

Key Features in Knowledge-Driven Companies

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Abstract. *In today's Romanian business environment, an increasing attention should be laid on clarifying the organizational strategy, structures and systems within the corporate governance, and moreover a critical eye must be focused on the organizational culture, leadership, and alignment to ethical values. Organizational transparency makes sense rationally and ethically, therefore the business leaders and the top management must learn how to effectively build trust, communicate, and foster true values in a transparent manner. This paper proposes an introspective view over a Romanian entrepreneurial organization within the SME sector, where many and sudden changes at governance level took place in a relative short span of time, changes that influenced over time many critical aspects of human capital, including aspect of knowledge management. In our case, short-term gains prevailed over long-term interest and people were not prepared for these changes. By analyzing the effect of lack of transparency, communication and alignment over the employees' engagement and involvement, the article draws on insights from different employees' point of view, demonstrating that culture is capable of altering strategy and structure. The role of a leader of an organization is no longer simply to run the business on a daily basis, but to create the right culture based on ethics and values. It becomes essential to cultivate such a framework, based on leadership processes, toward achieving business objectives and related growth, profit, and return goals, outlining the future of corporate governance and what's needed for continued effectiveness in a framework where knowledge is continually enhanced.*

Keywords: *knowledge management, organizational governance, culture, transparency, business ethics, values.*

Introduction

In today's business environment, where competitiveness and change are rapidly shaping the organizations and individuals, the employees need to access all relevant and accurate information, which gives them the opportunity to perform at high standards in their duties. If there is no transparency in an organization, the duties will be performed by teams or individuals first based on segregated information, and second, hidden from

any other teams or individuals. Transparency becomes a key driver in a knowledge-based company. In an organization where there is no transparency of information, meaning poor disclosure, no open book policy, no individual empowerment and limited understanding of finances, the employees will experiment doubts, little belief in the organization and in its leaders, and they will find difficulties in accepting ideas, projects, or new roles. The need for much greater enterprise transparency, ones understood by the leaders, will bring about great compliance with procedures and policies, even transforming misbehaviors in best practices.

The European Commission recently has reported that in the Romanian industry, the predominant enterprises are the small and medium ones (the SMEs), enterprises that are predominant entrepreneurial ones. The European Commission supports SMEs, by providing a throughout analysis within the 28 EU Members, and these analysis lead to a series of recommendations and measures to mitigate the main concerns. The main issues are organized around entrepreneurship, management and resource administration (European Commission, 2014). The cited study explains that in the Romanian SME sector, entrepreneurship is called to develop the Romanian business culture by acquiring financial and human resources, and by investing its resources within a “positive entrepreneurial culture, in which entrepreneurs are admired and have high social status” (Europa.eu, 2014). But, despite this general view over entrepreneurship, the study has revealed that in the past period Romania has been lacking a sound development strategy for entrepreneurship in the SMEs industry sector. One of its key targets for the next few years must be to achieve specialized and skilled employees, and to innovate, while “poor administrative capacity continues to hamper the growth of business” (Europa.eu, 2014). A sound business environment is to be achieved only by increasing the effectiveness and efficiency of the Romanian SME sector. The World Bank identified, in a study related to Romanian economy, that there are a number of issues to be addressed to Romanian businesses in general, in the next few years: (1) lack of accountability and accuracy for results; (2) governance problems; (3) poor responsibility of employees to complete their assignments; (4) lack of transparent business strategies, (5) “low quality of and insufficient usage of information for decision-making”; (6) lack of alignment between strategies and structures ; and (7) poor strategic employee (HR) management (European Commission, 2013). The World Bank recommends reforms on strategic management levels, as well as on governance level, but most of all at human management level, where Romanian businesses must reconsider their internal organizational structure and decision-making capabilities (European Commission, 2013). Romania needs sound measures to enhance innovation and creativity in the entrepreneurial organizations.

Presentation of the SME industry sector

In relation to other European countries within the European Union, there is a perceptible delay in Romanian business sector development, with regards to SME's entrepreneurial segment. Coleman (2014) observes that Romanian entrepreneurial culture is one of "self-sufficiency and resilience". Nevertheless, Romanian intellectual capital is strengthened by "a culture of self-learning" (Coleman, 2014), therefore the implications of this perspective is that the value of the employees encourages development and innovation mostly on the technical segment. Some studies identify that SMEs sector performance in Romania's given economic conditions can be reached only by an authentic entrepreneurial effectiveness, driven by leadership skills where "only companies with the pro-active approach and the drive of a resilient entrepreneurial spirit could navigate through the slow economic waters of another year" (Ion, 2013).

