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The Associations between Educational Systems and Entrepreneurship in the Context of Evolving Management—The Kosovo Case

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ABSTRACT

This article explores at the relationship between entrepreneurship with Kosovo’s educational institutions, particularly in the context of change management. Evaluating how Kosovo’s educational system may be made more innovative and adaptable by incorporating entrepreneurial ideas into its structures. Entrepreneurs often navigate cultural differences when working with international partners, clients, or customers. Kosovo, with its unique context of multilingualism and evolving entrepreneurial ecosystem. This study adopts a qualitative research methodology to explore the links between entrepreneurship, education, and change management in Kosovo. The findings highlight the importance of integrating entrepreneurial thinking, problem-solving skills, and adaptability into educational curricula to prepare students for the challenges of dynamic business environments. The integration of entrepreneurial principles into the education system has the potential to drive change and innovation. This analysis supports the following conclusions: enterprises’ capacity to operate profitably and sustain their competitiveness depends on their capacity to adapt to contemporary circumstances; transformation is a crucial and unavoidable component of everyday business administration. The importance of fostering an entrepreneurial mindset to facilitate adaptability and resilience in the face of ongoing changes. Key limitations of this research is the limited availability of comprehensive data on the specific intersection of entrepreneurship education

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and change management within Kosovo's educational system. The findings of this research could serve as a guide for policymakers in Kosovo to better understand the potential of integrating entrepreneurship education into the broader educational reform strategy.

Keywords: Entrepreneurship; Educational; Training System; Change Management

1. Introduction

The intersection of entrepreneurship and education, particularly in the context of change management, is vital for fostering an innovative and adaptable workforce. As organizations and markets constantly evolve, the ability to navigate change becomes a critical skill, both for individuals and businesses. This study explores the link between entrepreneurial education and its role in enhancing change management capabilities. By examining how educational systems integrate entrepreneurship concepts and change management principles, this research identifies key practices and frameworks that can be adopted to cultivate future leaders and entrepreneurs who are equipped to manage and lead change effectively. This makes the business environment more competitive because organizations from all around the world can offer similar products or services^[1].

The links between entrepreneurship and educational systems in Kosovo are becoming increasingly relevant, especially as the country faces the challenges of reforming its educational landscape and fostering an entrepreneurial culture. The connections between educational systems and entrepreneurship, particularly within the context of evolving management in Kosovo, provide a unique landscape for exploring how educational methods and language education can play key roles in fostering an entrepreneurial spirit.

Language education is a key tool that can bridge the gap between local and international business practices. In Kosovo, where languages such as Albanian, Serbian, English, and others are spoken, multilingualism offers a distinct advantage for entrepreneurial growth.

The educational system in Kosovo has seen gradual shifts in its approach to teaching entrepreneurship, particularly in integrating practical business skills with academic knowledge. As education systems around the world evolve, teachers face new challenges due to rapid technological advancements, globalization, and shifting societal expectations. Therefore, traditional teacher education programs must adapt

to equip prospective teachers with the necessary knowledge, skills, and expertise to thrive in dynamic and diverse classroom settings^[2].

Key challenges include:

- Limited entrepreneurial curricula: Many traditional educational programs still focus heavily on theoretical knowledge, with limited emphasis on real-world business challenges, which is essential for cultivating an entrepreneurial mindset.
- Young population: Kosovo has a relatively young population, making it ideal for fostering entrepreneurial thinking and creating a culture of innovation and risk-taking.
- Internationalization: As Kosovo seeks to integrate more into the global economy, its education system has the potential to evolve and offer more internationally relevant entrepreneurial education.

Given this backdrop, the integration of entrepreneurial skills with various subjects—especially language education—becomes crucial. This can help ensure that Kosovo's youth are better equipped with the right tools and mindsets to navigate the global marketplace.

Many nations have granted access their borders to commerce and investment as a consequence of economic reform^[3]. The world market has altered as a result of economic globalization by becoming an international marketplace where varied and brutal forces compete. Along with lowering barriers and fostering greater collaboration, this integration has raised dependency between nations. And therefore, major changes in any nation's economy today are primarily caused by external sources. The economics of nations, businesses, and managers in particular face new problems as a result of these changes^[4].

The relationship between entrepreneurship and education, particularly in the context of change management, has been widely researched over the years. Key themes explored in the literature include:

Entrepreneurial Education and Innovation: An increas-

ing amount of research emphasizes the significance of entrepreneurial education in fostering innovation abilities. Entrepreneurship education programs aim to install a mindset focused on opportunity recognition, creativity, risk-taking, and resource mobilization^[5]. Some authors emphasize the importance of mentoring programs in enhancing the professional development and leadership skills of school administrators. It highlights that such programs not only improve individual capabilities but also have broader implications for fostering school innovation and success. The key implication here is the idea that sustained mentoring programs can be a long-term strategy for ensuring both the growth of school leaders and the overall effectiveness of schools^[6]. These skills are essential for managing change in dynamic organizational contexts in Kosovo case.

Theories of Change Management: including Lewin's Change Management Framework^[7]. and Kotter's 8-Process Change Model^[8]. stress the value of strategic planning, communication, and leadership in assisting businesses through change. Students who receive an entrepreneurial education develop the adaptability and strategic thinking necessary for successful change management.

The identification of these two types of entrepreneurs, necessity-driven and opportunity-driven, is an insightful way to frame the dynamics of entrepreneurship in transitional economies. reflects a key observation in the literature on entrepreneurship in transitional economies: during the early stages of transition, economic instability and scarcity drive individuals to engage in entrepreneurial activities for survival. Over time, as conditions improve and markets become more organized, the entrepreneurial landscape shifts toward more growth-oriented, opportunity-driven ventures that can foster sustainable economic development^[9].

The proposal to create a comprehensive national plan for economic development in Kosovo is a strong and strategic approach to improving employment rates and ensuring government expenditure is aligned with the nation's needs. A well-structured national plan serves as a critical foundation for guiding long-term economic growth and policy formulation. By presenting clear objectives, aims, and strategies for various sectors, it allows for targeted interventions, greater coherence, and more effective resource allocation.

