

Social Effects and Leadership in Albania, the Analyze of the Social Influences in Albanian Administrative Developing

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Abstract This paper identifies and addresses of the important factors underlying of the social and economical influences, the loss of the leadership roles and cultures—the sense of cultural inferiority prevalent among members of community, women, youth, minority groups. The paper also introduces with the leadership styles in Albanian condition and describes the influences of prejudice in this organization's efforts to preserve and revitalize the Albanian intangible culture. Prejudice influences convenience or economic reasons. But more often, they abandon their culture and language in order to overcome discrimination. Social prejudice reduces quality and slows the flow. Social prejudice is a chasm that separates information from the people who need it. Many leaders are too proud to reach across and ask for it, instead, they will ask someone for their opinion on their side of the chasm. In the technology age, information is needed from the source, not chain of command or someone's theory. To stay competitive, work environments must be free of social prejudice and leaders must be willing to cross social class barriers to seek information. In the Albania, it is not uncommon for members of dominant cultures, to look down upon members of a minority cultural group, considering them as "second class" citizens. Projects are undertaken towards overcoming the sense of cultural inferiority and instilling cultural pride among the young. In business, social prejudice has always been a barrier to the information. Leadership likes the feeling of its power while the targets of prejudice tolerate it.

Keywords: Social prejudice, social barriers, cultural inferiority, leadership and the role of leader.

1. Literature Review and Hypotheses

The loss of the stable state means that our society and all of its institutions are in *continuous* processes of transformation. We cannot expect new stable states that will endure for our own lifetimes. We must learn to understand, guide, influence and manage these transformations. We must make the capacity for undertaking them integral to ourselves and to our institutions. We must, in other words, become adept at learning. We must become able not only to transform our institutions, in response to changing situations and requirements; we must invent and develop institutions which are 'learning systems', that is to say, systems capable of bringing about their own continuing transformation. (Schon 1973: 28) Companies, organizations and governments have to operate in a global environment that has altered its character in significant ways. Despite the rapid technological development in many countries there are benefits from the use of e-learning or there are benefits that are not at levels as it's required.

E-learning will be consider as one of the new business that requires the implementation of a modern infrastructure for the needs of customers (Adler & Biorks 1979, pp 23, 56, 78,124). There is also the social context to consider when one attempts to understand prejudice. Social scientists who study social learning and conformity as causes of prejudice focus on the social environment within which people live. The social environment is important. One should note, adoption of prejudiced attitudes can occur throughout the life-cycle. People learn to be prejudice through socialization processes like internalization, modeling, and reward and punishment. Values are internalized as people encounter various agents of socialization. Attitudes and behaviors are learned within a social context where agents of socialization are important

(Farley, 2000:29-32).Robertson (1989:204) contends that legal discrimination is "unequal treatment, on the grounds of group membership, that is upheld by law."

2. Learning Personality Elements

Our learning personality is built around a strong natural talent, intellectual, artistic, technical, or dexterous. Everyone has at least one strong talent, with other talents varying in intensity. Some fortunate people may have more than one. A person with strong intellectual talent usually has weak technical talent. A person with a strong technical talent usually has a weak intellectual talent. Our strong natural talent is the base from which we can build and become a super achiever. The problem is, recognizing what that talent is. Most non-intellecutals don't discover their natural talent until they stumble unto opportunity by accident and many never find. Society offers help for intellectuals only.

Leadership and the talent of behavior

Early research on leader behavior conducted by psychologist in 1950s-60s, much of the studies on leadership behavior has been affected by two pioneering school: The Ohio State Leadership Studies and The Michigan Leadership Studies. Researchers at Ohio State University surveyed leaders have identified two major behaviors, called consideration and initiating structure. Consideration falls in to category of people-oriented behavior and is the extent to which leader is mindful of subordinates, respects their ideas and feelings, and establishes mutual trust. Considerate leaders are friendly, provide open communication, develop teamwork, and are oriented toward their subordinates . On the other hand initiating structure is the degree of task behavior that is the extent to which the leader is task oriented and directs subordinate work activities toward goal attainment. Leaders with this style typically give instructions, spend time planning, emphasize deadlines, and provide explicit schedules of work activities .