The special features of real-life entrepreneurial projects are the activity of some leading benefit-driven Romanian companies that embraced different strategies in order to achieve excellence.

Therefore Melinda Install, for instance, a Romanian entrepreneurial company, which offers complete solutions for sanitary installations, realized that it needs transparent business lines in order to increase the company's profitability. The company chose to implement a so called "Controlling Office" which becomes in charge with first gathering information and second process this information in order to provide a complete image of the company. This change helped the company to increase the control over its activities, but in the same time in the decision-making process, based on current problems and real-time information (Romanian Business Digest, 2014a).

Another Romanian company, which is a subsidiary of a world-wide automotive organization, considered that it needs a solution in streamlining and simplifying internal processes. Therefore the management implemented a strategy that involved employees in customer consulting operations in order to offer a better customer service and thus to retain clients. Managers were also called to intervene in day-to-day activities and to forecast sales, helping to conduct an effective business strategy (Romanian Business Digest, 2014b).

A Romanian pharmaceutical company recently faced the same problem as Melinda Install, of gathering and analyzing information, therefore this

company needed a platform to access in a timely manner “essential data for an efficient business management” (Romanian Business Digest, 2014c).

The Chamber of Commerce and Industry of Romania issued a series of recommendations for Romanian entrepreneurial organizations within the SME industry sector, taking into consideration the issues SME’s currently face. Accordingly, the Chamber of Commerce and Industry of Romania considers that a key aspect is encouragement of innovation and economic initiative. In the same time the management competencies must be improved in the SME Romanian sector and effective training must be provided for the skilled employees in order to engage them more in activities (Daraban, 2015).

Nevertheless, all recent studies referring to Romanian entrepreneurial businesses (especially SME’s) consider that the entrepreneurial culture in Romania must be developed, with a high impact on managerial competencies improvement and transparency enhancement. An enhanced entrepreneurial culture will provide leading teams in business management and IT, sharing best practices and turn issues into solutions.

Culture, the critical driver

Recent research (Bruce, 2014) suggests that there are two factors influencing decision making in an organization: (1) Cultural cognition and (2) Intuitive ethics. The first factor indicates that cultural values determine employee risk perception, as well as compliance to organizational policies, practices or internal laws. According to cultural cognition, individuals tend to adjust their beliefs related to risks, policies, and practices, to values that endorse their cultural identities. The second factor, intuitive ethics, advances the idea that all the moral factors of an individual are innate (Haidt & Craig, 2004), and people will be able to acquire new moral traits only if they are comfortable with educational mechanisms (by nature, they have innate educational mechanisms acquired). Bruce (2014) believe that 21st century organizations, the most of all leaders, should protect their companies against homogenous thinking, because only the „diversity of thought is the future of successful corporate governance”. The author believes that a uniform thinking among the employees will impede to distinguish those individuals who can best handle critical issues in critical situations (Bruce, 2014).

In order for employees to embrace ethical values, a company’s culture must be in accordance with its governance, risk management and strategy. „In today’s environment this is especially important because companies

operating from a base of integrity and ethics, not only stay out of trouble, they build on that foundation to drive success” (Steinberg, 2011). Built on a base of integrity, any organization will attract the most talented people, and will retain them. Moreover, a transparent collaboration becomes essential between the organizational board and the top management, and as long as the organizational strategy, objectives and knowledge management are set based on value judgments, integrity, and ethics, the employee behaviors will be guidelines through the organizational objectives accomplishment. Values like ethics, integrity, and compliance will further lead, in the same framework, all the processes related to succession planning, performance management, training, personal development plans, or communication. As long as governance is „the allocation of power among the board” (Steinberg, 2011), the leadership of a company holds the key role in determining the organizational culture, and thus, the leader will set the ethical frame for the organization.