Moreover, having a national plan acts as a reference for both public and private sector initiatives, fostering collabora-

tion and alignment toward shared goals. It could also serve as a tool for attracting foreign investment by demonstrating a clear and well-thought-out path for economic growth^[10]. One key consideration for the success of such a plan would be to ensure regular updates and revisions based on changing economic conditions, ensuring flexibility in addressing unforeseen challenges or new opportunities. Ultimately, if executed effectively, this proposal could provide a roadmap for sustainable economic growth, higher employment rates, and better utilization of government expenditure in Kosovo.

The Role of Educational Systems in Entrepreneurship: The integration of entrepreneurial principles within formal education systems has been shown to improve the capacity for problem-solving and adaptability. The evolution of the thematic structure in teacher education and school improvement over the past decade reflects significant shifts in the educational landscape. Initially, much of the focus was on enhancing *school improvement and effectiveness* through measurable outcomes such as student performance and institutional accountability^[11]. Educational programs that blend business skills with leadership and change management principles encourage students to think critically about leading and adapting to change^[12]. Furthermore, the concept of capacity-building has come to the forefront, suggesting that sustainable school improvement depends on developing the internal strengths and abilities of teachers and school leaders. This approach stresses professional development, collaboration, and empowering educators to take ownership of their growth^[11].

Entrepreneurial Mindset and Change Management: Studies have identified a direct link between an entrepreneurial mindset and successful change management. Entrepreneurial education fosters skills such as resilience, creativity, and proactive decision-making, which are essential for navigating organizational change^[13]. Business organizations are increasingly focused on implementing strategies within the entrepreneurial ecosystem that not only drive organizational growth but also promote social and environmental progress. Social entrepreneurship and social innovation are recognized as key components of this ecosystem, playing a crucial role in fostering social development^[14].

Global Educational Trends: Different educational systems around the world have approached entrepreneurship and change management education in various ways. For

instance, programs in North America and Europe have increasingly emphasized experiential learning, case studies, and simulations, integrating change management scenarios to prepare students for real-world challenges^[15].

Transformational leadership has been extensively studied in the field of educational administration as a potential response to the increasing demands for greater effectiveness in school systems. As a result, a substantial knowledge base has been developed^[16].

It tends to provide an accurate and useful addition to this field of research to test the factors influencing the governance of current shifts in organizations, that has been evaluated based on the study's essential principles;

- As a theoretical evaluation of the domestic as well as international authors on every aspect considered in the creation of this work.
- Case studies and empirical analyses arranged in accordance with the chosen methodological model.
- An examination of the present situation of the current development of the enterprise in Kosovo with many development potentials in the future.

As a result, the study offers a thorough overview of the factors and their respective significance in the present organizational transformation process in entrepreneurship^[17]. However, what was learned will serve as a basis for similar research by other scholars, who may then build on the knowledge gained from the theoretical and practical studies to further explore other aspects of this area of study in contemporary management.

Over the past 20 years, the global economy has undergone several evolutionary stages. The success and longevity of the organization depend on its ability to adapt to and handle change. A forward motion is necessary for change. The transition means that future is going to distinct from today.

Organizational transformation is a process that must be meticulously planned and organized; it is not one-time event. The business's environment, arrangement, technology, or personnel can all change. The work of the leadership team would have been simple if not for the differences.

Nowadays, every manager must deal with change as a necessary component of their job. Finding and cultivating effective leadership is the key to successfully managing change and moving an organization forward. In a world characterized by technological advancements, shifts in consumer

behavior, and global interconnectedness, leadership needs to be dynamic and innovative. The old paradigms of leadership, which may have emphasized stability and control, may no longer be effective in managing the complexities of today's environment. Instead, leaders must focus on fostering a culture of collaboration, learning, and resilience while staying attuned to emerging trends^[1]. The necessity to respond to customers as rapidly as possible, increased market competition, easy entry to some markets thanks to the Internet and e-business, and innovations have compelled executives to recognize change as a necessary component of daily management. In all corporate organizations, change is a highly universal characteristic from which no company can be exempt. Even if change frequently poses a threat to the continued existence of all businesses, it also presents chances for expansion.

The key aspects of change management in Kosovo's educational and entrepreneurial sectors are:

- **Educational Reforms:** Kosovo has made significant strides in reforming its education system. However, changes are needed to ensure that education is responsive to the fast-paced nature of entrepreneurial ventures. Reforming curricula, modernizing teaching methods, and fostering more dynamic learning environments are essential steps in facilitating the transition to a more entrepreneurial mindset.
- **Multilingualism** can be considered a strategic advantage for entrepreneurs in Kosovo. Here's why it plays such a critical role in entrepreneurial success:
 - **Cross-border opportunities:** Kosovo's entrepreneurs are often seeking access to markets in neighboring countries, the EU, and beyond. Multilingual abilities allow for smoother communication with potential partners, clients, and investors across borders.
 - **Market expansion:** With Kosovo positioned in a region that interacts with diverse linguistic groups, entrepreneurs who can navigate multiple languages are better poised to tap into various markets and adapt their products or services to different local needs.
- **Business scalability:** Entrepreneurs fluent in several languages can hire a wider range of talent from different regions, navigate diverse supply chains, and engage with broader customer bases. This ability becomes an asset in

scaling businesses internationally.

- **Policy and Institutional Support:** Kosovo's government has implemented policies to support entrepreneurship, but for these policies to succeed, educational systems must be flexible and dynamic. The creation of a robust entrepreneurial ecosystem requires that education systems produce graduates who are not only skilled but also resilient, innovative, and willing to take risks.
- **International Cooperation:** Kosovo has engaged in several international partnerships with institutions like the World Bank, the EU, and NGOs to support both educational reforms and entrepreneurship. These collaborations bring expertise, funding, and resources that help manage the transitions necessary for a successful entrepreneurial culture.

In order to remain relevant and stay ahead of competitors, organizations must adapt to change. Improvement inside an organization happens over time, not all at once. Depending on the type and scale of the firm, the rate of change varies. They are therefore essential and important for identifying the adjustments and incorporating them as effectively as possible into the organization's goals. Managing change also include leading and influencing others. The reality that they must assist their employees in dealing with change and that managers themselves experience difficulties responding makes this component of managing transition challenging for many managers^[18].

