

# **GOAL ALIGNMENT IMPACT ON A FIRM'S INTERNATIONALIZATION PROCESS**

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## 0.0 Abstract

The purpose of this thesis is to identify how and why goal alignment impacts the internationalization process of organizations, with the aid of using Eurowind Energy as a case company using the pragmatic approach to philosophy of science. Thus, through a single case study, this thesis researches the phenomenon of goal alignment in the context of internationalization of Eurowind Energy. This is done through a qualitative and quantitative data collection in the form of semi-structured interviews and a questionnaire. Through a thematic analysis and by using the questionnaire responses as a guide when grouping the themes, an emergent framework is created to visualize the findings of the data collection. Hereafter, through a discussion, the researchers compare the findings of the analysis to the findings of the thesis' literature review, such as the following theories: Schein's Three Levels of Culture, Goal Setting Theory and the Resource-Based View. Through this approach, this thesis finds that a high degree of goal alignment can boost employees' creativity and drive while also demonstrating how aligned objectives provide them a clearer vision and a common objective, which increases the probability that the internationalization process will be successful. Furthermore, the findings stress the importance of efficient vision-communication, as well as organizational culture's role as a moderator in terms of degree of goal alignment impact on a firm's internationalization process.

**Keywords** - Goal Alignment, Internationalization, Organizational Culture

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# 1.0 Introduction

This thesis seeks to research how goal alignment impacts the internationalization process of organizations. To do so, it explores goal alignment as a phenomenon, and its relationship with the firm internationalization process. Moreover, it seeks to understand the moderating role of organizational culture and how it can be used within the context of internationalization. Furthermore, this thesis aims to create a generalizable framework through a combination of quantitative and qualitative primary findings, along with previously established knowledge. Through these findings, this thesis will determine the degree of goal alignment of the case company, as well as contribute to academia with its theoretical findings.

Since the 1980s, internationalization has become a popular topic within academia (Paul & Rosado-Serrano, 2018). Through internationalization, companies can expand their operations to a much larger extent than possible domestically, and, thus, there has been a significant increase in MNEs (Olmos & Díez-Vial, 2015). While many popular theories, such as the Uppsala Model, explore firm internationalization, little research is available on the role of goal alignment in the process of internationalization.

According to current research, for a company to internationalize successfully it is vital that its employees and organizational culture are open to it and willing to make the changes necessary for the internationalization process to be successful (Powell, 1992; Gochmann et al., 2022). Therefore, managers must know how to create a positive attitude towards internationalization, given their massive impact on the firm's organizational culture (Mom et al., 2015; Gochmann et al., 2022). However, there currently is a great lack of research available on the interdependencies between organizational culture and internationalization, which also leads to a lack of available theories and frameworks on the topic (Mom et al., 2015; Gochmann et al., 2022).

Moreover, some researchers argue that employee goals and organizational culture are linked (Shonubi & Akintora, 2016). Thereby, it is evident that organizational culture plays a certain role in how a company's degree of goal alignment impacts a company's ability to internationalize. Thus, this thesis aims to identify the impact of goal alignment on a firm's internationalization process. Through this research, the goal is to cover different aspects of goal alignment and, through a case study, fill out the current gap in knowledge of goal alignment's role in internationalization. To do so, this thesis will

provide an analytical framework that can be used by management departments of companies whose aim is to begin the process of internationalizing their firm, or for companies with an existing international presence, as well as for future research of goal alignment in the context of internationalization. Thus, the purpose of the framework is to optimize the firm internationalization process through the concept of goal alignment. Lastly, the case company will serve as the context in which the phenomenon of goal alignment is researched. To accomplish these goals of research, the thesis will answer the following research question.

## **1.1 Research question**

*How does goal alignment impact the internationalization process of a company?*

To ensure a comprehensive understanding of goal alignment as a concept, as well as its usefulness and interdependence on internationalization, four sub-questions have been developed to serve as a red thread throughout this thesis' research. The structure of the sub-questions is designed to first research and describe goal alignment and internationalization, along with relevant concepts and theories. Hereafter, SQ3 will examine the established concepts in the context of the case company, which is chosen based on aforementioned criteria. Lastly, the final sub-question will compare all the collected findings, primary and secondary, in order to develop the final answer to the thesis' research question.

## **1.2 Sub-questions**

**SQ1:** *What is goal alignment, and why is it relevant?*

This question will be answered through the thesis literature review, examining the concept of goal alignment. It will provide a thorough understanding of which aspects of a firm goal alignment that have previously been identified, as well as an in depth description of organizational culture and why it is vital in terms of goal alignment. Moreover, this answer will provide an overview of commonly used theories and methods utilized in goal alignment research.

**SQ2:** *How can goal alignment be used to understand the internationalization process of a firm?*

This question will also be answered through the thesis' literature review, but focusing on the concept of internationalization. It will gain the researcher a comprehensive understanding of internationalization, relevant theories, and identify links that can be drawn between previously examined concepts of goal alignment and a firm's internationalization process. Thus, this answer is built on further research of current findings, as well as a comparison of the findings of SQ1.

**SQ3:** *How is the intersection of goal alignment and internationalization manifested in Eurowind Energy?*

This question will be answered through a qualitative and a quantitative data collection in the form of semi-structured interviews of employees from the chosen case company, as well as a survey distributed to a larger number of employees within the same company. By doing so, it examines the findings of the thesis' literature review in the context of a Danish firm with an interest in internationalization.

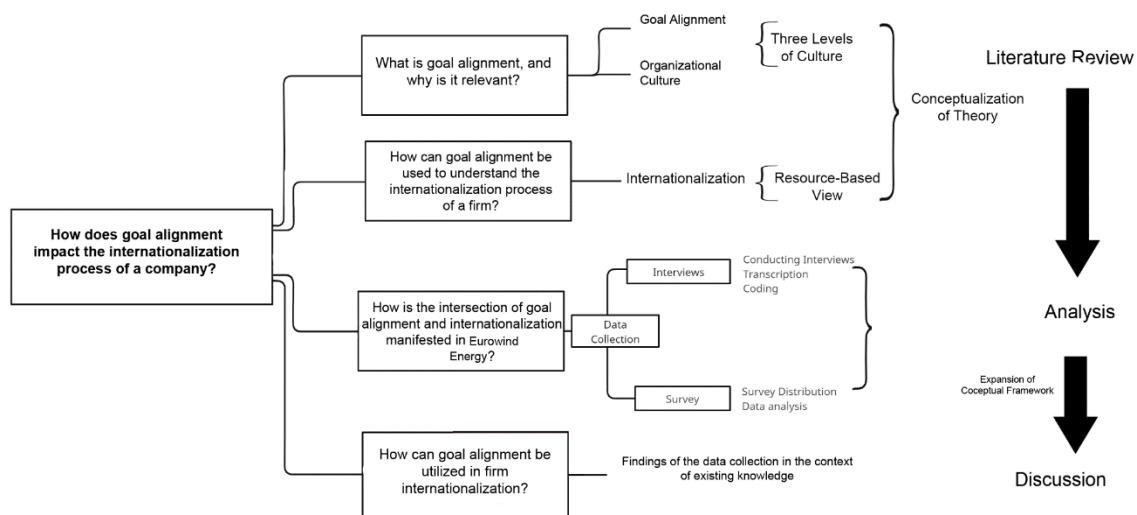
**SQ4:** *How can goal alignment be utilized in firm internationalization?*

This question will be answered by combining the findings of all previous sub-questions, conceptualizing it in a framework. Thus, it will provide a generalizable theoretical contribution to academic knowledge, fulfilling the identified research gap and provide the answer to the thesis' research question. This will be done through a discussion, and will conclude in an evaluation of the project's reliability and validity.

## **1.3 Research Design**

Based on the descriptions of 1.1 Research Questions and 1.2 Sub-questions, the following visualization of this thesis' research design has been created:





(Figure 1 - Research Design (own creation))

Essentially, this illustration visualizes the procedure explained in the previous section (cf. 1.2 Sub-questions). Thus, this research design's purpose is to function as a guide throughout the creation of this thesis, ensuring a coherency and a red thread through its entirety and walking the reader through its use of concurrent mixed methods (Creswell, 2009).

As illustrated, it takes its starting point in the thesis research question and then branches out into the four previously described sub-questions. Here, the two first sub-question aim to gather pre-existing knowledge in the form of empirical data and, thereby, identify what is currently known about goal alignment as a phenomenon and how it can be linked with a company's internationalization process. After identifying theories which are deemed relevant within the scope of this thesis, the empirical findings are then conceptualized through a conceptual framework. Moving on to the third sub-question, the findings of the literature review then serve as a foundation when designing the thesis' data collection. Through the data collection of both semi-structured interviews and a survey, the thesis will, through an analysis and discussion, identify the interceptions of goal alignment and firm internationalization within the chosen case company. Here, the primary analysis method is thematic analysis, combined with statistics of the thesis' survey.

After conducting the thesis' full analysis, the researchers will then expand the aforementioned conceptual framework by implementing the findings of the analysis. This is done as part of the thesis' discussion, and will aid the researchers answer the fourth sub-question. Lastly, this thesis will

evaluate its findings in accordance with pre-existing knowledge of the literature review, as well as its impact on its case company and future academia. By following this approach, the researchers will then reach the answer to the thesis' research question.

## **1.4 Background Information of Case Company**

It all started in Hobro, Denmark in 1977, when the first wind turbine was installed on the family property by Ove Rasmussen, an electrician and the father of Jens and Søren Rasmussen. When Ove visited Torgny Møller in Vrinnars, Central Jutland, who had first-hand knowledge of this sort of wind turbine providing his home with respectable power output, the concept for connecting the wind turbine to the grid was formed. Due to Ove Rasmussen's involvement in the establishment of "Danmarks Vindmølleforening " in 1979, Jens and Søren Rasmussen shared a fascination for wind turbines as children. As they were all preoccupied with their separate careers, Jens, Søren, and their father, Ove, invested in 12 Danish wind turbines between 1996 and 2001. (Eurowind, 2023)

The two brothers established Eurowind Energy together in 2006 with the primary focus on the German market, where wind turbines were cheaper compared to the prices in Denmark. The firm specializes in the planning, building, and management of wind farms. Since its establishment in 2006, the firm has become a major participant in the renewable energy industry, notably in the Nordic and European markets. Their primary line of work is the creation and building of wind farms, which includes site selection, the acquisition of wind turbines, project finance, and construction management. In order to keep wind farms operating properly and efficiently for the duration of their useful lives, Eurowind also offers operation and maintenance services for them. (Eurowind, 2023)

From 2009 to 2016, Eurowind has expanded their buildings considerably, and expects to continue that development. With local awareness as one of their basic principles, they have a belief that they must be a central part of the culture and the local community in order to develop projects. Eurowind has offices in several European countries and in the USA, where, among other things, they have offices in e.g., Portugal and Slovakia. Since 2016, it has also been a focal point for Eurowind to constantly expand their portfolio, which has happened through the acquisition of several different companies on the international market. (Eurowind, 2023)

The overall vision from EuroWind is clear as stated on their website and goes as follows:

*“We want to play a significant role in the future energy society. The green transition is based on a dedicated and focused effort to develop, build, operate, and optimize renewable energy, and at the same time secure an integration of the newer technology solutions within renewable energy (PtX technologies) in our energy parks” (Eurowind, 2023).*

Thus, Eurowind will serve as the context in which the phenomenon of goal alignment is researched, given them already being an established international company that have recently experienced a growth spurt. (Eurowind, 2023)

## 2.0 Literature Review

### 2.1 Introduction

The following chapter contains a review of the literature available on the key concepts of this thesis, being goal alignment and internationalization. The purpose is to create a foundation of knowledge, and understanding of key concepts, which further research in this thesis is based upon.

### 2.2 Goal Alignment

The following section defines goal alignment as a concept, while also providing an overview of its use in the reviewed literature, as well as usual methodological approaches when researching it.

While traces of goal alignment can be found in literature, such as business journals or books, dating back to the early 1990's, the amount of literature with it as a key focus is lacking. This is also stated by the available literature, such as Lepmets et al. (2012) who argues that there is a lack of research in terms of methods of goal alignment. It is, however, mentioned as a factor within several fields, such as business management, psychology and software technology, but appears to only have been studied through quantitative methods or purely based on second hand data. (Gochmann et al., 2022; Lepmets et al., 2012; Manata et al., 2020).

Although few definitions are available on goal alignment as a concept, those found in the reviewed literature had similar definitions. Manata et al. (2020), e.g., states that "Goal alignment refers to the degree to which specific goals are shared and cooperatively achievable within a team." (Manata et al., 2020), whereas Mom et al. (2015) defines it as "The goal alignment of an organizational member refers to the degree to which that person's goals are aligned to those of others within the organization." (Mom et al., 2015) Here, although the definitions are similar, they are defined from different perspectives, with Manata et al. (2020) defining the concept in the context of a whole team, whereas Mom et al.'s (2015) definition focuses on the individual. This shows that goal alignment as a concept can be discussed from both the perspective of larger groups, or the organization as a whole, but also on an individual level. Thus, goal alignment has multiple dimensions, with a focus on the organizational goals and the other being the individual employees. For the purpose of this thesis, these dimensions are referred to as *organizational goals* and *employee goals*.

Furthermore, available findings state that having aligned goals within an organization is positive and leads to benefits such as increased employee performance and a higher degree of innovation, and is overall considered valuable for an organization to be successful (Manata et al., 2020; Powell, 1992). Mom et al. (2015), however, also argue that a high degree of goal alignment can decrease exploratory behavior among employees, which conflicts with earlier statements of goal alignment increasing innovation in the organization.

### **2.2.1 Uses of Goal Alignment**

Moreover, upon this thesis' literature search, the researchers of this project discovered that goal alignment is commonly used in the context of management, although it is often referred to as strategic alignment. Here, it is important to note that the term strategic alignment is only ever used when researching organizational goals, such as alignment of goals of business objectives and processes. For the purpose of this thesis, the term strategic alignment is not utilized, and goal alignment is as the primary term for the concept. Furthermore, Almasri et al. (2013) describes that goal alignment of organizational goals has a direct impact on the firm's objectives and enables both creativity and innovation in company performance. They also mention that information technology is another factor that can be used as a tool to achieve goal alignment, explaining goal alignment's role in the context of information systems (Almasri et al., 2013). Here, among other sources such as Jayantilal & Jorge (2021) and Powell (1992), they explain the relationship between organizational culture and goal alignment as a source of competitive advantage. In other words, they describe the importance of organizational goals being aligned with employee goals, and state that it is the responsibility of management to achieve it. The process of doing so is by multiple authors referred to as strategic management, drawing a link between strategy and organizational culture in the form of goal alignment. (Alina & Raluca-Andreea, 2018; Almasri et al., 2013; Kathuria et al., 2007)

Within the scope of management, goal alignment is often used in a wide variety of contexts, such as operation management, marketing and strategic management. Kathuria et al. (2007) state that the proof of a relationship between goal alignment and performance within these functions is proven as companies who are "successful" in these functions often have a larger degree of aligned goals. Myrto & Galanakis (2022) provide Goal Setting Theory as a theoretical perspective, in the context of organizational psychology, on how to obtain goal alignment, and, thus, achieve the aforementioned benefits. Goal setting, simple as it sounds, is the act of an entity, in the case of this thesis being

management, formulating and communicating clear goals, as well as providing employees with instructions or relevant feedback (Myrto & Galanakis, 2022). Moreover, they provide five elements of goal setting that, if achieved, will maximize goal alignment. These five elements being “clarity, challenge, commitment, feedback, and task complexity.” (Myrto & Galanakis, 2022) Thus, management must be concrete and specific in their communication of organizational goals in all these aspects, proving the importance of communication skills to succeed in goal alignment.

Based on these findings, although goal alignment as a concept serves as an umbrella term for both organizational goals and employee goals, achieving a positive relationship between the two dimensions is necessary to achieve a high degree of this thesis’ defined concept of goal alignment. Thus, to achieve a high degree of employee goals alignment with the organizational goals, management style and communication are the defining enablers. Thereby, the following sections will present an account of the findings of the reviewed literature regarding communication and business processes. (Myrto & Galanakis, 2022; Almasri et al. 2013)

#### **2.2.1.1 Goal Alignment in Communication**

In terms of the use of goal alignment, three concepts characterize the available literature; Communication, Processes and Organizational Culture (Guizzardi & Reis, 2015; Jayantilal & Jorge, 2021; Gochmann et al., 2022). Here, communication seems to be considered a tool used to achieve goal alignment, also called vision-communication by Gochmann et al. (2022). This concept is defined as “ [...] *the communication of an inspiring image of an abstract future goal for a collective, often pertaining to values.*” (Gochmann et al., 2022). As an example of how communication was utilized in research regarding goal alignment, Manata et al. (2020) asked employees whether they felt their organizational communication was challenging, monitoring or negotiating. Thus, according to multiple authors, a vital component in achieving goal alignment is (vision) communication by management, as well as maintaining relationships within the organization (Mom et al., 2015; Gochmann et al., 2022; Manata et al, 2020). On the other hand, Mom et al. (2015) argues that goal alignment can cause better relationships between employees, showing an interdependence between goal alignment and organizational relationships, supported by Mom et al. 's (2015) inclusion of Relational Capital Theory. Similarly, Pieper et al. (2008) argues that, based on Agency Theory, a better relationship between the principal and agent will cause an increased performance of the agent.

Moreover, Powell (1992) argues that these relationships can be considered a valuable resource and a source of competitive advantage, using the Resource-Based View.

#### **2.2.1.2 Goal Alignment in Business Processes**

As previously mentioned, another recurring concept in the reviewed literature is process, or process improvement. Here, Lepmets et al. (2012) state that business processes often are hindered by a lack of goal alignment within the organization. Similarly, Guizzardi & Reis (2015) state that aligning organizational and process goals leads to increased company performance. The reviewed literature does, however, also point out the lack of available theoretical frameworks combining goal alignment and process improvement, and primarily reach their conclusions through systematic literature reviews and quantitative methods. In their article, Guizzardi & Reis (2015) explain different ways a lack of goal alignment can hinder a process, such as “A goal is neglected in a particular process path.” (Guizzardi & Reis, 2015) and “A goal is not satisfied by any activity or sub-process.” (Guizzardi & Reis, 2015). Thus, based on the findings of this literature review, although there is a lack of specific theories, it can be stated that goal alignment is crucial to organizational processes in terms of reaching organizational goals. (Lepmets et al., 2012; Guizzardi & Reis, 2015; Manata et al., 2020)

Notably is that none of the reviewed findings regarding goal alignment utilized qualitative methods, and several researchers have struggled with data collection in regards to the topic. (Guizzardi & Reis, 2015)

### **2.3 Organizational Culture’s Role in Goal Alignment**

As previously mentioned, organizational plays a vital role in terms of goal alignment in both of its dimensions, being organizational goals and employee goals (Alina & Raluca-Andreea, 2018; Almasri et al., 2013; Kathuria et al., 2007). Therefore, the following section will contain a review of pre-existing knowledge about organizational culture, along with how it intercepts with goal alignment and theories relevant when researching both of the concepts.

According to Jayantilal & Jorge (2021), organizational culture is often defined as “[...] a set of rules and standards which state what members should and should not do.” (Jayantilal & Jorge, 2021), same as Schein (2010) who defines culture as “[...] the foundation of the social order that we live in and of the rules we abide by.” (Schein, 2010). As a concept, it has been studied within fields such as social

anthropology to industrial organizational psychology, but also business administration and management, which means that it primarily shares fields and contexts with goal alignment (Nneji et al., 2021; Schein, 2010). Moreover, from a theoretical perspective, researchers have used theories of language processes, cognitive approaches and even marketing and advertising (Linstead, 2001). In the reviewed literature, it is evident that the most frequently used method of data collection when studying organizational culture is quantitative methods, where others rely solely on secondary data, as it is often researched using the same approach as when researching goal alignment (Gochmann et al., 2022; Lepmets et al., 2012; Manata et al., 2020). In terms of organizational culture's function in a business context, Bamidele (2022) states as follows: *“The aim of the organizational culture is to promote unity and cohesion and to stimulate the enthusiasm and innovation of employees to improve the economic efficiency of the company.”* (Bamidele, 2022) This definition aligns largely with the previously established definitions of goal alignment, although it is framed more as a tool and automatically present, rather than something that can be achieved, unlike goal alignment. Additionally, researchers agree that company performance is largely dependent on a company's organizational culture, making it a wildly valuable resource and a potential source of competitive advantage (Powell, 1992; Nneji et al., 2021; Schein, 2010). Similarly, however, Shonubi & Akintaro (2016) argue that organizational culture can pose a challenge to the very company it exists within, should it not support the values of the CEO/Founder, or, in other words, should the company have a low degree of goal alignment.

