. to improve infrastructure of public roads,
4. to do digitalization of all public institutions,
5. to protect environment,
6. to develop tourism

Based on Asllani, one of the main goals of the leader in Peja municipality is to increase the municipal institution transparency. The vision to achieve that goal includes all following steps:

1. To improve free access to media in all documents of Peja municipality. Every journalist who needs access to the database of municipality has rights with a simple request sent to department of administration. There are some rules set by the department of administration such as reading documents within the municipal environment and it is not allowed original copies to be taken outside the municipal environment in order to exclude any abuse. Furthermore, it is not allowed also to change any information in the documents for any reason. The time an individual can use to research all documents is within the official schedule and not after that.
2. To improve the infrastructure of public institutions is one of the goals that needs large amount of investments. The leader of Peja municipal institution visualizes all the steps to achieve that goal. The first step is to build one elementary school and kindergarten in each vicinage of the city. The second step of leader's vision is to provide each school with a

book corner and raise security personnel for creating a security zone for children. In winter schools need to heat classes and leader tends to provide central heating as better alternative to protect children's health comparing with the previous method which was used, a stove for each class which uses wood for heating. Furthermore, each school has to be provided with doctor and psychologist's medical office.

3. The third goal of the leader is to improve the infrastructure of public roads and his vision takes into consideration these steps for a successful performance. First to build all roads which have priority for the development of tourism in the mountains of Peja. All of these roads have to be totally new based on European standards and car line, bicycle line and bus line will be included. All the roads within the centre of city have to be restored and provided with appropriate information tables for car and pedestrian security and to modernize parking centres in order to release all of the streets within the centre by abusive car parking.

4. One of the main goals of Gazmend Muhaxheri as a leader of municipal institution in Peja is to achieve an operating system in public institutions which is totally digitalized. In municipal institution technology for displaying the information about services they offer and guide all citizens where to go was installed. Furthermore there is a machine to take the number in order to keep order while citizens wait for service. All schools in the municipality of Peja have to be provided with a digitalized system for providing information about children's performance. Parents would have access to all grades of his/her children from their home throughout computer. Furthermore, the database will provide information also for the children's behaviour and any feedback a teacher wants to deliver toward child's parents. Furthermore, municipal institution provides budget for digitalizing of operating system in ambulances in order to maintain the database for the patients who come for health services.

5. The leader's goal is to protect the environment throughout creating green squares in order to promote benefits of nature for having healthy people. Peja municipality is surrounded by high mountains which are also known as Kosovo National Park. Municipality of Peja creates capacities to protect from abusive activities. One of the abusive activities which municipality of Peja has stopped was cutting trees for heating purpose. Furthermore, some of the activities of Peja municipal institution are: planting more than 10,000 different trees in whole area of the city, building new green areas and investing in small artificial lakes in the great park in the centre of Peja.

6. The main goal of Gazmend Muhaxheri as leader of Peja municipality is creating conditions for having an economic development. His vision for achieving that goal would be described based on following activities he's undertaken since the beginning of the mandate. Municipality of Peja helps animal husbandry with more than 250 cows for each year. The milk is delivered to the Devolli factory for final packaging. Municipality of Peja helps also beekeepers with more than 500 hives and for three years it means 1500 heaves.

In order to create domestic values leader of Peja municipality helps craftsmen to develop their business with not collecting communal taxes which includes tax for environment and

property. Municipality does favour to this small industry in purpose for tourism development.

The main activity of the leader's vision is developing of BOREA project which includes creating capacities for skiing with a frequency of 14,000 people within a day. Municipality of Peja organized a conference with domestic businessmen in order to find investments for this project which costs 56 million euro.

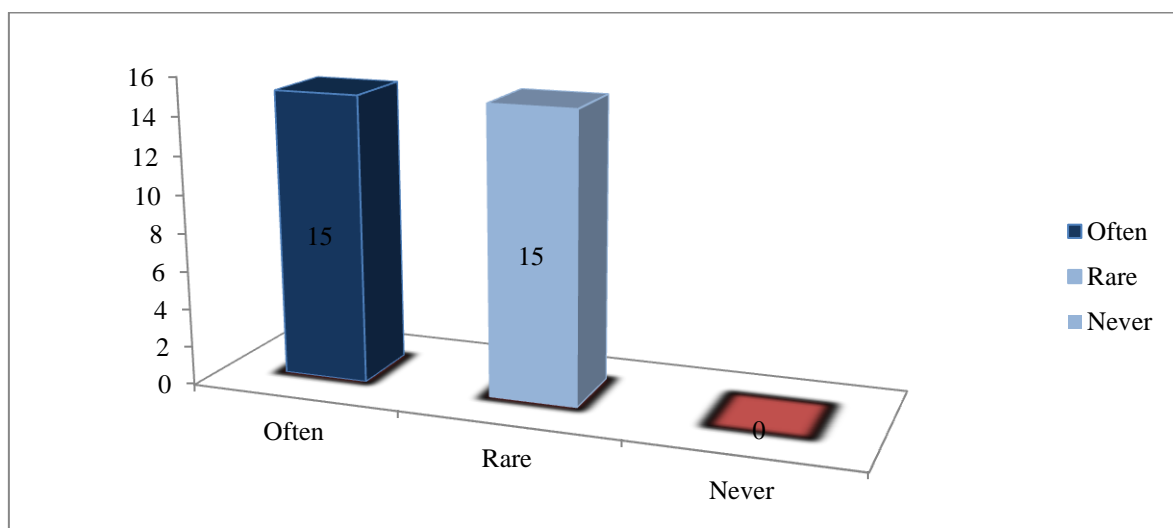
In future the municipal institution in cooperation with an outsourcing agency would organize a conference in EU country to see the wish of the foreign businessmen for investing that project. The project will be one of the biggest in Balkan region and it will be available for tourists who want skiing for period of 6 months.

This empirical research tests how aware the citizens of Peja municipality for the performance of their leader in the projects he initiated in the beginning of mandate are. The sample of this quantitative research is 30 citizens (15 men and 15 women) who took participation in the survey. For the first question, 17 citizens chose to read the whole introduction part in order to understand the purpose of the survey and 13 citizens chose to go directly to the questions related to the topic.

