The Reasons Why International Corporate Culture Contributes to Reinvent Organisations Albanian Overview

Mémoire présenté par:
Anja MASHA

pour l'obtention du diplôme de:
**Master's degree in Business
Management (MIBM-120)**

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Promoteur:
Monsieur Jean-Claude Lecoyer

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1. Introduction

Corporate culture is a crucial term that is being taken more seriously nowadays, especially when companies and organisations are counting on it to drive change, employee retention and job satisfaction. The main idea of this thesis research is to explore what organisation culture is, how it impacts an business environment and its people, what are the reasons why the organisation reinvents itself and what can Albania gain from the Western countries and what Albanian organisation can adopt from developed countries organisational culture.

*Consequently, I would narrow down my research question and **focus this research on reasons why international corporate culture contributes to reinvent organisations** and what it takes to accomplish its significant strategic direction during the process of transformation.*

I strongly believe that in order for an organisation to leave a mark in history as being successful in the business world (but not only), is to start with getting to know and understand the people they work with, their culture and beliefs. As long as they understand where they stand and where they want the organisation to be in the future, their vision would be accomplished.

Throughout the thesis you will be presented with some different viewpoints that will contribute to the completion of the research question. For instance, a scope of corporate culture in international level will give more insights of the cultural diversity in international business environment by including challenges and benefits that might arise along the way. This particular chapter will serve as a linking bridge among corporate culture in international level and diversity. This is an indication that the composition of the organisation is changing and bringing new perspectives to the company.

Further into the research, performance improvement will explain the characteristics of an "Ideal Company Profile" where it will be explained how it is achieved based on a improved overall company's performance and what strategies are needed to be followed, what makes a good management team/CEO and how to achieve strong commitment from employees.

Then, after analysing the core elements of corporate culture, an overview of the Albanian case will give insights on how the culture in Albanian business is and what differences can be spotted from the western countries. Being a post-communist country

that has gone under several difficult periods, sadly the poor and low investment or foundation of international companies in its region is observed. This has created a poor ethic and a diffused, weak corporate culture in my country.

As the research analysis continues through chapters, the focus is to explore the main reasons why corporate culture undergoes a reinvention and what triggers the change. Five main variables have been examined in this research that trigger transformation: a new technological innovation, transformational leader, M&A, globalisation and decline in financial performance. All these notions have been analysed in details by different researchers and well known lecturers. Furthermore, theoretical frameworks have been used to facilitate the research such as Competing Values Framework (CVF), the Denison Model, Hofstede's Cultural Models and Lewin's Model.

Consequently, with the help of the right methodological tools, a well structured survey questionnaire is distributed to Albanian employees/management teams to get their insight on cultural reinvention and what reasons they believe are keen to transform it. With this research study and insights retrieved from data analysis, my aim is to contribute in the academic field, as well as to offer organisations and companies an analysis that corporate culture is the basis of a company's identity creation.

1.1 Definition of corporate culture

By definition, "corporate culture" includes all the beliefs, values and behaviours that an organisation holds, while interacting with the employees and operating all the business functions. It is a core concept that helps a company differentiate itself from others and offers a competitive advantage in the market (Hofstede, 1980). However, in order to have a well developed corporate culture and take good advantage of it, elements such as personal traits, values, culture, beliefs or performance should be in coherence with each other and always be open for improvement. Therefore, this would establish the corporate culture to be effective and productive. Each organisation is unique in its own way and this comes as a result of the uniqueness that each employee, CEO, HR director brings to the table and how they aspire to manage the organisation as a whole.

In order for an organisation to be well composed and aligned with their mission and vision, it requires that it works hand in hand with corporate governance. Hence, the company should know that corporate governance reflects all the processes within the organisation that are administered by legal frameworks of the company that include stakeholders, culture, institutions and the society. Therefore, organisational governance

is important when it comes to balancing the interests of both parties and evaluating their managerial attributes in the company.

In the below Fig.1 you can see that corporate governance needs to collaborate with corporate culture in order to enhance the company's management behaviour in specific situations but not only. A well performing organisation cannot go forward if management policies are not clear and evident and in order to do so, managers need to go way beyond the surface and get to know the corporate culture because only this way they will be able to deepen their understanding and to create strong relationships with one another. Culture is very powerful and every company has its own culture, but not all the cultures respond in the right ethical way to the rest of the company's elements, therefore when such issues are present, organisation needs to be transformed into a more ethically correct environment where culture brings out the best in management practices (Llopis, Gonzalez & Gasco, 2007).

Corporate Governance | Management Behaviour / Management Policies | Corporate Culture
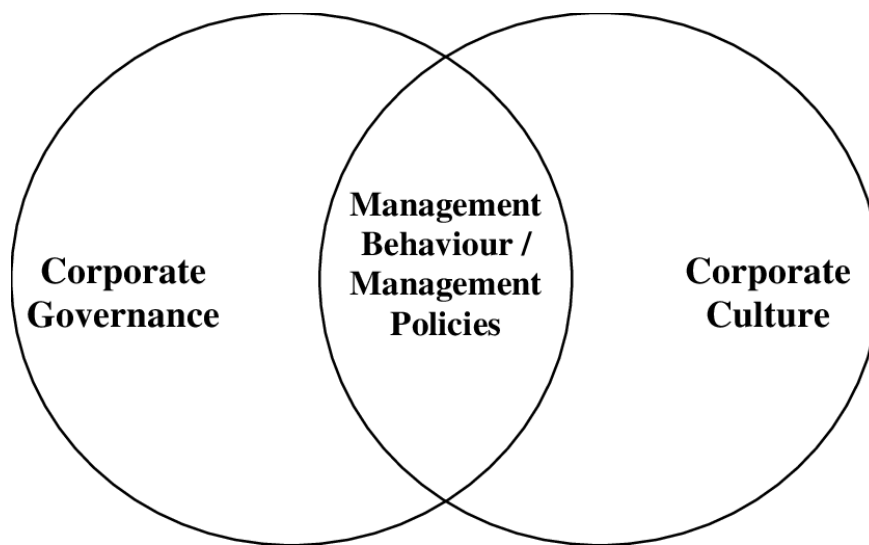
Fig 1:Corporate Governance and Corporate Culture

1.2 Evolvement of Corporate Culture Through The Years

Many academics, scholars or well experienced business leaders, have come into an increasing consensus that culture is a very essential element that makes a difference into an organisation's performance. When the management of culture is not done in the right way and certain elements of it are not valued, soon enough the organisation may see episodes of disruption, poor employee performance and many other defects in the scope

of turnover and company value. The modern corporate culture that we know today has been present for centuries, however the revolution through each decade introduced new and reshaped methods that were facilitated by technological advancements and many other scientific findings. Hence, below will only be mentioned the four main phases that corporate culture went through, as described by the author John Childress (Childress, 2019):

Phase 1.0 A definition for Corporate Culture:

The first time that the term "corporate culture" was mentioned came from Elliot Jacques who was a social scientist, as well as a consultant of the management world. The term was introduced as part of his well known book "The changing culture of a factory", where he compiled a report by analysing the behaviours in different manufacturing companies (Jacques, 1951). His study observation lasted for about two years and patterns of flexibility, performance, personality and culture were analysed in order to understand how complex is the process of social change. Thus, these changes should be taken into consideration by each of the members of the manufacture because as E.Jacques has stated: "culture within a manufacture works in a traditional way and has its own way of performing processes and and giving solution to obstacles, therefore new employees must follow the company's lead and learn from the others in order to be part of the factory (Jacques, 1951).

Some important elements that made corporate culture of that time credible and acceptable by everyone part of it were:

○ Everyone in the organisation should be treated the same and be provided by fair payment that is based on their levels of work and performance.

○ Confidence and trustworthiness should be key element when articulating purposes and authority.

○ Employees should have the opportunity to express their thought and ideas during development of policies.

○ When the opportunities arise, employees are able to grow a step higher based on their capabilities and potential to learn more.

○ Employees are exposed to constant feedback, training or coaching in order to have communication and interaction with higher managers.

Phase 2.0 Culture linked with business operations:

In 1982, studies started to burst out after a best selling book was being discussed everywhere. "In Search of Excellence" was cowritten by B.Waterman and T.Peters and their focus was on how well performing companies and organisation had as their main goal to drive outstanding performance by only focusing on values, company's vision and employee's behaviour (Childress,2019). As this book became famous, many studies started to analyse the connection that could exist among business and corporate culture and as a result until the year 2000, many companies integrated culture training programs into their operations in order to become more flexible, successful and compatible in the changing business environment.

The most used method to train their employees was "top down behavioural change method" in order for them to progress and thrive behaviours that better align with the company's model and its culture. The focus of this strategy lays on a planned change by coordinating and a programmed schedule in order to shift to a desired stage that would make the company better off (Harris&Beckard, 1987). This approach was also seen as a way to be up to date with the fast changing environment while the company's strategic matters constantly worked to survive the harsh and competitive business world.

Phase 3.0 Digitalisation and Culture by Design:

Moving a step further into defining corporate culture and using its attributes to best fit the company, usage of online and digital assessments facilitated the process much more. Advancements in technology and introduction to new online platforms have increased the attempt to better evaluate employees and judge their overall performance in the company. The most used method was "Culture by Design" and was mostly used during the phases of redefining the company's actual culture by always adding unique DNA parts that represented the company. In the digitalised world we are living now, organisations are always in the lookout of innovation, new learning techniques so they could offer social change, however the change does not come immediately as it requires dedication, hard work and resilience (Childress, 2019).

Consequently, the company would be able to walk the path of transformation and explore employee's performance and engagement with the help of online digital tools such as engagement surveys in order to offer to them tailored fit approaches to represent the culture of the company. It is evident that the knowledge that we have acquired until

a certain stage of our life has come as a composition of our past experiences, knowledge from education, past colleagues and employees and combining them together we are able to be logical and resonate the world we live in. How we interpret the knowledge we have, will also influence the corporate culture of the organisation we are situated because actions we take will be influences based on specific created situations in the company (Schein, 2004).

Phase 4.0 Corporate Culture seen as Business System:

So far, corporate culture has gone through the definition of its main concepts and attributes based on employee's mindset and his/her behaviours that are periodically monitored by the HR team, but corporate culture is now managed differently. It is seen and analysed as a whole system, rather than focusing only on values and beliefs. It includes dynamic elements and drivers that influence the whole functioning of the company, up until decision making. *Some corporate culture drivers that need to be taken into consideration are:*

Peer Pressure: it is a crucial element that shapes the culture of the employees within an organisation because the need of belonging in a group or class level is very strong. However, it should be taken into consideration that peer pressure might not always be positive as it might show some negative sides to it tends to drive away from the company's values. It is in human's nature to adapt and fit with others around us, so there will always exist the pressure to follow a certain lead of doing things, especially when it comes from a CEO or a director. For example, as Rosenberg proposes, a positive peer pressure is to implement in the office prize incentives, which is an way for employees to compete with each other and give them a reason and motive to work hard and participate in the company's processed by being more engaged (Hensel, 2015).

Policies and Processes of the Company: as each company is different, the policies that they have implemented to organise they working environment represent a set of methods ad certain processes that need to be followed by al the employees in order to be in line with the company's objectives. This way, all these policies impact everyone's attitude in the company and their actions are reflected according to what is written down in the policies section.

Traditions: are a very powerful element when coming to the way companies operate, however it is best that traditions are used to strive improvement and a well packed performance, otherwise strategies to rule the company should be changed and loosen a little bit.

1.3 Who is Responsible For Corporate Culture?

Corporate culture is a set of shared values and attitudes, therefore it is wise to say that there is not only one person or one department who takes the responsibility to run an organisation. However, the main cultural attributes are inherited by the founder of the organisation and based on his/her vision and cultural heritage, the culture evolves as market changes. As culture brings context for all the actions and strategies that the organisation is involved to, it is impossible to have a steady template for "one size fits all" type of culture. Therefore, each organisation prioritises cultural attributes that fits best and constantly communicate to employees the identity of the company.

The scope of duties that a CEO position holds is very wide and culture should be one of them, even though sometimes CEOs tend to shape the company through culture unintentionally. It takes only one person to influence the whole company, yet all their behaviours, formed policies and changes easily affect anyone present. It comes from them the initial way of supporting the company and the rest follows while ensuring that the culture is well communicated and preserved consistently. But this is not enough when coming to a solid corporate culture because things work as if in a chain and when the culture is labelled as being a high priority, everything that surrounds it should be the same.

Besides the role of CEO, HR directors come second in line when it comes to promote a healthy and well understandable corporate culture. It is their responsibility as well to take culture into consideration when initiating competitive strategies and efforts to make the right decision. Due to this, they firstly need to clarify and identify the company's cultural attributes with the senior managers and CEO and then move further into acting as a caretaker when building corporate culture (Taylor, 2021). As their role is to demonstrate how the values of the organisation are reinforced and appropriately delegated to each one of the individuals within the company, this means that HR processes contribute in shaping the culture of the organisation.

Thus, the responsibility when hiring new individuals in the company must be high and should promote culture and all its elements. This will offer the organisation and CEO to inherit their values and beliefs to the new employees and build the company's culture

based on their previous traditions and they should fit into their new roles by promoting the company's culture (Wright, 2018). It is very difficult to find the right employees that want to embrace the characteristics of the organisation, thus their skills need to be trained by offering support all the time. It is crucial to further continue their training because employees are a core competency of a company and by supporting them, the company supports and nourishes their cultural norms and values.

So in reality, it is wise to say that corporate culture cannot evolve by only one person and consequently it cannot drive change, instead it is everyone's responsibility. Each individual part of the organisation; starting from an intern up to the CEO has a role.

2. Corporate Culture at International Level

In this chapter will be covered different scopes of corporate culture at international level by incorporating all the aspects of culture; being it benefits or challenges. Furthermore, cultural diversity is the main subject in this section and it is used as an indication of what companies, deciding to expand globally, should expect. With the help of GLOBE Project Research, corporate culture dimensions at international level will be better explained and guide leaders of an organisation on how to interact with their employees and what to expect from them.

2.1 Cultural Diversity

As nowadays companies are exposed to advanced technological improvement, finding the right people for your organisation, situated anywhere in the world has been facilitated a lot. Consequently diversity is the main subject when it comes to international organisations that recruit people all around the world. From the perspective of a business environment, cultural diversity refers to all the diverse nationalities, race, age, economic status, gender, sexual orientation or religion. All these components are added up when trying to understand how really diverse a culture can be and how it will affect an organisation. For this reason, issues that may arise from cultural diversity are considered crucial and companies are day by day becoming more inclusive when recruiting individuals, as this brings to them competitive advantage and effective organisation productivity (Mazur, 2010). Diversity in the workplace gives indication that the composition of the organisation is changing and bringing new perspectives to

the company will therefore form a solid team that will later on define how the organisation is and how it will be recognised from the outsiders.

As such, a more inclusive notion for diversity is given when referring to a group of individuals who appear different from one another based on the characteristics that signifies their own social identity (O'Reilly, Williams& Barsade, 1998). According to Loden, cultural diversity comes in three main dimensions which have respectively different attributes and influences in the workplace environment (Loden, 1991). Thus, differentiation of diversity is done by defining each of them separately (Thomas,1996):

Primary Dimension: Here diversity is reflected only on primary aspects that reflect the individual's identity and include age, gender, race, ethnicity, sexual orientation and physical characteristics. These elements are considered primary because they shape and structure one's self image and contribute to their formation of fundamental views on important word matters. These dimensions are also considered as primary because their impact is very big and affects behaviours and attitudes in the organisation's workplace.

Secondary Dimensions: These are considered to be a bit less visible but are an addition to the individual's identity and how they are formed. Such dimensions include language, educational background, communication style, relevant work experience, income and so on. Differently from the primary dimensions, these have a direct effect on the individual's self esteem.

Tertiary Dimensions: these dimensions constitute and shape diversity of an individual but are revealed with time and give meaning to diversity. These elements include an individual's perceptions, beliefs, values and feelings and are considered to be the core elements that contribute to someone's identity creation.

Primary Dimensions	Secondary Dimensions	Tertiary Dimensions
Age	Culture, Religion, Nationality	Values, Beliefs

Primary Dimensions	Secondary Dimensions	Tertiary Dimensions
Gender	Sexual Orientation	Perceptions, Assumptions
Ethnicity	Lifestyle, Education	Norms
Disability	Language, Work Experience ect.	Feeling, Attitudes

Table 1. Three dimensions of Diversity (adapted: Rijamampinina & Carmichael,2005).

As seen from Table 1, one can understand that diversity is composed of many dimensions that are intertwined with each other in order to reflect how individual's profiles are unique and distinctive as each of the elements contributes to their similarities and differences. Aside from that, dimensions also interfere and influence the individual's behaviour based on the contexts and situation he or she might be and this is what makes it difficult to be managed. For example, race that is part of the primary dimension, in some situations, can be more prepotent than age, however education can push down race and become more dominant. This means that each one of the elements of all three dimensions are not always static and unchangeable because their dynamic can become a priority during a certain circumstance and not in another one.

Furthermore, secondary dimensions are part of the elements and attributes that can appear to be more soft and workable and can change with time such as educational background or work experience where individuals gain new understandings and knowledge. It is not an easy task to manage diversity because as Thomas states, diversity is nothing more than a combination and a fuse of elements distinguished by differences and similarities (Thomas, 1996).

2.2 Organisational Diversity and Cultural Homogeneity

The notion of "Cultural Diversity" represents a group in a social organisation of individuals that have different affiliations that are clearly different from one another.

There have been conducted many studies and researches on this field and one particular study shows that diversity within a working environment increases individual's effectiveness (Cox & Blake, 1991). On the other hand, other studies known as field studies, implicated that diversity actually offers a negative outcome to the workplace performance (Pelled, 1996).

Firstly, when individuals are part of the same homogeneous social groups they tend to be more open towards each other and share their view and perceptions way easier because they have more or less the same unified culture. In the working environment, based on the theory of social identity, individuals/ employees tend to be more satisfied and can easily cooperate with each other and diminish conflicts as much as possible (Williams & O'Reilly, 1998). As cultural barriers are less significant in these kinds of homogeneous groups, it means that contacts and communication among employees is much more positive. This approach suggests that an organisation will not be held back by undesirable social identity processes when there exist a culturally homogeneous group of people. But at the same time, it should be taken in consideration the fact that cultural diversity can and will evolve with time, which indicates that barriers might arise and cause a problem to social relationships in the organisation (Blau, 1977).

Thus, as cultural diversity shifts and becomes more heterogeneous, processes that include self categorisation in the workplace will appear. As this phase emerges, individuals will show a different behaviour that not only includes solidarity with those having the same cultural elements, but will also show signs of discrimination and non compliance when faced with different view points. As such, conflictual situations will be more likely to occur and cause a blockage to effective communication. (Earley & Mosakowski, 2000). Other problems that are associated with cultural heterogeneity in the workplace include overall negative employee performance, diffused groups and high pressure to interact effectively with each other.

2.2.1 Benefits of Corporate Culture Diversity

International organisations (but not only) that count for numerous culturally diverse employees always try to foster and bring good outcomes and benefits when it comes to how the organisation works. Therefore, depending on the level of work or department, different cultural attributes offer some benefits that are worth discussing as they

facilitate the overall process of organisation management. Also, many written literature on corporate culture argue over the fact that cultural diversity offers an increased performance when it comes to structures of work (Cox & Blake, 1991).