Furthermore, Schein (2010) presents a table of different categories of culture which provides the reader with an overview of different types of culture as seen in Figure 2.

**Exhibit I.1. Categories of Culture.**

<i>Culture</i>	<i>Category</i>
Macrocultures	Nations, ethnic and religious groups, occupations that exist globally
Organizational cultures	Private, public, nonprofit, government organizations
Subcultures	Occupational groups within organizations
Microcultures	Microsystems within or outside organizations

(Figure 2 - Schein, 2010)

Such an overview is helpful when researching organizational culture, as it showcases the depths of the concept and where it is important to differentiate between, e.g., organizational culture and subculture. Thus, these concepts will be used throughout the project as defined in Figure 2 by Schein (2010). Here, it should be noted that the influence of management is most notable in terms of



organizational cultures and microcultures, meaning these are the primary focuses of this thesis, as their uses overlap with those of goal alignment (Schein, 2010).

### **2.3.1 Uses of Goal Alignment in Organizational Culture**

According to Jayantilal & Jorge (2021), issues of lack of goal alignment tend to appear as companies grow in size, given the difficulty of clear communication increases with the number of employees. In such cases, as argued by Schein (2010) and Shonubi & Akintaro (2016) leadership styles play a major role in how the organizational culture transforms throughout this process, making leadership & management another vital component in accomplishing goal alignment in a company, which was also previously established, marking an interception of the two concepts (cf. 2.2 Goal Alignment).

As previously mentioned, many researchers have struggled in terms of data collection on the subject of goal alignment, but given how to Shonubi & Akintora (2016) and Schein (2010) argue that employee goals within a company affect organizational culture and, thus, its overall degree of goal alignment, it shows that goal alignment can be measured if using an organizational cultural approach. This is also evident given the similar research designs used throughout the literature available on both concepts. While it is widely acknowledged that organizational culture can be hard to measure, most researchers refer to “dimensions of culture”, referring to Hofstede’s theory as a form of measurement (Bamidele, 2022; Jayantilal & Jorge, 2021). However, while also acknowledging that it is a challenging task no matter choice of methods, Schein (2010), Shonubi & Akintora (2016) and Linstead (2001) argue that one can analyze levels of a culture, in the form of Schein’s (2010) theory of “Three Levels of Culture”.

### **2.3.2 Three Levels of Culture**

The following section will contain an explanation of one of the two theories chosen for this thesis, based on Schein (2010).

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**Exhibit 2.1. The Three Levels of Culture.**

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**1. Artifacts**

- Visible and feelable structures and processes
- Observed behavior
  - Difficult to decipher

**2. Espoused Beliefs and Values**

- Ideals, goals, values, aspirations
- Ideologies
- Rationalizations
  - May or may not be congruent with behavior and other artifacts

**3. Basic Underlying Assumptions**

- Unconscious, taken-for-granted beliefs and values
    - Determine behavior, perception, thought, and feeling
- 

(Figure 3 - Schein, 2010)

As previously mentioned, levels are often used to make organizational culture more tangible, and the reviewed literature often refers to Schein's Three Levels of Culture in these cases (Shonubi & Akintora, 2016; Linstead, 2001).

As seen in Figure 3, the theory consists of three sections, being Artifacts, Espoused Beliefs and Values, and Basic Underlying Assumptions. Here, Schein (2010) defines artifacts as behavior which can be observed, such as formal organizational structures, etc. Artifacts can, however, be hard to decipher, and often requires a pre-existing insight into the given culture to fully understand the artifacts' meaning. Thus, this level of organizational culture cannot be studied objectively, as the researcher's personal experiences will inevitably affect how they experience the artifacts. Therefore, Schein (2010) proposes another level of analysis to lower the subjectivity of research findings in the form of Espoused Beliefs and Values.

A culture's Espoused Beliefs and Values are what determines the individuals' initial reactions and assumptions when faced with a challenge, meeting new colleagues etc. Individuals of higher social status within the culture typically have more influence on it, which, as previously mentioned, often leads to managers having a huge impact on the Espoused Beliefs and Values of an organizational

culture. However, this is not always the case. Schein (2010) points out that a manager who is perceived as inexperienced may not hold as much social value as a long-term, experienced employee. Therefore, to be able to impact organizational culture, often managers, and employees for that matter, will have to prove their worth in a challenging situation. Some aspects of cultural values and goals may be harder to influence, such as those of moral or aesthetic matters. Specifically in the context of this thesis, the moral values and beliefs of the culture are vital to goal alignment (cf. 2.2 Goal Alignment). Usually, however, the moral aspect of an organization's culture are reflected by the organization and founder's ideology, which, as previously mentioned, can depend on company size (cf. 2.2 Goal Alignment). (Schein, 2010)

To identify the patterns of the Espoused Beliefs and Values, and to gain a full understanding of the company's organizational culture, Schein (2010) proposes a third level of culture, being the Basic Underlying Assumptions. These are what determines the unintentionally go-to solution when the organization is faced with a challenge, and occur after multiple cases of successful experiences. These differ from Espoused Beliefs and Values in how they are taken for granted, such as when engineers design something it has to be safe (Schein, 2010). Since Basic Underlying Assumptions are taken for granted, they are difficult to change and are rarely discussed. Once they have been formed, individuals of the given culture will be made uncomfortable when forced to act outside these assumptions, and, therefore, unintentionally avoid doing so. This form of behavior can have a significant impact on company performance, data collection etc., since different cultures may have varying assumptions about what it means to be (un)productive. To some it may be considered unproductive to work from home, extensive discussion etc., while to others it is considered highly productive. A common factor to heavily influence this is national culture, as seen when comparing e.g. the USA and Asian countries. (Schein, 2010)

Thus, based on Schein's (2010) Three Levels of Culture, it is believed that while management are able to understand and manage an organizational culture's an organization's Espoused Beliefs and Values, it is extremely difficult to assess the Basic Underlying Assumptions, as challenging them can cause great discourse among employees. However, given the models frequent use in research of organizational culture, and the established overlap of goal alignment and organizational culture, it will provide the researchers with an understanding of how the company's goal alignment can be moderated through organizational culture and management.

## 2.4 Internationalization

The following section explains the concept of internationalization, which fields it is commonly used within and the most popular theories, as well as an in depth description of the theory which are used throughout this thesis.

Internationalization is a key subject in business research and is examined in a number of business-related domains. In addition to being a significant component of international business, internationalization has a significant impact on other fields such as international marketing. The marketing of goods and services in international markets is the primary concern of this subfield. Research in this area looks at how businesses manage their worldwide brands and adjust their marketing tactics to various institutional and cultural contexts (Kotler & Armstrong, 2016). The marketing mix is an idea that is frequently brought up while talking about worldwide marketing. According to Kotler and Armstrong (2001), the Marketing Mix is a collection of tactical marketing tools, all of which may be managed by the organization. One of the tools' purposes is to determine the reaction a company's business needs from its target market. (Kotler & Armstrong, 2016)

In addition to international marketing, scholars have studied the subfield of international entrepreneurship. The study of international entrepreneurship focuses on the opportunities and difficulties that entrepreneurs who work in international markets face. This field of study examines issues like global networks, cross-border innovation, and startup internationalization. Leading expert in the study of global entrepreneurship, Peter J. Buckley has done a lot of research in this area. The Four Stage Model, which Buckley developed and proposes that businesses go through four distinct stages of internationalization, is one of his most notable contributions to the field. These phases include starting up domestic operations, starting up export operations, setting up foreign subsidiaries, and expanding operations internationally. (Buckley & Casson, 1998)

Internationalization is a concept that extends beyond a company's global trade. Political systems that seek to build diplomatic and commercial ties with other nations as well as cultural pursuits like music, art, and literature—which can cross national boundaries and appeal to audiences around the world—are both affected by internationalization. (Hénard, et al., 2012) The process of integrating global perspectives, cross-cultural awareness, and international collaboration into educational programs and

institutions, one of which is the Erasmus Mundus Programme, is known as "internationalization in education," and it is another pertinent topic. The objective of internationalization is to equip students with the knowledge, abilities, and attitudes necessary to interact with individuals from various cultural backgrounds and to address global challenges in order to succeed in a globally interconnected world. (Hénard et al., 2012)

There are several definitions of internationalization, some of which are mentioned by Welch and Luostarinen (1988), whom define internationalization as “the process of increasing involvement in international operations”, whilst another definition is given by Calof and Beamish (1995) who states that internationalization is “the process of adapting firms’ operations (strategy, structure, resources) to international environments” which is stated because they argue that a far broader definition of “internationalization” is required since firms may discontinue products, divest divisions, sell overseas manufacturing facilities, or fire employees who are involved in their international operations. (Calof & Beamish, 1995)

As an increasing number of firms expand into global markets, the impact of internationalization has generated quite an interest among researchers. Internationalization is a strategy used by firms to expand their operations outside national boundaries. This approach offers firms a variety of benefits, including size and scope economies, market power effects, risk reduction, and learning effects, among others (Olmos & Díez-Vial, 2015). These are elaborated further later in this chapter. It focuses on how the firm adjusts its operations, such as strategy, structure, and resources, to properly suit the global settings, which can be referred back to Goal Setting theory (cf. 2.2 Goal Alignment). The firms want to internationalize its procedures so they can maintain a strong worldwide presence and compete head-to-head with its rivals. (Welch & Luostarinen, 1988)

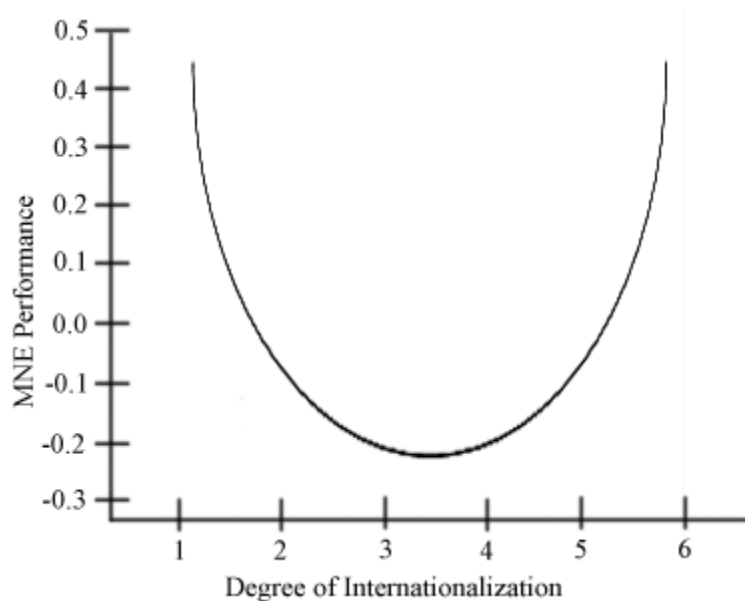
The increasingly linked and globalized nature of today's economic world has offered enterprises with the apparent potential to access an international marketplace of over 7 billion people. Academic studies and development claim that internationalizing businesses expand more quickly and are more competitive. (Gassmann & Keupp, 2007) There are only so many consumers in a market, so businesses that are doing well in a relatively small domestic market will eventually find it difficult to grow their business and increase their sales. This can be a problem for businesses looking to expand, and they are occasionally left with few options but to go global in order to boost sales. Companies may be drawn to the higher demand and disposable income levels that may be found in other more

developed countries' marketplaces, which is another factor driving internationalization. (Segal-Horn, 2002)

Companies operating in foreign markets might profit from internationalization in a variety of ways. According to Caves (1971), opening offices abroad enables a business to acquire specialized expertise that might provide its operations a competitive edge. Companies can access new markets through the process of internationalization, creating new business opportunities that will enable them to make incredible profits. Together with the financial advantages, internationalization enables businesses to gather fresh information gained from their presence in other nations for subsequent diffusion in other organizational areas. (Costa, et al., 2018)

After a company has gone through an internationalization, there will also be opportunities to take advantage of the benefits that arise including access to new markets, talent acquisition, and achieving competitive advantages, among others (Surdu, et al., 2021). A company might decide to internationalize for a variety of reasons, such as access to larger talent pools and accessing new markets are some of them. Companies can access new markets and connect with customers they might not have previously been able to. The business may grow, and its revenue may rise as a result. Companies may be permitted to attract and keep top talent from all over the world by expanding into new markets. By doing this, the business may be able to hire workers with a variety of skills that may not be readily available in their home market. Companies may be able to gain a competitive edge over their domestic rivals by diversifying into international markets. A company can increase its overall market share and reach a larger customer base by entering new international markets. This could give the business an edge over rivals who might only serve domestic markets. (Costa, et al., 2018)

According to Costa, et al. (2018), the relationship between internationalization and business performance can be represented as a U-shaped curve. At the beginning, internationalization has a negative impact on performance since it forces the business to take calculated risks and invest in new resources and talents. Yet, if the business has previously accumulated these resources and knowledge, increasing internationalization will enhance performance. (Costa, et al., 2018)



(Figure 4 - Own figure (based on (Costa, et al., 2018))

The process of internationalization, which entails extending a company's reach beyond its domestic market, can have a big effect on its resources and capabilities. The access to new markets through internationalization may enable a company to grow both its customer base and revenue potential. Increased financial capacity and capabilities as well as new opportunities for development and expansion may result from this. A company's ability to diversify its resources, including labor, raw materials, and technology, can benefit from internationalization. This can make it less reliant on a specific market or supplier, making it more adaptable to market changes. A company may need to develop new competencies as a result of internationalization, including expertise in supply chain management, cross-cultural communication, and regulatory compliance. The company's overall competitiveness and ability to operate in various markets may be improved by these new capabilities. A company may experience increased competition from both domestic and foreign rivals as a result of internationalization. To stay competitive, the business may need to make investments in new assets and competencies such as marketing, product development, and innovation. Internationalization can affect a company's resources and capabilities in both positive and negative ways. Moreover, a company can maximize the advantages and reduce the risks of entering new markets by carefully managing the internationalization process. (Sun, et al., 2019)

The most well-known and most frequently cited model of internationalization is the so-called Uppsala model (Johanson and Vahlne 1977; Johanson and Wiedersheim-Paul 1975). Johanson and Wiedersheim-Paul (1975) noted that a company first develops its activities in a domestic market,

and then expands its business abroad, focusing on close markets and gradually entering markets that are increasingly more remote in terms of psychic distance. Psychic distance is defined as “factors that make it difficult to understand foreign environments” (Johanson and Vahlne 2009, p. 1412), that is as a set of factors enabling or hindering the flow of information between a given company and a foreign market (linguistic, cultural, political, educational differences and different levels of a country’s economic development).

#### **2.4.1 The internationalization process in the context of Goal Alignment**

While there is little to no literature available on goal alignment in firm internationalization, this section will examine the links and interdependencies on the literature on the separate matters.

A company has a better chance of achieving the desired success when its broad objectives are shared across the entire organization. Since it will be able to support a company's overarching goal, goal alignment can be a key factor in achieving internationalization. When a business decides to go global, it's critical that its internationalization objectives complement its overarching business plan. This guarantees that the organization's internationalization efforts are consistent with its mission, vision, and values. Aligning the organization's goals for internationalization makes sure that everyone is pursuing the same goals. By minimizing duplication of effort and ensuring that resources are being used as effectively as possible, this can help to increase efficiency and effectiveness. By ensuring that everyone is aiming for the same goals, aligning internationalization goals can also aid in enhancing overall organizational performance. This may contribute to an improvement in overall performance, productivity, and motivation. (Jaskiewicz & Klein, 2007)

Additionally serving as advice for the process of internationalization. In order to make sure that resources are allocated in a way that supports internationalization, goal alignment can be helpful. Budget, personnel, and other resources may need to be coordinated in order to support internationalization efforts. Strategic management relies heavily on resource allocation because organizations may choose to allocate resources in ways that are not always the most profitable in order to achieve organizational goals if they believe doing so is consistent with their organizational goal orientation. Organizations can make sure that resources are being used in the most effective and efficient way by matching resource allocation with organizational goals. This can help to maximize the impact of resources and prevent resources from being wasted on activities that are not in line with the strategic objectives of the organization. (Bai & Liesch, 2022)



When a company is aligned as a whole, everyone is working toward the same objective. It may assist the business by boosting production and efficiency, improving communications, and creating more cohesive work teams. Clarity and concentration are improved via alignment for both the company as a whole and for its individual members. It improves mutual comprehension of one another's priorities and how they relate to the larger scheme. Moreover, it guarantees higher productivity as a result of increased employee dedication and buy-in to the objectives of the company. Furthermore, it encourages a culture of accountability, ongoing progress, and the potential for long-term success. (Exzatech, 2022)

As previously mentioned, a common theory used when researching the process of firm internationalization is the Uppsala Model by Johanson and Vahlne (2009), who argue that relationships are a vital factor in a successful internationalization process. According to previous findings of this literature review, goal alignment heavily impacts relationships of an organization (cf. Goal Alignment). If the organization and partners within its network have aligned goals, it is likely to increase both parties' performance in the partnership, thus, improving a firm's internationalization process (Pieper et al., 2008). Moreover, for a firm to utilize goal alignment in the internationalization process, it is vital that the organizational goals are thoroughly communicated to avoid a conflict of interests (Gochmann et al., 2022). On the other hand, internationalization can also impact an organization's goal alignment, as it may influence its means of communication (Turner, 2019)

In terms of goal alignment in organizational culture in the context of internationalization, this literature review discovered a gap in available research. While it can be stated that organizational culture has an impact on company internationalization, based on goal alignment's impact on organizational culture and goal alignment's role in communication and business processes, the relation between organizational culture and internationalization remains largely untouched in academia (cf. 2.2 Goal Alignment). Thus, as part of answering this thesis' research question, it aims to fulfill this knowledge gap.

#### **2.4.2 Internationalization and Resource-Based View**

The Penrosian perspective of the firm, which admits that the ideal growth of the company entails a balance between exploitation of already-existing resources and the path-dependent generation of new ones, has a significant effect on the resource-based approach. One of the first academics to describe enterprises as a collection of resources, or more precisely as a bundle of productive resources, was

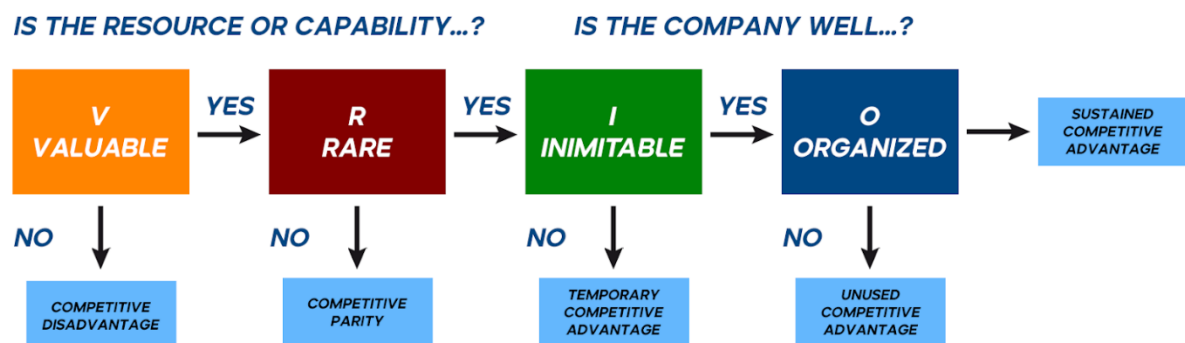
Edith Penrose. Resources are widely understood to include all assets, competencies, organizational procedures, firm qualities, information, and knowledge that are within the control of a company and that allow the company to develop and put into action plans that increase its effectiveness and efficiency. According to the Penrosian approach, resources contribute to a business's competitive advantage to the degree that they are successfully exploited and effectively used within the structure of the firm to generate rents. (Boermans & Roelfsema, 2012)

The modern RBV requires that firms possess a variety of resource endowments that give rise to various internal capabilities, organizational practices, or core competencies. The contemporary resource-based approach looks at and assesses a company's internal resources, focusing on assets and skills that the business may use to create plans for attaining long-term competitive advantages. The RBV-model emphasizes and accentuates the key components, namely resources. The RBV model places a strong emphasis on the value of resources in helping organizations help businesses operate better. The company might possibly save a significant amount of internal and external effort by using the resources that are currently in use in order to attain a greater performance. (Barney, 1991)

To fully optimize the usage of the Resource-Based View framework, the VRIO framework has to be combined as well to determine whether the resource is a sustained competitive advantage or not.