There have been numerous attempts to create a model of effective change Greiner^[19] created the model that has gained greater acceptance. Greiner has made an effort to pinpoint the elements that set a successful change apart from one that fails, using data from the change industry as support. Two fundamental elements for the achievement of a successful transformation are identified as a result of this analysis:

- A rearrangement of the organization's authority structure to decentralize centralized decision-making.
- Realizing how power spreads across the company through a constant process of change.

Different organizations utilize various change models to adapt to the market and remain competitive. And every model and study demonstrated that leadership is the most important aspect of success.

Research on organizational transformation, according to^[20], mostly focuses on issues like change management. Leadership,^[21, 22] developing change and accepting change inside the organization:^[23, 24], or paradoxes^[25, 26].

Multiple research studies have determined that strong managerial behavior and high staff participation are the two factors most responsible for organizational change processes. Some researchers even go so far as to assert that in order to build an effective leadership network, overcome resistance and slow organizational change processes, change leadership must be spread throughout the organization. Different leadership norms allegedly have a significant impact on followers' involvement, according to various studies. In these situations, people make sincere efforts to eliminate contradictions, exchange to a position where the company's features and processes are understandable, and maintain a level of visibility in which executives and actors facilitate the change process that determines its rhythm and subsequent outcomes^[27]. Some scholars claim that while the internal environment naturally reacts in this way because the interactions between people within an organization are continuously changing and the company must find a method to deal with them, the external environment frequently changes in ways that need reaction. Others contend that maintaining employee engagement during these transformation processes, where interaction and management are crucial, is one of the issues facing firms.

The Business Profile of Kosovo

The Republic of Kosovo is starting to rank among the most competitive business environments in the area. This nation is a desirable and welcoming place for foreign investors due to its outstanding tax structure, wealth of natural resources, quick and simple business registration procedures, and clear foreign investment laws, to name a few benefits. The Republic of Kosovo has a compelling case for being the top destination for foreign investors since it is known for offering the best business possibilities in the Balkans.

A parliamentary republic, Kosovo. More than 100 countries of the United Nations and 22 out of 27 members of the European Union (EU) have accepted its declaration of independence, which was made on February 17, 2008. The acceptance and signing of the Stabilization and Association Agreement with the EU took place in October 2015, and it has been in effect since April 2016. Kosovo is a prospective member of the EU. Despite outperforming its neighbors in

the previous ten years and being mainly inclusive, Kosovo's economic growth has not been sufficient to create enough formal jobs, particularly for women and young people, or to considerably lower the high rates of unemployment. In order to support local consumption, Kosovo's growth model mainly depends on remittances, but has recently switched to one that is more investment- and export-driven. Kosovo must unlock productivity gains and add more high-quality jobs if it is to keep expanding. To achieve this, it will be necessary to remove infrastructural bottlenecks, give human capital investment top priority, and improve the climate for the progress of the private sector.

The excessively vulnerable members of Kosovo's population demand to be safeguarded by well-targeted and efficient social programs, and the young population needs to be provided with the skills required by a modern economy.

The evolving management landscape in Kosovo provides a fertile ground for educational innovation, particularly in integrating entrepreneurship into the educational system. By strengthening the link between language education and entrepreneurship, Kosovo can create a generation of entrepreneurs who are not only technically savvy but also equipped to thrive in the globalized business world. Multilingualism, in particular, can be a key driver of success, as it opens doors to international collaboration, market expansion, and business growth. Therefore, cultivating entrepreneurial thinking within language teaching programs offers a strategic avenue for the country's economic development and the empowerment of its youth.

Another significant issue is the gender disparity in access to economic opportunities, which is not the topic of discussion here, which can be linked to social awareness and the aspect of communication which is the tool that can link learning communication that provides an opportunity to develop essential soft skills such as motivation, leadership and negotiation, which are all integral to entrepreneurship is a key tool that can bridge the gap between domestic and international business practices.

Additional steps, such as the implementation of the EU's environmental acquis, are also required to promote environmental sustainability. In 2021, Kosovo's economy had a robust rebound; but, challenges from global inflation cut short Kosovo's raucous recovery route. In 2022, real GDP growth moderated to 3.5 percent, helped by rising exports

and personal spending.

The data for Kosovo from 2013–2021 shows a mixture of positive and negative trends across various key economic indicators:

GDP per capita (% of EU-27 in PPS): Kosovo's GDP per capita remains relatively stable, slightly increasing from 24% of the EU-27 average in 2013 to 26% in 2019 and 2020, reflecting slow but steady progress.

Real GDP growth: Kosovo saw a sharp decline in 2020 (–5.3%) due to the economic impact of the COVID-19 pandemic. However, in 2021, the economy rebounded strongly with a growth of 10.5%, indicating a strong recovery.

Economic activity rate: This rate remained relatively stable, hovering around 40%, with slight fluctuations between 2019 and 2021. It shows that a relatively small proportion of the population is actively involved in the labor force.

Unemployment rate: The unemployment rate is high, though it decreased slightly in 2021 compared to previous years. The rate remains notably higher for females, but there has been improvement in female participation in the workforce.

Nominal wages: Wages grew at a moderate pace in 2019 (5.2%) but decreased by 4% in 2020, likely due to the pandemic. Wage growth returned in 2021, though at a slower rate (1.3%).

Consumer price index (CPI): Inflation was low in 2019 and 2020 but spiked to 3.9% in 2021, indicating rising prices in the post-pandemic period.

Exchange rate: Kosovo's exchange rate with the Euro remained stable at 1.0 across the years.

Current account balance: Kosovo has consistently run a current account deficit, worsening slightly from –5.7% of GDP in 2019 to –8.6% in 2021.

Foreign Direct Investment (FDI): FDI remained fairly stable in relation to GDP, with Kosovo receiving about 2.7–4.2% of GDP in foreign investments, suggesting some investor confidence despite challenges.

Government balance and debt: The general government balance worsened significantly in 2020 (–7.6%), likely due to the pandemic's fiscal impact but improved in 2021 (–1.3%). Government debt increased, but at a more moderate pace, reaching 21.9% of GDP by 2021, still relatively low compared to many other countries.