First of all, international organisations are exposed to a huge number of individuals that come from different cultural backgrounds, therefore these organisations are one step ahead when it comes to attracting the best people and revealing their best talents also. As best and qualified talents are revealed, it is in the advantage of the organisation to hold on to them by offering them opportunities to grow within the organisation and move further with their career or job promotions. Furthermore, the variety of professional experiences that comes with each of the new members, would bring different and innovative viewpoints in the organisation that would inspire new perspectives, ideas and strategies to make the workplace a welcoming environment.

Cultural diversity can reproduce creativity which is a good thing when it is incorporated in problem solving or offering to the customers the best services and solutions (Reynolds, 2019). Having multiple personalities, ideas and perspectives in an organisation would bring out the best from each one of them and will encourage employees to think outside of the box. Consequently, the ideas shared with one another would count for a well prepared and developed organisation.

Secondly, as the cultural diversity is high, international organisations can use this for their own benefit and are well tailored to serve and offer their products and services to a large extent of markets. This comes as a result of having different backgrounds and understanding of matters that include legal matters, political affairs or other social and cultural occurrences (Adler, 1991). Other than that, organisations can profit from the employee's culturally diverse background and expand to new global markets and adapt their services to local nations and move further with their thriving strategies. Not only this, but organisations that have people who understand the local market and speak their language offer a boost to the economic side of it and become more profitable in the near future if they know how to successfully manage it.

A research study conducted by McKinsey show that companies that are composed by culturally diverse employee base have higher chances to close the year with profitable financial returns, better than other industries that do not pursue diversity when

recruiting (Hunt, Layton & Prince, 2015). From what they have examined in their study, it suggests that these organisations that are focused on diversity know how to deal with the customers, value employee satisfaction and are always ready to improve the decision making when needed. All these attributes lead to a higher returns for the company and better competitive strategy.

Thirdly, as it is a very inclusive organisation where diversity is valued, professionals that are ambitious and ready for new challenges will appreciate the chance of growing personally and professionally. Working and communicating with people from different cultural backgrounds will be nothing more than an enriched and boosted up experience. They will be able to grow by also fostering a healthy competition with other colleagues and achieving best results when optimising the company's process in an efficient way. An article written by Harvard Business Review states that a diverse working environment gives indication that employees will show a better performance because as differences are evident, they all will need to work harder to overcome any obstacle that might come along the way.

What they did was to create group of three people to solve a problem and they were part of the same cultural background, however when they welcomed another member with a diverse cultural aspect, the problem was solved faster, even though for them it was a bit difficult in the beginning to collaborate (Rock, Grant & Grey, 2016). Another valuable aspect to this benefit is the fact that professionals will be gaining knowledge over new skills related to the work environment and will be able to grow their network of connections not only within their place of work, but also on an international level as their career might get new promising directions anywhere in the world.

Finally, having a wide cultural diverse background means that the organisation is open to better marketing tools by offering a targeted and an insightful knowledge over the markets they operate. The understanding that each of the employees have depending on their cross cultural attributes, adding here also their personal experience with local cultures, will bring a more detailed and personalised marketing strategy (Reynolds). Some elements that are part of the marketing world are for sure brochures, online websites or flyers, therefore in order for them to be culturally sensitive, they will require a high effort when it comes to translations or the way they will be represented to the society. When the employees have local knowledge they are aware of people's behaviours, etiquette or habits, so they know what they like and dislike.

2.2.2 Challenges of Corporate Culture Diversity

As long as cultural diversity includes so many different cultural backgrounds, it is clearly understandable that in some cases challenges may arise due to different reasons. Drawbacks can be inevitable and sometimes tend to be very moderate and can end up in conflicts within the organisation or can harm the company's strategies and its dynamic. Such disadvantages come as a result of not knowing how to work together or how to collaborate, therefore barriers in this case tend to be more significant and distracting.

The first challenges to be mentioned are those related to negative prejudice and already created stereotypes in the workplace. The group of stereotypes is various and it does not include only gender prejudice or stereotypes but goes beyond, such as ethnical groups, minorities, mental disabilities or LGBTQ+. Despite visible changes, other prejudices take form when it comes to different work positions and as a consequence are underrepresented and are less likely to be offered the same equal opportunity (Ellemers & Rink, 2016). Therefore, it is crucial for other members of the organisation to foster facilitated integration programs that would help in avoiding such prejudices and stereotypes as much as possible. A crash of cultural stereotypes can negatively affect the productivity of the organisation, as well as the mission that it partakes to spread.

Secondly, the majority of organisations are very open to welcome in their workplace a bunch of culturally diverse individuals, however this comes with a long line of difficulties and challenges for the HR departments regarding laws, visa issuing, accommodation or health insurance for individuals overseas or non-Europeans. International workers are frequently affected by this as recruiting laws change day by day and sometimes the requirements to hire an employee are very complicated and difficult to navigate. That is the reason why organisations tend to fail in providing assistance to international workers and sadly dismiss their initial job offer and more frequently than not lose a good talent. Other than that, hiring an international worker means that in most of the cases the organisation needs to provide for accommodation costs but as this adds up in the company's cost, HR might consider whether or not to invest in employees that live abroad (Reynolds).

Thirdly, working etiquette and business behaviours might be differently conducted and can frequently cause a state of confusion and misinterpretation among other members of

the team. To better illustrate this with an example, Japanese employees have as a working etiquette to not leave the office before the CEO or higher manager of the company, while a Swedish employee works no longer than six hours a day. This means that many conflictual situations might arise due to their differences and working hours, especially in the beginning where the cultural shock in the workplace is much more evident. Other misunderstandings that are frequently happening in the workplace are related to punctuality as some employees come to work early and on time and also finish their tasks within their due time, some others are not punctual and take their time in fulfilling a task or a project assigned. Therefore such challenges bring conflicts and can reflect issues in productivity and overall cultural well being of the organisation. Not only this but lack of etiquette in the workplace does not foster healthy work relationships and sometimes employees also lose respect from one another. Thus, it is advisable that all the employees within the same work environment follow the same rules and same working etiquettes in order to grow bigger. This way they avoid any kind of failures and are able to work in good manners among each other (Sheahan, 2019).

2.2.3 GLOBE Research

Taking into account everything discussed so far, an interesting research conducted by Global Leadership and Organizational Behavior Effectiveness (GLOBE) Team Project shares some comprehensive viewpoints regarding the dimensions of organisation culture. This project studies in detail different leadership styles among different countries by taking in consideration cultural traits of leaders such as norms, values and organisational skills. The datas have been collected in a 7 years time span and around 170 researches took part by accumulating information on cultural attributes, values, what practices leaders use, leadership values and so on. In order to make the research as realistic as possible, the research included 18,000 managers from different industries and organisations that were spread among 62 countries.

Uncertainty Avoidance	Future Orientation	Assertiveness
Gender Egalitarianism	Power Distance	Humane Orientation
Performance Orientation	In Group Collectivism	Institutional Collectivism

Table 2. GLOBE's nine Cultural Dimensions (Grove, 2004).

After the study was finished, the results recognised a new pattern regarding the cultural dimensions and in total were nine of them that differentiated societies from one another that would also affect the management (Javidan & House, 2001). From the Hofstede cultural dimensions it was seen an overlap of four of them, more specifically "Power Distance, In group Collectivism, Uncertainty avoidance, Institutional Collectivism vs Individualism". *Thus, the cultural dimensions resulted from the GLOBE Research which have not the same attributes with Hofstede's cultural dimensions are as follow:*

Future Orientation

This dimension focuses on how important it is for the society to determine his/her behaviour regarding future oriented tasks that include planning, organising, investing or self fulfilment. In other words, "Future Orientation" simply shows how responsible are individuals today in order to reflect future outcomes and based on their behaviour there exist two types of societies:

- **Low Future Orientation:** that reflects a low involvement today regarding future decisions. Thus, such societies tend to focus on the present and spend more money today rather than to save them for future matters, they also want to reach self fulfilment as soon as possible in the present time rather than wait long period of times, are less organised and are quite inflexible when it comes to planning on long terms (Grove, 2004).

- **High Future Orientation:** in the other hand, societies that have high future orientation work in the present in order to have a more secure future, therefore saving money today is part of they culture, they work step by step in order to achieve self growth which will be translated in long term success for them in the future and are more adaptive to current situations and are flexible towards organisation.

From the research, countries that turn out to be High Future Oriented were Switzerland and Singapore who valued more long time horizons when it comes to management decision making, while Low Future Oriented were Argentina and Russia emphasised decisions who were taken on shorter period of times and want to reach gratification as soon as possible.

Assertiveness

This cultural dimension reflects the way societies uplifts its individuals on how to behave given different situations. Assertiveness includes attributes such as being tough, competitive or confrontational towards different situations versus being a modest and humble individual who shows kindness towards the others. In other words, it gives indication on how individuals of one society state their demands or needs and how they confront the others. Considering this, when individuals are faced with different cultures that have another approach towards cultural assertiveness, people will likely experience discomfort and might also bring business relationship problems in cases where the CEO comes from a highly assertive country and subordinates are part of a low assertive society. Therefore, both parties need to understand each other and choose ways on how to appropriately collaborate together without breaking the harmony in the organisation. In this scope, two countries which show high assertive elements in the society are Austria and Germany, while Sweden and New Zealand are less assertive and value more cooperation and harmonic relationships instead of competition (Grove).

Humane Orientation

Humane orientation reflects the way societies appraise their individuals and rewards them when showing generous behaviour towards others, are kind, fair and altruistic given a certain situation. The characteristics that contribute to each of the sub levels of Humane Orientation are:

- **Low Humane Orientation:** in this case individuals do not reflect a high interest for someone else's well being, instead they are very self oriented, power motivated and are not very sensitive when it comes to some types of racial discrimination. France, West Germany and Spain are part of this group and their humane orientation is reflected more on social power and the amount of possessions reflected on material basis.

- **High Humane Orientation:** indicates that individuals value each other more and show interest towards them in different situations and they always have the need of being part of a group and belonging there. Another interesting characteristic is that they value the well being of other individuals and always try to promote it. Different from Low Humane Orientation, this part of the society takes all racial discriminatory

elements to heart and always works to minimise them as much as possible (Grove). Such countries include Ireland, Egypt, Philippines and Malaysia.

Performance Orientation

Performance orientation is used to measure performance of individuals based on rewards and encouragement approaches that a certain society follows. Performance also includes other forms such as individual's excellence towards given activities, self achievement and value competitiveness and see training as part of a growing program. As in the other previous orientations, even this one reflects two dimensions:

- **Low Performance Orientation:** where societies base their development by focusing on relationships that have in focus close gatherings and family which represents a harmonised environment. On the other hand, when these groups are faced with feedback by their managers or people in higher positions, or even colleagues, they will feel discomforted and see it as a judgment. Also they value individuals based on their social class and do not focus on what the individual brings in the table. Their communication is characterised by connotations of a subtle language and are expected that most of the time is expressed in an indirect way.

- **High Performance Orientation:** as already mentioned above individuals that are part of a high performance society are prone to competition and like to take challenges as they see it as a form of growth. They like to engage in different training programs throughout their career in order to develop themselves and be exposed to better opportunities. In this case, they value feedback and always ask to have one in order to reflect and improve what they are doing wrong so they can perform even better. Thus, communication is very direct and straightforward.

Gender Differentiation

Gender differentiation is the notion that reflects on how a society appraises the differences of gender roles in different social positions. Most of the time, gender differentiation shows elements of inequality, not only in the workplace but in the society as a whole. Therefore this brings many difficult pathways in status development.

- **Low Gender Differentiation:** societies that score low means that the society still sees men as leaders and the ones who should have authority, therefore women should

not be in positions that require too many leadership attributes. This comes as a result of women not being well prepared and not having enough educational background compared to men. Consequently, they are less likely to be engaged in decision making processes. These trends can be found in China, Egypt or South Korea.

- **High Gender Differentiation:** in contrast to low approach, sees women and men the same and value both of them for what they have and what they bring to the society without differentiating them. Therefore, both are exposed to equal education and experiences and women are found in high positions and take part in the decision making process (Grove). Such countries include Denmark, Poland or Hungary.

Considering the results from the GLOBE research, as well as the ones from Hofstede's Cultural Dimensions, it is clear that both are cultural approaches that help and guide leaders of an organisation on how to interact with their employees and what to expect from them. However, the results derived from GLOBE Research are not clear when it comes to which dimensions appear to be influential and important to consider when it comes to leadership behaviour.

Different researches believe in different point of views, thus according to Triandis (1990), the "Individualism vs Collectivism" dimension is one of the dimensions that should be considered crucial for leadership behaviour because it shows what one can expect from culture and what each society values, while according to Dorfman (2004) "Power Distance" is considered to be more essential because it shows how leaders will behave depending on hierarchical organisation structures and their relationship with subordinates (Connerley & Pedersen, 2005).

Hence, different cultures value different cultural dimensions depending on their beliefs. In this context, leaders and management groups that are situated in a high power distance society, see training and self development via training attributes as inappropriate because in these societies they are expected to be on top of the hierarchy and know everything and be ready to answer all the questions from their employees as the other way they may be seen as incompetent to lead the organisation. In addition to this, in other cultures where signs of awareness are present in the work environment, leaders will be able to further work on their skills freely without any judgement and the interaction with the rest of the organisation would be mutually beneficial and the outcomes would be appreciated by both parties.

This understatement will make the working environment more enjoyable and ready to fulfil all the job requirements in a productive way. But in all this, it should be taken in account that the behaviour that one leader expresses is not perceived the same way in another culture. Thus, if a leader decides to be friendly and chooses an informal communication with the employees in order to earn their trust, in another culture, this characteristic would be perceived as weak (Connerley & Pedersen).

Since in a multicultural organisation environment, cultures are classified into different types and dimensions, therefore confusion can be present when it comes to what is "right" and what is "wrong" regarding the way that managers or leaders decide to lead. In this case, leaders knowing what assumptions exist based on cultural dimension, will try to influence their behaviour based on that in order to educate themselves in order to be effective and well prepared in the business environment. Thus, if they educate themselves based on employee's cultural perceiveness, they would be able to develop more of their competencies in the multicultural environment by training themselves with more knowledge, new skills and always being aware of what is happening in the surroundings with the latest trends.

3. Performance Improvement

This chapter will have in focus the main characteristics that a company needs in order to represent the "Ideal Company Profile". Performance is vital for a company's culture, hence, this section will serve as a guide into improving the overall performance of the company by introducing successful strategies and addressing difficulties. Also, a good performance is achieved by having the right people and an adequate management, therefore such criterias are explained below, where it is also mentioned the employee commitment and their contribution to the culture of a company. Additionally, this chapter will be used in composition of some of the hypotheses.

A very crucial aspect when it comes to constant change the company might go through is organisation's performance and surely improvements need to be addressed based on the company's capacities as markets become more competitive and managers are constantly under pressure to meet the goals of the company. Performance is used to show the degree of how well the interests of the CEO, employees, customers or shareholders are addressed and what is done to achieve a better performance outcome. As a result, the organisation's performance is closely related to the outcome and the

desired results that the top leaders want to achieve for the company (Thompson, Strickland & Gamble, 2008).

In most of the cases, one clear performance outcome is strongly related to employees and how well they carry out their daily tasks. Sometimes they tend to underperform under the optimal level that it is required and the reasons for this concern are numerous. It might be unclear objectives or goals, not the right skill or low expectations and as long as only one of these reasons are present, performance will be slowly affected and not in the adequate level. But instead of finding replacements or negatively expressing their concern to them, it is best to keep an open communication with each one of them and discuss the problems. The objective is to make things work and address inconveniences immediately in order for them not to add up in the future and cause more damage to the overall organisation's performance.

Since the beginning, corporate culture and performance have mostly been seen together as complementaries of each other and culture is what can influence the attitudes of the employees. Therefore, from the research being conducted, it has come to a conclusion that the stronger and well maintained corporate culture, the better the performance will be.

3.1 Successful Strategies for Performance Improvement

As organisations are always facing changes frequently, they also work at the same pace to look for new strategic ways to improve performance and achieve their goals in a timely manner. Thus, it is essential for the company to start and see the difficulties that arise within the organisation and make strategies related to what the company already has and what it will need to be changed. Progress will happen if the right methods are placed and employees are in constant training and further encouragement. *Some successful strategies to improve the organisation's performance are:*

Have Clear and Direct Communication of Work Expectations:

In order for the employees to fully know what is expected from them, it is best if the managers or other leader that will be engaged with this task, to frequently communicate and offer to them clear explanations over their duties or requirements that are needed to be performed. An effective communication always brings up the employee's motivation

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to work and value the organisation. That is why leaders and employees should be always in touch in order to respond to changes and improve aspects that do not show good results. Of course even the communication should be effectively transmitted to the employee so that they understand their ideas and positively contribute to the organisation's mission. The process of maintaining a clear communication must show attributes of a two-way process and this means that both parties involved should inform one another for any kind of matter that expresses organisational work.

Strategically Put Focus on Training Young Employees and Their Future Development:

In many organisations it comes a moment when the employees are near their retirement age and somehow this can affect the performance of the company by slowing it down and having low rates of engagement. From a study conducted by Thomas Zwick it was shown that older employees of the organisation are less likely to be involved in training programs because their ambitions in gaining new skills is lower (Zwick, 2011). For an organisation, having an effective training means to tackle any crucial element included in the workplace such as flexibility, career evolution, amount of earning, skill adoption and job security. Sometimes organisations do not know what training can be the most effective to their employee demographics and therefore do not know how to strategically gain from it.

 Most of the time, the reason why older employees take a step back in training is due to financial reasons because the financial incentives that the company offers to their employees is higher for younger employees and lower for older ones. Therefore, as training programs are not that attractive for them, less motivation and effort is put into work. Considering this, organisations that tend to have training as part of their employee development should strategically think on how to gain from its outcome and focus on training new and young employees in order to see them as an asset of the company in the long run. The effort that the company should take into consideration should go in line with the career paths of the employees and make training applicable in any job aspect. If the organisation does this, it will ensure that in the future, hiring is not only done for the company to win, but it is also done to guarantee employees a clear and certain development path.

Make Teamwork a Common Mechanism:

For an organisation to be ready to compete in such ruthless markets, having a strong teamwork structure in daily operations will favour performance and enhance the involvement of employees in different work tasks. Team means the inclusion of a certain amount of people that work together in a group to attain the company's goals and achieve excellence in their services by sharing ideas and planning in advance their tasks and duties. There has been evidence in previous research conducted, that organisations who fail to create a strong teamwork and encourage it as a working mechanism, also fail to fulfil the bigger picture that the organisation envisioned. If the requirements are clearly stated, opinions are shared and discussed and the employee's knowledge and judgement is put into focus, the performance will also be higher and have many advantages in productivity and management growth (Vašková, 2007). When the teamwork is supportive, every other duty and job tasks assigned by managers will successfully be accomplished.

