

# Impact of Culture on Organizational Behavior and Different Managerial Indicators: Case of SMEs in Albania

Assoc. Prof. Dr. Gjergji Shqau<sup>a</sup>; Assoc. Prof. Dr. Vaso Qano<sup>b</sup>; MSc. Elda Shqau<sup>c</sup>

<sup>a</sup> Lecturer, Department of Business Administration, Faculty of Economics, "Aleksandër Xhuvani" University, Elbasan, Albania

<sup>b</sup> Lecturer, Faculty of Economy, Canadian Institute of Technology, Tirana, Albania

<sup>c</sup> Department of HRPR, Regional District Public Health, Elbasan

## Abstract

Culture is one of the most important elements of an organization's success. Some scholars consider culture to be an important part of the environment of the organization; some parallel it with the environment, while other scholars regard it as a separate part and as an important variable beside of other environmental factors. In all cases, culture is considered to have an impact on different technical-financial indicators but also on other organization's indicators. The purpose of this paper is to highlight the role of culture, the impact it has on different parts of the organization and its impact in macro and micro managerial indicators. Continuous improvement of culture can significantly increase the effectiveness and results of work. On the basis of the main goal, hypotheses have been raised about the relationship between types of culture and the impact on different indicators, socialization and level of cultures on indicators such as productivity, performance, satisfaction, turnovers, shortages, motivation, etc.

Using a Likert method and a logical factorial model, a summary table has been compiled that links qualitative and quantitative indicators. Qualitative indicators are classified into two sections on the types of culture and socialization. The second section divides culture into three levels according to Shein's study. Questionnaire data has been processed in all cases, and with five degrees of evaluation achieved in different quantitative evaluation indicators, which give meaning to qualitative indicators. In cases where the indicators are larger than the average or more than four, the link to the influence of culture is considered strong.

At the end of this paper, conclusions and suggestions are given for the importance that should be attached to culture in general and to all cultures with a positive impact on organizational behavior and managerial indicators. If forms of negative culture "thrive" in organizations, better management is recommended.

**Keywords:** *Organizational Behavior; Managerial Indicators; SMEs; Culture*

## 1. The importance of studying culture

The notion of organizational culture has begun to be addressed with interest over the past few decades. Many organizations after these years, realizing the importance and impact of culture and communication on the organization, have spent many and varied resources to study these important managerial and behavioral indicators.

Organizational culture is considered a traditional way of thinking, trusting and acting. It is said

that the ideas are the same for almost all members of the group. They even mention ways that new members of the group should adopt these ideas. (Johnsen, 2001). New employees starting work in the organization are very curious to know about the working environment. They can actually answer to many related questions through studying culture. This is because stories, legends, socialization, symbols, the hero etc. are elements of culture (Deal & Kennedy 1982).

At the same time studies have been focused on

the visible and invisible effects that these two important indicators have on job performance or on different managerial indicators such as performance, productivity, attitude towards work, expression of values, motivation at work, tendency to lack turnover, creativity, innovation, quality of products and services, quality of work, awareness of work, etc. (Ittner & Larcker, 1998)

There are various models that have focused on the study of levels of organizational culture. One of these is Edgar Shein's model whereby he suggests 3 levels: The first level includes what he calls "artifacts" which are the organization's visible structures and processes. Here the used language can also be inserted. Over the life of the organization, stories rituals of the ceremonies as well as the environment of the organization, including the architecture of the buildings and the utilization of the spaces. These include business plans, annual reports, company mission statements, manuals, regulations, contracts, etc. At the third level: He also calls them "underlying assumptions implied." These are also considered as accepted beliefs which are the real source of values and actions, within the organization, that can be accepted with or unconsciously. One important thing under this model is that there are significant differences between what the organization says and what she really does. (Edgar Shein 2009)

## 2. Theoretical framework

Many authors have studied organizational culture. Hofstede is considered in the science of management as the father or the founder of organizational culture.