Personal Interest - Teenagers are searching for what turns them on. For some, this is next to impossible because relatives, friends and society are pressuring them to accept what they think their interest should be. A teenager, not knowing what motivates him and under pressure to accept others' opinions, rebels. In this conflict, it is next to impossible to learn what one's natural talent and interest are. The results, productivity will be well below capabilities. A strong willed teen will take control, reject parents advice, strike out on their own, and do what they feel is right. If they discover their learning personality, they will build a career that goes beyond their wildest dreams. Parents who recognize their teens natural learning personality and work with them to develop it, usually become very successful at an early age. This includes allowing their teen to drop out of school, if needed, and support their interest and ambition with opportunity.

Current Opportunity - Opportunity is the only way anyone can discover their natural talent and personal interest. Project based education increases opportunity for self-discovery. Opportunity is a powerful motivating tool. Motivated people will find ways to acquire knowledge without dependency on instructors. As a result, these inventors developed a burning desire to learn and it was not on academic subjects. Society creates opportunity for the intellectual learning personality. They are coached all the way through school to their first job. [*internet link, Eitzen and Baca-Zinn (1994:174) Prejudices and Influences in Society*]

Social Environment - People with an intellectual learning personality are viewed as high on the social ladder. People with dexterity learning personality are low on the social effects therefore, their needs are ignored. High school students are taught, "collar" skills are something to avoid at all cost, they are beneath acceptable standards." The teaching of social prejudice prevents students from discovering themselves.

Everyone could find a productive life style if they could find a learning process with opportunity that matches their learning personality. This is extremely difficult for non-intellecutals because our society says, "everyone must first learn academics before they are allowed to seek other skills." With this policy, non-intellecutals cannot keep up with natural talented intellectuals. They are labeled failures by the education system, thereby killing their desire to learn. For many, self-fulfilling prophecy kills the last bit of ambition. It is extremely difficult to motivate people whose learning personality is out of harmony with society's preconceived standard. On the other hand, the few who are self-motivated will ignore opinions and find ways to acquire skills to achieve their ambition.

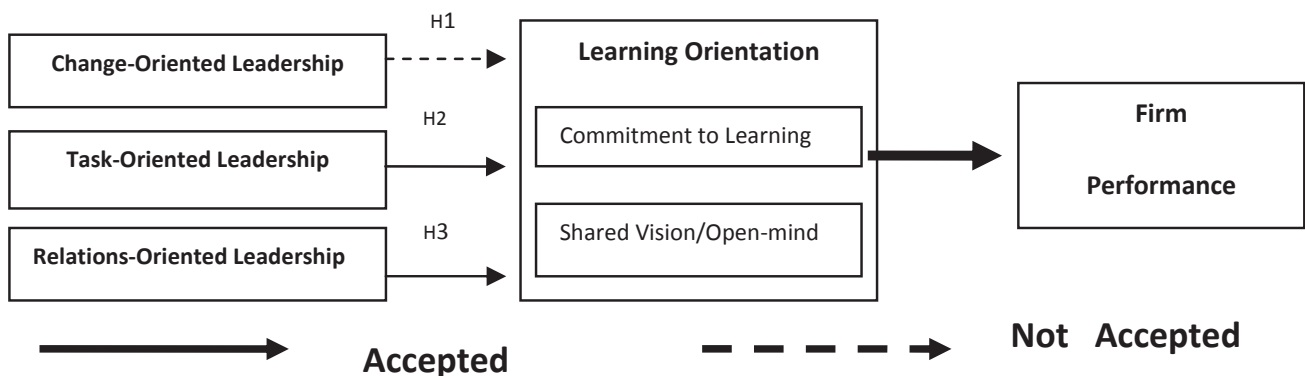
Table 1 Regression Analysis Results on the Mediator Effect of Learning Orientation on Leadership –Firm Performance Relationship

Regression Model	Independent Variables	Depended Variables	Standardized β	Sig.	Adjusted R2	F Value	Model Sig.
1A	Change-Oriented Leadership	Commitment to Learning	,367***	,000	,319	54,517	,000
	Task Oriented Leadership		,137*	,014			
	Relations-Oriented Leadership		,190***	,000			
1B	Change-Oriented Leadership	Shared Vision and Open-mindedness	,406***	,000	,472	102,71	,000
	Task Oriented Leadership		,172***	,000			
	Relations-Oriented Leadership		,273***	,000			
2A	Commitment to Learning	Firm Performance	,131*	,044	,290	70,982	,000

