

Beyond Organizational Diagnosis, Comparisons between Albania and Kosovo Case of Tax Directorate

Vasilika KUME¹, Etleva LESKAJ²

Abstract: *Organizations are constantly looking for new ways of increasing competition, while the evolution of external forces, such as demographic changes, globalization and technology, and require that managers will adopt different organizational strategies to manage them in turbulent environment (Whitfield & Landeros, 2006)*

One of these strategies is 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 (Stegerean et al, 2010: 3). This paper aims to explore and diagnosis public organisations in Albania and in Kosovo. To realize the objectives, the authors will be based on secondary and primary research.

Keywords: *organizational diagnosis, leadership, attitude to change, structure, public institutions.*

JEL: L3; H7; O57.

Introduction

Organizations are constantly looking for new ways of increasing competition, while the evolution of external forces, such as demographic changes, globalization and technology, which require managers to study and adjust their strategies (Whitfield & Landeros, 2006). The return of attention to customer service, quality, innovation, management constituencies, the speed and efficiency of operations has stimulated organizations to be restructured and redesigned (Beckhard & Pritchard, 1992).

There are identified a number of techniques aimed at improving organizational performance. One of these techniques is 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 (Stegerean et al, 2010: 3). The key to establishing an effective change and transformation in organizations lies in the early stages of assessment and diagnosis. (Bolton and Heap, 2002) It's like a medicine, if diagnosis is wrong, treatment will be

¹ Professor PhD, University of Tirana, Faculty of Economy, Tirana, Albania, e-mail address: vasilika.kume@unitir.edu.al.

² PhD Etleva LESKAJ, University of Tirana, Faculty of Economy, Tirana, Albania, e-mail address: etlevaleskaj@gmail.com

ineffective. Organizational diagnosis reminds us that the organization is like a living organism because it consists of people. References to society and the composition of some selected people, makes that the organization have the character or act a certain way based on its values and culture, which include a unique language, symbols, practices, rites and myths (Schein, 1998). The impact of quality management within the public institutions is analysed by several scholars. A relevant research has been done by Androniceanu (2012) at the local administrative level in Romania. In order to achieve an effective diagnosis is important to learn and understand structure and organization design and other elements that comprise it (Mullins, 1999).

1. Research methodology

The overall goal of this research is the exploration and diagnosis of the state sector in Albania and in Kosovo. For this purpose, two organizations will be analyzed, a state institution in Kosovo and a state institution in Albania, whose names will not be mentioned for ethical issues. To achieve this broad goal, specific objectives will be developed:

1. Diagnosing and finding the difference between the actual performance of the organization and its optimal performance;
2. Diagnosing and finding the factors that influence the performance of the organization;
3. Recommendations for improving the performance of the organizations reviewed.

The purpose of this research is to understand and interpret what's going on in the organizations we review, so the best strategy is using case studies. In order to realize the study are analyzed Drejtoria e tatimeve ne Tirane dhe Durres (Albania) dhe Drejtoria e tatimeve Prishtine dhe Prizren (Kosovo).

2. Literature review

2.1 The Notion of Organizational Diagnosis

Many organization development (OD) strategies exist for improving an organization's effectiveness (Beer & Spector, 1993). One of these strategies, organizational diagnosis, involves "diagnosing," or assessing, an organization's current level of functioning in order to design appropriate change interventions. The concept of diagnosis in organization development is used in a manner similar to the medical model. For example, the physician conducts tests, collects vital information on the human system, and evaluates this information to prescribe a course of treatment. Likewise, the organizational diagnostician uses specialized procedures to collect vital information about the organization, to analyze this

information, and to design appropriate organizational interventions (Tichy, Hornstein, & Nisberg, 1977).

Like the physician, the organizational diagnostician views the organization as a total system. In the field of medicine, this is considered to be holistic medicine, while in the field of organization development, the total system view is considered to represent open systems theory (Katz & Kahn, 1978). That is, an organization can be viewed as a total system with inputs, throughputs, and outputs, connected by feedback loops. The feedback loops illustrate the idea that systems are affected by outputs (e.g., products and services), as well as its inputs.

