

**ORGANIZATIONAL CULTURE AND EMPLOYEE MOTIVATION:  
AN APPLICATION ON ALBANIAN SMEs**

**By**

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**Thesis submitted for the Master of Science Degree  
Department of Business Administration**

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## Approval Sheet

I certify that an Examination Committee has met on June 3, 2014, at 14:00 a' clock, at the meeting room, to conduct the final examination of for Blerta Koci student of Master of Science in Business Administration thesis entitled “**ORGANIZATIONAL CULTURE AND EMPLOYEE MOTIVATION: AN APPLICATION ON ALBANIAN SMEs**” in accordance with *Epoka University (Higher Degree) Regulation “On second cycle study programs”*. The committee recommends that the candidate be awarded the relevant degree. Members of the Examination Committee are as follows:

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## **ABSTRACT**

Abstract of thesis presented to the Administrative Board of Epoka University in fulfillment of the requirement for the degree of Master of Science

### **ORGANIZATIONAL CULTURE AND EMPLOYEE MOTIVATION: AN APPLICATION ON ALBANIAN SMEs**

**By**

**Blerta Koçi, MSc.**

**June 2014**

**Supervisor: Assoc. Professor Ali Ihsan Özdemir**

**Faculty: Economics and Administrative Sciences**

Employee's motivation is considered an important psychological factor for an organization because it helps the human factor operation moving toward the desired goals in a pleasant way that makes it happier in fulfilling better their required tasks. The organizational culture is considered to be the ground that develops the set of values which affect the motivation of the employees or, it creates the proper environment for the opposite of the motivation i.e. the demonization of the convenient behavior by neglecting the required tasks and by skipping their roles.

The purpose of this study is to identify the influence that culture has on the motivation of its own employees on three different medium sized Albanian companies. The aim of this project is to study and identify the environmental culture of these companies and to find out how this culture affects their employees motivation, in order to discover if their success somehow is owing to their attention to the employees motivation, if there might be place for better change or improvement and how the relation between culture and motivation can be described.

Studying these companies helps to understand how the organization culture is conceived and the importance is given to the human factor. A questionnaire based research was made to identify the organizational cultural types and their impact on employee's motivation characters.

**Key words:** Organizational Culture, Employee Motivation, Human Factor, Albania Companies, Medium Sized

## **ABSTRAKT**

Abstrakti i tezës së prezantuar para Bordit Drejtues të Universitetit Epoka në përmbushje të kërkesave për diplomë Master Shkencor

**KULTURA ORGANIZATIVE DHE MOTIVIMI I PUNONJESVE: NJE APLIKIM NE  
KOMPANITE E VOGLA DHE TE MESME SHQIPTARE**

**Nga**

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**June 2014**

**Drejtues Teze: Assoc. Professor Ali Ihsan Özdemir**

**Fakulteti: Economics and Administrative Sciences**

Motivimi i punonjësve konsiderohet një faktor i rëndësishëm psikologjik për një organizatë duke qënë se ndihmon veprimin e faktorit njerëzor të lëvizë drejt synimeve të dëshiruara në një mënyrë të kënaqshme që e bën më të lumtur në përmbushjen më mirë të detyrave të kërkuara.

Ndërsa kultura organizative është terreni ku zhvillohet struktura e vlerave që ndikojnë në motivimin e punonjësve ose krijon ambjetin e duhur për të kundërtën e motivimit që është demotivimi i sjelljeve të duhura duke neglizhuar detyrat e kërkuara dhe duke kapërcyer rolet e tyre.

Kjo tezë ka si qëllim të identifikoj influencën që kultura e tre kompanive të mesme të ndryshme shqiptare ka mbi motivimin e punonjësve të saj. Synimi i tezës është të studioj dhe identifikoj kulturen e ambjentit të të tre kompanive shqiptare dhe të zbulojë si kultura e tyre ndikon mbi motivimin e punonjësve në mënyrë që të shqyrtohet nëse suksesi i referohet disi vëmendjes tek motivimi i punonjësve ,nëse ka vend për përmisime të mëtejshme dhe si mund të përshkruhet lidhja ndërmjet kulturës dhe motivimit.

Shqyrtimi i këtyre kompanive ndihmon për të kuptuar se si kultura organizative është konceptuar dhe rëndësinë që i jepet faktorit njerëzor.Për të identifikuar ndikimin që llojet e kulturave organizative kanë mbi tiparet e motivimit të punonjësve u krye një kërkim me bazë pyetesori.

**Fjalë kyçe:** Kultura e organizimit, Motivimi i Punonjësve, Faktoret Njerëzor, Kompanite Shqiptare

## **DEDICATION**

My sincere appreciation goes to Mr. Nimet Musai, Mrs. Zhaneta Saliu and Mr. Fatmir Pilkati for the seriousness, reliability and the big help they gave me to have access in their companies in order to apply and complete my research.

Besides, I am very grateful to the endless support and help of my family. Without their continuous sustention would be difficult for me to accomplish the degree of Master in Business Administration.

In the end but not the last I want to thank my husband for his great help and support. I am grateful to his effort by accompanying me in every step of this study.

The preparation of this master thesis helped me very much in developing further the passion I have for behavioral science applied in business environment and I hope it will help me in my future career.

**Blerta Koçi**

**June 2014**

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Working on this thesis was a special experience as it helped me to meet my ideas and all my theoretical knowledge with real life experience. I would not be able to achieve a complete research without the great support and help of several people who lead me and attend me along this journey.

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**Blerta Koçi**

**June 2014**

## **DECLARATION STATEMENT**



1. The material included in this thesis has not been submitted wholly or in part for any academic award or qualification other than that for which it is now submitted.
2. The program of advanced study of which this thesis is part has consisted of:
  - i) Research Methods course during the undergraduate study
  - ii) Examination of several thesis guides of particular universities both in Albania and abroad as well as a professional book on this subject.

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**Blerta Koçi**

Date: 3 June 2014

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## **List of Abbreviations**

ERG	Existence, Relatedness and Growth
LTD	Limited Liability (Company)
USA	United States of America

## **Introduction**

The purpose of this chapter is to introduce the reader with the main subject of the thesis where the organizational culture has been submitted as a concept and application that consists in a set of values, behaviors, activities, stories that have influence and impact over the employees' behavior and pursuit. The most important factor that a company is interested in and invests in money and energy ,is its employees' motivation which consists in the main psychological attribute that encourages people to optimize their work and increase their level of performance as they feel more rewarded, more satisfied from their work activity and more appreciated. In this way it is easier for companies achieving their goals and pushing their employees toward the desired target of the organization. Through this study is identified the organizational culture type of each company which describes the effects it has upon the employees motivation factor. Through identification of the environmental culture of each, it is understood how the motivation proceeds depending on the elements that represent the respective culture. Organizational culture is an element that has a strong impact on the features of employees' behavior. Employees constitute the human factor and the soul of any organization or institution because without the human factor and without the human activity there is no organization. Organizational culture is widely affected

by the culture of the country especially by some specific features that characterize the people of that country. Organizational culture is a set of artifacts, values, and assumptions that emerge from the interactions of organizational members (Keyton, 2005).

The values inside an organization derive from the managers and leaders whose values are a result of individual personality, the culture of the respective country, the culture of the environment grown and of the education as an element that completes the values of the individual. The organization is the product of its people; therefore, it means that the organization is the mirror of their culture. Consequently this is why it is frequently stated that an organization is cultural rather than an organizational has a culture (Smircich, 1983). Organizational culture in itself is the unwritten book of habits that with the passing time becomes more solid especially when the values are inherited from one generation to the next without any change in the concepts. Hence, when people start the job in the organization they have to be in the conformity to the existing values and due to these values they may feel pressure or motivation for the existing tasks they have to accomplish.

In Albania organizational culture as a concept was not very known especially before the years 1950 when it was established the government and started the activities in different sectors of economy and industry. Before these years Albania had only small businesses inherited from father to the sons mostly in agriculture and farming and small professions. Although, before there were governmental institutions that implemented a western culture, European ones (during the Monarchy), were depending on the culture of the country. After the year 1945 with the foundation of communism also the overall culture was transformed due to the philosophy of the regime and the institutions and the organizations were strongly affected by the communism activity. That philosophy had a strong impact on the people's mind and behavior that even after democracy of the 1990 was difficult to change a half century culture imposed. Although there are two decades after communism and the area of business has strongly changed it is still not very known the idea of creating an organizational culture and environment that will affect the employees' behavior. Concerning the organizational culture, the concept of culture has been central to anthropology and folklore studies for over a century (Hatch, 1993). Through decades of empirical search scholars have established abundant links between organizational culture and organizational performance. While previously businesses were either unaware of culture's importance or believed it to difficult to manage, today they recognize that it can be used for

competitive advantage (Tharp, 2009). Recognizing the types of internal organization culture will help the managers and leaders to identify their employees' issues that consist in their behavior and motivation. In addition, by recognizing their motivation level they can make meaningful changes on the existing culture pushing the employees' participation toward the organization's target. Nowadays, with the development of the businesses in the economical area of Albania introducing the concepts of culture and motivation through empirical studies will be helpful for the competitive advantage in general and for better performance in particular.

### *Purpose and Research Questions*

It is with main importance to identify the organizational culture types that determine the organizations and in their bases to ascertain the relation that they have in the motivation of the employees within companies. And then, it is essential to find out and discuss how the cultures shape the human behavior and activity at work. The purpose of this research is to identify the cause-consequences that derive from the correlation that exist between the organizational culture and the motivation factor based on the reality and environment of three medium sized Albanian companies.

In order to align better the purpose of the research these are the main questions that serve to this case:

Q1: What type of organizational culture do the Albanian companies have established in their working environment?

Q2: How motivated the employees are regarding their work?

Q3: What impact does organization culture have onto their behavior?

Q4: What is the relation between the organizational culture and the employees' motivation?

Q5: How can this relation are described?

This thesis is divided into five chapters encompassing the presentation of the case as part of introduction, the theoretical structure, method used for the purpose of the research, the empirical studies, the analysis of the data and the conclusion and recommendations related to the subject.

In the first research, the introduction of organizational culture, its definition, its importance in the national and foreign companies as a recent emphasized element used by managers as a strategy in competitive advantage, will be presented. It will be submitted the purpose of the research and the questions that would be a lead stream for completing the study. It will also be presented the entire theoretical framework related to the concepts of organizational culture, its historical data and its history related to Albania. Besides, this will be expounded in the theoretical part of motivation and its characteristics. At the end it will be emphasized the method used in measuring and identifying the culture and motivation type. It will be explained how the data was collected, the strategy used and the analysis of the data. In the fourth chapter will be introduced the name and historical line of each company, the resulted type of culture and motivation derived from the research questionnaires that identify each of them. Also it will be included the case analysis of enterprises based on the previous data collection and results to achieve a full portray for each company. The conclusions and recommendations related to the research and will be answered the raised questions that give meaning to the subject by completing so the total image of the research will be indicated finally.

## **Methodology**

It is obvious the interaction between the culture and motivation in an organization (Lim, 1995) and in order to highlight further this correlation of these two factors, the aim of this research paper is to find out and assess how culture can affect the motivation of people within an organization and how can this correlation be described. According to the study of Gallagher (2008), performance of the employees was the main reason for the enhancement of net profit of the organization. As motivation is the most important instrument in the increasing of the work performance also the culture that represents an organization is important the same. In this research the focus is divided between culture and motivation as two fractional components that interact with each other, depend on each other and which function has consequences on each other. The idea of making such a research derives from a many years experience working and observing in different companies. From the concentrated observation was seen that does exist a strong correlation between these two factors that has a direct influence and consequence on the job performance.

### *Research Approach*

To achieve the aim of this study the qualitative approach has been used, which according to Denscombe (2000) is used as an indicator for the kind of study accomplished by the researcher and the quantitative approach that measures the responses of the interviewees. Qualitative research is based on the transformation of gathered data into explained facts and not into numbers. Qualitative research is a method of interrogation employed in many different academic disciplines, traditionally in the social sciences, but also in market research and further contexts (Adler, 1987). In sociology, quantitative research refers to the systematic empirical investigation of social phenomena via statistical, mathematical or computational techniques. By using the questionnaire format of the quantitative research it will lead to compute the descriptive nature of qualitative technique which is involved in the quantitative framework of questionnaires. The combination of the two methods of research is commonly used by many companies especially in the cases where the collected data has a very descriptive nature like in the case of this thesis where the combination and conjunction of two strategic methods is necessary, otherwise there cannot be used only quantitative research as it cannot be used only qualitative research to complete the purpose of the study.

### *Research Strategy*

The aim of this research is based on the identification of culture and motivation within an organization, then to analyze them and, finally to conclude the relation that exists between them. To attain the identification of the two factors it is necessary to find out what culture belongs to the certain company, what kind of motivation does the employees feel to have. This kind of study it is based on the combination of quantitative and qualitative research. The last method involves studying objects in their natural environment, trying to comprehend, or to interpret the phenomena in terms of the meanings people bring to them (Denzin, 1994). Qualitative research aims to traverse to the profound importance that the topic of the research ascribes to the subject that is being researched. Except the empirical investigation of data that quantitative research provides it is also included an interpretive, naturalistic approach to its topic content and it gives precedence to how the collected information or data contributes to the behalf of the research. The format used in this quantitative - qualitative research is based on questionnaires as descriptive exponential that will clarify the situation by identifying the sort of culture that leads the



environmental of the company and the sort of motivation as a feedback index of the certain culture. The study was made in three medium Albanian companies by distributing the questionnaires to all full time employees in a period of three weeks. The questionnaires are constructed into three descriptive questions that employees have to write in order to understand their basic information and the most important part of questionnaires is built into questions which answers are in scale from strongly agree to strongly disagree by trying to understand so the level of satisfaction or dissatisfaction and to find out the sort of culture and motivation that exists and operates into the company (See Appendix A).

#### *Data Collection*

The data collection of this research was achieved by using the questionnaire format. The questionnaire was based on a documented interview distributed directly to the employees of the companies. The technique in which the interview is constructed is letting the Informant Lead but as in this case the interview is in a written format the technique is more letting the Information Lead. The rule is: Get an informant on to a topic of interest and get out of the way. Let the informant provide information that he or she thinks is important (Bernard, 1995). The questionnaire (see Appendix A, B) is based on guided questions whose answer possibilities are from 1 to 5. By using the kind of questions that would lead to the basic information of what sort of organizational culture and what sort of employee motivation do the companies have, the theories of Maslow (1943) about motivation and the theory of Quinn and Rohrbaugh (1983) about culture are used to identify them. In this case the questions are based on these theories, are constructed in a very short and precise form and are very leading which makes easier the identification and recognition of the type of culture and motivation each company has. In numeration and estimating process of the printed copies of interviews it is included the quantitative process, yet, as the results still estimate the phenomena it is said to be a combination of quantitative-qualitative methods. Nonetheless, there is included statistical process used for the purpose.

#### *Data Analysis*

In order to analyze the collected data it will be used the basis of the interviewing questions (see Appendix A, B) in order to display the manifestation of each theory in the companies where the research is going to have place. Qualitative methods merely based on theory where a new area

will be investigated to extend the existent theory about that field, but at the same time qualitative studies can just as well be constructed to verify or test the existent theory to see if it is valid (Miles & Huberman, 1994). While quantitative approach is merely categorized by descriptive research, causal-comparative research and experimental research. It collects numerical data to explain, forecast or control the occurrence or phenomena and data analysis is mainly statistical (Gay, 1996). So, based on this it will be shown not only the type and sort of culture and motivation companies have but also if those theories are still valid nowadays in the Albanian companies and business field so to provide or prevent further success or failure. However, the most important task is to recognize what type of culture the Albanian companies have; where their values and behavior are based. Then, to find out what kind of motivation do the Albanian companies have; where are mostly their needs and satisfactions based. After identifying this, it will be analyzed how culture interacts in their motivation, so to discover the relation that exists between organizational culture and employees' motivation.

## **CHAPTER I**

### **LITERATURE REVIEW**

An overview about the organizational culture starts by defining firstly the concepts of organization itself and of the culture on the other hand. There are many definitions about the organization and there are many authors who have defined it in different ways. According to Louis A. Allen (1989) Organization is the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority, and establishing relationship for the purpose of enabling people to work most effectively together in accomplishing objectives. Organization in a few other words is a system where two or more persons interact together for the same purpose. From this base derives the work that must be performed by the human factor, the delegation of the authority, the strength of the relationships between the people in order to accomplish and achieve the goals and targets that differ from the organizations type and mission. Every organization has some characteristics that are unique in its parts and that are developed since the foundation of the basis and the construction of it during the time. As each organization has a mission and a vision that differs from other organizations it means that in its core its characteristics are based on the mission it has ever since its creation. However, organizations are a product of human work where the human factor is the center and the final purpose of it and its activity while there cannot be any organization without people. As mentioned above, an organization is a system where more than one person interacts together for a common goal: it means that the human factor is the one to introduce the culture of group where each individual

has a set of characteristics that are very unique used in the communication and relation to others. Culture is the characteristics of a particular group of people, defined by everything from language, religion, cuisine, social habits, music and arts (Zimmermann, 2012).

