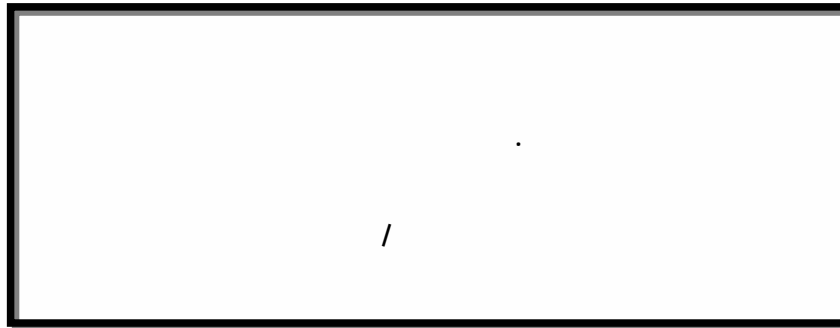


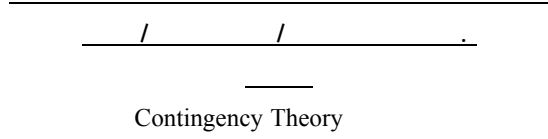


المؤتمر العلمي الرابع

الريادة والإبداع



15 – 16/3/2005



()

-:

Co alignment

(30)

(106)

Alpha Coefficient

Abstract

This research represents an applied attempt to use the Contingency (Situational) theory approach to measure the business environment the centralization of decision-making and the effectiveness of the organization , since the Contingency theory is considered to be one of the most important modern organization theories that has contributed to the explanation of organization behavior and individual behavior .

This study is concerned with the measurement of the relationship of the relevant variables and tries to show the extent of the use of the contingency theory in developing countries (Jordan) . The study also explains some of the cultural and social themes and indications and their influence on the explanation of research results .

The research covers two areas : the theoretical aspect related to the research concepts and related literature , and the applied aspect which includes an explanation of the research methodology, results , and most important conclusions . The study was based on two major hypotheses , each branching into three minor hypotheses . The major hypotheses were:

- 1- Decentralization is linked to the market environment conditions in which the organization operates .
- 2- The degree of co-alignment between decentralization indicators in decision _making and the market environment is linked to the behavioral and economic effectiveness of the organization.

To test the research model and hypotheses, a sample of 20 Jordanian industrial organizations was selected, which belonged to the various industrial sectors in Jordan . In addition, 106 managers were selected from the top management of these organizations.

To obtain the data related to the research, the researcher used personal interviews and questionnaires that were distributed to the managers in the organizations under study . The Alpha coefficients for centralization , effectiveness , and the environment were calculated The research hypotheses were tested using some important statistical. indicators , like the Pearson

correlation and the Spearman correlation , which are used successfully in such studies , since these correlations show the strength of the relationship between the research variables .

Contingency Theory

)

(

:

-:

Co alignment

:

(30)

(106)

Alpha Coefficient

:

()

Lawrence p.r 1961 stalker and burns

1967 Thompson 1967 &lorsch

burns and)

1961 stalker

Lawrence and

(

1967 lorsch

business environment

Thompson 1965 emerl and trist

1967 Lawrence and lorsch 1973 child 1958 dill 1967

Hall

. 1979 mintzberg

1958 dill
dill

:

. 1973 pfeffer and leblci 1973 negandhi and relmann

. 1967 thompson 1967 Lawrence and lorsch

resource-dependence

. 1967 blan 1962 emerson
1984 child 1986 Mansfield

1972 negandhi and rolmann

1981 azma and Mansfield

:

-1

-2

-3

1972 negandhi and rolmann

1981 rolmann

1974 boseman jones

Contralisation of Markting

Weber

"

1947

"

-: Boseman and Jones, 1976 Negandhi and Rolmann 1981 Azma and Mansfield, 1974

-1
-2
-3

Organizational Effectiveness

" 1964 Etzini 1977 Steers
" 1975 Pennings
(Goal-Model) Steers

-:

-1
-2
-3
-4
-5
-6

boseman 1972 negandhi and rolmann
1981 jones

:()

