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Technology and gateways in the canadian communication sector

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ABSTRACT

This article aims to examine, through an analysis, of the technology and the gateways to communication in the Canadian communication sector, to this end, the research was guided by a postpositivist, qualitative, documentary approach, with bibliographic design, including literary review to know the state of the art of the categories studied, as well as the collection of information obtained from the bases of data, scientific journals, degree projects, institutional repositories, as well as the identification of objectives. It was based on postulates of Botwin (2021), Nelson, Quick, Armstrong, Roubecas, Condie, (2020), O’Dea (2021), Wilson (2021), among others. It is recommended that the company's reward strategy, and the regime should be communicated explicitly. Internal commendation and criticism must be taken seriously to create an example for employees who are motivated to change and improve Also, the research shows that Shaw Communications provide service with a satisfaction to the targets. By following and adhering to the company’s mission, the attitude change to the target implies with the best results. Their power of participation, their ability to share information and opinions, and the influence that this can have on others due to hyper connection are the axes on which Shaw communication's communication processes are built.

Key words: Technology, Gateways, Communication Sector, Digital Natives, Need Theory.

INTRODUCTION

The Canadian Telecommunications industry provides a vital service for Canada’s 37.97 million inhabitants, connecting Canadians to each other and the world through phone, internet, satellite, wireless, and cable services. In 2019, the Canadian telecommunications services industry generated revenues of 54.1 billion Canadian dollars, one billion Canadian dollars more than during 2018. This included revenues of 25.3 billion Canadian dollars from the wireline side of the industry, and 28.8 billion Canadian dollars from wireless services.

Shaw Communication Inc. is a Canadian telecommunications establishment that is located its headquarters in Calgary, Alberta. The business provides products and services such as Internet, TV, Mobile, and Wireless solutions primarily in Alberta and British Columbia, while operating Satellite Services nationally. Shaw also operates smaller cable systems in Saskatchewan, Manitoba, and Northern Ontario. Freedom Mobile is a Shaw subsidiary in mobile services operated in areas of Alberta, British Columbia, and Southern Ontario. Their mission is to provide Canadians with industry leading products and services. Today's company consists of more than 9,000 employees that continues to lead innovation. Shaw is also proud to help its Community and Culture by giving back.

Nowadays, Shaw's competition is Telus Communications Inc. It is a Canadian telecommunications company, a subsidiary of Telus Corporation based in Vancouver, British Columbia, originally based in Edmonton, Alberta. Shaw and Telus have most likely the same products and services. Both companies provide a great service for citizens, during group discussion, collectively it was agreed on Shaw rather than Telus. Shaw's customer service is better than Telus. With all our personal experience, Shaw offers faster internet for way affordable price than Telus. Shaw's slogan: "Together, the people who are here right now, will make it all happen" creates unity and trust among all customers and it also resonated with us.

METHODOLOGY

The document that originated this article was directed with postpositivist method, qualitative approach, documentary and bibliographical design, understanding the literary review, the information as well as the identification and categorization of objectives. Different sources were explored, such as books, scientific articles, databases that brought together scientific journals, repositories, through which relevant information was compiled, working documentary observation with the matrix analysis of the categories, by means of a comparative critical review.

Pelekais et al., (2015), for whom speaking of documentary research refers to a study that demand for its development of a pre-existing condition have selected a topic in specific that needs to expand, for it to be done, it must have been defined and sufficiently justified for the purpose of exploring the reality of what is investigating in the sources consulted, also concern the need for accuracy, clarity, as well as the level of synthesis which must meet, so realized approach demonstrates relevance and total correspondence with what was

analyzed. In this way, it is possible to respond to the objectives or purposes raised at the beginning.

Cultural Differences

Shaw is a Canadian corporation that has grown to become a significant provider of telephone and internet services across the country. Shaw aims to innovate and expand its product and service offerings for better choices and a brighter future. If Shaw decides to venture outside of its comfort zone and grow into China, the corporation will encounter numerous challenges and cultural differences. The power distance is one of the most difficult obstacles Shaw had to overcome when expanding into China. As shown in figure 1, China has a very high score of power distance when compared to Canada, indicating that China is a society that accepts inequality between people. In a high-power distance workplace, employees are rarely involved in decision-making and are frequently satisfied with their superiors' decisions, which then holds back employee development and inventiveness. However, Shaw is a workplace where they support diversity, innovation, and opportunity (Shaw, 2022). Not only that, but they encourage a higher level of employee coordination and communication, which can lead to better creativity and innovation (Metcalf, n.d.) . Therefore, the high-power distance in China will be a big obstacle in creating opportunities for the straightforward exchange of information between employees, managers, and superiors. Another point to consider is that Canada is individualist, whereas China is collectivist. Employees who work in an individualistic society show initiative and a strong sense of self. Individualism stresses personal success and freedom. If Shaw decides to grow into China, at the beginning they will have to adapt a collectivist culture where personal relationships prevail over work and company.