The culture expands from the individual characteristics to the group characteristics which culture derives from the national culture, regional, religion, social, educational, organizational, and by other factors that are responsible in the construction of the individual and group culture. Like every individual is composed of values that are shared with other people and distinguished from others also organizations like individuals are composed of values. These values are part of their culture. In the moment that exist the right coordination of the organizations' mission, the people's culture and the culture of interaction can be said that there exists an organizational culture. The organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations (Ravasi, 2006). While there are daily situations where people face their work activities there are also attitudes that makes people afford these situations in an appropriate way in coordination with their individual purpose and the general purpose of the organization. Their attitudes derive from the culture. Organizations are products of people while culture is the mentality of people in founding an organization, constructing it, developing it, working on it, facing it, where the duties are divided but the objective is common. An organization depends on its mission and the culture it develops itself is based on the mission. People are the ones that make possible the mission turns from the idea to the real life. While the organization is the body, the culture it has is the soul that makes the cells live and move on in the same direction.

### **1.1 Organizational Culture Theory**

About the organizational culture and organizational performance there are many abundant theories defined by many authors who have studied about it academically and professionally. Not only the definitions of organizational culture differ from author to author but also there are many methods that have been used to classify it. Some decades ago organizations and businesses were not unaware and uncommitted to the importance of organizational culture, nor did they believe in managing it appropriately without facing significant difficulties. But today that the awareness about the organizational culture is obvious in the business arena, the businesses have started to utilize it as a tool that can be used for competitive advantage. From multinational companies

which employees are in more than fifty countries around the world there have been many studies in order to understand how the culture of their country or region might influence their behavior in the business. Starting with the Hofstede's Cultural Dimensions Theory (1980) where, there has been emphasized the importance of being aware of the international multiculturalism and the differences that exist in the cultural introspection where these differences in thinking, acting, social attitudes, mentality and other cultural components if are known and studied there is a possibility to predict them. So, it might appear easier for the companies, especially for the multinational ones, to build their businesses in the foreign countries without facing difficulties in their ethnic culture. What else Hofstede Theory proposes is the need to change the “mental programs” by changing the behavior that guides people to the change of values even though there are some groups whose values did not change their identities during decades and centuries. Many theories about the organizational culture were developed by different authors. One of them was introduced by O'Reilly in 1991. Their theory and model was based on the idea that cultures can be differed by values that are strengthening within the organizations. Their Organizational Profile Model is a self-inform tool which makes the difference according seven categories: Innovation, Stability, and Respect for People, Outcome Orientation, and Attention to Detail, Team Orientation and Aggressiveness. Deal and Kennedy (1982) made a short, precise and meaningful definition of organizational culture as “the way things get done around here”. They established a model of culture based on four different types of organizations by interweaving the elements of how fast does the organization receives the feedback, the ways of rewarding the members and the level of risks that are taken. These four types of different organizations they divided for the model culture were characterized as:

1. Work-hard, play-hard culture
2. Tough-guy, macho culture
3. Process culture
4. Bet-the-company culture

Edgar Schein (1992) emphasized that culture is considered to be the most difficult attribute to change; according to him not only culture but also outlasting organizational products or services, founders and leadership and all other physical attributes of the organization are difficult to change. His organizational model enlightens the culture from the standpoint of the observer, described by three cognitive levels of organizational culture, where are included the artifacts of

an organization like slogans, mission statement and other operational creeds. Also artifacts are considered as the tangible aspects of the culture shared by members of organization. Verbal, behavioral and physical artifacts are the surface manifestations of organizational culture (Denison, 1984). The models and theories about organizational culture are many and many but the above mentioned authors are the one that founded the basis of the organizational culture as a theoretical and empirical concepts that was important to notice it, to study it, to be responsible for it and to apply it with the purpose to lead the business, organization or institution to successful paths of action. Whilst the entire world is in pursuit of power, culture corrects the theory of success (Emerson, 1860). Other authors who have participated in the development of organizational culture theory are earlier Roger Harrison (1972), Charles Handy (1976), Kotter and Heskett (1992), Kim Cameron and Robert Quinn (1999), Stephen McGuire (2003) and although there are many other authors to be mentioned about studying organizational culture and contributing in its theory the one mentioned represent some of the personalities that have participated in the reconnaissance of the concept and in the enrichment of the theoretical part of the studies.

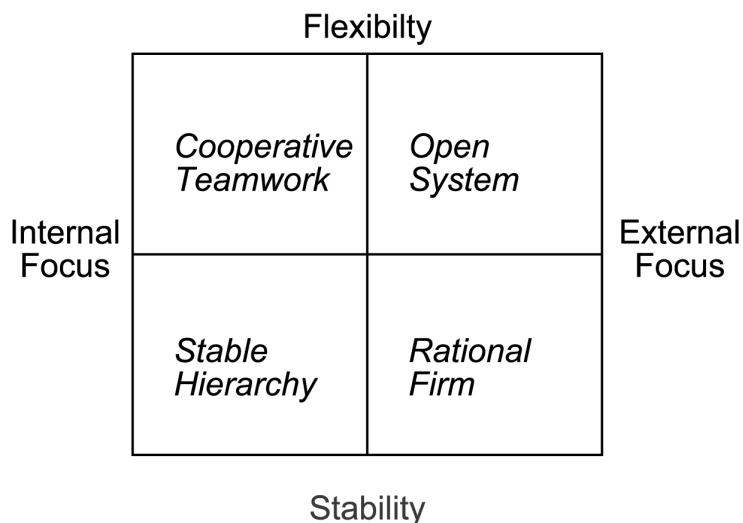
## **1.2 Organizational Cultural Types and Systems**

As there are many theories about organizational culture, many authors who have done studies that distinguish from each other, also there are many types and systems that have been used to classify the organizational culture. As the mentioned above authors has each defined and demonstrate that there is not a single type of organizational culture, and that it widely differs from one organization to the other, some similarities exist as the core of the culture is the human mentality and activity. Through decades of empirical research, scholars have established abundant links between organizational culture and organizational performance (Tharp, 2009).

The previous businesses were not aware of the importance of the culture and they also did not believe in it, or that they could manage it but now days it can be utilized for competitive advantage. This is also applicable from the Apple Computer. By giving importance to the innovation culture of the product as well as internal processes, they survived in a very competitive ground into new markets and profitable ones. A company should first understand its internal culture in order to use it in a very strategically way. The latter is considered a real obstacle for the companies. Culture is a compound subject that substantially includes attitudes, assumptions, values, beliefs, actions, artifacts, and behaviors, manners that are shared by the

members of a society, community or a group. Culture embraces all internal and external aspects of human relations. It guides and influences people's actions. There are theoretical suppositions that the roots of the organization's culture constitute to the nature of the world and human relations. The question is that can it be possible to identify and know a company's culture. While it can be considered difficult or impossible to recognize all elements of a company's culture there are some general dominant attributes that can be identified. Focused on the "effective organizations" many dimensions of the research have been revealed. According to John Campbell (1974) and other researchers there were detected thirty-nine significant indicators. But this list even though was helpful it was impractical to the organizations application in many aspects. By realizing these issues, Quinn and Rohrbaugh (1983) reviewed the results of many studies on this topic and determined that two major dimensions could account for such a broad range. Their Competing Values Framework combines two dimensions, creating a 2x2 matrix with four clusters. According to the Competing Value Framework, in the first dimension are established the values of Flexibility, Discretion and Dynamism at one side and of the scale with Stability, Order and Control on the other side (Quinn, 1999). These explain that some organizations are convenient to be adaptive and to change easily to organic processes while some other companies are convenient in the stability, being predictable and more mechanistic in the process.

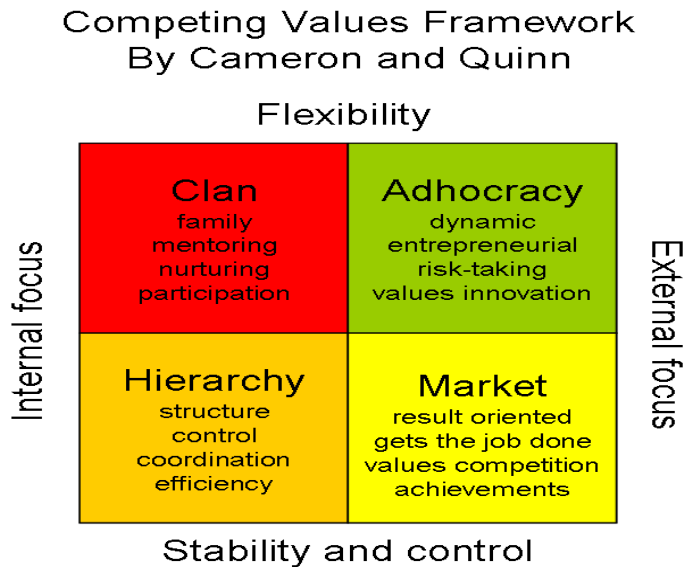
Figure 1: Competing Values Framework Characteristics



**Source:** Adapted from Quinn (1988)

In the second value dimension are established the internal orientation, integration and unity on one side and in the end of the scale are external orientation, differentiation and rivalry on the other side.

Figure 2: Competing Value Framework Four Clusters



*Source:* Cameron and Quinn (1999)

In the figure 2 are shown the four quadrants of the Competing Value Framework which are Collaborate (clan), Create (adhocracy), Control (hierarchy), and compete (market) also known as the four clusters according to Quinn. On defining, each quadrant is related to the characteristics of the company (Cameron and Quinn, 1999). Each of the four quadrants represent the basic assumptions, values and beliefs or said in an other way the culture of a company and the way a company thinks is the most appropriate way to work and function. However, it is important to emphasize that none of the quadrants: Collaborate (clan), create (adhocracy), Control (hierarchy) and compete (market) cannot be considered better than the others. By being aware about the cultural type of the company any organization can improve its accomplishment by coordinating its respective culture with the organizational purposes. In order to understand further the Four Quadrants or the four clusters of Values there are shown some explanation of each. Collaborate (clan) Culture Features: Open and friendly work environment where people communicate and share with each other. It is like an extended family. Leaders are considered as mentors or parental figures. The group loyalty and sense of tradition are strong. There is an emphasis on the long term benefits of human resources development and great importance is given to group cohesion.



There is a strong concern for people. The organization places a premium on teamwork, participation, and consensus. Developing a Collaborative Culture are mostly the Japanese companies like Toyota but also European companies like NOKIA. Create (Adhocracy) Culture Features: A dynamic, entrepreneurial, and creative place to work. Innovation and risk-taking are embraced by employees and leaders. A commitment to experimentation and thinking differently are what unify the organization. They strive to be on the leading edge. The long-term emphasis is on the growth and acquiring new resources. Success means gaining unique and new products or services. Being an industry leader is important. Individual initiative and freedom are encouraged. Google is considered to have a Creative Culture work environment. Control (Hierarchy) Culture Features: A highly structured and formal place to work. Rules and procedures govern behavior. Leaders strive to be good coordinators and organizers who are efficiency-minded. Maintaining a smooth-running organization is most critical. Formal policies are what hold the group together. Stability, performance, and efficient operations are the long-term goals. Success means dependable delivery, smooth scheduling, and low cost. Management wants security and predictability. McDonald and Ford are considered to have a controlled culture in their workplace. Competing (Market) Culture Features: A results-driven organization focused on job completion. People are competitive and goal-oriented. Leaders are demanding, hard-driving, and productive. The emphasis on winning unifies the organization. Reputation and success are common concerns. Long-term focus is on competitive action and achievement of measurable goals and targets. Success means market share and penetration. Competitive pricing and market leadership are important. General Electric had a competitive culture oriented environment.

### **1.3 Employee Motivation Theoretical Approach**

The most common question from people and organizations is why motivation is important? Why should motivation be included in the applications of a company?

Motivation is defined as the internal process leading to behavior to satisfy needs. Have you ever wondered why people do the things they do? The primary reason people do what they do is to meet their needs or wants (Seo, 2004). Employees in all organizations need something to make them go ahead and work. Wage is the main factor that makes people work for an organization. But the biggest issue for the company is not only to motivate its employees with a salary and make them work in accordance with the goals and targets but a company also needs the work to be fulfilled with quality. If a task is accomplished without quality a company cannot be

competitive in the market. Moreover, employees beside the material need for money also need psychological reward to accomplish faster and with better quality the required tasks. This important psychological need is motivation that helps workers move toward the desired goals and targets of the company. As mentioned above definition of motivation emphasizes the term of needs and wants firstly must be shown the process in which people go through to meet their needs:

**Need → Motive → Behavior → Satisfaction or Dissatisfaction**

For example, a person is thirsty (need) and makes a walk (motive) to get a drink. He gets the drink (behavior) that quenches (satisfaction) his thirst. If he could not get a drink or could not get a drink of what he really wanted, he would be dissatisfied (Schweitzer, 2004). In the same way the need of a person to work comes from his/her need to be paid or get money. In order to reflect, a person works approximately eight hours each day except weekend. So, more than the half of the day is on the work environment. All the physical and psychological efforts are on behalf of the company. Managers often view motivation as an employee's willingness to put forth effort and commitment to achieve organizational objectives (De Vries, 2005). This is why employee motivation has the attention and care of the managers and leaders of any company. That is why the motivation has an important role in the management field. More motivated are the employees, more their skills and capabilities are utilized which leads to an increase of performance and productivity on behalf of the company. There are many theories concerning Motivation. Some important and the most referred ones in which most of the researches are based are given below. Judge emphasized that "a satisfied employee is usually productive because job satisfaction is a motivator" (Judge, 2004). If an organization wants to increase performance, it must meet employees' needs (Gatewood, 2002). In order to increment the performance of the employees it is necessary for the managers to know what their needs are and how to satisfy them. This is why managers spent hundred million of dollars each year on the employees' need satisfaction programs. All it is done to increase the productivity. The Maslow's Theory of motivation known as *the needs hierarchy* is based on the needs people have in their everyday living but this is the basic theory used by managers and all other authors that have made their employee motivation theories. According to Maslow (a theory developed in the 1940s) these needs are classified as "five". His theory has three major suppositions:

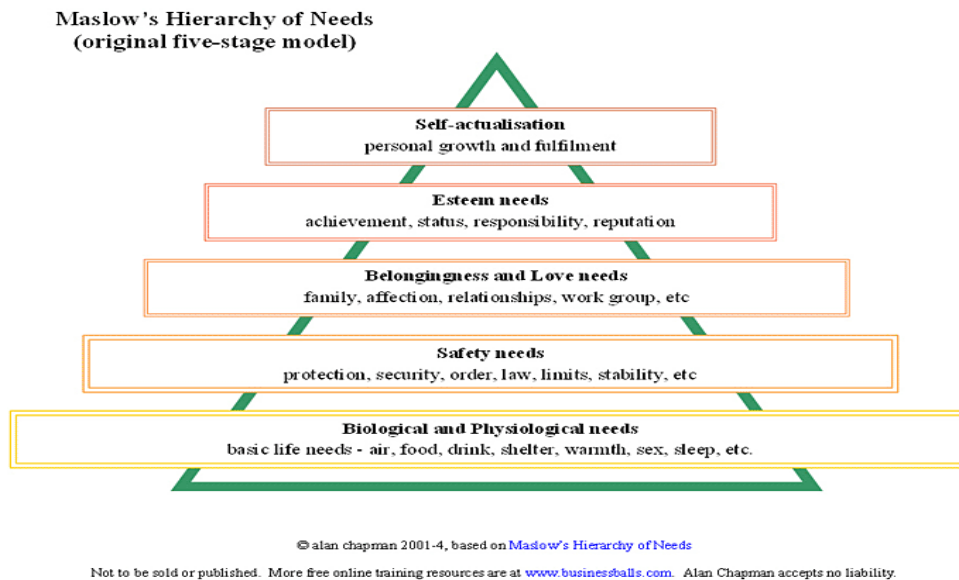
- People's needs are arranged in order of importance (hierarchy), going from basic needs (physiological) to more complex needs (self-actualization).
- People will not be motivated to satisfy a higher-level need unless the lower-level need(s) have been at least minimally satisfied.
- People have five classifications of needs.

Listed below and shown at the figure 3 are the “five needs” in order of importance to the individual.

