

DIAGNOSING ORGANIZATIONAL EFFECTIVENESS IN THE ALBANIAN MOBILE PHONE INDUSTRY

Denisa MAMILLO

*European University of Tirana
Blvd "Gjergj Fishta", Nd.70, H.1, 1023, Tiranë, AL
denisa.mamillo@gmail.com*

Abstract. *The Albanian mobile sector has emerged strongly in the last years. However, since 2009, revenues in this sector have decreased at a rate of 14%, although the sector offered opportunities for growth. The mobile phone industry is one of the most turbulent industries. Companies have to adopt different strategies to improve their organizational effectiveness in such a turbulent environment. One of these strategies is an organizational diagnosis, which presents the assessment of the current situation of an organization in order to identify the most appropriate interventions for its future development. Therefore, the aim of this research is to diagnose the current organizational effectiveness of the companies in the Albanian mobile phone industry in order to recommend interventions for improving their performance. Two of the biggest companies in this industry, which make up nearly 60% of the market share, were objects of the study. The Organizational Diagnosis Questionnaire was distributed to the employees. The questionnaire was based on the Weisbord Six-Box model. The results of the questionnaire analysis were necessary to understand what the employees think of each component (informal aspect). To better understand the formal aspect, interviews were conducted with the managers of each company. Then the results were compared to find the existing gaps between the formal and informal aspect. The analysis concluded that the priorities of the companies were not clear for all the employees and that there was lack of collaboration between the working units. The employees of both the companies did not fully support the change. Despite these small problems, these companies lacked serious problems regarding work division, clarity of organizational goals, leadership style, reward system, conflicts between individuals and working units, helpful mechanisms and ability to change. However, the small problems should be resolved before they turn into more serious ones. In the conclusion of the research, several recommendations are presented to address these problems.*

Keywords: *effectiveness; Weisbord Six-Box model; organizational diagnosis; mobile phone industry; performance.*

Introduction

The business environment is changing faster than ever before, especially in the current conditions of complexity and turbulence (Loewen, 2002; Roobins, 2001). In these uncertain environments, products and technologies change quickly, supply chain partners join and leave the market on short notice and stakeholders' expectations evolve rapidly (Noguiera & Raz, 2006). Companies have to be innovative and resilient in order to adapt quickly to the actual business environment (Sheffi, 2015). This, in turn, requires an effective organizational performance over time. Studies have shown that effective organizations do not only survive but also gain a competitive advantage (Nobre, 2011).

The mobile phone industry is one of the most turbulent industries, as technologies, regulations and customer demand change at a fast pace. Companies in this industry have to continually improve their organizational effectiveness in order to survive and ensure success in the actual hyper-competitive and uncertain environment (Vecchiato, 2015).

The Albanian mobile sector is an oligopolistic market, with four major companies (Vodafone, Telecom, AlbTelecom and Plus Communication). In 2009, the revenues of the sector reached a maximum of \$615 million. Since that time, revenues have decreased at a rate of 14% from 2009, although the sector offered opportunities for growth (INSTAT, 2016).

The aim of this research is to diagnose the current organizational effectiveness of the companies in the mobile phone industry in Albania, in order to recommend interventions for improving their performance. Two of the biggest companies in this industry, which make up nearly 60% of the market share, were the objects of the study. To achieve this aim, the Organizational Diagnosis Questionnaire was utilized and interviews were conducted with the main managers of these companies.

The outline of the paper is the following: After the introduction, there is a literature review, where the relevant literature regarding organizational diagnosis and the Weisbord's Six Box Model is analyzed. Then the research methodology is explained. Next research findings are discussed, and finally, the conclusions and recommendations are presented.

Literature review

Organizational effectiveness is a critical concept in management literature, however, it lacks a universal or well-accepted definition. According to Drucker (2006), effectiveness means doing the right thing and accomplishing goals successfully. A more recent definition is offered by Kreitner and Cassidy (2012, p.245): "Organizational effectiveness can be defined as meeting organizational objectives and prevailing societal expectations in the near future, adapting and developing in the intermediate future, and surviving in the distant future."