Overall, Kosovo's economy faced a major challenge in 2020 but showed signs of recovery in 2021. The country continues to struggle with high unemployment, particularly

among women, but foreign investment and wage growth provide some positive signs for future development (see **Table 1**).

Table 1. Kosovo-Key economic figures.

Kosovo- Key Economic Figures	2013–18 Average	2019	2020	2021
GDP per capita (% of EU- 27 in PPS)	24	26	26	
Real GDP growth	4.7	4.8	−5.3	10.5
Economic activity rate of the population aged 15–64%	40.4	40.5	38.3	39.5
Female	19.6	21.1	20.8	22.7
Male	60.9	59.7	56.0	56.5
Unemployment rate of the population aged 15–64%	31.0	25.7	25.9	25.8
Female	36.5	34.4	32.3	29.7
Male	25.0	22.6	23.5	24.2
Nominal wages(annual growth%)	2.8	5.2	−4.0	1.3
Consumer price index (annual growth%)	0.7	2.7	0.2	3.9
Exchange rate against EUR	1.0	1.0	1.0	1.0
Current account balance (%GDP)	−6.8	−5.7	−7.0	−8.6
Net foreign direct investment, FDI (%GDP)	3.6	2.7	4.2	4.0
General government balance (%GDP)	−2.1	−2.9	−7.6	−1.3
General government debt (%GDP)	13.4	17.6	22.4	21.9

Source: ^[28, 29].

The export figures for goods between 2017 and 2022 show notable fluctuations and growth. Here's a breakdown of the data and some insights:

- 2017 (€378.0 million): This serves as the baseline year, with exports at €378 million. This could represent the start of a relatively stable period before any major changes in trade patterns.
- 2018 (€367.5 million): A slight dip compared to 2017, with a decrease of about 2.8%. This could reflect several factors such as economic conditions, trade policy changes, or shifts in demand for specific goods.
- 2019 (€383.5 million): A recovery of 4.4% from 2018, bringing exports back up to a slightly higher level than in 2017. This could indicate a positive market adjustment or an increase in demand for certain goods.
- 2020 (€475.0 million): A significant rise of 23.9% from 2019. This year saw a strong increase, possibly driven by the global response to the COVID-19 pandemic, with certain sectors (e.g., pharmaceuticals, medical equipment, or technology) experiencing higher demand due to the crisis.
- 2021 (€756.0 million): A major jump of 59.1% compared to 2020. This reflects a substantial recovery, likely due to

the post-pandemic rebound, where global supply chains began to normalize and demand surged as economies re-opened.

- 2022 (€920.4 million): Another significant increase of 21.7% from 2021. This continued growth likely reflects the ongoing recovery, along with potential expansion in global trade, new markets, and increased international demand for the exported goods.

From 2017 to 2022, exports experienced some fluctuations, but the overall trend is one of significant growth, particularly post-2020. The pandemic's impact in 2020 seems to have catalyzed increased demand for specific goods, and the subsequent years saw a strong recovery. The most notable growth occurred in 2021 and 2022, with exports increasing by over 20% each year, indicating a robust export market in the later part of this period (see **Figure 1**).

The authorities have taken action to lower obstacles to better government services and corporate operations. With assist from USAID, the Kosovo administration carried out an amount of improvement to the line of work that have helped Kosovo's standing in the World Bank's Index Doing Business over time. In accordance with the modified Law on Support to Small and Medium Enterprises, KIESA provides support

to MSMEs that are held by both local and international parties and does not specify any eligibility requirements. Voucher programs for training and consulting services, investment

facilitation, support for women and young business owners, and the affordable rental of fully equipped office space in industrial parks are a few examples of these services.

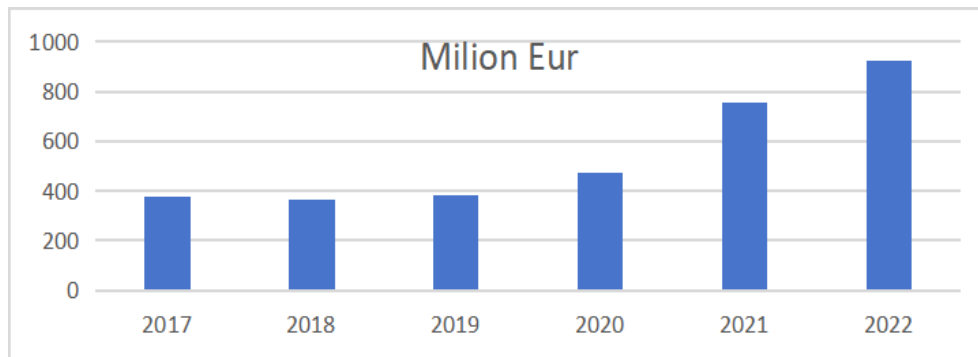


Figure 1. Export of goods 2017–2022.

Source: [30].

Rankings on Doing Business topics – Kosovo.

The Small Business Act (SBA) for Europe, established by the European Commission, provides a framework to support small and medium-sized enterprises (SMEs) across Europe. The OECD's SME Policy Index assesses the implementation of the SBA principles in various countries, including Kosovo.

In the 2022 OECD SME Policy Index for the Western Balkans and Turkey, Kosovo's performance was evaluated across several dimensions:

- **Promoting Entrepreneurship:** This dimension assesses the environment for starting and growing businesses. Kosovo has made progress in simplifying business registration processes and reducing administrative burdens. However, challenges remain in fostering a more entrepreneurial culture and providing comprehensive support services for startups.
- **Access to Markets and Internationalization:** This dimension evaluates SMEs' ability to access domestic and international markets. Kosovo has implemented measures to enhance market access, including trade facilitation initiatives and support for export activities. Despite these efforts, SMEs still face obstacles in reaching international markets, such as limited information on export opportunities and insufficient support for internationalization.
- **Access to Finance:** This dimension examines the availability of financial resources for SMEs. Kosovo has introduced financial instruments to support SMEs, includ-

ing credit guarantee schemes and microfinance options. Nevertheless, access to finance remains a significant challenge, with many SMEs struggling to secure adequate funding due to perceived high risks by financial institutions.