1. *Physiological Needs*: include people's primary or basic needs. They include air, food, shelter, and relief or avoidance of pain. In an organizational setting, these needs include appropriate salary, breaks, and working conditions.
2. *Safety Needs*: Once the physiological needs are met, the individual is concerned with safety and security. In the organizational setting, these needs include safe working conditions, salary increases to meet inflation, job security, and fringe benefits that protect the physiological needs. However, jobs are less secure today, and fewer benefits are given.
3. *Social Needs*: After establishing safety, people look for love, friendship, acceptance, and affection. In the organizational setting, these needs include the opportunity to interact with others, to be accepted, and to have friends.
4. *Esteem Needs*: After the social needs are met, the individual focuses on ego, status, self respect, recognition for accomplishments, and a feeling of self-confidence and prestige. In the organizational setting, these needs include titles, the satisfaction of completing the job itself, merit pay raises, recognition, challenging tasks, participation in decision making, and the chance for advancement.
5. *Self-Actualization*: The highest level of need is to develop one's full potential. To do so, one seeks growth, achievement, and advancement. In the organizational setting, these needs include the development of one's skills, the chance to be creative, achievement and promotions, and the ability to have complete control over one's job.

Many research studies do not support Maslow's hierarchy theory. However, it has a sound foundation and is still used today. In fact, Maslow's work serves as a basis for several other theories. Today, organizations still strive to meet self-actualization needs (Bolino, 2002).

Figure 3: Maslow's Hierarchy of Needs



*Source:* Alan Chapman 2001 -4, based on Maslow's Hierarchy of Needs

Other theory of motivation is the ERG Theory which is based on Maslow's work. ERG Theory is more simplified theory which divides needs in three levels that are:

- The need for "existence"
- The need for "relatedness"
- The need for "growth"

To use ERG theory, answer six questions:

- (1) What need does the individual have?
- (2) What needs have been satisfied?
- (3) Which unsatisfied need is the lowest in the hierarchy?
- (4) Have some higher-order needs been frustrated? If so, how?
- (5) Has the person refocused on a lower-level need?
- (6) How can the unsatisfied need be satisfied?

Another theory of motivation is "The Two-Factor Theory" or the Herzberg classification of needs as hygiene and motivators. In the 1950s Frederick Herzberg and associates interviewed 200 accountants and engineers about the circumstances they were motivated or unmotivated and satisfied or dissatisfied. What they found disagreeing the traditional view that satisfaction and dissatisfaction were at opposite ends of a continuum (Herzberg, 1968). While Maslow classifies

five needs and Alderfer classifies three needs, Herzberg classifies two needs that he calls Factors. He combines lower-level needs (physiological, safety, social/existence, and relatedness) into one classification he calls hygiene's; and higher-level needs (esteem, self-actualization, growth) into one classification he calls motivators. Hygiene's are also called extrinsic factors because attempts to motivate come from outside the job itself, such as pay, job security, and job title; working conditions; fringe benefits; and relationships. Motivators are called intrinsic factors because motivation comes from the job itself, such as achievement, recognition, challenge, and advancement (Seibert, 2004). There are also other authors that have developed other theories on motivation mostly based on these three authors. It can be mentioned Henry Murry, John Atkinson McClelland, etc. Another developed theory is the equity theory primarily Adams's motivation theory, which is based on the comparison of perceived inputs and outputs. J. Stacy Adams popularized equity theory with his contention that people seek social equity in the rewards they receive (output) for their performance (input) (Adams, 1963). Based on the knowledge of equity, one can predict behavior (Taylor, 2005). Till here are mentioned the most important theoreticians on motivation that have emphasized the concept, created the basis of its theory and enriched it through empirical studies and surveillances.

## **CHAPTER II**

### **ALBANIAN CASE**

#### **2.1 Albania and Organizational Culture**

The organizational culture in Albania has been historically strongly related to the culture of the country and to the political systems that have been with real importance in forming its culture and organizational structures. In 1912 Albania declare its independency from the Ottoman Empire part of which Albania was for almost five hundred years. By being under the governance

of the Empire, Albania knew only the structures that Ottomans imposed to the country as before Albania did not know any strong structure of the government, economy or any other organization. After the governance of the Ottomans for almost five hundred years, the independence of the country made possible for Albania to regenerate its institutions and organization by a new perspective. Till then, the economy was based mostly to trading and commerce, small factories of artifact inherited from father to sons. Even the governmental institutions were a reflection of Ottoman culture which was adapted by Albanian people in relation to the respective culture of the country. By this coordination of cultures Albanian people, economy, institutions and governmental structures grew a new culture (also religious oriented) that helped them function for five hundred years. After 1912 till 1944 Albania experienced different political systems that strongly influenced its culture and concept of organization. Albania political system passed through Republic then to Monarchy (1914 -1925) and then was occupied by Italian Fascists and Nazi German during the World War II. It is with main importance to mention that every regime in Albania has influenced its culture and that culture was adapted very fast by Albanian people. Every political system has imposed values, beliefs, mentalities and attributions into the culture of the country by enriching it with new values. In 1945 the Communist Regime started to govern Albania by making a powerful change in the countries values and culture, not to say that it totally destroyed the culture of the country by imposing communistic culture, rules and behaviors. Everything was centralized and strictly controlled by government. Economy was centralized, religion was prohibited and free will was restricted. A new kind of culture was imposed to the organizations and institutions: the communistic one also known as Peoples Republic of Albania. The structure of every organization was hierarchical and bureaucratic. There was no space to develop any other culture than the controlled one. Free will in the centralized economy was impossible. Every institution, organization, sector even every mentality, value, behavior, way and action was directed by the central government, controlled by it and if any change was necessarily government would make it. In 1990-1992 the Peoples Republic of Albania was dissolved and in 1992 was founded the Republic of Albania. The governance was parliamentary and the economy was decentralized. A new era began for the Albanian culture which for almost fifty years was paralyzed from the government and communist regime. Free will was a new concept especially in the economy sector and business field. In those years started to work the first small shops and markets. The

economy of Albania was destroyed and there were no sector of economy that could function. People were unemployed and the currency of the country changed value. There were no bases for strong organizations to develop new culture except the governmental ones. During these years Albania has experienced a large immigration of people abroad mostly in Italy, Germany, Greece and USA. Economy was held by the immigrants' incomes. The need for work and incomes pressurized people within the country to start and move on the private business. Markets were empty of products so imports increased and the circulation of the money grew too. People start to feel how it was to make your own business. They started without any theoretical academic preparation because in school the idea of free and decentralized market was considered as very bad for the people and to be a free merchant was an insult. There was no basis for a culture to grow or for an organizational culture. The mentality of the people was still communistic one especially for the governmental services like education and health. From 2000 and on, a considerable number of immigrants returned to the country with new professions, investment and a new culture of work. Their mentality was an investment in the culture of the country and especially in the organization culture. Foreign direct investments increased in many sectors of economy by incorporating their values. In the academic textures, the economical theories and the new components of it like organization culture and others, were presented to the new generation which had new basis and culture from their parents. Now days in Albania everybody can impose the appropriate type of organizational culture more appropriate for the kind of business or institution.

The aim of this paper is to find out which of the four clusters of the competing values framework is more common to the Albanian businesses. Although this might be considered relative due to the fact that in the Albanian business field exist all of the four cultures, - mixed in some cases.

## **2.2 The Role of the Manager in Motivating Employees**

According to Amar (2004) managers have to know that value creation is and will continue to be the primary reason for survival of all productive organizations. The role of manager is the key role where are built the bridges of communication and relations to the employees. Without the manager there cannot be a well-organized system and environment. If a manager motivates or doesn't motivate its employees, it is the main concern for the company as it can bring it toward failure or toward success. Capable managers make employees feel comfortable and make them

feel equal to them with no hierarchal suppression. They create comfortable environment where all the needs from below to top are met and they create the basis for long term investment in success and productivity. Where the performance of employees is excellent, there certainly is an excellent manager who knows how to coordinate flexibly the needs of employees and their satisfaction level, who knows how to communicate and construct relations, to support, to develop leadership skills and how to motivate them so they can give precious contribution to the company. Motivation is the key that opens the gate of success for high performance. There is a theory of motivation: theory X and Y, developed by Douglas McGregor who has some important contributions to this review. In theory X management, the employee is conceived of as passive and inert. Theory Y management describes the employee as excellent, as a person with the requirement to grow and develop. McGregor proposed that theory Y management does not insinuate letting employees "do their own thing." He thought that management had an obligation to provide goals which were not only clear but determined collectively. At the same time, he did not wish to label theory X management as autocratic. The emphasis is on achieving harmony with discipline, McGregor explained; however, some people respond only to authority and do not wish to participate in decision- making. McGregor's contribution to the study of motivation emphasized the importance of flexibility: application of theory X or Y management techniques should depend on the individual being supervised and the circumstances. Since the motivation appeared to be an important factor for the effectiveness of the company and many authors and researchers highlight its notion in programming the leadership and performance, it seems to be very important for the young and qualified managers to give importance to it and to understand its benefits or damages. Many of other authors that have done studies and developed theories about employee's motivation and its role as an important tool in the hands of managers are based on the famous theory of McGregor generated in 1960s. In order to summarize the importance that the manager has in motivating the employees within a company a convenient sentence is that motivation is about cultivating the human capital. The human challenge lies not in the work itself but in the person who creates and manages the work environment (Bruce, 2002).

### **2.3 Employee Motivation in Albanian Standpoint**



In order to better understand history of the motivation concept in Albania, there will be a chronological view of the two last decades that have influenced over the notion. Since the foundation of the parliamentary republic of Albania in 1992 and with the decentralization of the economy and with the freeing of the market and private initiative in the business field the only motivation that Albanian people knew was the “compulsory” one. It means to work for the Albanian party of labor, to live for the party, to think for the party and to include even in the employee’s motivation the concept for the glory of country and of the party. Most of the public work like streets, railways and buildings were constructed by free voluntary without payment, motivated by the Party where no one could be excluded by this. After finishing the education cycle people were employed in the sector assigned from the Party members and the salaries were not high enough, it just could cover the basic needs for foods while in the last decade of the Labor Party markets were empty of products. A strong imposed half a century mentality and psychology was the first obstacle that the people felt when in 1990s factories were destroyed and people were unemployed. Because till that moment the strongest motivation was the compulsory work and the place of work was appointed from the hierarchy. People were unaware of free will of choosing the desired profession or starting new businesses, new efforts with private initiative. People were used to do what the command says. The professional academic textures were very old and communistic in ideology. A new blank page started from Albania. As mentioned in above the real start of mentality was when people immigrated and saw a new world that would become the basis of the recent Albania. Nowadays people know what are employees’ rights and duties, how to treat subordinates, how to be successful managers and how to motivate the personnel. Although there is still very much to do, Albanian new generation is well prepared in culture, mentality and education to cultivate further values in the future. Recently, there are many researches in different sectors concerned in the employee motivation. Ultimately the interest for motivation has increased and people are trying more and more to find new ways that would motivate its personnel for better performance and more productivity at work. A recent research in the academic staff of public university of Albania about the motivation at work has shown that the staff comprehended the task importance to be present in their work operation, which means that their work has a considerable influence on the lives of other people, whether those people are in the instant organization or the world at large. But they receive feedback from others that are present in what they do the least what it means that they receive clear information about their

performance from supervisors or from colleagues is not as dominant as other job characteristics. Which conclusion consisted with the Fergusons' study (1992)?

## **2.4 Relations between Organizational Culture and Employee Motivation**

The relation that exists between the culture of an organization and its employees' motivation stands behind the fact that the influence that culture has within the structures of an organization shapes the behavior of the working personnel. Organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. At the same time although a company may have their "own unique culture", in larger organizations, there is a diverse and sometimes conflicting cultures that co-exist due to different characteristics of the management team (Ravasi and Schultz, 2006). So, managers have a substantial role in modeling or influencing the culture of an organization. While motivation is in the responsibility of the managers, the theories on motivation as well as commitment have been developed over the years in an attempt to understand, predict and influence employees' behavior (Meyer, 2004). Culture is the set of values and attributes that are adapted and used from managers in order to manage and control the work environment that includes the human resources behavior. What is important to be emphasized is that motivation is an element of the organizational culture and the way it is used determines if the feedback of employees' behavior is in the behalf of the organizational goals or to the detriment of it.

## **2.5 Impact of Organization Culture on Employee Motivation**

The impact that culture has on the motivation is in the fractures it uses its elements to make people perform better. Same as the equipment of a car like steering, brakes, motor, and others make the car turns on same the elements of the organizational culture through motivation which is part of the general culture make employees move on and perform successfully toward the desired targets of the company but if used wrong can make the opposite effect. So, managers have the competency of motivating employees. From the other hand managers are affected by the general culture of the company. According to Maslow's Hierarchical Theory a company might have one of the four described cultures in which each of them has different ways of treating and using values. Which it means four different feedbacks in the aspect of employee's motivation? Some companies' culture emphasize that financial reward is the only way of motivating

personnel while other companies think that are included other features like promotions or praises. But some companies which culture types include Adhocracy (Maslow Theory) and have creativity as orientation, its managers innovative, creative, share ideas with subordinates, evaluate them, have open communication in sharing ideas and suggestions. In a such situation motivation has a different result from a hierarchical, controlled company which creates barriers between managers and subordinates, where the environment is formal rather than friendly and cooperative. On the other hand job satisfaction is the core of the motivation. More satisfied are employees, more motivated they feel. More unsatisfied they are, more unmotivated they will feel, less performance and productivity for the company. Beside these, Denison (1984) used data from 34 American firms on cultural performance over a period of five years. He observed the features of organizational culture and pursued the performance over time in these firms. The pretence that organizational culture is related to the employees' performance is started on the obvious role that culture has in the competitive advantage. Rousseau (1990) researched to exceed some of the restraints in estimating the culture of organization. At the end, the conclusions indicate that there is no positive connection between culture and employees performance. Instead, after his methodologies and researches were critically revised, it was presumed that there is a rapport between culture and employees performance (Lim, 1995).

## **CHAPTER III**

### **EMPIRICAL STUDY**

In this chapter the gathered data for this research is presented in the form of case studies for each company. The study was based on the written format, printed copy interviews to all employees of each company. In each of the case studies it will be presented the background of the company and after that the results that identify the organizational culture and employees' motivation type of the given company. The interview guide used to gather information for this research it can be found in Appendix A (English version) and Appendix B. This chapter also contains the analysis of the gathered data results and information of the three companies submitted in the previous chapter. For each company, there will be analyzed the relation that appears to be between the organizational culture and employee' motivation by reaching so the core of this research.

#### **3.1 Case 1: Introduction to PICARI (Ltd) Background and History**

PICARI Ltd is a private company established in 2001 from Nimet and Nazmi Musai. Its main activity is producing and exporting shoes of different fashions in Italy and Germany. This company started its business with the volition of two brothers to create foreign trade relation as the first company in Albania that exports products in developed countries such as Italy and Germany. The products that they produce are of high quality. It started its activity with only 43 employees. Now its internal environment consists of 327 employees divided in 6 departments. Every department has a chief and three supervisors that report to the chief department. The company is located in the city of Fier since its establishment. To deliver the questionnaires and collect them back it took one week. Chief departments were a great help in distribution and

gathering process. Questionnaires were in hard copy and for employees it was easy to fill them. The whole personnel of 327 employees fulfilled the prepared questionnaires compiled with the purpose of organizational culture and employee motivation identification.

### **3.1.1 Organizational Culture at PICARI (Ltd)**

According to the evaluative questions the responses indicated that 69% of the responses Strongly Agree and Agree were for answers that indicate Collaborative Culture. 38 % of answers were for Control and Compete indicators (See Appendix C Table 3). The answers that mainly predominated were that their feeling for group loyalty and the sense of tradition were very strong, the company showed to have a strong concern on people as most of them strongly agreed. Also the company has as a part of its tradition to give premiums on participation and for performing with quality. While the descriptive questions indicated that the alternative that can better describe their work place environment are the answers that indicates characteristics of Collaborative Culture as open and friendly as an extended family. The same inferred that the personnel think the leaders are considered as mentors or parental figures. Meantime the alternative that could better describe with one word their workplace was the Collaborative one by definitively concluding that in this company dominates the Collaborative Culture (See Appendix C).