According to Johnson & Scholes, culture covers almost everything that happens within an organization. According to Philip Clampitt, there are four consequences to culture:

- Culture has a significant impact on the low levels of the organization;
- Culture will influence how the organization will analyze and solve problems;
- Culture influences how the company responds to potential changes;
- Culture has a profound impact on employee motivation.

Studies have shown that the lower levels have felt

more of the influence of culture by influencing both the negative and the positive aspects. Research studies in the field have shown that, according to the level of culture, organizations have done various analyzes, some have done them very quickly and inaccurately, while others have done them more slowly and with a more detailed analysis (Kotter, 2012).

Often the rhythm of analysis and the degree of depth of a problem can lead to different decisions. Different attitudes or behaviors in the organization may also come from the decision making process. In this way people can be better oriented or disoriented thus affecting communication (Hartnell & Kinicki, 2011).

Potential changes can also be significantly affected by the level of culture. Conservative cultures make a great deal of resistance to change, significantly disrupting communications between levels and structures of the organization. Risk-taking cultures have a different orientation to change, have a more effective communication, and a greater sense of cooperation. Depending on their nature they may present more support, cooperation and tolerance as values that are largely generated by culture (Hofstede, Geert H. 2001).

Culture has often shown a significant impact on employee motivation. In open and friendly cultures, individuals have felt more at ease in expressing and demanding transparency in their work performance or in seeking or complaining more. While in closed cultures the opposite is true, transparency is low, slow, delayed, or in some cases impossible.

### 1.1. Organizational culture and managerial indicators

Organizational culture has the ability to increase job satisfaction and problem-solving awareness and organizational performance (Kotter, 2012). If the organizational culture becomes incompatible with the dynamic expectations of internal and/or external stakeholders, the success of the organization will decrease as it has with some organizations (Ernst, 2001). Organization and organizational culture are clearly related (Kopelman, Brief, & Guzzo, 1990), although confirmation about the perfect nature of this relationship is different.

Research shows that the link between many cultural qualities and high performance are not continuous over time (Dension & Sorenson, 1990, 2002). We can say that the impact of organiza-

tional culture on employee behavior and performance is based on several important ideas (Bulich, Lunenburg, & Potter, 2012).

The performance measurement system helps to increase the organization's reach to achieve goals and objectives successfully (Ittner & Larcker, 1998). Quality, performance, and customer-related services have financial characteristics. The financial and non-financial rewards management system is possible through the measurement and evaluation of the performance measurement system (Kaplan & Norton, 2001).

According to (Chavan, 2009); (Johnsen, 2001) organizational culture has an emphasis on the attitudes toward work expressed with a high degree of satisfaction and awareness. In line with this orientation, people working in these cultures tend to deliver quality products and services, to be more productive, and to exhibit positive behavior through smaller turnover and lower absenteeism. (Ravasi, D. Schultz, M. 2006).

Organizational culture is a difficult indicator to identify accurately. (Chhokar, J. et al. 2001). Its nature is complex and cannot be clearly defined. (Handy, C. 1993). Hampden-Turner, C. (1990). Importantly, it can appear in different forms and has properties that can vary from one unit to another within the same organization. (Reviewed, 2006). The more the organization expands, the more we find cultural variations. In corporations the tendency for cultural diversity is higher. Hofstede, G. (2003). Socialization is seen as another element that represents a high level of culture. According to Hofstede, a high level of socialization has had a significant impact on employee productivity and their better integration into the workplace, especially if their work starts again. (Schein, E. H. 1986).

Culture has been expressed in various forms since the domination of role, support, achievement and power. The first two forms by their very nature imply more positive culture towards the last two forms. (Koxhaj.A 2016) Tabularly some cultural forms expressed through objectives may influence different managerial indicators presented in the following tabular model. (Schrodt, P 2002).