Since it identifies whether resources are valuable, uncommon, expensive to replicate, and non-substitutable, the VRIO framework is crucial. If a company can affirmatively answer all the questions, it enjoys a sustained competitive advantage. (Barney, 1991)

The VRIN framework, which Jay B. Barney first discovered in 1991 and then refined to become the VRIO framework (Barney, 1991). By employing the VRIO paradigm, a firm must go through four phases before it can see its resources as long-term competitive advantages. The following figure shows these steps. If a company has access to valuable, uncommon, hard-to-replicate resources and can make use of them, it will have a sustained competitive advantage. The difficulty of duplicating a firm's resources increases as you descend the VRIO architecture, as indicated in the picture below, and as a result, a company develops a lasting competitive edge.



(Figure 5 - Own Figure (Based on Barney, 1991))

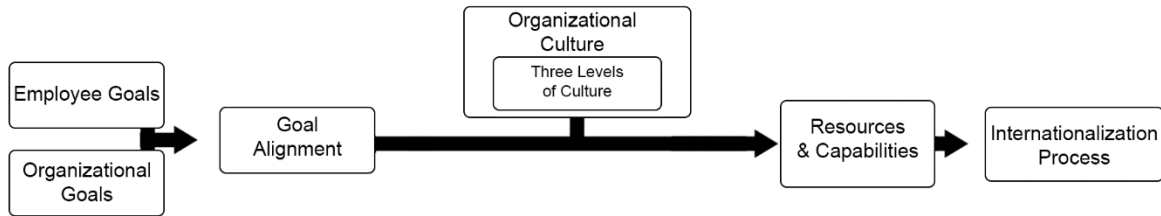
It is crucial for a company to be able to communicate the value they deliver to their target market more effectively than their rivals while focusing on how to achieve competitive advantages in order to flourish in their particular sector. Customers will favor the business over rivals as a consequence, giving it a competitive edge. If the business is successful, they will have gained an advantage.

Yet, it is vital to remember that just though a business is profitable today and a significant market leader, it does not guarantee that this will always be the case in 10 years. The VRIO framework and the resource-based approach stress variables such as whether a product is valuable, scarce, imperfectly imitable, and non-substitutable resources, but Forbes (2017) asserts that it is still crucial for a corporation to be able to recognize the core components of a certain product. Also, the corporation has complete control over it and could even be an authority in that field. The corporation may be able to maintain its competitive advantages if it is able to do so by combining resources with knowledge of its target market and rivals.

When a company needs to find their specific resource that can be used to create a competitive advantage against their competitors, it is possible to use their internal organizational alignment as a competitive advantage. Although the possibility that successful organizational alignments are the consequence of chance, Thomas Powell (1992) asserts that in order to achieve these alignments, managers must have "a high order of integrative capacity," which they considered as a crucial but rare organizational skill. As a result, from the perspective of the firm's resources, alignment skill may be considered a resource that generates rent, or a "strategic component". According to the resource view, businesses make money to the extent that they gather resources that produce rent and

pass the tests of scarcity, imperfect imitability, and imperfect tradability in the factor market in addition to offering economic value (Powell, 1992).

## 2.5 Conceptual Framework



(Figure 6 - Conceptual Framework (own creation))

In order to visualize the findings of this literature review, the following conceptual framework has been made. The framework should be read from left to right, taking its starting point in the two dimensions of Goal Alignment, and the arrows in between the concepts represent an impacting relationship. The framework's purpose is to visualize and conceptualize in which ways goal alignment impacts a company's internationalization process. (Miles et al., 2014)

As established, the model begins with two different dimensions of *Goal Alignment* as a concept, being Employee Goals and Organizational Goals. To achieve a high degree of goal alignment, there must, first of all, be an alignment in these dimensions separately, but they must also be aligned with each other. Thus, these two dimensions culminate in *Goal Alignment*, determining an organization's overall degree of such. Hereafter, an arrow leads to *Internationalization Process*, but this arrow is intercepted by *Organizational Culture*. This illustrates *Organizational Culture*'s role as a moderator in the impact of *Goal Alignment* on a company's *Internationalization Process*. Moreover, the Three Levels of Culture (Schein, 2010) are shown to be part of Organizational Culture for the framework to determine which levels of the culture has the largest impact on company goal alignment in terms of internationalization. Thus, the arrow between *Goal Alignment* and *Internationalization Process* entails all factors that may influence the latter, such as communication and business processes.

However, as seen in the framework, before the arrow from *Goal Alignment* arrives at *Internationalization Process*, it is intercepted by Resources & Capabilities. According to the Resource-Based View, these two concepts are what international companies can utilize to gain the

competitive advantage, and are, therefore, a vital part of *Internationalization Process*. This thesis proposes using the VRIO-framework to determine the value of *Resources* and *Capabilities*, which, as illustrated in the framework, are impacted by the company's degree of *Goal Alignment*. Thus, a final arrow from *Resources & Capabilities* adds the final step to the full visualization of this literature review's understanding of goal alignment and its impact on internationalization. (Barney, 1991)

## **3.0 Methodology**

### **3.1 Introduction**

The following chapter presents the chosen methodology of this thesis, being qualitative semi-structured interviews and a quantitative survey. Moreover, it explains the use of the thesis' case study, as well as uses of the inductive approach.

### **3.2 Case Study**

The following describes the reasoning for the chosen methodology of this thesis, being a single case study, based on Robert Yin (2003) and Miles & Hubermann (2014).

The key part of this thesis' research design is its methodology of being a single case study. In the case of this thesis, the case study concerned itself with the company Eurowind Energy, which was chosen based on Miles & Hubermann (2014). Thus, Eurowind serves as a case of goal alignment as a phenomenon in the context of internationalization in Eurowind. For the purpose of this thesis, the case was an international company in Denmark, as Danish companies were more accessible to the researchers. Moreover, Eurowind had international employees and further wishes to internationalize, which means their organizational goals aligned with the purpose of this thesis (Eurowind, 2023). This approach was chosen in order to examine the chosen case company as thoroughly as possible, given the complexity of the thesis' research topic. It should, however, be acknowledged that while a single case study enables a comprehensive understanding of the given case, its generalizability should be considered theoretical and not statistical (Yin, 2003). Therefore, this thesis aimed to further increase theoretical generalizability this by using the pre-existing knowledge provided in the literature review, in a combination with the data collection of the case study, to create a generalizable theoretical contribution to fill the knowledge gap that has been established (Yin, 2003; Miles & Hubermann, 2014).

Furthermore, as suggested by Yin (2003), this thesis included a discussion of the four following criteria: Construct validity, internal validity, external validity and reliability. These tests were included and kept in mind throughout the entirety of the thesis to ensure a maximization of all four criteria. In order, construct validity is the first, and one of the most critical factors to consider when

conducting research using the approach of a case study, which entailed choosing the correct measures for researching the key concepts of the thesis. Secondly, before considering internal validity, according to Yin (2003) one must first evaluate the nature of one's case study, as it was not applicable to exploratory research. This thesis, however, utilized an explanatory case study, and, therefore, would concern itself with its internal validity. When considering internal validity, the researchers examined the researched phenomena for patterns, and if other factors may have influenced the collected data. Thirdly, external validity concerned itself with the generalizability of the case study findings. As touched upon earlier in this section, this thesis planned to achieve generalizability by creating a theoretical framework which would then be applicable to other cases. It should, however, be noted that to maximize the framework's generalizability, it would require testing it in other contexts than those of the case study of this thesis. Lastly, the reliability of this thesis concerned itself with how replicable the research design was, meaning to which degree the outcome would differ if the same research were to be conducted again. To ensure this, the thesis will thoroughly walk the reader through the different steps and actions taken during its writing and data collection. However, its inclusion of qualitative methods does lower this thesis' reliability, which was further explained in 3.4 Qualitative Methods (Kvale & Brinkmann, 2014). (Yin, 2003)

### **3.3 Inductive methods**

The following section contains a brief explanation of how this thesis uses an inductive approach throughout its conduction. To put it simply, inductive and deductive methods are terms used to describe the relationship between research findings and theory. In this thesis, the pre-existing knowledge of the literature review, along with the findings of primary data in the form of semi-structured interviews and a survey, were used by the researchers to develop their own theoretical framework. This framework would then be able to fill out the present knowledge gap, and help future researchers gain a deeper understanding of the investigated phenomenon, which, in the case of this thesis, was goal alignment impact on a company's internationalization process. Thereby, the thesis provided theoretically generalizable knowledge, based on its own observations. (Bryman, 2012; Yin, 2003)

Furthermore, as this thesis' focused primarily on its qualitative data collection and used its quantitative data in a more supportive manner, its choice of methodology also aligned with other cases of inductive and qualitative research, such as Charmaz. (Bryman, 2012)

### 3.4 Qualitative methods

The first and primary choice of methods for this thesis was qualitative methods, which is a collection and analysis of non-numerical data, such as views, feelings, beliefs, and attitudes, done using a set of procedures known as qualitative methods (Braun & Clarke, 2006). Thus, using in-depth interviews, this thesis aimed to explore the diversity and complexity of human experiences and behaviors by observing them in their natural environments. The reasoning for choosing semi-structured interviews over etc. focus groups and participatory observation was that this thesis focused on the experience of the individual, and, moreover, had a limited scope of time that made it less preferable to use participatory observation (Bryman, 2012).

The use of qualitative methods in this thesis allowed the researchers to comprehend the interviewees' subjective experiences of the complex social phenomena researched, such as goal alignment and internationalization. Since qualitative methods are often used to explore complex phenomena, such as human behavior, social interactions, and cultural practices, the researchers of this project deemed it a suitable fit for this thesis (Hammarberg, et al., 2016). Moreover, qualitative research methods were particularly well-suited for addressing certain types of research questions, such as those related to subjective experiences, emotions, and attitudes. (Hammarberg, et al., 2016).

Thus, qualitative methods enabled the researchers to find trends and themes that may not be visible using only quantitative techniques, as it allows the researchers to self-reflect during the data collection itself (Tracy, 2013). This added another layer of depth to the data, which could not be achieved through a survey, as the participants did not have the option to ask questions if confused. Furthermore, in qualitative methods, the researchers were able to utilize their own social skills, which, of course, can also be a down-side, had the researchers lacked these. Similarly, the data collected using qualitative methods was biased by the subjective opinion of the researchers. The researchers of this thesis acknowledged this bias and remained as objective as possible during the data collection. Moreover, in addition to informing the creation of quantitative research tools, qualitative methods was utilized to generate hypotheses for additional investigation, as well as assist in the research's conceptual development. (Bryman, 2012; Miles et al., 2014). (Bryman, 2012: Tracy, 2013)

Overall, qualitative research served as the primary source of primary data of this thesis by providing a deeper understanding of human experiences and perspectives, generating new insights and ideas, and contributing to the development and refinement of theories. (Bryman, 2012)



### 3.4.1 Semi-Structured Interviews

As previously mentioned, this thesis used semi-structured interviews as its primary data collection, and are defined as follows by Kvale & Brinkmann (2007): “ [...] *an interview with the purpose of obtaining descriptions of the life world of the interviewee with respect to interpreting the meaning of the described phenomena.*” Thus, the qualitative research interview aimed to understand the world from the interviewees' points of view, unfold the meaning of their experiences and reveal their lived world prior to scientific explanations. In this thesis, it was important that the interviewers did not approach people as objects or mechanical beings governed by laws, but rather as people, e.g., as subjects who acted and were actively engaged in creating their own understanding of the world. In research interviews, people were interviewed because an understanding should arise as to why they describe their experiences or articulate their reasons for acting as they did. (Kvale & Brinkmann, 2014)

To ensure that the data collected during the interview was aligned with the topics of the desired research topic, this thesis based its interviews on an interview guide. An interview guide is a document with a list of questions that must be addressed, or covered, during an interview. In semi-structured interviews of this thesis, when the interviewer offered the interviewee the chance to deviate from particular topics, the interview guide was extremely useful, as it aided the interviewer in maintaining an overview of what questions the interviewee had yet to answer. Thereby, the interview guide ensured that the interview constantly circled back to the primary issues and themes of the thesis. Thus, the sequence of the questions was only a guide and could be altered as the interview progressed, leaving room for the researcher to self-reflect and ask questions they may not have thought of prior to the interview (cf. 3.4 Qualitative Methods). (AU, 2023)

Moreover, the interview guide was more flexible than an interview form, which is typically used for organized interviews and has the same format as a questionnaire. This thesis utilized semi-structured interviews and its interview guide due to the research's focus being how the interviewees experience the researched phenomena. Furthermore, before conducting the interviews that were used for the research of this thesis, the researchers conducted a number of test-interviews on friends and fellow students, in order to receive feedback on the general structure and feeling of the interview, and, thereby, increased its quality as much as possible for the actual interviews that were used for its research. (AU, 2023; Kvale & Brinkmann, 2007)

### **3.4.2 Transcription**

After conducting the interviews for this thesis, the researchers of this thesis transcribed the recordings manually, as it simplified the analysis process by having it in text format, rather than having to go back and listen to an audio clip each time. Another advantage of recording the interviews was that it strongly decreased the chances of personal bias by the researcher, as the way the researchers remember parts of the interview could be affected by their own opinions, personal sense of empathy, etc., by listening to the interview and writing down the words of the interview participants. By having a recording of the interviews available and transcribing them, thereby, listening to the interviews numerous times, the researchers also familiarized themselves with each of the interviews, increasing the chances of picking up on details they may have otherwise missed. Moreover, to increase the transcriptions' reliability, the researchers also listened to the entire interview as they read the finished transcription, further ensuring that the outcome was as accurate as possible. This also helped the researchers understand the feelings of the interviewee in the given moment, as those were extremely difficult to portray via text. (Kvale & Brinkmann, 2009)

When transcribing the interviews, the researchers followed certain guidelines, which were made based on the needs of this thesis. In some interviews, it can be relevant to transcribe each individual sound made by the interviewee. Such sounds can include stutters, laughter, coughing, and sounds of hesitation such as “uhm”. One can even add feelings to these sounds, as Kvale & Brinkmann (2007)'s example of “(nervous laughter)”. This was not the case for this thesis, as its focus lied on their experiences of the phenomena and the information about them. In other words, this thesis did not use a psychological approach, as it was written within the scope of business. Thus, the researchers of this thesis transcribed the words of the interviewees precisely, but left out stuttering and other aforementioned sounds, even though it could have, in the eyes of some researchers, decreased the transcription validity. Another reason for choosing this format of transcription was the time scope of the thesis, as transcription is extremely time-consuming. (Kvale & Brinkmann, 2007; AU, 2023)

### **3.4.3 Interview Guide**

The following section contains the aforementioned interview guide, which was used for all interviews conducted through this thesis' qualitative data collection.

## **Introduction**

- Do you agree for this to be recorded and used for the purpose of our master thesis research?
- Can you introduce yourself and your role at Eurowind?

## **First section: Organizational Culture, Communication and Business Processes**

- Can you describe how you experience working at Eurowind?
  - Can you give an example of that?
  - Do you think your experience fits with the goals of management?
- How would you describe your relationship with your leaders?
- Can you walk us through a typical day in your life?
  - What are some things at work that impact your day?
  - How do you feel this reflects your company?
- Do you feel that you have a say in your tasks?
  - Who do you primarily collaborate with?
- Can you explain how you experience communicating at Eurowind?
  - Is it casual, fast-paced, lots of talking face-to-face and phone calls, or is it more emails?
  - How do you experience the tone used at Eurowind?
- When faced with a challenge, how do you feel employees at your company usually react?
  - How do you feel meeting a challenge affects your established processes?
  - And how does it affect your communication?

## **Second section: Goal Alignment**

- What role do you feel employee values and goals play in your every day life at Eurowind?
- Do you see yourself in your company's goals?
  - If yes, how?
- How are Eurowind's overall aims and ambitions communicated to its employees, in your experience?
  - How effective do you think this method is?
- Have you experienced an employee having a conflict with a leader regarding ambitions and confronting them about it?
  - How was this handled?

## **Third section: Internationalization**

- How do you feel about the idea of further internationalizing your company?
  - Do you think your co-workers share this opinion?
- What challenges do you think you and your colleagues would meet, if your company was to further internationalize? E.g., in terms of communication, processes or company culture.
- How do you think that further internationalization fits with the aims and ambitions of Eurowind?