The frequency of visits of the municipality institution is 50% of citizens who address their problems often and 50% rare. No one from the citizens chose the third alternative (never). The result interpretation of the second question is:

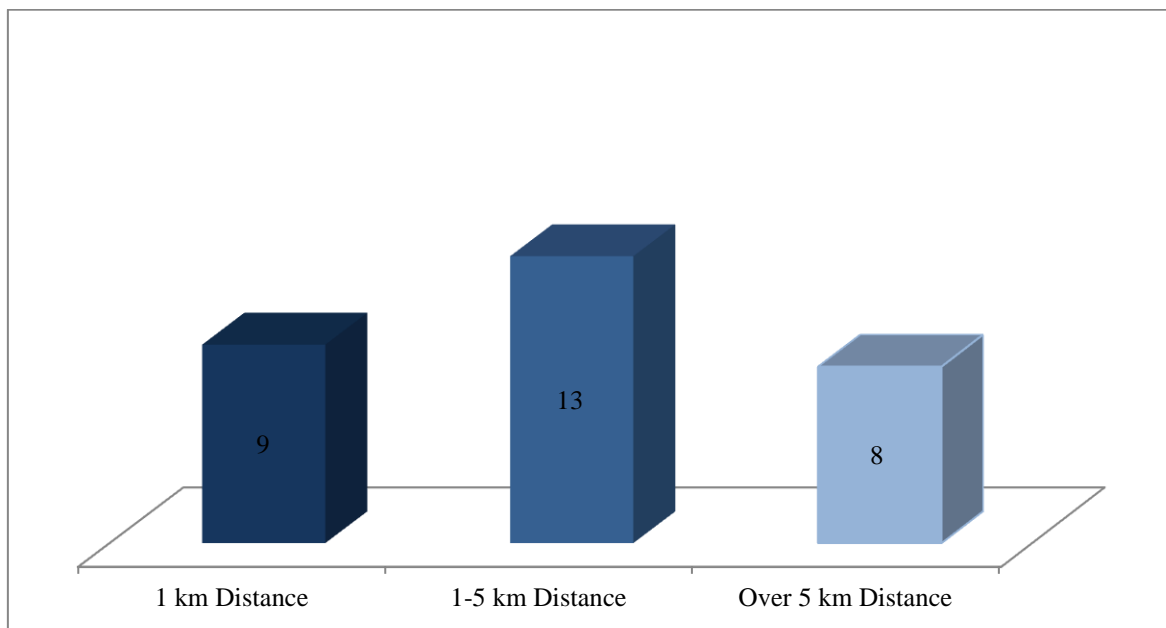
1. Leader of Peja Municipality has managed to create a credible institution
2. Citizens believe in municipal institution for addressing their complaints
3. 50% of citizens live in a not normal place
4. 50% of citizens have better life conditions
5. No one claims to live in a not normal place

Figure 6. Frequency of Citizens Asking for Services in Peja Municipality



Peja municipality has a territory of 606 square kilometres and the distance from the citizens to the municipality institution varies depending of citizens' residences. This question is made to understand what places need more help for institutional intervention. From the data gathered it can be concluded that 30 % of citizens who participates the survey lives on a distance of 1km. from the centre, 45 lives between 1-5 km distance, and only 25 % lives in more than 5 km distance.

Figure 7. Distance between Municipal Institution and Citizens' Residences



The data shows low investment in the centre and high focus of municipal institution in periphery of the city and the interpretation of data follow as:

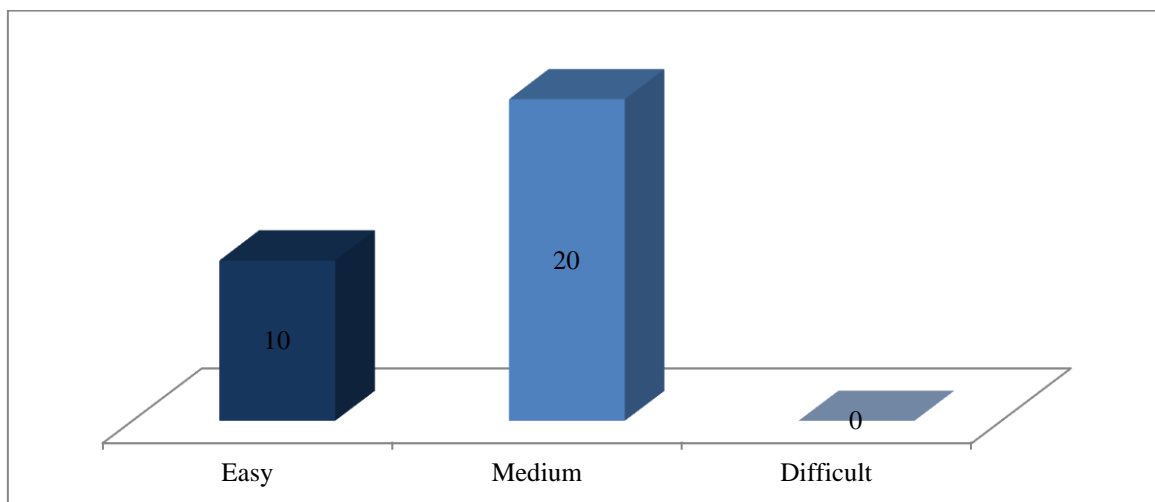
1. Supporting citizens with low access to public institutions because of long distance of their residences
2. Create elementary life conditions for having wellbeing of the citizens in the villages of Peja municipality
3. Deliver municipality investments equally to all areas through not privileging any part of city and neglect the others

Citizens claim that municipal institutions create facilitating mechanisms to have fast access to the services of public institutions. These are facilitating mechanisms:

1. Creating capacities for having fast response for every citizen request
2. Provide citizens with birth certificate and all other certificates of civil state within 10 minutes;
3. In the case of citizen compliance, the response from municipal institution will take no longer than 24 hours;
4. A child registration in a school takes not more than 2 hours to complete the procedure;

5. Logistics of ambulances is in service for the citizens all the time within a distance not longer than 1 km;
6. Emergency calling in cases of natural disasters;
7. Providing social assistance for people who leave in extreme poverty

Figure 8. Measure the Access of Citizens on Services Offered by Municipality of Peja



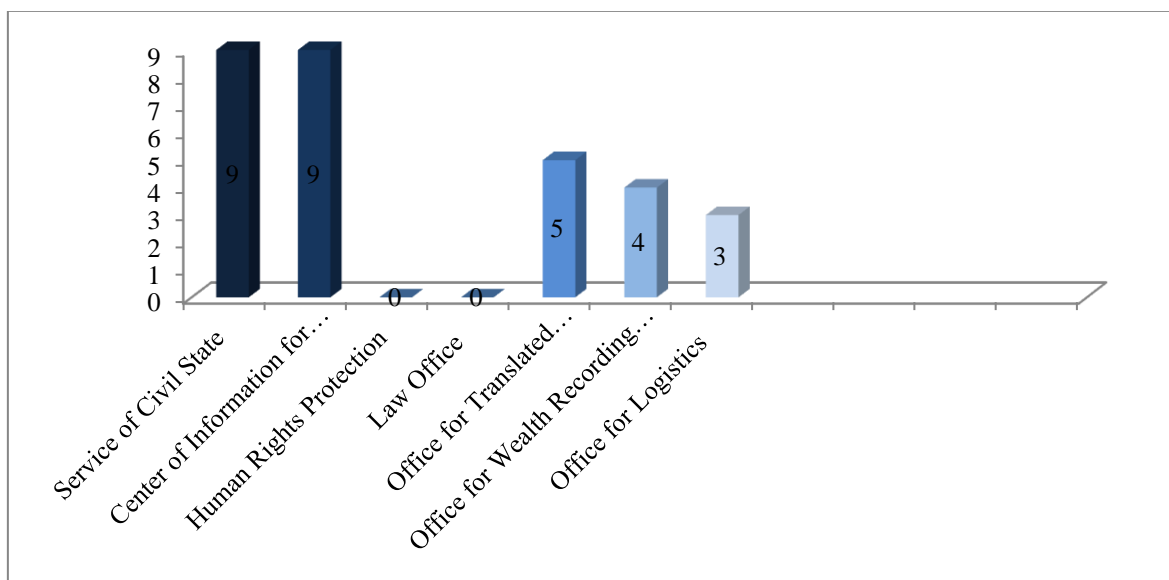
The most important departments in municipal institution are administration and health care departments where 60 % of citizens from the survey ask for service, and 40% ask for service in the department of finance, department of education, department of infrastructure and department of cadastre. In the department of administration, citizens are interested in getting various certificates of civil state including family union certificate, birth certificate and extract about his/her status.