1967 burns and stalker

)

.(-

)

.(

)

1967 Lawrence and Lorsch

(

(30)

negandhi and remain

1972

1974 Boseman and Jones

(Ohio)

(19)

1976

Rimann

(52)

1981 Azma and Mansfield

-

:

-:

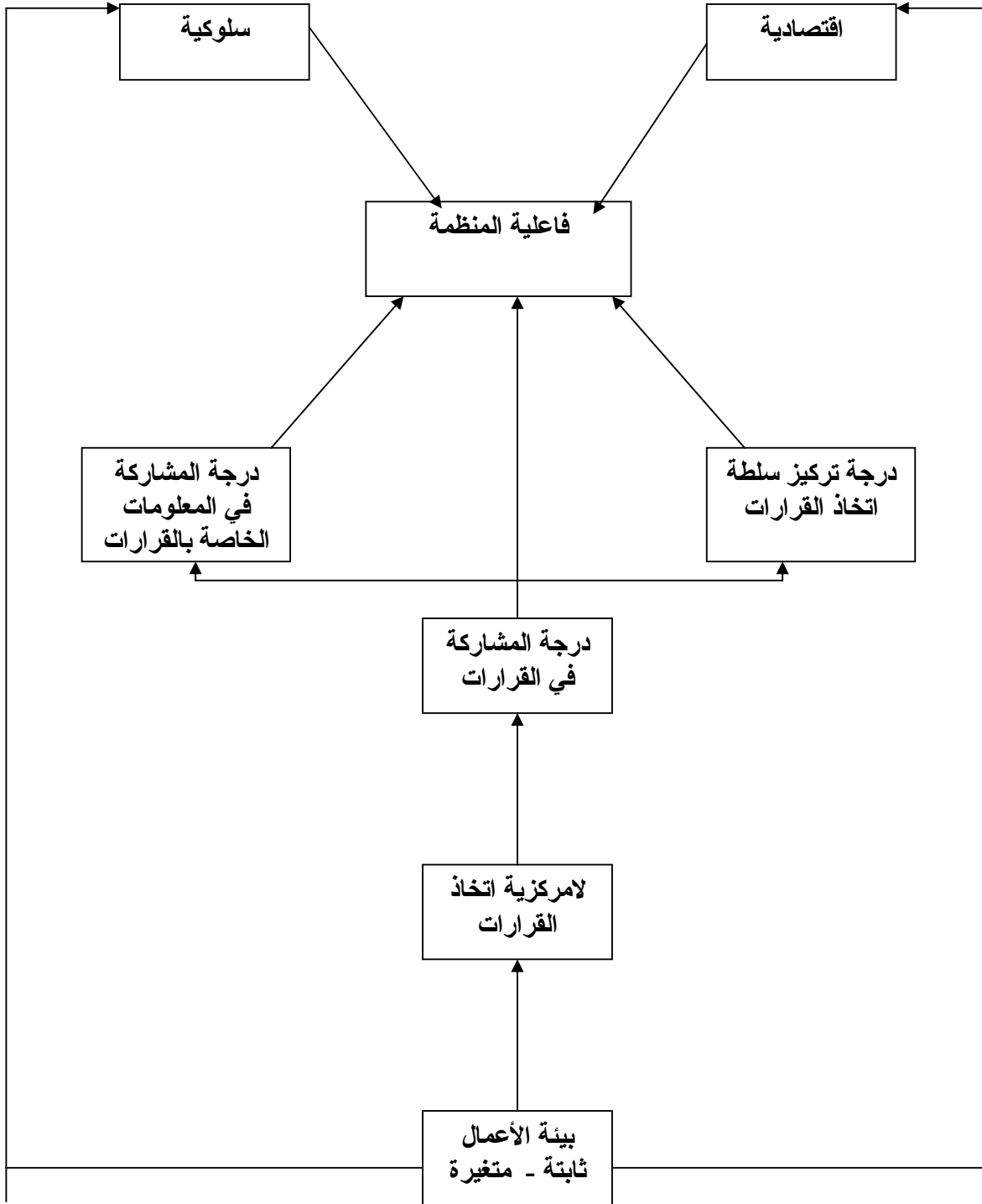
-1

-2

-3

Research Model and its Hypotheses

-:



