
THE ROLE OF ORGANIZATIONAL COMMUNICATION IN ENHANCING STRATEGIC PERFORMANCE

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Abstract

This study aims to determine the level of organizational communication in healthcare organizations in Baghdad Governorate and the impact of organizational communication on organizational identity, the effect of organizational identity on strategic performance, and the impact of organizational communication on strategic performance. The descriptive survey method was used to issue questionnaires to the research sample. The survey sample was (280 employees of the Baghdad Provincial Health Organization. Two hundred seventy-three questionnaires were returned, six questionnaires containing missing values were deleted, and (17) were unsuitable due to outliers. The final total number of questionnaires analyzed was (250). The study concluded that the level of organizational communication in healthcare organizations is higher, the arithmetic mean is (3.803), and the arithmetic mean representing the degree of downward communication in higher-level organizations is (3.819). It is primarily affected by the arithmetic mean (3.803) of the organization's degree of upward communication.

The study also found an essential positive relationship between organizational communication, organizational identification and strategic performance, and corporate identification, partially mediating this relationship. Furthermore, this study highlights the importance of considering organizational communication and identity in improving strategic performance in organizational settings. Overall, this study contributes to a deeper understanding of the complex interplay between organizational communication, identity, and strategic performance and provides valuable insights to organizational leaders and policymakers in healthcare organizations in the Baghdad Governorate.

Keywords: organizational communication, strategic performance, organizational identity, information flow.

Introduction

Humans are social animals and cannot live alone. He constantly interacts with others and develops communication methods that connect individuals and groups. There is a need to increase human interaction with others. It is a dynamic process that affects all sectors and constantly changes depending on location, time, situation, and area of expertise. The increasing communication among people is due to how time, effort, and money can be reduced, and this is called organizational communication in any organization. It is believed

to have a significant impact on strengthening any organization. Strategic performance leads to intense challenges and competition in the development of communication means, which positively impact strategic performance due to problems that arise in modern administrative or organizational communication. Organizational communication is one of the fundamental aspects of the success of any organization or institution, as it represents the fundamental basis for exchanging information and building trust between individuals within the organizational structure. Organizational communication aims to improve the flow of information and messages within an organization to ensure the achievement of strategic objectives and sustainable success. Iraq as a whole and Baghdad Province, in particular, are considered to be some of the most critical areas in the region and are important centers of economic, cultural, and political activity in Iraq. Given the healthcare system's challenges, organizational communication is vital in improving its strategic performance. Strategic performance is considered one of the primary factors affecting the organization's achievement of strategic goals. It helps build bridges of trust between different system staff categories and improves healthcare delivery productivity and quality. Therefore, the role of organizational communication is to improve the strategic performance of the Baghdad Governorate health system in many important aspects. Corporate communication helps improve understanding and cooperation among health system personnel, increases citizens' trust in healthcare institutions, and improves service quality. Sending the right messages to leaders and providing transparency can reduce difficulties and increase everyone's understanding of challenges and opportunities.

First: research questions

The research question revolves around understanding the relationship between organizational communication and strategic performance in the Baghdad Governorate Health System and examining the potential impact of communication quality on organizational identity and how it affects the strategic performance of the system. The research questions can be summarised as the following questions:

What is the level of organizational communication and strategic performance of the health system in Baghdad Governorate?

Is there a link between organizational communication and strategic performance?

Is there a relationship between organizational communication and strategic performance through organizational identity?

Second: the importance of research

The study provides insight into the challenges faced by healthcare organizations in the Baghdad Governorate in communication and strategic performance. It allows us to comprehensively analyze the factors influencing these processes in the complex Iraqi environment. Additionally, the study helps determine the level of communication quality within a healthcare organization and how this affects its strategic performance. Through this analysis, the strengths and weaknesses of an organization's communication processes can be identified, and steps can be taken to improve them. Additionally, this study provides an opportunity to examine the relationship between the quality of organizational communication and an individual's level of trust in the system. Trust is essential in building effective working relationships and improving an organization's strategic performance. Finally, the study

contributes to adapting organizational policies and strategies in the Iraqi healthcare system to enhance the quality of communication and strategic performance, thus contributing to increased competitiveness and institutional success in the business environment.

Three: Research objectives

The purpose of this study is to:

Understand the relationship between organizational communication and strategic performance.

It understands the relationship between organizational communication and strategic performance through organizational identity.

Understand whether control variables such as gender, age, education level, and work experience impact strategic performance.

Develop management skills for healthcare organization leaders in organizational communication, strategic performance, and identity.

Fourth: Research hypothesis

First major assumption:

There is a link between organizational communication among managers and strategic performance.