Within an organization, the diagnostic process often facilitates an admission by top management that the organization does indeed have problems or needs that should be addressed (Argyris, 1970; Harrison, 1987). Finally, within the organizational diagnostic process, the results of the data collection are fed back to organizational members within the organization in order to begin the process of organizational change (Burke, Coruzzi, & Church in Kraut, 1996; French & Bell, 1999; Harrison, 1987).

Beer and Spector (1993) defines organizational diagnosis (OD) as "a process that helps an organization to highlight its capabilities and change the non-functional aspects of its culture and behavior paths as the basis for a very good effectiveness and continuous improvement."

Beckhard (1969) refers to the diagnosis as one of the key steps in the development processes of an organization. Diagnosis is an intervention that provides information about some elements of the organization. Weisbord (1978) provides a simple overview of the OD summary describing it as a way to examine the organization and to determine the gap between what it is and what it wants to be.

2.2 Models of organizational diagnosis

According to Harrison and Shimron (1999), diagnostic models reinforce the impact that comes from the results of customers, form choices about interventions for change and help determine the effectiveness of diagnosis.

Burke (1994) brings some uses of organizational models. Choosing a diagnostic model is a critical judgment. According to Howard (1994) choice of model depends on three criteria:

- First, the model chosen to work should be well understood by the user and the latter feels better with it.
- Secondly, the model chosen should fit as much as possible with the organization's customers, should be inclusive enough to cover many aspects of organization and clear enough for members to give the right answer.

- Finally, the chosen model should be versatile to allow us to collect information about the organization, where according to the parameters of the model we should not lose any key information.

Models used for organizational diagnosis by Jones and Brazzel (2006) are:

- Weisbord Six Box Model;
- "Nadler Tushman Congruence" model;
- The model of socio-technical system "Freedman Swamp";
- McKinsey Seven-S Model;
- Model Galbraith STAR, etc.

Each of the models has its own advantages and disadvantages, but for this study was used Weisbord Six-Box model. This model was chosen because of the wide use in practice as well as empirical studies, especially because of the lack of complexity and usefulness to a simple goal of rapid diagnostic (Weisbord, 1978). One limitation is that Weisbord model does not consider the impact of the external environment but only considers internal factors within an organization (Harrison and Shimron 1999, Weisbord 1978).

2.3 Weisbord's Six-Box Model

Weisbord (1976) proposes six broad categories in his model of organizational life, including purposes, structures, relationships, leadership, rewards, and helpful mechanisms. The purposes of an organization are the organization's mission and goals. Weisbord refers to structure as 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 ways in which people and units interact is termed relationships. Also included in the box of relationships is the way in which people interact with technology in their work. Rewards are the intrinsic and extrinsic rewards people associate with their work. The leadership box refers to typical leadership tasks, including the balance between the other boxes. Finally, the helping mechanisms are the planning, controlling, budgeting, and information systems that serve to meet organizational goals. The external environment is also depicted in Weisbord's model

Weisbord identifies as inputs the money, people, ideas, and machinery which are used to fulfill the organization's mission. The outputs are products and services. Two premises which are not apparent in Weisbord's model are crucial to understanding the boxes in the model. The first premise refers to formal versus informal systems. Formal systems are those policies and procedures the organization claims to do. In contrast, informal systems are those behaviors which actually occur. The bigger 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 environment, that is, the discrepancy between the existing organization and the way the organization should function to

meet external demands. Weisbord defines external demands or pressures as customers, government, and unions.

Weisbord poses diagnostic questions for each box of his model. For example, he suggests that OD consultants determine whether organizational members agree with and support the organization's mission and goals within the purposes box.