-:

-:

:

:

)

:

(

-:

Coalignment

-:

:

:

:

Negandhi and Reinmann

1967

Lawrence and Lorsch

1961

Burns and Stalker

1981

Azma and Manssield

1972

Research Sample :

(30)

()

(106)

-:

1974 Boseman and Jones 1973 Negandhi and Reimann

Negandhi and Reimann

1971 Negandhi and Peasad

:)

)

()

Alpha cofficienc

0.67 5.35 0.43

(1)

3	2	1	
		1	
	1	0.21	
1	0.15	0.32	

(1)

0.05

(2)

0.05

0.72 0.001
0.61- 0.02 -
. 0.05

(2)

8	7	6	5	4	3	2	1	
							1	
						1	0.35	
					1	0.19	0.2	
				1	0.72	0.61	0.19	
			1	0.3	0.005	0.06	0.41	
		1	0.38	0.16	0.04	0.26	0.28	
	1	0.26	0.36	0.22	0.31	0.27	0.19	
1	0.07	0.27	0.33	0.25	0.11	0.46	0.001	

(5)

0.05

0.56 0.03

0.05

(3)

8	7	6	5	4	3	2	1	
							1	
						1	0.39	
					1	0.03	0.21	
				1	0.56	0.37	0.09	
			1	0.05	0.52	0.11	0.37	
		1	0.21	0.29	0.43	0.39	0.08	
	1	0.17	0.49	0.12	0.26	0.44	0.07	

1	0.06	0.11	0.16	0.19	0.25	0.53	0.39	
---	------	------	------	------	------	------	------	--

-:

-:

(4)

1.77

(4)

	%		%		%		
1.77	44	47	34	36	22	23	
2.16	21	22	42	45	37	39	
2.24	25	26	26	28	49	52	
6.17	90	95	102	109	108	114	
2.05	30	31.6	13.4	36.3	36	38	

.2.16

2.24

(5)

2.79 1.88

(2.14)

1.88

(5)

2.17	27	29	63	66	10	11	
2.14	38	41	37	39	25	26	
2.20	33	35	54	57	13	14	
2.24	41	44	41	43	18	19	
2.08	37	39	35	37	28	30	
2.79	85	90	9	10	6	6	
1.88	31	33	25	27	44	46	
2.24	41	47	33	35	26	28	
17.64	277	254	297	314	170	180	
2.20	41.63	44.25	37.17	39.25	21.25	22.5	

(6)

1.45

1.69

(6)

	3		2		1		
	%		%		%		
1.42	15	16	12	13	73	77	
2.09	42	45	25	26	33	35	
1.92	36	38	21	22	43	46	
2.20	37	39	27	29	46	48	
1.69	24	26	20	21	56	59	
1.80	29	31	31	33	30	32	
1.32	10	11	11	12	78	83	
1.84	24	16	35	37	41	43	
4.28	217	232	18	193	400	423	
1.7	27.1	29	22.7	24.1	50	5208	

1.84 1.32

(pearson correlation)

(7)

(0.59)

0.59	
0.06	
0.33	
0.21	

, 1967 Lawrence andl lorsch 1961 burns and stalker

(8)

(70 =)

0.35	-0.03	0.26	
0.25	0.22	-0.17	
0.18	0.43	-0.37	
0.29	0.21	-0.33	

(8)

(0.01 0.33 -=)

(0.01 0.29=)

(9)

(9)

0.18 =)

(0.01

(9)

30 = /			40 = /			
0.32	0.48	0.04	0.37	0.16	0.25	
0.26	0.37	0.19	0.23	0.56	0.31	
0.31	0.05	0.27	0.36	0.41	0.21	
0.19-	0.11	0.46	0.38	0.21	0.17	

Law 1967

1972 Negandhi and

Burns and stalker 1961 rence and Lorch ,

Boseman and Jones 1974 Reiman

(

(9)

negandhi
azma and

1974

boseman and jonnes

1972

and reimann

1981 Mansfield

(9)