An integrated business ethics perspective

An integrated approach to managing the decision-making process on the governance level, it becomes essential imperative to use transparent and clear frameworks for processes and policies. By fully integrating the HR function, the Strategy function, the Financial, the Risk Management function, as well as Control Procurement, Legal, R&D, and all the essential operations, the processes and policies become implemented in an effortless manner among the employees, in their behavior and way of dealing with the day-to-day work. Critical to an organizational culture becomes the true picture of what’s really relevant for that organization, and this picture is designed through a genuine communication between employees and their managers, then between the company and external parties and shareholders, and ultimately between the general manager (or the CEO) and the Organizational Board (Steinberg, 2011). A contaminated culture, set by the actions of the Board and the CEO, or by the lack of clarity and transparency or inconsistency of their practices, is the most damaging for the business ethics.

When investing in relationships, in intangible assets (intellectual capital), and in great experiences, all the individual core values of the employees within any organization will be visible, setting the foundation of the organization’s core values, upon which it builds its knowledge, culture, business practices, articulating what people stand for. Any organization will be proud to have talented, happy, trustworthy and disciplined employees and therefore the organization will help these employees develop

themselves for boosting personal and company' knowledge and performance (Robbins, 2012).

Few leaders are prepared to accept the accountability that goes with trust and a value-based leadership. Personal conduct influences individual performance, which becomes the foundation of organizational culture and values and furthermore is transposed into organizational knowledge and performance (Hanson and Hanson, 2010). Leadership in essence is an influential process aimed at shaping the behavior of others, encouraging senior management to work harder and to follow effective behaviors and attitudes advancing knowledge management tools to be implemented (Marquet and Covey, 2013). A powerful leader of any organization will be able to implement organizational goals and objectives, to organize activities, and to continuously coordinate staff, in order to lead the company towards success (Marquet & Covey, 2013). If such a leader influences his or her organization, the stakeholders and the environment, then both the leaders and the followers will find the way to work towards shared values, in a framework of coherence of the liaison between the leader and those who follow him on this basis (Sayers & Tyson, 2014). So, every leader needs to provide a representation of high values in order to support the employees of the organization. In a value-based organization, the leader needs to defend the right behavior through holding ethical standards (Sayers & Tyson, 2014), to endure passionate hard work in order to gain success, and to establish trust among the employees, where they believe the leadership is trustworthy and that the organizational objectives are attainable.

Every company has its own norms and beliefs that help the organization to perform its activities on a daily basis (Cummings & Worley, 2014). Unfortunately in some cases, the norms become so ingrained that people use them as a justification for discourage any endeavor to change. In both cases, whether individuals encourage change or not, the organizational norms are affecting the decision-making process and help leaders to be efficient, and most of all consistent. A very common norm is the fact that little appreciation is shown for people's achievements, where perfectionism is developed among the daily work, and where inadequate work or individual's mistakes are strongly pointed. Defensiveness (Cummings & Worley, 2014) to protect ones' position power, or "quantity over quality", or sharing information only through written word, or individualism (where employees understand they are accountable for solving problems by themselves) etc., are some of the cultural norms ingrained more or less in people's behavior.

Methodology

The proposed exploratory research study used narrative research design and methods to analyze the key drivers of knowledge management instruments in a Romanian entrepreneurial SME's organization. Narrative analysis gains experiences and facts of a number of situations within four possible approaches: thematic analysis (based on details and reports), structure analysis (looks at the structure of narratives), dialogic analysis (analyses the performance derived from difficult experiences) and visual analysis (focuses on the analysis of observable facts), according to Reissman (2007).

The research collected data for narrative analysis using all means that involves capturing events and experiences. As employees express their own experiences and stories, they also clarify the reasons behind actions, within their own context. In analyzing this data, we identify themes and give them a general framework in order to emphasize key elements which led to some specific actions. The study entailed open-ended interviews, using questions that focus on key concepts appeared, from the review of literature on entrepreneurial organization's governance and lack of transparency, to be important to the knowledge management. In particular, we asked participants about the decision-making process and the availability of information and data in the company. The study also involved a five-interval Likert scale questionnaire, which provided data that can be systematically compared.

The participants included five top-managers, members of the Board of Directors, two middle managers, three organizational consultants and eight middle managers, both members and non-members of the Board of Directors, and twenty operational staff. The interviews were held in a span of one year time and the questionnaires were administrated to 62 employees (80 questionnaires were distributed and therefore the response rate was of 77% returned).

Consequently, we have conducted a gap analysis to uncover critical discrepancies between strategy, knowledge management adoption and management systems, compounding a higher-level analysis in discovering uniform expectations for employees to follow. In a multidimensional approach analysis to the organizational structure of the company called SMB Company (having its main activity in the SME industry sector and totaling approximately 240 employees), we aim to analyze the organizational efficiency at the governance level, the optimization between

internal and external processes, overlaps in responsibility, and reporting channels.