Table 1. Weisbord Diagnostic Model Matrix

	Formal Systems (What will be done)	Informal Systems (what actually occurs)
Purpose	Clear objectives	How goals are discussed
Structure	Funcionality, program?	How is done / not done the work currently?
Relationships	What you have to negotiate with whom in what? What technologies are used?	How well do they do? The quality of relationships? Models of managerial conflict?
Rewards	Explicit system, what is it?	Internal rewards. How the employees feel about the rewards?
Leadership	How manage "the Big"? What system is used?	How? Normative style of management.
Helpful Mechanisms	Budget system. Information management. Planning. Control.	What is used currently? How practice function? How systems are subverted?

Source: Weisbord (1976)

A sample of some of the questions he poses is as follows: (Table 1)

- Purposes: Do organizational members agree with and support the organization's mission and goals?
- Structure: Is there a fit between the purpose and the internal structure of the organization?
- Relationships: 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: 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?
- Leadership: Do leaders define purposes? Do they embody purposes in their programs? What is the normative style of leadership?
- Helpful Mechanisms: Do these mechanisms help or hinder the accomplishment of organizational objectives?

The model is based on two main premises. The first premise refers to formal versus informal systems. Formal systems are those policies and procedures that the organization claims to do. In contrast, informal systems are those behaviors that actually occur. As big as the gap between formal and informal dimensions (or actual performance with desired) within the organization, the less effective is the organization. The second premise has to do with the match between the organization and change, which means, the discrepancy between the existing organization (what is) and how organizations should work to meet external requirements (what should be). External requirements are defined as customers, government and unions. The outside environment is also described in Weisbord model. Weisbord identifies inputs such as money, people, ideas, and machinery that are used to fulfill the organization's mission. So, in the model is added another element: attitude to change (Weisbord, 1976).

3. How Kosovo and Albania rank in doing business topics

What is the administrative burden of complying with taxes in Albania—and how much do firms, pay in taxes? On average, firms make 42 tax payments a year, spend 357 hours a year filing, preparing and paying taxes and pay total taxes amounting to 31.7% of profit. Globally, Albania stands at 146 in the ranking of 189 economies on the ease of paying taxes.

What is the administrative burden of complying with taxes in Kosovo—and how much do firms, pay in taxes? On average, firms make 33 tax payments a year, spend 162 hours a year filing, preparing and paying taxes and pay total taxes amounting to 15.4% of profit. Globally, Kosovo stands at 43 in the ranking of 189 economies on the ease of paying taxes. In this respect, Kosovo is ranked much better compared to Albania in doing business indicators (respectively in 44th and 160^s place. (Doing business 2014)

3.1 Tax Administration in Kosovo (TAK)

TAK is founded on 17 January 2000 under the direction and administration of UNMIK. On 18 February 2003, the Tax Administration Authority was transferred from UNMIK to the Ministry of Economy and Finance. Since then TAK has operated as an autonomous organization, managed entirely by Kosovo residents with advice and assistance of international donor organizations such as USAID, EU and IMF. During its short history, TAK has developed a functional organizational structure in which most of it is in accordance with international best practices. Despite its development and assistance, TAK still have much to do to be a modern and efficient tax administration. TAK is constantly looking for new ways to increase revenues, better service to taxpayers, good management of the regions, speed and efficiency of operations, etc.

3.2 Tax Directorate of Albania (TDA)

Albanian General Taxation Directorate administers tax operations in the Republic of Albania. It has its branches in the districts. Local Tax Administrations are a very important component in the structure of Municipalities and Communes, as the institutions which ensures mutual cooperation between the local business community administered by respective local tax structures and local leaders on a variety of necessary services for citizens. In this administration, the local business community operating in the administrative unit can pay local tax liabilities. This administration is the structure responsible for collecting local taxes and tariffs specified in the laws and decisions of City Council. The challenge for the Department of Taxation in Albania are: fight against informality as a point where the work will focus on the Directorate inspectors, while no less importance will be given information to businesses on the application of new taxes that have been enacted since 2013.