Overcoming this cultural difference, the company needs to place some company policies that close the gap between employees and superiors. Firstly, Shaw should have open communication meetings between employees and their superiors to share knowledge about the company's project. In these meetings, every single perspective will be recognized so that everyone understands that they play an important role within the organization. This highly interactive communication will increase employee participation in company decisions. Secondly, Shaw should conduct surveys to consult employee opinions and obtain feedback on distance power issues in the workplace. These surveys aid the organization in gaining a better understanding of the problem and determining the most suitable solution.

The 2020 global pandemic

Since the Covid-19 pandemic is still ongoing, combining work at the workplace and working from home is the safest and most effective alternate work arrangement. For example, an employee might come into the office two or three days per week and then work from home the rest of the time. (Chip Cutter, 2021). This saves a significant amount of money in terms of rent and other expenses. Employees will also be more productive and comfortable at home. Another work arrangement is to offer both full-time and part-time jobs. As pointed by Martínez & El Kadi (2019), Sometimes working full time will provide more perks but if the company wants to attract the highest quality employees, then they can offer similar benefits. Offering part-time positions can help increase productivity because employees are happier and more relaxed. De Pelekais & El Kadi (2019)

Personality and Perception

James Robert Shaw, also known as JR Shaw, founded Shaw Communications INC. in 1966 as Capital Cable Television Company Ltd. In Edmonton, Alberta. The company expanded during the 1980's and 1990's through acquisitions of firms listed below:

- Classicomm in the Toronto area
- Access Communications in Nova Scotia
- Fundy Cable in New Brunswick
- Trillium Cable in Ontario
- Telecable in Saskatchewan
- Cablevision in Winnipeg [Red River East]
- Videon Cable Systems in Winnipeg [Red River West]
- Videotron in Alberta

JR Shaw was awarded with two merits, OC (Order of Canada) & AOE (The Alberta Order of Excellence). The Order of Canada is a Canadian national order which is the second highest honour for merit in the system of orders. This merit distinguished the service of Canadians who make a major difference to Canada through lifelong contributions. On the other hand, The Alberta Order of Excellence is a civilian honour for merit in the Canadian province of Alberta. This merit is awarded for making a difference by serving Albertans with excellence and distinction. JR Shaw founded Shaw Communication INC. in 1966 and became the Executive Chairman of the company.

JR Shaw was born 1934 in Brigden, Ontario. Shaw came from an entrepreneurial family that started from living in a farm to owning a construction company that became a

major contractor during WWII. When he finally earned his Bachelor of Arts in Business Administration from Michigan State University, he later worked for a while at his father's company, Shawcor. In 1961, he later moved to Edmonton, Alberta to live with his family. He had four children, and two of them became his successor, Jim Shaw, and Bradley Shaw. JR Shaw later died on March 23, 2020, at the age of 85.

JR Shaw is a Canadian innovator who applied his entrepreneurial skills to helping it shape the country's broadcasting and telecommunication industry. Not only that, but he was also devoted to his fellow Canadians in the areas of Education and Health Care. JR Shaw had the ability to analyze issues not only with his company but as well as his employees. He was good at reading people and that he was just a people person in general, he had a good interpersonal skill. He also had the skills in technology, which lead his company to grow through innovation in the 21st century. (AOE, 2008)

“Under JR's leadership, the company has supported a wide range of causes from learning technology for schools, to keeping children across Canada safe from harm and exploitation, to supporting affordable housing for the working poor.” (AOE, 2008)

Based on the figure 2 provided, and an interview conducted by The Alberta Order of Excellence: (<https://youtu.be/w08KraFVRHM>) JR Shaw preferred to focus on the outer world which is the Extraversion (E), traits such as being publicly expressive, outgoing, and interacting. He also had Intuition (N) where he solves problem by leaping between different ideas and possibilities. Between Feeling (F) and Thinking (T), JR Shaw was more Subjective which was under Feeling (F). When he moved to Alberta, he noticed that there was not much selection on tv channels, so he figured that he needed to offer that service to his neighbours. He was also capable to empathized with his friends who he talks about in the video provided. Lastly, JR Shaw was very organized and goal-oriented person. He was a leader that led many Canadians to the right path in the Business Industry.