### **3.1.2 Employee Motivation at PICARI (Ltd)**

About the questions related to the Employee Motivation the alternatives were prepared only in evaluative questions so that the response were limited in Strongly Agree, Agree, Not Sure, Disagree, Strongly Disagree. According to this questionnaire responds, the employees felt that about their physiological needs (Maslow's Theory) they were satisfied at 89% meaning that they think their salary is adequate for their work, social insurances are paid, that the company provides them time for vacation and breaks and the working conditions are adequate for their needs and safety (See Appendix C, Table 4). About the Safety Needs 58% of the employees did agree that the working conditions are safe by providing the systems they need and by preventing their harm or possible damages. The company provides a small increase in salary when economy of the country meets inflation (66% Agreed). Concluding employees in this company meet the Safety Needs too which means that their motivation till here is beyond the average. About the

Social Needs 85% Strongly Agreed and Agreed that in this company it is easy to interact with others. Meantime, 87% Strongly Agreed and Agreed it is easy to be accepted and 87% appears to be the same result for “it is easy to have friends”. But only 68% agreed that it is easy to work in team. About the Esteem Needs it is concluded that 35% Agreed and Strongly Agreed that company provides job title if it is satisfied with their job. Most of the responses were Disagree and Not Sure. About the other questions (see Appendix C) that describes Esteem Needs people mostly agreed. Related to the questions based on Self Actualization Needs most of the response were Disagree and Not Sure.

### **3.2 Case 2: Introduction to ANISA & NOEMI (Ltd) Background and History**

ANISA & NOEMI Ltd is a private company founded by Mrs. Zhaneta Saliu in 2004 in the city of Durres. The company is focused in producing garment mostly for children. The company mostly exports its products in Western Europe countries and has a good reputation on quality. The company has total personnel of 100 employees working on different sections. The company is very competitive in the market and has a strong concern on bringing on new products with high quality that would be successful not only in the Albanian market but especially in the European market of children garment. It produces different assortments of clothing that strongly compete in European countries like Spain, Portugal, Italy, France and other countries. Every season it brings new line of clothing in the market of garment. It took four days to deliver and have the response of the questionnaires to the employees of the company. The environment where the workers perform was very contemporary, very well equipped with high tech equipments and the social environment was very friendly and very energetic one. The company has standards and chooses very carefully its employees and also takes a strong responsibility over them.

#### **3.2.1 Organizational Culture at ANISA & NOEMI (Ltd)**

According to the evaluative questions the responses indicated that 91% of the responses Strongly Agree and Agree were for answers that indicate Competitive Culture. Most of other positive answers were for Create and Collaborate cultures (42% for each) (See Appendix C, Table 5). In the employees mind and general mentality it was a strong impact of being competitive not only in the market but also the general working environment was very competitive driving the workers to be competitive in their performance, work fast and with quality. It was a real energy

of competitiveness followed by the characteristics such as being results-driven organization focused on job completion. Employees are very goal-oriented and their responses in the questionnaire showed the same. On the other hand, leaders and managers are very demanding, hard-driving and productive. To communicate with them seems to be easy for employees and to create relations that are set in goal-orientation toward the goals and targets of the company. They have this strong desire to be the best company in the country that exports in Europe. Although, it is a medium company and not a well known trade mark it has indeed the desire to be in the future a brand name for the quality and children garment in the national and international market. For this reason the founder and the leaders of the company follow the strategy of the competitiveness as a factor that would lead them in a successful future for their business. The main idea of following this strategy of organizational culture was of the founder of the company Mrs. Saliu who has previously studied the environment and the organizational culture of foreign successful companies. She thought to implement the same strategy by creating a competitive environment and by settle the values that characterize the competitive culture in a company. Since she found her company, it was easy to determine those values in the people's mind as being competitive and trying to succeed for the best is a value of Albanian people personality in general. In order to conclude, the questionnaires bring out to indicate that the organizational culture in ANISA & NOEMI Company has a Competitive Culture that is strongly described by the factors that manifest it in the working environment.

### **3.2.2 Employee Motivation at ANISA & NOEMI (Ltd)**

About the employee motivation survey based always on the Maslow's Theory of Needs, the results showed that employees in this company were mostly fulfilled and content about their basic needs (Physiological Needs) that include their satisfaction in the salary, breaks and working conditions. The 49% Agreed about their gratification in their salary and breaks while 37% strongly agreed (See Appendix C, Table 6). They also mostly agreed about the working conditions and the Safety Needs that include safe working conditions, salary augmentation in case to meet inflation, job securities are paid, and also fringe benefits that protect the physiological needs. About the Social Needs 96% of the employees Agreed and Strongly Agreed about meeting their needs in the opportunity to interact with others, especially with the leaders and managers. In that environment resulted to be easy to be accepted and to have a friendly

atmosphere. Concerning to the Esteem Needs 83% of the employees felt to meet their need for self-esteem in the working environment as it enables the opportunity for creating satisfaction in completing the job and perform it successfully. The leaders have successfully implemented the strategy of work recognition for best performance by attributing titles and by imposing challenging tasks. Also in this strategy there is the participation (partly) of the employees in the decision making, and it also gives the chance for further advancement. About the Self-Actualization Need 41% of the employees agreed to have the possibility to be creative but in the same time 59% Agreed and Strongly Agreed to have the opportunity to have promotions and achievement, while 58% Agreed and Strongly Agreed to have the total control to complete the job. In general, the results showed that the overall motivation of the employees is in high levels of satisfaction. It displayed that was a pleasure for the employees to work in that company and that they feel comfortable in those conditions especially when it is compared to other fabrics.

### **3.3 Case 3: Introduction to ALFA (Ltd) Background and History**

ALFA (Ltd) it is a shoe company that was founded in 1993 by Mr. Fatmir Pilkati. The main activity of this company is to produce the first phase of shoes produced by foreign companies and then to return the products back to the company that has brought them. This process is done in order to benefit the low cost of labor in Albania but in the same time to avoid the note “Produced in Albania” set in the produced shoes instead of the country in which the company exists. The company is established in the capital of Albania and the total number of employees operating goes to 120 people. The company has a background of twenty years of experience in this field and has been very successful and very reliable in the foreign market. That is why the company has been so long in the market and has a tight collaboration with foreign companies mostly with Italian ones. The company is divided in different sectors and the conditions of working environment during the last five years have been evidently improved by imposing new technologies of equipment. Also the working conditions of employees are improved and modernized. Also, during the last six years the founder of the company has hired qualified managers with foreign specialized education in the business field. The main concern of the company is that during all these years the company did not have sustainable personnel instead the employees have been leaving work early and being replaced very soon by other ones.



Although the work quality has been in high performances employees do not prefer working for long in the company.

### **3.3.1 Organizational Culture at ALFA (Ltd)**

The organizational results in this company defined that the company has a dominant and a sub-dominant culture characterized by factors of both cultures. The dominant culture was the Controlled one by resulting a 64% of Strongly Agree and Agree in the statements related to the Controlled Culture and 46% Agree and Strongly Agree statements were for Collaboration Culture. While the statements for Creative Culture and Compete Culture were mostly Disagree selection (See Appendix C, Table 7).

These results showed that employees feel to have a mixture of Collaborative and Control Cultures where the last one is more dominant meaning mean that the prevalent factors that characterize the company are the conjunction of a highly structured company, a formal place to work and an open and friendly environment where people share themselves. This conjunction means that this company has created an ambience where are applied two kinds of behavior strategies in which control dominates in a collaborative place. The rules and procedures are the one to govern behavior while leaders are seen as mentor figures but also leaders strive to be good coordinators and organizers who are efficiency-minded. It seems that there is a combination of two kinds of behavior set by leaders and by employees. The first one tries to create and maintain a smooth-running organization while employees try to be concerned on people and human relations. In the same time there are formal policies that hold the group together and also a certain behavior that tries to make the relations familiar. A strong agreement was for the stability, performance, and efficient operations as the long-term goals for the company. It is not unusual a combination of two different cultures within an organization or a system of a dominant culture and sub-cultures which make the characteristics live together under the same “roof” of values and behaviors especially in environments where there is a clash between the culture of leaders and employees attempt to settle its their own values. About this kind of situation Schein (1999) noticed that this is not necessarily dysfunctional, rather it permits the company to perform effectively in different environments based on function, product, market, location, etc. In order to get a more precise image of the company, it is important to understand not only the company organizational type, but the cultures of departments or other important groups as well. The same

organizational culture types — Control (hierarchy), compete (market), collaborate (clan), create (adhocracy)—apply at both levels (Keith, 2001).

### **3.3.2 Employee Motivation at ALFA (Ltd)**

About motivation in this company, the results displayed that about the Physiological Needs the satisfaction level is at 82%, while the Safety Needs satisfaction of employees is at 77%. What it means is that employees are satisfied and motivated about the working conditions and environment, about salaries, securities, breaks and other benefits. Regarding the Social Needs, the results show that there is 91% of satisfaction about the opportunity to interact with others, have friends and being accepted (See Appendix C, Table 8).

When it comes to Esteem Needs the results displayed that only 24% Agreed and Strongly Agreed to be satisfied about job recognition, about challenging tasks, participation in decision making, merit pay raises and the chance for further advancement in their job. The results about Self-Actualization Needs showed that most of employees disagreed in being satisfied and having the chances to include their skills development, also they do not feel to have the opportunities to be creative, to have achievement and promotions about their jobs and not to have the total control over their job. All these data concluded that employees feel satisfied when it comes to the basic needs of an adequate salary and proper working conditions but unsatisfied when it comes for their opportunities for recognition and further advancements. They feel to have social relations with each other and try to create strong relations to their managers who are very formal and strict. Employees have the need for their job to be recognized and appreciated what makes them feel the lack of motivation when these factors miss their environment.

### **3.4 Case Analysis**

Case analysis is an investigation that diagnoses and diffracts the relevant situation. The essence of the student's role in case analysis is to diagnose and size up the situation described in the case and, then to recommend appropriate action steps (T. Raymond). The case analysis in these three companies will be based in the results of the fulfilled surveys from the employees of each company. The results will display the relation that exists between the current culture within the organization and the motivation employees feel to have from this culture. In order to make

sense of the fact that most of the time managers in an organization think that everyone is motivated equally and they do not try to motivate them as individuals (Marcum 2000; Hiam 2003). Might this fact be part of the culture, they impose it to the working environment and in employees' mentality. By analyzing culture and motivation, it will be manifested the existing threads between these two different factors that are a cause-effect to each other.

**Table A: Employee Motivation Statistical Results for ALFA Ltd**

		Group loyalty and sense of tradition are strong	Your company emphasis is on the human resources development on the long-term benefits	Your company gives a great importance to the group cohesion	Your company has a strong concern for people	Your company places premiums on teamwork, participation and consensus	Commitment to experimentation is what unifies the organization	The factor of thinking differently takes consideration in your company	For your company it is important to be an industry leader	Your company has long-term emphasis on growth and acquiring new resources	For your company success means gaining unique and new products/services
N	Valid	120	120	120	120	120	120	120	120	120	120
	Missing	1	1	1	1	1	1	1	1	1	1
	Mean	1.9750	1.9500	1.9250	1.9250	1.9417	2.3667	1.6583	2.1500	2.4167	1.9417
	Std. Error of Mean	.09428	.09001	.07500	.08465	.08052	.10448	.06206	.09662	.11012	.05062
	Median	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000
	Mode	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
	Std. Deviation	1.03276	.98604	.82158	.92729	.88209	1.14447	.67979	1.05838	1.20631	.55452
	Variance	1.067	.972	.675	.860	.778	1.310	.462	1.120	1.455	.307
	Range	4.00	4.00	4.00	4.00	4.00	4.00	3.00	4.00	4.00	3.00
	Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Maximum	5.00	5.00	5.00	5.00	5.00	5.00	4.00	5.00	5.00	4.00
	Sum	237.00	234.00	231.00	231.00	233.00	284.00	199.00	258.00	290.00	233.00
	Percentiles										
	25	1.0000	1.0000	1.0000	1.0000	1.0000	2.0000	1.0000	1.0000	2.0000	2.0000
	50	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000
	75	2.0000	2.0000	2.0000	2.0000	2.0000	3.0000	2.0000	3.0000	3.0000	2.0000

	Individual initiative and freedom are encouraged in your company	For your company it is critical to maintain a smooth-running organization	The formal policies are what hold together your work group	Stability, performance and efficient operations are considered for your company long term goals	For your company success means a dependable delivery, a smooth scheduling and low cost	Management wants security and predictability	The factor of "winning" is what unifies your company	The reputation and success are common concerns for your company	The long term focus of your company is on competitive action and on the achievement of measurable goals and targets	For your company success means market share and insight	Competitive pricing and market leadership are important for your company	From a professional perspective you are satisfied with your company
	120	120	120	120	120	120	120	120	120	120	120	120
	1	1	1	1	1	1	1	1	1	1	1	1
	1.7917	1.7250	1.9833	3.5917	3.4750	3.4750	3.4250	3.4250	3.4000	3.8500	3.6583	3.7417
	.05538	.06258	.05421	.11382	.11713	.11225	.10294	.10294	.11064	.09442	.08241	.09356
	2.0000	2.0000	2.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000
	2.00	2.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	.60663	.68553	.59385	1.24682	1.28313	1.22962	1.12767	1.12767	1.21198	1.03429	.90280	1.02487
	.368	.470	.353	1.555	1.646	1.512	1.272	1.272	1.469	1.070	.815	1.050
	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	215.00	207.00	238.00	431.00	417.00	417.00	411.00	411.00	408.00	462.00	439.00	449.00
	1.0000	1.0000	2.0000	3.0000	2.2500	3.0000	3.0000	3.0000	2.0000	3.0000	3.0000	3.0000
	2.0000	2.0000	2.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000
	2.0000	2.0000	2.0000	5.0000	4.0000	4.7500	4.0000	4.0000	4.0000	5.0000	4.0000	4.0000

**Table B: Employee Motivation Statistical Results for ANISA&NOEMI Ltd**

		Group loyalty and sense of tradition are strong	Your company emphasis is on the human resources development on the long-term benefits	Your company gives a great importance to the group cohesion	Your company has a strong concern for people	Your company places premiums on teamwork, participation and consensus	Commitment to experimentation is what unifies the organization	The factor of thinking differently takes consideration in your company	For your company it is important to be an industry leader	Your company has long-term emphasis on growth and acquiring new resources	For your company success means gaining unique and new products/services	Individual initiative and freedom are encouraged in your company	For your company it is critical to maintain a smooth-running organization
N	Valid	100	100	100	100	100	100	100	100	100	100	100	100
	Missing	227	227	227	227	227	227	227	227	227	227	227	227
Mean		1.8500	1.7100	1.7000	1.7900	1.8200	1.8900	1.4600	1.7700	1.8800	1.5400	1.5600	1.7600
Std. Error of Mean		.08805	.07288	.06113	.07288	.07572	.07507	.05759	.06942	.07424	.06100	.05379	.07801
Median		2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	1.0000	2.0000	2.0000	1.0000	2.0000	2.0000
Mode		2.00	2.00	2.00	2.00	2.00	2.00	1.00	2.00	2.00	1.00	2.00	2.00
Std. Deviation		.88048	.72884	.61134	.72884	.75719	.75069	.57595	.69420	.74237	.61002	.53786	.78005
Variance		.775	.531	.374	.531	.573	.564	.332	.482	.551	.372	.289	.608
Skewness		1.387	.990	.271	.827	1.026	1.353	.806	1.452	1.708	.934	.154	1.363
Std. Error of Skewness		.241	.241	.241	.241	.241	.241	.241	.241	.241	.241	.241	.241
Kurtosis		2.545	1.201	-.603	.899	1.477	3.577	-.330	5.083	5.805	1.294	-1.160	3.084
Std. Error of Kurtosis		.478	.478	.478	.478	.478	.478	.478	.478	.478	.478	.478	.478
Range		4.00	3.00	2.00	3.00	3.00	4.00	2.00	4.00	4.00	3.00	2.00	4.00
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum		5.00	4.00	3.00	4.00	4.00	5.00	3.00	5.00	5.00	4.00	3.00	5.00
Sum		185.00	171.00	170.00	179.00	182.00	189.00	146.00	177.00	188.00	154.00	156.00	176.00
Percentiles	25	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
	50	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	1.0000	2.0000	2.0000	1.0000	2.0000	2.0000
	75	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000