#### **3.4.4 Analysis method**

To analyze the transcription of the conducted interview, the researchers used thematic analysis, which aimed to identify patterns, themes, and meanings within the dataset. It entailed a methodical procedure for coding and categorizing qualitative data, including transcripts of interviews, written texts, or audio and video recordings. By using thematic analysis, the researchers of this thesis gained an overview of its qualitative data collection, as well as found and described recurring patterns of meaning in the data. Thus, they were able to interpret the underlying meanings and connections that were hidden within those patterns, and possibly discover themes which were not discovered in the thesis' literature review. Furthermore, an advantage of thematic analysis was its flexibility and usability, making it a simple but efficient tool. (Bryman, 2012; Braun & Clarke, 2012)

Moreover, by providing the aforementioned overview, the usage of thematic analysis provided valuable insights into the phenomena being studied, those being goal alignment etc., and helped the researchers to develop a more nuanced and sophisticated understanding of their research question. (Bryman, 2012)

#### **3.4.5 Coding**

After the researchers categorized the conduction and transcription of the interviews as familiarizing oneself with the data of the interviews, the initial coding of the transcriptions of the interviews were a natural next step. These codes were assigned to specific parts of the interviewees' statements, based on the topic of which they are speaking. Thus, the process of coding enabled the researchers to identify the topics and concepts in the data, both those that aligned with pre-existing empirical data, but also entirely new concepts that the researchers could otherwise not have thought about. Hereafter, the thematization began, as the researchers assessed the initial codes for themes and patterns, which was done using the software NVivo. This included clustering specific codes that overlap and deciding where and how to differentiate between the codes, thus categorizing them in accordance to their

themes. Moreover, a vital part of this thematization was to also identify the links and relationships between the different themes, as the researchers finished this phase of the initial analysis by creating a presentation of the identified themes. (Braun & Clarke, 2012)

Once all themes were identified, the researchers first separately reviewed all of the identified themes and ensured that they had been themed correctly. Hereafter, each of the themes were defined and named. For this part, the researchers focused on maintaining specific and relevant definitions of the themes, ensuring a quality and relevance for the concepts for when they were to be used in the thesis' analysis. (Braun & Clarke, 2012)

### **3.5 Quantitative methods**

This thesis, additionally, made use of quantitative methods, making it a mixed methods thesis, due to the researchers collecting and analyzing both quantitative and qualitative data within the thesis. By making use of this approach, the possibility arose of being able to achieve a more comprehensive understanding of the research topic. The use of qualitative methods helped the researchers to understand the meaning behind quantitative data, while quantitative data provided statistical support for qualitative findings. (Bryman, 2012)

Quantitative methods are a set of techniques and tools used in research to measure and analyze numerical data. They are often used in the social sciences, such as psychology, sociology, economics, and political science, as well as in business and marketing research. Quantitative methods involve the collection of data through structured instruments such as surveys, experiments, and observations. The data collected is then analyzed using statistical methods to identify patterns, relationships, and correlations. (Bryman, 2012) This was relevant in this thesis, because on the basis of numerical data one could assess how a company's employees perform. By combining it with qualitative methods, there was an opportunity to gain a deeper understanding of the company's performance level. (Bryman, 2012)

Sampling was an important aspect of this thesis' quantitative research methods. It involved selecting a subset of individuals, objects, or events from a larger population to represent that population in a study. This was done in order to reduce the cost, time, and effort involved in collecting data from the entire population. In this thesis, stratified sampling was used to ensure a balanced sampling. Thus, through a conversation with Eurowind, the researchers of this thesis had the survey distributed to

employees of Eurowind in several different departments. Here, the focus was on jobs that primarily took place in an office-setting, while still having the survey reach a great variation of people of different ages, gender etc. Once the departments which the survey were to be distributed to, those of Eurowind's employees from the chosen strata who wished to participate could respond. Thus, the choice of stratified sampling was an important part of this thesis' quantitative data outcome, as it increased the quality of the collected data. (Wu & Thompson, 2020)

It is important to note that the sampling method has its own strengths and weaknesses, and the choice of method depends on factors such as the research question, the population being studied, and the available resources. It was important to ensure that the sample was representative of the population and that sampling bias was minimized. This is further elaborated in 3.4.1 Survey. (Bryman, 2012)

### **3.4.1 Survey**

This thesis utilized quantitative methods through a survey, using stratified sampling, as previously mentioned. Since the data derived from the quantitative data collection was only meant to serve as a tool to gain a generalizable overview of the data collected from the interviews, it had no need to be extensive or extremely detailed. A benefit of having a shorter survey was also, according to Bowling et al. (2021), that it decreased the risk of careless responding or participants inattention by its respondents. Both of these phenomena could be described as when a survey is simply so long that the respondents lose focus and may rush their answers, lowering the reliability of the data. Thus, by creating a shorter survey this thesis increased its reliability. Another measure taken by the researchers of this thesis to prevent these phenomena from occurring was encouraging the respondents not to answer carelessly in the beginning of the survey, as study has shown this to decrease the risk of careless responding. (Bowling et al., 2021)

The questions in the conducted survey were based on questions from (Jamesford Consulting, 2023; Patry, 2019) in order to ensure their validity. This choice was made to save time, as developing new questions and testing their validity would be highly time-consuming. By incorporating these questions, the thesis benefited from their refined construction and established validity of previous research. Moreover, the inclusion of tried-and-true questions improved the survey's overall validity by allowing the writers to compare and analyze data from diverse respondents. Furthermore, the writers could discover trends and derive valid findings by employing questions that have been utilized

in past studies. This approach enabled the writers to capitalize on earlier research's accumulated knowledge, thereby improving the robustness and usefulness of the survey findings.

Furthermore, the questions of the thesis' survey were answered on scales going from one to five, ranging from "strongly disagree" to "strongly agree". This method is chosen for this thesis, as Hinkin (1998) stated that it is suitable in behavioral research. Another benefit of this approach was that it maximized data variance, unlike nominal scales ranging from, e.g., "one to five or more" (Hinkin, 1998). Lastly, to ensure data validity, the survey included descriptions/definitions of any words that the researchers deem complex, although the aim is to use as simple phrasings as possible. (Hinkin, 1998)

In terms of sample size, this thesis did not have a minimum goal of respondents set before choosing a case study, as Hinkin (1998) argued that it depends on the given study which sample size may be appropriate. Thus, the sample size depended entirely on the willingness of the case company employees to participate, and ended up reaching 46 participants after removing the ones that only partially finished. To increase the sample size, however, the researchers asked their contact person of the case company to encourage employees to participate. Moreover, to ensure reliable data, before beginning analysis of the collected data, any variable that correlates less than .4 were removed from the data presentation (Hinkin, 1998). Another measure taken in this thesis to achieve maximum validity of data was to only use survey responses that are 100% complete, as previously mentioned, which also eliminated the threat of missing data (Hair et al., 2018).

After ending the survey, the findings were presented in appropriate graphical presentation, providing the reader with an overview of the collected data. Thus, the researchers were able to use them in combination with the findings of the qualitative data collection, and, thereby, identify the generalizability of the different interviews. Moreover, it made the interviews' roles as zoom-ins more apparent, as it provided "the full picture" on which the zoom-ins occur.

### **3.6 Summarize**

It can be concluded that the single-case study is being used, as it gives one the opportunity to immerse themselves in a case company, and, thereby, be able to obtain optimal results via the collected data. In addition, inductive methods have been chosen as they allow one to derive general principles or conclusions from specific observations or cases. Moreover, a survey has been conducted, as it allows

the researchers of this thesis to gather information from a bigger population. Furthermore, the qualitative methods have been chosen, since it gives one the opportunity for the researchers to self-reflect throughout the data collection and analysis, thus, placing themselves in the employees' thoughts and feelings about the company, goal alignment and internationalization.



## 4.0 Analysis

### 4.1 Introduction

This chapter contains the analysis of this thesis, presenting and discussing both the qualitative data of the thematic analysis, as well as supporting with more generalizable findings of the survey. Moreover, this chapter concludes in an emergent framework, which is based solely on this thesis' findings.

### 4.2 Data presentation

The following data presentation was based on the conducted data collection, as described in Qualitative Methods 3.4 and Quantitative Methods 3.5. This presentation provided an overview of all the collected findings as well as a brief discussion.

#### 4.2.1 Interview Findings

This section presents the outcome of the semi-structured interviews, which were conducted using the established interview guide (cf. 3.4.3 Interview Guide), then coded using thematic analysis (cf. 3.4.4 Analysis Method) and organized using NVivo. Each of the interviewees held different positions in Eurowind, in order to ensure multiple perspectives from within the company. These positions were namely Special Tasks Operations, HR, Marketing and Finance.

As previously established, each of the interviews were coded by both of the researchers of this thesis and then compared and discussed to ensure a higher validity. The following section will present how the different codes and themes were grouped, and, thus, served as an outline of the qualitative findings of this thesis. This chapter aimed to explain and discuss why the different themes were grouped the way they were, and how they were connected to this thesis' research question.

##### 4.2.1.2 Organizational Culture

*Organizational Culture* as a theme consisted of sub-themes such as *Positive Attitude*, which included a wide array of codes that generally described how the interviewees experienced working at Eurowind, given the present organizational culture. These codes were all ones which were connected to *Positive Attitude*, as they were considered beneficial by the interviewees. Moreover, this was also

where the sub-theme employees' *Personal interest in company performance* was grouped, which included codes such as *Celebrating reaching goals* and *Problem solving oriented*. These were grouped under *Positive Attitude* and *Organizational Culture* given the clear link between the collaborative experience of the employees at Eurowind and their appreciation of their current *Organizational Culture*. Moreover, the code *Willingness to change* was grouped under *Open Culture*, given their evident openness to new ideas. Furthermore, the sub-theme *Identity* included the codes *DNA* and *Flat Structure*, which were both some of the most frequent codes throughout the combined interviews. They were connected to *Identity* given their frequency in the statements of the interviewees when explaining their experience of Eurowind as a company (Appendix C, lines 7-11).

#### **4.2.1.3 Communication**

The theme Communication consisted of groupings of sub-themes and codes that described how employees at Eurowind experienced communication. While it could be argued that some of the codes grouped under this theme could also belong as sub-themes under *Communication*, they were determined to have a stronger relationship with *Organizational Culture*. This was the case with codes such as *Informal* and *Flat Structure*. Thus, the theme of *Communication* focused on codes and sub-themes that were directly linked to the act of communicating, such as *Means of Communication*, which was a sub-theme consisting of the different channels which the employees at Eurowind communicated through. Moreover, this was also where codes regarding *Vision-communication* have been grouped, which showcased the influence of *Poor vision-communication*, such as *Confusion regarding organizational goals*.

#### **4.2.1.4 Management**

The theme *Management* contained all the codes and sub-themes relevant for people in management positions at Eurowind. Examples of this were *Goal setting*, which as a sub-theme covered both *Employee goals* and *Organizational goals*. Moreover, *Employee goals* as a sub-theme also covered *Employee education* and *Personal development*, as these factors were some of the key goals in terms of *Employee goals*, according to the conducted interviews (Appendix B, lines 10-13). Furthermore, management covered the relationship between *Relationships* and *Personality of the individual*, seen as the personality of the manager can be vital for maintaining good relationships with their employees. As for the sub-theme *Lack of resources*, it has a direct relationship with *Lack of resources to meet employee goals*. While it could be argued that the latter code could be grouped under *Employee goals*,

the researchers of this thesis deemed it more relevant in the context of *Lack of resources*. Lastly, Management as a theme covered *Crisis management* and *Conflict management*, given their direct relationship with *Management* as a concept.

#### **4.2.1.5 Internationalization**

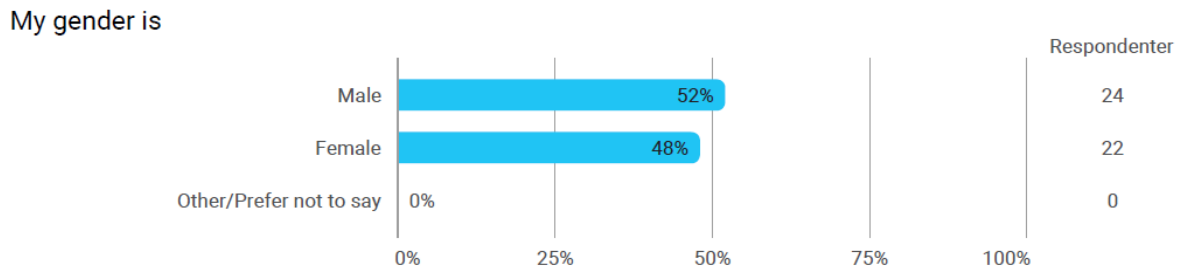
*Internationalization* consisted of different groups of themes, which explains how internationalization was used at Eurowind. One of these were *Cultural differences*, which had a lot of the cross-border themes connected to it. This was due to the *Cross-border culture management*, which was one of the important themes of internationalization due to the connections to *Cross-border communication* and *Cross-border relationships*. Moreover, *challenges of internationalization* was another theme, which had *Lack of family-feeling with employees abroad* connected to it. This showed the challenges with the employees abroad. Furthermore, *not included in the internationalization process* was a theme, which showed how some of the employees at Eurowind might not be a part of the internationalization process. Lastly, *Expansion* is the last theme, which was a thing that almost all employees discussed due to the company 2030 plan (Appendix B, lines 29-30).

#### **4.2.1.6 Business Processes**

*Business Processes* as a theme had a wide array of themes under it. One of them being *difference in departments*, which included several sub-themes. These codes explained how the processes function at Eurowind, and how *Company flexibility* worked at the company. In addition, this was where the *Established processes* were found, which had codes such as *Lack of established processes* and *Disruptions of established processes* grouped. These were grouped here, since they described how both the lack of processes, and the existing processes were affected. Furthermore, *Non-established processes* were also grouped under *Business Processes*. This showed, in contrast to *Established processes*, how the company's employees were allowed to work with a great deal of freedom. However, this could also become a problem for some employees. This was described under the code, *Feeling overwhelmed*, which explained how some employees could be overwhelmed by the missing processes, since there was suddenly a lot of freedom and no general processes to deal with. It should be noted, however, that *Feeling overwhelmed* could also be linked to the *Expansion* code under *Internationalization*, but the researchers of this thesis deemed its relationship with *Business Processes* to be stronger.

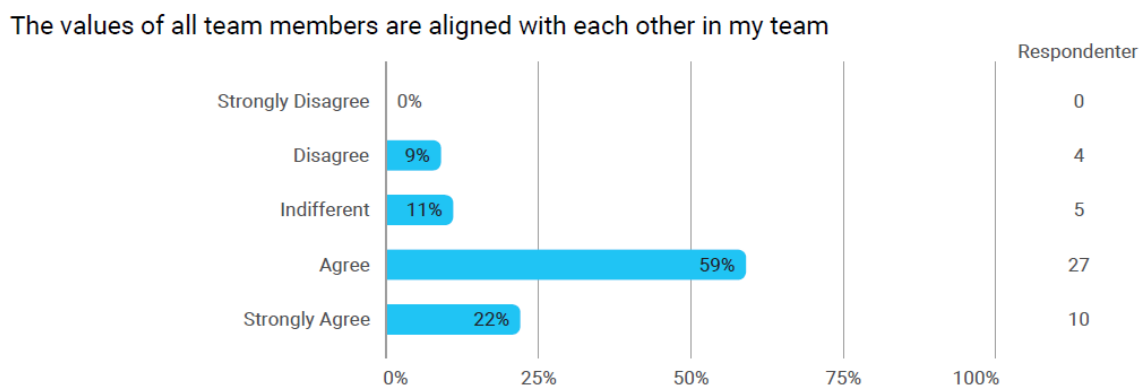
### 4.2.2 Survey findings

The following section presents the quantitative findings of this thesis by showcasing the results of the survey and explaining how they are interpreted by the researchers.



(Figure 7 - “Gender“ )

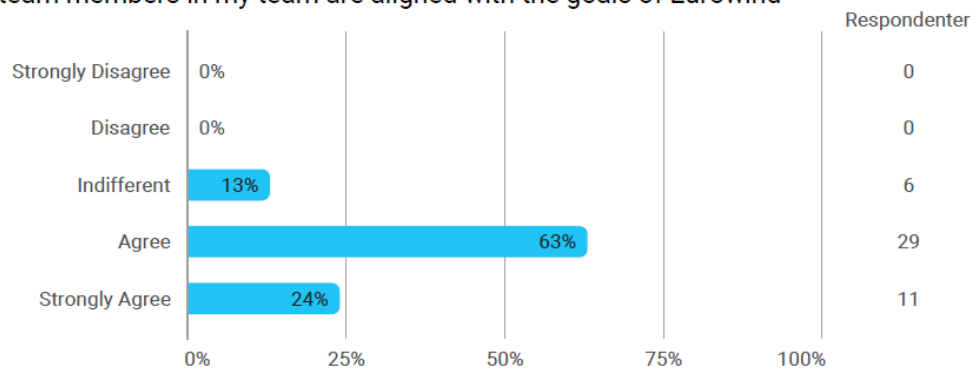
On this diagram it can be seen that there were slightly more men who have answered the questionnaire. However, there was a general gender equality among the respondents.



(Figure 8 - “Alignment of employee goals“)

On this diagram, respondents were asked whether they felt aligned with each other in their team. 37 of the respondents were of the opinion that they were aligned with their team, while four respondents did not believe that they were aligned with their team. This gave an overall overview that, generally speaking, there was an alignment between the employees, and only few see their current degree of employee goal alignment as an issue.

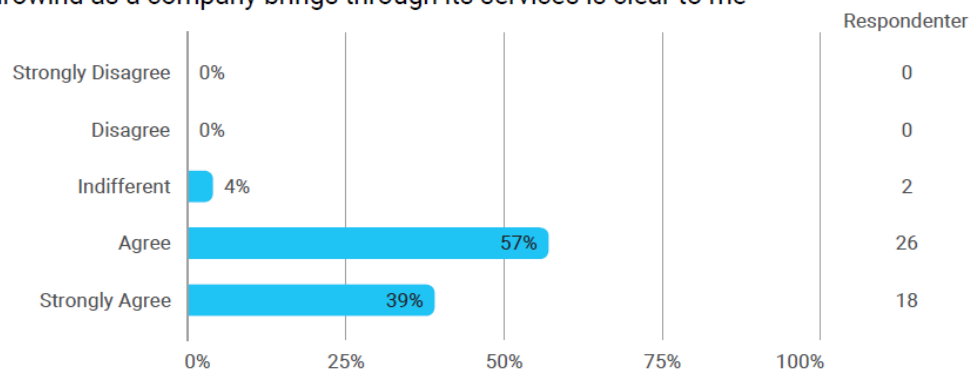
The values of all team members in my team are aligned with the goals of Eurowind



(Figure 9 - “Alignment of employee goals and organizational goals“)

On this diagram, the respondents were asked how they think their team members were aligned with the goals of Eurowind as a company. Here it can be seen that only six answered indifferently, which means that the employees at Eurowind generally believed that they had a good understanding of the goals that can be found at Eurowind.

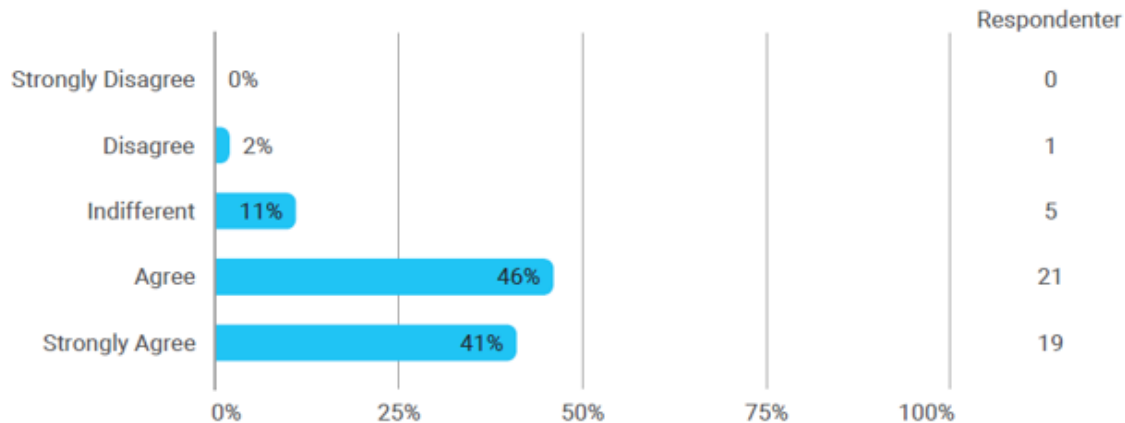
The value that Eurowind as a company brings through its services is clear to me



(Figure 10 - “The value of Eurowind“)

On this diagram, the respondents had to decide whether they believed that the value that Eurowind as a company brought through its services was clear to them. Only two people answered indifferently, while 46 people either agreed or strongly agreed. This proved that Eurowind managed to convey its value incredibly well to its employees.

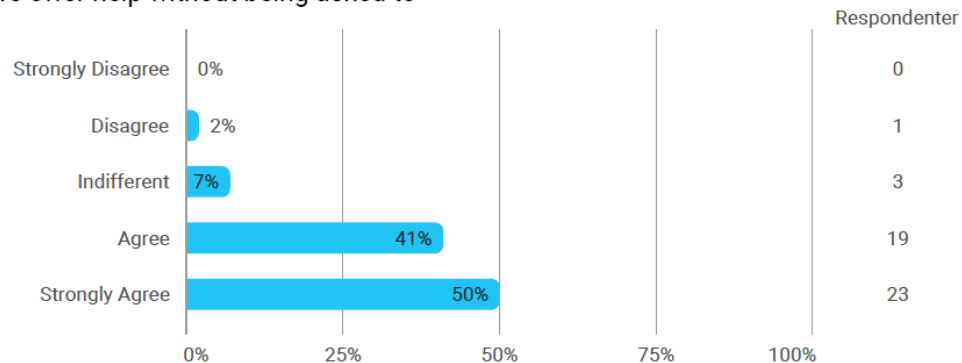
My team members know each other well and trust each other



(Figure 11 - “Trust between employees“)

On this diagram, the respondents were asked how well their team members know each other and whether they trust each other. As can be seen from the responses, it was again the majority who either agreed or strongly agreed with the statement, while only one person chose to disagree. Therefore, it can be stated that team members at Eurowind had a good understanding of and trust in each other.