2.1 Stereotypes and the institutional group relations

A stereotype is a mental image, or an exaggerated belief, which assumes that whatever is believed about a group is typical for the entire group. Stereotypical thinking is unavoidable in social life and it is not automatically bad. "The essence of prejudicial thinking, however, is that the stereotype is not checked against reality. It is not modified by experiences that counter the rigid image (Farley, 2000:19). One might note that even positive stereotypes are a mixed blessing. On one hand, positive stereotypes justify the use of more negative stereotypes. On the other hand, they provide unrealistic attributes that the individual has to try to live up to. [6]

Fig 1.Final Research Model



2.2 What is Socioeconomic Status (SES)?

Farley (2005:32) notes that nearly all societies tend to group themselves by socioeconomic status. SES is a concept which is rather complex. The average citizen may tend to group people according to simple criteria like income or wealth. SES is a more robust concept. Socioeconomic status (SES) calls attention the complex nature of social class. It is determined by an array of social and economic indicators. It is also subject to interpretation from various social perspectives.

2.2 Indicators and objectives of leadership indicators and Effects in Albanian public administration

There are objective measures of social class. Henslin (1999:253) suggests that researchers can assign people to various social classes based objective criteria involving wealth, power, and prestige. Some objective indicators can include occupation, educational level, number of dependents, [7] type of residence, infant mortality, and life expectancy rates.

Perceived Intelligence In Different Environments					
Learning Type/Talent	Social Environments				
	Academic	Arts	Mechanical	Physical	Other*
Intellectual	High	Moderate to Low	Moderate to Low	Low	Low
Artistic	Moderate to Low	High	Moderate to Low	Low	Low
Technical	Low	Moderate to Low	High	Moderate	Low
Dexterity	Low	Moderate to Low	Moderate	High	Low
Other*	Low	Low	Low	Low	High

Tab1. Social environments and talents can be divided into hundreds of categories .

H 1. The Albanian – reforms, good progress was made on decentralization of the police, with the appointment of regional commanders, and the selection, in consultation with municipal councils.

This empirically reflects the need to strengthen different strategic capabilities to achieve an adequate level on the organizational issues, improve performance and encourage entrepreneurship. Thus, the entrepreneurship builds and nurtures OL, which enables the formulation of OI strategies that lead to greater performance. Entrepreneurship creates wealth by concentrating on OI/OL. The organization that promotes entrepreneurship is an organization capable of creating, learning and influencing the environment.

Although the field of entrepreneurship is recognized as being of fundamental importance for our economy, and many researchers throughout the world have turned their attention to it, there's, as yet, no agreement as to the research object in this scientific field. Today, two basic trends exist and stand in opposition to one-another in the scientific community of entrepreneurship. The field of entrepreneurship would therefore be concerned with the market sector, that's primarily the private sector and, by extension, non-profit organizations and cooperatives active in the private sector, together with the portion of public sector whose activities are concerned mainly with the sale of products or services on a market.¹

The main issues handled out in this presentation are: the field of entrepreneurship; pro-activity and environment among the factors most frequently analyzed in the relevant OI/OL literature influencing the innovative entrepreneurship; as well as the frame conditions for innovations and institutional system of innovation. Entrepreneurship is concerned first and foremost with a process of change, emergence and creation: creation of new value, but also, and at the same time, change and creation for the individual. Community peoples must be encouraged to take active roles in preserving their intangible culture. The loss of a culture spells the loss of inherited knowledge, an entire thought-world. It is also a loss of one's identity. In the end, it is the community people, not outsiders, who maintain or abandon their culture and heritage. It is their decision if and how they will revitalize, maintain, and fortify their culture, language and heritage.

H 2. Albanian institutions will be consider as one of the new business that requires the implementation of a modern infrastructure for the needs of customers.

One practical example of developing leadership specifically so as to influence an organization's safety culture is described by Burmman & Evans.

3. The Intellectual Learning Personality in Albania and the Development of Leaders

All through history, intellectuals have power because they control money, politics and the education system. They influence our thinking and goals through the media, they report the news, write the laws, and control our schools that create the next generation of people to think like them. Therefore, it is a popular goal to be an intellectual and be part of

¹ Second Meeting of the Stabilization Association Council between Albania and the EU, Brussels, 11 May 2010.

the influential power structure.

H 3. Leadership development can build on the development of individuals (including followers) to become leaders.