	The formal policies are what hold together your work group	Stability, performance and efficient operations are considered for your company long term goals	For your company success means a dependable delivery, a smooth scheduling and low cost	Management wants security and predictability	The factor of "winning" is what unifies your company	The reputation and success are common concerns for your company	The long term focus of your company is on competitive action and on the achievement of measurable goals and targets	For your company success means market share and insight	Competitive pricing and market leadership are important for your company	From a professional perspective you are satisfied with your company
	100	100	100	100	100	100	100	100	100	100
	227	227	227	227	227	227	227	227	227	227
	1.6100	1.9500	1.8600	2.0600	1.8800	2.0300	2.4900	2.5700	2.3000	2.4300
	.05486	.09679	.09849	.10808	.09669	.09894	.12350	.13353	.11237	.10941
	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000
	2.00	2.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
	.54855	.96792	.98494	1.08078	.96693	.98939	1.23497	1.33526	1.12367	1.09411
	.301	.937	.970	1.168	.935	.979	1.525	1.783	1.263	1.197
	.112	1.124	1.387	1.348	1.408	1.344	.664	.522	.645	.678
	.241	.241	.241	.241	.241	.241	.241	.241	.241	.241
	-.926	1.057	1.864	1.452	2.079	1.850	-.592	-1.029	-.379	-.053
	.478	.478	.478	.478	.478	.478	.478	.478	.478	.478
	2.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	3.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	161.00	195.00	186.00	206.00	188.00	203.00	249.00	257.00	230.00	243.00

**Table C: Employee Motivation Statistical Results for PICARI Ltd**

		Group loyalty and sense of tradition are strong	Your company emphasis is on the human resources development on the long-term benefits	Your company gives a great importance to the group cohesion	Your company has a strong concern for people	Your company places premiums on teamwork, participation and consensus	Commitment to experimentation is what unifies the organization	The factor of thinking differently takes consideration in your company	For your company it is important to be an industry leader	Your company has long-term emphasis on growth and acquiring new resources	For your company success means gaining unique and new products/services	Individual initiative and freedom are encouraged in your company	For your company it is critical to maintain a smooth-running organization
N	Valid	327	327	327	327	327	327	327	327	327	327	327	327
	Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean		1.8012	1.7890	1.7737	1.4954	1.7370	2.4709	2.1804	2.3364	2.4159	1.9908	2.0061	2.3700
Std. Error of Mean		.05033	.04943	.05007	.04106	.04368	.05509	.06642	.05419	.05758	.04428	.04501	.05342
Median		2.0000	2.0000	2.0000	1.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000
Mode		2.00	2.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Std. Deviation		.91020	.89381	.90543	.74254	.78986	.99612	1.20117	.97985	1.04123	.80064	.81397	.96603
Variance		.828	.799	.820	.551	.624	.992	1.443	.960	1.084	.641	.663	.933
Skewness		1.411	1.439	1.361	1.712	1.556	1.027	.909	1.134	.906	1.316	1.431	1.399
Std. Error of Skewness		.135	.135	.135	.135	.135	.135	.135	.135	.135	.135	.135	.135
Kurtosis		2.000	2.464	1.515	2.950	3.855	-.013	-.296	.647	-.067	3.001	3.078	1.378
Std. Error of Kurtosis		.269	.269	.269	.269	.269	.269	.269	.269	.269	.269	.269	.269
Range		4.00	4.00	4.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Sum		589.00	585.00	580.00	489.00	568.00	808.00	713.00	764.00	790.00	651.00	656.00	775.00
Percentiles	25	1.0000	1.0000	1.0000	1.0000	1.0000	2.0000	1.0000	2.0000	2.0000	2.0000	2.0000	2.0000
	50	2.0000	2.0000	2.0000	1.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000
	75	2.0000	2.0000	2.0000	2.0000	2.0000	3.0000	3.0000	2.0000	3.0000	2.0000	2.0000	2.0000

	The formal policies are what hold together your work group	Stability, performance and efficient operations are considered for your company long term goals	For your company success means a dependable delivery, a smooth scheduling and low cost	Management wants security and predictability	The factor of "winning" is what unifies your company	The reputation and success are common concerns for your company	The long term focus of your company is on competitive action and on the achievement of measurable goals and targets	For your company success means market share and insight	Competitive pricing and market leadership are important for your company	From a professional perspective you are satisfied with your company
N	327	327	327	327	327	327	327	327	327	327
Mean	0	3.1804	3.1498	3.1346	3.2324	3.0887	3.3303	3.3394	3.4526	3.3976
Std. Error of Mean	.04495	.07000	.07297	.06111	.06571	.06586	.06823	.06885	.07098	.06035
Median	2.0000	3.0000	4.0000	3.0000	4.0000	3.0000	3.0000	4.0000	4.0000	4.0000
Mode	2.00	4.00	4.00	4.00	4.00	3.00	4.00	4.00	4.00	4.00
Std. Deviation	.81293	1.26583	1.31958	1.10504	1.18831	1.19100	1.23389	1.24502	1.28347	1.09140
Variance	.661	1.602	1.741	1.221	1.412	1.418	1.522	1.550	1.647	1.191
Skewness	1.145	-.124	-.383	-.186	-.293	-.106	-.315	-.407	-.411	-.427
Std. Error of Skewness	.135	.135	.135	.135	.135	.135	.135	.135	.135	.135
Kurtosis	1.131	-1.118	-1.089	-.973	-1.023	-.817	-.892	-.944	-1.043	-.541
Std. Error of Kurtosis	.269	.269	.269	.269	.269	.269	.269	.269	.269	.269
Range	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	4.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Sum	572.00	1040.00	1030.00	1025.00	1057.00	1010.00	1089.00	1092.00	1129.00	1111.00
Percentiles	1.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	3.0000
	2.0000	3.0000	4.0000	3.0000	4.0000	3.0000	3.0000	4.0000	4.0000	4.0000

**Table D: Organizational Behavior Statistical Results for ALFA Ltd**

		Group loyalty and sense of tradition are strong	Your company emphasis is on the human resources development on the long-term benefits	Your company gives a great importance to the group cohesion	Your company has a strong concern for people	Your company places premiums on teamwork, participation and consensus	Commitment to experimentation is what unifies the organization	The factor of thinking differently takes consideration in your company	For your company it is important to be an industry leader	Your company has long-term emphasis on growth and acquiring new resources	For your company success means gaining unique and new products/services	Individual initiative and freedom are encouraged in your company	For your company it is critical to maintain a smooth-running organization
N	Valid	120	120	120	120	120	120	120	120	120	120	120	120
	Missing	0	0	0	0	0	0	0	0	0	0	0	0
	Mean	3.0417	3.1333	2.9083	3.0000	2.8750	3.6833	3.5250	3.1750	3.4417	3.4583	3.5917	2.4583
	Std. Error of Mean	.11314	.12123	.12241	.11775	.11749	.10716	.11411	.11874	.11583	.11345	.11258	.12121
	Median	3.0000	3.0000	3.0000	3.0000	3.0000	4.0000	4.0000	3.0000	4.0000	4.0000	4.0000	2.0000
	Mode	4.00	2.00	2.00	2.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00
	Std. Deviation	1.23938	1.32800	1.34099	1.28991	1.28706	1.17383	1.24996	1.30069	1.26886	1.24277	1.23326	1.32776
	Variance	1.536	1.764	1.798	1.664	1.657	1.378	1.562	1.692	1.610	1.544	1.521	1.763
	Skewness	-.026	-.030	.149	.119	.093	-.594	-.478	-.238	-.532	-.504	-.570	.551
	Std. Error of Skewness	.221	.221	.221	.221	.221	.221	.221	.221	.221	.221	.221	.221
	Kurtosis	-1.316	-1.367	-1.264	-1.257	-1.299	-.648	-.906	-1.018	-.803	-.811	-.631	-.960
	Std. Error of Kurtosis	.438	.438	.438	.438	.438	.438	.438	.438	.438	.438	.438	.438
	Range	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Sum	365.00	376.00	349.00	360.00	345.00	442.00	423.00	381.00	413.00	415.00	431.00	295.00
	Percentiles												
	25	2.0000	2.0000	2.0000	2.0000	2.0000	3.0000	2.0000	2.0000	2.0000	2.0000	3.0000	1.0000
	50	3.0000	3.0000	3.0000	3.0000	3.0000	4.0000	4.0000	3.0000	4.0000	4.0000	4.0000	2.0000
	75	4.0000	4.0000	4.0000	4.0000	4.0000	5.0000	5.0000	4.0000	4.0000	4.0000	5.0000	4.0000

	The formal policies are what hold together your work group	Stability, performance and efficient operations are considered for your company long term goals	For your company success means a dependable delivery, a smooth scheduling and low cost	Management wants security and predictability	The factor of "winning" is what unifies your company	The reputation and success are common concerns for your company	The long term focus of your company is on competitive action and on the achievement of measurable goals and targets	For your company success means market share and insight	Competitive pricing and market leadership are important for your company	From a professional perspective you are satisfied with your company
	120	120	120	120	120	120	120	120	120	120
	0	0	0	0	0	0	0	0	0	0
	2.3750	2.3417	2.3917	2.4083	3.8417	3.3667	3.4500	3.6250	3.6333	2.1583
	.11956	.11006	.10994	.11196	.10452	.12295	.11280	.10253	.10581	.09687
	2.0000	2.0000	2.0000	2.0000	4.0000	4.0000	4.0000	4.0000	4.0000	2.0000
	2.00	2.00	2.00	2.00	4.00	4.00	4.00	4.00	4.00	2.00
	1.30971	1.20570	1.20430	1.22643	1.14493	1.34685	1.23567	1.12319	1.15906	1.06112
	1.715	1.454	1.450	1.504	1.311	1.814	1.527	1.262	1.343	1.126
	.666	.628	.612	.674	-.879	-.362	-.508	-.590	-.857	.664
	.221	.221	.221	.221	.221	.221	.221	.221	.221	.221
	-.807	-.685	-.651	-.566	.017	-1.167	-.794	-.482	-.042	-.415
	.438	.438	.438	.438	.438	.438	.438	.438	.438	.438
	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	285.00	281.00	287.00	289.00	461.00	404.00	414.00	435.00	436.00	259.00
	1.0000	1.0000	1.0000	1.2500	3.0000	2.0000	2.0000	3.0000	3.0000	1.0000
	2.0000	2.0000	2.0000	2.0000	4.0000	4.0000	4.0000	4.0000	4.0000	2.0000
	4.0000	3.0000	3.0000	3.0000	5.0000	4.0000	4.0000	4.0000	4.0000	3.0000

**Table E: Organizational Behavior Statistical Results for ANISA&NOEMI Ltd**

		Group loyalty and sense of tradition are strong	Your company emphasis is on the human resources development on the long-term benefits	Your company gives a great importance to the group cohesion	Your company has a strong concern for people	Your company places premiums on teamwork, participation and consensus	Commitment to experimentation on is what unifies the organization	The factor of thinking differently takes consideration in your company	For your company it is important to be an industry leader	Your company has long-term emphasis on growth and acquiring new resources	For your company success means gaining unique and new products/services	Individual initiative and freedom are encouraged in your company	For your company it is critical to maintain a smooth-running organization
N	Valid	100	100	100	100	100	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean		3.0400	3.2400	3.3300	3.0600	2.9400	3.1300	3.1500	2.8500	3.0100	3.0900	3.1100	3.4900
Std. Error of Mean		.14419	.14222	.13857	.12935	.14342	.13607	.11924	.12978	.13962	.13341	.13019	.12268
Median		3.0000	4.0000	4.0000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000	4.0000
Mode		4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	2.00	2.00	4.00	4.00
Std. Deviation		1.44194	1.42219	1.38575	1.29350	1.43421	1.36074	1.19236	1.29782	1.39621	1.33405	1.30186	1.22676
Variance		2.079	2.023	1.920	1.673	2.057	1.852	1.422	1.684	1.949	1.780	1.695	1.505
Skewness		-.051	-.264	-.266	-.142	-.019	-.142	-.296	.143	.073	-.011	-.096	-.546
Std. Error of Skewness		.241	.241	.241	.241	.241	.241	.241	.241	.241	.241	.241	.241
Kurtosis		-1.479	-1.354	-1.317	-1.293	-1.494	-1.314	-1.006	-1.245	-1.398	-1.299	-1.308	-.817
Std. Error of Kurtosis		.478	.478	.478	.478	.478	.478	.478	.478	.478	.478	.478	.478
Range		4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Sum		304.00	324.00	333.00	306.00	294.00	313.00	315.00	285.00	301.00	309.00	311.00	349.00
Percentiles	25	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000
	50	3.0000	4.0000	4.0000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000	4.0000
	75	4.0000	4.0000	5.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000

	The formal policies are what hold together your work group	Stability, performance and efficient operations are considered for your company long term goals	For your company success means a dependable delivery, a smooth scheduling and low cost	Management wants security and predictability	The factor of "winning" is what unifies your company	The reputation and success are common concerns for your company	The long term focus of your company is on competitive action and on the achievement of measurable goals and targets	For your company success means market share and insight	Competitive pricing and market leadership are important for your company	From a professional perspective you are satisfied with your company
	100	100	100	100	100	100	100	100	100	
	0	0	0	0	0	0	0	0	0	
	3.3700	3.4600	3.2400	3.3500	1.6100	1.5600	1.7000	1.6400	1.4600	
	.12032	.13289	.12880	.14451	.08027	.06247	.08933	.07320	.05207	
	4.0000	4.0000	4.0000	4.0000	1.0000	1.0000	2.0000	2.0000	1.0000	
	4.00	4.00	4.00	5.00	1.00	1.00	1.00	1.00	1.00	
	1.20315	1.32893	1.28802	1.44512	.80271	.62474	.89330	.73195	.52068	
	1.448	1.766	1.659	2.088	.644	.390	.798	.536	.271	
	-.539	-.558	-.346	-.227	1.426	.656	1.674	1.155	.382	
	.241	.241	.241	.241	.241	.241	.241	.241	.241	
	-.736	-.949	-1.074	-1.404	1.821	-.508	3.235	1.482	-1.366	
	.478	.478	.478	.478	.478	.478	.478	.478	.478	
	4.00	4.00	4.00	4.00	3.00	2.00	4.00	3.00	2.00	
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
	5.00	5.00	5.00	5.00	4.00	3.00	5.00	4.00	3.00	
	337.00	346.00	324.00	335.00	161.00	156.00	170.00	164.00	146.00	
	2.0000	2.0000	2.0000	2.0000	1.0000	1.0000	1.0000	1.0000	1.0000	

**Table F: Organizational Behavior Statistical Results for PICARI Ltd**

		Group loyalty and sense of tradition are strong	Your company emphasis is on the human resources development on the long-term benefits	Your company gives a great importance to the group cohesion	Your company has a strong concern for people	Your company places premiums on teamwork, participation and consensus	Commitment to experimentation is what unifies the organization	The factor of thinking differently takes consideration in your company	For your company it is important to be an industry leader	Your company has long-term emphasis on growth and acquiring new resources	For your company success means gaining unique and new products/services	Individual initiative and freedom are encouraged in your company	For your company it is critical to maintain a smooth-running organization
N	Valid	327	327	327	327	327	327	327	327	327	327	327	327
	Missing	0	0	0	0	0	0	0	0	0	0	0	0
	Mean	2.1560	2.3272	2.3731	2.1468	2.1131	3.8349	3.8379	3.8287	3.7462	3.8532	3.8349	3.6942
	Std. Error of Mean	.06704	.06862	.06755	.06647	.06460	.06195	.06250	.06586	.06276	.06402	.06270	.06622
	Median	2.0000	2.0000	2.0000	2.0000	2.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000
	Mode	1.00	2.00	2.00	1.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	Std. Deviation	1.21222	1.24090	1.22159	1.20193	1.16810	1.12020	1.13019	1.19098	1.13496	1.15773	1.13381	1.19741
	Variance	1.469	1.540	1.492	1.445	1.364	1.255	1.277	1.418	1.288	1.340	1.286	1.434
	Skewness	.935	.735	.607	.920	.987	-.935	-.858	-.915	-.819	-1.000	-.993	-.762
	Std. Error of Skewness	.135	.135	.135	.135	.135	.135	.135	.135	.135	.135	.135	.135
	Kurtosis	-.081	-.467	-.698	-.182	.060	.206	-.080	-.159	-.106	.221	.242	-.380
	Std. Error of Kurtosis	.269	.269	.269	.269	.269	.269	.269	.269	.269	.269	.269	.269
	Range	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Sum	705.00	761.00	776.00	702.00	691.00	1254.00	1255.00	1252.00	1225.00	1260.00	1254.00	1208.00
	Percentiles												
	25	1.0000	1.0000	1.0000	1.0000	1.0000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000
	50	2.0000	2.0000	2.0000	2.0000	2.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000
	75	3.0000	3.0000	3.0000	3.0000	3.0000	5.0000	5.0000	5.0000	5.0000	5.0000	5.0000	5.0000