Organizational effectiveness is not concerned only with the ability of the company to meet its main objective, which is to increase profits. Rather it focuses on the effectiveness of many areas such as sustainability, concern for the environment, corporate culture, talent management, leadership, innovation, strategy, engagement, and communication. There is not a well-accepted definition of organizational effectiveness, but many agree that it means survival and competitive edge in the 21st century (Mihalic, 2012).

Many organizational development strategies exist for improving organizational effectiveness. One of these strategies is the organizational diagnosis. Weisbord (1976) described the organizational diagnosis as one of the most effective organizational development strategies that help a company to determine gaps between current and desired performance. Stegorean, Gavrea, and Marin (2010, p.3) defined organizational diagnosis as "the assessment of the current situation of an organization in order to identify the most appropriate interventions for its future development"

Organizational diagnosis is important because in order to design a more effective organization we must first understand the current one. Organizational diagnostic models help managers to categorize data and to enhance the understanding of organizational problems. In this way, they can undertake systematic data interpretation and provide appropriate change strategies (Look & Crawford, 2000).

There are many organizational diagnosis models: Force Field Analysis, Leavitt's Model, Mc Kinsey 7S Framework, Congruence Model, Weisbord's Six Box Model and many others, and while some of them are rather old, they are still widely used in practice and empirical studies today (Falleta, 2005). According to Jones and Brazzel (2006), the Weisbord's Six-Box model is the most used in practice. In our actual study, this model was used due to its simplicity in collecting and interpreting the data. Its main disadvantage is that it does not directly consider the influence of the external environment. This model was developed by an American analyst, Marvin Weisbord. It is called the Six-Box model because the model includes six components: purpose, structure, rewards, relationship, helpful mechanisms, and leadership. For each box, diagnosis questions should be posed in order to understand what is happening and what should happen (Table 1).

Table 1. The Weisbord's Six-Box Model (Adapted from Weisbord, 1976)

Components	Explanation	Diagnosis questions
Purpose	It refers to the organization's mission and goals and the extent to which the member of the organization accept, understand and support the firm's purpose.	Do organizational members agree with and support the organization's mission and goals?
Structure	It refers to the way in which the organization is organized; this may be by function – where specialists work together – or by product, program, or project – where multi-skilled teams work together. The aim of this box is to understand if there is a fit between the internal structure and the purpose of the company.	Is there a fit between the purpose and the internal structure of the organization?
Relationships	Relationships focus on who should deal with whom about what and what the quality of those relationships is. There are three main types of work relationships: between people, between work units doing different tasks, and between people and the technology, they are using.	What types of relations exist between individuals, between departments, and between individuals and the nature of their jobs? Is their interdependence? What is the quality of relations? What are the modes of conflict?
Rewards	Rewards are the intrinsic and extrinsic rewards people associate with their work. It is important to compare the organizational formal rewards and the perceived reward by the employees.	What does the organization formally reward, and for what do organizational members feel they are rewarded and punished? What does the organization need to do to fit with the environment?
Helpful mechanisms	Helpful mechanisms are the planning, controlling, budgeting, and information systems that serve to meet organizational goals.	Do leaders define purposes? Do they embody purposes in their programs? What is the normative style of leadership?

Leadership	The leadership box refers to typical leadership tasks, including the balance between the other boxes – hence it is intentionally positioned in the center of the model.	Do these mechanisms help or hinder the accomplishment of organizational objectives?
-------------------	---	---

To better understand the model, two premises should be explained. The first premise refers to formal versus informal systems. The larger the gap between the formal and informal systems within the organization, the less effective the organization is. The second premise concerns the fit between the organization and the external requirements (external demands or pressures as customers, government, and unions) (Falleta, 2005).