Furthermore, 30 % of citizens from the survey ask for a financial help for their close family members diagnosed with cancer, ask to be provided with wheelchairs and a social request for a new health centre in certain village. The data shows that administrative and health care departments are the two basic fields where the leader of Peja transformed and invested in and the reasons are:

1. fulfil European standards for having a functional administration
2. reduce unnecessary costs for staff through reducing number of employee and do better job delegation
3. equipped with advanced technology to monitor performance of staff in institution and have better management of finances in order to reduce corruptive issues in department of administration
4. increasing citizens' satisfaction for services of municipal institution and improve credibility of institution too
5. increasing time efficiency of staff which it will create the opportunity for institution to perform better in all tasks

6. increasing work efficacy of staff through additional trainings organized from municipality institution in cooperation with any international institution which it operates in Kosovo.
7. lack of health insurance law obliged leader of Peja to increase health public institutions capacities for free health care services
8. increase number of public clinics in order to match frequency of citizens who needs for health treatment
9. provide each clinic with free medicaments for citizens who live in poverty and suffer from chronic illnesses
10. increase performance of staff through making a strategy for more management efficacy in order to increase patients satisfaction for the services which health public institutions offers to citizen of Peja

Figure 9. Examine Services which Citizens Need Most from Municipality of Peja



Citizens claim for a fair quality of services provided by staff of public institutions and they rated with 80 % high and medium alternatives in the survey which it means citizens have:

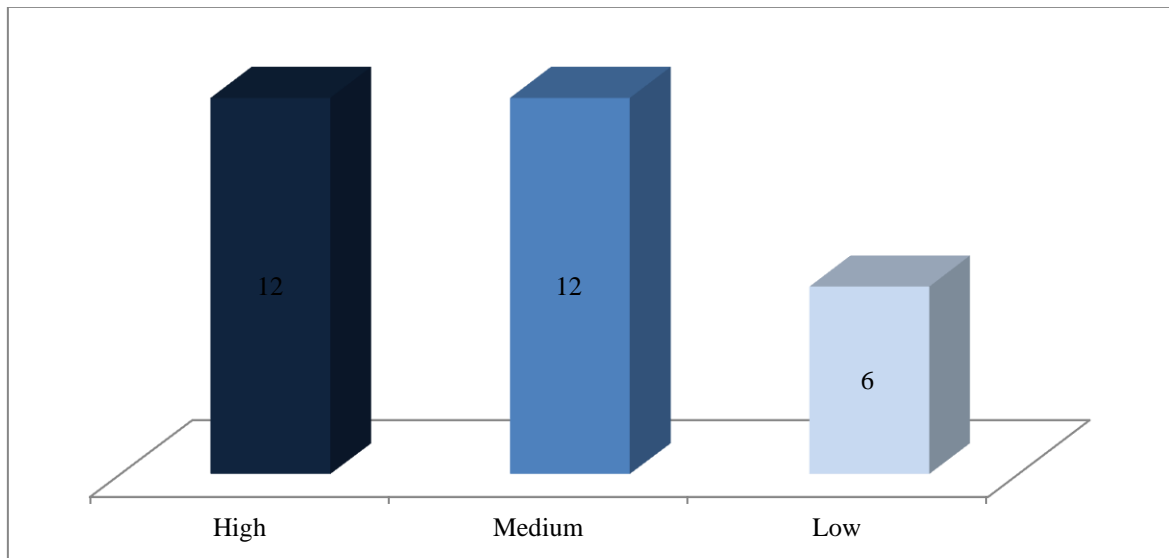
1. positive opinion about the quality of services
2. citizens have good experience with the staff members;
3. citizens get positive responses for their compliances;
4. citizens got ultimate respond for their concerns
5. municipal institutions improved their services;
6. municipal institution makes easier access on services

Furthermore, 80% of citizens have a response by municipality of Peja about their problems within 24 hours and varies from the department. There are some cases which response of municipal institution would delay the answer. Only 20% of citizens from the survey claim for a delay in the response for rational reasons based on them.



The main reason which municipality institution would delay its response to any citizen request is because of technology. Municipality investments are oriented to improve technology in department in order to help logistics to perform better in future.

Figure 10. Citizen Satisfaction for Services Offered by Peja Municipality



The level of bureaucracy in the public institutions is still high but leader of Peja together with the director of administration department improved the organisation and they did really well job for the staff, as the results present.

The survey provided information that 55 % of citizens support the political program provided by Gazmend Muhaxheri in the election in 2013. Based on one survey, citizens are aware about Gazmend Muhaxheri's goals about Peja development. One of the goals is the developing of the economy and his vision is based on BOREA project and farming development. Gazmend Muhaxheri uses his charisma to assure the success and citizens voted for him with more than 52 %.

The other goal is improving the roads infrastructure which citizens see as important factor for development. Gazmend Muhaxheri as LDK leader promises for riverbed construction in order to avoid floods in the winter season, thus citizens supported that idea and it was assessed as the right candidacy in election in 2013.