	The formal policies are what hold together your work group	Stability, performance and efficient operations are considered for your company long term goals	For your company success means a dependable delivery, a smooth scheduling and low cost	Management wants security and predictability	The factor of "winning" is what unifies your company	The reputation and success are common concerns for your company	The long term focus of your company is on competitive action and on the achievement of measurable goals and targets	For your company success means market share and insight	Competitive pricing and market leadership are important for your company	From a professional perspective you are satisfied with your company
	327	327	327	327	327	327	327	327	327	327
	0	0	0	0	0	0	0	0	0	0
	3.6024	3.5229	3.6300	3.4251	3.7156	3.5015	3.4281	3.3609	3.5627	1.8654
	.06932	.07219	.07053	.07514	.06616	.06969	.07402	.07192	.07120	.04958
	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	2.0000
	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00
	1.25361	1.30546	1.27533	1.35881	1.19630	1.26023	1.33851	1.30056	1.28758	.89662
	1.572	1.704	1.626	1.846	1.431	1.588	1.792	1.691	1.658	.804
	-.605	-.596	-.717	-.420	-.756	-.457	-.409	-.315	-.530	1.064
	.135	.135	.135	.135	.135	.135	.135	.135	.135	.135
	-.771	-.839	-.637	-1.134	-.423	-.937	-1.070	-1.100	-.898	1.155
	.269	.269	.269	.269	.269	.269	.269	.269	.269	.269
	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	1178.00	1152.00	1187.00	1120.00	1215.00	1145.00	1121.00	1099.00	1165.00	610.00
	3.0000	2.0000	3.0000	2.0000	3.0000	2.0000	2.0000	2.0000	2.0000	1.0000
	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	2.0000

### 3.4.1 Case Analysis of PICARI LTD

What appeared to characterize this firm was the collaborative culture which has incorporated all the employees' behavior and values. A collaborative environment in which are shared common



values such as a very open and friendly environment communication links are important and, to the human factor is given a great importance. This kind of culture is strongly defined by traditional sense of rules, behaviors and the sense of strong loyalty. In this type of culture the emphasis is given to the long term benefits of human resources development and to the group cohesion. Related to this company, it is with great importance to mention that its organizational culture is mostly imported from the founders of the company. Before establishing their own company the founders have worked in foreign companies in which they saw the great importance the culture has within a company. As for Albania, the organizational culture was a vague distant concept they looked it as a vital component for the ongoing of their company. Hence, they thought to import this culture by adapting it to the Albanian people's mentality and culture. By identifying the organizational culture that defines this company, it will be shown how this culture satisfies its employees aiming to keep them motivated in their daily working performance which is a factor directly responsible for the successful ongoing of the company. After finding out the kind of organizational culture that the company has, the other step was to discover the level of satisfaction to employees, which is the indicator of motivation in their situation. The motivation circumstance showed that employees in this company are pleased by the basic conditions such as working conditions, salary, breaks and other factors that characterize the physiological, safety and social needs but when it comes to esteem needs and self-actualization they do not agree to have the opportunity to develop themselves in this two directions. When it comes to being traditional, seeing the leaders and up managers as parental or mentor figures and having a very social environment it is not enough for employees who see their motivation drive into the opportunity for recognition and further development in their task performance. However, while motivation affects how and to what extent we utilize our skills and abilities (Locke, Latham, 2004) it seems that in termination collaborative culture has no concern in development skills and actualization; factors that employees feel as need to complete their satisfaction toward the company. Because the main concern of this culture is to emphasize the traditional and conventional relations and tasks, it seems that this is not enough self completion for further motivation, which consequences might be in the long term an unsatisfied personnel that losses the hope for self-actualization in the future. That means that the desire to be recognized in performing in a better and successful way with time will decrease as a consequence of collaborative culture strategy. A very collaborative culture will limit its culture characteristics

what it means that it will not give a new opportunity to the staff for expanding themselves in new dimensions that will result in the benefit of the company. Collaborative culture is very concerned on human factor welfare in short and long term, also in social relations and emphasis the need for free communication but it does not emphasis the need for esteem and self-actualization as it is not an important component of the respective culture. At the end, it is concluded that in this company there are very satisfied employees for the short term needs but unsatisfied employees for long term needs. Motivation is basically spread from the basic needs to the top needs and it cannot be cut only in one basis instead, it continuously moves from low to the top. Therefore, if employees feel satisfied about their physiological needs they will require safety needs for motivation; after safety needs are fulfilled they will require social needs as a way to motivate themselves further and when their social needs are accomplished they be requiring esteem needs as motivation for further successful task performance. Finally, at the end when all of their needs are met they will need to motivate themselves with self-actualization as the engine that promotes their success, performance, prosperity, recognition and merit. So, motivation passes through scales one by one by fulfilling so the needs and satisfaction of the employees as the main purpose to make them accomplish their job task in a successful way for the benefits of the company and of the working personnel. For PICARI (Ltd) the motivation starts from physiological needs and stops to the esteem needs by creating the right territory for further complaints and decrement of task performance. Here it can be seen the relation that exists between the collaborative cultures, whose emphasis goes till to the esteem needs accomplishment, and the employees' motivation which satisfaction stops at the esteem needs.

### **3.4.2 Case Analysis of ANISA & NOEMI**

ANISA & NOEMI (Ltd) is the kind of company where its respective organizational culture and employee motivation meet each other in a very accomplishing and successful way. The results of the surveys as presented in the previous chapter displayed that the company has very Competitive Culture characteristics. The assessment of the environment unfolded all the components that describe the competitive culture. This company is a special case as the strategy implemented by the founder is a very special way of choosing to make employees work better and be more satisfied. The incorporated culture in this company was totally imported from USA companies where the founder Mrs. Saliu has been studying and working for several years. The

idea to implement this strategy in her company was based on the desire that Albanian people have in competition and in self-actualization. So, it resulted that competitive culture was the kind of culture that could give to employees the challenge they needed. Competitive culture has its emphasis in competitiveness and is very goal oriented. Its focus is in reputation and success and the emphasis on winning unifies the organization. Leaders are very demanding, hard-driving and productive and employees also. Employees on the other hand have the challenge of performing better and being rewarded and recognized for their work. Employees are very satisfied about their working conditions, salaries, safeties, breaks, rewards and social environments which define the Physiological, Safety and Social Needs. Onward employees feel to be satisfied also with the Esteem and Self-Actualization Needs except with their need to be creative. Here it can be seen the relation that exists between culture and motivation where these two components complete each other as a “cause-consequence” that drives in the benefit of people and company. In general a company is an organization which has to be concerned how to survive in the external environment by starting to learn how to live in the internal one. According to Locke and Latham (2004) internal factors that direct motivation and external factors that serve as encouragements to action is the concept of motivation. The purpose of this company was to be successful in the European market of child garment for its quality. The way to attain this goal was to start being competitive in all its elements. If the bad performance would make the company loose credits in the competitive foreign market then the company would be directly responsible for this. Although the company has not expanded itself in these last years it has a very good reputation for excellent quality in the foreign market. Employees feel the importance of their company and products in the international arena so they know the importance of accomplishing tasks with responsibility. In general they are satisfied and motivated in their work environment and most of the employees are working for this company since its foundation. To conclude, the results showed that Competition Culture has its contribution regarding the employee motivation, a contribution that fulfills the dependence and connection between these two elements.

### **3.4.3 Case Analysis of ALFA (LTD)**

This company has the most common Albanian existing organizational culture. The controlled culture mixed with collaboration culture. According to the surveys, employees feel to work in an

environment that grows two types of cultures that meet each other in different situations and that are adaptive to the employees' conditions. This combination of cultures leads to a very changeable environment of values, behaviors and attitudes. Employees are adapted to the two kinds of cultures by trying to exceed each of them depending to the situation. Controlled Culture has very limited conditions regarded to the opportunities it gives to the employees for esteem and self-actualization. The elements that characterize this culture are a highly structured and formal place to work. Rules and procedures govern behavior. Leaders strive to be good coordinators and organizers who are efficiency-minded. Maintaining a smooth-running organization is most critical. Formal policies are what hold the group together. Stability, performance, and efficient operations are the long-term goals. Success means dependable delivery, smooth scheduling, and low cost. Management wants security and predictability. On the other hand, there are other elements that interact with the mentioned one which are attempts to create an open and friendly place to work where people share somehow themselves. Trying slightly to create an extended family environment where leaders want to show themselves as parental figures or mentors. Group loyalty and sense of tradition tends to be strong. But till here the factors of cultural collaboration intend to interact with the dominative controlled culture while other components of collaborative culture such as the emphasis on the long-term benefits of human resources development, the importance on group cohesion, the strong concern for people and the premiums on teamwork, participation, and consensus tend to non-exist as participants in this culture combination attempt. The employee motivation results achieved to show that the satisfaction goes till the social needs and does not progress further. Employees feel unsatisfied when it comes for their need for esteem and self-actualization. While all the other factors make them feel satisfied in their attempt to create a collaborative culture and managers' attempt to create a controlled culture it seems that it is not enough without the elements that make them progress in the company. There exist cultures and sub-cultures coordinating in the same environment by combining the each other's elements, however, in a very dominated controlled culture there is less chance to be a powerful functional collaborative culture. Concerning employee's motivation both of the cultures do not have a strong consideration in the esteem and self-actualization needs. As previously mentioned in an environment where the basic needs are met, there grows the demand for esteem and self-actualization accomplishment. In this case employees feel the lack of motivation toward their necessity for the satisfaction of completing the job itself, merit pay

raises, recognition, challenging tasks, participation in decision making, and the chance for advancement. Also they feel the absence for the development of their skills, the chance to be creative, achievement and promotions, and the ability to have complete control over their job. Even in this case, it is seen the connection that exists between the respective culture and motivation within a company.

### **3.5 Conclusions and Discussion**

In this final part will be summed up the findings and conclusions concerning the topic of this research from a managerial view prospect. In this part will be answered the appointed research questions and at the end will be submitted the summarized conclusions derived from the research also considered as possible recommendations.

#### *Answering the questions related to the research*

- Q1: What type of organizational culture do these Albanian companies have established in their working environment?

According to the surveys' results in these three companies, it was seen the fact that the Albanian companies cannot be characterized from only a kind of organizational culture while their working environment is not only affected by the national cultural values and attitudes but also by the implanted imported culture that defines their behavior and working environment. The set of values shared by the top leaders and managers to the employees' staff are well thought and managed in order to utilize the benefits that come from them. The first company has established a well defined collaborative culture with all its elements apparently. The existing culture in this company resulted as an effort of its top leaders by importing the organizational culture' values and behaviors from foreign European companies especially German ones. Somehow, the implemented culture seems to be well applied in the people's working environment by characterizing so the values of the company. On the other hand, people are very unique in their individual personalities and in the work environment firstly they impose their own values. But the role of the managers and leaders is very significant because people will follow their leadership behavior and values to adapt it to their own behavior. It is the duty of the leaders to shape the form of the culture which apparently seemed to be effectuated very well by the leadership on the "Picari" company as in the research employees were very sure about the values

they share on their work environment. The characteristics of the collaborative culture were synonyms of the company. In the second company observations unfolded that there is implemented a strong competitive cultural environment by all its characteristic elements. The culture in this company is a set of values, behaviors and attitudes that contain high dosages of competition as an imported cultural program from some USA companies that use the same strategy in their working environment. The idea of applying such a strategy in Albania was very ambitious and with risk but at the end it resulted that such a culture can dwell successfully in the Albanian working environments: always when it comes to be related with high motivation from the leaderships' side. Otherwise, fierce struggle and competition in the working environment without the proper motivation would make the employees' performance fail. On the other hand, when all components of the competitive culture are well- established and well- executed the result will be high motivated personnel and a successful organizational culture strategy. The last company resulted to have a dominant control culture and a collaborative sub-culture by being cross two big efforts: the leadership effort of implementing a control culture and the employees effort of implementing collaborative culture by creating a background where the two parties put rules and tolerate each other in their efforts but by not trading the top leader strategy and decisions. The coexistence of two kinds of cultures within a company is normal, especially when it seems to be effective in its structure and results. It seems that for the three companies there are three different organizational cultures that characterize their set of shared values applied to the employees' mentality as an internal factor that makes them move forward the desired target of the company.

➤ Q2: How motivated the employees are regarding to their work?

According to the method of measuring the employee's motivation, it was concluded the similar fact in the three companies that the employees feel satisfied about the basic working conditions like the adequate salary, working condition including their safety and breaks necessary for the staff to re-energize itself. It means that in general terms these firms are a good example of how a company should arrange itself in offering the most important provisions which are the main reason of people going to work. Regarding the first company "Picari" the staff resulted to be content about the salary, working conditions, safety, the systematic payment of the wages and insurances, the proper treatment from the leaders and managers by creating a friendly

environment where the leaders were considered as mentors or parental figures. In achieving their purpose of implementing a very successful collaborative culture the leadership were prosperous. They have installed in several years the desired kind of culture they wanted for their company as a strategy of having the benefits of a very qualitative task performance. During these years most of the personnel did not move to another company but it continued investing their efforts at “Picari”. Although the results showed that employees somehow want to be more self-actualized and esteemed in their work environment this is a good indicator that shows the company is in the right way of making a future prospective excellent staff of employees that would make the company grow and develop further. Concerning the second company, employees feel to be very motivated in all levels of Maslow’s Theory: An adequate salary, proper and modern working conditions, breaks, social environment, opportunities for self-development, opportunities to grow through promotions, premiums, and recognition. In this company the employees feel to have the chance of completing themselves at every level by creating a plane of satisfaction that derives from the fulfillment of needs in every aspect of professional standards. About the last company, research showed that employees are satisfied till the social level of needs where are implied the salary, working conditions, safety needs and social ones, but they do not feel to have the chance of progressing further when it comes to esteem and self-actualization in the working environment. They feel to be excluded from the chance of developing in other levels of professional fulfillment.

➤ Q3: What impact has organization culture in their behavior?

The impact that culture has on the employees’ behavior stands behind the fact that the values that characterize the culture are mechanisms that make the behavior of the employees act and react according to a structured basis of conditions in different situations. When top leaders decide to install a kind of culture in their company they think about the branches of values and attitudes that would reach the employees’ behavior in order to make easier the surrounding environment and by investing real efforts in the task performance of the employees. When a company has real issues and troubles in their employees’ behavior and performance the problem must not be looked among the employees but in the reason of their reaction that is initiated by the leadership skills. There is this strong circle where culture, behavior (motivation) and leadership are very connected to each other in action-reaction chain that has consequences based on the elements of

each other. There cannot be a certain behavior without an incentive reason that makes it move in different levels. The human psychology is attached and in the same time is very dependable to the feedback of the action-reaction chain which challenge is to be shaped according to the situation. The leadership skills should be able to make the people's desire for success be grown in different dimensions. Without the human efforts there is no success for any organization. Without having a happy and dedicated staff of employees any organization is destined to fail in long term. The Albanian case of the professional economic non-public high school "Flabina" in Tirana is known for its failure from the top professional education institute, well-known for its excellent staff of teachers to the last school parents would choose for their children education. The failure began since the moment the leadership decided to use a very struggle controlled culture over the academic staff. The personnel did not feel to be treated with the dignity about their role in school. They started to leave job in a very short time by cracking so the foundations of the organization. From the top-qualitative teachers it had as the key success for its institution, at the end it remained with only ten students with a big failing termination. Although the school survived in the market by re-directing its professional side at another field of education the reputation it had vanished by vanishing the chance for remaining one of the most successful non-public economic high-school. It is clear that there are these invisible threads between culture and behavior that forecasts somehow the future of the company who is not threatened only by the competitive external environment but also by the internal environment.

- Q4: What is the relation between the organizational culture and the employees' motivation?

Starting with motivation, there exist the contentions that generally an employee who is motivated will try harder to do a good job than the one who is not motivated (Stajkovich, Lufthans, 2001). The first simplest law that leaders should consider when trying to impute a culture to their employees. Nevertheless, performance is not based simply on motivation. The level of performance attained is determined by three interdependent factors: ability, motivation, and resources. This relationship can be stated as a performance formula:

***Performance - Ability – Motivation - Resources***

Ability and motivation are driving forces of behavior to create the level of performance (Ferguson, 2003). There cannot be any imposed strategy without carefully being responsible



about its driving force. On the other hand, it was mentioned that the organization culture is a set of shared values, behaviors and attitudes within the structures of an organization that defines its way of internal demeanor. Every organization is characterized by the elements of a certain culture. There is no organization without a culture as the culture is the way of the living values in a working environment but the real strategy is to use culture to make the right effect at the employee motivation. The relation that exists between culture and motivation is an action-reaction connection where motivation represents the wheels of a machine and culture the motor that makes the machine move. The ability of imposing a successful strategy by using organizational cultural elements is the press button that moves the engine at work and, as a consequence, the wheels make it move forward. The relation that exists between culture and motivation has been studied for many years by many professionals in management field and behavioral science. By deep understanding of this correlation, it will be easier to perceive the importance of their role in a reciprocal action of significant components, which are used as tools in achieving a higher performance and for competitive advantage. The action-reaction chain of these two concepts must be studied very carefully when implemented by managers who seek to create impressive strategies in their companies. In the three studied companies, it was seen the fact that:

- ❖ Managers have imposed “an organizational culture” in their company by showing *the importance* they feel culture has in driving the employees’ motivation and performance.
- ❖ Managers are more concerned with imposing a strategic organization culture rather than seeing the feedback it has in the motion of motivation and performance. This happens because they know that culture is a strong element in the employees’ behavior but they did not study the feedback it results from the respective culture operation.
- ❖ Motivation was an important factor that was demanded by employees in the three companies as they felt to need the driving force that comes from esteem and self-actualization fulfillment.