Applying learning from experience

The changes in organizational structure and their effects

Considering that organizations must remain competitive in the 21st Century dynamic economic environment, a systematic interaction of organizational structure and development has become an important aspect (Cummings & Worley, 2014). The structure of any organization becomes indispensable prerequisite for the competitive work environment.

The study follows the organizational inputs and employee reaction to different changes over the last year. Considering that a clearly defined structure and workflow of an organization becomes a critical component in surviving and performing, this paper analyses to which extent the various parts of organizational structure can be modified in order to create a positive output.

Analyzing organizational taxonomy and classification, McKelvey (1982) found that the Natural System Model concentrates on those models that negatively affect an organization; therefore the organization becomes an organic system which has interconnected functions. These functions must work together in a fully integrated understanding. During our research we have conducted several discussions in the form of open-ended interviews with key players in the organizational structure and systems. Considering the SMB Company in the framework of the Natural System Model, we found that there were some misconceptions related to the vision and mission of the company that negatively impacted the organization, such as: no interconnections between the organizational functions, little knowledge about the roles and responsibilities of other departments, and some parts of the company were working independently by reporting only to the GM directly. When asked about the organizational vision and mission, 80% of the responders said that their goal and mission was to „Make money for the GM”.

On the other hand, the Sociotechnical Model (McKelvey, 1982) considers the collaboration between the employees on one hand, and technological infrastructures, attitudes, practices, behaviors on the other hand. The Sociotechnical Model analysis upon SMB Company revealed that there is a gap of integration between technological systems acquired and

implemented and the organizational development, while the organization was not ready to being introduced to several technological advancements, which were also very expensive ones. We followed technological adoption and application levels of the new inputs during our research, and we have administrated a questionnaire designed to analyze in what measure our statements are supported by a relevant group of employees. Accordingly, first of all, the independent workgroups were not trained, initiated and mentored sufficiently to perform interrelated technological tasks (92% of the users were considering so), as long as the power was concentrated in some employees' hands, who preferred to work as usual, as before to implementing all the new technological systems. Therefore the knowledge management initiative proved itself to be too ample (according to 69% of the responders), in the process being identified risks related to a company that was not ready for changes: too general (according to 73% of the responders), too abstract (according to 62% of the responders), top-down approach (according to 95% of the responders), not able to catalyze employees (according to 92% of the responders).

The cognitive model of analysis (which considers that individuals' personal behavior and other personal factors influence directly the people around us, McKelvey, 1982) showed us the followings, after collecting and analyzing data received from qualitative research, namely discussions based on open-ended interviews:

- In SMB Company there are randomized evaluations and control;
- Too many and monthly-based interventions by consultants who were changed arbitrary;
- Micromanagement;
- No autonomy or empowerment of the employees;
- Little or no communication;
- No transparency in actions.

All these brought to the overall belief of the employees that the company would be a „Field of Experiment” (according to 94% of the asked employees).

We conducted a Strategic Triangle Model Analysis, our findings showing some interesting points. First of all, the *organizational value* was represented by the position power of the general manager, who was admired by the employees, and who gained a high social status; the general manager is a guiding personality of the organization. Second, the *capability and knowledge* to carry out organizational mission was first undermined by the fact that the organization had the most unusual understanding of its

mission, hardly helping employees to motivate themselves, putting the general manager's name in all upper case; we have run a competency analysis based on required capabilities and knowledge levels versus existing capabilities and knowledge, and it revealed us the 69% of the employees are under the required competency level, even if a Job Analysis showed that the employees' qualification are matching to the required ones. Third, the analysis regarding *employee support and organizational environment* showed that the general manager and the Board cultivated a culture and leadership process far from supporting employees and driving performance. First of all, the corporate Board members were in 90% a body of managers (executive directors) from the first three top layers of the company, with no leading or controlling roles. The general manager was the only individual who dominates the Board's decision making process. The Board meetings were supplied with information on day-to-day activities and reports. The rest of 10% of the Board members were private consultants of the general manager. In other words, an entrepreneurial SME company characterized by: (1) lack of trust in a formal structure, or by (2) lack of empowerment of managers to take decisions, or (3) a culture distinguished by inconsistency in choices that encourages conflict between different management layers, will be unable to support its performance.