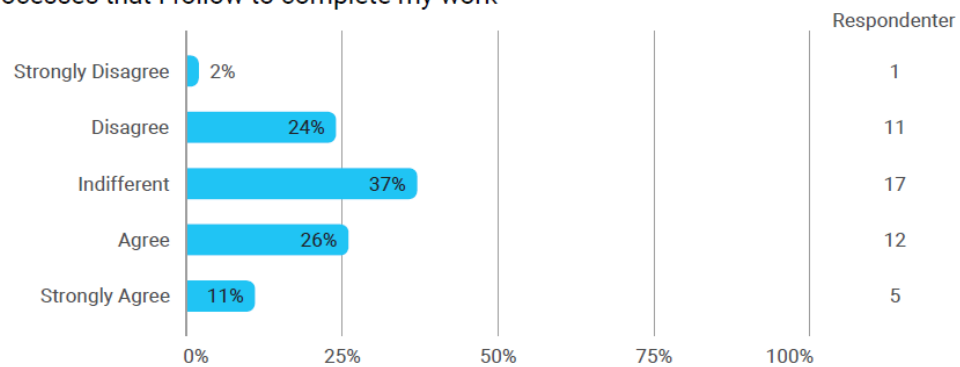
My team members offer help without being asked to



(Figure 12 - “Offering help“)

On this chart, respondents were asked how they relate to how their teammates help without being asked. Here, there were only four who either answered indifferently or disagreed, which also showed that the teammates at Eurowind help each other in situations, even where it has not been requested.

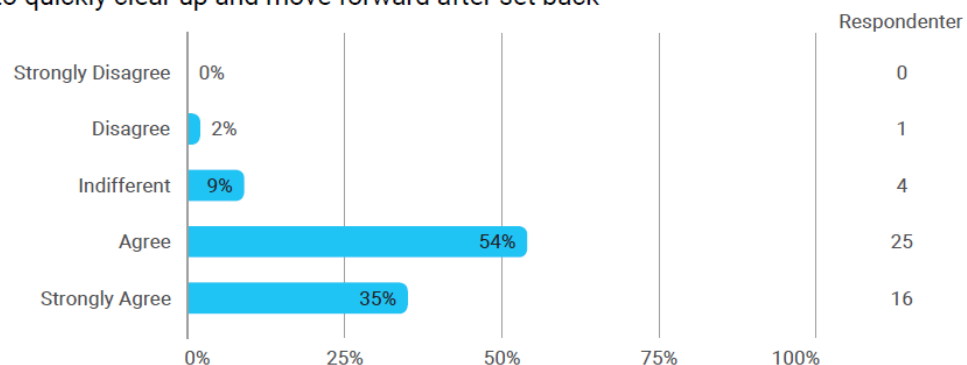
I have specific processes that I follow to complete my work



(Figure 13 - “Processes of the individual“)

Here, the respondents were asked about specific processes and whether they made use of such processes to carry out their work. Here, for the first time, opinions were widely spread, and whether people make use of processes or not varied between the employees. This aligned with the conducted interviews, where some made use of certain processors, while others worked better under the freedom they were given.

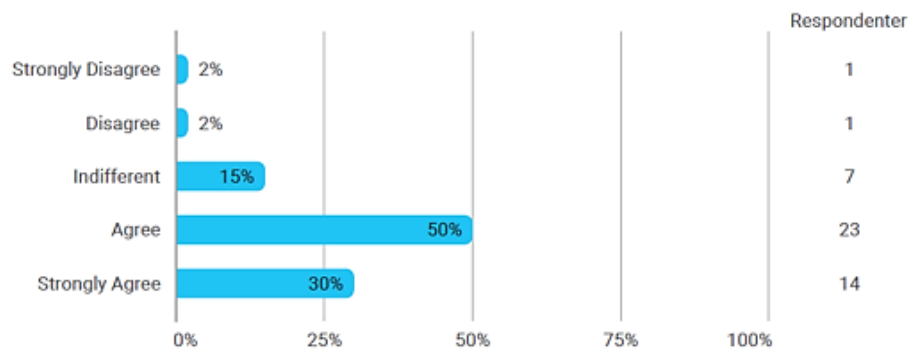
My team is able to quickly clear up and move forward after set back



(Figure 14 - “Employee handling of conflict“)

Here, respondents were asked to consider whether their team was good at picking themselves up and moving forward after a setback. Here, there was a general belief that the majority of the respondents' teams were capable of this, with only one having the choice to disagree with the said statement.

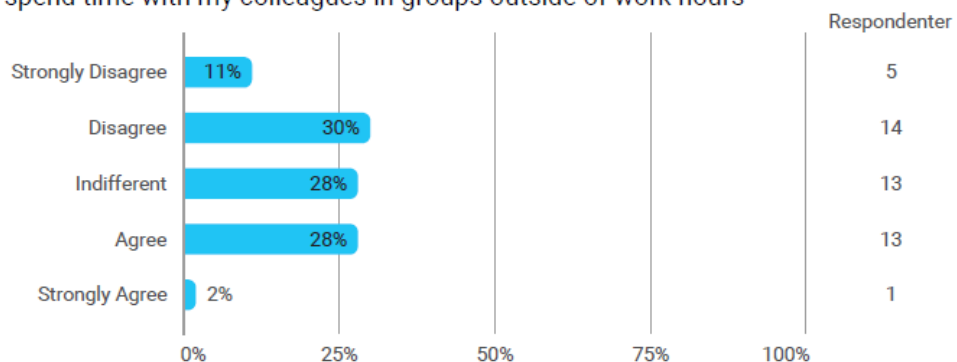
#### Management help motivate their team members and each other



(Figure 15 - “Management motivating employees“)

Here, the respondents were asked for their opinion on whether management helped motivate their teammates and each other. As seen in the diagram overview, the opinions were slightly different, but where 80% either agreed or strongly agreed with that statement. This means that one must assume that management does a good job in relation to the motivation factor in the company.

#### It is normal that I spend time with my colleagues in groups outside of work hours

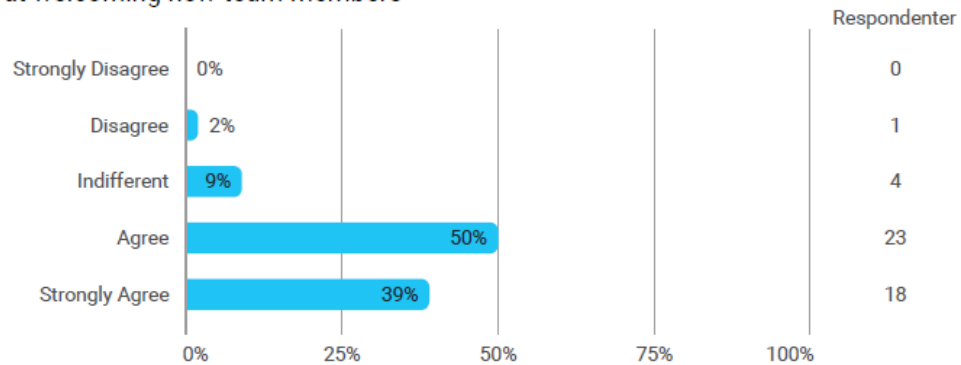


(Figure 16 - “Socializing outside of work hours“)

Here the respondents were asked about their out-of-work relationship with their colleagues. This is the first chart where opinion was strongly divided. The majority of respondents either disagreed or answered indifferently. Despite this, there were still 14 respondents who spend time with their colleagues outside working hours. Here it can be stated that it is very fluctuating whether people spend time together or not.



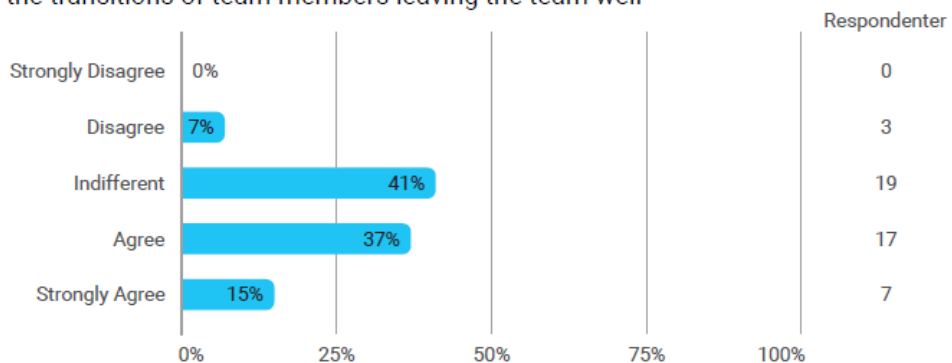
My team is good at welcoming new team members



(Figure 17 - “Welcoming new team members“)

Respondents were asked whether their team was good at welcoming new teammates into the team. The general opinion is that they are, with 89% answering either agreed or strongly agreed. This also showed that among the respondents, there was a great deal of openness at Eurowind to newcomers, from the employees’ own perspective.

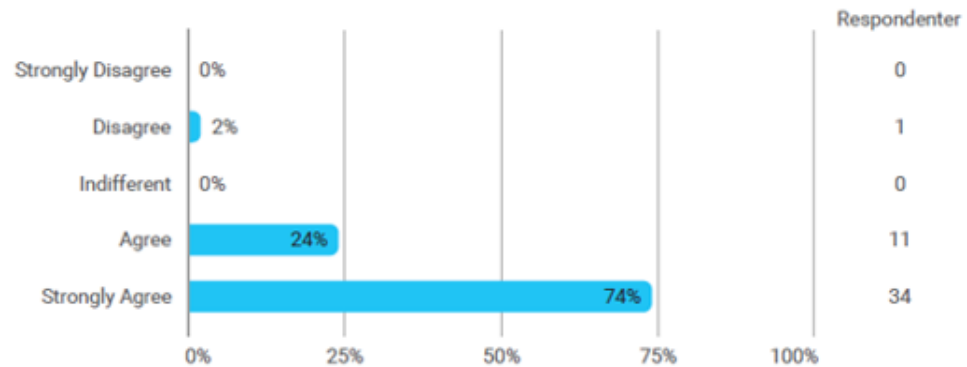
My team handles the transitions of team members leaving the team well



(Figure 18 - “Handling transitions“)

Here the respondents were asked to relate to whether their team is capable of coping with the transitions that occur when an employee leaves their team. Here, the majority actually answered indifferently, followed shortly by respondents who agreed with the statement. Between the respondents, it must be assumed that the transitions that take place have been managed without major problems.

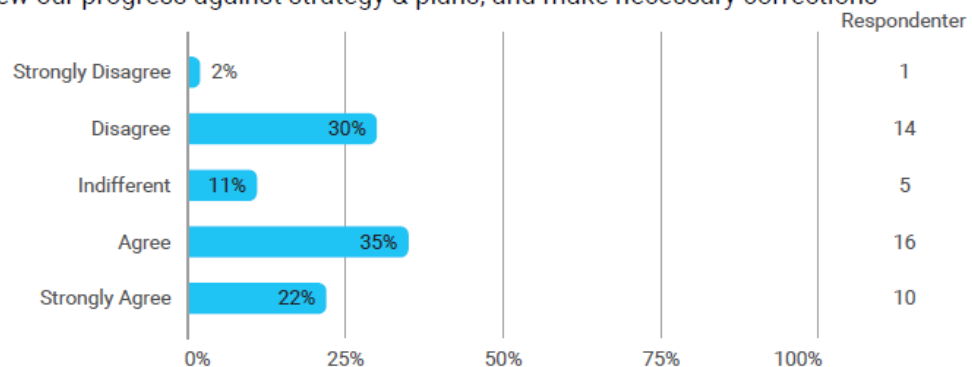
I am confident that Eurowind is focused on achieving its vision and mission



(Figure 19 - “Vision and mission“)

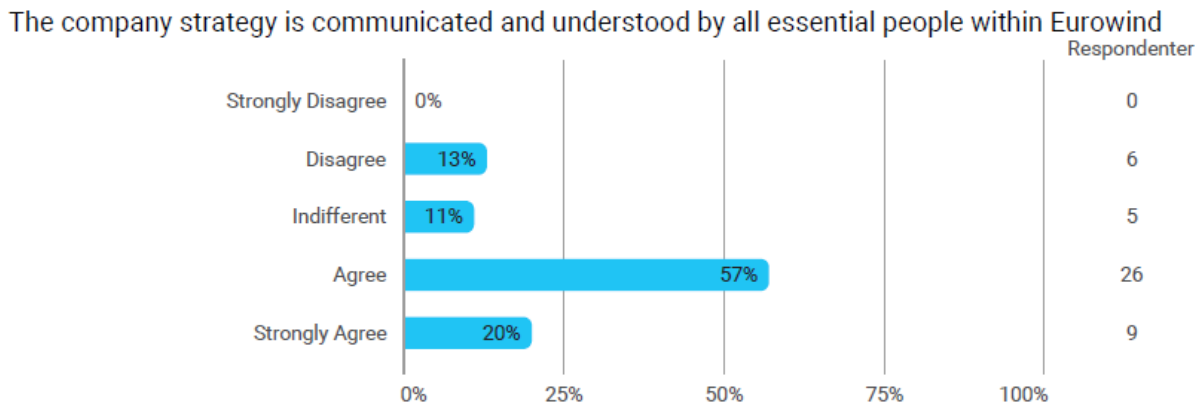
Here the respondents were asked whether they believe that Eurowind was focused on achieving their vision and mission. Only one respondent was of the opinion that they did not agree. Therefore, it can be assumed from the answers that Eurowind worked with great focus on achieving their vision and mission in everyday life.

We regularly review our progress against strategy & plans, and make necessary corrections



(Figure 20 - “Reviewing strategy and plans“)

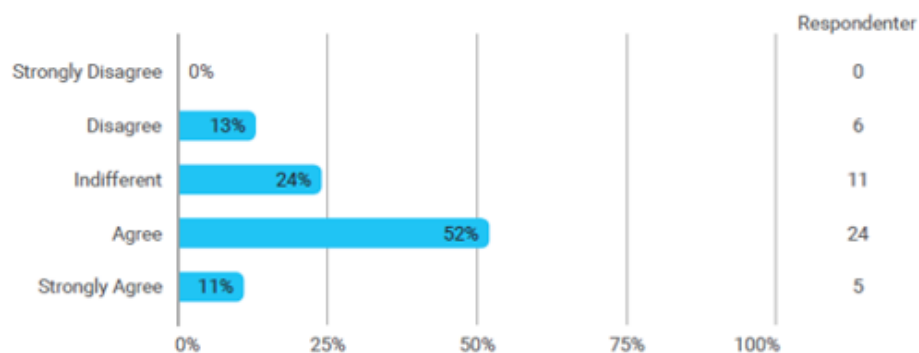
Here, the respondents considered whether their progress in relation to strategy and plans was continuously reviewed, and whether corrections were made accordingly. Here the answers were scattered, which can, therefore, lead to the statement that was department-based in terms of how, and how progress is reviewed and corrected.



(Figure 21 - “Vision-communication“)

The respondents were asked whether the company strategy was communicated and understood by all important people within the company. 11 people answered either indifferently or disagreed, while the majority agreed or strongly agreed. With that in mind, it was worth noting that there was a perception that the corporate strategy may not be communicated and understood properly among the respondents who have gone through this survey.

All departments of Eurowind are working in harmony to deliver the company strategy and business plan



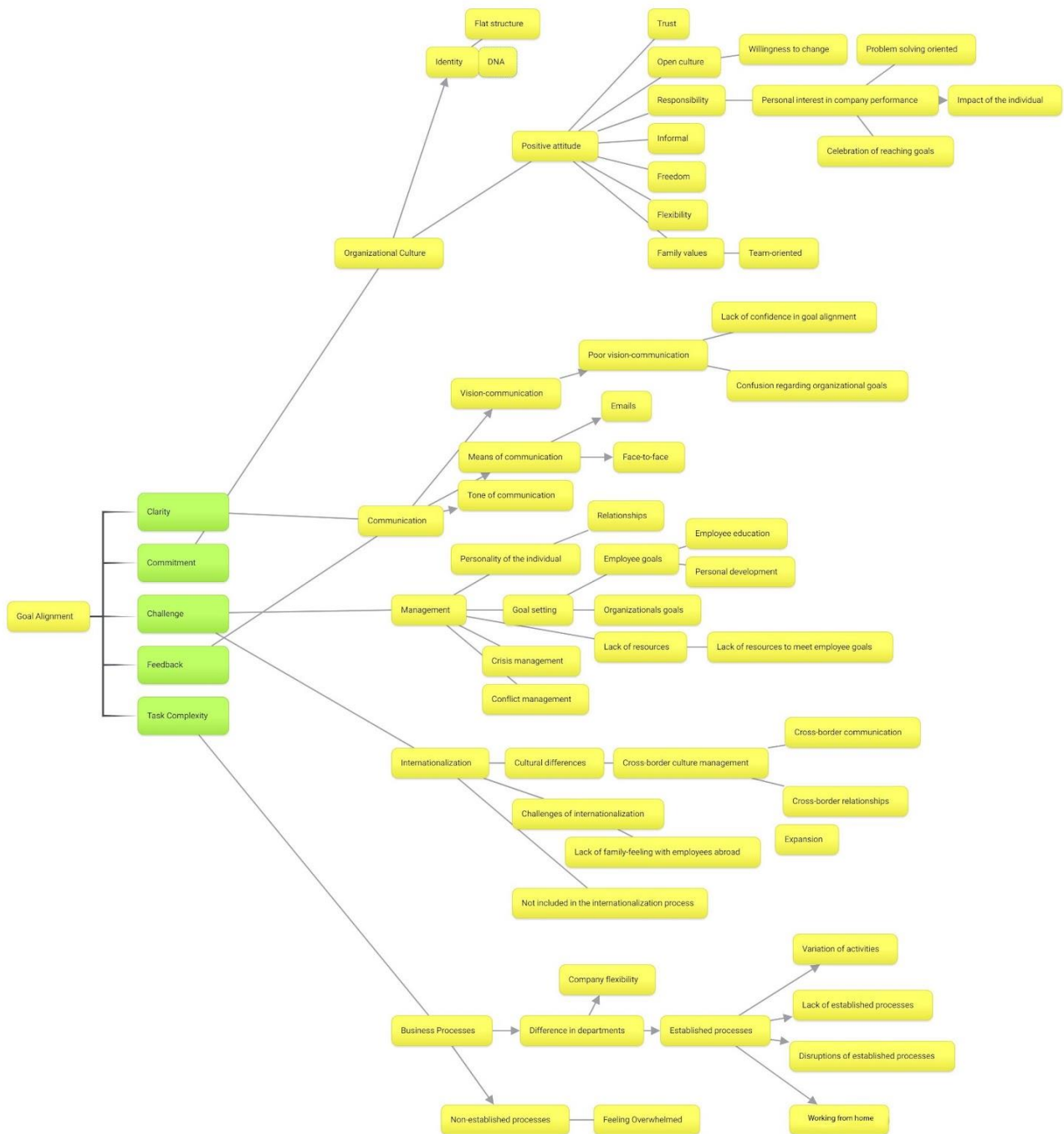
(Figure 22 - “Harmony of organization as a whole“)

The last thing that the respondents had to relate to was whether all departments in Eurowind work together in harmony to deliver the company’s strategy and business plan. The opinions were quite divided, although the majority chose to agree on the given statement. In addition, it can be stated that not all departments among the respondents are equally good at delivering the company’s strategies and goals.

## 4.3 Emergent Framework

The following section contains an explanation of the emergent framework that was created based on the findings of this thesis' data collection. Thus, the following framework was based solely on primary data. As seen in Figure 23, it was created as a map of all the relevant themes and codes that emerged from the conducted interviews. Here, the emergent themes were grouped into sub-themes, themes based on the five concepts that determine an organization's degree of goal alignment. Moreover, the findings of the survey were used to assist the researchers in establishing the relationships between the themes, sub-themes and codes, by providing a generalized understanding of the given concepts within the context of Eurowind.