- **Skills and Innovation:** This dimension looks at the development of skills and innovation capabilities among SMEs. Kosovo has invested in education and training programs aimed at enhancing the skills of the workforce. However, there is a need for stronger links between education institutions and the business community to foster innovation and meet the evolving needs of SMEs.
- **Digitalization:** This dimension assesses the adoption of digital technologies by SMEs. Kosovo has made strides in improving digital infrastructure and promoting digital skills. Yet, many SMEs still lag in adopting digital tools, which hinders their competitiveness and growth potential.

While Kosovo has made notable progress in implementing the SBA principles, challenges persist in creating a more conducive environment for SMEs. Addressing these challenges requires continued efforts to enhance access to finance, foster innovation, and support the digital transformation of SMEs.

A total of 2 636 businesses were registered in Q4 2022, which is a reduction of 3.15% in registered businesses from the previous quarter (Q3 2022). While there has been an increase in the number of registered businesses by 9.10% in the contrast to the same quarters in the earlier year (Q4

2021)^[28].

The most common economic activities during this quarter were:

- manufacturing with 262 registered enterprises (9.9%);
- professional, scientific, and technical activities with 254 registered enterprises (9.6%);
- accommodation and food service activities with 232 registered enterprises (8.8%);
- wholesale and retail trade, repair of motor vehicles, and motorcycles with 645 registered enterprises (24.5%)^[28].

As maintained by the employee categories in the businesses registered in this quarter, it appears that:

- in the category with 1 to 4 employees, there are a total of 2 543 registered businesses (96.5%);
- in the category with 5 to 9 employees, there are 59 (2.2%);
- in the category with 10 to 19 employees, there are 22 registered businesses (0.8%);
- in the category with 20 to 249 employees, there isn't a business registered in this quarter^[28].

2. Materials and Methods

Professional preparatory actions have been studied during organizational transformation processes, and one of these is the establishment of an efficient management team with complete professional competence to lead the operations. This study adopts a qualitative research methodology to explore the links between entrepreneurship, education, and change management in Kosovo. The methodology consists of three main stages:

Literature Review: An analysis of existing scholarly literature concerning the roles of entrepreneurship and education systems in driving change management, particularly in post-conflict settings like Kosovo.

Case Study Analysis: A case study of Kosovo's educational reforms and entrepreneurship initiatives. This includes a review of government reports, educational strategies, and entrepreneurial programs developed in the country.

Interviews: Data will be gathered through semi-structured interviews of educators, entrepreneurs, and policymakers in Kosovo. This will allow for a profundity understanding of the practical connections between entrepreneurship education and the application of change management

principles in educational institutions.

The research has analyzed how educational reforms and entrepreneurial programs have influenced each other and identify key challenges faced in implementing change in Kosovo's education sector.

In particular, the technique of questionnaires (350) is used in this paper's quantitative research design to gather data. Validate the links between the changeable (sort of variation, activity factors, and speed of the change) is necessary to provide a response to the research question. Quantitative techniques such as linear regression and the t-test make it possible to test these links. Set of question as a method of data collection in this work allows for:

- (a) Examination and exploration of potential links between the variables used in the study;
- (b) Disposed by open concerns that will be relevant to be investigated in the future.

Businesses operating in Kosovo's received questionnaires for data gathering. Through personal contacts in enterprises, questionnaires are distributed to these companies.

What effect does leadership have on the evolution of the transformation approach in the enterprise? Entrepreneurial education and innovation, the role of educational systems in entrepreneurship mindset and change management. Are the research topics we are trying to answer.

In order to reach the answer to this dilemma, these two hypotheses have been compiled. From which we hope to reach the necessary conclusions for the reflection of the state of enterprises in this region of Kosovo.

The leadership methods used by the organization are examined through a questionnaire in independent variable research. These are the leadership behaviours that have been studied throughout the enterprise's process of change

- (a) Forming together a potent leadership team to guide the transition process.
- (b) Create a vision to support and direct efforts to bring about transformation.
- (c) Create a plan of action to implement the transformation process.
- (d) Train employees to assist with the transition process within the company.

With the study's dependent variables, which include worker instruction/training, we evaluated the effectiveness

of the adjustments. reduce costs. enhancing standard.

3. Results

The descriptive statistics provide an overview of the sample's demographic and employment characteristics Ta-

ble 2, the data show that most participants are male, with moderate variability in terms of education level, job level, and sector. These insights can help contextualize further analyses, such as investigating how these variables relate to innovation, performance, or other factors in the study.

Table 2. Descriptive statistics.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	350	1	2	1.29	0.456
Level Education	350	2	4	2.79	0.576
Current job level	350	1	4	2.80	0.879
Sector	350	1	5	3.01	1.073
Valid N (listwise)	350				

Source: Authors Calculation.

Standard Deviation, 0.456. The standard deviation indicates that most participants are clustered around the mean, but there is some variation between individuals in terms of gender distribution. Given that the value is less than 1, the distribution is relatively concentrated around the mean 0.576. This indicates a moderate spread in the data, showing that there is some variation in the educational levels of participants, but the range is not too broad 0.879. The relatively larger standard deviation indicates more variability in job levels, suggesting that participants are spread across different job levels, from lower to higher positions 1.073. The standard deviation here is relatively high, indicating considerable variability in the sectors of employment, with participants distributed across all five sector categories.

Table 3 presents the frequency distribution for the

Age variable, with age ranges divided into three categories: 25–30, 31–45, and 46–65. It also includes the Percent, Valid Percent, and Cumulative Percent for each age category, as well as the number of Missing values. The 31–45 age group is the largest, making up more than half of the sample, which is typical in many studies where middle-aged professionals are more likely to participate. The 46–65 age group is also well-represented, with one-third of the respondents, which may indicate that the study has a good representation of older professionals or individuals with more work experience. The 25–30 age group is the smallest, suggesting that younger individuals are less represented in this study. The missing data (4.9%) is relatively low, suggesting that the dataset is reliable with only a small portion of age data missing.

Table 3. Frequency Table.

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25–30	43	11.7	12.3	12.3
	31–45	186	50.5	53.1	65.4
	46–65	121	32.9	34.6	100.0
	Total	350	95.1	100.0	
Missing	System	18	4.9		
Total		368	100.0		

Source: Authors Calculation.