Emotions, Attitudes, and Ethics

Shaw is delighted to give back to the communities in which Shaw do business to make the future brighter for everyone. To accomplish so, the company collaborate with leading organisations to help create a Canada that is inclusive, resilient, healthy, and connected. Shaw's community investment strategy aims to increase brand awareness and affinity, accomplish business objectives, and deepen employee engagement while also having a positive influence on their communities and customers. (Shaw ESG, 2020)

According to Shaw ESG record, the COVID-19 pandemic, which began in 2020, had a wide range of detrimental consequences in the communities Shaw serve across Canada. Shaw increased their community investment activities in response, assisting Canadians as the company navigate uncertain times. Shaw gave \$1 million to Community Food Centres Canada, which assists low-income and barrier-affected communities across Canada manage food insecurity and social isolation. The company donation delivered over 500,000 meals across 40 communities during the first crisis, ensuring that Shaw could continue to give food and support to the most vulnerable and afflicted Canadians. (Shaw ESG, 2020)

The pandemic also highlighted the significance of connectedness in Canadians' daily life. Shaw Connecting Families provides tens of thousands of devices and internet credits to domestic abuse victims, low-income students, urban indigenous populations, elders, and newcomers to help them stay connected. Shaw also offered free digital learning modules to students from kindergarten through high school across the country, including approximately 50,000 families in Canada. The Shaw Communications' social corporate responsibility is focused on connecting the people through communications. Based on the research, it shows that Shaw Communications also provide charity and donations during the pandemic. The company also provide a wide range of communication to the community defines to the mission statement of the company. (Shaw ESG, 2020)

Persuasion and Attitude Change

Shaw offers career development resources and training. Employees can upskill, reskill, and establish new methods of working with the help of TalentEd, which connects them to development options. To promote a learner-centered and led experience, the system employs a digital approach that incorporates social collaboration and blended learning methodologies. (Shaw ESG, 2020)

According to Shaw ESG report, the company are focusing on the following three imperatives to reach their people and culture objectives through numerous inputs and interactions, as well as listening to their staff on a regular basis.

- Giving their employees the tools, skills, and information, they need to achieve now and in the future by providing them with individualised development tools, skills, and knowledge. They develop skills in a proactive manner while keeping an eye on growing talent requirements. (Shaw ESG, 2020)

- Their corporate culture and putting their people first to guarantee they deliver excellent employee and customer experiences is a significant driver of their success and competitive advantage. (Shaw ESG, 2020)
- Investing in their leaders' talents to drive performance, promote their culture, and motivate their employees. (Shaw ESG, 2020)

The research shows based on the findings of El Kadi et al. (2015), that Shaw Communications provide service with a satisfaction to the targets. By following and adhering to the company's mission, the attitude change to the target implies with the best results. The company acquired with almost 7 million customers providing with the best experience to the service. It is shown in the graph that there is an increase of total subscribers. Therefore it was concluded that a great service reflected to the target's attitude by accumulating an additional target. (O'Dea S., 2021)