A blur vision of the top management

Considering that the majority of the businesses have clear defined objectives at the three managerial levels (strategic, tactical, and operational) – any aspect that makes accomplishing these goals unreliable it represents a risk for the organization. As the business environment becomes increasingly unpredictable, the leaders must manage with greater uncertainty. Every organizational objective is based on its vision, mission, and values. If these are clarified, understood and embedded in the organizational culture, the leader will play a key role in supporting internal equity, ethical practices, and good governance.

Considering our analysis, we found some issues related to some discrepancies between organizational strategy, knowledge management adoption and management systems. The first issue discovered within the analyzed SMB Company is that the leaders are hardly instilling an inspiring, clear and credible vision and mission for the company, this is why there is no enthusiasm of the employees to follow the leader, who would have been the only one to communicate and explain the reasons behind the organizational decisions, organizational changes, and managerial attitudes.

The second issue was that the leader did not provide recognition to the strategic management level, in order to implicate these managers in the decision-making process, therefore the managerial layers, the responsibilities and roles were not clearly defined in order to provide the framework to employee achievements to become visible and recognizable. Too many members of the Board with no transparency in the leader's actions, provided uncertainty and frustration.

The third issue was the command-control management style, where every layer of the work was randomly controlled, with the lack of clear control-instruments and control frameworks.

Considering the organizational improvement, too many changes at top management (every 3 to 6 month there were some new entries, such as new COO's, new CFO's, new Legal Director, new HR consultants, etc.), and gaps in communication (employees were not explained the reasons behind these actions), augmented by no feedback for the individual efforts of the top performers, we assisted to a high rate of employee turnover. With constant changes in the Board facet, the employees who worked for a longer time in the company felt unappreciated, mostly the talented employees who are aware of their abilities. Top performers want to feel their capabilities are challenged, and that they have a carrier path to grow in, or they want to feel responsible for their own choices and their own carriers. If there is no strategic plan in order to make these top performers to grow in the organization, and instead they are micro-managed, they will be hard to retain. On the other side of the coin, there are the poor performers. Even if these were identified during the past year, no decisive resolution was made in order to establish internal equity accordingly to every individual's personal performance, job requirements, qualifications and roles and responsibilities.

In practice, knowledge management instruments are meant to build a learning organization, to facilitate decision-making abilities and to stimulate innovation. On both individual and organizational level in SMB Company, knowledge management traits were not used to build a cohesive work environment, to facilitate communication between employees, to develop professional abilities, to promote mentoring, or to develop organizational memory (due to employee turnover).

Critical traits hindering meaningful engagement and involvement

During our analysis, the culture of SMB Company was constantly transformed: instead of being centered on business integrity and ethical

values, there are strong control structures in place, randomly administrated, and the company's brand is not built around success, products, or values, but only on the general manager's personal identity. These realities are hindering employee engagement and involvement, being counterproductive both outside and inside SMB Company. First, micro management is the base for lack of trust in employees, causing the loss of engagement and involvement (Hedges, 2014): according to our findings, 74% have a lack of trust in management, 64% have lost their engagement and 84% consider not to be sufficiently involved in the business. Second, lack of progress (Hedges, 2014): according to our research, 53% consider that there is enough place for progress. Third, absence of confidence in leadership (Hedges, 2014): our research findings reveal a percentage of 67% of the questioned employees who do not have confidence in leadership. Fourth, lack of recourse for poor performance (Hedges, 2014): 47% of the questioned employees consider that high performers and talented employees should be rewarded accordingly. And fifth, poor communication (Hedges, 2014): 87% of the responders think that communication must be improved and that it is necessary in SMB Company to develop an effective communication strategy.

Findings and discussions

Many entrepreneurial companies, even leading companies within their industry, face some structural obstacles, ignoring rules or boundaries that limit organizational improvements. Consistency is the key to remove these obstacles, as well as transparency of decisions and actions.

In the analyzed SMB Company there is no transparency of information, no open book policy, as well as no individual empowerment. All aspects of knowledge boosting are limited, starting with finances, and continuing with technological understandings or structural ones (ex. sudden changes in the organizational chart). Therefore the employees are experiencing doubts, little belief in the management and in cultural traits, and they do not accept easily new ideas, projects, or new roles. The organizations find it difficult to retain talented people, they leave within 3 to 6 months, because the culture is not based on consistency and transparency.