4. Data collection and analysis

4.1 The administration of questionnaires

In this study is used the Organizational Diagnosis Questionnaire (Robert C. Preziosi, 1980). The survey is based on the Weisbord theory. ODQ generates data in each of the six areas suggested by Weisbord, and in a seventh field, attitude towards change. Using the questionnaire will provide the necessary data to identify strengths and weaknesses in the operation of parts of its organization. Thirty- five questions constitute ODQ, five in each of the seven variables. Once data are collected, they must first be processed. The data are presented in such a way that it can be easily understood. Preziosi (1980) explains the method of analysis of data obtained from the ODQ. The responses, (each question has seven opportunities answers) are transferred in the Table of results in respective categories. The table of results can be built on an excel site, where the data can be aggregated with the results of the whole columns filled by all participants that are selected are. The table 2 is constructed according to the model.

Table 2. Table of results for analysis of the ODQ

Purpose	Structure	Leadership	Relationships	Awards	Helpful mecanisms	Attitude toward change
Q1__	Q2__	Q3__	Q4__	Q5__	Q6__	Q7__
Q8__	Q9__	Q10__	Q11__	Q12__	Q13__	Q14__
Q15__	Q16__	Q17__	Q18__	Q19__	Q20__	Q21__
Q22__	Q23__	Q24__	Q25__	Q26__	Q27__	Q28__
Q29__	Q30__	Q31__	Q32__	Q33__	Q34__	Q35__
Total__	Total__	Total__	Total__	Total__	Total__	Total__
Mean__	Mean__	Mean__	Mean__	Mean__	Mean__	Mean__

Source: Preziosi (1980)

Each column, has at the end averages calculated (calculations by the respective formulas excel based on the number of completed questionnaires and the number of questions for each category) of which are used as comparative results for seven basic categories. Of course, these results will be compared afterwards with the score 4 which is a neutral assessment. Results over 4 would indicate a problem with the organizational function. The closer to 7, more severe will be the problem. Results under 4 shows the absence of a problem, with an average close to 1 indicates optimal functioning (Preziosi, 1980).

The questionnaire administrator should emphasize to the respondents to be open and honest, otherwise there will be incorrect result.

4.2 Study Sample

As mentioned above, this study aimed to analyze organizational diagnosis, draw conclusions and make comparisons about tax administration in Albania and Kosovo. Collection and analysis of data will be done for the Regional Taxation in two main districts of the country, Tirana and Durres in Albania, Pristina and Prizren in Kosovo. Study sample is as follows:

- Regional Tax Directorate in Tirana has 358 in total employees, of whom, took part in the study 35 employees.
- Regional Directorate of Taxes in Durres has in total 128 employees, of whom, took part in the study 25 employees.
- Regional Directorate Pristina has 75 employees, of whom, took part in the study 25 employees.
- Regional office in Prizren has 72 employees, of whom, took part in the study 27 employees.

Selection of employees who will fill out the questionnaire was carried out randomly. Each employee is informed about the purpose of the study and confidentiality of information.

5. Data analysis and results

Once data are collected, they were dumped in Excel sheets. For each question, the average was calculated and then the average was calculated for seven Weisbord model elements: Purpose, Structure, Leadership, Relationships, Rewards, Helpful Mechanisms, and Attitude toward Change.

Comparison of results between the four departments, the Department of Taxation Tirana, Durres, Pristina and Prizren in graphical form are presented in and Table 2.1. From the table, it can be seen that the results for each organization and each element are fewer than 4, so there is no apparent problem.

Table 2.1. Summarized results Prishtina-Prizren-Tirana-Durres

Elements	Prishtina	Prizren	Tiranë	Durrës
Purpose	3.1	2.9	2.502	2.7
Structure	2.5	2.8	2.91	3.18
Leadership	2.8	3	2.86	2.98
Relationships	2.8	3	2.69	2.8
Rewards	3.1	3.2	3.65	3.8
Helpful Mecanisms	3	2.8	2.84	3.13
Atitude toward change	3.2	2.9	3.01	3.02

However in some elements, organizations exhibit problems. In the table 2.1, it is clear that Regional Tax Directorate in Tirana has a better operation in all variables compared with that of Durres. The same is also observed when comparing the Regional Tax Directorate of Pristina with that of Prizren. When comparing the two countries, the conclusions appear more complicated. For different element should draw different conclusions.