Research methodology

The research is focused on two of the main mobile phone companies in Albania, whose names will not be mentioned to respect the anonymity of the respondents. The units of the analysis were the employees of these companies (nearly 35 % of the employees answer to the questionnaire). The Organizational Diagnosis Questionnaire (Preziosi, 1980) was distributed to the employees while face-to-face interviews were conducted with the managers. The questionnaire was mainly based on the Weisbord Six-Box model. Preziosi (1980) recently added a new box called attitude toward change. The questionnaire consists of 35 questions and each question is related with one of the seven components (Table 2).

Table 2. Organizational Diagnosis Questionnaire

Component	Questions
Purpose	Q1-The goals of this organization are clearly stated. Q8 -I am personally in agreement with the stated goals of my work unit. Q15- I understand the purpose of this organization. Q22- The priorities of this organization were understood by its employees. Q29 - I had enough input in deciding my work-unit goals
Structure	Q2- The division of labor of this organization is flexible. Q9- The division of labor in this organization is intended to help it reach its goals. Q16- The manner in which work tasks are divided is a logical one. Q23 - The structure of my work unit is well designed. Q30- The division of labor in this organization actually helps it to reach its goals
Relationships	Q4- My relationship with my supervisor was a harmonious one. Q11- I can always talk with someone at work if I have a work-related problem. Q18- My relationships with members of my work group are friendly as well as professional. Q25- I have established the relationships that I need to do my job properly. Q32- There is no evidence of unresolved conflict in this organization
Rewards	Q5- My job offers me the opportunity to grow as a person. Q12- The pay scale and benefits of this organization treat each employee equitably. Q19 - The opportunity for promotion exists in this organization. Q26- The salary that I receive is commensurate with the job that I perform. Q33- All tasks to be accomplished are associated with incentives

Helpful mechanisms	Q6- My immediate supervisor has ideas that are helpful to me and my work group. Q13 I have the information that I need to do a good job. Q20- This organization has adequate mechanisms for binding itself together. Q27- Other work units are helpful to my work unit whenever assistance is requested. Q34- This organization's planning and control efforts are helpful to its growth and development
Leadership	Q3- My immediate supervisor is supportive of my efforts. Q10 - The leadership norms of this organization help its progress. Q17- This organization's leadership effort results in the organization's fulfillment of its purposes. Q24- It is clear to me whenever my boss is attempting to guide my work efforts. Q31- I understand my boss's efforts to influence me and the other members of the work unit.
Attitude toward change	Q7- This organization is not resistant to change. Q14 - This organization introduces enough new policies and procedures. Q21- This organization favors change. Q28- Occasionally I like to change things about my job. Q35- This organization has the ability to change

Respondents were asked to indicate their current views of their organization on a scale of 1 to 7, where the numbers mean: 1- strongly agree, 2- agree, 3- agree slightly, 4- neutral, 5-disagree slightly, 6-disagree, and 7- strongly disagree.

After the data were collected, the arithmetic mean for each question and for each component was calculated. According to Preziosi (1980), results over 4 would indicate a problem with the organizational function. If the result is closer to 7, the problem is more severe. Results under 4 show the absence of a problem, and an average close to 1 indicates optimal functioning. It is also important to analyze the relationships between the different components. The results of the questionnaire analysis are necessary to understand what the employees think of each component. To better understand the formal aspect, interviews were conducted with the managers of each institution. The main questions that were asked were: How clear are the company's goals? Are the goals written? What type of organizational structure is used? How are the conflicts solved? Do you have unsolved conflicts? How does the reward system work? Do they exist a mechanism that helps the employees to achieve their objectives, like meetings, manuals etc.? What is the normative style of leadership? Do your organization favor change?

The research findings of the questionnaire were compared with the information collected by the interviews. In this way, a comparison between the formal and informal aspects of the organization was easily conducted.

Research findings

For each question, the arithmetic mean and the percentage of employees that agree with the declaration (evaluations 1-3) and the percentage of employees that did not agree (evaluations from 5-7) were calculated. Table 3 presents the results for each element.