Considering the structural relationships, an integrated approach would manage the decision-making process, and the employees feel that this integrated approach would bring about transparency and a clear framework for processes and policies. Therefore critical to the SMB Company becomes the true picture of what is relevant for the organization,

and that is genuine communication between employees and managers, between managerial levels, and even between all the stakeholders. In the same time a clear communication and transparent, consistent actions are to be followed in the interaction between SMB Company and external parties and shareholders, and ultimately between the general manager and the employees.

A contaminated culture, set by the actions of some Board members, or set by the lack of consistency and transparency, or by lack of clarity of the practices, is the most damaging for the business ethics in SMB Company.

Our gap analysis have found critical discrepancies between strategy, knowledge management adoption and different management systems, discovering some expectations from the employees side, discrepancies that can be overcome by managing critical aspects in these critical times. Knowledge management represents an answer to the challenge of managing complexity, or managing highly complex work environment. The third generation of Knowledge Management (Snowden, 2002), described and identified by context and content, today's organizations must consider the importance of shared context. 21st Century leaders should be able to describe and organize relevant content in order for the employees to know about this content and to effectively use it. The content must be delimited by the context and all the relevant knowledge should be adopted and used by individuals, teams or the organization as a whole. "A slogan for this phase might be something like: "taxonomy before technology" ..." (Koenig, 2002, p.3). Considering that a clearly defined structure and workflow of SMB Company becomes a critical component in surviving and performing, we have analyzed to which extent the various parts of organizational structure can be modified in order to create a positive output. Therefore organizational functions within SMB Company must work together in a fully integrated understanding, transparency and consistency. An effective knowledge management structure would help organizations like SMB Company to engage the employees in a timely manner, to develop a collaborative climate, to offer opportunities and challenges, but at the mean time to disseminate best practices, to solve problems and to generate organizational synergy.

Conclusions and recommendations

The analyzed organization needs above all, *alignment* between actions and communication. The key for business leaders is to ensuring a decision process based on knowledge, integrity, fairness, responsibility, uniform

treatment, transparency of actions and most important ethics, even if training is needed for company's standards to be fully understood. Honesty in communication will bring about trust both for employees in the leaders and vice versa. Ethical leaders do not mislead their organizations on an intentional basis, but if they are not candid and transparent, they cannot furnish relevant knowledge and communication of facts (Josephson, 2013).

In *developing personal integrity*, the leadership within SMB Company must always do what is announced to be accomplished, maintain the internal organizational functional relationships based on honesty and fairness, by recognizing the contribution of the key knowledge players - the most talented and engaged people of the organization.

Ethical leaders are trusted because they *keep their commitments and engagements*, based on a balanced view over the vision-mission and values of the organization, seeing the whole picture, rather than only parts of the actions that must be accomplished. Our business environment becomes more and more complex and thus it needs a holistic approach from those leaders who manage the organizational knowledge.

Ethical leaders will also *encourage* personal development of the individuals, as well as manage the organizational image, understanding the mental picture the employees have over SMB Company, or the perception people have over the company both inside and outside the organization. Alignment between the leader's decisions and ethical norms with employees serving an organizational solid mission, will help the corporate governance to identify itself with SMB Company in a framework of loyalty, fairness, caring, respect for others and commitment to excellence.

Promoting a culture of transparency, based on ethical values and norms in the Romanian SME sector of specific entrepreneurial businesses, stands for the way people understand the communication framework, transparency and trust within that organization. This study provides an analysis focused on perceived values that can help further research to gain insight into employer behavior and relationships which influence organizational knowledge management aspects. As the main studies referring to Romanian entrepreneurial businesses (especially SME's) consider that the entrepreneurial culture in Romania must be developed, we can extrapolate our findings to the SME sector, where improvement on managerial competencies is required, and transparency must be enhanced. As many other researcher found that an enhanced entrepreneurial culture within SMEs will provide leading teams in business management, sharing best practices and turn issues into solutions, strategic organizational alignment

will encourage an all-embracing change model for SMB Company, as well as for many other Romanian entrepreneurial companies, allowing top management to meet alignment of vision, strategy, leadership, culture, and most of all the individuals, in a framework of knowledge ethics. By highlighting the liaison between leadership, actions, culture and performance, the collective and personal ability to act around common goals will be significantly raised. The alignment will galvanize and improve organizational communication, transparency and trust, thus advancing the quality of decision making process at governance level.

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