Under this model, performance objectives that are also strongly influenced by culture can have a positive impact on their performance as well as on different managerial indicators or related to the company's final products and services. Successful-

ly meeting the goals and objectives of the organization can significantly enhance the behaviors and attitudes of various employees or stakeholders within and outside the organization (company). Their improvement derives from goodwill and a high tendency to generate revenue, enabling it to expand or expand better in markets. Culture significantly improves managerial and then technical-financial indicators. (Aldhuwaihi, A., Shee, H. K., & Stanton, P. 2011)

**Table 1 – Tabular Model**

Performance objectives	Meaning and content of the objective
Finance Perspective	<input type="checkbox"/> I understand the financial vision of the company
	<input type="checkbox"/> I like the way the objectives are set and their clarity
	<input type="checkbox"/> Objectives also take into account the needs of individuals and are not biased
	<input type="checkbox"/> Etc.
Consumer perspective	<input type="checkbox"/> Our company has better relationships with our customers than our competitors
	<input type="checkbox"/> The clients of our company are satisfied with our products and service
	<input type="checkbox"/> Understand the importance of an integrated system, open multi-vendor systems, service and maintenance
	<input type="checkbox"/> etc.
Internal business prospects	<input type="checkbox"/> In general my colleagues are pleased and proud to work for our company
	<input type="checkbox"/> I believe my company services and the contributions I have given are valuable.
	<input type="checkbox"/> Compared to companies, other affiliate organizations, my company has the lowest turnover.
	<input type="checkbox"/> I'm happy with the pay
	<input type="checkbox"/> I am happy with the reward programs
	<input type="checkbox"/> The people I work with have the right leadership skills to contribute to the success of the firm.
	<input type="checkbox"/> Compared to other companies, my company is a job that gives you pleasure
	<input type="checkbox"/> In general I am pleased with the financial and non-financial rewards of the company
	<input type="checkbox"/> etc.
	Learning perspective
<input type="checkbox"/> Technology	

Cultural changes can bring about significant changes in managerial and consequently financial indicators. Changes in financial indicators can also affect the technical ones making the organization more productive, qualitative and competent. Then these cycles, in the event of increased sustainability, can bring about different positive effects at different times for the organization. (Cameron & Quinn, 2011).

### 3. Study in practice: The case of SMEs in Albania

The first stage is the gathering of information to carry out the design of the theoretical part. In-depth study of literature, selection of various sources in primary and secondary, hard & electronic books, economic journals, materials, reports, etc., on the basis of the study object (evaluation of the role of culture in the organization and various indicators), it is possible to raise hypotheses. The fieldwork has focused on over 100 SMEs in Albania (in various branches of the economy) to study the impact of their work on the impact of culture. To structure the practical part of the study and its results, based on the set objectives, questionnaires were sent to the most important managers, who are well aware of the problems and have more complete information. Great help in the study is the network available with SME managers. The information collected was processed with appropriate software to generate the final results based on additional objectives set as: Identifying indicators that best reflect organizational culture; studying the relation of culture to different managerial indicators, their impact on technical and financial indicators, etc. The lack of availability of some managers is considered as one of the limitations of the study and a reason for the reduced number of questionnaires. The study is constructed on the basis of the Likert method and a logical factorial model.

Identifying the traders of your crops, you can use for some of the listed indicators and you look at the managerial and technical-financial aspects made as one of the difficulties of this paper. Due to its complex nature and indisputable impact on theory and one of the object of study in practice, you are asking a question about qualitative and quantitative trade. In qualitative indicators and more, we ask from the study of theoretical parts of certain types of cultures some important constituent parts for levels and cultures for discussions by important authors of cultures as well as its nature and properties. It is very difficult to identify accurately the commercial cultivation of crops, but it is more important to evaluate the devouring and to draw some conclusions about its impact. In terms of quantitative indicators, they are expressed in numerical form and, where appropriate, have a rating of 1-9 etc but for the time effects

in the questionnaire the Likert scale was used in a 5-point scale. The following table presents the links between qualitative crop and managerial indicators in numerical values from 1-5. (From very low 1- to very high-5)