The sample consists of a larger proportion of male participants (70.6%) compared to female participants (29.4%). This gender imbalance is important to consider in the context

of the study, especially if the analysis involves gender-related factors or outcomes. The female representation at 29.4% is reasonable, though it is smaller than the male cohort. De-

pending on the study's objectives, this gender imbalance might affect the generalizability of the findings, particularly if the research focuses on gender differences or inclusivity (see **Table 4**).

Table 4. Gender Statistics.

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	247	67.1	70.6	70.6
	Female	103	28.0	29.4	100.0
	Total	350	95.1	100.0	
Missing	System	18	4.9		
Total		368	100.0		

Source: Authors Calculation.

The Diploma Degree group dominates the sample, with 62.6% of respondents having this level of education. This indicates that the sample has a strong representation of individuals who have completed a diploma, which may reflect the educational background of the population from which the sample was drawn. Matrix (initial education) accounts for about 29.1% of the sample. This suggests a moderate representation of individuals who have either completed or are in the process of completing their initial education level. The Post Diploma Degree group, at just 8.3%, represents a relatively small proportion of the sample. This indicates that fewer participants have pursued education beyond a diploma, which might suggest the sample is more focused on those with intermediate-level qualifications. (see **Table 5**).

Table 5. Statistics of level education of respondent's.

		Level.Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matrix	102	27.7	29.1	29.1
	Diploma	219	59.5	62.6	91.7
	Degree				
	Post Diploma				
	Degree	29	7.9	8.3	100.0
	Total	350	95.1	100.0	
Missing	System	18	4.9		
Total		368	100.0		

Source: Authors Calculation.

The sample is heavily represented by middle and lower-level managers, which may reflect the organizational structure of the population under study or indicate a focus on professionals in management roles. There is a moderate representation of upper-level managers, though they make up a smaller portion compared to middle and lower-level managers. The small percentage of non-managerial roles (7.4%) suggests that the sample is skewed toward managerial employees, and may not fully represent lower-level or non-managerial workers(see **Table 6**).

The Service sector represents the largest portion of the sample, with 40.0% of valid responses. This suggests that the sample may be more representative of industries focused on

service delivery rather than production or manufacturing. The Production sector is the second-largest at 31.7%, indicating that a significant portion of the sample works in manufacturing or production roles. The Information Technology sector, while smaller at 10.0%, still constitutes a notable part of the sample. This suggests a reasonable representation of IT professionals in the study. The Education sector is the smallest at just 3.4%. This implies that participants from the education sector are underrepresented in the sample. The Other category (14.9%) may include diverse industries that are not captured by the specific sectors listed. This suggests that the sample includes a variety of other professions not categorized under the predefined sector headings (see **Table 7**).

Table 6. Current job level.

		Current Job Level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non Managerial	26	7.1	7.4	7.4
	Lower Level Management	98	26.6	28.0	35.4
	Middle Level Management	145	39.4	41.4	76.9
	Upper Level Management	81	22.0	23.1	100.0
	Total	350	95.1	100.0	
Missing	System	18	4.9		
Total		368	100.0		

Source: Authors Calculation.

Table 7. Sector sample.

		Sector			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Education	12	3.3	3.4	3.4
	Production	111	30.2	31.7	35.1
	Service	140	38.0	40.0	75.1
	Information Technology	35	9.5	10.0	85.1
	Other	52	14.1	14.9	100.0
	Total	350	95.1	100.0	
Missing	System	18	4.9		
Total		368	100.0		

Source: Authors Calculation.

The One-Sample Test table (see **Table 8**), is used to evaluate whether the sample mean for a particular variable is significantly different from a predefined test value, which is set to 0 in this case. For each variable (Age, Gender, Level of Education, Current Job Level, and Sector), the test assesses whether the mean of the sample deviates significantly from zero.

The One-Sample Test serves to confirm that the sam-

ple values for variables like Age, Gender, Education, Job Level, and Sector are meaningfully different from zero. This validates the appropriateness of the dataset and confirms that the participants are not at the baseline level for these characteristics (which, in this case, would be nonsensical). The significant results (all with p-values < 0.05) imply that the sample is valid and appropriate for further analysis, with each variable reflecting a meaningful difference from 0.

Table 8. One Sample test.

One-Sample Test						
Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Age	64.160	349	0.000	2.223	2.15	2.29
Gender	53.057	349	0.000	1.294	1.25	1.34
Level.Education	90.671	349	0.000	2.791	2.73	2.85
Current.job.level	59.683	349	0.000	2.803	2.71	2.90
Sector	52.497	349	0.000	3.011	2.90	3.12

Source: Authors Calculation.

Moderate Positive Relationship: The positive correlation of 0.375 indicates that individuals with higher levels of education tend to have more involvement or greater understanding of innovation in new product processes and managerial systems. This may suggest that education plays a role in fostering the skills or knowledge necessary for driving innovation.

Significance of the Correlation: Since the correlation is

statistically significant ($p\text{-value} = 0.000$), we can confidently say that the relationship between education and innovation in managerial systems is unlikely to have occurred by chance. However, the moderate strength of the correlation (0.375) indicates that while education is important, it is not the only factor influencing innovation. Other variables, such as work experience, organizational culture, and job level, may also play significant roles (see **Table 9**).

Table 9. Correlation analysis.

Correlations			
		Level Education	Innovation New Standard New Product Process Managerial System
Level.Education	Pearson Correlation	1	0.375**
	Sig. (2-tailed)		0.000
	N	350	350
Innovation.new.standard.new.product.process.managerial.system	Pearson Correlation	0.375**	1
	Sig. (2-tailed)	0.000	
	N	350	350

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Authors Calculation.

Practical Implications: The significant correlation suggests that improving education levels might contribute to enhancing innovation capabilities in organizations, particularly in new product processes and managerial systems. This finding could have implications for educational and training programs aimed at fostering innovation in the workforce.

The **Table 10**, presents the Tests of Between-Subjects

Effects for two dependent variables: The development of innovation in practice and Innovation in new standard new product process managerial systems. The analysis provides insights into the significance of different sources (e.g., the corrected model, intercept, current job level, and education level) and their effects on the dependent variables.