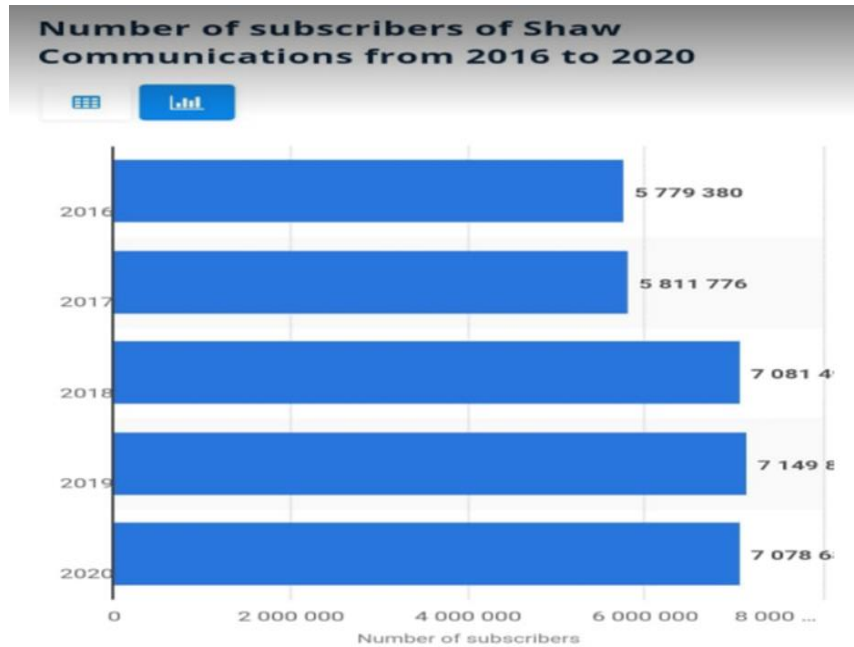


Figure 1. Number of subscribers of Shaw Communication from 2016 to 2020. The Org. (2022)

How Have Digital Natives Influenced Their Means of Communication?

A digital native is known as an individual whose birth occurred when digital technologies were already present in everyday life. Generally, people born since the late 1970s or early 1980s are called digital natives, although it can also be limited to those born since 1995 (when the Internet became widespread). A digital native grows up surrounded by digital resources. Therefore, they learn to use such devices intuitively and naturally

since they are part of their reality from the beginning of their own lives. On the other hand, the so-called digital immigrants (people born before the beginning of the digital era) must train themselves to use these tools and get used to them. (Ball et al., 2019)

This is because those born in the 50s or 60s, for example, did not know in their childhood, adolescence, or youth many products and services that today are almost indispensable, such as the Internet or cellular (mobile) telephones. That is why they had to adapt to a "new world." Digital natives, on the other hand, were born in this technological context. Buitrago & El Kadi (2019). The notion of the digital native is attributed to the American author Marc Prensky, who used it in an essay published in 2011. For Prensky, digital natives are adapted to technological advances, choose graphics instead of text, seek immediate access to information and perform multiple tasks simultaneously. Other characteristics that identify the digital native are the following:

- They have a multitasking capacity. This means that they can perform several tasks at the same time. And not only have that but carried them out effectively to achieve optimal results.
- In the same way, it should be noted that these people can make decisions quickly. Thus, with speed, they analyze a decision and choose the most appropriate solution. Precisely for all these reasons, many companies, when hiring workers, bet that they are digital natives. They consider that all these peculiarities make them valuable and productive employees (Nikou, Brännback & Widén, 2019).

Communication has always been a value for the development of societies. Shaw communication is not left out of the impact of the digital ecosystem. Always hand in hand with innovation for the dissemination of information, the effect of the Internet is a crucial fact. It is witnessing a rethinking of the foundations of Shaw communication, the management and transmission of information, the formats and genres that can be used, and even of how news is made and by whom. Their power of participation, their ability to share information and opinions, and the influence that this can have on others due to hyper connection are the axes on which Shaw communication's communication processes are built. El Kadi & Antunez (2017).

Consequently, this paradigm has been defined by the transition from audiovisual to transmedia, hand in hand with media convergence, which outlines a complex narrative universe. In it, social networks with their unique characteristics concerning the dissemination and management of information are conditioning identities and collectivity,

as well as modes of influence and leadership. Ramirez & El Kadi (2021). In the same way, interactivity, ubiquity, personalization and transformation of contents, or the new ways of narrating reports and news, place digital convergence in the approach to public service. These changes lead to essential modifications in the conception of Shaw communication's way of communication.

The Challenges of Digital Communications:

- Lack of interaction in the real world
- Feelings of loneliness, after euphoria and depression
- Within that same study, it was found that one needs to have self-control of these applications. Otherwise, these same advantages become mental health problems when they observe their social environment (Chitode, 2020).

A Benefit of Digital Communications:

In addition to the fact that most of the current communication systems are digital, it can be said that digital communication has advantages such as: Integration of multiple services: digital communication allows the transmission of data, images, voice, video, and any message that can be digitized.

Two barriers to communication that is faced by the company (Shaw Communication)

Physical Barriers:

These communication barriers are related to the environment where communication takes place. Whether environmental, technological, social, cultural, etc. factors, these become significant in digital marketing since they refer to the digital communication channels, they use to deliver messages.