Table 3. Results for each element

	Company 1			Company 2		
	Arithmetic mean	Agree (1-3)	Disagree (5-7)	Arithmetic mean	Agree (1-3)	Disagree (5-7)
Purpose	2.5	73%	22%	3	63%	29%
Structure	1.9	85%	9%	2.1	81%	11%
Leadership	2	85%	8%	2.1	81%	12%
Relationship	2.5	72%	19%	2.6	70%	21%
Rewards	2.4	75%	17%	2.3	77%	15%
Helpful mechanisms	2.9	62%	27%	3	60%	30%
Attitude toward change	1.8	88%	7%	2.1	82%	12%

The arithmetic mean of each element is less than the neutral point (4) and the percentage of agreement is higher than the percentage of disagreement. However, to better understand each element, the results of each question should be further analyzed. Table 4 are presents the results for the first element, purpose.

Table 4. Results for the "Purpose" element

	Company 1			Company 2		
	Mean	Agree (1-3)	Disagree (5-7)	Mean	Agree (1-3)	Disagree (5-7)
Q1: The goals of this organization are clearly stated.	1.5	91%	4%	2	83%	9%
Q8: I am personally in agreement with the stated goals of my work unit.	3.3	58%	37%	3.5	54%	40%
Q15: I understand the purpose of this organization.	1.6	89%	6%	1.9	89%	6%
Q22: The priorities of this organization were understood by its employees.	3.2	61%	34%	4.5	29%	61%
Q29: I had enough input in deciding my work-unit goals	3	64%	31%	3.1	61%	31%
Purpose	2.5	73%	22%	3	63%	29%

The employees of both companies felt that the goals and the purpose of the organizations are clearly stated but they do not fully support them and they do not have enough autonomy and inputs in deciding the goals of their work unit. In the second company, more than half of the employees felt that the information provided by the managers regarding the priorities of the institution was not clearly understood. Table 5 presents the results for the second element, structure.

Table 5. Results for the "Structure" component

	Company 1			Company 2		
	Mean	Agree (1-3)	Disagree (5-7)	Mean	Agree (1-3)	Disagree (5-7)
Q2: The division of labor of this organization is flexible.	2.0	81%	9%	2.5	73%	17%
Q9: The division of labor in this organization is intended to help it reach its goals.	1.2	97%	3%	1.8	89%	6%

Q16- The manner in which work tasks are divided is a logical one	1.8	89%	6%	1.5	91%	4%
Q23: The structure of my work unit is well designed.	2.0	81%	9%	2.3	78%	12%
Q30: The division of labor in this organization actually helps it to reach its goals	2.2	77%	17%	2.5	73%	17%
Structure	1.9	85%	9%	2.1	81%	11%

The arithmetic mean of each question is less than the neutral point (4) and the percentage of agreement is very high. The employees agree that the division of labor is flexible, logical and helpful for the achievement of the organizational goals, and that the structure of the work is well designed. Table 6 presents the results for the third element, relationships.

Table 6. Results for the "Relationship" component

	Company 1			Company 2		
	Mean	Agree (1-3)	Disagree (5-7)	Mean	Agree (1-3)	Disagree (5-7)
Q4: My relationship with my supervisor was a harmonious one.	2.0	83%	9%	1.8	89%	6%
Q11: I can always talk with someone at work if I have a work-related problem.	2.5	73%	17%	2.8	66%	26%
Q18: My relationships with members of my work group are friendly as well as professional.	2.6	70%	20%	2.6	70%	18%
Q25: I have established the relationships that I need to do my job properly.	3.0	63%	29%	2.5	72%	16%
Q32: There is no evidence of unresolved conflict in this organization	2.4	73%	18%	3.5	54%	40%
Relationship	2.5	72%	19%	2.6	70%	21%

The relationship between employees and their supervisors is a good one in both companies. However, the same cannot be said for the relationship between employees, as they do not always cooperate in problem solving on behalf of others. 40% of the respondents in the second company felt that there are unsolved conflicts. Table 7 presents the results for the fourth element, reward.