Table 10. Tests of Between-Subjects Effects.

Tests of between-Subjects Effects						
Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	The development of innovation is practice	71.277 ^a	3	23.759	90.724	0.000
	Innovation new standard, new product, new managerial systems	65.7767 ^b	3	21.925	70.951	0.000
Intercept	The development of innovation is practice	133.979	1	133.979	511.599	0.000
	Innovation new standard, new product, new managerial systems	191.852	1	191.852	620.838	0.000
Current job level	The development of innovation is practice	60.624	1	60.624	231.494	0.000
	Innovation new standard, new product, new managerial systems	41.380	1	41.380	133.907	0.000
Level Education	The development of innovation is practice	0.079	2	0.039	0.150	0.861
	Innovation new standard, new product, new managerial systems	3.330	2	1.665	5.388	0.005
Error	The development of innovation is practice	90.612	346	0.262		
	Innovation new standard, new product, new managerial systems	106.921	346	0.309		
Total	The development of innovation is practice	5501.000	350			
	Innovation new standard, new product, new managerial systems	6048.000	350			

Table 10. Cont.

Tests of between-Subjects Effects						
Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Total	The development of innovation is practice	161.889	349			
	Innovation new standard, new product, new managerial systems	172.697	349			
a. R Squared = 0.440 (Adjusted R Squared = 0.435)						
b. R Squared = 0.381 (Adjusted R Squared = 0.376)						

Source: Authors Calculation.

This analysis provides useful insights into which factors (such as job level and education) influence innovation practices in organizations and could help guide future research or policy decisions related to innovation management.

There are statistically significant differences between the groups for both variables. This suggests that the factors being measured (innovation in managerial systems and the development of innovation in practice) are influenced by the group categories, and further analysis could identify which specific groups differ from each other.

Significance: Both variables (innovation in managerial

systems and development of innovation in practice) show significant differences across the three groups, as indicated by the p-values of 0.000 for both. Magnitude of Differences: The F-value for Innovation new standard new product process managerial system (28.541) is much larger than that for The development of innovation is practice (12.221), suggesting that there are more substantial differences between groups for the first variable. This may indicate that group membership has a greater impact on innovation in managerial systems than on the development of innovation in practice (see **Table 11**).

Table 11. Anova Analysis.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Innovation new standard, new product, new managerial systems	Between Groups	24.396	2	12.198	28.541	0.000
	Within Groups	148.301	347	0.427		
	Total	172.697	349			
The development of innovation is practice	Between Groups	10.653	2	5.326	12.221	0.000
	Within Groups	151.236	347	0.436		
	Total	161.889	349			

Source: Authors Calculation.

4. Discussion

The links between entrepreneurship and educational systems in the field of change management, particularly in the context of Kosovo, are critical to understanding how the country's economy, workforce, and institutional structures evolve in response to global and local changes. Entrepreneurship drives innovation, economic growth, and job creation, and educational systems play a central role in fostering the skills, knowledge, and mindset required to succeed in entrepreneurial ventures. In Kosovo, a country that has faced significant political, economic, and social changes, understanding these links is particularly important. The educational system in Kosovo has seen gradual shifts in its approach to teaching entrepreneurship, particularly in inte-

grating practical business skills with academic knowledge. This can help ensure that Kosovo's youth are better equipped with the right tools and mind-set's to navigate the global marketplace.

Stimulating innovative thinking in language education educators can foster innovation by integrating creative thinking into their teaching. Encouraging students to think outside the box while learning a language can parallel the innovation process in entrepreneurship.

Despite the fact that there is a wealth of academic work on the management of change and an assortment of studies on the various factors that influence the outcomes of change, this field of study still needs dedication, research, and studies in our country to guide businesses toward success.

The enterprise's success is impacted by the change process, which is an all-encompassing and proactive process, as demonstrated by the findings of our work. The management and leadership strategies we use at work reflect the success of transformation. Entrepreneurship is inherently tied to the concept of change management. Entrepreneurs are often the agents of change in any economy, creating new businesses, introducing innovative solutions, and adapting to market demands.

In Kosovo, entrepreneurship has become crucial for economic development, given its post-conflict status and the need for reconstruction and modernization.

- **Adaptation to Change:** Entrepreneurs must be able to manage and adapt to changes, whether those changes come from shifts in market demand, regulatory environments, technological innovations, or consumer preferences. In Kosovo, the government and various organizations emphasize the importance of fostering entrepreneurship as a tool for economic revitalization and growth.
- **Entrepreneurial Ecosystem:** Kosovo's entrepreneurial ecosystem has been developing over the last few decades, supported by government programs, international aid, and educational reforms. This ecosystem includes start-ups, mentorship, access to finance, and policies that encourage risk-taking and innovation.
- **Multilingualism and Entrepreneurial Success:** In a globalized world, multilingualism can be a significant asset for entrepreneurs. Language proficiency opens doors to international markets, networking, and communication.
- **Cultivating Entrepreneurial Thinking in Language Teaching:** Language education could be designed to not only focus on fluency but also on fostering problem-solving, creativity, and risk-taking, traits often associated with entrepreneurial thinking. Educators may and should incorporate case studies, simulations, and debates on entrepreneurial challenges into language classes to merge linguistic skills with entrepreneurial thinking.
- **Language as a Bridge for Cross-Cultural Entrepreneurship:** Entrepreneurs often navigate cultural differences when working with international partners, clients, or customers. Proficiency in multiple languages can serve as a bridge for better understanding and cooperation across cultures.
- **Stimulating Innovative Thinking in Language Education:**

Language educators can foster innovation by integrating creative thinking into their teaching. Encouraging students to think outside the box while learning a language can parallel the innovation process in entrepreneurship.

The research demonstrates that integrating entrepreneurship education into Kosovo's education system is crucial for fostering a dynamic, adaptable workforce. Education systems that prioritize entrepreneurial thinking, adaptability, and change management skills will prepare students for the challenges of today's globalized, fast-changing business world.