A detailed analysis of each elementis is done as follow.

- *The Purpose of Organizational goals* are the outcomes that an organization aims to achieve during its existence and function. The goals are predetermined and describe future outcomes to which current efforts are directed. The effectiveness of leadership starts with clarity of goals. These goals should be clear to all members of the organization.

From Table 3 we see that the average of each question is under 4, so the objectives, scope and priorities of the organization are clearly explained, managers and employees also agree and understand those very well.

Table 3. Organizational goals

Questions included	Prishtine	Prizren	Tiranë	Durrës
Q1-The goals of this organization are clearly stated.	3.7	3.1	2.5	2.72
Q8 -I am personally in agreement with the stated goals of my work unit.	2.5	2.3	2.08	2.88
Q15- I understand the purpose of this organization	3	2.6	2.14	2.36
Q22- The priorities of this organization were understood by its employees	2.9	3.5	3.34	3.88
Q29 - I had enough input in deciding my work-unit goals	3.3	3	2.45	2.64
“Purpose” Mean	3.09	2.9	2.5	2.89

The answer to the question 1 for the institution of Prishtina is close to 4, so the organization's objectives are less clear in comparison with its counterparts in

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Albania. In question 22, the staff of the institutions in Albania, especially in Durres (3.88), understands the priorities of the organization less, compared with that of Kosovo.

- *Structure*, Rainey et al. (1995) concluded that public organizations have higher levels of formalization in personnel and procurement functions and many public sector organizations are associated with bureaucracy. As seen from Table 4, the division of labor is flexible, helping the employees to achieve the objectives, and structures for each unit are properly designed. The question 2 for Prishtina and Tirana are on average 3.5 and 3.08 respectively. (Table 4)

Table 4. Structure

Questions included	Prishtine	Prizren	Tiranë	Durrës
Q2- The division of labor of this organization is flexible.	3	3.5	3.08	2.92
Q9 - The division of labor in this organization is intended to help it reach its goals	2.7	2.3	2.42	3.16
Q16- The manner in which work tasks are divided is a logical one	2.4	3.4	3.45	3.32
Q23 - The structure of my work unit is well designed	2.5	2.3	3.02	3.52
Q30- The division of labor in this organization actually helps it to reach its goals	2.3	2.3	2.6	2.96
“Structure” Mean	2.5	2.8	2.91	3.176

This means that managers and employees think that the division of labor should be more flexible. Regarding the directorate of Durres, it is clear that some problems with organizational structure exist. Employees perceive that the division of labor in the organization is somewhat flexible and somewhat logical and helps in achieving objectives. However it can be said that there is room for improvement.

Calculated averages above can be interpreted as lower ability of the organization to change and may have a slightly higher level of resistance to change. They are not sufficient draft new policies and procedures to help employees cope with change.

- *Leadership*, Leadership styles and behaviors vary depending on the type of organization, the organizational hierarchy (Katz and Kahn, 1978), and the organization's culture. Leadership is something essential for any group or organization. Leadership is defined as the art or process of influencing people so that their efforts are oriented towards achieving organizational objectives.

From the table 5, results that in these organizations, leadership is not authoritarian but supporter, as workers allege that the manager supports and motivates them and this leadership style makes it easier to achieve the objectives.