Figure 11. Citizens Support for the Program of Gazmend Muhaxheri during the Election in 2013

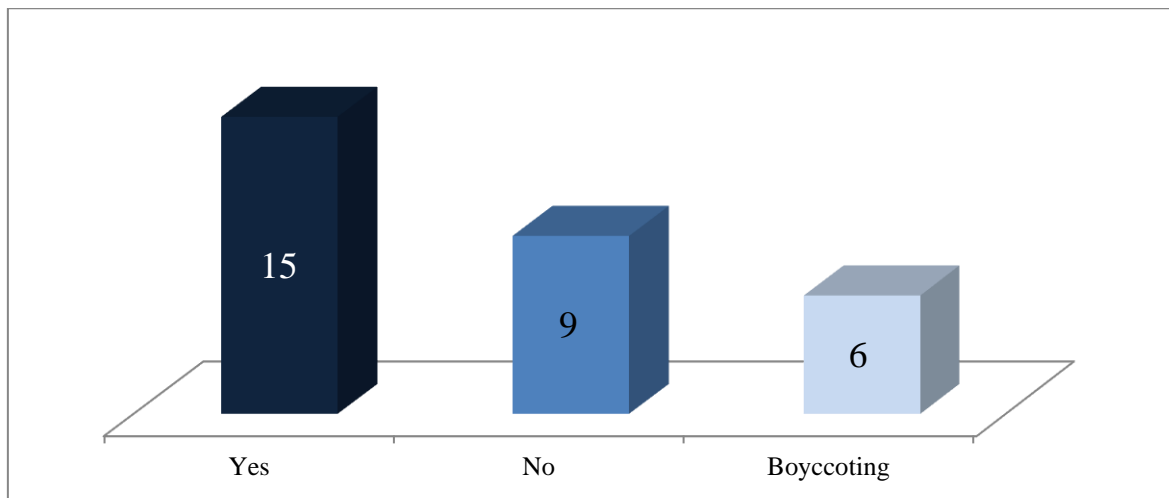
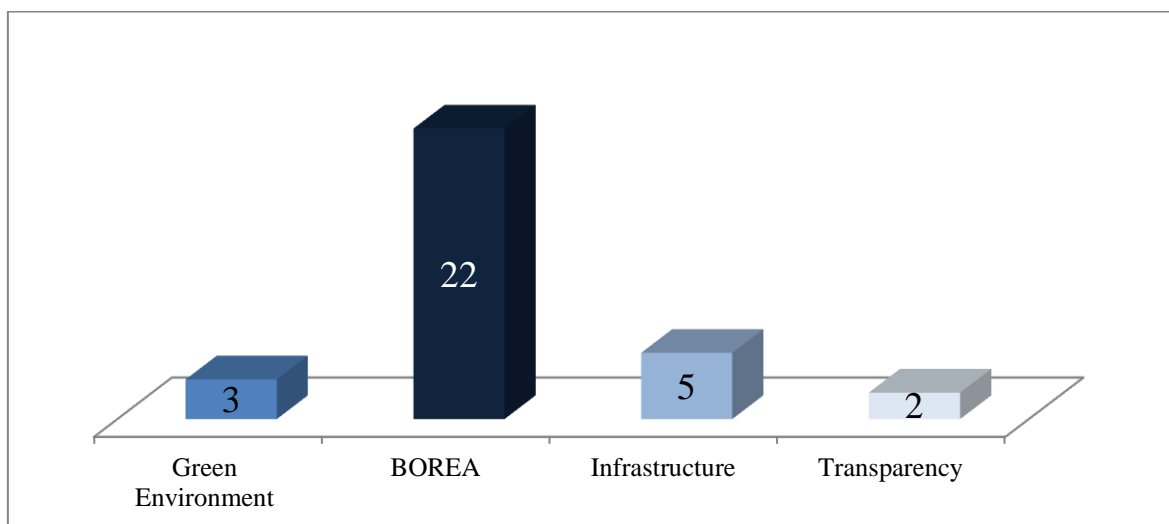


Figure 12. Examine the Most Important Project He Promises which Citizens Like



Citizens' responses to this question were 22 or more than 70 % for BOREA project. The results show that citizens of Peja are interested to have economic development which leader of Peja has promised during the election of 2013. This project would automatically reduce number of unemployed people in Peja municipality which it is more tha 60 %.

BOREA is one of the most important projects and it is the biggest skiing complex in the region. Its capacity is 14,000 skiers per day and the costs for the building are 56 million euro. The investment would be done by foreign interested investors and domestic too. This project was initiated by Gazmend Muhaxheri as current leader of Peja and he was supported by the central government too.

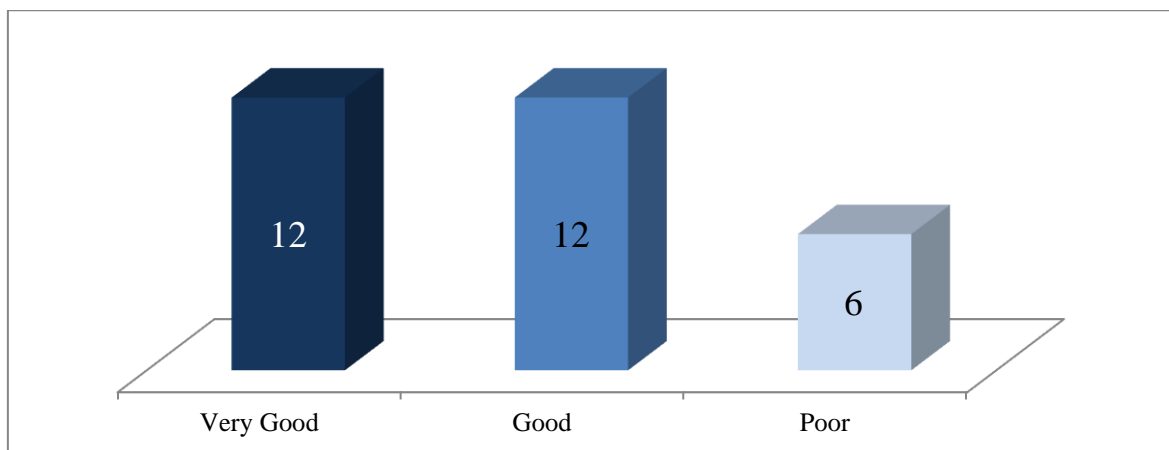
The BOREA project is support by the government of Kosovo that have compensated all the private land owners and prepared the necessary documents to create conditions for

foreign investment. Finally, this project is planned to start within next two years and citizens of Peja will increase their family incomes.

Leader of Peja organized a local conference with domestic businessmen when he presented the project and in near future the leader of Peja will try to organize an international conference to see how much the foreign investors are interested in investing that project.

Gazmend Muhaxheri has got good interpersonal communication skills. His speeches motivate citizens and he communicates the message clearly throughout filtering information in order not to deliver a coding message to the public. Gazmend Muhaxheri is a leader who respects people's emotions and tries to percept the citizen's needs. He delivers a clear message describing in details and accepts feedback by the group who talks to.

Figure 13. Evaluate of Gazmend Muhaxheri Interpersonal Communication Skills



Over 85 % of people have sympathy for the leader of Peja because he uses verbal techniques including active listening about citizen compliance and he shares feelings about the problem that a citizen complains for.

Furthermore, he is a charismatic person who delivers optimistic messages to the people and he never accepts to see the problem from pessimistic perspective. He uses rational articulated arguments to describe nature of situation and provide arguments about the opportunities of municipality to help certain citizen. Finally, 20 out of 30 citizens who participated in the survey evaluate positively performance of Gazmend Muhaxheri, which is the same percentage of votes he had in the election in 2013.

### 3.2 Discussion and future research recommendation

Leader's unique vision is a topic which it has to be analysed from perspective of psychology and further analyses of this topic are related to the individual cognitive skills

development. Factors which contribute to the level of unique vision are various including past experience, education, modified identity, cognitive skills, self-awareness, self-regulation, self-integrity, level of creativity, level of rational choices and large spectrum of social factors.