5. Conclusions

Educational systems are foundational in preparing the future workforce, including entrepreneurs. In Kosovo, there has been a growing emphasis on reforming education to align with market needs and entrepreneurial goals. Several key points highlight how education can contribute to entrepreneurial success:

- **Skills Development:** Educational institutions, especially universities and vocational schools, are increasingly focusing on developing workable skills such as critical thinking and problem solving communication, and technical know-how. In Kosovo, there is a rising interest in integrating entrepreneurship education into school curricula and university programs to cultivate entrepreneurial mindsets.
- **Collaboration with the Private Sector:** Educational institutions are beginning to work more closely with private businesses, government agencies, and international organizations to ensure that their programs meet the needs of the entrepreneurial ecosystem. This collaboration also facilitates internships, practical experiences, and a greater interpretation of the challenges and possibility in the business world.
- **Entrepreneurship Programs and Research:** Several universities in Kosovo, such as the University Haxhi Zeka in Peja, have introduced entrepreneurship-related programs and incubators that support startups. Where lectures are held in Albanian, Bosnian and English. These initiatives help students develop business plans, learn about financing options, and gain access to networks that support entrepreneurial growth.

Here's how the integration of language education into entrepreneurship can foster success:

- **Global communication:** Multilingual entrepreneurs can expand their networks, connect with international markets, and secure foreign investments. Teaching foreign languages, particularly English, serves as a powerful tool for unlocking these global opportunities.
- **Cultural sensitivity:** Learning multiple languages also brings about an understanding of diverse cultures, a key factor in international business. Entrepreneurs who understand cultural nuances are better able to negotiate, market, and tailor their products for different audiences.
- **Educational exchange:** As the region's educational institutions partner with global universities and organizations, proficiency in multiple languages can open doors for international collaborations, internships, and global entrepreneurship programs, allowing students to gain exposure to different models of business innovation and management.

While progress is being made, Kosovo faces several challenges in linking entrepreneurship with educational systems for effective change management:

- **Quality of Education:** There is a gap between the skills taught in schools and universities and the practical skills required in the labor market, especially in the entrepreneurial sector. A disconnect between theoretical knowledge and real-world business challenges hinders entrepreneurial success.
- **Access to Resources:** Entrepreneurs in Kosovo often face challenges in accessing funding, mentorship, and markets. The educational system can play a role in bridging this gap by providing students with access to entrepreneurial networks and resources.
- **Cultural Attitudes Toward Entrepreneurship:** Kosovo has a relatively young population, and while many individuals are eager to start businesses, there is still a need for broader cultural acceptance of entrepreneurship as a viable career option. Educational institutions can play a role in changing perceptions and building a more entrepreneurial culture.
- **Adaptability and Resilience in Language Learning:** Language education is often a pathway to developing adaptability, resilience, and persistence—key qualities in entrepreneurship. Learning a new language involves over-

coming challenges, which can mirror the entrepreneurial journey.

These steps will ensure that Kosovo's educational system can support the development of resilient, innovative, and adaptable entrepreneurs capable of navigating change and contributing to the country's long-term economic success.

The links between entrepreneurship, education, and change management in Kosovo are poised for further growth. As educational reforms continue, more programs focused on entrepreneurship and innovation will emerge, aligning with the government's goal of fostering economic development and job creation. Additionally, Kosovo's youthful demographic offers a unique opportunity to cultivate a new generation of entrepreneurs who can drive further change in the country.

To support the implementation of findings from the field of educational systems and entrepreneurship, specifically in the evolving management context of Kosovo, policymakers and educators can adopt several strategic recommendations:

1. **Curriculum Integration of Entrepreneurship Education-** Integrate entrepreneurship-focused courses across primary, secondary, and higher education curricula. This can help cultivate a mindset of innovation and business acumen from an early age.
2. **Strengthening the Link Between Education and Industry-** Build stronger partnerships between educational institutions and local industries to bridge the gap between academic theory and real-world business challenges.
3. **Support for Entrepreneurship in Higher Education-** Foster innovation hubs or business incubators within universities to provide students with the resources to launch startups. Allocate funding for university-based innovation centers that provide training, mentorship, networking, and seed funding to students interested in entrepreneurship. Create a "Kosovo Entrepreneurship Fund" that gives micro grants to students from universities who demonstrate strong potential in developing sustainable business ideas.
4. **Teacher Professional Development-** Develop ongoing professional development programs for educators to update their skills in teaching entrepreneurship and related subjects effectively. Launch a nationwide initiative in partnership with international organizations that focuses on

the development of entrepreneurship education and leadership skills for teachers.

5. Promote a Supportive Ecosystem for Startups-Create a more conducive environment for entrepreneurship by supporting the legal and financial frameworks that allow startups to flourish. Introduce policies that provide tax breaks for startups and small businesses, along with easier access to microloans or angel investments for young entrepreneurs.
6. Encourage Digital Literacy and Innovation -Ensure that digital literacy is a core component of the educational system, preparing students for a competitive digital economy.
7. Inclusive Entrepreneurship Programs-Focus on inclusivity by promoting entrepreneurship as an opportunity for all students, especially women and marginalized groups.
8. Focus on Developing Soft Skills-Place a strong emphasis on soft skills like problem-solving, critical thinking, teamwork, and communication, which are essential for successful entrepreneurs. Partner with local businesses to offer skill-building workshops that focus on resilience, leadership, and negotiation — key qualities for entrepreneurs in Kosovo's evolving market.
9. Public Awareness and Culture of Entrepreneurship-Foster a national culture of entrepreneurship by promoting public awareness campaigns about the value of entrepreneurship and innovation.

This study identifies several areas for future research, including:

- Further exploration of the specific intersection between entrepreneurship education and change management in Kosovo.
- Case studies of successful entrepreneurial ventures in Kosovo that have thrived due to adaptability and innovation.
- Comparative studies with other countries that have implemented similar educational reforms to integrate entrepreneurship and change management principles.

Author Contributions

Conceptualization, O.S.; Methodology, F.M.; Software, E.S.; Validation, A.T.; Formal Analysis, F.M. and O.S.;

Data curation, I.K.; writing—original draft preparation, A.T.; writing—review and editing, K.N. and O.S.; visualization, A.T.; supervision, F.M. All authors have read and agreed to the published version of the manuscript.

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The authors declare that there is no conflict of interest.

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