Other reasons why teamwork is strongly encouraged in performance boost is the fact that it really helps employees to develop new scopes of thinking, communication, perspectives and new skills. As individuals of a group are always interacting with each other, they exchange positive outcomes and feedback to one another indicates a high level of self development and concept enhancement. Of course, in today's world there exist many organisations that do not value teamwork and put pressure on their employees to perform certain duties, therefore the lack of teamwork and not following an inadequate path of doing things will harm not only the performance of the organisation, but will also result in waste of resources and ineffective management approaches (Sanyal & Hisam, 2018).

Incorporate New and Innovative Management Styles:

Today more than ever, members of the organisation such as employees of different departments, HR staff and managers, are allowed to express their sayings when it comes to some decision making processes. The voice of employees is very helpful and can be used to achieve strategic goals or offer new changes into the company. But, the incorporation of an employee's voice into the decision making is a management style and is only allowed when the leader follows a democratic style. On the other hand, when an organisation is more strict and uses an authoritative management style, open communication is not allowed and creative discussion regarding the organisation's aspects is discouraged. This style is not favoured that much for organisations that aspire

to bring a change because improvement cannot happen and drivers that move the company forward are not welcomed.

As already mentioned, the performance of an organisation requires hard work and daily improvement in order to present and to reflect the wellbeing of the company. The discussion among managers and the rest of the employees is open and not only praise, but also objective criticism is welcomed. Another attribute that comes with this style is that employees are prepared to become leaders or future managers of the company, as long as they show resilience and a well prepared background. In this case, the organisation is winning in the long run because a well prepared employee staff will keep the organisation going (Choi, 2007). Another aspect to be mentioned is that managers, when they see it from their perspective, take into account employee commitment. This means that when they are part of these open discussions and communications related to strategic decisions, they gain insights into how creative the organisational culture is or what to do in order to offer more equality into the workplace and foster new managerial perspectives.

3.2 Criteria of a Good Management

The saying "Management can either make or break the company" suggests that management is the core asset and a very effective strong point when it comes to productivity and organisation's success. Consequently, a corporate culture that is strong and fits with the organisation's vision, needs to be backed up by a strong management team. I have mentioned so far that a good corporate governance and performance includes almost all the members of the organisation, however, managers are the ones who make sure that everything being discussed and observed is directed into a successful path. Thus, behind every good management system always stays a strategic and clever thinker that makes sure that strategic moves are located all the time within the organisation and are able to show what is working and what is holding the company back. In order for a good, well prepared manager to analyse the organisation and to understand each dynamic, it is needed to set goals that include employees and their abilities to elaborate their talents and go beyond what is asked.

By definition a manager is an individual who is liable and responsible for managing an organisation and every matter that is attached to it. According to an article written by Mark Graban, it was stated that bad managers still existed and a very obvious element

that makes them referred like bad is the fact that they are constantly giving directives to employees, however they do not explain the reason of the actions required by him/her (Graban, 2019). They only bark instructions and orders, which definitely contributed to dysfunctional operations and ongoing complaints. Therefore this would add up for lack of productivity and poor customer service. Instead, good managers not only give explanation to the requirements they ask for, but let employees design their ideas and put them into work. This is an effective and a promising management technique that shows how to collaborate in the workplace and how to increase production.

Below will be listed some of the main criteria that are necessary and mostly followed by successful managers:

Appreciate Their Employees:

This is one of the most important and fundamental aspects that should be valued in the workplace, because when they do so, everyone in the employee's team will feel appreciated and therefore will naturally act positively regarding work tasks. It is best that a good manager actively expresses their feedback to them and communicates that all the efforts that the employees are doing to reach workplace goals are valued and very promising to bring change. There are several ways for a manager to communicate his/her communication instead of a simple and plain "good job" appraisal. Thus other ways highly positive are when the manager decides to delegate monthly rewards for the team, share their achievements in social media or some time off after work matters are settled down.

Employees, on the other hand, want to feel recognised, because at the end of the day when they go home only the feelings experienced will be with them, not the work itself. For this particular reason, when employees feel good during their work hours, home life will continue to be happier and more productive. Therefore, when employees are constantly valued and recognised about their daily milestones, the chances of them staying in the company and not switching jobs will be higher. At first for an organisation it might seem expensive and a waste of money to train new comers in the team because truth be told, it is very expensive. According to a research when a new employee is recruited, the company is not only paying them a monthly salary, but there are tons of other costs incorporated such as recruitment costs, benefits, training packages, work equipment and other attributes.

After the right employee is recruited, the company should invest in his/her training, which in average is around 1,100 dollars/year as reported from Training Industry Report in 2018 (TIP, 2018). But the problem is not the cost, because with time it will be manageable, but the situation is whether or not spending on employee training is a wise opportunity for the future of the company. So is it worth it? Millennials, 87% of them, claim that earning professional development is a very promising strategy when entering into a job (Adkins & Rigoni, 2016). This is a great indication for the organisations because it gives them another perspective of what newly employed want and seek for in a job. Thus, 59% of them when applying or considering to apply for a job one of the strongest criteria is that their job position offer opportunities for growth and self development (dkins & Rigoni, 2016). Therefore, when a manager or a recruitment personnel checks these trend, it is clear that when you train employees, you give them recognition and value for their contribution to the company, hence they will stay longer in the company and not switch jobs as soon as they are given an opportunity. Keeping a talent in an organisation is much more than spending for his/her training period.

<u>Provide Employees Trust Instead of Fear:</u>

A healthy working environment is considered the one where trust is the key component every-time an action is taken. The manager is the one who firstly provides and communicates trust towards their employees in order to build strong relationships and further guidance in their future career. Furthermore, when trust is present, work becomes more efficient and productivity is increased. Another strong and accurate element that comes with trust among employees and managers is change in the organisation. This means that when trust exists, change is made more simpler and would be easy for both parties to accept it and adapt according to the new rules. For example, when a new department is created, all the employees will seek help to the manager in order to assist them with the right directives and information and in order to follow them they should firstly trust them with the information they will be provided. Only this way, the transition of change would be smooth and successfully implemented (Prevue, 2017).

From a study it was concluded that trusting managers and believing in their style of management is associated with other positive outcomes that help the organisation stand out. Such outcomes include job satisfaction, employee commitment in the workplace, job performance or a positive organisational behaviour (Colquitt, Scott & LePine,

2007). From the exchange theory that has been studied before, trust is earned and evolves with time as managers and employees exchange ideas and principles reciprocally in order to help each other. A trusted relationship based on an individual's principles would also reduce the tendency to calculate scenarios or different schemes that in another situation when trust was not present would be very crucial to follow. Also, trust based relationships also reduces tensions that may arise due to a risk of opportunism and can give a solution to situations that appear to be violated and work obligations are not satisfied according to contractual agreements (Prevue, 2017).

Point Out Their Potential:

Employees are different from each other, therefore each one of them is unique and offers a different set of values, experiences or cultural attributes and a good manager is the one who identifies all these differences and appreciates what the employee gives to the organisation. In some organisations, also depending on the manager who manages the organisation, diversity still seems a struggle and most of the time they appear to be confused in front of what they bring into the table. However, it's the manager's duty to acknowledge each one of their differences and lead the way when things do not go as planned (Llopis, 2014). A good manager also makes sure to point out the employee's potential in order to help them find their strengths and their best attributes because this would bring an increased performance in the long run, a thing that would be helpful for both; employee development and organisation potential for the future.

As managers are the ones who value employees for their amazing attributes, one things should be clearly seen in details; if the employee is showing high potential elements or are these high performing elements? Because if the manager mistaken these two approaches it will end up to be very costly for the organisation and for the team. As Van de Belt has said " If a company cannot see the difference between high potential and high performance, it means that it will not be able to identify the talents that the company has" (Westfall, 2019). As individuals have both in them; performance and potential, however managers should be able to point out each one of them in order not to undervalue other employees or hurt the overall morale of the organisation. Thus, the ones that are high performers are easily identified because they stand out from the other employees and always make sure to go beyond what is asked by exceed this way even the manager's expectations. Also, they are the ones to be trusted to get the job done because they have good track of past records and always work to succeed by adding more work in their schedule. In the other hand, high potentials do not stand out that much from the crowd because high performers draw all the attentions and managers do

not actually know the requirements to pinpoint in a potential individual. This is the problem, they are focused more in the performance they bring in the company and forget to put their potential into light. Therefore, as long as managers know what they are looking for in an employee, it is in the best interest of everyone that they appraise their potential and further assist them when needed. If such approach is not followed, soon the organisation will lose their best talents and potentials as they will quit jobs and look for other suitable companies where they feel valued for what they offer (Westfall).

<u>Work By Promoting Innovation:</u>

Innovation is a very clear and evident component that should be attached to the criteria of who should be a good manager because it gives indication where the organisation stands when comparing it with others in the market and what attributes it brings in the table regarding productivity. Nowadays we read and see many cases of company competition and truth be told it is a very significant element when it comes to finding the right tools to promote your business or the right tools to be proficient in a certain department of product. Apart from this, employees will always be excited to perform job tasks if there are promoted new innovations in their workplace. It is effective even for the employees to get away from the routine sometimes and such changes, even the smallest one, will make employees feel more active and ready to learn new methods to fulfil their work.

On the other hand, managers who promote innovation in the workplace are also throwing light into creativity and innovative responses when it comes to changes in the organisation. As already mentioned, sometimes the change is not welcomed by everyone, but a good manager does know how to make things work and promote the change in an innovative way and explaining it to the employees. Only this way, employees will be encouraged to work and learn more and in the same way the work environment would become an active, happy hub for everyone (Kozioł-Nadolna, 2020).

The implementation of innovative approaches offers a competitive advantage to the organisation because employees will be motivated to deliver high quality of work that would be facilitated by innovative softwares or work approaches and for this to be a company's standard, managers should support employee's ideas and their initiatives because the faster the employees are used to this idea, the easier would be for the managers to convey their ideas into real work. As a manager's role on a daily basis is to recognise opportunities for the organisation and reduce threats, innovation is a

supporting element that would facilitate his approaches in solving problems and making decisions.

Thus, the implementation of such innovative approaches are very helpful for the company because a good manager will be there to stimulate in a right direction their employees and help them set goals, take actions fact and correct, let them be autonomous and of course motivate them. In the end, the way that the employees react to change and new innovations implemented in the organisation, shows a lot on how effective the managerial approaches were apprehended by the employees and how fast and ready was the organisation to absorb the new innovative approaches (Kozioł-Nadolna, 2020).
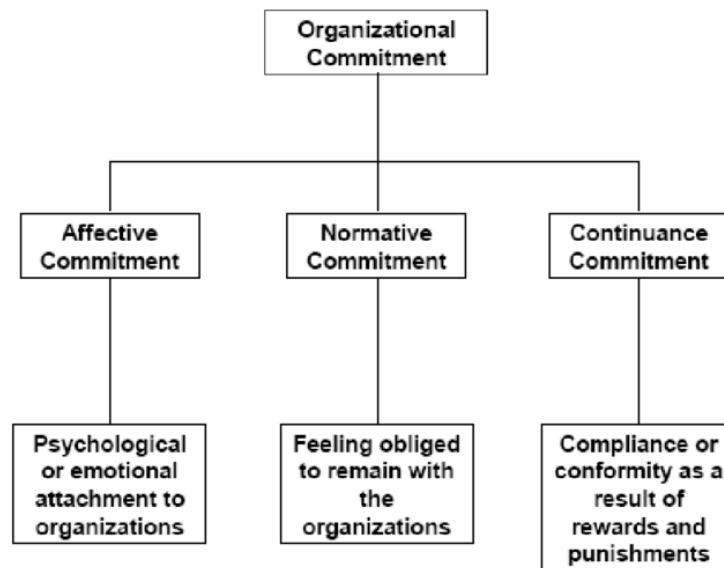
3.3 Employee Commitment

As by definition, employee commitment refers to the extent of involvement that individuals put in his/her effort in the workplace and identifies him/herself with the organisation. This section is important when it comes to understanding the composition of the company's culture and what cultural elements each one of the employees brings on the table. Their commitment to the company reflects whether they value their current position or they want to change the culture under which they work. Authors that have previously researched this topic, have come up with three essential components that are needed to describe the commitment of an employee in the work environment. *Thus these points include the following:*

- Believing in the goal of the organisation and accepting the presented objectives that it has; being them short-term or long-term.

- To be able to put effort in their work on behalf of the requirement of the organisation and be self motivated to achieve efforts.

- Have aspirations to be part of the organisation in the long-term and to continue their membership by offering as much as possible from their self in order to prong their desire to be part of the organisation.

Since in 1970, these attributes of employee commitment have been used to demonstrate how employees behave given a situation and what outcomes come when they are committed to work. As such, employees who carry out their job better and are committed towards the company's goals, are seen to be more motivated, less stressful

and most of the time experience job satisfaction. Other than that, employee commitment completes the whole function of the organisation, therefore the pressure to have the right people is high and appears to be a challenging approach when new departments are structured or reorganised (Allen & Meyer, 1991). Adding here also employee engagement as a basis concept to influence employee behaviours and job satisfaction, their commitment would be in a wider display and their characteristics would contribute more in their overall job commitment. Employees are in constant supervision when it comes to the way they fulfil their duties and if their performance is not in line with the organisation's objectives, when these structure reorganisations are made, they are the first ones to be let go from their position. *Knowing this, employee commitment also combined with employee's individualism display different types of organisational commitment that is derived from their personality:*

Fig.2 "Model of Organizational Commitment" (Meyer & Allen, 1991)

Normative Employee Commitment

Normative commitment explains the way an employee see him/herself obligated to continue to be part of the organisation. The employees that fall under this category feel that way because of the opportunities or everything else that the company has done towards them (Lau, 2011). In this case, they perform the job as an obligation rather than a desire and something they like to do on their daily basis. Considering this aspect, it is obvious to think that these kind of employees are not motivated to work hard or experience job satisfaction, however work relationships appear to be stronger in the cases where employees show signs of different cultural attributes that make things

work. For example, an employee shows a normative commitment towards the company and does not perform the job in his or her full capacity because does not have the motivation to do so, but his or her cultural norm offers another viewpoint to the job position. This happens when the employee comes from a collectivist culture and it's in his/her culture to emphasise what is best for the organisation and the team as a whole, instead of thinking about his/her own desires and needs.

Affective Employee Commitment

This type of commitment is also referred to as the "emotional" commitment that an employee encompasses during the time he is part of an organisation and is therefore attached emotionally to the company and can easily identify him/herself with it. As such, the employees that fall under this category of commitment are motivated to work hard and to contribute to the organisation all their knowledge and performance in order to fulfil its goals and objectives. Differently from the normative commitment, employees that are considered to be effective towards the company, have the desire to be part of the company and it is their own wish to remain as part of the company and work towards common goals (Mercurio, 2015). In this scope, employees that are affectively committed and identify themselves with the company are more likely to be seen as ambassadors for the company because they can easily share the good word with others in the market and make their company known even further. In order to do this, they are considered to be the organisation's asset and are likely to stick with the company forever.

Continuance Employee Commitment

The third type of employee commitment is continuance commitment which refers to a decisive phase where an employee analyses his/her situation in the company so far and calculates what they will lose or gain if they leave the company or still continue to be part of it. More often than not, the employees feel they need to be part of the company because of what they already have such as a good stable monthly salary, continuous benefits and if they leave they fear that they might not find such good attributes somewhere else. Other than that they are continuance committed because they simply do not have any other better job alternative.

When the 'pros and cons" of the employee situation are weighted the decision is left for the employee to be made, however, employees who mostly experience this type of continuance commitment are the ones who have been part of the company for a very long time, are well experienced, have a well established position in the company or have gone through different promotional stages (Allen & Meyer, 1990). This comes as a

result of the employee referring to all the sacrifices that he or she has made during the time he was part of the organisation and they consider it to be a very lost situation if case they leave and it means that all their sacrifices were done for nothing.

The all three types of employee commitment give their significance to the period of time an employee decides to be part of the organisation and they influence their final decision on staying or leaving. What is best for both parties; the employees and the organisation, is that they allow each other to make things work. When the organisation knows where each individual is situated under the types or organisational commitment and encourages them to change their mind and be part of the affective commitment. As Allen and Meyer state, these categories may discuss different work dimensions, but in the end they still continue to be part of the same phenomenon (Allen & Meyer, 1990).

4. Organisational Culture in Albania

This chapter is mainly focused on the Albanian culture perspective and its attributes. Main cultural elements are explored in order to have a greater view on the current situation of companies in Albania, how employees interact with one another and how their motivation within the work environment is reflected. In order to make the analysis more concrete, examples of different companies, weather being international or local, are analysed. This chapter will be used as the basis of research later on the thesis, where the reasons when to reinvent an organisation's culture will be explained.

The culture in Albanian organisations has been influenced for years by the country's own culture attributes, as well as the transitions of all the political systems that have contributed in developing the existing structures of organisations. If we would take a look back in history, Albania was under the Ottoman Empire's rule for a very considerate amount of years (500 years) and only in 1912 Albanians declared their independence and started to work hard to form their new country. Taking into consideration the fact that until 1912 they were under Ottomans governance, they were not exposed to other forms of governance, therefore they worked hard to develop their country by offering a new and different perspective from what they were used to before (Gjuraj, 2013). Once the new institutions were in place, the economic activity burst, but was mainly focused on trading, inherited family business or work on small factories.

But that was not the end of the war chapter, because during the World War II, the country was under the influence of the Italian Fascists and Nazi German ruling, making it very difficult to settle a solid culture of their own and governing the country as they wished was not possible. During this time, Albania also developed into a monarchy after the creation of a strong republic, where the basis of culture and organisation were created and nurtured. Seeing all the changes that the country went through, it is wise to say that every regime that came, left its mark in cultural elements which also developed more as years passed and were quickly adapted by the Albanian citizens. Even though a small country, each political system governed by their ideals and values, which were immediately imposed to Albanias once they were in the leading position. A very crucial point that brought change to everyone's life was the Communist regime in 1945 that was able to destroy cultural attributes, beliefs and values of Albanians by imposing their strict communist restrictions. By that time, Albanians were faced with a centralised economy and social life, were everything and every behaviour was governed by communist structures. Hence, organisations were developed under hierarchical divisions and every decision or action was very bureaucratic and rigid. Citizens had no right of say and their free will was impossible to be reached. After the death of the communist leader, Albania, once again, entered into another political phase, this time more promising because the communist regime fell and Republic of Albania was formed and everything was decentralised and the first economic markets and small businesses started to flourish.

The situation was hectic: more than the majority of citizens were left without a job, were unemployed, fluctuation of currency hit the country and creating a strong organisation culture was way out of thought as everything was still under governance ruling. Mass immigration started towards close-by countries such as Greece, Italy, Germany or even across the ocean in the USA. The money that was circulating came from the incomes of immigrants and the start of private business increased. As a matter of fact, Albanians started to form their business based on ideologies inherited from the communist regime because people had no sufficient academic background to grow a new system of organisational culture. A turning point of change started to occur after the years 2000, where a very large number of immigrants decided to return to Albania and implement there all the knowledge, new professions, work culture and investments they had experienced abroad in developed countries of Europe or USA.