Physiological Barriers:

The physical state also influences the communication process, whether transitory illnesses or medical conditions. These can determine the clarity and fidelity of the message.

Two gateways that can be used to overcome these barriers:

- Choose the right time and the perfect place to transmit your messages: The context of the communication process is of utmost importance. If needed to communicate the benefits of a new product or service to a target audience, but there are distractions in the way, they will likely lose much of the details of it.

- Establish a good rapport: Generate a climate of trust and sympathy with the customer. To do this, it is necessary to consider the characteristics, channels, communication elements, etc., that will be used to reach the target audience (Kapur, 2018).

MASLOW'S NEED HIERARCHY

In 1943, Abraham Maslow proposed “Maslow’s Hierarchy of Needs,” which is now considered one of the most important theories in Business Administration. As another tool for explaining human needs, this theory became the dominant explanation of motivation in the late 1950s. Maslow believes that human needs are divided into different levels from basic needs, from the bottom level to higher needs, at higher levels that are ranked at the top. The five levels of needs are ranked from low to high and are as follows: Physiology, Safety and Security, Love, Respect and Self-actualization (Nelson Quick, 2020).

Theory X and Theory Y are theories of human work motivation and management that were built on the framework of Maslow’s Needs. The theory is used to explain motivation from a manager's perspective (Nelson quick, 2020).



Figure 2 Maslow's Needs and Theory X and Theory Y (Nelson quick, 2020)

Theory X

Management believes that employees are motivated by low-level needs, the physiological and safety needs. Theory X assumes that employees dislike their jobs, avoid responsibilities, and need guidance. Employees in this category must be controlled at every step and need to be manipulated to produce results, otherwise they will not have the ambition or motivation to work (Nelson quick, 2020).

Theory Y

According to Theory Y, they believe that employees enjoy working and taking responsibility for the goals they are entrusted with. Employees are self-directed without too much attention from superiors. They treat work as a natural part of life and are motivated by higher-order needs which is the love, esteem, and self-actualization needs. The task of management is to arrange the conditions and methods of activities so that employees can achieve their own goals in the best way by directing their own goals towards the goals of the organization (Nelson quick, 2020). For example, Shaw Communications Inc. motivates its employees by offering subsidies for job-related courses, professional accreditation, in-house and online training programs (Financial Post, 2013). These programs encourage employees to participate and improve skills to develop themselves to support higher performance achievements for the company. Alternative work arrangements such as telecommuting and flexible hours are also applied by Shaw to create a self-directed working environment for employees (Nelson quick, 2020).

EQUITY THEORY- A PROCESS THEORY

According to equity theory, people always desire to be treated equally. Employees often assess fairness by comparing their efforts to what they receive and comparing their outcomes to input ratio to that of their coworkers. If the result of that comparison is equality, then employees will continue to maintain their efforts and performance. However, if the ratios of outcomes to inputs are not matched, there is inequity. Inequality produces tension, which pushes people to work to reduce inequality. Individuals who believe they are treated fairly at work will be more motivated to work and perform better, and vice versa. If they believe they are being treated unfairly because of a salary issue, they will be less motivated to work (Nelson Quick, 2020).

Shaw is one of the top ten greatest companies to work for because they strive to offer an equal working environment for all of their employees. According to Brad Shaw, CEO of Shaw Communication Inc, " As a family company, there have no tolerance for racism of any kind, whether it's in the workplace or in our neighbourhoods. The support and standing together with communities as they fight for justice and equality" (Shaw, n.d.). Based on the contribution of El Kadi (2020), the organization clearly demonstrates the

benefits that employees receive when they work hard. Employees will be more motivated to work harder and attain the advantage they desire as a result. (Nelson Quick, 2020).

ADVANTAGES AND DISADVANTAGES OF TEAMS

Shaw Communications is one of the firms on the cutting edge of gigabit internet. Fighting for delivering equal internet infrastructure and access. Dean Price Vice President of Shaw Corporate Retail Sales joined South Island Prosperity Partnership due to the group's diversity. With businesses working remotely and kids learning at home at the start of the pandemic, the company's network traffic spiked more than 50 percent over the first few weeks and hasn't even dropped since. Never has actual connectivity and high-speed internet been more vital or in greater need than during the pandemic. Fortunately, the team was able to readily manage the increasing demand for service due to the massive expenditures made in the broadband network - approximately \$32 billion over the previous eight years (Wilson, 2021).