Table 7. Results for the "Reward" component

	Company 1			Company 2		
	Mean	Agree (1-3)	Disagree (5-7)	Mean	Agree (1-3)	Disagree (5-7)
Q5: My job offers me the opportunity to grow as a person.	2.0	83%	9%	2.1	78%	9%
Q12: The pay scale and benefits of this organization treat each employee equitably.	1.8	87%	5%	2.0	83%	9%
Q19: The opportunity for	1.9	89%	6%	1.6	94%	6%

promotion exists in this organization.						
Q26: The salary that I receive is commensurate with the job that I perform	3.0	60%	30%	2.8	65%	25%
Q33: All tasks to be accomplished are associated with incentives	3.2	55%	35%	2.8	67%	25%
Reward	2.4	75%	17%	2.3	77%	15%

The employees strongly agreed that their jobs in the mobile phone companies offer opportunities for growth and promotion. They felt that it would be better if they had more incentives and a salary commensurate with their work and effort. This opinion was noticed more in the first company. Table 8 presents the results for the fifth element, helpful mechanisms.

Table 8. Results for the "Helpful Mechanisms" component

	Company 1			Company 2		
	Mean	Agree (1-3)	Disagree (5-7)	Mean	Agree (1-3)	Disagree (5-7)
Q6: My immediate supervisor has ideas that are helpful to me and my work group	2.6	70%	18%	2.4	75%	15%
Q13: I have the information that I need to do a good job.	2.5	73%	17%	2.9	65%	27%
Q20: This organization has adequate mechanisms for binding itself together.	2.8	65%	25%	2.7	68%	22%
Q27: Other work units are helpful to my work unit whenever assistance is requested.	2.8	67%	25%	3.1	61%	31%
Q34: This organization's planning and control efforts are helpful to its growth and development	4.0	36%	50%	4.1	33%	53%
Helpful mechanisms	2.9	62%	27%	3.0	60%	30%

62% of the employees of the first company felt that helpful mechanisms exist and that they are helpful in achieving the organizational goals. Only 60% of the employees of the second company agreed with this. More than half of the respondents felt that the organizational planning and control efforts were not helpful to company growth and development. Some of them expressed that the other working units did not always offer necessary assistance. Table 9 presents the results for the sixth element, leadership.

Table 9. Results for the "Leadership" component

	Company 1			Company 2		
	Mean	Agree (1-3)	Disagree (5-7)	Mean	Agree (1-3)	Disagree (5-7)
Q3: My immediate supervisor is supportive of my efforts.	2	83%	9%	2.1	81%	11%
Q10: The leadership norms of this organization help its	1.7	94%	2%	2.0	83%	9%

progress.						
Q17: This organization's leadership efforts result in the organization's fulfillment of its purposes.	2.6	70%	18%	2.8	68%	24%
Q24: It is clear to me whenever my boss is attempting to guide my work efforts.	2	86%	9%	2.0	83%	9%
Q31: I understand my boss's efforts to influence me and the other members of the work unit.	1.8	92%	2%	1.9	89%	6%
Leadership	2	85%	8%	2.1	81%	12%

The arithmetic mean is nearly the same for both the companies. There is a harmonious relationship between the employees and their boss. The leader supports the employees, but some employees feel that the leader's efforts are not in line with the fulfillment of the organizational purpose. The employees agree that the leadership norms of the organization help its progress. Table 10 presents the results of the last element, attitude toward change.

Table 10. Results for the "Attitude toward change" component

	Company 1			Company 2		
	Mean	Agree (1-3)	Disagree (5-7)	Mean	Agree (1-3)	Disagree (5-7)
Q7: This organization is not resistant to change.	2.3	78%	14%	2.4	75%	15%
Q14: This organization introduces enough new policies and procedures.	1.5	91%	4%	1.5	96%	4%
Q21: This organization favors change.	1.7	92%	3%	2.0	83%	9%
Q28: Occasionally I like to change things about my job.	2.0	86%	9%	3.0	64%	28%
Q35: This organization has the ability to change	1.4	92%	3%	1.6	94%	6%
Attitude toward change	1.8	88%	7%	2.1	82%	12%

Nearly 92% of the employees of the first company felt that the company has the ability to change and that they favor the change. The employees of the second company agreed that the organization has the ability to change, but they do not fully support the change. Overall the employees of the first company supported change more than the employees of the second company.