Day by day the organisational culture in Albania started to get better as people were contributing to offer a new cultural mentality and a new way of doing business. The attention of foreign investments was increasing and as each one of them incorporated their own values and cultural traits, Albanians took what was necessary and adapted

them to their own cultural values. Nowadays, organisational culture seems more to place and new approaches are used in order to offer a welcoming work environment not only to the employees but also to the business partners that they work for. Below I will discuss some major trends regarding the organisational culture in Albania, considering it is also a developing country and the establishment of the free market offers new concepts and attitudes to it. However, even though there have been years after the communist regime, I believe Albania still has a lot to learn from the international organisational culture and it needs more commitment in order to offer an appropriate work environment.

4.1 Employee Motivation in Albanian Corporates

It is clear that creating value in an organisation is one of the crucial reasons that push a company to thrive and be productive in its daily operations or long term goals. In this case, the manager or leader of the company plays a very essential role because he or she is the one that creates the relationship with the employees and the rest of the company by offering an open communication based on trust. There was a study conducted in 2017 regarding employee motivation in Albanian organisation and key points of AMO model were applied in the case study. AMO is a model that represents ways on how employees within a company can be motivated by including in their working routine HR practices that would lead to a better performance. These three elements include "Ability", "Motivation" and "Opportunity". This model is very effective when it comes to the relationships that the managers create with their employees and how they value their performance (Marin-Garcia & Tomas, 2016).

The study aimed to present the degree that the elements of AMO model are present in the Albanian companies (Nientied & Shutina, 2017). From research, developed countries have shown that human resource management (HRM) is a very important element when it comes to organisation well being and motivation because it gives an effective view on management and company's culture. It also plays a crucial role in determining company goals and develop strategic objectives. In this scope, corporate culture also come into focus and highlights employee's attributes and their involvement in the company. But, it is interesting that the study conducted in Albanian organisations turned out to be the contrary. More specifically, the study disclosed that HRM is not valued as high as it should because for some companies their HR team consists in only some people from the personnel and not adequate ones and for other companies is seen as an additional element that is very costly to maintain. Therefore, companies do not

value the elements that come from a good human resource team and see them as a cost rather than a long term investment for the future of the company.

Reflecting more on such insights, it could be seen that management and the way they decide to run an organisation depends on their mindset, therefore their role in the company is much more influencing in the Albanian companies and the employees would see him or her as the main point of direction of the company. But the role of a good management is not enough because some of the main elements that Albanians value as the main elements to boost their work motivation are payment plans, a respectful work ethic and code and career opportunities for the future. After these elements, other factors that are valued by employees include work position, how they identify themselves with the company and their goals, fulfilment in their professional life and the level of commitment they feel they are part of.

Hence, as Albania is a small country that is slowly adjusting to globalisation and the development of its economy is still evolving slowly, it means that the inflow of international organisations has a very limited presence in the country. This way EU support in the country has very little influence to the way Albanian companies are organised and managed. Innovation and innovative processes and products still remain at very low levels, a matter that is very much not favourable when it comes to organisation development (Karafili & Nientied, 2016). As it is already mentioned above, when innovative transformation occurs, an organisation can go under a reinvention process because corporate culture changes and needs to be adopted to the new innovative processes. Corporate culture represents a scalable approach when it comes to driving innovation all over the company. In the Albanian case, when an innovation transformation will happen, corporate culture will be prone to adjustments in order to comply with the new objectives and therefore the whole organisation would need to be transformed as well in order to adapt to the new changes.

Other elements that affect the motivation and corporate culture of Albanian organisation is the lead by man and very long not up to date management traditions. The majority of management positions is very masculine and authoritarian. In these cases, the culture is very isolated within the company and the management is very structured in a hierarchical level and the rest of the employees do not really engage in the decision making process and the network or communication with the top management is highly discouraged. In the majority of the situations, this culture mentality has sadly been

inherited from the communist governance and this type of culture remains rooted in the organisation and it can be evident any time a decision is made or management talks to the employees. In a situation like this, where employees are not motivated to work or be part of the company due to management practices, its time for organisation reinventions and in Albanian companies culture really needs an update. We are a low-trust society and many of the cultural objectives are old fashioned, therefore in order for the employees to be committed to work, they should firstly be motivated to be part of that organisation.

Even though Albania has gone through so many difficulties, they clearly have shown elements that both sides of the coin could be working together perfectly fine. For instance, old management practices and new innovative ideas can co-exist together within a company in order to enhance employee performance and productivity. There exist several successful organisations in Albania that have implemented modern practices in their management plan by hiring the best people with the best skills (especially when their academic background is very specific and could not be easily found, like Information Technology, Information Systems, Chemical Engineering etc) and that is a very promising path for the future. Again, problematic hiring situations are evident everywhere around Albania because people are not hired based on merit but rather are seen by their political background and close connections.

4.2 A Sight of Organisational Effectiveness in Albania After Years 2000

More and more companies aspire to be recognised in the market by being successful, however, the main problem that seems to slow down their path to success is globalisation and high levels of competition in the market. At the same time, technology is rapidly advancing by facilitating the work for the organisations, but somehow they are causing disruption when it comes to a safe working environment. Considering all these elements, it is wise to say that for an organisation to succeed in a harsh environment, they definitely should make use of the needed elements and requirements that are available to them. Since employee motivation and performance is a key element in achieving successful organisational goals, it should be taken into consideration what impact they leave in organisational effectiveness.

In many organisations success and failure go along with each other but the company can work towards success if it can clearly plan what they need to do and how to understand the company's long term aspirations. In the Albanian market, organisational

effectiveness and motivation was introduced after democracy entered the country and right after years 2000 change became more evident. The mentality of doing business shifted, especially when mass migration started and people realised that there is more to the business world that should be implemented into Albanian organisations and companies. From their experience, today Albanian business leaders, managers and employees know their rights and duties, which makes it more easy when it comes to a well prepared staff that is ready to partake in change and overcome obstacles together. The new generation of Albanian individuals were more prepared not only education wise, but also they were able to cultivate cultural attributes and values that would serve for the best of the company.

The activity of Albanian business has changed a lot since 2000 and according to Ruxho, Albanian market is filled with small to medium sized businesses which are a very essential part of the economy. This comes for several reasons because having numerous businesses in these certain sizes indicates more job opportunities for Albanian citizens and clearly more innovative business ideas and increased competition among businesses (Ruxho, 2018). Referring to some recent studies, but also from historical data, the majority of Albanian market is composed of small to medium sized companies and the number of national big companies, including the international ones that operate in Albania, are very small in number. Hence, in order to view the organisational effectiveness in Albanian companies and their cultural background, I would like to focus my analysis on companies that are contributing with their long experience in the market that are actually making a change and by offering new cultural elements they are able to initiate a new way to reinvent an organisation and to be more up to date and effective.

4.2.1 BALFIN Group

The history of the Balfin group in the Albanian market began in 1993 and was initially known as a small business focusing only on trading electronic products which were brought in the country from Austria by the owner. Soon enough in the business, from a small national business, the biggest stores regarding electronics were developed with its brand name Neptun and expanded in countries near Albania as well like Kosovo, Montenegro and North Macedonia. The history of success continued and in 2002 Balfin Group included in its investment portfolio real estate projects which even nowadays continue to be the most preferred ones from quality and high standards. But their history of success did not stop there because every year the company would achieve a new milestone and become the first company that introduced in Albania a new culture of doing business. Some important milestones include; the biggest shopping mall in

Albania (TEG), huge investment abroad in cooperation of international partners (Skopje City Mall), numerous franchise deals like Carrefour, Spar, Zara, Jumbo, Pull&Bear, Bershka and so many more joint ventures and investments. But what made Balfin successful?

As I mentioned, the owner of Balfin Group, Samir Mane, has lived in Austria for several years before he came to Albania to invest his knowledge of doing business and offer new opportunities for the Albanian market. Therefore knowing how the European market worked, Mane implemented an innovative corporate governance and culture that was not seen before in the country. His company's objectives were able to reflect what he visioned and the culture he presented was not a set of recommendations to do business but was the core of every action. Therefore the company made sure to have effective governance by showing integrity and transparency in every action and being responsive when something did not work out as planned. Other than that, Balfin Group made sure to have an open communication and understanding with their employees and other partners in order to fulfil long term objectives, ethical business behaviour and an innovative culture that helped in strategic management (Balfin Group, 2019).

Going further into the analysis, it can be seen that the most crucial element of Balfin Group is its human capital. They know that in order for a company to continue to be part of the market and resist over time, human capital should be seen as a competitive advantage. This is why they are always in search of talents and have incorporated in their cultural strategy procedures that would attract the best people for their management positions and staff members. The Group knows that corporate culture shifts the company to another level, that is why they always try to involve their staff members into their decision making and offer them innovative approaches that are updated with the market requirements and are able to improve and elevate what they already have. Three main ideologies that Balfin Group believes in and devotes their time to are; monitoring of the corporate governance and cultural components, corrective mechanisms when matters do not work well and frequent feedback and evaluation of staff members.

People that are part of the Balfin Group know the meaning of an ethical behaviour and know how to represent the company. They are all well aware of their responsibilities and day by day they reflect it by showing professionalism, confidentiality and high work standards. Since their consideration for their members is very high, they are allowed to engage in the process of taking decisions and introducing new ideas, an approach that numerous Albanian companies do not follow. Therefore, the company has create a strong and effective culture and always stays connected with one another in

order to have a flow of innovative ideas and strategies. To conclude, as their vision states, they want to set new working standards and be excellent in every initiative they take (Balfin Group, 2019).

4.2.2 The Big Four Companies (KPMG, PwC, Deloitte, Ernst & Young)

International exposure in Albania has not been very big, however the so called "Big Four Accounting Companies" have found their way in the Albanian market by offering their knowledge and years of experience gained in the developed markets. The Big Four introduced a western corporate culture in Albania and since the beginning of their professional operations in the country have been communicating to every new member what it means to be part of the company, what to expect, how to perform your duties and responsibilities and how to promote an effective corporate culture and link it to every step and structure of the company. Each of the employees that are hired or partnered up in the Albanian market are introduced of the company's values, missions and visions and are informed that any kind of approach is structured based on those objectives and every individual will reflect the practices of the Big Four. Professionally, all of them recruit talents based on their background and offer them training to extend their learning experience. Even though they all offer the same services and professionalism, their corporate culture is slightly different from one another.

PwC Corporate Culture

PwC culture depends on the people who are part of the company and the ones who have a stance in it professionally. As part of their culture they mostly emphasise the flexibility that professionals can experience among work and life. This approach gives the employees the flexibility to manoeuvre their work load depending on how fast or urgent it is. Employees have the freedom to balance these aspects without interfering with the final work goals (PwC, 2020). Since the first day at the company, being a young graduate or an experienced individual, they all are offered the same opportunity to have a progression in their career by offering them different traineeship and coaching programs. Considering the great number of employees that are part of the company, the culture appears to be slightly complex, but unified. Hence, the company's values emphasise that each individual who is part of PwC takes responsibility for their own actions.

Deloitte Corporate Culture

Deloitte's main element of corporate culture is trust and assistance towards finding the right solution to problems that might arise in their area of expertise. Their reputation is based on corporate integrity, that is why they are always adding value to the company by only promoting honesty and coherence with their business structures. Also, another important element of their cultural creation process is their commitment to their employees and partners and well as a transformative learning experience. Thus, they established "Deloitte University" in which individuals would be able to learn everything about the company's culture and leadership enhancement skills. Their cultural compliance program focuses on a three element approach which consists on Design-Implement-Assess. If all the elements that compose this framework do not collaborate with each other it means that the performance of people present in the company, technology and processes would not be effective. PwC corporate culture is very complex and it takes many elements to work together in order to have the right approach towards the business. Therefore, when all these elements are taken into consideration as a chain of actions, the communication of culture and the right company ethics would be able to challenge the fast changing market (Deloitte, 2015).

Ernst and Young Corporate Culture

Ernst and Young's main cultural element is the commitment and inclusiveness of every individual who joins the company. They are very enthusiastic about change and encourage each individual to share their ideas and to contribute with their knowledge and experience in making EY a better working environment. Along the way the EY team coaches the individuals to work for their aspirations and offers their assistance with career advancements. One of their successful leadership programs expresses and coaches individuals that the best way to lead a company is to have a purpose driven kind of mindset and work ethic (EY Global, 2019).

KPMG Corporate Culture

Being a very successful company worldwide, KPMG is ranked high above the other three companies on diversity in the workplace. Hence, their culture is a mix of quality, professionalism, trust and confidence. Since the beginning, KPMG organisation motto has been constant improvement because to them improvement means change and in order for the company to be accomplished and perfect it needs to be constantly changing. The employee's predominant mindset, their commitment to work on a daily

basis and supporting commitment are the core elements that strengthen the culture within KPMG. The strategy of doing business is also driven by the support of culture within the company and the adequate trained employees (KPMG, 2020).

4.2.3 Agna Group

After the fall of communism, people who were driven by challenges and were very open minded towards business ideas saw the opportunity to develop their own business. This is also the case of Vasil Naçi, who took the chances and in 1991 established his small business in the distribution sector of some well known brands around Europe in sectors like cosmetics, detergents, cigarettes and beverages. Some of the main brands he introduced in Albania are Pepsi, Barilla, Lipton, Nescafe, Quaker, Lays, Nestle ect. Aside from that as Agna was gaining market share, the group diversified their investments and included in their group a mobile company, Agna Leadership Academy and investing in local banks.

Vasil Naçi developed his academic background and attended numerous trainings abroad in different countries such as the USA, Greece, Czech Republic and India. Seeing how things worked in the big countries he tried to implement as much as possible in Albania all that his gained knowledge. Hence, the main cultural element that he has integrated in his company is creativity, respect, winning spirit and being enthusiastic for every chapter that employees and business process will go through (Agna, 2019). Employees are very much valued and their leadership spirit is welcomed in the company to transform the organisation anytime new developments need to be made.

4.2.4 Small and Medium Sized Companies in Albania

As stated previously, the majority of businesses in the Albanian market are fulfilled by small to medium sized companies, which in reality are considered a very vital part when it comes to the overall economy of the country. In this scope, the private sector is the most frequent type of business and it reflects 80% of Albania's Gross Domestic Product and the employment rate in the private sector reaches up to 70%. Interesting is that even though it is a small country, business structures in Albania are represented by these small to small-medium sized companies, more specifically 99,6% (Ruxho, 2018). However, even though the economy is structured around these types of business, the business atmosphere is not well regulated and the performance of the businesses effectiveness has room for improvement.

Improvements that need to be done in the Albanian companies affect almost any kind of business element such as the company's corporate culture, employee's performance, innovation aspects in the workplace, technology, new business strategies and standards. If I would compare Albanian exposure towards business innovations or the use of technology in the workplace with the rest of Europe, the difference would be very clear. This happens because the right technological tools are not well communicated to the companies due to the lack of the right political instruments or other development mechanisms which would make it easier for them to walk along with other European companies. It is true that development policies have been put into use in the Albanian market to enhance the wellbeing of the companies with better innovative tools, prepared human resource staff, better work policies, however they have not still reached the desired level of change. For example, simple e-business innovations like e-banking services still remain a concept for the majority of businesses and the usage of such services are lacking usage from the majority of Albanians. Hence, businesses do not have the culture of performing under these technological advancements, and if it was to be applied the organisation needs to be restructured and reinvented based on new elements introduced.

Another element that I consider to be very crucial when it comes to corporate culture is that Albanian management or CEOs focus more on monetary profits rather than to enrich the company with the right values, culture and long term company goals that reflect a well organised company. How can a company be successful and effective when there is no proper culture of doing things, no long term decision to improve the company's infrastructure. The owners of the company see culture as an element that is naturally attached to the company once you hire people and make them part of the company by providing them with the necessary insights and tools, but the problem is that they do not know how to interpret and define it. They clearly do not know hot to invest in culture and think that it is wiser to invest in something else and skip the cultural element. More often than not, Albanian companies do not understand well that investing in culture means that they are actually investing the the long term well being of the company by including here long term increased work productivity, better decision making, increased employee loyalty, better communication and in the end monetary profitability.

5. Reasons When to Reinvent The Organisation's Culture

This chapter's focus is to explore the main reasons why corporate culture undergoes a reinvention and what triggers the change within organisations. Therefore, main reasons such as a new technological innovation, transformational leader, M&A, globalisation and a decline in financial performance are analysed. These elements will serve as the basis of hypothesis creation and data analysis further on the thesis research.

5.1 Technological Exposure

We live in a very digitalised world where technological changes happen almost everyday. Hence, companies often decide to follow the path of innovative practices and accept among them new technological aspects that would transform the way they operate and do business. In this case, the company does not simply transform itself, but it intersects with numerous elements that serve as a pinpoint map to process all the new change. As such, the new technology as part of organisation reinvention, also follows a corporate culture change because the cultural values need to conform with the new structure. In this regard, we can say that technological exposure affects corporate culture in two main ways; by introducing directly and indirectly influencing methods for the processes.

Technology is considered to be a powerful tool that, since its very first introduction to the business world, has served as a vital mechanism when it comes to fulfilling tasks and conducting organisational activities. When the organisation embraces innovation, it does not only need to implement it, but it also requires to change some aspects in order for it to be up to date and easily recognisable by everyone in the company. Comparing technology innovation with the traditional measures of doing business, it does not take only the change of some business structures, instead it requires new communication approaches, new control systems and a whole new way of taking decisions (Bloodgood & Morrow Jr, 2003). Depending on the organisation type, there are cases when the new implemented technological innovation takes over the decision making process and most of the time the role that a manager has in the company faces a decrease in importance level since the decision processes are becoming more automated than ever.

Another way why new technological exposure affects an organisation's structure is the way the technology can determine the structure; whether it is an organic or a mechanical one. Thus, when these two are determined, even the way the staff and employee behaves and shares cultural elements among each other also changes. This occurs because when the organisational structure is mechanical, employees are not able to express themselves freely and autonomy is very limited, not to say zero. It is expected from them to act carefully through the business processes and be dutiful when higher authoritative bodies of the company requests something. In contrast to this difference in cultural approach, employees that are part of a organic company structure have a greater level of freedom to be autonomous and shape by themselves the activities involving daily operations. Hence, they are keen to better work behaviour because they are enthusiastic about their position in the company and every decision or risk they take is upon them. Therefore depending on the business model that an organisation decides to undergo, technology will be present to facilitate the process through a transformational culture that in the long run would be seen as the company's authenticity (Erdurmazli, 2020).

When a new technological innovation is presented in the company as a new method to make the company perform better and be one step ahed in the market, it will require a different and new cultural approach since the organisational structure will be transformed. Consequently, the company is required to undergo a change in culture that will need to be able to support the new organisational reinvention by integrating new shared rules, new coordinative roles and new norms that would facilitate the flow of the new innovation. This cultural update would also help the company to have an easy transition from the old culture by also introducing cultural values that would enhance the company's performance. These elements include intensive open communication about the new technology, updated information sessions and ongoing sharing of cultural elements in order to make the company react rapidly to the new change.