, 0.05

negandhi and

0.001

. 1972 reimann

(0.19)

0.36

0.39-

1967

lowrance and lorsch

1961

Burns and stalker

. 1972 Negandhi and reimann

(10)

(10)

		1/
		2/
		3/
		1/
		2/
		3/

1972 negandhi and reimann

-:

: :

-

-1

-2

/ 1981 AZMA AND MANSFIELD

: :

-1

-2

(1)see for example,

(*)pennings,J.M; The Relevance of the structural contingency module for organizational effectiveness , Administrative science quarterly ,Vol.20, 1975, pp 393-410

(*) child,J; Orgnization ; A guide to problems and practice, Herper and Row ,England ,1984, p.106

(*)Mansfield , Roger; Company strategy and organizational Design crom helm Ltd , Pervident House ,Burrell Row Becknham ,Kent Br3 IAT ,U.K, 1986, P6.

(2) See for example ,

(*) Burns ,T, and stalker .C.i; The management of Innovation , Tavistock, 1961.

(*) Lowrance .P.R and Lorsch, J.W; Orgnization and Environment Cambridge,Mass,Harvard university press ,1967.

(*) Thompson ,J.D;Orgnization In Action ,New York .MCGraw-Hill,Book Company,Ltd,1967.

(3) Burns, T and Stalker, G.M; op.cit p 36.

(4) Lawrence, P.R and Lorsch, J.W; op.cit, p 153.

(5) See for example,

(* Emery, F.E and Trist, E; The causal Texture of organizational environments, Human Relations, 18, 1965, pp 21-31.

(* Thompson, J.D; op.cit.

(* Dill, W.R; Environment as an influence on managerial Autono Administrative Science Quarterly, 2, 1958, 409-443.

(* Child, J; Managerial and organizational Factors
Associated with company performance, part Journal
Of management studies, Vol, 11, 1975, pp 175-189.

(* Lawrence, P.R and Lorsch, J.W; op.CIT.

(6) Child, J; Organizations; Structure and Processes, 2nd edition Englewood cliffs, H.J. Prentice-Hall, 1977, P 73.

(7) Etzioni, A; The structuring of organizations, A synthesis of the research. Englewood, Cliffs, N.J; Prentice- ed1, 1972, p.5 .

(8) Dill, N.K ; OP.cit, p 410.

(9) See for example,

(* Heg and hi, A. R and Reimann, B.C ; A Contingency Theory of organizations, Re-examined in the context of developing country, Academy of management Journal 1972, VOL 15, pp 137-146.

(* Pfeffer, J Dimensions of organizational structure social forces, Vol.52, 1973, pp 268-279.

(10) See for example,

(* Lawrence, P.R and Lorsch, J.W; op.cit .

(* Thompson, D.J; op.cit .

(11) See for example,

(* Emerson, R.K; Power-Dependence relations ; American Sociological Review, 27; 1962, 31-40.

(* Blau, P.M; Exchange and Power in social life, New York Wiley, 1967.

(12) Child, J; Organizations, A Guide to problems and Practice, 1984, p 5.

(13) Mansfield, R; op.cit, p 6.

(14) Heg and hi, A.R and Reimann, B.C; op.cit, p 139.

(15) Azma, M and Mansfield, Roger ; Market conditions, Centralization and organizational effectiveness ; A contingency Theory Reconsidered, Human Relations, Vol 34, No 12. p 159.

(16) Weber ; The theory of social and Economic organization, Translated by A.M, Henderson and Talcott Parsons (Fair Lawn, H.J; Oxford university press, 1947; p.13.

(17) See for example,

(* Heg and hi, A.R; Reimann, B.C; op.cit.