Table 5. Leadership, Kosovo-Albania

Questions included	Prishtine	Prizren	Tiranë	Durrës
Q3- My immediate supervisor is supportive of my efforts.	2.8	2.4	3.09	3.08
Q10 - The leadership norms of this organization help its progress.	2.9	2.2	2.97	2.96
Q17- This organization's leadership efforts result in the organization's fulfillment of its purposes.	2.7	3.2	2.34	2.92
Q24- It is clear to me whenever my boss is attempting to guide my work efforts	3	3.6	3.28	2.68
Q31- I understand my boss's efforts to influence me and the other members of the work unit	2.8	3.3	2.62	3.24
Leadership –Mean	2.8	3	2.86	2.98

From the averages of each question of this variable, we see a problem with the lack of leadership in these institutions. Supervisors support to some extent their subordinates (Q3), Leadership helps progress and fulfillment of goals (Q10, Q17).

The table shows that superiors (leaders) support the efforts of employees, assist in their progress, helping to fulfill the goals. Superior's efforts are somewhat understandable by members of the organization. However we can say that there is room for improvement. For example, in the institution of Prishtina, regarding question 24(3.6), there is need for improvements in managing and inspiring teams. The same can be said for question 31 (3.3).

- *Relationships*, Relations in this study include the interdependence between human beings, work units, people and technology, and managing conflict. Based on the average for each question, we understand that relationships with superiors and staff members of their group work are harmonious, friendly and professional. These relationships help to accomplish tasks properly. They also claim that they communicate with colleagues if they have problems related to performance. (Table 6)

Table 6. Relationships

Questions included	Prishtine	Prizren	Tiranë	Durrës
Q4- My relationship with my supervisor was a Harmonious one.	2.3	2.8	2.68	2.76
Q11- I can always talk with someone at work if I have a work-related problem	3.6	3.6	2.4	2.36
Q18- My relationships with members of my work group are friendly as well as professional	2.6	2.8	2.31	2.36
Q25- I have established the relationships that I need to do my job properly	2.3	3.1	2.54	2.48
Q32- There is no evidence of unresolved conflict in this organization	3.1	3.1	3.54	4.04
Mean "Relationships"	2.8	3	2.7	2.8

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Employees claim to have a harmonious relationship with managers which help them to easily perform tasks. Although employees and managers have good relationships with others, they claim to have somewhat difficult to talk with colleagues about work problems (question 11 with 3.6 averages). Regarding the conflict in the organization (question 32), questionnaires can conclude that not everyone agrees with the presence of unresolved conflicts. Regarding the conflict in the organization (question 32), questionnaires can conclude that there are unresolved conflicts in four institutions. More problematic in this regard is, the institution of Durres, where it seems that there are problems with the conflict management (4.04). In respect with this question, among 28 respondents, 6 employees strongly agree on the existence of unresolved koflikteve, 3 employees agree and 5 somewhat agree.

- *Reward* Element "reward" is considered a sensitive element for employees. Most employees connect it with wage compensation, but reward element also includes job security, opportunity for professional growth and development, opportunities for promotion, etc. (table 7)

Table 7. Reward

Questions included	Kosovo	Albania	Tiranë	Durrës
Q5- My job offers me the opportunity to grow as a person.	2.8	2.9	2.31	2.91
Q12- The pay scale and benefits of this organization treat each employee equitably	3.4	3.4	4.28	4.24
Q19 - The opportunity for promotion exists in this organization.	3.6	3.1	3.02	4.12
Q26 - The salary that I receive is commensurate with the job that I perform	3.2	3.2	4.88	4.04
Q33 - All tasks to be accomplished are associated with incentives	2.7	3.5	3.8	3.69
Mean "Rewards"	3.1	3.2	3.65	3.8

The second question (Q12): The average is high, 3.4 for both institutions in Kosovo. But it is really problematic in two institutions in Albania (4.28, 4.24). It means that persons who completed the questionnaires claim that rewards are not distributed equally among them, and it is the same in both institutions. Regarding the third question (Q19), its average is 3.6 and 3.1 for institutions in Kosovo, but the average 4.12 for the institution of Durres, is critical. This means that there is no possibility of advancement, and there are no incentives to stimulate the jobs much better in comparison with Kosovo. Employees feel that there is disparity in salary and benefits. They think that their salary is not commensurate with the work they perform, and the tasks are not linked to incentives (Q 26 and Q 33). In this area definitely are needed improvements.