However, there have also been researches when technological innovation is presented into the company as a way for the management board and leaders to control the culture of the organisation. They introduce the new innovation as a way to manipulate the current organisational culture and use it as a leverage to transform the employee's behaviour, norms and performance. This is also considered as a "instrumental approach" where the management decides to consciously change culture and control it as a way to make organisation outstanding in the market. But this approach has been debated by many researchers because the cultural outcome in this case can be either effective or troublesome and controversial to understand because employees might even refuse to adapt and sabotage the whole reinvention process. This happens for many reasons and

management should be aware of such difficulties if they want a new technology to be part of their daily operational activities. In this case, organisations that do not welcome change come as a result of insufficient training programs, inadequate explanations or by not having the right approach to the cultural analysis that is about to happen. In these cases, where technology and cultural attributes are not compatible with each other, a different, collaborative approach should be available in order for the change to be implemented and not to fail along the way (Markus & Robey, 1988).

Technology is considered to be the engine of an organisation, especially when the organisation wants to be distinct in the nowadays increased number of technological advancement in the work environment. Taking this into consideration, if the organisation wants to accept the cultural change it needs to be a "learning society". It is very crucial for the management to know the type of employees it has because only this way they are able to distinguish among "learning society" which refers to all the learned concepts and models that the organisation provides, and "knowing society" which refers to the knowledge that the employees possess. In the case when a company is faced with a new technological exposure, the organisational culture must follow the rules of a learned society because technology requires continuous learning in order to promote the right culture for the company. Changing variables should also be taken into consideration whether they internally or externally affect the culture. Learning societies are aware of the change that is about to happen and accept that new innovative inputs from the employee's side is required and are always ready to adapt new approaches for the good of everyone in the organisation. On the other hand, the "knowing society" fear the new cultural changes because they affirmably assume that this approach is associated with losing power in the company or leave behind any kind of perks and benefits (Salisbury, 2016).

5.2 Transformational Chief Executive Officer (CEO)

The leader of an organisation, or better known better as Chief Executive Officer (CEO) is the highest-ranked person in charge, in the chain of hierarchy of an organisation or company. As the conductor of a large orchestra, the main duty of this person is to lead the organisation toward countless success, by providing to the board of directors greater market share and increased yearly turnover. As a lot of famous orchestra conductors, even Chief Executive Officer (CEO) are known for their special talents and ability in terms of how they manoeuvred through difficult periods and how they transformed an unknown small company into a global necessity. All Chief Executive Officer (CEO) are

different and are holders of different leadership styles and abilities and all of them bring new spirit and change to the organisation the moment they are put in charge.

Culture is the most important asset that an organisation has (Ginni Rometty, CEO of IMB, n/a). Steve Ballmer, when he was part of Microsoft back in 2013 said that all he ever did was to strengthen the organisation culture in order for them to continue being successful. On the other side the Chief Executive Officer (CEO) of Starbucks Howard Schultz has noted that their success derives from the strong culture and values that are emitted by every single employee who works for Starbucks Corporation. Studies conducted at Harvard Business School have shown that there is a strong link between strong cultures and successful business models (Hesket & Kotter, 1992). Regardless, most of the Chief Executive Officer (CEO) do not rely on research results because they can find a lot more correlations and solutions by themselves everyday on the workspace.

Nevertheless, organisations are no exception and they tend to enter into cycles, the same way that the economy encounters high and low cycles during different periods of time. If the organisation is facing unexpected market disruptions or new competition that is affecting it, then the Board of Directors (BOD) will need to make changes and changes start from the top by replacing the Chief Executive Officer (CEO) in order to offer the organisation a fresh and new start under new management. Furthermore, by taking this decision the new Chief Executive Officer (CEO) will ensure a new culture that will line up with the strategic and performance goals set by the Board of Directors (BOD).

It is of the greatest importance to be rigorous in selecting and handling cultural changes. Below will be presented some of the actions newly appointed transformational Chief Executive Officer (CEO) takes, as observed from the perspective of begin in top of the hierarchy chain of the organisation, thus creating the needed environment where culture and organisation reinvention will take place:

- Rather than putting all the focus on the crisis that the company might be facing, the transformative leader emphasises to high attention the need to be urgently focused on the true power and potential the company possesses and from here the growth and change starts taking from, thus giving results.

- As the appointed new leader, the Chief Executive Officer (CEO), will try to demonstrate and set an example of the needed behaviour for the organisation. In a nutshell, the Chief Executive Officer (CEO) will try to express a culture that the organisation can absorb faster based on the traits that it shows and differentiates from

competitors, this will make it easier for everyone to adapt faster and easier than making a drastic change that would take longer for the staff to adopt.

- Achieve a sustainable cultural and organisational reinvention by keeping a close eye to the most important factors that the Chief Executive Officer (CEO) highlights as very important.

- The Chief Executive Officer (CEO) will make use of managerial methods such as inspirational messages, state new short-term objectives, long-term goals, new mission, values and vision but with higher diligence.

- Most of the times newly appointed Chief Executive Officer (CEO) force a reinvented culture in a fast way by even changing the structure and certain functions of the organisation and/or creating/shrinking/closing departments, hiring or letting go of staff.

A seasoned and experienced Chief Executive Officer (CEO) will try to accomplish as much as he or she can possibly do by themselves and avoid the delegation of cultural change tasks to other employees.

In order for the Chief Executive Officer (CEO) to guide his employees toward the best new version of culture reinvention that the organisation can achieve, he/she will need to put a lot of attention on a few factors that will help in the long run for faster adoption. These factors are; several positive energy roots, interactivity, self-esteem and self-respect.

At first glance these factors might seem as simple changes but if applied rigorously in due time followed by perseverance they will prove that it can significantly improve the performance of the organisation by a lot. By following this type of strategy the Chief Executive Officer (CEO) can ensure a gradual but efficient culture reinvention of the organisation by creating a diverse organisation with global aspirations.

This tactic might seem slow or ineffective but in truth it has revealed that it is efficient and serves as a compass showing where the organisation is headed for the moment. For instance, back in 2009, General Motors Company (GMC) was going through a post-bankruptcy period. During that time period, interim Chief Executive Officer (CEO) Fritz Henderson was leading General Motors Company (GMC) assisted by the highest executives of the organisation. Since the company had been going through a rough period they thought the only way to change things up was to revamp and reinvent the

culture of the company. Their tactic was to create a form of informal conversations by breaking all the hierarchy levels with the front runner leaders.

What this created subsequently was a series of cultural reinvention sparks which are divided in three important elements;

- Hire employees who can relate on an emotional level with their coworkers and clients.
- Despite and unrewarding the position found in the organisation all need to help and volunteer when it is needed.
- Extreme frugality.

The main and most important duty for a Chief Executive Officer (CEO) is to inspire and to educate managerial strength all over the organisation.

5.3 Mergers and Acquisitions

Nowadays, businesses have understood that mergers and acquisitions offer a new path of economic boost and are able to compete in the market by offering efficient business mechanisms, administration and are able to be closer to the consumer as well. M&A are e very strategic part of an enterprise because it does not only reach the company's desired profitability, but also it is able to add value to the company through technology transfer, human capital, strategic business alliances and very close relationship with the main partner. When a M&A takes place, two or several businesses or organisations combine together their assets and liabilities in order to be on the hold of the company who initially buys them.

For many decades, mergers and acquisitions have been the centre of studies and research in order to comprehend what type of variables have an effect in the overall performance of M&A. Even such, the success elements and reasons of fail, are not well understood by the firm acquirer, the rest of the company and other people interested in this thematic. A relatively new matter that is being taken into consideration regarding the failure or success of mergers and acquisitions is linked with the cultural differences within the M&A and what difficulties can arise when they are integrated together in one (Cartwright & Schoenberg, 2006). In this scope, when cultural risk is present in the newly merger and acquisition company, the problems that would arise would directly be linked with difficulties in having a well performing company. The integration of the

initial merger and acquisitions benefits that were believed to serve for the good of the company, are now seen as an obstacle due to cultural differences.

When a new merger and acquisition takes place, transfer of the company's capabilities also occurs and the management works to better integrate them together, especially the human capital. But, the problem is that the supposed shared identity that mergers and acquisition create is not always accepted by everyone and this is reflected in employee's behaviours and attitudes in the workplace. Therefore, more often than not, the existing organisational culture goes under a transformational process in order to comply with the new business model. For the new organisational reinvention based on culture, the newly merger and acquisition business model will require a better integration by all the members and this should be reflected on their efforts to make things work for the best of the company, positively sharing of experiences and ongoing learning among each other. The new organisation created would require element of positive attitudes in order to reflect a common shared identity among the M&A and try to match with similar attributes so that trust and company's values are performing good in order to limit a potential conflict that might arise due to the differences and the clash of different cultural values (Byrne, 1971).

On the other hand, mergers and acquisitions can also bring new opportunities for the newly reinvented organisation because rather than seeing the difficult aspects of the cultural differences, M&A can gain from this and create new opportunities by learning new cultural norms and values (Harrison, 1991). In this case, company will provide to their employees all the shared knowledge and use it as a competitive advantage because employees not only will try to reinvent their organisational culture in order to comply with the new business model, but they will also have access to innovative knowledge, competitive norms and long term personal capabilities when performing organisational tasks. But in order for the company to gain from this cultural approach, it should be open to change and accept the differences because the potential that mergers and acquisitions offer for a new business are huge and can clearly contribute to its transformation by renewing not only culture but also its position in the market. The change of organisational culture targets different levels of business structure within the company and it is only able to reinforce the right cultural elements when the desired change is able to influence an increased level of understatement, performance and a visible work discipline (Denison, 2011).

Whether the organisational culture in mergers and acquisitions is seen as a positive or a negative decision to be made, is up to the employees to accept the organisational change

and comply with the management vision to take actions towards acceptance because the change cannot be underestimated. Hence, the new organisational culture that will take over the new business model should be thoroughly analysed, especially when the new merger and acquisition that is taking place is the one of the "national-international" level. In this case, a major role in facilitating the process of cultural change is the one of national culture because it defines the viewpoint of international investors and reflects how it is viewed by the country which will host the new merger and acquisition, as well as it will reflect social norms, governmental preferences towards laws, economic reforms and national trade policies that are existent. Furthermore, the national culture of the organisation reflects how work is done and perceived in the company, where concrete measures to level up are implemented, objectives are clear and communication goes along with the company's standards. Therefore when the reinvention takes place, new cultural tools should be embraced (Remanda, 2016).

As long as the cultural change is about to happen and in order for the new merger and acquisition to perform well, the organisational culture should be transformed as part of three main level approaches, which in the long run will reflect the change being made. Therefore the three levels consist on "individual level" and "group team level" and lastly on "organisational level". Respectively, all these cultural levels would facilitate the process of the new cultural change that is about to be implemented. *Hence, the characteristics of each level are as following:*

- **Individual Level:** During this level, each of the employees that are part of the company try to do an analysis with themselves on the actions, values or norms that he or she thinks would be suitable to take with the cultural change. During the change, each one of them should put into use these attributes and make them their daily routines until the desired change is reached. When the new merger and acquisition is under the developing phase, individuals should implement some specific type of behaviours in order to make the process more effective. Also, during this level the employee is frequently asking him or herself whether he or she can comply with the change and agree with it or move away from the company.

- **Team Group Level:** When two or more employees work together as part of a team their daily routines should reflect their skills and the apprehended knowledge that is shared among each other. The process of learning should become the engine of change because each team in the process of merger and acquisition should pivot out each of the team's skills, expertise and capabilities into responsibilities that would reflect the ongoing cultural change.

- **Organisational Level:** Being the last level in the hierarchy, it means that the process of cultural change has jumped on another level and the whole learning process is integrated into the new organisation and executives are ready to facilitate the communication, business models and strengthen step by step the culture that they worked hard to make part of the new M&A model.

It is important that any kind of challenge is ready to be overcome in order to target good cultural implementation and accomplish the M&A legitimacy goals and practices in the long run.

5.4 Decline in the Organisation's Financial Performance

Organisational performance takes three major forms that each management leader should take a closer look in order to analyse their situation on a timely basis. These three performance forms include financial performance, shareholder's return and market performance (Richard, 2009). Therefore in order for all these aspects to act consistently with the company's requirements, they need to make sure that operations and strategic decision making are aligned together. Regardless of the organisation's size, the overall performance of the company should be improving and striving, but when profits, investments or market share is constantly declining, then the management should closely see this as an indication that something is wrong and needs to be changed.

Corporate culture has been studied for years already and people in the business word are making sure to incorporate it in every aspect of the business lifecycle. Conversely, there have been reviewed numerous cases where corporate culture is clearly misunderstood and the organisation's values and norms have an apparent impact on declining numbers, which basically means that the company's values systems fail to deliver the desired profit outcomes. In this case, where companies are undergoing one by one losses, culture needs to be put in the spot and identify what are the underlying problems that are causing such inconveniences. It is true that organisational culture is one of the strongest elements that keeps a company thriving, but if it is not supervised, it can also be transformed to a hassle for the company, where strategy is not defined and commitment is weak.

In the latest years organisational change has been more evident in research studies because more often than not, management teams of companies are understanding that in order to be in line with the company's vision they need to be up to date and lift up

matters. Consequently, when the management team sees that there is not a progress in employee's core values regarding the decline in performance, they should make sure to prompt a cultural change and avoid regular misunderstandings that conflict with the well-being of the organisation based on their annual profits, return on investment or usual financial statements. Profitability is a crucial element that reflects the success of the company and how engaged are the employees to maintain a positive reflection of their productivity and innovative ideas. In this case, the organisation's financial profile is influenced by a strong corporate culture and their revenues are well managed beforehand and everyone who is involved in it knows how to lead by example and is always prepared on how to predict the company's financial status. On the other hand, companies that do not have a steady organisational culture are typically working under pressure and every business operation is inconsistent and chaotic. Hence, the financials of the company cannot be predicted in the long run and tend to be very dysfunctional. This would lead the company to be inconsistent with their goals and not effective.

The very first indication that something is not going right is the decrease in the employees morale and this phenomena often occurs in companies where employees are not well treated and clearly are under-appreciated for their ongoing contribution to the organisation. When the morale is low, employees tend to be pessimistic about their presence in the company and are discouraged to work enthusiastically. It can even go as further as where even customers will not choose to work with that specific company as well. This is mostly reflected under an organisation with hierarchical culture model, where any kind of communication and relationship among the employees and higher statuses, is very limited and strict.As long as the connection that employees have with the company is not performing well, it will consequently reflects a weak company identity and low profitability. On the other viewpoint, it should be noted that shareholder's return and organisation's profitability are directly linked with a rich corporate culture and employee satisfaction.

Culture is not just a concept like any other that comes and goes but instead it is the core of a business because it reflects the DNA of the company; how they work, operate, take decisions or adopt strategies (Ogbonna & Harris, 2000). In addition to this, corporate culture takes a very important role especially when the organisation has decided that culture should be prone to change as a result of many negative economic declines and negative turnovers, therefore in this case is is crucial that the management team makes sure that the process is smooth and feasible for everyone so the internal and external factors go in line with each other and the proper cultural change is initiated. Hence, when the organisation goes under a transformational phase it means that the cultural

change should reflect entirely new employee behaviours and norms (Burke & Litwin, 1992) which would also reflect a new perspective on cultural elements that are realistic to the company and can balance the change coming from different viewpoints. Considering that the business environment is very complex, it is argued by different researchers that cultural change will depend on the nature that the organisations have. Because of this reason, the change, which is actually pretty complex itself, is difficult to be predicted but for the companies that foster change and are open minded towards change, especially when the performance is going downward, cultural changes are quickly embraced and adapted to the new culture of prosperity.

5.5 Globalisation

All businesses that work in an international market level are described as part of a very well-known term that is globalisation. When we do a theoretical breakdown of the word "Globalisation" we end up with a set of variables that are strongly linked with one another and these variables are the following; economic process, political process and social process (Harrison, 2014). These variables create a strong interdependence where even the countries need to cooperate and depend heavily with each-other by having internal or external in-flows or ex-flows of services, individuals or products/goods (Harrison, 2014).

After 1990, new studies such as liberal economic theories were introduced, accompanied by a more sophisticated technology in communication (Axford, 2013). What these inventions and studies contributed to the world were a fast and thorough change in what globalisation is capable to accomplish in long-term and how the organisation's culture worldwide will undergo tremendous changes and will benefit from it (Axford, 2013). This approach is mostly found to be a very positive matter in developing economies/countries, where globalisation is seen as push for economic advancements and innovation. Therefore they are more keen to adapt to the cultural transformation and embrace it to their organisation (Rausch, 2020).

Furthermore, globalisation is regarded to be the accumulation of extended-research knowledge. But what stands out the most from this knowledge is the technological development that has made possible to have borderless organisations worldwide. The main purpose of globalisation is to make possible the achievements under a single market worldwide where we have free movements of good/products, individuals, easier access of data/information, more competition etc. With these much actions, the

organisations worldwide can have the possibility to change, grow and become global necessity (Stefanovska & Tanushevski, 2016).

Nowadays we are familiarised more with the term multinational organisation, which in itself is the effect of globalisation and it means an organisation that operates in more than country. Furthermore it has manufacturing buildings and warehouses that are located worldwide (Leat, 2003). A multinational organisation has an official headquarter (HQ) where it is most of the time in the country of origin, but it has subsidiary facilities and manufacturing buildings elsewhere, where the final good is produced (Hill, 2005). Globalisation shares a direct correlation with the increase of multinational organisation in the last 10 years (Giddens, 1991).

5.5.1 Globalisation Drivers

What primarily drives globalisation are the variables mentioned above; social, political and economic, but what was added later to this formula was the biggest driver that brought the fastest spread and adoption of globalisation and that was the technological advancement (Ritzer & Dean, 2015). With affordable access to technology accessories such as; smartphones, computers, tablets and handheld devices in combination with the spread of the internet, business owners and partners can have faster and more secure access to important data regardless of the position they are around the world (Harrison, 2014).
Through the historical advancement during the span of years, it can be concluded that globalisation is the result of a long procedure that evolved together with the modernisation of societies worldwide (Giddens, 1990). Nevertheless, researchers think that thanks to the further spread and adoption of multinational organisations they are acting as the shell that secures the drivers of globalisation (Harrison, 2014).

The way multinational organisations have helped in the further spread of globalisation is due to three reasons. First, for multinational organisations in order to be a global necessity and at the same time efficient, they need to have a fixed headquarter (HQ) at the country of origin and subsidiary companies scattered around the world. These subsidiary companies act on their own but serve the main agenda of the HQ. In order to have better economies of scale and scope, the subsidiaries have building, manufacturing factories and employ individuals of the country where they are situated. This is why the culture of multinational companies is always prone to changes and so diverse at core.

Second, multinational organisations are companies which have a diverse portfolio and are found in different markets worldwide. They have taken this path since it helps

stabilise the business volatility. Third, due to the fact that multinational organisations work all around the world and are present in different markets they have the chance to find the best employees with different backgrounds and experiences and relocate them where they can gain and give the most for the organisation, thus creating a diverse and knowledge-full culture.

The more diverse the culture of a multinational organisation is, the more the economy and the society of the country where this company is located will benefit in the end (Kristensen & Zeitlin, 2005). Additionally to this matter, the communication among employees and other parties that compose the organisation, serve as a connector with multinational companies by sharing with them values, norms and beliefs that are found among other cultural attributes found abroad when reaching a globalised level. In the end, these cultural practices will enhance cultural patterns and will continue the path of keeping together a company no matter the implications or risen or previous cultural paradigms (Hofstede & Minkov, 2010).