This research provides arguments about how past experience influences leader's unique vision. Cognitive dissonance concept describes how past experience influences individual future choices where an individual is used to show consistency in all undertaken steps to reach desired success (Festinger, 1957). The transcript of interview with leader of Peja provides enough information about the impact of past experience on leader's consistency and the following arguments are:

1. Leader of Peja sets deadlines for duties delegated to his subordinates and he is very strict on these deadlines. This virtue is inherited by his father because Gazmend Muhaxheri describes the authority of his father as being strict, responsible and not believing in the second chances.
2. Leader of Peja asks his subordinates for weekly report in order to assess their performance in order to avoid status quo.

The role of education is very important to make rational choices, be creative and develop cognitive skills. Education effect to an individual is identified as a non- cognitive feature which depends on external factors including family and environmental factors (Dahmann & Anger, 2014). Based on Rutter (1983), educational experience helps people to develop their cognitive skills including their reasoning capacities and interpretation of thoughts or information. Based on empirical research, education plays a basic role on the development of cognitive skills including better information processing and interpretation of data. Gazmend Muhaxheri claims that university has helped him to gain knowledge in the field of architecture, has improved his creativity and provided rational choices. Basic projects including BOREA initiated by Gazmend Muhaxheri, is well known field for him to perform.

The theory of this field shows that there is a relation between numerous identities or being the same person and qualitative identity which depends on how an individual may be the same person with his/her past experience or he/she wants to develop his/her own identity based on the life future objective (Bostrom & Sandberg, 2011). The empirical research supports the second alternative when an individual creates own identity due to certain circumstances. Gazmend Muhaxheri mentioned the people's poverty as a key factor which influences his actions. He speaks with optimism to the citizens of Peja for a radical change in domestic economy in order to reduce the percentage of poverty, but the reality is different and the change would take more than a decade to happen.

Furthermore psychological experiments would provide results about how individual vision pass in continues process of development. Individuals in Kosovo hesitate to be part of any social experiment when a researcher may gather real raw data for features of individual

personality including their thoughts, beliefs and behaviour. They claim for any abuse with results of any experiment, as such they object to cooperate.

This research is the first effort to assess deeper performance of leaders in public and private institutions in Kosovo. Leaders in Kosovo are assessed based on their image features and not because of their vision for achieve common goals. This research is made also to assess how aware citizens are about leader's core values in order to understand the capacity of leader to create certain vision for common goals.

Furthermore, the main purpose of this research is to measure Peja municipal institution leader's vision for the projects he promised to initiate in the election in 2013 and to calculate his performance in these projects for the period of three years.

This research creates the basis for further research in order to understand better the leader's unique vision. Further analyses on differences between individual personality and individual identity would create an opportunity to assess level of individual authenticity while performing a task. An individual who works based on his core values is authentic with his vision and purposes. Individual core values may be developed as consequence of genetic heritages or individual past experience including education, bade and good events, family culture, culture of society, etc. Individual identity describes how people try to improve their image in a certain social group and try to modify their values in order to be acceptable in a social group. Further analyses on finding the difference between these individual psychological features (personality and identity) make possible the identification of individuals who behave, think and act based on authentic or false values.

Furthermore, the title of this topic would be more accurate for analysing from perspective of sustainable leadership. Leaser's unique vision provides meaning of doing something now which has wonderful effects for the future generations. Therefore, next possible research topic would be "Sustainable Leadership: Leader's unique vision" where the researcher should analyse the individual personality and use it for transforming the current situation into a new one which has better opportunities for current and next generations.

## **CONCLUSION**

The main idea of this study came from the real life experience and the master courses. The success of an organization is measured based on its competitive advantages in a certain industry. All organizations should continuously transform the organizational abilities in order to be a step forward from its competitors. In order to transform a situation, leadership should set some future goals and then create the vision how to achieve these goals. Vision determines success of certain organization and it is very important to examine how it is formed. This thesis tries to explain that vision is made up of individual values and past experience, education, and identity contribute to it.

Vision would be unique only if it would be articulated clearly and leader who has a unique vision express his personality including thoughts, attitude, abilities and knowledge for certain issue. From perspective of psychology not all individuals can express clearly their values. Thus, individuals who cannot express themselves clearly, they cannot be authentic. So, authentic leaders work based on his core values because they are aware about them and they can use them in order to make correct calculations about how to achieve a certain goal.

Therefore a leader should be aware about his/her core values including abilities, skills, beliefs and thoughts in order to know how to act in a process of transformation. Furthermore, this topic was selected to measure leader's personality including thoughts, behaviour, skills, abilities and acts in order to understand better the leader's unique vision values. This research is concentrated on how the past experiences, the education and identity contribute to the personality development because the leader should have a good personality in order to have a good vision for an issue.

The leadership is the head of hierarchy in one organization which sets goals and creates a vision to achieve them. This research assesses performance of leadership in Peja municipality and analyses how past experiences, education and identity contribute to the level of leader's unique vision by using them as a real case about the leader of Peja municipal institution.

Authentic leader represents individuals who are aware of their core values and use these values in order to transform the current situation into new better one. Authentic leaders perform based on their true values and are fully aware about these values, characteristics of certain situation which they want to change and future objective which they want to achieve.

The main goal of this research is to identify vision of leader in Peja municipality about the projects he initiated after the election in 2013. This thesis measures also his performances and assesses how he communicates his vision to the citizens and whether they understand it. Leader of Peja uses his past experience to visualize future goals. He claims that life stories are key factors which determine individual beliefs, thoughts and behaviour. He mentions how BOREA project has been an idea discussed since 1980 but actually now he makes it a reality. Furthermore, this empirical research describes that education contributes to individual rationality, creativity and character. Education provides individuals with knowledge to make a rational choice in a decision making process. Rationality is measured based on information an individual has got for a certain issue which he uses to recognize characteristics of a certain situation. Education contributes also to leader's creativity which he now uses to create numerous alternatives in order to choose the appropriate goal.

It is important for a leader who is engaged in an organization to create working program with future goals and articulate the path how to achieve these goals. The leader of Peja

before was elected, worked in the program which now he implements. The performance shows how citizens are impressed with the leader of Peja for the project he initiated and now they support him for the current performance to fulfil all projects till the end of mandate.

Finally, the success of Peja leader in major projects means that he has had a unique vision in the beginning of mandate. He communicated the vision clearly to the citizens of Peja and the results are the same with his promises done before the election in 2013. It means the leader of Peja was real when he articulated vision in the election of 2013 and he would be considered as an authentic leader with a unique vision because he achieved all goals set on the LDK program prepared by him.