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- *Helpful Mechanisms*, Auxiliary mechanisms are methods that help staff to coordinate respective activities. Examples of these mechanisms are: a description of the organizational methods, seminars, records, reports or positions that are created in order to create the proper relations between sections of the organization. (Table 8)

Table 8. Helpful Mechanisms

Questions included	Prishtina	Prizren	Tiranë	Durrës
Q6- My immediate supervisor has ideas that are helpful to me and my work group	3.6	3.5	2.82	2.64
Q13 I have the information that I need to do a good job.	2.8	2.3	2.08	3.16
Q20- This organization has adequate mechanisms for binding itself together	2.8	3.4	3.14	3.6
Q27- Other work units are helpful to my work unit whenever assistance is requested	3.1	2.3	3.37	3.36
Q34- This organization's planning and control efforts are helpful to its growth and development	3.1	2.3	2.82	2.88
Mean "Helpful Mechanisms"	3	2.8	2.84	3.13

Is accepted by managers and employees that there are mechanisms (planning, control, budget, etc.) that help in achieving the objectives and these mechanisms are sufficient and help in performing everyday tasks. Compared to other questions, the answer to the question 6 has the highest average (3.6 and 3.5) in Prishtina and Prizren, which means that managers do not have clear ideas to help staff and working groups. Also, the answer to question 20 is close to 3.6 in Durres, which means that in this institution in Albania not all agree with the fact that other units offer their assistance to units in need.

However it can be said that in these four institutions, supervisors give advice that are useful for the work of subordinates, employees have the information they need to perform a good job, the organization has mechanisms that bind it together. Finally, planning and control efforts may help these organizations in their growth and development.

- *Attitude to change*. This element shows how the organization fits the environment in which it operates, namely whether the organization works in such a way as to satisfy external requirements. From the results of questionnaires may conclude that employees and managers claim that the organization has the ability to change, adapting to the external environment. (Table 9) A notable exception is the case of Durres, where the average for Q7 is 4.08. Employees also allege that the organization presents little not enough new policies and procedures (Q14).

Table 9. “Attitude to change”

Questions included	Prishtina	Prizreni	Tiranë	Durrës
Q7- This organization is not resistant to change.	2.9	3.2	3.6	4.08
Q14 - This organization introduces enough new policies and procedures.	3	3.3	3.2	3.2
Q21- This organization favors change	3.1	3.2	2.91	2.6
Q28- Occasionally I like to change things about my job.	3.6	1.8	2.45	2.4
Q35- This organization has the ability to change	3.5	2.8	2.91	2.84
Mean “Aftësia për të ndryshuar”	3.2	2.9	3.01	3.02

6. Conclusions and recommendations

6.1 Conclusions

In this study, three categories which show fewer problems for both organizations are goals, relationships and leadership. According to Baldwin (1984), public sector organizations have clear goals less than those in the private sector. Given the vital importance that tax institutions in the functioning of a state, clarity of goals is essential and thankfully all employees surveyed supported this.

Given that Albanians do participate in collectivist cultures, people-oriented to avoid uncertainty, it is understandable that there are very few problems in relationships in both countries. The only problem about the relationship is the existence of unresolved conflicts. In his study in 1982, Boyatzis reports that public sector employees show more concern for close relationships. Also this is supported by this study. In respect with the organizational structure within, as the majority of public sector organizations are associated with bureaucracy, employees need more flexibility in their job. Employees perceive that their organizations are less resistant to change (and this is the main problem), but they themselves want change (at the time that these changes do not affect) in order to improve the above mentioned problems. The division of labor is not perfect, there is room for improvement.

Some of the respondents think that the conflicts are not resolved and it is difficult to talk with colleagues about work problems. It should be worked more in order to create a harmonious working environment. Some feel they are not paid in proportion to the work they do and the reward system does not treat all alike. Organizations should try to have a payment system and transparent and equitable rewards.