6. Theoretical Frameworks

In this section you will find a more in-detail analysis of the frameworks that have been used in order to guide this research on corporate culture and reasons of organisation reinvention. Hence, below are listed and explained some of the frameworks which are seen to be fit for this research.

6.1 Hofstede Cultural Dimensions

Hofstede's theory was developed to give an insight and understand how culture among different countries works and what are the main differences that distinguish them when doing a comparison. Culture represents so many dimensions and depending on the country, individual's personality and business model, it varies. Especially in international business environments, Hofstede's cultural dimensions are very helpful in managing different cultural attributes because they will act as a guide in managing effectively the company's communication with other employees, how to connect with them and motivate them to have a good performance in overall (Hofstede, 1980). *Consequently, his theory pins down six elements that construct the culture:*

1. Index of Power Distance

This cultural element reflects the scope of tolerance towards power and individual inequality within an organisation. Usually, this dimension is seen as it is reflected by the individuals that are in a low rank in the company. Hence, they see power distance in two levels; high and low. Respectively, in a high index type of culture, individuals agree with the fact of not being equal in the company and tend to accept all the forms that bureaucracy takes. In their position, they value the authoritarian group and respect the ones that are above them. On the other hand, cultures with low index value other management styles and encourage individuals within the organisation to be participative in the whole decision making process and are responsible for their position in the company. They also advocate a flatter structure in their system in the company by motivating employees and management to collaborate and reduce structure levels among each other.

2. Individualism versus Collectivism

This dimension reflects how close individuals, part of the organisation, feel that they are connected with each other and how they perceive their stake in the company. Therefore, in the cases where employees are prone to individualism, it means that they put themselves first and want to reach self goals and always put themselves first when it comes to the workplace. On the other hand, collectivism reflects how individuals prioritise the well being of the group in the workplace rather than their personal goals. They have collective interests and their actions reflect group harmony.

3. Index of Uncertainty Avoidance

This is a very important dimension because it reflects how well prepared individuals are in front of unexpected circumstances that might arise in the workplace and how good they are with dealing with such events. Individuals who usually do not take risks and do not tolerate unknown situations are said to have a high index of uncertainty avoidance, whereas individuals with low index of uncertainty avoidance, are said to be open to new changes, they take risks and can tolerate unknown situations very well.

4. Masculinity versus Femininity

This dimension reflects how good the roles within an organisation are distributed and how things are achieved. Consequently, when a society is prone to masculinity, it means that it will reflect an assertive organisation which is bold and authoritative in its decisions. On the other hand, when societies are prone to femininity, they will reflect modesty, cooperation and a nurturing working environment.

5. Short versus Long Term Orientation

The term orientation directly reflects how individuals take decisions regarding the time fulfilment. Hence, for short term orientation individuals are mostly focused on the present and take decisions or execute goals that are quicker to implement, whereas for long term orientation, all the actions and decisions are taken by having the future in mind and work to have a successful organisation in the long run.

6. Indulgence versus Restraint

Lastly, this dimension reflects how able are the individuals in fulfilling their wishes and aspirations. In this scope, indulgence refers to those people who are able to free themselves from enjoying the good attributes that come along, whereas restraint refers to those who crush down their needs that they wish to acquire because of strict regulations, different behavioural elements or not the same social norms (Hofstede).

6.2 Denison Cultural Model

Denison's cultural model is another practical framework that organisations can apply in order to analyse how efficient their corporate culture is regarding all the company's practicalities. This model focuses its search on four main cultural element such as adaptability, involvement, mission and consistency.The Denison Model has also been used to analyse how corporate culture reflects company's growth, return on investment (ROI), innovation advancements, job satisfaction and other essential metrics that reflect the well being of the company in the long run. For instance, these four important elements evaluate the behaviour of the individuals who are part of the organisation and try to measure its corporate culture:

Adaptability: is one of the elements that reflect the ability of the organisation to be able to adapt given different situations that might arise. Such situations include taking important decisions, last minute changes, flexibility towards the customer's needs or being able to overcome riskier situations. Hence, depending on how flexible is the organisation to respond to the changing surrounding environment, the better it will reflect the culture and the employee's behaviour. Along the way to adaptability, an organisation needs to constantly welcome change and try to adapt accordingly to the tools and action needed. Furthermore, by being adaptable, the company who improves the communication with customers and learns from their mistakes and puts the focus on ongoing learning, means that employees are meeting what is expected from them.

Involvement: includes all the activities and responsibilities that employees initiate in order to show their alignment with the organisation's goals. By taking these actions, they also develop their sense of belonging to the company and are committed to make

things work for the best. Some elements that reflect this type of corporate culture resemble attributes such as being empowered and free to make decisions in relation to the main vision, they support other team workers in order to encourage a uplifted culture and they also work further to develop their capabilities by taking innovative competencies and new skills.

Consistency: this dimension includes all the activities that each one of the employees partake in order to smoothly integrate coordinative elements as part of a good organisational governance. By following a high level of coordination, it means that the organisation has worked well in creating a well built structure which is stable internally and externally. In this scope, main values that are needed by the employees to share are the ones that are consistent with the objectives of the organisation and are able to clearly communicate with each other through open dialogue so that they can overcome difficulties. It is crucial that the coordination in the company is well aligned in order that everyone can understand its importance.

Mission: reflects how good and well prepared an organisation is to be vigilant about its capacity and how able it is to predict company's metrics over time passing. By saying this, I refer to the organisation's power of having a stable growth scale over the years and ongoing profitable investments. Some important dimensions that the mission is entitled to perceive include a strong strategic vision, where the organisation lines the strategies year by year and defines which one is more important to give priority in order for the organisation to be able to reach its goals sooner than later. Then, on the other hand, the organisation should demonstrate that short term goals are also important because employees can see where they stand with their contribution to the overall strategy. Only by laying these elements down, the organisation is able to create a stable vision to look forward to (Denison & Neale, 1996).

In order for the Denison Cultural Model to be completed, two main dimensions are also taken into consideration and this is done to see how the culture is better reflected within these circumstances. Hence:

1. **First Dimension:** includes all the internal points that put highlight all the activities that occur within the organisation, and it also includes the external point, where the outside world around the company is happening and affect the organisation.

2. **Second Dimension:** reflects the both sides of the coin in an organisation; act of control and stability, both being crucial matters for the ongoing of the company. Hence, there is a collaboration among the fact of being flexible to act and grasp the

changes in the company, but also to keep being stable in a particular circumstance along the way.

6.3 Competing Values Framework (CVF)

Competing Values Framework was developed by a researcher R.Quinn, who was actually well known about his dedication and experience in change management what effects it had when an organisation decided to undergo transformational change depending on different reasons (Quinn, 1991). This model reflect four main models about cultural management and based on numerous researches that were masterminded, they were considered to be opposing cultural elements, but yet very essential when linking them with the overall culture of the organisation. In the overall, Quinn's model demonstrates how the culture of the organisation and all its elements have an impact on the organisation's performance.
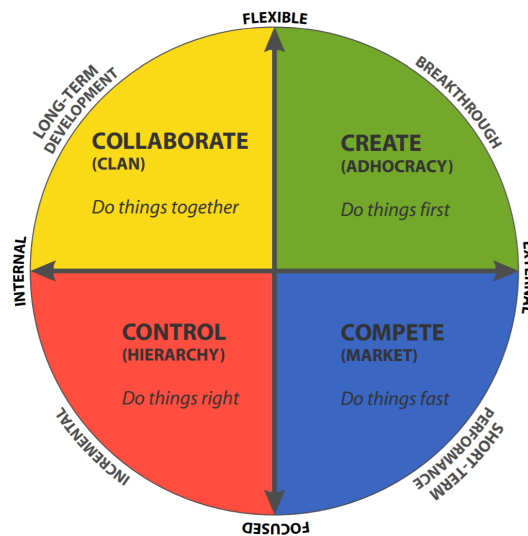
Fig.3 Quinn's Competing Values Framework (Cameron & Quinn, 2005)

As seen from Fig.5, the all CREATE-COMPETE-CONTROL-COLLABORATE cultural framework, is built upon different quadrants where different suppositions are explained based on the cultural trait. Furthermore, each colour section represents a new company typology and each one of them is different from one another, where cultural elements, management styles, leadership influence and company effectiveness are composed of different values. This occurs any time an organisation decides to follow a certain cultural path and according to it, it adapts new changes and long term goals. Besides the cultural insights, CVF was ideated as a form to ease the transition process of old corporate culture models to the today's modern age of information, in which

everything can be reachable and assessed in order to highlight the organisation's competitive advantage in the market (Cameron & Quinn, 2005). Other than that, the model reflect what are the main qualities of the organisation that would be used in its favour to stand out from the rest and to continue to arise in the future. The model has similarities with the already mentioned framework, "Denison Cultural Model", and since it explained the cultural matter through pattern archetypes, it can be used to map out other theoretical models as well, which in common have organisational culture.

Internal-External Company's Orientation:
In order to better evaluate the culture change within the organisation, it is effective to clarify what approach the company follows. For instance, when the company is internally focused, it has put all its efforts towards the internal development where more attention is given towards workplace activities and their integration of collaborative actions on a daily basis. On the other hand, when the company's focus is externally, the organisation tries to be open towards the changing environment and reflects it by transforming their actions based on new trends such as innovations, technology advancements or by looking to their competitors. Either way, both orientations are crucial to be mentioned because they make sure the well being of the company's efficiency and how dominant they will be in the future and depending on the framework that the organisation decides to implement, the nature of the company will adapt accordingly.

Stability- Flexibility Orientation:
Flexibility is a much appreciated orientation for an organisation to acquire, especially when it goes through different levels of change throughout the years or due to different reasons, it requires a reinvention. Consequently, being flexible indicates that the company is able to lean on employee's teamwork and value their autonomy of being able to lead situations when needed. Contrary to this, a more stable approach will reflect solid and secured organisational culture where individuals are on constant planning and on clear visions. Depending on their organisational culture, different drivers are prone to ongoing analysis and specification.

6.4 Lewin's Model

Nowadays, the process of change is a common phenomena that is occurring more often within the organisations, because let's face it, everything is moving fast and organisations need to adapt as far as possible. It is quite complex work to be performed but it is crucial for organisations to be prepared on how to manage change, because while some thrive through this process, others face different obstacles along the way.

Given the nature of the organisation and how well prepared are its employees, the change management would be facilitated or difficult to follow. Therefore, Lewin's change model is a very used one when it comes to its ease of use and simplified comprehension. According to Lewin, change management goes through three main stages and each one of them indicates how well are the organisations prepared towards change (Lewin, 1947).
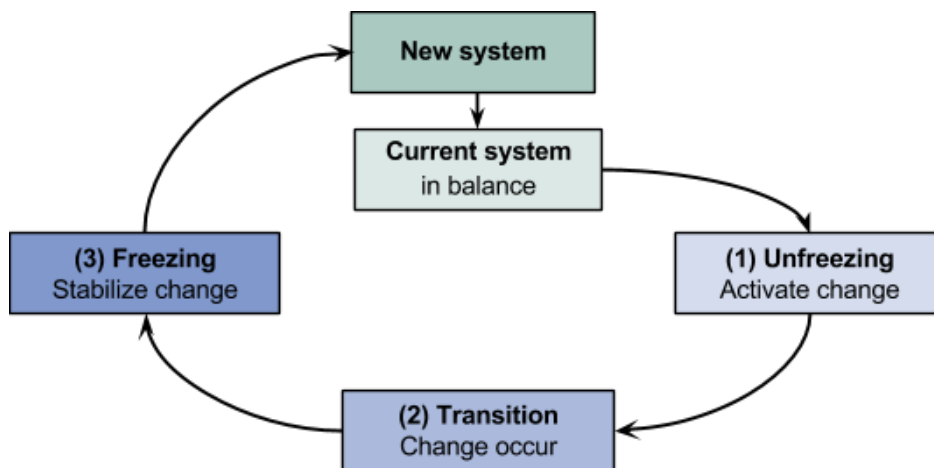
Fig.4 Lewin's Change Model (Lewin, 1951)

Phase One: Unfreeze

Today's business or organisation's environment is constantly under a change state due to several reasons that internally or externally affects it. The process of change does not happen instantly and companies are always in the look out of renewing their organisational tactics. From the Glieck's perspective, change within the organisation tends to reflect a chaotic environment as different variables such as culture, work environment or change resistance are difficult to be controlled all at once (Glieck, 1987). Hence, according to Lewin's model, the initial stage "unfreezing" would reflect all the first actions that the organisational leaders would follow to prepare the company and it's staff that change is needed and how they should get used to it. It is in the leader's hand how to perceive the change message as clear as possible and guide them into the new way of beliefs and attitudes. In this phase, how things were done in the past will start to shift and each one of the employees will need to effectively start creating a new balance among what is gone and what should be done (Lewin, 1951).

Phase Two: Change

In this phase, employees are asked to really be engaged with the activities that compose the new process of change, hence they will be constantly asked to express all their knowledge, experiences and skills into the process. It is also expected from them that all the uncertainties that might have arisen during the first phase, to be resolved and start supporting the change. Again, it should be kept in mind that change will require a lot of time until it is settled down and accepted by everyone. However, many employees would not comply with the new change process and resist acquiring new change activities, but in any case, the employees should be aware of the benefits that the company will gain after the new change is settled down. According to Lewin's model, the extent of involvement that is required by the leaders will reflect how fast or slow the integration of employees will be (Lewin).It is more than necessary that they openly communicate with each other because as long as people connect with the company, their transitional phase would be less difficult.

Phase Three: Refreeze

The last phase that the organisation experience reflects the already shaped change and how the individuals within the company are embracing it. This would be reflected in the newly applied work conditions which are contributing to the "refreezing phase" where the organisation tends to be more stable and consistent of what it requires. In this sense, employees are adapting themselves with the new cultural, behavioural and task changes and are maintaining a state of stability among them because they are likely to feel more self assured and positive about the implemented change. According to Harris and Beckhard, the implementation of the new change should reflect three main activities such as new structures of change management, ongoing planning of activities and being committed to such planning (Harris & Beckhard, 1987). If the employees and the whole organisation do not go through the "refreezing phase", they would continuously be under a transitional obstacle where they would be confused of what is expected from them and what they can offer during this new implemented change.

7. Hypothesis Development

This chapter will be all about hypothesis development and analysis. The composition of the hypothesis has derived from the research analysis done on the upper part of the thesis (literature review) and it was concluded that six hypotheses would be adequate to reflect the research question on corporate culture reinvention.

H1a: There is a positive relationship between a new technological innovation and employee adaptability.

New technological innovation in the workplace is seen as an improvement of the overall company performance, therefore the employees are ready to foster the change and adapt to it. 1 in 3 staff members declare that technological innovation has made the work environment interesting and safer, so they simultaneously reflect its impact on their daily embrace of innovation. As long as the employees accept the new innovation and know what good attributes come with using it in the workplace, it means that they know that efficiency will be higher and communication and adaptation among the employees will be more accurate, collaborative and straight to the point. According to Stuart and Heinze, a new technological innovation would regulate the hierarchy in the organisation and each function would be more clear and efficient (Stuart & Heinze, 2000).

H1b: There is a negative relationship between a new technological innovation and employee adaptability

The implementation of a new technological innovation within an organisation can trigger the employee's will to try and adapt to the new innovation and accept it as part of the daily operation. Consequently, depending on the situation of the company, the new innovation might not be expressed clearly and it will reflect an obstacle (Oke, 2007). From research, it was found out that in theory employees accept change, but the moment it is ready to be applied, innovation appears to be challenging due to lack of training, transitioning to the new technology and lack of knowledge/talent. If the change occurs suddenly, it would be difficult for the employees to adapt, hence all the future steps that they will take have to be incrementally changing. For some of the employees, adaptation is risky and they refuse to accept the change (Isomäki, 2018).

H2: A new CEO/leadership has a positive effect on organisational culture transformation.

Organisational culture differs from one company to another, hence while some are successful in what they are good at, others are failing. Hence, except for a well defined strategy, culture is the main element of a successful path. But the culture cannot stay still. From many researches, it was concluded that companies fail because they do not act immediately in adjusting they culture until then, it seems that efforts will turn out to be worthless. New leaders or CEOs are proven to influence a new business environment right away by including employee performance, their engagement with the company's goals, innovation, productivity and so on. By using their experience and knowledge,

CEO and leader bring into the organisation a new perception of how to do things and try to influence the change them with their behaviour (Brooks,1996). On the other side, Li examined a positive relationship between a new CEO and cultural change, by pinpointing more their supportive values that facilitated the transformational change (Li, 2001).

H3a: A new established M&A positively affects the change in organisational culture

 A research study by Morosini reflected that mergers and acquisitions established among companies in Europe and USA have a better performance because they used the cultural differences as their competitive advantage (Morosini, 1998). This positive performance was monitored under a two year period and the different the cultural attributes among cross border mergers, the better the performance reflected on sales return and a well managed organisational routine. This study was further monitored and confirmed after there was conducted a heavy data research on more than 800 M&A situated worldwide from 1991 to 2004 (Chakrabarti, 2009). Along with this, other outcomes that positively reflect the performance of the newly merged M&A include new learning opportunities among firms, extensive open communication, better sharing of know hows and knowledge in general. Employees, coming from different nationalities and having a rich background on cultural differences, engage more with each other in order to learn and reflect the degree of cultural dimensions within their company. Since the performance is positively reflected, employees are encouraged to stay longer with the company and recognise themselves with it in the long run (Reus & Lamont, 2009).

H3b: A new established M&A negatively affects the change in organisation.

When two or more companies decide to merge together, one would think that it is enough to analyse the company based on those numbers. However, within the M&A it is required much more than numbers, it requires human capital. In this case, M&A would turn out to be somehow risky because each one of the employees reflects their own culture, values and personal experiences. In this case, a clash of cultures is possible, especially when everything is fast paced.Therefore, according to a study made by Deloitte, some of the main elements that affects organisational culture include prolongation of the overall decision making, talent loss or reduced work integration (Deloitte, 2009). When the new M&A took place, it was seen that some kind of pressure held back the organisation from having a smooth integration. This is directly linked with the uncertainty that the employees feel during the merging process and as things move way too fast, it is difficult for them to be certain about their future in the company. What

is most important in this case is that both parties involved in the new M&A fail to take actions to integrate cultures, instead they do not recognise the cultural traits of one another. From the results of Bain research in 2017, it turned out that when parties engaging in the M&A will be in continuous conflicts and they also do not put effort in achieving their already given word (Summerfield, 2019).

H4: An implemented adhocracy culture reflects a positive relationship with the organisation's financial performance.

When an organisation undergoes a cultural transformation in order to improve its financial outputs and overall performance, adhocracy model is the most preferred one. It is found out that there exists a positive relationship among the implemented adhocracy culture and financial performance of the company. According to Cameron and Quinn, this cultural typology reflects an innovative culture, full of dynamic and creativity in the workplace (Cameron & Quinn, 2005). Therefore, adhocracy culture emphasises adaptability and reflects a better orientation on how to do things in order to have positive outcomes. This cultural model, when implemented in the organisation, reflects a supportive system where employees are influenced to take action and grow the company's figures. Furthermore, the adhocracy cultural model is said to act as a middleman among the organisation's performance and the leaders who initiate a cultural transformation (Ogbonna & Harris, 2000). It was seen that the company would have sustainable growth on its profitability which supported the long term performance growth.