Furthermore, this section describes and discusses why the emerged themes were grouped under each of the five concepts of Goal Setting Theory, based on Myrto & Galanakis (2022).



(Figure 23 - “Map of Findings”) Please see Appendix F for a larger version of the illustration.

### 4.3.1 Clarity & Feedback

As seen in the framework, *Communication* were linked with *Clarity*. For *Clarity* in the Goal Setting Theory to provide employees with clear objectives, expectations and targets, it required a company to set well-defined goals and communicate effectively. This ensured that employees had a better understanding of the organization's goals and objectives, and how their efforts contributed to the overall organizational success. Moreover, clear goals facilitated effective communication by aligning the understanding of the employees as an entity and, thereby, created a common focus. Furthermore, *Clarity* combined with effective communication enhanced employee motivation, since when employees had a clear understanding of the goals and received regular communication about progress, they felt a sense of purpose. Clear communication helped in clarifying expectations, addressing any misunderstandings, and encouraging open dialogue, which boosted employee morale, commitment, and overall engagement. (Myrto & Galanakis, 2022)

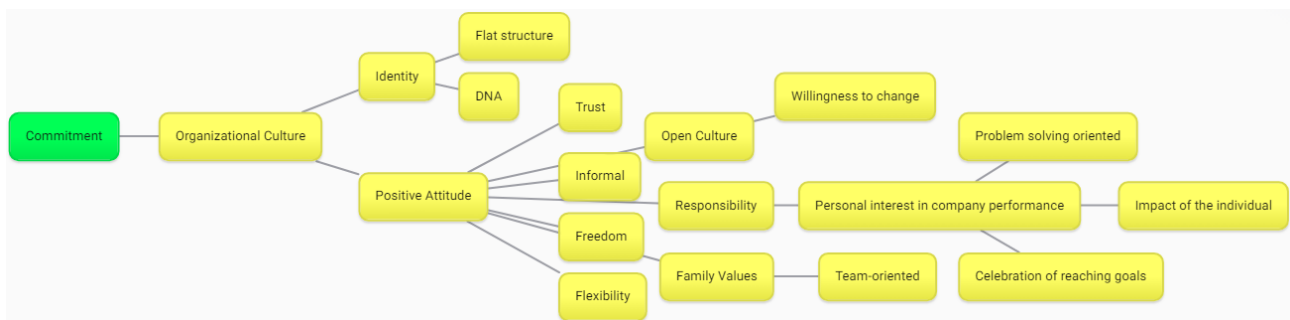
Additionally, *Communication* was also grouped under *Feedback*, since it played a role in clarifying expectations and promoting effective communication within a company. When employees received timely and constructive feedback on their performance and progress towards goals, it helped them gain an understanding of how their work aligned with organizational objectives. Here, it overlaps again with *Clarity*, as *Clarity* in expectations enhanced communication by ensuring that employees were aware of what was expected of them and could make necessary adjustments if needed. Thus, *Feedback* could be used for performance improvement as well. When employees received feedback on their tasks and assignments, it provided them with insights into areas where they are excelling and areas that require improvement. This feedback-driven communication allowed employees to understand their strengths and weaknesses, seek guidance or support when needed, and make informed decisions to enhance their performance. (Myrto & Galanakis, 2022)



(Figure 24 – Clarity & Feedback (own creation))

### 4.3.2 Commitment

Next, Organizational Culture was linked with Commitment. Commitment to goals had a relevance to the alignment of employee goals with organizational goals. Organizational culture plays a role in encouraging a sense of shared purpose and aligning individual goals with the broader objectives of the company. When employees perceived a strong organizational culture that emphasized goal orientation and alignment, they were more likely to develop a higher level of commitment to those goals (Locke & Latham, 1990). An organizational culture that valued commitment provided support and encouragement to employees in their goal pursuit. When employees felt supported by their organization and colleagues, they were more likely to develop a strong commitment towards their goals. A culture that promoted teamwork, collaboration, and provided resources and mentorship encouraged a sense of commitment and created a supportive environment that enhanced goal achievement. (Locke & Latham, 1990)



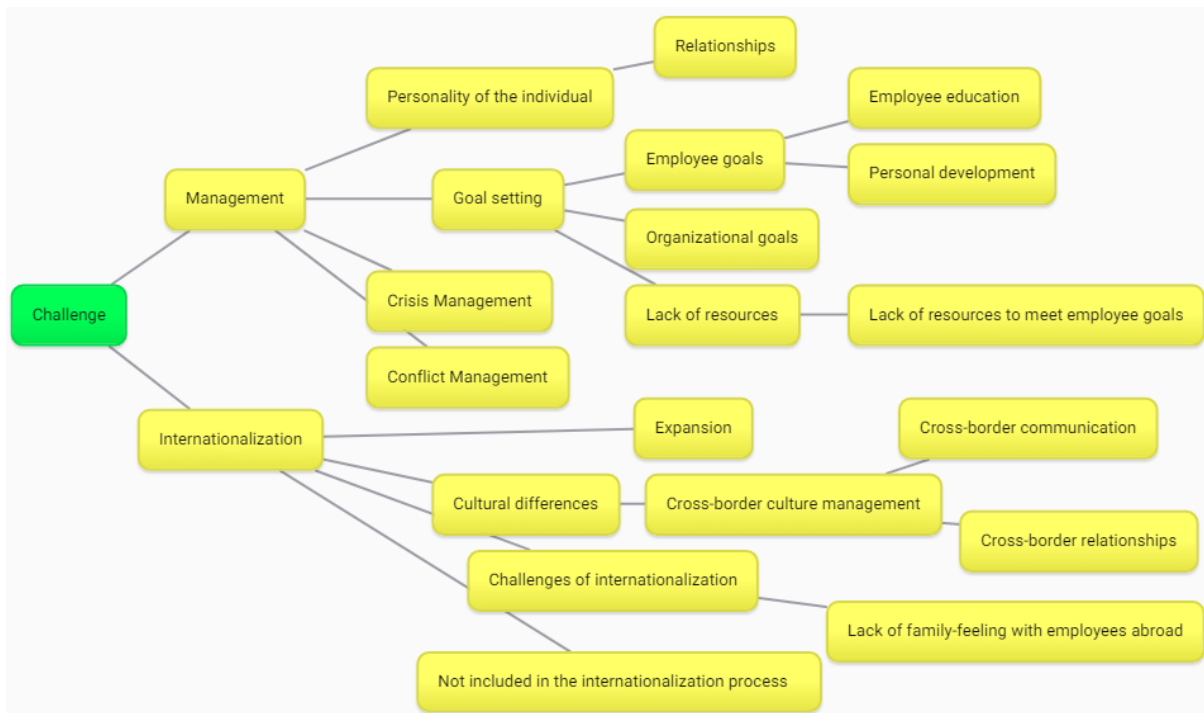
(Figure 25 – Commitment (own creation))

### 4.3.3 Challenge

As illustrated, *Challenge* had an established relationship with both *Internationalization* and *Management*. It was related to an organization's internationalization process by setting ambitious goals related to expanding into new markets or increasing global market share, such as with the code *Expansion*. Setting challenging internationalization goals could motivate employees and the organization to take on the complexities and risks associated with entering new markets, adapting to cultural differences, and developing international business capabilities. Although challenging goals require a higher level of effort, strategic planning, and coordination across various functions, this

focus on performance and growth could help the organization overcome obstacles, drive continuous improvement, and achieve sustainable success in international markets. (Appendix B, lines 86-88)

Furthermore, challenging goals were crucial for effective *Management*, as managers could set challenging goals for their teams, departments, or individual employees, and, thus, create a high-performance culture, encouraging employees to stretch their capabilities and drive for improved results. Lastly, challenging management goals would encourage a sense of accountability, motivate employees, and align their efforts towards organizational objectives. (Myrto & Galanakis, 2022)

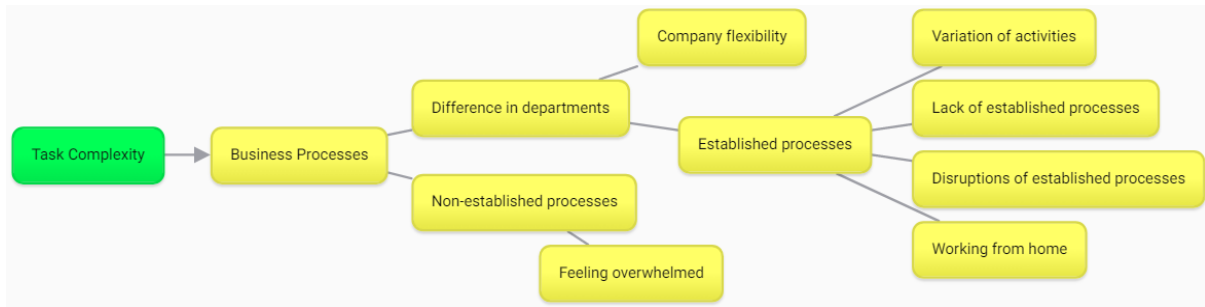


(Figure 26 – Challenge (own creation))

#### 4.3.4 Task Complexity

For the last of the five factors impacting Eurowind’s degree of goal alignment, *Task Complexity* has been linked with *Business Processes*. Complex tasks often required more intricate and sophisticated processes to ensure their successful execution, which required *Business Processes* to be designed in a way that accommodated the complexity of the tasks involved, incorporating necessary steps, decision points, and resource allocation. Moreover, *Task Complexity* drove the need for well-defined and efficient processes that could handle the intricacies and challenges associated with complex tasks. By laying out methods and phases, task complexity made achieving goals easier. (Myrto & Galanakis, 2022; cf. Figure 23)





(Figure 27 – Task Complexity (own creation))

## 4.4 Part-conclusion

Thus, this analysis concluded with the emergent framework as a visualization of the collected data. This framework consisted primarily of codes and themes of the qualitative semi-structured interviews, but the quantitative questionnaire was also included, in the sense that it was used throughout the development of the framework to better understand the different groupings and relationships between the different themes. Moreover, the framework also grouped the collected primary data in accordance with the findings of the literature review, in the form of the five concepts of the Goal Setting Theory.

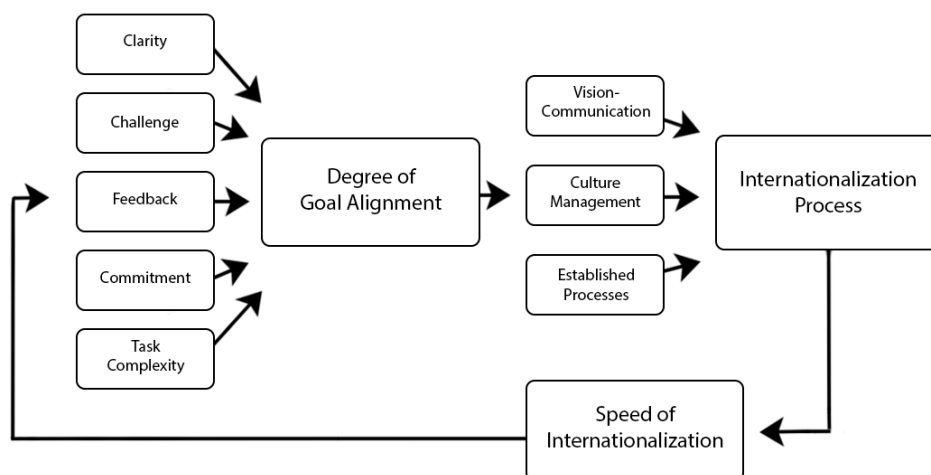
## 5.0 Discussion

### 5.1 Introduction

The following chapter includes a discussion of the findings presented in the analysis, including the emergent framework which will be compared and combined with the findings of the literature review. Moreover, a further comparison and discussion of the analysis findings are included by applying the theories of the literature review. This ensures a thorough reflection of the collected findings and contributes with new knowledge in the form of the final points of this thesis.

### 5.2 Combined Framework of Findings

To present the findings of this thesis, they have been visualized in the following framework. It extends upon the findings of the literature review by expanding the relationships between the established concepts, as well as adding new concepts that were discovered throughout the analysis. E.g., 2.0 Literature Review establishes organizational culture as an impactor on degree of goal alignment, which is confirmed in the case of Eurowind through 4.0 Analysis. Here, elements from 2.0 Literature Review, such as vision-communication, organizational culture and established business processes re-emerge, proving their relevance to the thesis' research question. This is likely due to the interview guide and questionnaire being based on the findings of 2.0 Literature Review, which leads to the primary findings being a look at the empirical findings from the perspective of Eurowind. The following section explains the framework and it can be used in future research.



(Figure 28 - “Model of Goal Alignment Impact on Internationalization Process”(own creation))

The framework should be read from left to right, top to bottom, with arrows representing relationships between the concepts, meaning it takes its starting point in the five concepts that define an organization's Degree of Goal Alignment, being Clarity, Challenge, Feedback, Commitment and Task Complexity. The arrows going from these concepts to Degree of Goal Alignment symbolize their impact on it, and, therefore, the alignment between Organizational Goals and Employee Goals. Thus, Degree of Goal Alignment entails both to what extent they separately align with themselves, but also how they align with each other, which is how an organization's Degree of Goal Alignment is determined. From Degree of Goal Alignment, an arrow leads to several elements of goal alignment that can impact a company's Internationalization Process. The first of these is Vision-Communication, as it represents how well management is able to communicate Organizational goals to their employees. If a company has poor Vision-Communication, it is likely to impact its Internationalization Process, as employees may be confused about the short- and long-term goals of the company. As discovered in both the findings of 2.0 Literature Review and 4.0 Analysis, unclear company objectives have a negative impact on employee performance. Next, Culture Management as a concept includes the organizational culture which management tries to foster, both domestically and internationally. This represents how an organization must take both the organizational culture present at HQ, but also at their international departments into consideration, as having vastly different organizational cultures decreases the Degree of Goal Alignment, and, thus, negatively impacts firm Internationalization Process. This is noteworthy since, according to the findings of this thesis, Culture Management becomes significantly harder when concerning subsidiaries abroad, given factors such as physical distance, and, thereby, less personal interactions, as well as cultural differences. Furthermore, an arrow points to "Established Processes". This entails the approach the company has to their company structure and established processes, as well as the efficiency of their means of communication. This concept has been added given its evident impact on the employees attitude towards further internationalization, as well as the company's overall performance.

Combined, all of the above represent elements of Goal Alignment which this thesis has determined can impact a company's Internationalization process, which is the most far right concept of the framework. As a concept, it represents the company's activities related to further internationalization, as well as the company's overall readiness for international growth. Lastly, an arrow leads from Internationalization Process and down to Speed of Internationalization, as it was

found in the primary data collected for this thesis that if Speed of Internationalization is too high, it can negatively impact the Employee Goals as they can become overwhelmed by sudden growth (cf. 4.2.1 Interview Findings). This feeling can make them less supportive of the company's goals of internationalization, shifting the Degree of Goal Alignment to be more negative. Thus, a loop is created, causing an interdependent relationship between a company's Degree of Goal Alignment and Internationalization Process.

The purpose of this framework is to provide organizations or future companies with an overview of factors to be aware of when assessing the effectiveness of a company's Internationalization Process in the context of Goal Alignment by logically presenting the findings of this thesis. By using this framework, companies may be able to determine which elements of their Goal Alignment are causing them challenges in terms of internationalization, and if their Speed of Internationalization is actually disruptive for the Internationalization Process.

### **5.3 Eurowind's Degree of Goal Alignment**

Goal setting is the act of an entity, in the case of this thesis being management of Eurowind, formulating and communicating clear goals, as well as providing employees with instructions or relevant feedback (Myrto & Galanakis, 2022). Moreover, they provide five elements of goal setting that, if achieved, will maximize company degree of goal alignment. These five elements being "clarity, challenge, commitment, feedback, and task complexity." (Myrto & Galanakis, 2022)

In this section, Eurowind's degree of goal alignment is analyzed by evaluating the findings of the data collection using the five aforementioned elements of goal setting. in order to achieve a thorough understanding of what their degree of goal alignment is (Myrto & Galanakis, 2022).

Clarity, challenge, commitment, feedback, and task complexity are the five main aspects of goal setting that should be considered in order to maximize goal alignment. If effectively implemented, these components may aid in making sure that everyone within the business is on the same page and putting out their best effort in pursuit of a single objective. (Myrto & Galanakis, 2022) These five components are thoroughly examined in this thesis, along with how they may be used to achieve the best goal alignment.

### 5.3.1 Clarity

To achieve clarity in goal setting, it is important to ensure that the goals are specific, measurable, achievable, relevant, and time bound.

When assessing Eurowind's clarity, it becomes apparent that there are mixed attitudes regarding how well their *Vision-communication* (2,5%) is executed. Interviewee 4 states that they cannot remember the vision and mission of Eurowind, and, therefore, finds it difficult to see themselves in them due to lack of knowledge. Despite this, Interviewee 4 still believes that ambitions and goals are communicated to the employees to a "large degree" (Appendix D, line 214). This shows a tendency to lack knowledge of the company's main priorities and formal goals. Interviewee 2 states that their overall aims and ambitions are not communicated to a greater extent to the employees, besides the fact that every three months there is a presentation from the quarterly board meeting. They are taking steps to improve their vision communication, since they have a new intranet (Appendix B, lines 19-20). Despite this, Interviewee 2 is still not convinced that it is the right solution but does not have a solution proposal for how it should be solved.

Both interviewee 1 and interviewee 3 are of the opinion that they have good vision-communication in the company. Interviewee 1 states that when being employed by Eurowind, the DNA of the company will be injected to the new employee, and, thereby, get an understanding of the vision and mission, whilst interviewee 3 states that the sub management is good at elaborating the goals. However, it is worth noting that interviewee 3 is placed in a management position, and one, therefore, needs to be aware of potential bias. (Appendix A; Appendix C)

Moreover, the findings of the conducted survey show that there is a mixed attitude to whether the employees are involved in reviewing the strategy and plans as seen in Figure 14. This also shows that the general vision communication at Eurowind has a mixed view among the employees.

Throughout the interviews and the conducted survey, it is evident that Eurowind's vision-communication varies in efficiency, as Eurowind's vision and mission are not clearly communicated to the employees, which can lead to confusion and misunderstandings. When a company's vision-communication is unclear, the employees may have different interpretations of the organization's goals, leading to a lack of direction, low motivation, and poor performance.

Clear and specific communication is essential for effectively expressing a company's vision or mission to the employees, as it reduces the risk of miscommunication, thereby, setting a clear goal for both employees and management, increases the likelihood of a higher degree of goal alignment.

When assessing the communication at Eurowind, it becomes evident that they have an open and free approach. Interviewee 4 says, e.g., that *"[...] we can just go straight to the ones we need to talk to. Yeah, that's quite helpful because we have a lot, we get a lot of questions, a lot of lists with information we need to provide."* (Appendix D, lines 26-28) This also means that there are no limitations on how information must be obtained from the various employees, which makes Eurowind's flow of knowledge more efficient. Interviewee 1 says that *"Personally, I like to connect with people and communicate, so I know a lot of the people in this office."* (Appendix A, lines 48-49). This further emphasizes that communication of top management takes place face-to-face rather than emails, with the idea being that information is passed on faster this way. However, Interviewee 1 states as follows:

*"[...] you are going to have a lot of time that could be spent otherwise so but I like talking to people instead of writing so face-to-face or call, but the main communication is Teams or email."* (Appendix A, lines 113-115)

Thus, Eurowind's employees have a general understanding of when it is appropriate to use face-to-face communication, or when they must make use of emails or online calls, such as Microsoft Teams.