This leads to the following partial assumptions:

There is a link between downward communication among managers and strategic performance.

There is a link between upward communication and managers' strategic performance.

Second central hypothesis: There is a link between organizational communication and strategic performance among managers through corporate identity.

The third central hypothesis: Control variables (gender, age, education, years of experience) impact strategic performance.

Fifth: Research Model

The research model includes the following variables:

The first variable (X) is applying the organizational communication model.

The second variable (Y): Improve strategic performance.

Mediating variable (M): the degree of trust among corporate members.

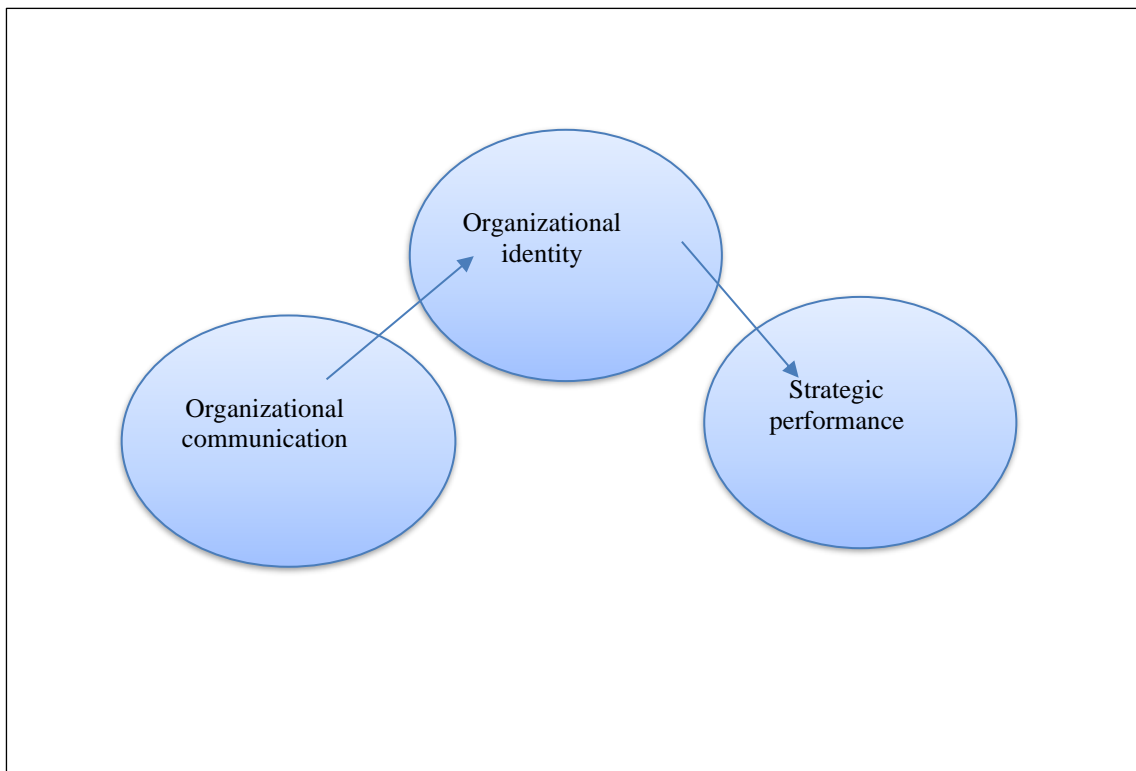


Figure (1): Research model diagram.

Sixth: Research Methods

Methodology: Descriptive methods are the most effective method to reveal the truth of a phenomenon and highlight its characteristics. If a researcher wants to study a phenomenon, the first step is to describe the phenomenon he wants to learn and collect accurate data and information about it. Descriptive methods examine phenomena that exist in reality and tell them descriptively. Exactly.

In line with the objectives and nature of the study, a descriptive analysis approach was used to determine the relationship between executives' organizational communication and strategic performance and the impact of some personal variables on their job performance.

Seventh: Research Population and Samples

Research Foundation

The study population represents the number of senior managers in medical institutions in the Baghdad Governorate.

Research sample

The study sample was selected using a simple random sampling method and included 250 managers. Table (1) shows the characteristics of the study sample.

Table (1): Demographic characteristics of the study sample

No.	Variable number	Category	Number of sample members	percentage %
2	Gender	male	154	61.6
		feminine	96	38.4
		The total	250	100
3	Age group	Less than 30 years old	42	16.8
		31 - 40 years old	98	39.2
		41-50 years old	76	30.4
		Older than 50 years	34	13.6
		The total	250	100
4	Qualification	Bachelor's	49	19.6
		Higher Diploma	142	56.8
		Master's	30	12
		PhD	29	11.6
		The total	250	100

Search terms:

communication concept

Connection in language: connection of things means coming together, meeting people, belonging to them, and not being interrupted. Connection with someone means "he reached her and ended up with her." as people say: "Contact him for news in the spirit of his knowledge" (Hazzaz Ratib Qubai'ah et al.)