➤ Q5: How can this relation are described?

As mentioned above the relation of these two important components for an organization can be described as a chain of *action-reaction* function. What it means that in a working environment the managers will “harvest” the kind of motivation, performance and behavior of employees they

“planted” with their imposed values, behavior and attitudes, so with the culture they decided to implement as strategy. One of the mistakes that managers do when try to apply a certain kind of culture in their company is to despite the fact that what makes special the role of a culture is to appreciate and give further opportunities to the esteem and self-actualization of the employees while they think that the most incentive part is the financial reward that derives from salary. On the other hand, there are managers who think that motivation comes from the job itself. All their theories of motivating their employees in essence are elements that constitute the culture itself. The elements, components, points, sub-elements that make up a culture are endless and always to be discovered by managers. Culture is a mirror of the human activity shaped by the internal and external conditions of people but leaders are the ones who have the power to change the culture in order to have happier, more motivated people working for the same goals in the best way possible. As a result, the relation that exists between culture and motivation stands in the impact that they have on each other, especially on the impact culture has on motivation.

### **3.6 Limitations of the Study**

This research is based on a qualitative-quantitative based research about identifying the type of organizational culture and measuring the level of employee motivation in three Albanian medium size manufacturing companies. The difficulty related to this kind of research is that most of the Albanian medium size companies do not have any concern in their organization culture and motivation so it was difficult to find medium companies that has a clear concept about the concept of culture and its importance toward the employees’ behavior. The three companies where the research was applied are very strategic in this field by experience that the founders and top leaders had in their past in foreign companies. Concerning this topic the help of managers was precious as they were exalted to make a presentation of their strategies. Implementing an organizational culture is not difficult for companies that are considered large size and in cooperation with foreign investors, but for medium and small companies the concept is new, not very experimented and seen with hesitance. Another limitation regarding the subject is the descriptive nature this topic has. To measure motivation is difficult but to measure feedback of task performance, by observing the quality of products and participation, is a good start in taking into consideration the fact that employees are in a satisfaction level of operating and that this level must change from managerial efforts. That is why in measuring the motivation the

Maslow's theory of needs has been used as a basic method for recognizing the fulfillment of employees' needs. Although many research studies do not support Maslow's hierarchy theory, it has a sound foundation and is still used today. In fact, Maslow's work serves as a basis for several other theories. Today, organizations still strive to meet self-actualization needs (Bolino, Turnley, Bloodgood, 2002). As a mainly theoretical research this topic is mainly based in the human psychology applied into organizations as a critical behavioral science that tends to change with time.

Concerning the research, the recommendations are an awareness of the phenomena of the impact culture has on motivating employees.

- ❖ Culture is an important component of the organization that somehow is identified as its soul.
- ❖ Motivation is the driving force responsible for the performance of task assignment.
- ❖ The human factor has its importance, involvement and connection related to culture and performance.
- ❖ The impact culture has on employees' motivation is described as action-reaction chain where causes meet the consequences.
- ❖ Imposing and applying culture is a strong responsibility of managers and at the end is an art of leadership skills and capabilities.
- ❖ Measuring the satisfaction of employees and their motivation level means to find out if the culture within the organization is being effective or not.

Related to the subject there are some recommendations for managers that derive as a result of studying this topic and that come out as indicators from the research. When becoming a manager, it is important to know these facts and take them into consideration, also using them as conductors of success.

- ❖ Managers should understand and take into consideration the impact organizational culture has on employee motivation.
- ❖ For any organization, it is important to apply a certain culture where are shared certain set of unwritten values, behaviors and attitudes where they can meet the goals and target of the organization.
- ❖ It is the duty of the leaders and managers to identify and measure the validity of the organizational culture.

- ❖ It is important to measure systematically the satisfaction level and needs fulfillment of the employees.
- ❖ Organizational culture must be seen as a tool to be used for competitive advantage while motivation must be seen as the key that helps achieving advantages on the imposed strategies for success.
- ❖ To understand further and deeper the impact culture has on motivation means for managers to never forget the consistency that exists between culture, motivation and employees what it means to be always vigilant and flexible toward these elements.

The most important conclusion in this research is briefly explained by the result that culture in motivation is like an action and reaction chain of operations. The whole importance of this research stands in this sentence. To know the impact culture has on motivation is to know the main factor responsible for identifying the employee satisfaction by having so the opportunity to make things go better. Organizational culture is a strategic tool used for competitive advantages by many international companies among them also by Apple Computer. In order to use successfully an item considered as strategic tool, firstly it is important to know it very well the more when it appears to be responsible for the motivation of the employees that try to operate. And, it is substantial to perform not only for their financial and self-actualization needs but also for the interest of the company in the external national and international competitive environment. Organizations need people to perform successfully to their benefits, that is why, they need to put efforts and concerns related to them and their needs. Imposing the right organizational culture means to make employees feel comfortable, important, evaluated and recognized so to make them feel motivated toward the assigned tasks, duties and goals.

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## **APPENDICES**

### **APPENDIX A**

The questionnaire based interview. (In English)

### **QUESTIONNAIRE**



**GENERAL INFORMATION**

**Q1: Which firm do you work in?**

---

**Q2: What is your work position?**

---

**Q3: How long have you worked for this company?**

- A- Less than 1 year
- B- 1 to 5 years
- C- 5 to 15 years
- D- More than 15 years

**DESCRI  
PTIVE  
QUEST  
IONS**

**(Relate  
d to  
the  
Organi  
zation  
al  
Cultur  
e)**

**Q1 Which  
alterna  
tive**

can  
better  
describe your  
workplace  
environment  
?

Open  
and  
friendly,  
as an  
extended

**A)** family  
Dynamic,  
entrepreneurial  
and  
creative

**B)** e  
**C)** Formal  
place,  
very  
structures  
where  
rules

dominate  
A  
result-driven  
organization  
focused on  
job  
competition

**D)**

**How can you consider your leaders?**

**Q2**

Mentors or  
parental

**A)**

figures  
Innovative  
and a  
risk-

**B)**

taker

**C)**

Good

coordi  
nators  
and  
efficien  
cy-  
minde  
d  
Deman  
ding,  
hard-  
driving  
and  
produc

D) tive

**Which alternative can better describe your company and workplace with one word?**

Q3

Creativ  
e  
Compe  
titive  
Collab  
orative  
Control  
ler

A)

B)

C)

D)

**EVALUATIVE QUESTIONS**

Table 1: Questionnaire based interview for the employees (In English Language)

<i>Questions based on Organizational Culture</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Not Sure</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
1: Group loyalty and sense of tradition are strong.					

2: Your company emphasis is on the human resources development on the long-term benefits.					
3: Your company gives a great importance to the group cohesion.					
4: Your company has a strong concern for people.					
5: Your company places premiums on teamwork, participation and consensus.					
6: Commitment to experimentation is what unifies the organization.					
7: The factor of thinking differently takes consideration in your company.					
8: For your company it is important to be an industry leader.					
9: Your company has long-term emphasis on growth and acquiring new resources.					
10: For your company success means gaining unique and new products/services.					
11: Individual initiative and freedom are encouraged in your company.					
12: For your company it is critical to maintain a smooth-running organization.					
13: The formal policies are what hold together your work group.					
14: Stability, performance and efficient operations are considered for your company long term goals.					
15: For your company success means a dependable delivery, a smooth scheduling and low cost.					
16: Management wants security and predictability.					
17: The factor of "winning" is what unifies your company.					
18: The reputation and success are common concerns for your company.					
19: The long term focus of your company is on competitive action and on the achievement of measurable goals and targets.					
20: For your company success means market share and insight.					
21: Competitive pricing and market leadership are important for your company.					
22: From a professional perspective you are satisfied with your company.					
<i>Questions based on Employee Motivation:</i>					
1: The salary is adequate for the work you do.					
2: Your social insurance is paid.					
3: Your company provides you vacation times.					

4: The company provides the daily break time for employees' relax.					
5: The working conditions are adequate.					
6: There are increases in salaries if the inflation increases.					
7: The working conditions are safe and clean.					
8: Your company makes you feel secure about your job.					
9: Your company provides you fringe benefits for your physiological needs.					
10: In your company it is easy to interact with others.					
11: In your company it is easy to be accepted.					
12: In your company it is easy to work in team.					
13: In your company it is easy to have friends.					
14: Your company provides you job titles if it is content with your job.					
15: You feel satisfied in completing you job.					
16: Your company raises your payment if you merit it.					
17: You feel your work is recognized.					
18: The company gives you challenging tasks according to your performances.					
19: The company gives you the opportunity to participate in the decision making.					
20: The company gives you the chance for advancement.					
21: If you skills content the company it may give you the chance for further development.					
22: Your company gives you the chance to be creative.					
23: Your company provides promotions for your achievements.					
24: The company provides you to have complete control over your job if you have the ability to.					
25: As an employee you feel motivated and satisfied from your company.					

*Source:* The questionnaire was constructed based on two literatures: “Four Organizational Types”, Tharp, Bruce M. and “Human Relations and in Organizations: Applications and Skill Building”, Lussier, Robert M. , 7e, Chapter 9, “Motivating Performance”

## APPENDIX B

The questionnaire based interview. (In Albanian language)

### PYETËSOR

#### INFORMACION I PËRGJITHSHËM

**Q1: Në çfarë firme/kompani punoni?**

---

**Q2: Cili është pozicioni juaj I punës?**

---

**Q3: Prej sa kohe punoni në këtë kompani?**

**A-** Më pak se njëvit.

**B-** 1 derinë 5 vjet

**C-** 5 derinë15 vjet

**D-** Më shume se 15 vjet

**PYETJE**

**PËRSH**

**KRUES**

**E (Në**

**lidhje**

**me**

**Kultur**

**ën**

**Organi**

**zative)**

**Q1**

**Cila**

**alterna**

**tive**

**përshk  
ruan  
më  
mire  
ambje  
ntin  
tuaj të  
punës?**

Ambje  
nt l  
hapur,  
shoqër  
or, si  
një  
familje  
e

**A)** madhe  
Ambje  
nt  
dinami  
k,sipër  
marrës  
dhekrij

**B)** ues  
**C)** Ambje  
nt  
formal,  
shumë  
l  
strukt



ruar ku  
domin  
ojnë  
rregull  
at  
Ambje  
nt I  
fokusu  
ar në  
konkur  
rencë  
dhe  
rezulta  
te

**D)**

**Si I  
konsid  
eroni  
liderat  
e  
ndërm  
arrjes  
suaj?**

**Q2**

Këshill  
ues  
ose  
figurap  
rindëro

**A)**

**B)**

re  
Inovati

v dhe  
sipërm  
arrës  
rreziku  
Koordi  
nator  
të mire  
dhe  
mëndj  
e

**C)** efikase  
Kërkue  
s,  
drejtue  
s të  
vështir  
ë dhe  
shumë  
produk

**D)** tiv

**Q3** Cila alternative përshkruan më mire kompaninë tuaj në një fjalë të vetme?

Krijues

**A)** e  
Konkur

**B)** ruese  
Bashkë  
punues

**C)** e  
Kontrol

**D)** luese

## PYETJET VLERËSUERE

Table 2: Questionnaire based interview for the employees (In Albanian Language)

<i>Pyetje të bazuara në Kulturën Organizative</i>	<i>Shumë e Vërtetë</i>	<i>E Vërtetë</i>	<i>Nuk Jam i/e sigurt</i>	<i>Jo e vërtetë</i>	<i>Kundërshtoj Shumë</i>
1: Besnikëria në grup dhe sensi I tradicionales janë të forta					
2: Kompania juaj I jep rëndësi zhvillimit te burimeve njerëzore në interes të përfitimeve afatgjata.					
3: Kompania juaj I jep rëndësi të madhe kohezionit në grup.					
4: Kompania juaj shfaq interesim të madh për njerëzit që punojnë në të.					
5: Kompania juaj vlerëson me çmime punën në grup, pjesëmarrjen dhe konsensusin.					
6: Përfshirja në përvoja të reja është ajo çka bashkon organizatën.					
7: Faktori I të menduarit ndryshe ka konsiderate ne kompanine tuaj.					
8: Per kompanine tuaj eshte e rendesishme te jete nje lider ne industri.					
9: Kompania juaj I jep rendesi mbledhjes se burimeve te reja dhe zhvillimit per interesa afatgjata.					
10: Per kompanine tuaj sukses do te thote te kesh produkte/sherbime te reja dhe unike.					
11: Iniciativa individuale dhe liria inkurajohen nga kompania juaj.					
12: Per kompanine tuaj eshte kritike ti perbahesh nje drejtimi te qete ne organizate.					
13: Rregullat formale jane ato qe mbajne grupin e bashkuar.					
14: Stabiliteti, performance dhe veprimet efiçente konsiderohen nga kompania juaj si qellime afatgjata.					
15: Per kompanine tuaj sukses do te thote nje dorezim I varur, planifikim I qete dhe kosto te uleta.					
16: Menaxhimi kerkon siguri dhe parashikueshmeri.					
17: Faktori I te qenit “fitues” eshte ajo cka bashkon kompanine.					
18: Reputacioni dhe suktesi jane interest e pergjithshme per kompanine tuaj.					
19: Fokusi afatgjate I kompanise tuaj qendron tek veprimi konkures dhe arritja e qellimeve dhe objektivave te					

matshme.					
20: Per kompanine tuaj sukses do te thote zgjerim tregu dhe depertim ne te.					
21: Cmimet konkruuese dhe te qenit lider ne treg jane te rendesishme per kompanine tuaj.					
22: Nisur nga perspektiva profesionale ju jeni I kenaqur me kompanine tuaj.					
<i>Pyetje bazuar ne Motivimin e Punonjesve:</i>					
1: Pagesa/rroga eshte e pershtatshme per punen qe ju beni.					
2: Ju paguhen sigurimet shoqerore.					
3: Kompania juaj ju ben te mundur periudhen e pushimeve.					
4: Kompania ju bent e mundur te keni pushim ditor per relaks.					
5: Kushtet e punes jane te pershtatshme.					
6: Ka rritje rroge ne rast te rritjes se inflacionit.					
7: Kushtet e punes jane te sigurta dhe te pastra.					
8: Kompania ju ben te ndiheni I sigurt ne punen tuaj.					
9: Kompania iu mundeson perfitime shtese per nevojat tuaja fiziologjike.					
10: Ne kompanine tuaj eshte e lehte te bashkeveprosh me te tjeret.					
11: Ne kompanine tuaj eshte e lehte te pranoresh ne shoqeri.					
12: Ne kompanine tuaj eshte e lehte te punosh ne grup.					
13: Ne kompanine tuaj eshte e lehte te zesh shoqeri.					
14: Kompania iu siguron tituj me te larte nese eshte e kenaqur me punen tuaj.					
15: Ju ndiheni I kenaqur ne permbushjen e punes suaj.					
16: Kompania iu rrit pagen nese ju e meritoni					
17: Ju ndiheni se puna juaj eshte e njohur dhe e vleresuar.					
18: Kompania ju jep detyra sfiduese sipas shkalles se performances tuaj.					
19: Kompania ju jep mundesi te merrni pjese ne vendim marrje.					
20: Kompania ju jep mundesine per te perparuar me tej.					
21: Nese aftesite tuaja e kenaqin kompanine ajo iu jep shansin per zhvillim te metejshem.					
22: Kompania ju jep mundesine te jeni krijues.					
23: Kompania ju mundeson ngritje ne detyre per arritjet tuaja.					
24: Kompania ju mundeson juve te keni kontroll total mbi punen tuaj nese ju keni mundesi per kete.					
25: Si punonjes ju ndiheni I kenaqur dhe I motivuar nga kompania juaj.					

*Source:* The questionnaire was constructed based on two literatures: “Four Organizational Types”, Tharp, Bruce M. and “Human Relations and in

## APPENDIX C

In this appendix are submitted the percentages of results derived from questionnaires in each company.

### APPENDIX C1

In this part are shown the results from the questionnaires related to the Organizational Culture Type and Motivation for “Picari Ltd” company. The below table shows the results of answers related to Organizational Culture Types.