H5: An implemented hierarchical culture negatively affects the organisation's financial performance.

Companies that are structured in their composition have the tendency to have a hierarchical culture as well. In this scope they reflect formal communication, limited social interaction within the organisation, extremely high competition among the employees and they are values based on their position in the company, either way their say would be disregarded (Cameron, 2005). Seeing this cultural presentation in the long run, evidence of lacking good financial performance would be reflected. There have been many studies established on this matter and this cultural model has many anomalies and does not really perform well (Tseng, 2010). Further to this, Böreskei and Fekete also studied this matter and agreed that there actually a negative perspective towards authoritative and hierarchical cultures and financial performance (Böreskei & Fekete, 2011). A well performing and inclusive corporate culture is the one that is a network of connections, where people actually feel they are part of the company. Only

this way their problems will be addressed and the growth potential that the company holds will be maximised. If the communication is centralised and hierarchical, there will be a miscommunication of deliveries, production delays and less economic opportunities available.

H6: A new path towards globalisation positively affects the rapid growth of cultural change

It comes a time during the lifecycle of a particular organisation that overcomes the national level and decides to expand economical, social or political relationships with other countries. Operating in an international market will require the company to be ready to survive in this new environment. According to Tanushevksi and Stefanovska better movements of information, communication and other benefits guide the organisation to have to experience a new cultural change that can enable a new path towards the future (Tanushevski & Stefanovska, 2016). The organisational culture will change gradually as a result of companies jumping into the bigger market and there are no limitations to any extent. Tomlinson believes that when a company follows the path of globalisation, culture is the ultimate element that matters more than anything else (Tomlison, 1999). Since the context of every organisational action is diverse, it should be expressed in a wider understanding, considering that they will be exposed to bigger cultural interpretations.

8. Methodology

For this thesis dissertation research, a quantitative method would be more appropriate to reflect the end results regarding corporate culture reinvention. This method was used to dive deep in the analysis of Albanian companies and explore how they interpret corporate culture, how ready are they to undergo a cultural transformation and finally to reflect the reasons why companies follow a cultural reinvention.

Research Design

The study reflects a quantitative research, where all the data compiled and analysed examine different variables. Consequently, a correlational research also seems wise to use in order to give a better analysis on the relationship that the variables have with each other. The variables to be studied are five: technological advancement, a new CEO/ leader, a M&A, financial performance and globalisation. Hence, this method would lead to having more precise and well-defined understanding of reasons that might influence

corporate culture reinvention. To test if the hypothesis are proven or not, quantitative datas are analysed and according to the results it will be seen if the correlation is weak or strong, depending on the factors.

Overall, the analysis is done in a descriptive form where it was conducted an in-depth overview of the Albanian corporate culture and its main characteristics were pointed out starting with an historical background and coming to the latest days. A survey type of research was used to come to data analysis and conclusions. Considering that my internship is done in an Albanian company, the survey was sent to Albanian individuals, located and employed in Albanian companies or organisations, mostly occupying a work relationship like employees, management, associates partners or simple staff. I had the chance to distribute the survey to not only the employees/management staff of the company where I did my internship, but it was also sent to the clients (firms) of the company and their employees. The exact number of the employees was not 100% known, therefore for this survey I retrieved data from 96 participants from the sample and all the datas gathered were used in the analysis of the final results.

The survey was conducted on an online platform and from there was distributed to the respondents with an expectation that they will respond voluntarily, again online to be more feasible and quicker in data gathering. There are ten questions asked where the three first questions are composed to have a better understanding of the respondents background and know their overall opinion on cultural transformation. Then, the rest of the questions are linked to the core of the research topic. Employees/Management were not required to share their specific position on the company, names or their age in order to respect their anonymity. Instead of their age, they were asked to share the amount of years they have been part of the company and in which work category they were situated.

To continue, the questionnaire was composed in Albanian language, but translated in English for the convenience of the reader. It is done on a multiple choice form in the Likert Scale. The scale reflects the degree of respondent's agreement or disagreement scale, scaled down in five elements, starting with "Strongly Disagree" and ending it with "Strongly Agree".(See Fig. 5 below)

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
(1)	(2)	(3)	(4)	(5)

Fig.5 Likert Scale (1932)

I decided to follow the Likert Scale in my survey because the respondents would not give just a plain answer of "yes/no", instead their answers will reflect their opinion based on a level of degree. In this case, when the survey datas are retrieved, they will be analysed by using "descriptive statistics" in a deeper form and the insights will be expressed numerically (percentage), as well as in a visual format. Furthermore, Likert Scale offers a reliable and valid way to evaluate the respondent's viewpoint on this specific matter (Likert, 1932).

9. Data Analysis

This chapter will give a full insight of the core of the research where each of the survey questions are analyzed in a descriptive statistics form one by one in order to give details as much as possible. A graphical representation of each question is also performed for easy understanding of data.

Descriptive Statistics: Overview of Demographics
The first part of the survey reflects an overall insight on the demographics and research population that partook in the survey. This is done to understand their position in the company and for how long they have been part of it.

Graph 1: Research Demographics: Q1. What is your position in the company?
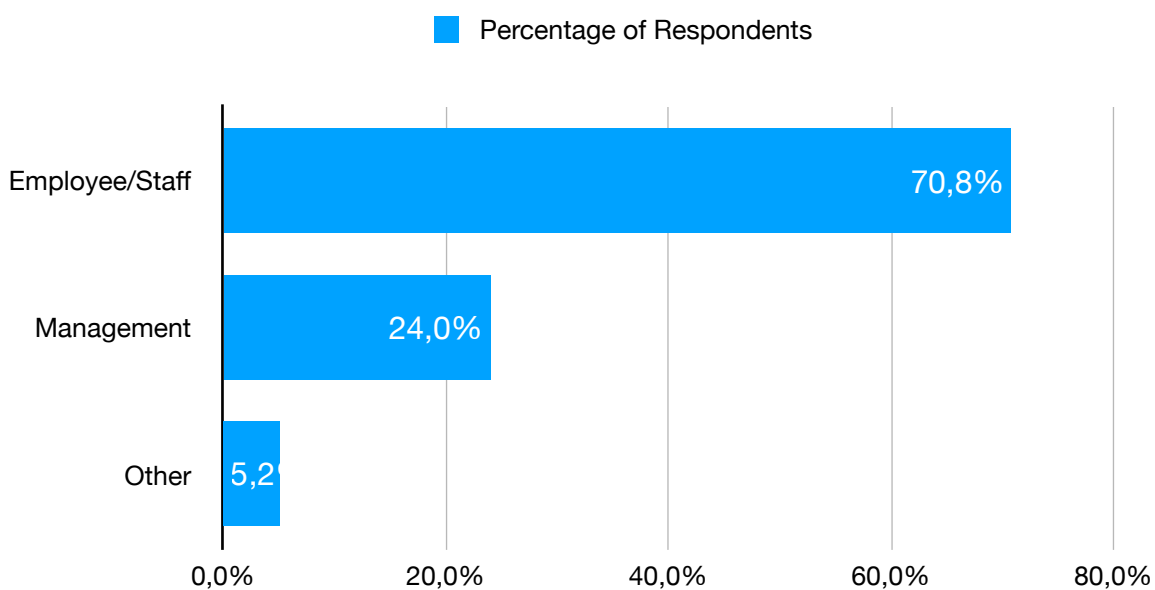
This is an interesting indicator because it will give an indication over the people who are in favour of cultural change and how their longevity in the company affects their opinion on cultural transformation. In this survey the total amount of respondents were 96 individuals, where the majority of them with a percentage of 70,8% were part of their respective company as employees, 24% were part of the management and only 5,2% belonged to positions other than those already mentioned (associate, founder, partner). For this particular research, age, gender, education or previous work experience are not necessary because their time of being part of the company will reflect the need for cultural transformation and for which particular reason they agree the cultural reinvention is happening.

From Graph 2, which also reflects the second asked question on the survey, you can see that the majority of the employees/management have been part of the company for more than 3 years. In this scope, 35,4% of respondents have been part of the company from 6 to 9 years and the other 31,3% from 3 to 5 years.

Graph.2: Longevity in the company: Q2.For how long have you been part of the company?
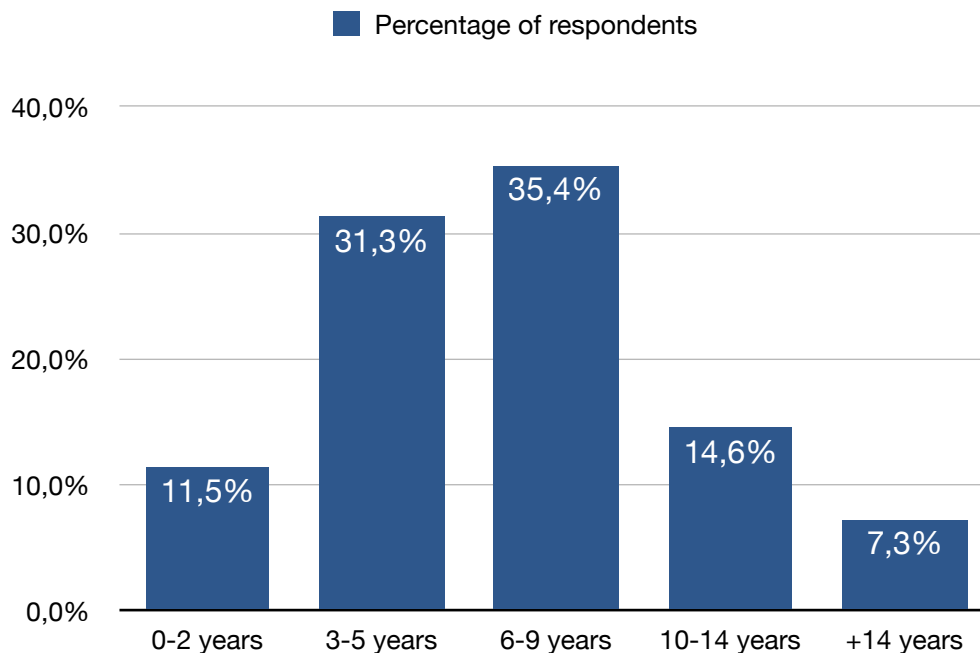
To further know the respondents, they were asked to share their degree of agreement whether the company they are currently working for needs to undergo a cultural transformation. Hence, the majority of respondents were in favour of a cultural transformation in the company (as seen on Graph 3) they are currently operating; about 60,4% of them agreed and 15% strongly agreed.

Referring to their longevity in the company, I would like to make a connection with the years they have been part of the company and the need for cultural reinvention. Here you could see the tendency that the employees/management that have been part of the company for a longer period of time, feel that the cultural transformation is a must and it's time for an organisational change.

Graph 3: Need for a cultural transformation/Q3:To what extent you agree that the company you are currently working needs a cultural transformation?
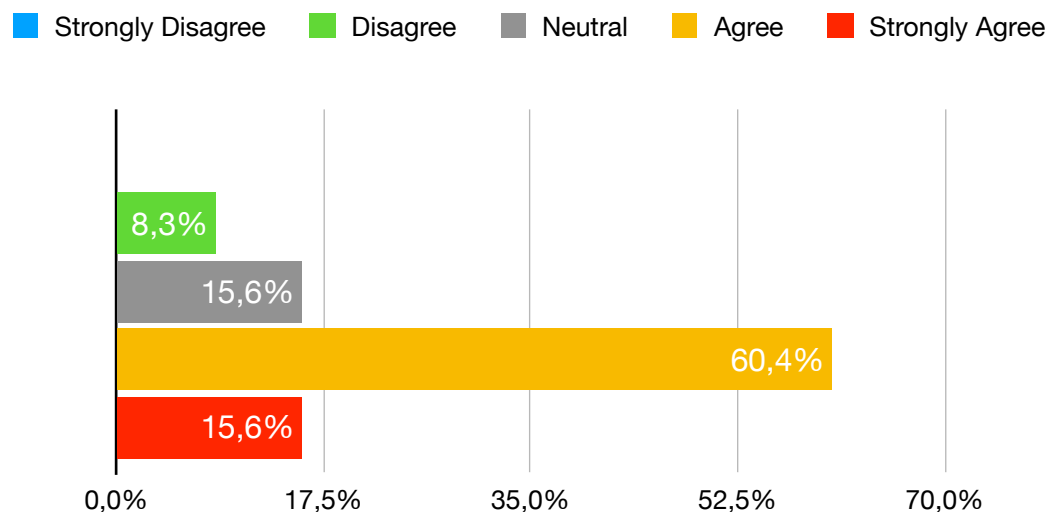
Descriptive Statistics: A new technological innovation
This part of the research reflects datas in correlation with Hypothesis 1a/1b which studies the degree of how people see technology as part of their daily work. For this particular variable, even the already researched material gives indication that a new technology may not always be seen as an opportunity but also as a threat. Therefore, it made more sense to verify both sides of the coin:

H1a: *There is a positive relationship between a new technological innovation and employee adaptability.*
H1b: *There is a negative relationship between a new technological innovation and employee adaptability*

The research question number 4 correlates with this particular section, hence, individuals were asked "To what extent you agree that a new technological advancement in the company will improve its overall performance?" From the datas gathered we can see that 69,8% (seen on the below graph 4) of the respondents agree

that technological advancement will be a very strong element to improve the employee's performance, and not only. Only 3% of the population was neutral about this topic.

Graph 4: Technological advancement/Q4: To what extent you agree that a new technological advancement in the company will improve its overall performance?
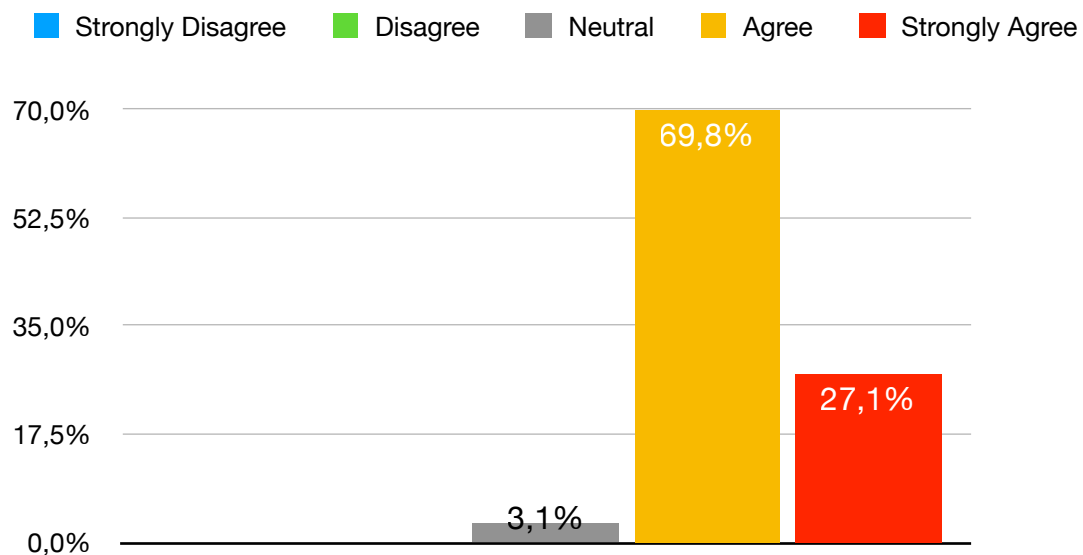
This positive behaviour towards innovation comes as a result of viewing it as a vital part of development and since Albania is still a developing country, innovation is seen as the path towards change and improvement. Even though sometimes technological advancements tend to be difficult to comprehend and adapt in the employees daily work, it seems Albanians are ready to adapt and reinvent their cultural traits to better meet the needs of their companies.

Descriptive Statistics: A new Transformational Leader/CEO
In an interview Richard Branson stated that employees are the ones to come first in the company and not the clients, because as long as the employees are treated well and listened to, they will take care of the clients as well (Schurenberg, 2020). Of course, not all the leaders/CEO go beyond their job description, however, the ones that do, are ready to guide the whole company in the right direction and lead by example. Usually, people who are part of this type of organisation know the importance of cultural traits and what it is like to be part of a well established organisation that puts employees first and lifts up values and visions. Hence, to better get some insights from the Albanian perspective, the research question "To what extent you agree that a new CEO will bring

supportive values to facilitate cultural change" was proposed and the following hypothesis was analysed:

H2: *A new CEO/leadership has a positive effect on organisational culture transformation.*

From the datas on Graph 5 you can see that 74% of Albanian respondents agreed that a new CEO will facilitate cultural change in the company. From my point of view, I can say that cultural change is so welcomed in the Albanian companies and this comes from several reasons. Firstly, their call for a new CEO indicates that they are not pleased with their current situation because truth to be told, the majority of Albanian leaders/CEO have the tendency to put their self interest first, to increase their wealth and concentrate their work only to shareholder engrossment. The datas retrieved from Transparency International Corruption Perceptions Index (TICP, 2002) show that business people in Albania have a 42,6% corruption rate, where the highest rate of 86,6% is seen among high customs officers. All these alarming numbers add up to the pessimism that employees feel in the workplace and their call for change is rarely taken into consideration. So far, the implementation of cultural reinvention has appeared to be weak and the problem was not addressed to the right people, but it is more than evident that it is time to follow a new approach.

Graph 5: A new CEO/ Q5: To what extent you agree that a new CEO. Will bring supportive values to the cultural change?
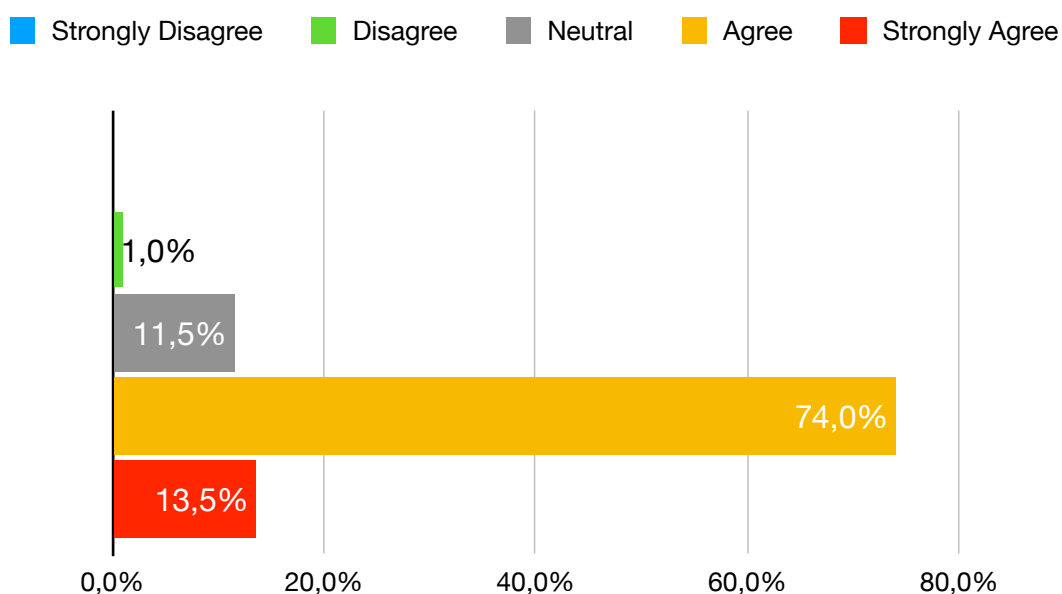
**Descriptive Statistics: A new Merger&Acquisition (M&A)**

Nowadays, more often than not, companies are deciding to follow a combination as a way to increase their overall value of the company. M&A is one of these methods where they are headed up. In this case cultural transformation is inevitable, however, even though opportunities are great, in most of the cases, companies are faced with the barrier to merge due to different cultural backgrounds. Hence, the following hypothesis are analysed since the opinion on this matter bas biased:

H3a: A new established M&A positively affects the change in organisational culture.
H3b: A new established M&A negatively affects the change in organisational culture.