### **5.3.2 Challenge**

Next, the key challenges of goal alignment within Eurowind are assessed. As an international company, Eurowind has a wide array of international activities, which increase the chance for challenges arising. While internationalization leads to several challenges, one of the challenges that Eurowind faces is the general communication between top management in Hobro and their international departments. Interviewee 4 states as follows:

*"[...] and with the colleagues abroad, it's a bit more tricky there. Yeah, it's much more blind on- on the emails and teams and and calls and I also call them and have meetings with them and also starting with talking about something else that work no, just so- Just so they also know that even though we are from the headquarter, we also down to earth people"*. (Appendix D, lines 25-27)

This shows that communication with international colleagues can be difficult, as the response time can be somewhat longer than if they have a correspondence with an employee from the head office .

According to the interviewees, this is caused by the physical distance to their colleagues abroad, since the option of face-to-face communication is not possible, and, therefore, they must rely on emails, phone calls etc. This can slow down the process in relation to having to meet the goals of projects where international colleagues are involved.

Another challenge caused by internationalization is cultural differences and how the working approach to things can be different from that which can be found at the head office. Interviewee 3 states:

*“[...] when talking to some of my colleagues worldwide that in Poland, for example, they have a they- they have a, you know, they want to do things and they love to do things by themselves. But I need to make sure that we have a strong brand position”. (Appendix C, lines 201-203)*

Cultural differences arise here, as the employees in Poland have one approach, while Interviewee 3 has another. Here, as a manager, Interviewee 3 sets a positive example of cross-border culture management, showcasing an understanding of the cultural differences, therefore, increasing the likelihood of them being able to avoid conflicts. Thus, Interviewee 3 is contributing positively to a higher degree of goal alignment for Eurowind by ensuring a mutual understanding of organizational goals. (Appendix C, lines 200-203)

Moreover, another cultural challenge that can arise is communication between Danish and foreign employees. Interviewee 4 states: *“A small example is that in Denmark we don't say please, “please do this” and “please do that”. It's not a part of our vocabulary as it is in other countries” (Appendix D, lines 285-286)*. Therefore, it is vital for the employees to be aware of, as cultural problems can otherwise arise, to account for possible cultural differences.

Furthermore, another factor that can influence a company's efficiency of communication is their response to conflicts and crises. Interviewee 2 states:

*“It can get less effective, because sometimes you also have to ask the same questions more times. And you have to get back and say, I know we have talked about this. But could you tell me one more time? What do you think? And, of course, it makes it a little less effective.” (Appendix B, lines 192-194)*

This shows that when employees are faced by a challenge, it may affect the *Quality of Communication* (1%) throughout the company. To ensure that communication between the international departments is effective Eurowind has implemented a language course available to all employees as a form of

*Employee education* (2%). This enables Eurowind to ensure fluid communication between top management and departments abroad. Examples of these language courses are, e.g., language classes in either German or English (Appendix A, lines 220-221). By making use of this, Eurowind ensures a higher *Quality of communication*, which helps their employees continually expand on their skills.

Another internal challenge is the growth experienced by Eurowind. Despite the fact that growth is generally seen as a positive thing, it can still create challenges that the employees have to deal with. Interviewee 4 states *“I believe they do want flat organization, as flat as possible. It's not easy when we're growing as- as much as we are”* (Appendix D, lines 33-34). At Eurowind, there is a very flat organizational structure, which is highly valued among the employees, but due to the rapid growth and many hires, it can become difficult to maintain an equally flat structure, due to the fact that Eurowind as a company is only getting bigger. It also presents challenges for the management employed at Eurowind, since their teams are only getting bigger. Interviewee 3 says that as a manager, the rapid growth is challenging as they want to be there for their employees. The relationship management that is desired to be used may therefore be challenged, due to the fact that more employees will be added to the individual department, and this may make it more difficult to maintain the relationship management approach that is desired to be used (Appendix C, lines 35-39). The last challenge that is to be analyzed is how the development within the company can be challenged by the lack of procedures and processes. Interviewee 2 states as follows:

*“[...] the focus on not having procedures and processes can be difficult for him to ensure the development, because sometimes you need a little more structure to develop that much. And I sometimes think that it's, it challenges is a little bit, I think.”* (Appendix B, lines 50-53)

Since Eurowind has a flat organizational structure and a large degree of freedom for the employees, the missing processes can make it difficult for Eurowind's management to ensure a general development of the employees, as they are all given free rein in relation to their work tasks. Despite the fact that this can be positive in most respects, it can also mean that the employees follow their own processes rather than joint processes, which can become challenging for the cooperation that the employees must also have together.

However, all of the aforementioned challenges regarding Organizational Culture are further discussed in 5.3 Role of Organizational Culture in Eurowind's Goal Alignment.



### 5.3.3 Commitment & Feedback

Achieving goal alignment requires a high level of commitment from all levels of the organization. Employees need to be committed to the company's overarching goals and understand how their individual goals contribute to the larger picture. Furthermore, feedback is a critical component of goal alignment, as it helps individuals and teams understand their progress, identify areas for improvement, and make necessary adjustments. As Eurowind has a flat organizational structure and the employees' good relationship with their managers, it is easy for them to get feedback, as they see each other as equals, and do not have a strict hierarchy where it is expected of them to conform to direct orders. This is further elaborated in 5.4 Role of Organizational Culture in Eurowind's Goal Alignment. Moreover, Interviewee 4 states that:

*"I have a really good relationship to him. I can discuss all work-related stuff and if I have some personal issues, I- he's also open to discussing that so we can find a solution. Yeah, that fits both me and- and- and the company."* (Appendix D, lines 41-43)

By having this approach, it is also easier for the employees to get more concrete and direct feedback faster, as they can address their boss directly and, thereby, have the opportunity for a one-to-one conversation about specific tasks or projects. Thus, tasks can be finished efficiently and more quickly. Thereby, the employees have the opportunity to optimize their own work tasks.

As seen in Figure 8, the majority of the respondents answered that the majority of their teams are capable of coping with conflicts. This is important for the company, as the employees have a *Problem-solving oriented* (2,5%) approach to their tasks and the challenges that may arise. This is also consistent with the statements made in several of the conducted interviews, such as Interviewee 2 who states; *"I think that most of us, like, okay, let's fix this. Let's find out what's up and down, and let's find out how to move on."* (Appendix B, lines 179-180). The employees also tend to help each other with challenges and conflicts that may arise. When looking at Figure 12, it is evident that the team members also offer their help, even if it is not requested, showing that the employees overcome conflicts that will arise on an ongoing basis.

Moreover, when analyzing commitment and feedback in the context of *Employee goals* (5,6%) and *Organisational goals* (4%), it is important to consider how these elements intertwine (cf. 2.2 Goal Alignment) (Gogoi & Baruah, 2021). Here, the collected data shows that *Employee goals* play a huge

role in Eurowind, and it is clearly one of the key factors driving them forward which can be seen in the following quotation by Interviewee 1:

*"I feel that my goals as an employee, I feel that they are they're really good because I have been here for two years, that includes my internship and I have already jumped the ladder or so to say, two times, actually three." (Appendix A, lines 139-141)*

Thus, by giving them the opportunity to achieve their own personal goals, the company also gets a greater benefit from their employees, in that they will achieve greater satisfaction, and thereby continue to work hard on the projects they are assigned. However, there are of course also some organizational goals that must be achieved. The biggest thing in Eurowind's 2030 plan is to become a Power Major, as Interviewee 2 also states:

*"Of course, we all know that we have a goal about becoming this power majors I told you earlier. And they we all know that we're working to create a greener future and make a more sustainable world and all that." (Appendix B, lines 213-215)*

However, it is also evident that there is a certain degree of confusion about Eurowind's organizational goals, as stated by Interviewee 2:

*"[...] but I don't I don't think they necessarily think that they know what you were doing half a year and in a year and and how do we get there? What is the goal and how do we get there? I don't think people know that. I don't know that myself either. And I don't think we have Yeah, we don't have that defined goals in that way". (Appendix B, lines 226-229)*

This means that confusion can arise among the company's employees when they have to work based on some objectives that they potentially do not have 100% knowledge of. It is therefore important that Eurowind determines which short-term objectives must also be achieved, in order to create an easy and clear plan for the employees as well. This is further elaborated later in this discussion, specifically in terms of *Organizational Culture's* role.

### **5.3.4 Task complexity**

The fourth and final aspect of goal setting is task difficulty. It is vital to investigate how a company's task complexity affects its degree of goal alignment. Navigating task complexity in goal alignment

necessitates clear communication, teamwork, and a thorough grasp of the interactions between individual tasks and larger organizational objectives. (Myrto & Galanakis, 2022)

As tasks become more complex, it can be challenging to align them with overarching *Organizational goals*, as confusion can arise in relation to the company's degree of *Goal Alignment*. As previously mentioned, Interviewee 2 has said that not everyone agrees with the overall goals that Eurowind has as a company (Appendix B). Moreover, Interviewee 4, states as follows: *"It's hard to answer when I don't know the vision and mission, but in the goal I do see myself in the in the strategy that we have been presented with."* (Appendix D, lines 205-206) This further showcases confusion regarding *Organizational goals* (Appendix B, lines 213-215). It is, therefore, vital that Eurowind creates a general clarity of goals, to ensure that employees know which goals they are working towards and must achieve.

Complex tasks sometimes need the collaboration of numerous teams or departments, and aligning goals across these many entities is critical to ensuring coordinated efforts and avoiding disputes or duplication of labor. This is also showcased by Interviewee 3, who states:

*"This sounds so look at me and that's not how I am but- but one of my colleagues, some of my colleagues sometimes come to me because they know they can trust me on different levels"* (Appendix C, line 171-173).

This quote exemplifies collaboration between colleagues across the departments in Eurowind, helping to create a dynamic in the company, as well as allowing the employees to gain different perspectives on some of the tasks that they may have to deal with. Thus, it can result in better employee and company performance.

When assessing the themes and codes, it is possible to gain a greater understanding of how the employees' task complexity is on a daily basis. E.g., the codes *Freedom* (2.6%) and *Lack of established processes* (3.3%), it gives an indication that the employees have freedom under responsibility, meaning that they can access specific tasks without having to follow certain processes and procedures. This can be beneficial, as it gives them the opportunity to use any orthodox methods that they would otherwise not be able to use. It can also have a negative effect, as some tasks can potentially be handled best with a structured approach with certain processors, which are then not used, due to the freedom that the employees have been given in the flat organizational culture that can be found at Eurowind.

### 5.3.5 Part conclusion

The following will contain a summary of the findings of the previous section to determine Eurowind's current degree of Goal Alignment.

Although there is a common understanding of the general *Organizational goals* of Eurowind, there is also clearly an issue of *Poor vision-communication*, which negatively impacts their overall degree of Goal Alignment. Moreover, although their flat organizational structure is popular among the employees, it also leads to a *Lack of established structures*, which sometimes negatively impacts their ability to execute certain assignments or tasks efficiently. On the other hand, the flat structure allows for more direct and efficient communication, as well as a larger focus on *Employee goals* and *Employee education*, which positively affects their degree of *Goal Alignment*. Thus, although Eurowind at first glance may be harmonic according to the employees, it is less functional when zooming out and observing from an objective and detached point of view. Therefore, the researchers of this thesis deems Eurowind's Goal Alignment to be of medium degree, as there are a large number of areas that would benefit from optimization in terms of *Organizational goals*. To conclude: Eurowind lacks alignment between *Employee goals* and *Organizational goals*.

## 5.4 Role of Organizational Culture in Eurowind's Goal Alignment

As according to the conceptual framework (cf. 2.4 Conceptual Framework), this section will include an assessment of Eurowind's organizational culture and how its role as moderator affects their degree of goal alignment. To do so, this section of the discussion is based on Schein's (2010) Three Levels of Culture, to thoroughly understand the different aspects of Eurowind's culture, thereby deepening the understanding of how it affects the company's goal alignment. This is done by using both the qualitative and quantitative findings previously presented.

### 5.4.1 Artifacts

The first level of culture to be assessed are the structures and processes of Eurowind. Codes regarding processes or structures of any sort have been allocated to the theme Organizational Culture, and this section will, thus, largely consist of data covered by this theme. For example, Interviewee 2 states as follows: "*I think that Jens, our director, is, as I told you earlier, who's not that obsessed about*

*procedures and processes [...]* “ (Appendix B, lines 48-49). This shows that the top management at Eurowind does not prioritize or seek to enforce a large number of processes. Furthermore, Interviewee 4 states that “*We have a lot of freedom to plan our days and our weeks ourselves.*” (Appendix D, lines 14-15), further underlining a free structure at Eurowind. Of course, however, all of the interviewees also mention certain daily tasks they go through, such as responding to emails or having meetings (Appendix A, lines 59-64; Appendix B, lines 20-24; Appendix D, lines 12-21). Additionally, Figure 7 shows that only 37% of the survey respondents said that they have specific processes which they follow to complete their work, leaving 63% to either be indifferent or not following specific processes at all. This further showcases Eurowind’s evident *Lack of established processes*, which as a code covers about 3,3% of all the conducted interviews.

Moreover, according to Interviewee 4 (Appendix D, lines 59-64), while they have few processes, the ones that they have tend to be very long and individual, as seen in the following quotation: “*Yeah, it's just work on your own.*”. It should be noted, however, that interviewee 4 still states that they are reliant on their employees, but more in the sense that they complete their assignments, rather than being reliant on them throughout the process of completing one’s own processes and assignments (Appendix D, lines 65-67).

#### **5.4.2 Espoused beliefs and values**

To understand the role which the *Lack of established processes* has on Eurowind’s organizational culture, this discussion will now assess Eurowind on the second level of culture, being the espoused beliefs and values.

When researching how Eurowind’s *Lack of established processes* affects the employees, it becomes evident that it leaves some employees *Feeling Overwhelmed*, which was among the more frequent codes throughout the conducted interviews at 3,5%. These two codes overlap to some extent, and are both part of the theme *Organizational Culture*. One of the sections that were coded both of these codes was the following by Interviewee 2:

“*But sometimes the further frustrates me that I have to dig in everything I have to find out what to do today. What do we want to do? Who to involve? who to ask, you know, I sometimes it gets a little more big than I could wish for.*” (Appendix B, lines 184-187)

This is further supported by Interviewee 3 stating that they feel overwhelmed, given the combination of Eurowind's recent growth spurt and their *Lack of established processes* (Appendix C, lines 185-188). Thus, it can be stated that some employees may feel stressed and feel that there is a need for more structure to perform their work-related duties more comfortably, especially now that Eurowind has grown substantially (Appendix C, lines 185-188). On the other hand, all interviewees also seemed to enjoy the large degree of *Freedom* (2,6 %) which Eurowind's culture holds, as seen in the following quote by Interviewee 4: "*But, overall, I'm quite pleased with it. At least in my department, there's a lot of- We have a lot of freedom to plan our days and our weeks ourselves.*" (Appendix D, lines 13-15) Thereby, based on the findings of the data collection, it appears as though Eurowind's management and employees are avoiding implementing a large number of processes in fear that it may affect the Freedom of their culture, which their employees generally seem to be grateful for (Appendix A, lines 69-70; Appendix D, lines 14-16). This will be elaborated further when assessing Eurowind's Basic Underlying Assumptions.

Furthermore, a crucial part of the *Identity of Eurowind* is their *Flat Structure* (4,5%), as expressed by Interviewee 4:

"[...] we can just go straight to the ones we need to talk to. Yeah, that's quite helpful because we get a lot of questions, a lot of lists with information we need to provide. And, therefore, I appreciate that it's not this strict formal box thinking [...]" (Appendix D, lines 26-29)

*Flat structure* was a code used in all the four interviews, and all of the employees had an extremely *Positive Attitude* (4,3%) towards it. This is further supported by the findings of the conducted survey, as showcased in Figure 11 and Figure 12, which show that a majority of respondents know and trust their colleagues, as well as experiencing that employees at Eurowind reach out to help, even when not asked to. Thus, it can be stated that the employee attitude towards Eurowind's organizational culture is generally positive, with only a few outliers, given the *Flat Structure*, the *Uniqueness of Culture* (0,3%) and how much the *Personality of the individual* (4,4%) is accounted for. Moreover, part of the core of their current culture is *Relationships* (6,5%), which covers any sort of implications of a relationship-based culture. Here, it is also relevant to mention that while Eurowind largely has a desire to meet *Employee Goals* (6%), a lack of resources sometimes prevents them from meeting

them (Appendix B, lines 285-290). However, the lack of resources seems to vary based on departments, as Interviewee 1 states as follows:

*“And the company is doing or spending a lot of resources and energies to align the employees right and to educate them and to do courses and to do things that benefits both the company but also you personally.” (Appendix A, lines 141-143)*

The sub-theme *Employee development*, consisting of the codes *Employee education* (1,9%) and *Personal development* (2%), further shows that while some interviewees feel that Eurowind lacks the resources to meet their goals, the company still allows for great personal development and provides what they can, only limited by their budget (Appendix B, lines 23-24; Appendix C, lines 192-194).

The last theme which was often brought up by all interviewees was *Communication*, as the *Tone of Communication* (2,5%) at Eurowind is largely *Informal* (2,1%) when communicating face-to-face, and also over *Emails*, to a certain degree (Appendix A, lines 110-112; Appendix D, lines 108-110) Interviewee 1, e.g., describes it as follows: *“That communication way is quite free and, yeah, sometimes not always do the best, but that's how it is.”* (Appendix A, lines 96-97). This shows that while the communication at Eurowind is informal and, as indicated by Interviewee 4 (Appendix D, lines 124-127), helps employees build stronger relationships internally, it also feeds into the issue of lack of structures and processes. Moreover, Interviewee 2 and Interviewee 4 both express that they find it challenging to establish deeper and meaningful relationships with their colleagues abroad, since they primarily communicate via emails (Appendix B, lines 325-335, Appendix D, lines 124-134).

### **5.4.3 Basic Underlying Assumptions**

The following section will assess the Basic Underlying Assumptions, based on the data thus far analyzed in the previous sections.

As touched upon earlier (cf. 2.3 Organizational Culture's Role in Goal Alignment), it appears that while it may not have posed a challenge earlier, Eurowind's recent growth-spurt has caused their Lack of established processes to cause them issues and challenges. While Interviewee 1 and Interviewee 4 do not consider this a significant issue, it should be noted that Interviewee 2 and

Interviewee 3 seem more worried about future consequences of their current structure. Here, it should be noted that given their positions at Eurowind, Interviewee 2 and Interviewee 3 work more closely with the top management, giving them a larger insight in how Eurowind's internationalization is impacting the company. This aligns with the findings of Figure 20, where 32% answered that they are not part of regularly reviewing the company strategy and, thus, are less involved and informed in regards to their internationalization process.

It is, however, evident that while some employees, such as Interviewee 2, has a want for a larger degree of structure and more established processes, there could be an underlying fear of a more structured version of Eurowind would impact their current culture, which the majority of Eurowind's employees greatly value (cf. Figure 11).

#### **5.4.4 Part-conclusion**

The following will summarize how Eurowind's Organizational Culture moderates their current degree of Goal Alignment by combining the findings of section 5.2 Eurowind's Degree of Goal Alignment and 5.3 Role of Organizational Culture in Eurowind's Goal Alignment.

As previously determined, Eurowind has a medium degree of *Goal Alignment*. This thesis concludes that the *Organizational Culture* of Eurowind has a negative impact on their Goal Alignment, as their current culture and degree of flat structure is part of what disrupts the efficiency of their formal communication, as well as restraining them from establishing needed structures and processes, given their current growth-spurt. However, since the majority of employees find comfort in Eurowind's current culture, given their good internal relationships and enabling fast and efficient communication in some cases, it poses a current challenge, which, determined by the researchers of this thesis, will only become more prominent as they continue to grow.

### **5.5 Degree of Goal Alignment Impact on Internationalization Process**

After having established Eurowind's degree of goal alignment, as well as determining how it is moderated by organization culture, this section aims to explore how it currently impacts Eurowind's internationalization process, as well as exploring the resources and capabilities of the company using the Resource-Based View.