These results revealed what is really happening inside these organizations (informal aspect). Interviews were also conducted with the main managers in order to obtain information about the formal aspect (what they pretend are doing). Then the results were compared to find the existing gaps between the formal and informal aspect. The results are presented in Table 11.

Table 11. Formal versus informal aspect

Components	Company 1	Company 2
Purpose	Managers declared that the organizational goals, purpose, and priorities were clearly stated. The employees declared the same for the organizational goals and purpose, but according to them the priorities were not clearly stated.	Managers declared that the organizational goals, purpose, and priorities were clearly stated. The employees declared the same for the organizational goals and purpose, but according to them the priorities were not clearly stated.
Structure	The managers and employees declared that the division of labor was helpful for the achievement of organizational goals and the structure of work was well designed.	The managers and employees declared that the division of labor was helpful for the achievement of the organizational goals and the structure of work was well designed.
Relationship	The managers said that they have created a harmonious work environment and they have solved all the conflicts. The employees declared that some conflicts were not solved and the relationships between the working units were not good.	The managers said that very few conflicts exist in the organization due to the good relationships between working units and individuals. The employees did not declare the same thing.
Reward	The managers declared that the reward system is transparent and equitable. Even the employees declared the same. The managers said that the salary is a good one, considering the Albanian environment and also many incentives exist. The employees do not fully support this statement.	The managers declared that the reward system is transparent and equitable. Even the employees declared the same. There was discordance between the statement of the managers and employees regarding the salary because the last one said that the wage was not proportional with their efforts.
Helpful mechanisms	It does not exist compatibility between the answers of the managers and of the employees. The employees think that the planning and controlling efforts are not effective.	It does not exist compatibility between the answers of the managers and of the employees. The managers declared that the existing helpful mechanisms are effective, while the employees said that they are not very effective.
Leadership	It does exist compatibility between the answers of the managers and of the employees. The employees are satisfied with the leader because the leader is supportive and their opinion is always taken into consideration.	Both accepted that the leaders work hard for improving their employees work. The employees declared that the leader's effort in many of the cases were not helpful. The managers declared that their leadership style is an open one, trying to support their

		employees.
Attitude toward change	Both the managers and the employees declared that the organization favor the change and has the ability to change.	Both the managers and the employees declared that the organization has the ability to change and favor change.

The results are nearly the same for both companies. It is notable that the formal aspect is not in agreement with the informal aspect for the “Purpose”, “Relationship” “Reward” and “Helpful Mechanism” components.

Conclusions and recommendations

The Albanian mobile phone sector is an oligopolistic market, with four major companies, one domestic company, and three international companies. Revenues have decreased at a rate of 14% since 2009, though the sector offered opportunities for growth.

The business environment in the mobile phone industry is complex and turbulent. Companies must improve their organizational effectiveness in order to survive and gain competitive advantage. However, before improving effectiveness, companies should diagnose their current situation in order to identify the most appropriate interventions for their future development.

This research diagnosed the current organizational effectiveness of two companies in the mobile phone industry in Albania. The Organizational Diagnosis Questionnaire was utilized. The questionnaire was based on the Weisbord Six-Box organizational diagnosis model, which includes six components: purpose, structure, rewards, relationship, helpful mechanisms, and leadership. The results of the questionnaire analysis were necessary to understand what the employees think of each component (informal aspect). To better understand the formal aspect, interviews were conducted with the managers of each institution. Then the results were compared to find the existing gaps between the formal and informal aspect.