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## **APPENDICES**

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## **Appendix A: List of Abbreviation**

**MBA** –Master in Business Administration

**EU** – European Union

**EQUIS** – European Quality Improvement System

**AACSB** - Association to Advance Collegiate Schools of Business

**AMBA** - The Association of MBAs

**BEE**- Business & Entrepreneurial Economics

**LPM** – Leader of Peja Municipality

## **Appendix B: Questionnaire for the Quantitative Survey**

### **Authentic Leadership: How Personal Legacy, Education, and Identity Contribute to the Level of Unique Vision**

This research is part of the master thesis done by the candidate Sokol Loci, student at Master in Business Administration (MBA) at Ljubljana University, Faculty of Economics. The topic under the title “Authentic Leadership: How Personal Legacy, Education, and Identity Contribute to the Level of Unique Vision” was accepted by the Student Academic Affairs Committee on its session held on 15.3.2016. The Faculty of Economics at Ljubljana University is the only one in Southeastern Europe equipped with the most important accreditations including AMBA, EQUIS, and AACSB.

The survey conducted focuses on the individuals’ opinion about the performance of municipality of Peja for the whole mandate of local government. The survey last only 10 to 15 minutes and the questions are not tricky. All the answers will be kept confidential and the information got from individual entities will not be misused at any circumstances. There will be not transparency at any individual reference but only in an aggregate summary. Upon your request, you will be provided with final analyses of the topic.

The results of the survey should provide data about the performance of local government and how close are government performance with citizens expectations. The survey will evaluate leadership behavior toward citizens and measure if public polices provided by government of Peja municipality helps citizens in their daily life. The conclusion from the survey will be used to evaluate if the leadership of Peja municipality was authentic on decision making process based on their political program initiated during the election of 2013. Furthermore, this survey should provide data about performance of Mr. Gazmend Muhaxheri as the leader of Peja municipality in order to analyze his vision for development of Peja municipality.

#### **1. Would you like to skip the further introduction and continue with the survey questions?**

- a. Yes, I would like to read all the introduction part
- b. No, I would like to continue with the survey questions

#### **Introduction part**

Fierce competition in today’s world leads public and private organizations of different industries for having better management of market shares, as such pointed out a need for advanced leadership vision as one of the means to gain competitive advantage.

Leader’s unique vision determines the success within a certain organization and made possible to get rid of status quo. Unique vision means link values in organization with

leader's core values and creates the strategic plan how to get decision for a certain future goal.

This scientific survey is supposed to examine leader's authenticity (Gazmend Muhaxheri, Leader of Peja Municipality) throughout comparing his promises did during the election of 2013 with his overall performance since that date till now. Furthermore, gather information from citizens to measure the success of local government.

The results should provide the gap between leader's promises before he was elected with his performance after 2013 when he was elected, the leader's transparency, behavior, and interpersonal communication in order to understand if Gazmend Muhaxheri as leader of Peja municipality works based on his authentic values.

### **Methodology and Goals of the Survey**

The survey has three sections including in the first section general questions which identify needs of citizens for the municipality of Peja. The first section includes questions like quality of the service offered, transparency, and other general staff.

The second section includes questions for specific experience with certain office in the municipality. This section includes officer behavior, cooperation, communication, and responsibility.

The third section includes questions which show the opinion of citizens in relation with their expectations for the performance of leader in municipality of Peja. This section includes leader's promises and citizen evaluation for the performance in the period of 2013-2016.

### **About the Researchers**

The researcher Sokol Loci is an MBA student at University of Ljubljana. During the last 2 years he's been academically linked to the field of authentic leadership, more specifically to leader's unique vision.

The experience gained from the two previous research papers, one at BEE conference at University of Zagreb titled "Authentic vs. Transformational Leadership: What does motives the distinction between two leadership approaches?" and the second one ENTRENOVA conference in Rovinj in Croatia titled "Authentic Leadership: Leader's Unique Vision" made possible to continue with a deep research in the field of leadership.

### **Section 1 (General Information)**

#### **2. How frequently do you ask for a service in municipality of Peja?**

- a. Often

- b. Rare
- c. Never

**3. How far is the municipality building from you permanent residence?**

- a. Within 1 km distance
- b. 1-5 km distance
- c. Over 5 km distance

**4. How easy is the access to the services offered by Municipality of Peja?**

- a. Easy (Why)
- b. Medium (Why)
- c. Difficult (Why)

**5. What departments do you visit most in Municipality of Peja?**

- a. Department of Administration
- b. Department for Health Care
- c. Department for Economy
- d. Department for Finance
- e. Department for Education
- f. Department for Infrastructure
- g. Department for Cadastre
- h. Department for EU Integration
- i. Others

**6. What are the services you need most from municipality of Peja?**

- a. Service of Civil State
- b. Center of Information for Citizens
- c. Human Rights Protection
- d. Law Office
- e. Office for Translated Documents
- f. Office for Wealth Recording for Each Entity
- g. Office for Logistics

**7. How fast do you get response for an issue by Municipality of Peja?**

- a. Immediately
- b. With Delay

**8. How much are you satisfied with services offered by Peja Municipality?**

- a. High
- b. Medium
- c. Low

## **Section 2**

The second section includes questions for specific experience with certain office in the municipality. This section includes officer behavior, cooperation, communication, and responsibility.

### **9. What department you visited lately?**

- a. Department of Administration
- b. Department for Health Care
- c. Department for Economy
- d. Department for Finance
- e. Department for Education
- f. Department for Infrastructure
- g. Department for Cadastre
- h. Department for EU Integration
- i. Others

### **10. What service do you ask for a response by Municipality of Peja?**

- a. Social Assistance
- b. Document for Notarization
- c. Investment
- d. Property Legalization
- e. Birth Certificate
- f. Extract of Civil Status
- g. Certificate of Family Union

### **11. What level of bureaucracy do you face in Municipality of Peja?**

- a. High
- b. Medium
- c. Low

### **12. Rate officer's behavior?**

- a. With responsibility
- b. Properly
- c. Repulsive

### **13. Does your problem was taken into consideration immediately?**

- a. Yes
- b. No

### **14. Have you been satisfied with the quality how your problem was addressed?**

- a. Yes
- b. No

**15. Does the officer be professionally prepared for your problem?**

- a. Yes
- b. No (Why)

**16. Did the problem find solution after you addressed it?**

- a. Yes
- b. No (Why)

### **Section 3**

The third section includes questions which show the opinion of citizens in relation with their expectations for the performance of leader in municipality of Peja. This section includes leader's promises and citizen evaluation for the performance in the period of 2013-2016.