The company's team is really delighted with the work completed, as well as how resilient and imaginative the community and the company have been. The pandemic compelled them to implement more online services and seek new and improved methods to link people and companies. They learned from the pandemic that by adopting new technology, they will have more freedom to see how and wherever they operate. The company cannot solve this problem by one person. They needed a team to resolve this issue, since first and foremost, many people are in desperate need of connectivity owing to the pandemic, thus they need many individuals to come up with this resolution. Secondly, because of the large demand for services during this pandemic, the organization need a staff that can collaborate and share their skills on controlling the increased demand for services. (Wilson, 2021).

CONFLICT AND NEGOTIATION

Conflict can come in different ways, be it seniority, work style clash, and pay equity. There are two natures of conflicts, both functional and dysfunctional. Functional conflicts can be healthy as it is necessary and constructive. Although there is also dysfunctional conflict that create chaos in the working environment. This type of conflict is unhealthy and destructive. A few examples are shown below showing the consequences of Functional and Dysfunctional conflicts (Nelson, 2020).

TABLE 10.1 CONSEQUENCES OF CONFLICT	
Positive Consequences	Negative Consequences
• Leads to new ideas	• Diverts energy from work
• Stimulates creativity	• Threatens psychological safety
• Motivates change	• Wastes resources
• Promotes organizational vitality	• Creates a negative climate
• Helps individuals and groups establish identities	• Breaks down group cohesion
• Serves as a safety valve to indicate problems	• Can increase hostility and aggressive behaviours

Table 1. Consequences of conflict Nelson et al. (2020).

Focusing more on Dysfunctional conflict, many reason can arise for employee clash in the workplace. Conflicts can arise from distribution of duties, workload and benefits, and varying views on accountability, these are the examples of the three main source of conflicts: Task, Process, and Relationships. Manifest is where a level of opposing views is expressed, then leads to aftermath which is a new equilibrium where resolution and dispute should be settled. Conflicts can be managed through effective techniques such as: changing the structure, improving communication, and negotiating. (Nelson, 2020).

There can be two types of approaching a conflict, this is where negotiations come into picture. Negotiations can come into place by an agreement or contract. These are the two methods of negotiating: Zero-sum and Win-win. Zero-sum focuses on assertiveness which may lead to win-lose situation. One party might be avoidant, hostile, and coming for retaliation. Whereas Win-win focuses on compromising that causes cooperation on both parties. The negotiation might've been appealing to both parties' goals. (Nelson, 2020).

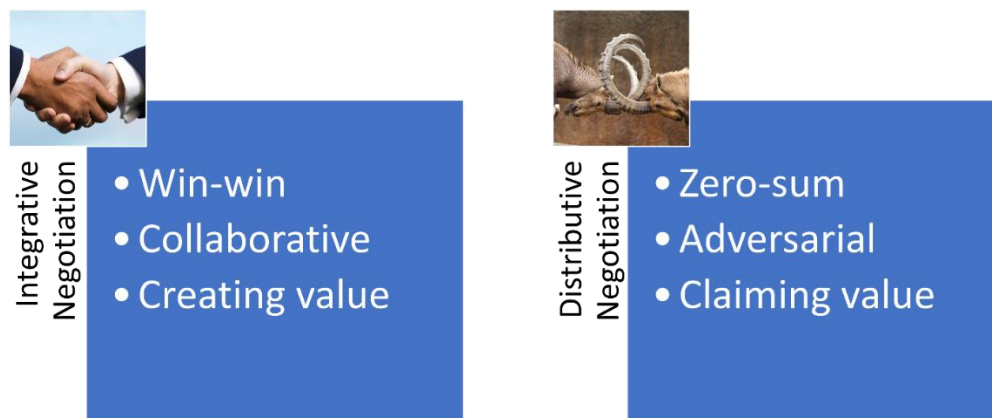


Figure 3. Types of Negotiation. Nelson et al. (2020)

SHAW COMMUNICATIONS' ORGANIZATIONAL STRUCTURE

Shaw is a well-known telecommunications business in Canada. Shaw Communication is one of the companies in the Canada who has largest organization. Shaw brings together the greatest internet, wireless, video, and home phone technology to provide individuals, families, and companies with the solutions they need to live their most connected lives (Yahoo!Finance, 2016).

