

RESEARCH ARTICLE

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Communicating for results - organizations in albanian context

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Abstract:

During the last 30 years, have changed many concepts, and perspectives, on decision-making; from the normative theories that wanted to improve their decision-making technology because of the limited human rationality, to descriptive theories that have studied the reasons for human actions, with the assumption that these were supplied with the content or meaning in the fact that they had, or that the link between action and its meaning was too poor. Organizational theories recognize the central role of information in organizations. Research gets access to communication information, to analyze how an organization is seeking information about alternative courses of action, to develop principles for designing the organizational structure and to understand the processes by which it creates a common interpretation of its environment. But the main concern of this research is managerial decision making in Albanian context and communication of information then is treated as a contribution to this primary activity. Access to information processing in organizational analysis seeks to understand and predict how organizations perceive the incentives, as they interpret as conserve, recover and transmit information, how form judgments and solve problems. A communication model of organizational information will provide us with a theoretical framework for analyzing organizational needs for information in Albanian context, the processes by which information is obtained and used, and the purposes on the basis of which use information. Focusing on organizational behavior using information, this perspective would be a modest contribution to the large number of studies on the application of information technology and information systems in organizations. The paper aims to compare a selection of perspectives and information in organizations in Albanian context in order to identify some conceptual elements that can be used to build a model of the organization of information and the use of it in decision making.

Keywords: communication; information; decision making; technology; rationality.

1. Introduction

A growing number of organizational theories as [4] mentioned here included analysis of the role of information in organizations. Use of information is typically reviewed in the context of organizational activities such as decision making, problem solving, or changes in the interpretation of the environment.

but;

- How these analyses are known and applied in the context of organizational Albanian?
- How much is intuitive and rational decision-making process there?
- Which is the role of the computer technology in supporting the decision making process?

Verifications of hypothesis proved that they are known in the academic context, but the real situations in most cases combine an intuitive decision that many more rational, due to lack of information in the whole chain of management. Further investigation revealed a number of factors that obstruct the process with the purpose of making recommendations for effective models.

Organizational information model focuses on the other hand, in the ways of providing information

(buying) and its use in organizations, as well as directly addressing the issues such as:

- What determines the needs of the organizations for information?
- In what way the members of the organization acquire and elaborate information?
- What goals motivate the use of information in organizations?
- How much information serves to the decision making process on the organization?
- How much is communicated this information in the organization?

2. Material and Methods

This paper will use the means of collecting qualitative and quantitative data, but is rooted in a qualitative epistemological position that recognizes the importance of localization of research in a particular social context, cultural and historical. He also takes seriously the social construction of these contexts and identities of the participants constructed within them. Data collection will consist of surveys, observations and interviews with executives Administration, as well as review of the documents drawn up by them. Initially, a survey instrument to

measure Managers attitudes and beliefs about professional roles and responsibilities, was administered in a wide range of participants (ideally, $n = 30$). Then, a purposeful sample was identified to participate in the second round of data collection.

It was developed a structured observation protocol to assist in the collection of data in the field and further, to act as a guide for semi-structured interviews, based on the literature. With each participant were conducted numerous interviews, in order to ensure the collection of data on the depth and the ability to chase them. The goal is to be interviewed by the 10 participants who embody a range of positions and identities that come from different administrations and communities. Executives, managers, answer a series of questions regarding daily decisions, believing that enable the provision of a more detailed in their daily lives as decision making individual, but also about their experiences, reactions, beliefs and ideas about responsibilities and roles as leaders.

3. Results and Discussion

The research, related to change management, focused on Albania, was addressed in autumn 2011 to 10 companies and sought to analyze certain aspects of the decision making process and the support of communications in the company. The responses received broadly confirm the first hypothesis of the research.

The first part of the research has identified the main factors that can trigger the decision making process and the support of communications in the company: For example; information, organizational restructuring, technology, downsizing plan, redefining strategies, redesign business processes. The results shown as follow:

3.1. *The Talents and Skills of the Workforce*

If businesses are to become high-performance organizations, they must have employees who possess the right skills, abilities, and mindsets. When sufficient numbers of appropriately skilled workers cannot be found or trained, organizational performance is bound to suffer.

3.2. *The Barriers*

Respondents emphasized: what are the *Barriers* which can block the organizational communication and the decision making process of success:

3.2. 1. *Thinking only for strategic issues*

Senior management may devote so much attention to the strategic components of the decision making process from not being able to communicate it properly to employees. E.g. cannot be explained to employees in what will result the decision making process, what needs to be done, how long it will take and, what is more important, what do they will gain.

3.2. 2. *Not listen to employees*

The Managers too often just listen to the consultants, who know little or nothing about the operations of the company.

3.2. 3. *Lost in the data*

No change initiative is not a regular update on what works and what does not. However, we must find the right balance between data analysis and decision-making, without getting lost in the data.

3.3. *The support*

The respondents agreed on a number of actions to support the decision making process and information. These include: define rules, awards, and policies and processes to promote it; defining individual responsibilities with clear expectations for behavior and results and developing and disseminating simple performance indicators; giving people frequent information and encourage them to talk about it, always consider the practical aspects, to demonstrate a commitment to ensuring that the change will happen.

Key ingredients that make a communication and the decision making process of success are:

- IT tools (The computing system)
- The processes
- The culture

The possible interactions between information technology and organizational information processing supporting decision making process are complex and multifarious, and we can only touch on a handful of issues that pertain to the present discussion.