A small number of people who completed the questionnaire, claim that other units do not help them when their unit needs help. Perhaps should be checked and improved communication and relationships between the different units.

6.2 Recommendations

Kosovo Institutions

- Purpose: Institutions in Kosovo must work towards the recognition of employees with the goals and objectives of the organization in order to increase the effectiveness of the organization.
- Structure: It is recommended that Institutions in Kosovo to work in the division of labor with the job description in order to improve the flexibility.
- Leadership: It is recommended to work in capacity building of leaders in this organization. Leaders must distinguish problems in structured and unstructured, and to intervene only in unstructured problems. Vroom & Yetton model also will help them to determine the optimal level of participation in decision-making: when leadership must be authoritative, so to make decisions themselves, and when leadership should be open, allowing group decision-making.
- Relationships in the organization: There is a slight discrepancy between the two aspects. From the analysis of the questionnaires it appears that relations are not very harmonious. Employees and supervisors alike as managers recognize that there are almost no unresolved conflicts. We recommend the design of some specific procedures for resolving conflicts, such as meetings with members of the organization with which will be discussed for conflicts that exist and the best way to resolve.
- Rewards: There is a line between formal and informal systems because managers claim that there is a reward system, meanwhile the responses show that due to the lack of this reward system, very often happens that rewards are divided in a subjective, not in a fair way.
- Helpful mechanisms: There is a discrepancy between the formal and informal systems because employees and managers claim that these mechanisms are not very effective. We would suggest an expression of opinion on the effectiveness of helpful mechanisms through anonymous questionnaires.

Albanian Institutions

- Purpose: The goals of the organization should be clearly articulated in its formal systems. This will improve communication with employees. Also it is very important that people in the organization understand and support these goals.
- Structure: To improve the variable "organizational structure", organizations must improve or redesign its structure and division of labor in a more flexible and goal-oriented. Job descriptions should be logically divided among employees.

- Leadership: To improve the variable "leadership" leaders (supervisors) should systematically monitor their subordinates and begin efforts to help them. Also, any attempt to guide or assist the efforts of the employees should be clear.
- Relationships: In both organizations, efforts should be made for better coordination and cooperation among units that perform different tasks, and simultaneously importance should be paid to conflict management.
- Rewards: Remuneration system turns problematic as in formal and informal aspects. Probably should revised remuneration system used. Literature offers three types of reward systems: according to work status, performance and skills (McShane et al, 2008; Cummings dhe Worley, 2005; Aswathappa, 2009). A good reward system means not only salary and benefits but also must clearly indicate the relative parity level salary and benefits for every member of the organization. The realization of the objectives must be accompanied by equivalent incentives. Last but not least, organizations should create more space for individuals to grow, and more promotional opportunities for those who deserve such a promotion.
- Helpful mechanisms: To improve the variable "useful mechanism", organizations must redesign its mechanisms, eliminate those that do not work, and add mechanisms that will help the organization to function as a whole. Information systems need to be developed and improved so that all members of the organisation will have the right information at the right time. Supervisors need to be more creative and involved in helping subordinates and working groups to achieve their goals. Planning and control efforts should be directed towards the growth and development of the organization. According to Galbraith (1982), to create a mechanism that combines organizational structure, rewards, processes, and people leads to the creation of an effective organization.
- Attitude toward change: Senior management must be committed to change and minimizing uncertainty helps every member of the organization to improve the attitude towards change. Individuals themselves should be encouraged to be more proactive in taking initiatives to change and willing to try something new.

Limitations of the Study

One of the main limitations of the study is the honesty of the responses of participants in the study. On the other hand, the sample has been randomly selected and represents only a part of the employees of these organizations.

Another limitation is that the study did not measure the existing organizational characteristics but rather the perception of employees about these factors. An important limitation is related to cultural differences. There is no absolute guarantee that participants from different cultures will perform in ways similar questionnaire.

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