**17. Did you support Gazmend Muhaxheri's program as LDK leader in city of Peja during the election in 2013?**

- a. Yes
- b. No
- c. Boycotting

**18. What is one the most important projects he has promised and you like it?**

- a. Green Environment
- b. BOREA
- c. Infrastructure
- d. Transparency

**19. Why do you evaluate that project?**

- a. Tourism Development
- b. Protect the Environment
- c. Reduce Corruption
- d. Help Community

**20. Rate the performance of Gazmend Muhaxheri in the position of leader in Municipality of Peja?**

- a. High
- b. Medium
- c. Low

**21. What was the most important project he's promoted?**

- a. Green Environment
- b. BOREA
- c. Infrastructure
- d. Transparency

**22. How important is for you that project?**

--

**23. How do you evaluate Gazmend Muhaxheri interpersonal communication skills?**

- a. Very Good
- b. Good
- c. Poor

**24. Does he integrate values of the society in his projects?**

- a. Yes
- b. No

**25. Does Gazmend Muhaxheri (LPM) represent in the best manner society of Peja?**

- a. Yes
- b. No

## Appendix C: Results from the Quantitative Survey

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14
C1	(a)	(a)	(b)	(b)	(b)	(b)	(a)	(a)	(b)	(a)	(a)	(b)	(a)	(a)
C2	(a)	(a)	(b)	(b)	(e)	(e)	(a)	(a)	(e)	(b)	(a)	(b)	(a)	(a)
C3	(a)	(a)	(b)	(b)	(f)	(g)	(b)	(b)	(f)	(c)	(b)	(a)	(b)	(a)
C4	(b)	(b)	(c)	(b)	(f)	(g)	(b)	(b)	(f)	(c)	(b)	(a)	(b)	(a)
C5	(b)	(b)	(c)	(b)	(b)	(b)	(a)	(c)	(b)	(a)	(b)	(a)	(a)	(a)
C6	(a)	(a)	(a)	(b)	(g)	(f)	(b)	(c)	(g)	(d)	(b)	(a)	(b)	(a)
C7	(b)	(a)	(b)	(a)	(e)	(e)	(a)	(b)	(e)	(b)	(a)	(b)	(a)	(a)
C8	(a)	(b)	(b)	(a)	(e)	(e)	(a)	(b)	(e)	(b)	(b)	(a)	(a)	(a)
C9	(a)	(a)	(b)	(b)	(a)	(a)	(a)	(a)	(a)	(e)	(b)	(a)	(a)	(a)
C10	(a)	(b)	(b)	(a)	(a)	(a)	(a)	(a)	(a)	(f)	(b)	(a)	(a)	(a)
C11	(a)	(b)	(b)	(b)	(b)	(b)	(a)	(a)	(b)	(a)	(b)	(a)	(a)	(a)
C12	(b)	(b)	(c)	(b)	(b)	(b)	(a)	(b)	(b)	(a)	(b)	(a)	(a)	(a)
C13	(b)	(a)	(c)	(b)	(a)	(a)	(a)	(a)	(a)	(e)	(b)	(a)	(a)	(a)
C14	(a)	(a)	(b)	(b)	(f)	(g)	(b)	(c)	(f)	(c)	(a)	(b)	(b)	(a)
C15	(b)	(b)	(c)	(a)	(a)	(a)	(a)	(a)	(a)	(f)	(a)	(b)	(a)	(a)
C16	(b)	(b)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(h)	(b)	(a)	(a)	(a)
C17	(a)	(b)	(a)	(b)	(b)	(b)	(a)	(b)	(b)	(a)	(b)	(a)	(a)	(a)
C18	(a)	(b)	(b)	(b)	(e)	(e)	(a)	(b)	(e)	(b)	(a)	(b)	(a)	(a)
C19	(a)	(a)	(b)	(b)	(a)	(a)	(a)	(a)	(a)	(h)	(a)	(b)	(a)	(a)
C20	(b)	(b)	(a)	(a)	(b)	(b)	(a)	(b)	(b)	(a)	(b)	(b)	(a)	(a)
C21	(b)	(b)	(c)	(a)	(b)	(b)	(a)	(b)	(b)	(a)	(b)	(b)	(b)	(a)
C22	(a)	(a)	(b)	(a)	(g)	(f)	(b)	(c)	(g)	(d)	(b)	(b)	(a)	(a)
C23	(a)	(a)	(b)	(b)	(e)	(e)	(a)	(b)	(e)	(b)	(a)	(a)	(a)	(a)
C24	(a)	(a)	(a)	(b)	(a)	(a)	(a)	(a)	(a)	(f)	(a)	(a)	(a)	(a)
C25	(b)	(a)	(a)	(b)	(a)	(a)	(a)	(a)	(a)	(f)	(b)	(b)	(a)	(a)
C26	(b)	(a)	(a)	(b)	(b)	(b)	(a)	(b)	(b)	(a)	(b)	(b)	(a)	(a)
C27	(a)	(b)	(a)	(a)	(d)	(f)	(b)	(c)	(d)	(g)	(b)	(b)	(b)	(a)
C28	(b)	(b)	(a)	(a)	(d)	(f)	(b)	(c)	(d)	(g)	(b)	(b)	(b)	(a)
C29	(b)	(a)	(c)	(b)	(b)	(b)	(a)	(b)	(b)	(a)	(a)	(a)	(a)	(a)
C30	(a)	(b)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(e)	(a)	(a)	(a)	(a)

	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25
C1	(a)	(a)	(a)	(b)	(a)	(a)	(b)	(a)	(b)	(a)	(a)
C2	(a)	(a)	(b)	(b)	(a)	(a)	(b)	(a)	(b)	(a)	(a)



C3	(a)	(b)	(c)	(b)	(a)	(a)	(b)	(a)	(a)	(a)	(a)
C4	(a)	(a)	(c)	(b)	(a)	(a)	(b)	(a)	(a)	(a)	(a)
C5	(a)	(a)	(b)	(b)	(a)	(a)	(b)	(a)	(b)	(a)	(a)
C6	(a)	(a)	(b)	(b)	(a)	(a)	(b)	(a)	(b)	(a)	(a)
C7	(a)	(a)	(a)	(b)	(a)	(a)	(b)	(a)	(c)	(a)	(a)
C8	(a)	(a)	(c)	(b)	(a)	(a)	(b)	(a)	(b)	(a)	(a)
C9	(a)	(a)	(a)	(a)	(b)	(b)	(b)	(a)	(c)	(b)	(b)
C10	(a)	(a)	(a)	(d)	(c)	(b)	(b)	(a)	(b)	(a)	(a)
C11	(a)	(a)	(a)	(d)	(c)	(b)	(b)	(a)	(a)	(a)	(a)
C12	(a)	(a)	(a)	(b)	(a)	(c)	(b)	(a)	(a)	(a)	(a)
C13	(a)	(a)	(c)	(b)	(a)	(a)	(b)	(a)	(a)	(a)	(a)
C14	(a)	(b)	(c)	(b)	(a)	(a)	(b)	(a)	(b)	(a)	(a)
C15	(a)	(a)	(c)	(b)	(a)	(a)	(b)	(a)	(b)	(a)	(a)
C16	(a)	(a)	(b)	(c)	(d)	(c)	(b)	(a)	(a)	(a)	(a)
C17	(a)	(a)	(a)	(c)	(d)	(c)	(b)	(a)	(c)	(a)	(a)
C18	(a)	(a)	(b)	(b)	(a)	(a)	(b)	(a)	(c)	(a)	(a)
C19	(a)	(a)	(a)	(b)	(a)	(a)	(b)	(a)	(a)	(a)	(a)
C20	(a)	(a)	(a)	(c)	(d)	(c)	(b)	(a)	(a)	(a)	(a)
C21	(a)	(a)	(a)	(a)	(b)	(c)	(b)	(a)	(c)	(a)	(b)
C22	(a)	(a)	(a)	(b)	(a)	(a)	(b)	(a)	(c)	(a)	(b)
C23	(a)	(a)	(b)	(b)	(a)	(a)	(b)	(a)	(a)	(a)	(a)
C24	(a)	(a)	(a)	(b)	(a)	(a)	(b)	(a)	(c)	(b)	(b)
C25	(a)	(a)	(a)	(b)	(a)	(a)	(b)	(a)	(b)	(a)	(a)
C26	(a)	(a)	(b)	(b)	(a)	(a)	(b)	(a)	(b)	(a)	(a)
C27	(a)	(a)	(a)	(b)	(a)	(a)	(b)	(a)	(b)	(a)	(a)
C28	(a)	(a)	(b)	(a)	(d)	(b)	(b)	(a)	(a)	(a)	(a)
C29	(a)	(a)	(b)	(b)	(a)	(b)	(b)	(a)	(a)	(a)	(a)
C30	(a)	(a)	(a)	(b)	(a)	(b)	(b)	(a)	(a)	(a)	(a)