According to the findings of this thesis literature review, Eurowind's degree of goal alignment is negatively impacting their ability to internationalize. This is largely due to the difficulties they have integrating their foreign employees into their family-like organizational culture, given the difficulties of *Cross-border relationships* (6,7%), which is one of the most prominent codes within the theme of *Internationalization* of this thesis. An element that could have been helpful to this thesis would have been to interview an international employee as well to hear how they experience the current *Lack of established processes*, as well as how integrated in the culture they feel. However, Interviewee 4, who is largely involved with some of Eurowind's Polish employees, states that they do find it harder to communicate with the Polish employees (Appendix D, lines 110-117). At Eurowind, the preferred channel of communication is face-to-face communication, naturally putting employees abroad at a disadvantage (Appendix A, lines 112-115; Appendix D, line 108-109). This prevents them from becoming as integrated in the organizational culture, excluding them, to some degree, from that family-feeling that Eurowind's employees have previously described. Moreover, Interviewee 2 even states "*We cannot keep having this family feeling.*" (Appendix B, lines 133) in relation to Eurowind's current level of internationalization.

Thus, due to Eurowind's degree of goal alignment, it creates the challenge of expanding further, as while the organizational goals are to expand, some employees feel uncomfortable and not prepared. This misalignment of goals is likely to affect several capabilities of Eurowind negatively, such as their employee communication and abilities to execute tasks, due to employees *Feeling Overwhelmed*. Here, it also be noted that according to the findings of 2.1.1.2 Goal Alignment in Business Processes, a lower degree of goal alignment negatively impacts a company's ability to reach its goals, further supporting the hypothesis that Eurowind's degree of goal alignment is negatively impacting their internationalization process.

Additionally, as Eurowind already has a rather poor quality of *Vision-communication*, it is unlikely to be better for international departments, given their lower amount of face-to-face communication with the employees at HQ. Thus, it is possible that they are even less informed than Eurowind's employees residing in Denmark. However, it is also possible that management may take it as a given that their Danish employees are aware of the organizational goals, and choose to focus on their international employees. In such a case, the employees abroad may experience better *Vision-communication*, as a result of a focus on *Cross-border culture management* (1,2%).

### 5.5.1 Eurowind's Resources & Capabilities through the RBV

The following section will test elements of Eurowind's goal alignment using the VRIO-framework to explore whether they are a possible source of competitive advantage or not, as well as allowing the authors to gain insights of how Eurowind can leverage goal alignment strategies to drive a successful internationalization process.

The Resource-Based View can be applied to the degree of goal alignment of Eurowind in different ways. The RBV emphasizes the importance of identifying and leveraging unique resources and capabilities to differentiate the firm from competitors. Thus, this section will discuss how Eurowind can align their goals using their resource and capability development strategies to optimize their use and achieve sustained competitive advantage. (Barney, 1991)

According to the findings of the analysis, one of the elements of Eurowind's goal alignment is their flat organizational culture, which is both an organizational goal as well as being part of employee goals. With fewer hierarchical levels, communication flows more directly and quickly across the company, employees at Eurowind have easier access to decision-makers and can share ideas, concerns, and feedback more freely (cf. 5.4 Role of Organizational Culture in Eurowind's Goal Alignment). However, while a flat organizational culture can positively impact the VRIO attributes, it is not a guarantee of competitive advantage on its own, since the flat organizational culture is not a sustained competitive advantage in itself. To elaborate, their flat organizational culture is not necessarily neither rare, inimitable or organized, meaning it only currently only serves as a potential and/or temporary source of competitive advantage. Moreover, it is possible that it may even lose its value as Eurowind grows, leading to a competitive disadvantage. While it can be argued that having a less hierarchical organizational culture confined to the different departments may be beneficial, maintaining it throughout the entirety of Eurowind is, based on previous findings, unlikely to succeed (cf. 4.0 Analysis).

This can be linked to their current *Lack of established processes*, which lacks the same VRIO capabilities as their flat organizational culture. A process-less approach allows for greater flexibility and adaptability in responding to changing market conditions, customer demands, and emerging opportunities. Furthermore, without rigid processes and procedures, employees within Eurowind can quickly adjust their actions and decision-making to meet evolving needs, resulting in increased agility and responsiveness. Interviewee 1 states “[...] when you have this freedom upon your responsibility

*towards work, in my mind that also gives people a willing to work.” (Appendix A, lines 83-85)* This shows that by minimizing strict processes and rules, a relatively process-less approach can encourage a culture of innovation and creativity for employees at Eurowind, which in itself can be considered as a valuable resource for the company. To elaborate, the less process-based approach may enable the employees to produce unique and valuable resources that contribute to a competitive advantage by promoting flexibility and an innovative culture. However, despite the positives that the process-less approach gives, it does provide some disadvantages that the company must take into consideration, such as leading to inconsistency in how tasks are performed, as there are no standardized procedures to ensure uniformity. This can result in variations in quality, efficiency, and customer experience, as well as creating a stressful environment, as stated by Interviewee 2:

*“And sometimes because we have grown this fast we just can't follow up on that. And I think it's difficult and sometimes I really think we can have a lack these processes and procedures to to know who does that and when to we'll make sure that things are being done in a good way” (Appendix B, lines 85-88)*

This shows that a lack of consistency can also make it difficult to identify and address performance issues or replicate successful outcomes, due to the missing structure within Eurowind, as elaborated previously (cf. 4.0 Analysis).

Another finding from the analysis is how the employees of Eurowind are being granted *Freedom* under *Responsibility*. Granting employees freedom under responsibility can empower them to make decisions, take ownership of their work, and contribute to the organization's success. This autonomy can enhance their sense of purpose, intrinsic motivation, and job satisfaction, leading to increased productivity and engagement. Interviewee 4 states: “[...] *We have a lot of freedom to plan our days and our weeks ourselves. Have a lot of good, interesting tasks*” (Appendix D, lines 14-15) which shows how freedom is appreciated by the employees. However, although freedom under responsibility can provide good results, it can lead to challenges in coordination and alignment. Whilst *Freedom* can impact the VRIO attributes, it is not a sustained competitive advantage on its own. This is because it is neither rare, inimitable, or organized, and by so, is only functioning as a temporary competitive advantage. Moreover, without clear communication, shared goals, and guidelines, individual efforts may become fragmented, leading to a lack of cohesion and alignment with organizational objectives. While freedom under responsibility alone may not guarantee a

competitive advantage, it can create an environment that fosters employee engagement, innovation, agility, and continuous learning.

## **5.6 Impact on Eurowind and Future Research**

The following section will include a summary of how the findings of this thesis directly impacts Eurowind as a case company, and, furthermore, how they can be utilized in future academia on the phenomenon of goal alignment impact on internationalization.

### **5.6.1 Impact on Eurowind**

Throughout the thesis, it has become evident that Eurowind's current degree of goal alignment may pose a challenge for their further internationalization process. As previously established, Eurowind's current degree of goal alignment can be considered medium, given the confusion regarding organizational goals due to poor vision-communication. Moreover, their lack of established processes is also likely to become a challenge when further expanding. The value this thesis brings Eurowind is to make them aware of these issues and propose different solutions, such as being more aware and investing more research into their vision-communication. This will ensure a larger degree of goal alignment through clarity. Furthermore, by this thesis pointing out the consequences of their current flat structure, the management can re-evaluate their approach to a rather process-less organizational structure. Thus, by implementing more established processes, it will better prepare Eurowind for the next steps of their internationalization process.

Other benefits increasing their degree of goal alignment can bring Eurowind include ensuring a clear strategic vision for its internationalization, which can help align the goals of various departments and levels within the organization. Thereby, Eurowind can ensure that everyone is working towards the same strategic goal, making coordination and collaboration among different departments and teams within the organization easier. Moreover, goal alignment helps shape Eurowind's organizational culture during its internationalization process, opening it more up to employees abroad.

### **5.6.2 Future Research**

While this thesis has succeeded in finding new knowledge on the relationship between goal alignment and internationalization, its researchers also acknowledge that testing of the framework is highly necessary to increase its validity and generalizability. This can be done by, e.g., conducting a

comparative multiple case study. By conducting a comparative case study, it becomes possible to compare companies operating in the same industry or sector but with varying degrees of goal alignment in their internationalization process. Furthermore, by examining the economic performance indicators, such as revenue growth, profitability, market share, and return on investment as well as comparing companies with different levels of goal alignment, researchers can identify patterns and determine the impact of goal alignment on economic outcomes and company performance. Moreover, another possibility is to conduct a single case study as the one in this thesis, but also with a focus on company performance. By choosing a company that has successfully aligned its goals during internationalization and achieved significant economic success, it becomes possible to explore how their goal alignment strategies have affected their economic performance. By doing so, the researchers can get an insight into the relationship between goal alignment and economic performance. (Goodrick, 2014)

Furthermore, this focus on company performance could be achieved by conducting longitudinal studies that track the goal alignment practices of companies over an extended period during their internationalization process. Researchers can learn more about how goal alignment affects long-term economic results by evaluating the changes in goal alignment and economic performance measures over time. (Caruana, et al., 2015)

## **5.7 Part-conclusion**

To sum up, this discussion concludes that Eurowind has a medium degree of goal alignment, given their poor vision-communication, lack of established processes and flat organization structure, which is loved by the employees but also hinders them in achieving an optimal internationalization process. Thus, this thesis proposes investing more in vision-communication, and implementing more concrete processes for their employees to follow. This is, however, not a perfect solution, given how the free structure of Eurowind is seen as one of the values of Eurowind by the employees and some of management. To further investigate the topic of goal alignment impact on internationalization, the researchers of this thesis suggest testing the framework of chapter 5.2, and, moreover, conducted studies with a larger focus on goal alignment's impact on economic and overall company performance.

## **6.0 Conclusion**

The following chapter will be a conclusion on the combined findings of this thesis, assessing its limitations, as well as its validity and reliability. Lastly, it will summarize and conclude on the utilized approach and generated knowledge of the final written product.

### **6.1 Limitations**

The first and primary limitation of this thesis was the amount of data which the researchers were able to collect. Given that this thesis was written by two people, it was decided that four interviews would be the maximum number that could be conducted, given how much time conducting, transcribing and coding interviews takes. The researchers do, however, acknowledge that more interviews would have further increased the quality of the findings. Similarly, while a satisfying number of respondents participated in the survey, more would have also been better. Another limitation in terms of data collection was that the researchers had trouble finding a case company that would agree to the collaboration and had the resources to meet the needs of the thesis, leading to a slight delay in the data collection process. Here, some time was spent waiting for potential case companies to respond. Lastly, due to some miscommunication one of the interviews had to be conducted online and was slightly delayed, putting the researchers in a somewhat stressed position that may have affected the interview.

### **6.2 Validity & Reliability**

To evaluate the validity and reliability of this thesis, the tests of construct validity, internal validity and reliability by Yin (2003) will be discussed. Firstly, to increase the construct validity of this thesis, two separate methods of data collection were used, and four different people were interviewed. This, according to Yin (2003) satisfies the test of multiple sources of evidence. While it can be argued that this does not guarantee a complete construct validity, it is the belief of the researchers of this project that it improves it to a satisfying degree. Moreover, the second test satisfied, and, thus, increasing this thesis' construct validity is the test of chain of evidence, as the concepts analyzed and discussed throughout the project were derived from primary data in the form of interviews and a survey, establishing a close link between the previously established knowledge and new findings. (Yin, 2003) Furthermore, in terms of internal validity, the researchers of this thesis combat this through explanation-building, continuously expanding upon the findings by using multiple different

theoretical frameworks and organizing the collected data through thematic analysis as showcased in 4.2 Emergent Framework. Moreover, this thesis also relies heavily on pattern matching, both in its primary collected data, but also between its data collection and empirical findings. However, given the little available research on the topic, this thesis has not included rivaling hypotheses, as none were met during the research, decreasing its internal validity.

Lastly, in terms of reliability, given this thesis' focus on its qualitative data collection through semi-structured interviews, it is unlikely that other researchers would reach the exact same conclusion if relying only on qualitative data. This is due to the many different factors that can impact qualitative data, as explained in 3.4 Qualitative Methods, such as the social skills and mood of both the interviewers and the interviewees. However, given that this thesis used the mixed methods approach, this increases its reliability to a certain degree, given how it is less impacted by external and internal factors. Furthermore, although it can be argued that the reliability of the qualitative findings of this thesis is medium-low, the strong connection between all the collected data and literature reviewed increases it. Thus, this thesis does not have the highest of reliability, but enough that the researchers are confident in its findings.

## 6.3 Final Conclusion

To conclude on the findings of this thesis, the following section summarizes its findings and explains how it relates to, and answers, its research question and sub-question.

Firstly, this project defines the concept of goal alignment through its literature review as “*[...] degree to which specific goals are shared and cooperatively achievable within a team.*” (Manata et al., 2020). It is relevant to study given its importance in company performance, as a high degree of goal alignment can encourage both innovation and motivation among employees. Moreover, earlier studies have argued that goal alignment can be a valuable resource in terms of internationalization, if moderated properly. Thus, by comparing the literature available on the phenomenon of goal alignment to that on firm internationalization, it showed that an alignment of goals creates a stronger vision and a shared goal for the employees, increasing the likelihood of successful internationalization process. The primary factors of internationalization found by this thesis to be impacted by goal alignment were communication business processes, thus, concluding on SQ1 and SQ2 in explaining

goal alignment as a phenomenon and how it can be used to understand the internationalization process of a firm. This is also illustrated in the form of 2.5 Conceptual Framework.

Next, to answer the question of how the intersection of goal alignment and internationalization is manifested in Eurowind (SQ3), the analysis presents the findings of the data collection through 4.3 Emergent Framework. Here, the different themes and codes from the thematic analysis have been grouped by the researchers to visualize the different connections and relationships, connecting internationalization as a concept, along with other impacting factors, to the five concepts of Goal Setting Theory. As these five concepts are what dictates Eurowind's degree of goal alignment, it is vital for the reader and researchers to understand how each of the themes connect with these concepts, such as internationalization & management being linked with the concept *Challenge*, business processes with Task Complexity, communication with *Feedback* and *Clarity*, and organizational culture with *Commitment*. Through this analysis, it is, thus, established how goal alignment and internationalization intersect in Eurowind.

To research how goal alignment can be utilized in firm internationalization, the discussion then compares the findings of the analysis to the theoretical findings of 2.0 Literature Review. Thus, it determines Eurowind's degree of goal alignment to be medium, given their poor vision-communication and lack of established processes. According to the findings of this thesis, these traits negatively impact Eurowind's ability to internationalize. Examples of challenges created by these traits are confusion regarding overall objectives, caused by the unstructured vision-communication of management, which can lead to lower employee performance (cf. 2.0 Literature Review). Moreover, the lack of business processes will evidently cause an issue in terms of Eurowind's internationalization process, or even expansion domestically, as they already lack the structure and resources it takes to support their current growth spurt. Furthermore, employees such as Interviewee 2 showcased that a too high speed of internationalization can negatively impact a company's degree of goal alignment, such as through commitment, as the extreme growth can cause employees to feel overwhelmed. Thus, the answer provided to SQ4, and concluding on the overall research question "How does goal alignment impact the internationalization process of a company?", is that through an optimization of vision-communication and more established processes, Eurowind could increase their degree of goal alignment, which should positively impact their internationalization process. Moreover, as they grow, they must become more aware of organizational culture in its moderating



role to further ensure a high degree of goal alignment, both domestically and internationally.

## 7.0 Philosophy of Science

This last chapter contains an explanation of the Philosophy of Science behind this thesis, meaning it will reflect upon the processes and approach used throughout the creation of it, and how its newfound knowledge has been created. This thesis was written from a pragmatic paradigm, as described by Egholm (2014) in “Videnskabsteori”. While this chapter will explain the process of the knowledge creation of this thesis from this perspective, it should be stated that as this thesis is written by two individual researchers, it is possible they may not completely share the same paradigm, which may have affected the final product. To avoid this, however, the researchers have continuously discussed their processes and findings thoroughly, to ensure a common world-view.

The original intent with this thesis was to largely focus on organizational culture and how similar values between employees could enhance company internationalization. After the initial research for the literature review, the focus shifted to the established topic of goal alignment instead, while still including organizational culture, but as a moderator rather than the researched phenomenon. Here, it should be noted that the researchers experienced problems with finding a suitable case company, leading to the development of the idea for an alternative project which would be a systematic literature review. However, Eurowind then became the case company of the thesis, leading to abandoning the alternative idea. The literature review was then finished by the two researchers individually researching the three primary topics, being goal alignment, organizational culture and internationalization. After a discussion of the empirical findings, the researchers settled on relevant theories from both international business and organizational psychology, leading to the development of the conceptual framework.

As for the methodology, this was written simultaneously with the last sections of the literature review, after noticing a lack of qualitative research available on goal alignment. However, the researchers still wanted to include quantitative data to gather generalizable findings of Eurowind as well. Initially, the aim was to create a survey that resembled the interview guide of the qualitative methods, which was based on the concepts of the literature review. However, due to lacking time to test the validity of newly developed questions, the researchers instead used already created questions from other research papers on goal alignment. Moreover, throughout the conduction of the interviews, the researchers noticed patterns in the answers of the interviewees, leading to rephrasing of questions to

make them more understandable for the interviewees. This aligns with the pragmatic approach, where the individual acts based upon their previous experience (Egholm, 2014).

After converting the transcribed and coded interviews into themes and sub-themes, the researchers began discussing the findings in comparison to the findings of the literature review. While some of this was initially placed in the analysis chapter, it was later moved to the discussion, whereafter the initial data presentation was expanded with an emergent framework. Furthermore, to create a generalizable theoretical contribution to academia, the conceptual framework and the emergent framework were combined into a functional analytical framework through a discussion of the combined findings.

This thesis justifies the use of the pragmatic approach by focusing on the process of the phenomenon, as well as the consequences which can be experienced by individuals (Egholm, 2014). To elaborate, the researchers have gained insight in how goal alignment impacts Eurowind's internationalization process, and, based on examining these experiences, they have created new knowledge in the form of a framework. Thus, the continuous learning about goal alignment and the factors that impact and moderate it has provided the researchers with an understanding of how it, as a phenomenon, directly impacts the individuals within the given context. Lastly, the pragmatic approach has allowed for the researchers to utilize a variety of different methods and theories, including many different perspectives on goal alignment's impact on internationalization. (Egholm, 2014)

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## **9.0 Appendices**

### **9.1 Appendix A**

See separate file.

### **9.2 Appendix B**

See separate file.

### **9.3 Appendix C**

See separate file.

### **9.4 Appendix D**

See separate file.

### **9.5 Appendix E - Survey Instruments**

#### **Information about Survey**

Created using SurveyXact.

Total number of questions: 17

Distributed to: 150~ employees at Eurowind

Answered partially: 3

Complete responses: 46

Note: As previously mentioned, all responses that were not 100% complete have been removed from the final sample size.

#### **Questions**

**What is your gender?**

Options: Male, Female, Other

**The value of each team member is aligned with each other**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree

**The values of each team member is aligned with the goals of Eurowind**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree

**The value that Eurowind as a company brings through its services is clear to me**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree

**My team members know each other well and trust each other**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree

**My team members offer help without being asked to**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree

**I have specific processes that I follow to complete my work**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree

**My team is able to quickly clear up and move forward after set back**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree

**Management help motivate their team members and each other**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree

**It is normal that I spend time with my colleagues in groups outside of work hours**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree

**My team is good at welcoming new team members**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree

**My team handles the transitions of team members leaving the team well**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree

**I am confident that Eurowind is focused on achieving its vision and mission**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree



**We regularly review our progress against strategy & plans, and make necessary corrections**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree

**The company strategy is communicated and understood by all essential people within Eurowind**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree

**The company strategy is communicated and understood by all essential stakeholders outside of Eurowind**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree

**All departments of Eurowind are working in harmony to deliver the company strategy and business plan**

Options: Strongly Disagree, Disagree, Indifferent, Agree, Strongly Agree