From the responders viewpoint, 59,4% reflects a disagreement when answering the research question nr.6: "To what extent you agree that M&A positively affect the change in organisational culture". The common opinion explains that the penetration of M&A in Albanian market is low in number and has slowed down in the country. Hence, by not having sufficient or the right information in this field, the employees might fear that the change in organisational culture would negatively affect the well being of the company due to cultural risks. Along the way, they feel less and less motivated to be part of the cultural transformation under a new M&A, hence they are more keen towards cultural change resistance.

Graph 6: M&A/ Q6:To what extent you agree that M&A positively affects the change in organisational culture?
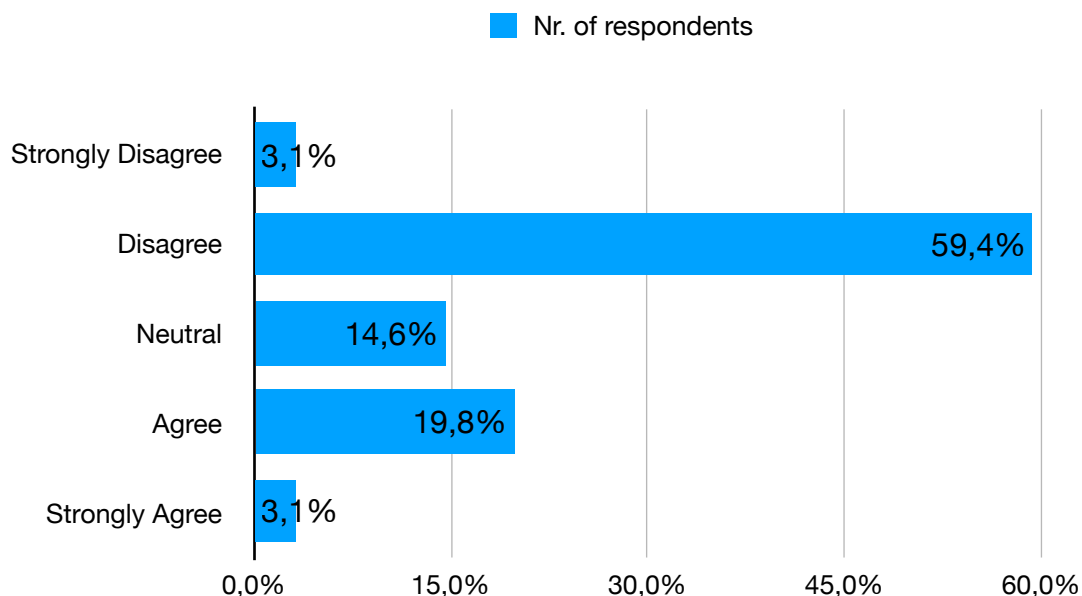
According to a study, around 90% of the M&A established in Europe are inadequate to meet they forecasted future goals and objectives because merging together corporate culture and its governing constitutions is a difficult arrangement to be done (Hay Group, 2007). Furthermore, Weber states that merging of a new M&A and having high degree of cultural differences on both parties, would leave room for a potential conflict, especially when the degree of integration tends to be skyrocket (Weber, 1996). Therefore, the H3b is proven to be true, whereas H3a is rejected in this analysis.

Descriptive Statistics: A decline in financial growth

It is a common approach to start the change with the people within the company in order to experience the desired results, and when the company continues to have ongoing negative financials each end of the month, a recall for cultural change should be made. Depending on the organisation, the new cultural reformation should reflect positive outcomes but in order to be on the right path, the companies should look for adhocracy culture. The two statements analysed are as following:

H4: An implemented adhocracy culture reflects a positive relationship with the organisation's financial performance.
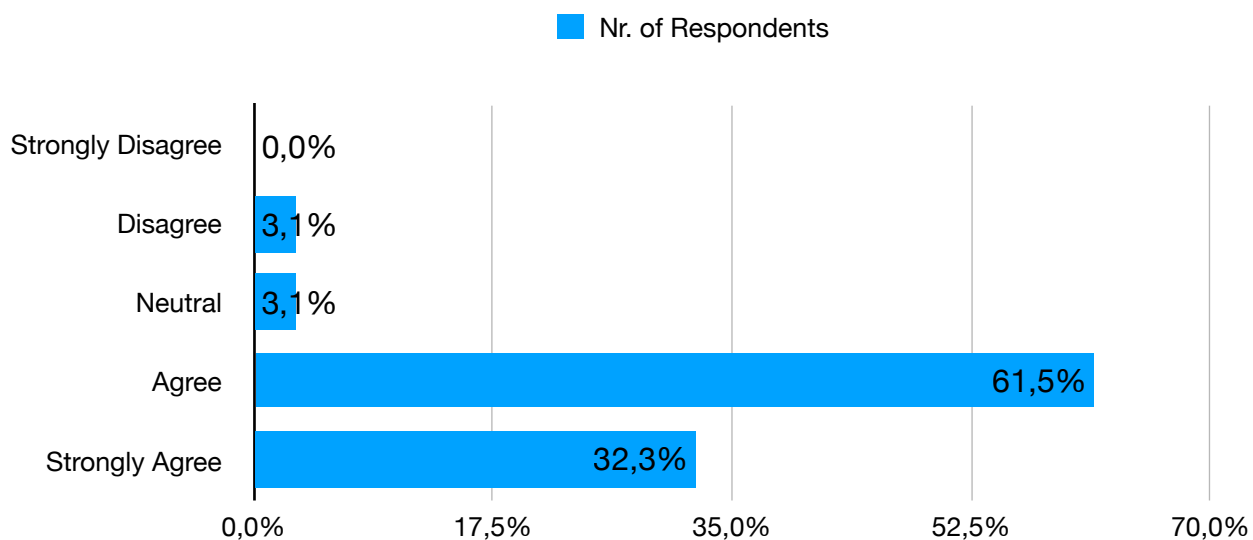*H5: An implemented hierarchical culture negatively affects the organisation's financial performance.*

Graph 7: Adhocracy Culture: Q7:To what extent you agree that the company faces sustainable financial growth when a new adhocracy(quickly adaptable) culture is implemented?
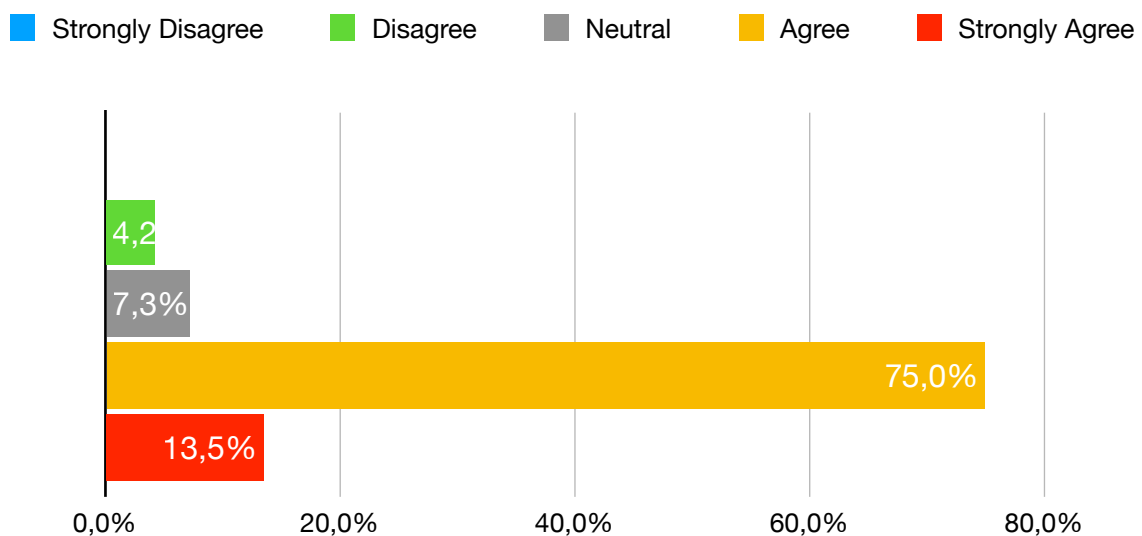
From the results of the question 7, it is seen that 75% of the respondents were in favour of a cultural change in an adhocracy model to improve the company's financials in the long run. As already mentioned, when top managers only focus their attention on having personal profits, it is true that the company will start to fall down financially.

Graph 8: Hierarchical Culture/Q8:To what extent you agree that hierarchical/ authoritarian culture harms the financial performance of the company?


On the other hand, for question 8, the majority of the respondents (61,5%) agreed that an hierarchical culture would not lift up the company's financials if implemented and 32,3% strongly agreed. Coming from a post communist country, where everything was controlled and under an authoritarian leadership, the need for change is huge. It is sad that you can still find authoritarian cultures on Albanian companies where the opinion of employees is never heard and communication is shut down. Hence, from their responses you can see that under circumstances that financials are going down, an adhocracy, adaptable culture would be more than welcomed.

Descriptive Statistics: Globalisation

A lot of Albanian companies aim to go global, however there is needed a long way ahead to be prepared for the international markets where everything is stricter and more complex. Thus, 61,5% of the respondents agree that when going global cultural reinvention is absolutely required in order to establish clear goals and visions. Being successful in an international market, cultural differences will be present and in order to adapt to the fast changing global environment, the national culture needs a change in order to embrace all the risky cultural mishaps. Hence the hypothesis to be analysed is:

H6: *A new path towards globalisation positively affects the rapid growth of cultural change*

Graph 9: Globalisation/Q9:To what extent you agree that a company going global requires cultural reinvention in order to establish clear goals?
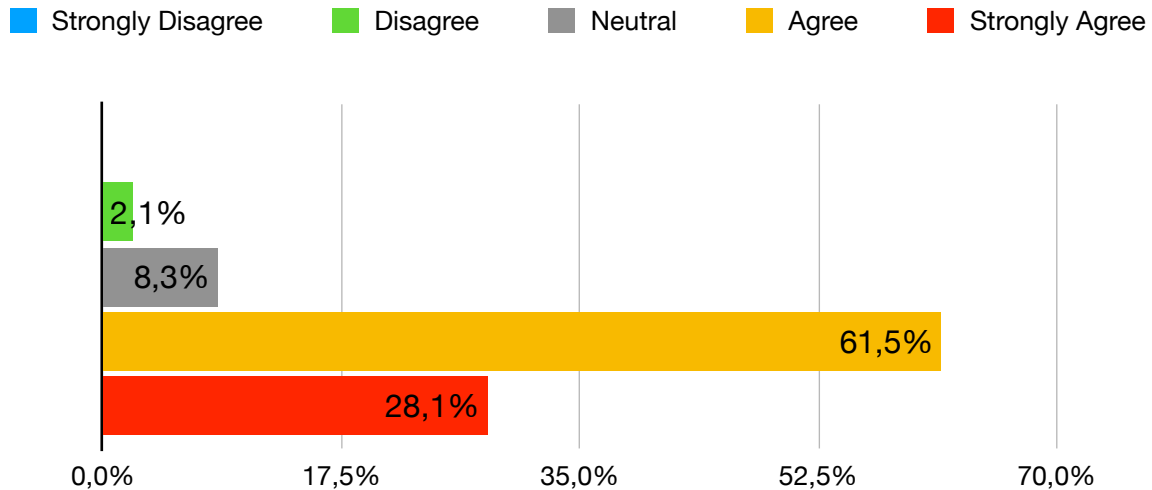
Albania by itself is very welcoming when it comes to working with foreign companies or investments, hence somehow they are introduced to the cultural differences among countries. This is a positive step towards their globalisation process because they are informed how sharing of ideas and relations work. Besides the technicalities, Albanian companies that decide to grow big, can put in use the new transformed culture to better promote their company internationally by increasing its awareness through the facilitating means of technology, global media and open communication.

Graph 10: Globalisation/ Q10: Coming from an emerging economy, to what extent you agree that globalisation is key for innovation, growth and a better performance?
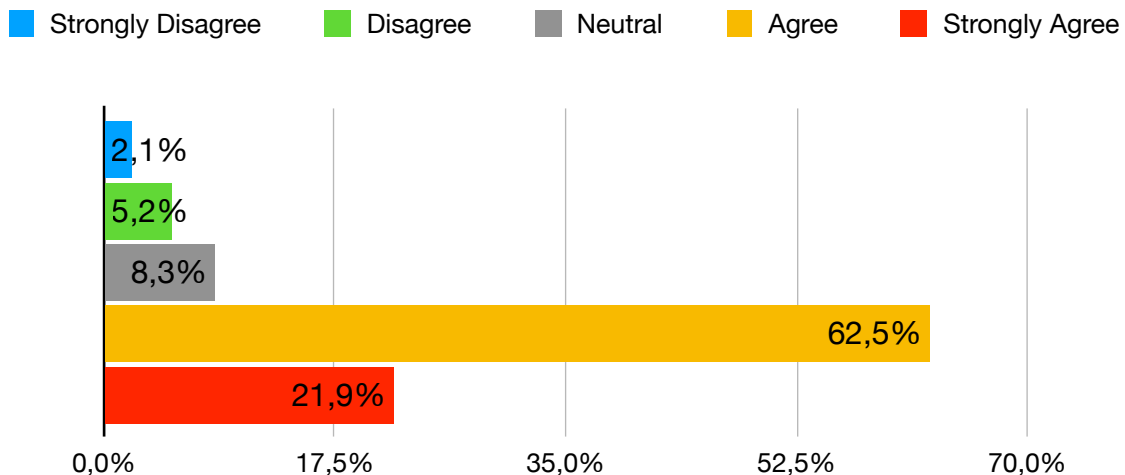
Even though there is still much needed to do in the Albanian way of doing business, the promotion of cultural change would positively reflect their efforts of becoming better and 62,5% of the respondents when asked agreed that globalisation is a key element for innovation, growth and a better performance. To conclude, the hypothesis is proven and the ability of Albanian companies to foster change is welcomed.

10. Conclusion

Culture is not just a concept that one should bother to learn, but it is an experience, knowledge and simply reflects as a mirror what an organisation is about. Thus, it should be taken into consideration the broader spectrum of cultural differences, especially in multicultural large organisations. By using the right theoretical frameworks (Competing Values Framework (CVF), the Denison Model, Hofstede's Cultural Models and Lewin's Model) and the right literature review, which is also complemented by a structures survey analysis, four out of five reasons analysed are proven to ignite cultural reinvention:

Firstly, **technological advancement** and innovation in the work environment was proven from the research to be one of the main reasons why cultural transformation occurs. Seeing how important technology is, it is a fact to say that organisations would make use of its attributes more and incorporate it in different organisational functions in order to make the business flow even better. In this case, an organisation does not only need to implement it, but it also requires to change some aspects in order for it to be up to date and easily recognisable by everyone in the company.

Secondly, a **new transformational CEO** was regarded as another major reason to change organisational culture because since they all have different leadership styles, the new culture that they will bring into the company will reflect the change. Culture changes under a new CEO come slow and sometimes it is difficult to manage them but as long as they are addressed correctly, the transition would be smooth.

Thirdly, a detailed analysis was made in viewing whether **M&A** would bring a cultural reinvention when merged, however from the data analysis, respondents did not agree with this reason. For instance, one of the most commented issues in this matter is the presupposition that cultural differences that arise from merging together more than one business throws shadow that there might be a "cultural risk" (David & Singh, 1994). Of course cultural shocks would be unavoidable during this process, because when they are

in contact with the abroad world, business models will be influenced by different kinds of people who have different cultural approaches.

Fourthly, decline in an **organisation's financial performance** is an alarming indication that something is not working the right way and further actions should be taken. Hence declining financials are proven to initiate a cultural transformation in order to enhance numbers. In all the cases where corporate culture fails to deliver the desired outcomes, it is time to lift it up by the leaders or management team and change the employee's culture when it comes to their work productivity, how they communicate and share ideas with each other.

Lastly, **globalisation** is also proven to be one of the main reason that an organisation goes under cultural transformation because the degree of going global requires so much more effort and awareness. Another simple observation that shows the high level of globalisation is the increased migration levels happening in the world and increased capital flows as well (Hodgetts, 2005). Since the transforming process of globalisation requires a cultural transformation, in reality it is the key point of determining how an organisation approaches the world market and what actions they take to tackle any inconvenience and survive the extensive levels of change. Albanian companies still have a long way ahead, but coming from a developing country, they are looking forward to globalisation as the path towards growth and innovative ideas to have a better performance.

11. Recommendations

Business leaders and management teams may use this study to evaluate their company's corporate culture and reflect upon the main reasons of culture transformation that are analysed in the study. From the answers of the respondents, 60,4% were in favour of a corporate culture transformation, hence business leaders in Albanian companies should see this as an obvious indication towards change. Considering that corporate culture in Albanian companies is not strong and tends to fall under a weak and diffused culture, CEOs and managers can try to incorporate in their business environment new strategies that would reflect a better overall performance, improved communication with employees and enhanced tactics to have effective and consistent organisational culture. They should put more focus into their employees and their core values because they are the ones that offer the biggest structure of the company. By having a more open communication with them, business leaders can focus on the company's growth in an organic way and create value and be confident about future prospects.

This research can be used as a guide; for management to elaborate on how important it is to have a proper and effective corporate culture and for employees to reflect upon the work commitment and how they can contribute in making the work environment better and inspiring.

In the same scope, business managers can prepare themselves and their company about potential reasons when corporate culture contributes towards company reinvention and, as the research findings disclose, they can put more attention towards a new technological innovation in the workplace, a new transformational leader, a decline in financial performance or when going global. Albanians are more aware nowadays about the positive elements that each of the mentioned elements would bring in the workplace, and as the research findings suggest, the majority of them would want to incorporate such steps in their daily work environment. Leaders can use the respondent's perception to improve business practices and build a culture where everyone within the company is on the right page and by using the right tools they will be able to oversee the struggles. Since all the participants in the survey fully expressed themselves and experience to their respective company where they worked, management teams can take their input in consideration to further develop their comprehension on corporate culture. The sooner the management team addresses the problems within the company, the better it will be in optimizing the spirit of productivity, opportunity and change.

12. Limitations

As it occurs with the majority of the research studies and thesis, this particular research addressed some small limitations. Normally, it would have been ideal if the sample of the survey population would be on a larger scale (since the number of population was n=96) so the group of respondents would reflect the majority of the population in the scope of the corporate culture. Since the majority of the respondents were part of the employee group, it would have been more accurate if the population would be more diversified, so both sides (employees and management), would be represented best.

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