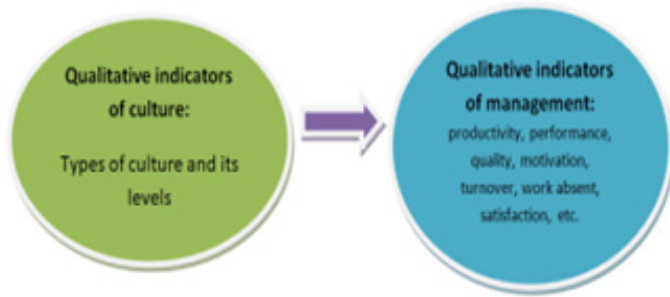
Table 2 – Calculated quantitative results of culture on management by types and levels

No	Quality Indicators of Management	Productivity and performance	Quality of product & services, Consumer's	Happiness and motivation	No agreement turnover and absenteeism	Communication and job attitude	Conscience values, flexibility etc.	Indicator medium
	Quality Indicators of Culture (scale)	(1)-1-5	(2)-1-5	(3)-1-5	(4)-1-5	(5)-1-5	(6)-1-5	Total value of each rows / 6 (1-5)
I	Culture:							
1	Culture of role	4	3.9	4.8	3.7	2.9	3.1	3.75
2	Culture of support	3.5	3	4.9	3.4	4.8	4.2	3.95
3	Culture of achievement	1	1	2.9	2.2	3.1	2.1	2.05
4	Culture of power	2	1	1.5	2	1.8	1.9	1.7
5	Socialization	3	2	3.9	3.5	4.2	3.4	3.3
II	By the level of culture							
a	First level <sup>1</sup>	3.2	3.5	4.8	2	4.3	3.6	3.6
b	Second level <sup>2</sup>	4.0	4.0	4.5	1.8	3.8	3.8	3.7
c	Third level <sup>3</sup>	2	2	2.2	2.4	3.7	4.2	2.8
	Average Indicator	2.84	2.6	3.7	2.6	3.6	3.3	3.09

The study of the table we can draw some conclusions as well as a logical cycle of the problem expressed through this scheme:

#### Chart 1 - The relation between two indicators

The table shows that positive crops (row I.1 and 2) significantly affect all six quality management indicators and their average level (3.75 and 3.95 respectively) is above the average rating level (in our case above level 3). On the other hand, in non-positive cultures (lines I. 3 and 4) and less amicable the same indicator in the final mean calculations have lower scores of 2 and 1.7 respectively in our case below the average rating level calculated by the scale of 3 according to the method. than the Likert. At the same time socialization (in section 5 section I) has positive effects although it has a general average indicator of 3.3 points located above the median area of classification from 1 to 5. Most interesting is the study on the impact of Shein levels on the six summarized managerial qualitative indicators that receive values of first level 3.6 second level 3.7 and third level 2.8. From the study they come to the conclusion that the first two levels are more influential than the third level. The second level is considered more influential in terms of the nature and means used in organizations.