3.4. *Information technology may be used to reinforce and shape the decision premises of an organization.*

The authors [1,2,3] argues that the organization influences its members not through the determination of individual decision outcomes, but through the determination of the decision premises upon which the decisions are based. Information technology may

be used to reinforce the decision premises in several ways. Information systems may be designed to function according to the steps and decision rules enconced in standard operating procedures. For the system user, they may pre-define a limited set of problem parameters or situation variables and constrain choice of action to a few alternatives. Information systems may also be used to regularly monitor, measure, and report on the performance of members in relation to objectives set by the organization. In addition, by controlling the collection, availability, and distribution of information, information systems can also shape what [2] call the 'attention structure' of the organization. We make a similar analysis:

3.5. Information technology may change the perception of information sources.

Information technology may alter the information users' perception of sources available within the organization with regard to source accessibility, media richness, and the ability to absorb uncertainty. On source accessibility, information technology can blur the distinction between external and internal information sources. For example, CD-ROM drives will increasingly become standard fare with personal computers, and can be used to access very large amounts of data which are clearly supplied from 'external' sources, but which now appear to the user as a readily accessible 'internal' information source. Similarly, the notion that information delivered by computers is by necessity low in information richness may have to be revised. Electronic mail has many characteristics similar to the telephone or written memos, because it provides for rapid feedback and can quickly reach a large, geographically dispersed audience. Video-conferences have greater information capacity than the telephone, but are less rich than face-to-face contact. Undergoing trial use in a few organizations are various forms of computer-based support for meetings ('group decision support systems') that apply information technology in highly equivocal meeting situations. These systems seem to promise the best of both worlds - they support face-to-face discussion as well as provide access to hard information in databases. Information technology is also being used in systems that 'absorb uncertainty' by automatically filtering and summarizing information from streams of incoming reports.

3.6. Information technology as a tool for increasing the information processing capacity of organizations.

Information technology may be applied to enable an organization's members to cope with uncertainty, to process larger amounts of information, and in a more limited sense, to help reduce ambiguity in the information inputs. Information technology can help to manage complexity through the use of for example, decision support systems which allow more variables to be analyzed and related. Uncertainty may be reduced by using information technology to deliver data to where it is needed more efficiently and expeditiously. Information load can be lowered by using computer systems to filter, sort, route, or otherwise organize incoming information.

Ambiguity can be reduced when managers use computer-based communication systems in conjunction with face-to-face interactions. An organization may set up elaborate procedures to give the appearance that information is processed in a highly rational manner – [2, 3]calls this 'procedural rationality'. Such procedures typically involve reporting, review, evaluation, and control activities in order to ensure, insofar as possible, that decision makers have complete information and are making their choices rationally. Information technology may again be used to support 'procedural rationality': information systems may be implemented to supply the data and feedback required for planning and control.

3.7. The Information technology may alter the organizational structures used to coordinate economic activity.

According to all the researchers mentioned here, organizations exist for the primary economic purpose of coordinating transactions, and they will adopt the organizational structure that lowers the costs of transactions. The two main structures are the market and the bureaucracy. The market structure coordinates the flow of goods and services through supply and demand forces. Transactions take place between many individuals and firms; buyers compare and choose from many sources; and market forces determine the design, price, quantity and delivery schedules. In contrast, the hierarchy structure controls the flow of goods and services by directing it at a higher level in the managerial hierarchy: buyers buy from predetermined sources and managerial decisions determine design, price, and so on. Using this transaction cost framework, Studies predict that

information technology, by reducing the costs of coordination, will lead to an overall shift towards proportionately more use of markets rather than hierarchies to coordinate economic activity. Information technology enables three forces [5] that drive this shift: a communication effect in which computers and telecommunications are used to transfer information, a brokerage effect in which many buyers and suppliers are connected through a

central database which functions as a broker, and an integration effect in which information technology is used to tightly couple the processes that create and use information (as in for example, 'just in time' inventory systems). Already a number of examples of this shift toward electronic markets can be seen in the airline industry (ticketing systems), health care services (hospital supply systems), and financial services (home banking).

Table 1.Main factors of decision process success/fail in the companies in Albania

Responders' percentage	40%	The barriers		
	60%	The support		
Decision making process	Internal processes	Roles	Responsibilities	
		Information (information technology)		
	Thinking only for strategic issues	Not listen to employees	Lost in the data	
Responders' %	33.3%	26.7%	13%	

4. Conclusions

We may summarize our discussion as follows. An organization processes information in order to reduce uncertainty and to resolve equivoques in the informational inputs.[6] Its information processing requirements are determined by the task technology, environment, and organizational structure. Information is acquired and processed by the individual members. In acquiring information they exercise their own preferences as well as the biases that are formed as a result of their belonging in the organization. They selectively process information within the bounds of their cognitive limitations. [3]

The use of information in the organization pursues many purposes: information is used for decision making, as social symbol, and as power resource.

Our discussion thus suggests a number of conceptual components that would need to be included in a theoretical model on information use in organizations. Albania has reengineered its economy and institutions observing the social and environmental impacts of that framework change. However the scientific research activity in the area of strategy organizational structures and communication

information is rather restricted to focus groups, there is a large progress in running all sorts of surveys allowing for comparisons if they are professionally designed and repeatedly announced.

More and more companies are inviting to their websites, although the quality of information heavily differs and reporting sustainability issues is not yet the standard activity within corporate governance model.

5. References

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