In addition, it also needs to focus on the interpersonal linkages between the individuals in the team. In the belief that the most important resource that an organization possesses is the people that comprise the organization, some organizations address the development of these resources. Therefore, bringing the notional leader together with the team to explore these similarities (rather than focusing on the differences) brings positive results. Intellectuals learn through linguistics. They have the ability to express their thoughts clearly on paper. This ability is the source of power, because a piece of paper can be reproduced efficiently. Efficient communication makes it possible for one man's ideas to influence an extremely large group of people. This influence produces leaders and everyone wants to be a leader.

3.1 Strengthening of the Public Administration in Albania

This component as been assessed as unsatisfactory; the argument used is that, because of the transferring of the Public Administration Department from the Prime Minister's Office to the Ministry of Interior, the influence of this department has lowered in bringing reforms forward. Also, the emphasis has been placed in the inadequacy of the working environment, technical equipments in place, which have influenced the results of their work.

3.2. Assistance to the Training Institute of the Public Administration

Concerning this assessment, we clarify that despite some problems with the extension of the Public Administration Department thought, in the first moments (end of 2005), afterwards the Albanian Government has put all its effort in the channeling of all the civil service management procedure through this department.

For all the above mentioned, we judge that despite some problems at the end of 2005, the components should not be assessed as unsatisfactory, taking into consideration not only the time span of the project, but also the very good progress of the reforms in the remuneration field and the one on the functional structural of the institutions, which, as we emphasized have been directed and managed throughout all the time by the Public Administration Department.

4. Conclusions and recommendations

The Government of Albania has adopted a comprehensive policy reform program to strengthen Albania's weak institutional and governance capacity. This policy reform program is being supported by a Structural Adjustment Credit, which was approved by the Bank in June of 1999. The overall objective of the proposed Public Administration Reform Project is to provide required resources for technical assistance, training, goods and incremental operating costs that are needed to implement the Government's Institutional and Public Administration Reform agenda effectively.

The most striking result to emerge from data is that commitment to learning and shared vision and open-mindedness mediates the effects of task oriented leadership and relations oriented leadership behavior on firm performance. So, H2 (learning orientation mediates the relationship between task-oriented leadership and firm performance) and H3 (learning orientation mediates the relationship between relations-oriented leadership and firm performance) are fully supported.

These findings are consistent with the literature on leadership and learning orientation. Although there are so many studies examining the learning orientation-firm performance relation [59], [60], [18], [61], [30] leadership and learning orientation relation [8], [34], [55], [56], [57] in literature; the mediator effect of learning orientation on the relationship between leadership behavior and firm performance is examined and revealed for the first time through that survey, which differentiates this survey from others. The Development of ATIPA states the objective of the project to be: The objective of the Project is to assist the Borrower to improve its capacity with regard to policy formulation and coordination, and administrative performance so as to create conditions that will encourage the Department of Public Administration of the Borrower to improve their service delivery. This component has been assessed as moderately satisfactory. Concerning this evaluation, we believe that it should have been higher, as the activity on the ITAP has been appraised not only in between local institutions, but also from foreign partners. The foundation of a new institution and achievement of successes contemporary level in the forecasting standards and in offering training should have been valued more in the framework of this project. Concerning this evaluation, we believe that it should have been higher, as the activity on the ITAP has been appraised not only in between local institutions, but also from foreign partners. The foundation of a new institution and achievement of successes contemporary level in the forecasting standards and in offering training should have been valued more in the framework of this project. Albania transitioned away from an extremely closed, autarchic socialist system only in 1992. At that time, Albania's administrative system was considered chaotic and ineffective. Its

administrative culture - a combination of many influences - emphasized security over service delivery. The capacity of public administration was weak; the system, stemming from a party focused environment, was highly politicized. Corruption was pervasive in every facet of the public sector. Citizens feared public administration and did not trust it to provide even the most basic services in a fair or impartial way.

They include:

Policy and Public Expenditure Management: [1] aggregate fiscal discipline including inflation rate, revenue predictability, and fiscal aggregates; [2] strategic prioritization including policy volatility, delays in auditing, and deviation from functional appropriations and [3] operational efficiency including representative deviation by spending units at sector level, and transparent, competitive procurement and improvement the economical and social development.

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33. 7th International Strategic Management Conference Linking leadership style to firm performance: the mediating effect of the learning orientation Mehtap Özşahin^a, Cemal Zehir^b, A.Zafer Acar^c, ^{a,b} Gebze Institute of Technology, Kocaeli, 41400, Turkey Okan University, Istanbul, 34722, Turkey