## Appendix D: Questionnaire & Results for the Qualitative Survey

### Methodology and Goals of the Survey

This part has got two sections including interview with leader of Peja Municipality and with four of his directors from health, education, infrastructure and economic departments. The first section will provide information about leader education, past experience and identity in order to assess his vision for the projects he promised to achieve in the end of the mandate.

The second section will provide information on how leader of municipality govern duties in separate departments and his interpersonal communication with his directors. This interview should provide results about the authenticity of Gazmend Muhaxheri as a leader.

#### Section 1

Interviewer: Sokol Loci

Place: Peja

Interviewee: Gazmend Muhaxheri

Date: 08.04.2016

Department: Municipality of Peja

Function: President

#### 1. Which is role of a leader in organization?

**Gazmend Muhaxheri (LPM):** I said a leader should be able to delegate properly all responsibilities based on subordinates' skills. A leader form the vision which is kind of infrastructure how to achieve a certain goal and subordinates have to be technically prepared in order to transform leader's idea into real actions in practice.

#### 2. Do distinction between a leader and manager while performing in a task?

**Gazmend Muhaxheri (LPM):** The role of manager is to find solutions for certain situation. Most of the time he/she keeps an organization in status quo and his basic responsibilities are to advice subordinates and try to implements rules set by the leadership. A manager needs to be a good communicator, motivator, and he/she should have at least elementary professional skills about the activities the organization offers.

#### 3. Leader's vision for certain issue must be built based on authentic values or collective values?

**Gazmend Muhaxheri (LPM):** A leader should build his/her vision for certain goal based on his core values. An individual knows the path of goal only if he/she builds it and no one can build a unique vision if he ask others what to do. First you have to believe on success in order to motivate yourself because it is very difficult to achieve a certain goal without being self-motivated.

4. Based on you, an authentic leader builds his vision based on his core values. Does the transformational leader build his vision based on collective values? And what style of leadership do you find yourself in?

**Gazmend Muhaxheri (LPM):** Transformational leader I believe is a concept which it is related with the change of situation. Transforming a process is really important for organization in order to be a step forward against competitors. As I said earlier a leader who has intention to produce something new have to create his own vision and then communicate to his/her subordinates which should be prepared technically to transform the idea.

5. What is your vision for this mandate?

**Gazmend Muhaxheri:** My main objective for this period of mandate is to create conditions for foreign investments in my municipality. My BOREA project that is a skiing place with a capacity of 14.000 people for a day will generate incomes for all citizens of Peja. I gathered values of my place to present on that project in order to be so impressive for tourist who comes and visit that place.

6. Which one from these factors has contributed most in your vision?

**Society** **Regional Trends** **Passing Economic Transition** **LDK (Political party)**

**Gazmend Muhaxheri (LPM):** Because of some circumstances that happened, my country is very behind the regional trends. Regional countries develop faster than we do. Our city is beautiful and it could be a wonderful place for tourism in four seasons within a year. My idea is to create a great infrastructure for tourism development. I consider that this project should include values of society and create a unique environment for each visitor who comes skiing here.

7. Is your vision influenced by your past experience?

**Gazmend Muhaxheri (LPM):** Past experience is one of the main factors of personality development. I can say that I am based on my past and family culture is the main source of my attitude, behavior, and feelings. In early stage of life or childhood my father and mother gave me more independence to act and judge freely. Any problem I face in childhood was a difficult situation where after a period of time develops my vigilance toward situations.

8. Do you believe that past experience is the key factor in a decision making process?

**Gazmend Muhaxheri (LPM):** when I am involved in a decision making process, the first think went into my mind is to find information how to solve it based on my past experience. Generally, situation are similar to each other and you can connect moments to find the precedence and know exactly what steps needs to be done in order to have success in a decision making process

**9. How important is your education background for your performance?**

**Gazmend Muhaxheri (LPM):** Education contributed on my personality development. I learn how to be more communicative, creative, and improve my cognitive skills including memory, information processing, and interpreting of information.

**10. Can you rate from 1 to 10 how similar is your personality with your identity?**

**Gazmend Muhaxheri (LPM):** From 1-10 I can rate 7. If I work based on my pure personality traits, it might be difficult to be socially accepted. I modify my self based to an unimportant situation but in my profession I am always myself which it means I work based on my personality and not Identity.

**11. Where is the difference between personality and identity?**

**Gazmend Muhaxheri (LPM):** Personality describes your authentic values and identity is something you want to be but you are not really that person.

**12. If you have to choose between two alternatives, which alternative will you select?**

- a) Find your subordinates based on their innovative abilities (Why)
- b) Find subordinates based on their professional skills (Why)

**Gazmend Muhaxheri (LPM):** I will choose the second because I believe that the leader is responsible to be creative or innovative and his subordinates should be professionally prepared to convert the idea in reality.

**13. Which criteria an individual should fulfill to be part of your staff?**

**Gazmend Muhaxheri (LPM):** My subordinates should be responsible for his actions, be a good communicator, have good cognitive skills, be self-motivated, be self-regulation, work based on collectivism perspective, and don't be afraid from risky situations.

**14. Do you prefer efficiency or efficacy performance by your subordinates?**

**Gazmend Muhaxheri (LPM):** I prefer efficacy instead of efficiency. I advise my subordinates to get the job done as soon as possible.

**15. How well is interpersonal communication between you and your subordinates?**

**Gazmend Muhaxheri (LPM):** Communication a really important factor for a leader because when you have an idea and subordinates can't get it then it is very difficult to achieve success. The most important abilities for a leader are motivating employee and deliver the message which both of them needs to have good communication skills.