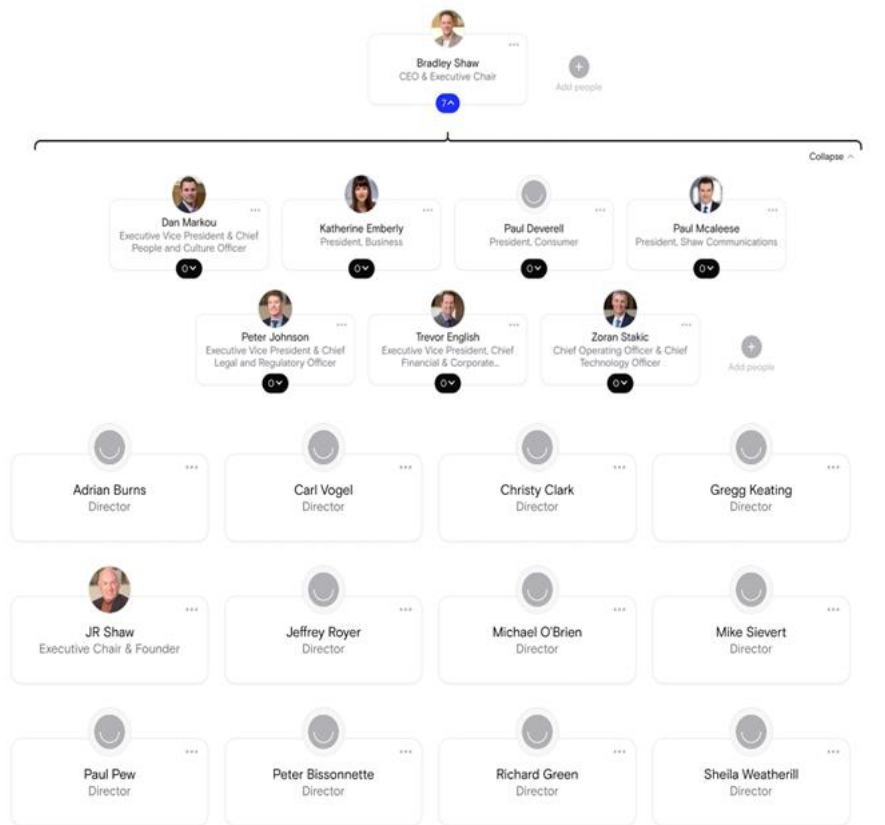


Figure 4: The Shaw communication organization chart. (The Org, 2022)

The diagram describes the organization structure of Shaw Communications. The organizational structure can be shown as functional and divisional structure. As shown in the diagram above, there are numbers of functional department and organization subdivided to the company. Shaw Communications Inc. is a Canadian telecommunications company which provides telephone, Internet, television, and mobile services all backed by a fiber optic network (Craft.co, n.d.). The company provides communication services all through

out the regions in Canada, so the organizational structure is considered also divisional (The Org, 2022).

Formalization is one of the design dimensions. Shaw Communications' organization has policies for their company, procedure guidelines, job descriptions documented for every employee, lastly rules and regulations. They use these methods to foresee their employee's behaviour and to provide direction to their employees (sec.gov., 2018).

Specialization, the employees in Shaw Communications have their own different unique duties in their own position. They are specialised in their job and expertise using their skills to do their tasks. The executive chair makes big decisions for the Shaw organization, an example would be approving whether a project must be done or rejected. Directors oversee a company's many divisions and make strategic decisions to guarantee that their departments fulfil their goals (sec.gov., 2018).

Lastly, Hierarchical structure is also one of the design dimensions. The executive team of Shaw will report directly to executive chair of the company and will provide guidance on all aspects of Shaw's operations and strategic direction so that everyone in the company knows their place and their role. There are also directors that oversee various firm divisions and make strategic decisions to ensure that their departments fulfil their goals (sec.gov., 2018).

CONCLUSIONS

In order to improve employee performance, the company should implement more motivation strategies. First, it is recommended that the company's reward strategy, and the regime should be communicated explicitly. Internal commendation and criticism must be taken seriously to create an example for employees who are motivated to change and improve. Furthermore, the company honoring the effort, enthusiasm and achievements of an employee will tend to help employees produce input as they will be more loyal and will stay longer with the company. Secondly, for people of equal potential to succeed, the company should provide identical opportunities. Consequently, there will be no jealousy, envy, and mutual hatred that destroys the unity of a company.

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