- (*) Boseman, F.G and Jones, R.E; Market conditions, Decentralization and organizational effectiveness Human Relations, Vol 27, No. 7, pp 665-676.
- (18) Streers, R;M; Orgnizational effectiveness; A behavioural view, Santa Monica, cal ,Good year press,1977, p 3.
- (19) Etzioni ,A .A; Modern Orgnization ,Englwood Cliffs,N.J, Prentic –Hall, 1964, p 19.
- (20) Pennings ,J.M; op,cit , p 395.
- (21) Burns ,T and Stalker ,G.M; op.cit , p 35.
- (22) Lawrance,F.R and Lorsch ,J.W; op.cit; p
- (23) Heg and hi ,A.R and Reimann,B.O; op.cit , p 145.
- (24) Boseman , F.G and jones, R,E; op.cit, p 675-676.
- (25) Reimann , B.C; Task environment and Decentralization
A cross-National Replication ,Human Relations, vol, 27, No .7, 1976, p 684.
- (26) Azma, M and Mansfield ,R; op.cit,p 164.
- (27) Heg and Hi,A.K and prasad; Comarative Management John-Willey and sons, Inc, 1971.
- (28) Thompson,D.J; op.cit, P.25.
- (29) Azma, i. And Manasfield ,R; op.cit 165.
- (30) Ibid, p 164.
- (1) Azma, M. and Mansfield, Roger; Market Conditions, centralization and Organizational effectiveness; Contingence Theory Reconsidered; Human relations, Vol. 34, No. 2 1981, pp 157-168.
- (2) Bennis, A.G; The concept of Organizational Health, In W.G Bennis (ed); Changing Organization, New York, McGraw Hill, Book Company Ltd, 1966.
- (3) Bosemen, F.G. and Jones, R. E.; Market Conditions, decentralization and Organizational effectiveness; Human Relations Vol. 27, No. 7, pp 665-676.
- (4) Burns, F. and Stalker, G. W.; The management of Innovation, London Tavistok, 1961.
- (5) Camppell, J. P.; On the Nature of Organizational effectiveness; In P. S. Goodman and J. M. Pennings; (Eds); New perspectives on Organizational effectiveness, San Francisco, Jossey-Bass, 1977.

- (6) Child, J.; Organization; A Guide to problems and practice, Harper and Row, England, 1984.
- (7) Child, J.; Managerial and Organizational factors associated with Company performance, Part, I, Journal of Management Studies, Vol. 11, 1975, pp 175-189.
- (8) Dill, N. K. ; Environment as an influence on Managerial Autonomy. Administrative Science Quarterly Vol. 2, 1958, pp 409-443.
- (9) Duncan, R.; Characteristics of Organizational environment and perceived environmental uncertainty. Administrative science Quarterly Vol. 17, 1972, pp 313-327.
- (10) Emery,F.E and Trist,E.L ; The Causal Texture of organizational Environments,
Human Relations, Vol.18, No. 1, 1965, pp 21-32.
- (11) Etzioni, A.A ;Modern organization Engwood cliffs, N.J,Drentic-Hill, 1964.
- (12) Hall, R.H ; Organization: Structure and processes, 2nd edition Engwood Cliffs,H.J.
Prentice-Hall, 1977.
- (13) Reeley,M; A Social justice approach to organizational evaluation, Administrative
sciences Quarterly, Vol.22, 1978,pp 272-292.
- (14) Lawewnce,P.R, and Lorsch,J.W ; Organization and environment, Cambridge, Mass,
Harvard University Press, 1967.
- (15) Mansfield, K; Company Strategy and organizational Design; crom-helm Ltd,
Provident House, Burrell Row, Becknahm,Kent,Br3,IAB,U.K, 1986.
- (16) Miles, R.H; Macro Organizational behaviour, Santa Monica, Cal Goodyear,1980.
- (17) Negandhi, A.R. and Reimann,B.C ; Task Environment, Decentralization and
organizational effectiveness, Human Relations, Vol. 26, April 1973; pp 203-214.
- (18) Negandhi, A.R. and prasad ; Comparative management, John Wiley and sons, Inc,
1971.
- (19) Pennings, J.M ; the Relevance of the Structural contingency Model For
organizational effectiveness ; Administrative Science Quarterly, Vol. 20, 1975 pp
393-410.
- (20) Pfeffer, J and Leblebici, H ; The effect of Competition on some Dimension of

organizational Structure Social Forces Vol. 52,1973,pp268-279.