The third level, though below the average level, has a significant indicator for managerial indicators. Compare a closer link between nature and first-level content (section II. a) has a higher impact on satisfaction and motivation as well as communication and attitude at work (4.8 and 4.3, respectively) compared to indicators other. For analogy in logical reasoning Compare a closer connection between nature and second-level content (section II. b) has a higher impact on the indicator of satisfaction and motivation as well as productivity, performance and quality. (4.5 and 4.0, respectively) compared to other indicators. The third level (section II. c) has a higher impact on the awareness of work consciousness and value expression as well as communication and attitude at work (4.2 and 3.7, respectively) compared to other indicators. At the same time when studying average indicators such as the last row of the table and its last column, their values are either close to or above average. On the basis of these indicators, it is established that culture has a significant impact on managerial behavioral indicators such as productivity, performance, quality, motivation, communication, satisfaction, attitude towards work, sharing of values, etc. Studies show that the significant improvement of managerial behavioral indicators affects the overall financial and technical results (chart 2). This approach is carried out in accordance with a more favorable culture that enables increased levels of revenue and profits and consequently significant improvements in technology or methods that the business uses in its processes according to its mission. The degree of improvement in technical indicators (technology and innovation) is strongly influenced by the propensity of the business to capitalize a significant portion of the budget on net profits. At the same time, this tendency has also been linked to the culture through the years. Studies show that changes in technology and innovation have a significant positive impact on the culture of the organization.

**Chart 2 - Impact of managerial indicators on technical & finance results**



#### 4. Results and recommendations

Identifying the traders of your crops, you can use for some of the listed indicators and you look at the managerial and technical-financial aspects made as one of the difficulties of this paper. The elaboration of the questionnaires (with various open-ended, open-ended, closed-ended questions, clarification, etc.) resulted in a range of opinions that SME managers offered regarding the culture and its impact. Over 76% of them think that culture has a significant impact on the organizational environment and it is also considered as an important factor for the organizational "climate" and may also influence different managerial behavioral indicators and other indicators. The majority of them, about 64%, think that organizations should and can commit to improving the organizational culture to subsequently improve other indicators that depend on it. While a handful are optimistic that the organization can really do it. They think that a very small part of the budget is made available to improve organizational culture.

Most managers (about 82%) think that changing the culture is a long and difficult process. They consider this a complex process involving many elements, problems, dimensions, etc. However, they think the organization is worth taking action against culture even though the benefits may be medium or long-term. In their perception 55% of managers think that powerful organizations, with experience in the market with good reputation, credibility etc. are keen to appreciate changes and developments in culture.

When asked which organizations are most likely to engage in products, services, or both, managers are unclear about the exact answer. About 15% think favored by manufacturing organizations, 10% by services and 7% by organizations that engage in both forms. The remainder is considered as not knowing (or not clear to express). Another

answer of interest to the study was the question whether the culture could change from one unit to another or from one department to another? The majority of respondents thought positively about 90% of the question elaborated by the questionnaires. They were convinced that some units could have better results according to a more favorable culture that was created there. While the reasons for this culture differed from others, although often units have common objectives, they responded with various questions:

- the role and behavior of the leader;
- the age of the leader;
- work experience of the unit leader;
- staff composition;
- staff training;
- the values and personality of the unit members;
- time worked together etc.

At the end of this study, taking into account the role of theory and the treatments that important management and culture authors have expressed in relation to this element, there is the opportunity to make some suggestions and recommendations regarding this important managerial and behavioral element.

First, culture is considered a value, it is an element that accompanies any object, subject, individual, group, etc. within and outside the organization. It is for this reason that improving working conditions is a key factor for cultural improvement.

Using a more effective behavioral style by associating with an effective style of power that allows for reflection, persuasion, integrity, legality, qualification, consultation, inspirational appeal to employees, etc.

The use of a qualitative and diversified remuneration system to take into account various forms of remuneration such as knowledge, merit, performance, work experience, etc. Employee appreciation of rewards significantly enhances organizational culture.

Another way to improve culture is to appreciate the positive values that different employees of the unit or organization have. Patience, perseverance, tolerance, flexibility, readiness, awareness at work, commitment, etc. are values that must be valued in various forms of reinforcement from recognition to the highest forms according to the principles of reinforcement. Evaluation and consideration of individual and organizational values constitute another opportunity for the develop-

ment of the culture.

The organization itself has many values, traditions, persons, histories, heroes, pioneers, ceremonies, celebrations, slogans, successes and achievements. An organization that continually enhances and maintains these standards can develop a successful and productive culture.