The results of the study showed that these companies lacked serious problems regarding work division, clarity of organizational goals, leadership style, reward system, conflicts between individuals and working units, helpful mechanisms and ability to change. The results were nearly the same for both companies as there were very few differences between the means of each element and question. However, some small problems were noticed:

- Unclear priorities: The employees were not clear about the priorities of the company, even if the managers declared that the priorities were clearly stated and communicated.
- Support of companies’ goals: The goals of the company were understood but the employees did not fully support them.
- Lack of collaboration between working divisions: The employees had good relationships with the managers but the cooperation between the working units was lacking. This is explained by the cultural traits of the Albanian society. Because Albanian society is masculine, each working unit has a desire to be the best performing unit and generally does not offer their help to other units.
- Insufficient planning and controlling efforts: According to the employees, the planning and controlling efforts of the companies were not sufficient for its development.
- Non-effective helpful mechanisms: The managers stated that there were available

many helpful mechanisms. The employees accepted this, but according to them, they were not the correct ones.

- Attitude toward change: Although innovation and change are a necessity in these companies, it was noticed that the employees did not totally support change, which is not a positive sign.
- Gaps between the formal and informal aspect: Gaps were noticed as incompatible for the “Purpose”, “Relationship” and “Reward” and “Helpful Mechanism” elements.

Because many of these companies are international, the mother company formulates their strategic goals. Managers should organize meetings to discuss the goals, purpose, and priorities of the company with the employees. If they better understand them, the employees can help the company to fulfill its goals. It is important that everyone participate actively in these meetings. The employees can be asked to express their opinions about the effectiveness of the existing helpful mechanisms. It is recommended to put deadlines on the solution of conflicts, especially personal conflicts. If the personal conflicts are not resolved, higher-level managers should intervene. Change should start from the individual level. The employees of these companies are young, and with a little effort, they can be motivated to accept and favor change.

References

- Drucker, P. (2006). *The effective executive: the definitive guide to getting the right things done*. New York: Harper Business Essentials.
- Falleta (2005). *Organizational Diagnosis Models*. Retrieved from <https://www.iei.liu.se/fek/frist/723g16/files/1.120328/Orgmodels.pdf>.
- INSTAT. (2016). *Albania in figures*. Instituti i Statistikave: Tirane.
- Jones, B., & Brazzel, M. (2006). *The NTL handbook of organizational development and change: Principles, practices and perspectives*. New Jersey: Pfeiffer.
- Kreitner, R., & Casidy, C. (2012). *Management*. Boston: Cengage Learning.
- Loewen, J. (2002). *The Power of Strategy: A Practical Guide for Managers*. Sandton.
- Look, P., & Crawford, P. (2000). The application of a diagnostic model and survey in organizational development. *Journal of Managerial Psychology*, 15(2), 108-125.
- Mihalicz, D. (2012, October 1). *The importance of organizational effectiveness*. Retrieved from <http://www.effectivemanagers.com/dwight-mihalicz/the-importance-of-organizational-effectiveness/>.
- Nobre, S. (2011). Core competencies of the new industrial organization. *Journal of Manufacturing Technology Management*, 22(4), 422-443.
- Noguiera, J., & Raz, T. (2006). Structure and flexibility of project teams under turbulent environments: An application of agent-based simulation. *Project Management Journal*, 37(2), 5-10.
- Preziosi, R. (1980). *Organizational Diagnosis Questionnaire*. Retrieved from <https://xa.yimg.com/kq/groups/23207848/2144459299/name/Preziosi+-+Organ.+Diagnosis+Questionnaire+ODQ.pdf>.
- Robbins, S. (2001). *Organization Theory: Structure, Design and Theory*. New York: Prentice Hall.
- Sheffi, Y. (2015). *The power of resilience: How the best companies managed the unexpected*. Michigan: MIT Press.
- Stegerean, R., & Gavrea, C. (2010). The application of a diagnostic model: An empirical study. *Negotia*, 3(1), 3-12.

-
- Vecchiato, R. (2015). Strategic planning and organizational flexibility in turbulent environments. *Foresight*, 17(3), 257-273.
- Weisbord, M. (1978). *Organizational Diagnosis: A workbook of Theory and Practice*. Reading, MA: Basic Books.