**TOTAL EMPLOYEES NUMBER: 327**

Table 3: The results deriving from the employees of “Picari Ltd” for the questionnaires related to the Organizational Culture Type

	Strongly Agree		Agree		Disagree				Strongly Disagree	
	Employee e Nr.	%	Employee Nr.	%	Employee e Nr.	%	Employee e Nr.	%	Employee e Nr.	%
1	121	37.00	109	33.	44	13.455	31	9.480	22	6.7278
2	99	30.27	112	34.	52	15.902	38	11.62	26	7.9510
3	92	28.13	114	34.	48	14.678	53	16.20	20	6.1162
4	120	36.69	116	35.	32	9.7859	41	12.53	18	5.5045
5	119	36.39	122	37.	33	10.091	36	11.00	17	5.1987
		33.7		35. 05		12.782 9		12.17 1		6.2996 9

6	17	5.483		8.5		15.290				31.498
		9	28	63	50	5	129	39.45	103	5
7	14	4.472		11.		14.373		37.30		33.027
		8	36	01	47	1	122	9	108	5
8	18	5.825		12.		9.1743		38.22		34.250
		2	42	84	30	1	125	6	112	8
9	17	5.483		11.		14.984		40.67		27.828
		9	37	31	49	7	133	3	91	7
1		6.514		8.5				38.83		33.639
0	20	7	28	63	42	12.844	127	8	110	1
1		5.825		9.7				42.50		30.886
1	18	2	32	86	37	11.315	139	8	101	9
				10.		12.996		39.50		31.855
		5.601		35		9		1		2
1				13.		13.455		38.53		28.440
2	21	6.422	43	15	44	7	126	2	93	4
1		7.033		17.		12.538		35.16		28.134
3	23	6	56	13	41	2	115	8	92	6
1		10.09		15.		11.926				26.299
4	33	2	52	9	39	6	117	35.78	86	7
1		8.562		14.		10.091		37.61		28.746
5	28	7	49	98	33	7	123	5	94	2
1		11.00		19.		11.620		30.58		26.911
6	36	9	65	88	38	8	100	1	88	3
		8.623		16.		11.926		35.53		27.706
		9		21		6		5		4
1		5.810		14.		12.538				29.663
7	19	4	46	07	41	2	124	37.92	97	6
1		7.339		18.		15.596		32.41		25.688
8	24	4	62	96	51	3	106	6	84	1
1		10.70		18.		15.902				26.911
9	35	3	59	04	52	1	93	28.44	88	3
2		9.480		21.		16.513		29.66		23.241
0	31	1	69	1	54	8	97	4	76	6
2	26	7.951	56	17.	49	14.984	100	30.58	96	29.357

1		1		13		7		1		8
		8.256		17.		15.107		31.80		26.972
		9		86				4		5
2		39.75		40.		14.984		3.363		1.5290
2	130	5	132	37	49	7	11	9	5	5

Source: The data are processed from each questionnaire

The below table shows the results of answers related to Motivation questions for Picari Ltd. The tables are shown separately due to the results of each answer opportunity like the above tables.

**TOTAL EMPLOYEES NUMBER: 327**

Table 4: The results deriving from the employees of “Picari Ltd” for the questionnaires related to the Motivation Type

N R	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree	
	Employe es Nr.	%	Employe es Nr.	%	Employe es Nr.	%	Employe es Nr.	%	Employe es Nr.	%
1	138	42.20	147	44.95412	16	4.8929	21	6.42201	5	1.52905
2	140	42.81	141	43.11926	28	8.5626	11	3.36391	7	2.14067
3	145	44.34	143	43.73088	9	2.7522	28	8.56269	2	0.61162
4	201	61.46	103	31.49847	10	3.0581	13	3.97553	0	0
5	133	40.67	165	50.45871	16	4.8929	8	2.44648	5	1.52905
		46.3		42.75229		4.8318		4.95412		1.16208
6	22	6.727	216	66.05504	14	4.2813	63	19.2660	12	3.66972
7	109	33.33	136	41.59021	12	3.6697	54	16.5137	16	4.89297

8	38	11.62 1	211	64.52599 4	20	6.1162 1	46	14.0672 8	12	3.66972
9	40	12.23 2	195	59.63302 8	21	6.4220 2	58	17.737 13	13	3.97554
		15.97 9		57.95107		5.1223 2		16.8960 2		4.05199
10	76	23.24 2	202	61.7737 31	31	9.4801 2	12	3.66972 5	6	1.83486
11	71	21.71 3	213	65.13761 5	19	5.8104 18	18	5.50458 7	6	1.83486
12	26	7.951 1	223	68.19571 9	28	8.5626 9	31	9.48012 2	19	5.8104
13	140	42.81 3	148	45.25993 9	20	6.1162 1	19	5.81039 8	0	0
		23.93		60.09174 3		7.4923 5		6.11620 8		2.37003
14	33	10.09 2	81	24.77064 2	64	19.571 9	92	28.1345 6	57	17.4312
15	57	17.43 1	48	14.67889 9	55	16.819 6	123	37.6146 8	44	13.4557
16	21	6.422 90	90	27.52293 6	67	20.489 3	122	37.3088 7	27	8.25688
17	26	7.951 1	82	25.07645 3	50	15.290 5	128	39.1437 3	41	12.5382
18	37	11.31 5	64	19.57186 5	102	31.192 7	81	24.7706 4	43	13.1498
		10.64 2		22.32415 9		20.672 8		33.3945		12.9664
19	30	9.174 3	58	17.73700 3	77	23.547 4	98	29.9694 2	64	19.5719
20	31	9.480 1	65	19.87767 6	51	15.596 3	122	37.3088 7	58	17.737
21	26	7.951 1	69	21.10091 7	44	13.455 7	107	32.7217 1	81	24.7706
22	18	5.504	54	16.51376	82	25.076	126	38.5321	47	14.3731



		6		1		5		1		
		6.727		19.26605		28.746				
23	22	8	63	5	94	2	96	29.3578	52	15.9021
		5.504		21.40672		26.299		34.8623		
24	18	6	70	8	86	7	114	9	39	11.9266
		7.390		19.31702		22.120		33.7920		
		4		3		3		5		17.3802
		27.21		34.86238		21.712				
25	89	7	114	5	71	5	38	11.6208	15	4.58716

Source: The data are processed from each questionnaire

## APPENDIX C2

In this part are shown the results from the questionnaires related to the Organizational Culture Type and Motivation for “Anisa & Noemi Ltd” company. The below table shows the results of answers related to Organizational Culture Types.

### TOTAL EMPLOYEES NUMBER: 100

Table 5: The results deriving from the employees of “Anisa & Noemi Ltd” for the questionnaires related to the Organizational Culture Type

	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree	
	Employee es Nr.	%	Employee es Nr.	%	Employee es Nr.	%	Employee es Nr.	%	Employee es Nr.	%
1	18	18	28	28	5	5	30	30	19	19
2	15	15	23	23	8	8	31	31	23	23
3	11	11	25	25	10	10	28	28	26	26
4	13	13	29	29	9	9	37	37	12	12

										2
										1
5	21	21	27	27	4	4	33	33	15	5
		15.								1
		6		26.4		7.2		31.8		9
										1
6	14	14	26	26	11	11	31	31	18	8
										2
7	10	10	24	24	7	7	39	39	20	0
										1
8	16	16	33	33	12	12	28	28	11	1
										1
9	15	15	32	32	9	9	25	25	19	9
1										1
0	12	12	30	30	13	13	27	27	18	8
1										1
1	11	11	31	31	9	9	34	34	15	5
										1
										6
										.
										8
										3
										3
										3
				29.3333		10.16666		30.6666		3
		13		3		7		7		3
1										2
2	7	7	20	20	11	11	41	41	21	1
1										1
3	9	9	18	18	15	15	43	43	15	5
1										2
4	11	11	18	18	9	9	38	38	24	4
1										1
5	12	12	21	21	14	14	37	37	16	6
1	12	12	24	24	13	13	29	29	22	2

6										2
		10.		20.2		12.4		37.6		19.6
17	54	54	36	36	5	5	5	5	0	0
18	51	51	42	42	4	4	3	3	0	0
19	49	49	40	40	5	5	4	4	2	2
20	48	48	43	43	6	6	3	3	0	0
21	55	55	37	37	7	7	1	1	0	0
		51.		39.6		5.4		3.2		0.4
22	48	48	40	40	19	19	3	3	0	0

Source: The data are processed from each questionnaire

The below table shows the results of answers related to Motivation questions for Anisa & Noemi Ltd. The tables are shown separately due to the results of each answer opportunity like the above tables.

**TOTAL EMPLOYEES NUMBER: 100**

Table 6: The results deriving from the employees of “Anisa & Noemi Ltd” for the questionnaires related to the Motivation Type

N	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree	
	Employees Nr.	%	Employees Nr.	%	Employees Nr.	%	Employees Nr.	%	Employees Nr.	%
1	37	37	49	49	8	8	4	4	2	2
2	42	42	48	48	7	7	3	3	0	0
3	38	38	54	54	7	7	1	1	0	0

4	36	36	52	52	9	9	3	3	0	0
5	34	34	55	55	6	6	5	5	0	0
		37.4		51.6		7.4		3.2		0.4
6	27	27	63	63	5	5	4	4	1	1
7	58	58	38	38	4	4	0	0	0	0
8	33	33	61	61	3	3	2	2	1	1
9	26	26	66	66	4	4	2	2	2	2
		36		57		4		2		1
10	51	51	45	45	3	3	1	1	0	0
11	46	46	47	47	5	5	2	2	0	0
12	39	39	51	51	6	6	3	3	1	1
13	42	42	55	55	3	3	0	0	0	0
		44.5		49.5		4.25		1.5		0.2
14	36	36	44	44	11	11	7	7	2	2
15	42	42	41	41	9	9	5	5	3	3
16	31	31	50	50	7	7	6	6	6	6
17	39	39	45	45	8	8	5	5	3	3
18	29	29	53	53	8	8	6	6	4	4
		35.4		46.6		8.6		5.8		3.6
19	21	21	42	42	13	13	15	15	9	9
20	23	23	39	39	7	7	20	20	11	11
21	27	27	37	37	19	19	13	13	4	4
22	19	19	41	41	24	24	10	10	6	6
23	21	21	38	38	5	5	21	21	15	15
24	25	25	33	33	17	17	13	13	12	12
		22.66		38.33		14.1666		15.3333		9.5
		7		3		7		3		
25	39	39	43	43	6	6	8	8	4	4

Source: The data are processed from each questionnaire

### APPENDIX C3

In this part are shown the results from the questionnaires related to the Organizational Culture Type and Motivation for “Alfa Ltd” company. The below table shows the results of answers related to Organizational Culture Types.

**TOTAL EMPLOYEES NUMBER: 120**

Table 7: The results deriving from the employees of “Alfa Ltd” for the questionnaires related to the Organizational Culture Type

	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree	
	<i>Employees</i> Nr.	%	<i>Employee</i> <i>es</i> Nr.	%	<i>Employee</i> <i>es</i> Nr.	%	<i>Employee</i> <i>es</i> Nr.	%	<i>Employee</i> <i>es</i> Nr.	%
1	11	9.166667	43	35.833333	9	7.5	44	36.666667	13	10.833333
2	12	10.833333	40	33.333333	10	8.333333	36	30	22	18.333333
3	19	15.833333	38	31.666667	16	13.333333	29	24.166667	18	15
4	13	10.833333	42	35	15	12.5	32	26.666667	18	15
5	18	15.166667	41	34.166667	11	9.166667	38	31.666667	12	10
		12.166667		34		10.166667		29.833333		13.833333
6	5	4.166667	19	15.833333	20	16.666667	41	34.166667	35	29.166667
7	8	6.666667	23	19.166667	18	15	40	33.333333	31	25.833333
8	17	14.166667	20	16.666667	29	24.166667	33	27.5	21	17.5
9	12	10	19	15.833333	30	25	37	30.833333	22	18.333333
10	11	9.166667	20	16.666667	19	15.833333	44	36.666667	26	21.666667
11	9	8.166667	15	13.636364	26	23.636364	36	32.727273	24	21.818182
		8.724747		16.300505		20.050505		32.537879		22.386364

1		29.166				10.83333333				9.166666666
2	35	67	39	32.5	13	3	22	18.33333333	11	7
1		30.833				8.333333333				8.333333333
3	37	33	42	35	10	3	21	17.5	10	3
1		28.333								
4	34	33	44	36.666667	15	12.5	21	17.5	6	5
1		25.833				14.16666666				5.833333333
5	31	33	45	37.5	17	7	20	16.666667	7	3
1						13.33333333				
6	30	25	47	39.166667	16	3	18	15	9	7.5
		27.833				11.83333333				7.166666666
		33		36.166667		3		17		7
1						16.66666666				34.166666666
7	6	5	11	9.1666667	20	7	42	35	41	7
1		10.833				11.66666666				24.166666666
8	13	33	26	21.666667	14	7	38	31.666667	29	7
1		8.333				15.83333333				20.833333333
9	10	33	21	17.5	19	3	45	37.5	25	3
2		4.166				18.33333333				23.333333333
0	5	67	18	15	22	3	47	39.166667	28	3
2						14.16666666				21.666666666
1	9	7.5	13	10.8333333	17	7	55	45.83333333	26	7
		7.166				15.33333333				24.833333333
		67		14.8333333		3		37.83333333		3
2		31.666								1.666666666
2	38	67	44	36.666667	21	17.5	15	12.5	2	7

Source: The data are processed from each questionnaire

The below table shows the results of answers related to Motivation questions for Alfa Ltd. The tables are shown separately due to the results of each answer opportunity like the above tables.

**TOTAL EMPLOYEES NUMBER: 120**

Table 8: The results deriving from the employees of “Alfa Ltd” for the questionnaires related to the Motivation Type

NR	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree	
	Emplo yees Nr.	%	Emplo yees Nr.	%	Emplo yees Nr.	%	Emplo yees Nr.	%	Emplo yees Nr.	%
1	44	36.6666	51	42.5	12	10	8	6.6666	5	4.166
2	43	35.8333	54	45	13	10.8333	6	5	4	3.333
3	32	26.6666	70	58.333	9	7.5	7	5.8333	2	1.666
4	42	35	56	46.666	14	11.6666	5	4.1666	3	2.5
5	37	30.8333	63	52.5	13	10.8333	4	3.3333	3	2.5
		33		49		10.1666		5		2.833
6	24	20	59	49.166	15	12.5	13	10.833	9	7.5
7	52	43.3333	60	50	5	4.16666	3	2.5	0	0
8	34	28.3333	55	45.833	19	15.8333	8	6.6666	4	3.333
9	23	19.1666	61	50.833	11	9.16666	13	10.833	12	10
		27.7083		48.958		10.4166		7.7083		5.208
10	20	16.6666	89	74.166	9	7.5	2	1.6666	0	0
11	35	29.1666	77	64.166	6	5	2	1.6666	0	0
12	46	38.3333	64	53.333	7	5.83333	3	2.5	0	0
13	18	15	90	75	8	6.66666	4	3.3333	0	0
		24.7916		66.666		6.25		2.2916		0
14	8	6.66666	20	16.666	19	15.8333	39	32.5	34	28.33
15	12	10	18	15	20	16.6666	41	34.166	29	24.167
16	8	6.666667	21	17.5	27	22.5	34	28.3333	30	25
17	7	5.833333	19	15.8333	31	25.83333	42	35	21	17.5
18	9	7.5	22	18.3333	25	20.83333	40	33.3333	24	20
		7.333333		16.6667		20.33333		32.6667		23
19	3	3.75	7	8.75	27	33.75	4	5	39	48.75
20	4	3.333333	9	7.5	23	19.16667	49	40.8333	35	29.167
21	2	1.666667	11	9.16667	31	25.83333	58	48.3333	18	15
22	6	5	6	5	28	23.33333	53	44.1667	27	22.5
23	6	5	10	8.33333	25	20.83333	47	39.1667	32	26.667
24	5	4.166667	13	10.8333	22	18.33333	42	35	38	31.667
		3.819444		8.26389		23.54167		35.4167		28.958
25	21	17.5	46	38.3333	33	27.5	13	10.8333	7	5.8333

Source: The data are processed from each questionnaire

### **BIODATA OF THE AUTHOR**

Blerta KOÇI graduated from Epoka University, Tirane, Albania in 2012 with a Bachelor Degree in Business Administration. Now, she is attending Scientific Master Program in Business Administration at Epoka University in Tirana. Mrs.Koçi is holding the position of Financial Manager at Iceberg Publishing House in Tirana, Albania.

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