One way for cultural improvements would be to consider verbal and nonverbal communication with all its constituents. People should appreciate the rules of the organization should use more tangible visual parts, respect work through appropriate attire or work ethic. The availability of the rights and obligations of the parties is considered a verbal and ethical communication code. This form, also designated as a manual, provides written and implicit standards of conduct for all persons within or outside the organization. Their implementation implies an appreciation of culture. The development and improvement in technology or innovation, the improvement of methods is the cause of an almost positive change in the culture. But at the same time the more employees are trained, or increase their skills, the more they tend to change their culture, become collaborators, etc.

It cannot be claimed that some of the ways or recommendations for the improvement and development of culture may be unique. They depend on the size of the organization, its readiness for change, its organizational values, its reach in the market, its mission, vision, nature of work, objectives, leaders, etc.

Culture can turn into a competitive advantage for entities or organizations. Successful cultures are and serve as role models for individuals, entities, organizations and entities.

## References

1. Awadh, A. M., & Saad, A. M. (2013). *Impact of Organizational Culture on Employee Performance. International Review of Management and Business Research.*
2. Adam Grant (April 2013). "Givers take all: The hidden dimension of corporate culture"
3. Aldhuwaihi, A., Shee, H. K., & Stanton, P. (2011, November). *The moderating effects of organisational culture on the job satisfaction-turnover intention link: A case study of the Saudi Arabian banking sector. Paper presented at the 15th International Business Research Conference, Sydney, Australia.* Retrieved from <http://www.wbiconpro.com/429-Himanshu.pdf>
4. Brown, A. (1998). *Organizational Culture.* Prentice hall.
5. Brynjolfson, E. (1993). *The productivity paradox of information technology.* Communications of the ACM.
6. Bulach, C., Lunenburg, F. C., & Potter, L. (2012). *Creating a Culture for high performing schools: A comprehensive approach to school reform.* Lanham: Rowman&Littlefield.
7. Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture (3rd ed.).* New York: Jossey-Bass
8. Chavan, M. (2009). *The balanced scorecard: a new challenge. The balanced scorecard: a new challenge.*
9. Chhokar, J. et al (2001) *The Impact of Culture on Equity Sensitivity Perceptions and Organizational Citizenship Behavior: A Five-Country Study.* International Journal of Value-Based Management, 14 (1), pp. 79-98.
10. Dension, D. R., & Sorenson. (1990, 2002). *Corporate Culture and organizational effectiveness.* New York: John Wiley & Sons.
11. Davies, P. (2006). *SAGE Research Methods.* Retrieved from Sage DIRECTORY of Social research methods.
12. Elizabeth., Kummerow (2013) *Organizational culture : concept, context, and measurement.* Kirby, Neil., Ying, Lee Xin. New Jersey. p. 13. ISBN 9789812837837
13. Ernst, H. (2001). *Corporate culture and innovative performance of a firm.* Management of Engineering and technology.
14. Handy, C. (1993) *Understanding Organizations,* London-UK, Penguin Books Ltd, 4th Edition.
15. Hampden-Turner, C. (1990) *Creating Corporate Culture: From Discord to Harmony,* Massachusetts-USA, Addison-Wesley Publishing Company
16. Hartnell, C. A., Ou, A. Y., & Kinicki, A. (2011). *Organizational culture and organizational effectiveness: A meta-analytic investigation of the competing values framework's theoretical suppositions* 677-678
17. Hofstede, G. (n.d.). *Geert Hofstede culture.* Retrieved from [GeertHofstede.com](http://GeertHofstede.com).
18. Hofstede, G. (n.d.). *The Hofstede Center.* Retrieved from [GeertHofstede.com](http://GeertHofstede.com).
19. Hofstede, G. (n.d.). *Wikipedia.org.* Retrieved from [Wikipedia free encyclopedia](http://Wikipedia free encyclopedia).
20. Hofstede, Gert H. (2001) *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations.* Sage Publications.
21. Hofstede, G. (2003) *Cultures and Organizations: Intercultural Cooperation and Its Importance for Survival: Software of the Mind,* London-UK, Profile Books Ltd.
22. Ilies, L., & Gavrea, C. (N.D.). *The Link Between Organizational Culture And Corporate Performance – An Overview .*
23. Ittner, C. D., & Larcker, D. F. (1998). *Innovations in Performance Measurement: trends and research implications.* Journal of Management Accounting Research .
24. Johnsen, A. (2001). *Balanced scorecard: theoretical perspectives and public management implications.* Managerial auditing journal.
25. Jo., Hatch, Mary (2013). *Organization theory : modern, symbolic, and postmodern perspectives.* Cunliffe, Ann L. (Third ed.). Oxford, United Kingdom. p. 161. ISBN 978-019964037
26. Kaplan, R. S., & Norton, D. P. (1992). *The balanced scorecard--measures that drive performance.* Harvard Business Review .
27. Kaplan, R. S., & Norton, D. P. (2001). *The Strategy focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment.* Harvard business School Press.
28. Kopelman, R. E., Brief, A. P., & Guzzo, R. A. (1990). *The Role of Climate and Culture in Productivity.* In *Organizational Climate and Culture* (pp. 282-318). San Francisco: Jossey-Bass.
29. Kotter, J. (2012). *Corporate culture and performance.* New York: Free press.
30. Kotter, J. P., & Heskett, J. L. (1992). *Corporate Culture and Performance.* New York: Free press.
31. Koxhaj, A. (2016) "Komunikimi ne biznes "- Ndikimi i kultures ne komunikim ( Impact of culture on communication in business)
32. Nelson, D.L., & Quick, J.C. (2011). *Understanding Organizational Behavior.* Belmont: Cengage southwestern.
33. Pettigrew, A. (1979). *Studying organizational culture.* Administrative Science Quarterly .
34. Rajendar & Jun Ma (2005). *Benchmarking Culture and Performance in Chinese Organizations.* Benchmarking an International Journal.
35. Ravasi, D.; Schultz, M. (2006). "Responding to organizational identity threats: Exploring the role of organizational culture". *Academy of Management Journal.* 49 (3): 433-458
36. Richard, C. (2002). *Experiments with New Teaching Models and Methods.* International Public Management Review.
37. Schein, E. (1990). *Organizational Culture.* American Psychologist .
38. Schein, E. (1995). *Organizational culture.* Frankfurt: Campus Verlag.
39. Schein Edgar (1992/2009) *Organizational Culture and Leadership: A Dynamic View.* San Francisco, CA: Jossey-Bass. p. 9.
40. Schein, E. H. (1986). *What you need to know about organizational culture.* Training and Development Journal, 30-31.
41. Schein, E. H. (1993). *Legitimizing clinical research in the study of organizational culture.* Journal of Counseling & Development, 71
42. Schein, E. H. (2010). *Organizational culture and leadership (4th ed.).* New York: John Wiley & Sons, Inc.
43. Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). *Organizational climate and culture.* Annual Review of Psychology, 64
44. Schwartz, S. H. (1994). *Beyond Individualism- Collectivism: New Cultural Dimensions of Values.* Sage.
45. Schrodt, P. (2002). "The relationship between organizational identification and organizational culture: Employee perceptions of culture and identification in a retail sales organization". *Communication Studies.* 53 (2): 189-202.
46. Shqau Gjergji (2006) " Sjellja Organizative teori dhe raste studimore"
47. Sondergaard, M. (1994). *Hofstede's Consequences: A Study of Reviews*
48. Stewart, D. (2010). *Growing the Corporate Culture.*
49. Williamson, A. et al (1993) *Changing Culture: New organizational approaches,* London- UK, Institute of Personnel Management, 2nd Edition.