It says: "To be in contact with Him is to be in a relationship, connection and attachment; he means connection, intimacy and participation." (Al-Munajjid in Contemporary Arabic, 2001)

It is also defined as: "To connect one thing to another, i.e., to convey information, meaning, ideas and feelings from one person to another or between a group of people to achieve something." A specific goal or purpose. (Al-Siddiqi, 1999)" The word communication is derived from the Latin word "Communis" and has the same meaning in English.

The term:

Terminology: The concept of communication changes depending on the researcher and the student and their intellectual abilities. Some consider it a "science," some think it an "activity," some consider it a "field of study," and still others believe it "arts and entertainment," and every researcher knows this. From the perspective on which it is based, we will discuss some definitions below: Sociologist Charles Colley defined it as: "The mechanism by which human relationships exist, by which psychological symbols are distributed in space and continue to grow and develop." Time (Fadil Del Rio (2003).

George Lundberg defined it as: "an interaction that occurs through symbols, which can be movement, images, language, or anything else that stimulates behavior" (Fadil Delio).

Others understand communication as “a process in which an individual or group (sender, sender) transmits certain information according to a certain desire to influence and change the behavior of other individuals or groups (receiver, recipient).” (Abdul Hamid, 1998).

Section 2: Previous research and theoretical framework

1. Theoretical framework:

Downward communication concept:

Downward communication is the flow of information and instructions from top managers in an organization to those at lower levels. Downward communication sets goals, defines tasks, communicates policies and procedures, and provides instructions to conduct operations effectively (Robbins & Judge, 2019).

The concept of upward communication

This, in turn, refers to the flow of information, observations, and reports from lower levels of the organization to top management. Upward communication reports implementation status, challenges, and issues that may require intervention, makes recommendations to improve operations, and makes strategic decisions (Robbins & Judge, 2019).

The concept of decision-making and directives

Refers to the policies and procedures that govern how decisions are made and implemented within an organization. These decisions include administrative and operational policies, guidelines for managing human and financial resources, allocating organizational authority and responsibility, and policies and instructions for implementing tasks and projects. The purpose of these decisions and directives is to guide the behavior of individuals in an organization to achieve its strategic goals and improve the effectiveness and efficiency of its operations (Jones, 2010). The importance of decision-making and instructions lies in unifying methods and procedures within the organization, facilitating coordination and collaboration between different departments, and ensuring the correct integration of daily and strategic operations. Therefore, these decisions and instructions help improve performance quality, work efficiency, and organizational management effectiveness (Koontz & Weihrich, 2006). Through their systematic and organized application, organizations can achieve sustainable development and adapt to internal and external changes, thus ensuring their continuity and success in a competitive environment. (Robbins and Coulter, 2012).

The concept of information flow in corporate communications refers to the process aimed at regulating the flow of information between individuals within an enterprise. The organization and its various departments operate efficiently and smoothly. The flow of information depends on effective communication structures and systems and an encouraging culture that promotes open communication and information sharing among organizational members. The aim is to improve internal coordination and make the right decisions at the right time. The effectiveness of information flow is considered a fundamental factor in achieving organizational strategic performance, as it helps provide the necessary information to make informed decisions and improve market competitiveness (Turner, 2013).

Organizational communication media refers to the various tools and technologies organizations use to facilitate the exchange of information and communication within the

organizational structure (Crouch and Holton, 2012; Mearsheimer, 2016). Organizational approaches to communication vary between traditional methods, such as meetings and paper-based communications, and modern methods, such as email and digital platforms.

Definition of organization:

An organization is a specific structure or system that arranges and organizes activities, processes, and resources within a clear institutional framework (Daft, 2015). Generally speaking, an organization is defined as follows: An organization is an integrated system of structures, processes, activities, resources, and people that work together to achieve specific goals (Robbins & Judge, 2019). The purpose of an organization is to coordinate, organize, and direct efforts to achieve established goals efficiently and effectively.

Organizational communication represents the process of exchanging information and ideas within an organization and is an integral part of the daily work of any organization. Corporate communication includes all channels and means used by individuals in an organization to exchange information and messages with each other, whether oral or written. Organizational communication aims to achieve effective communication that helps achieve the organization's goals and improves individual interaction and collaboration (Shockley-Zalabak, 2015).

Performance refers to measuring the extent to which an individual, group, or organization achieves goals and desired results (Armstrong & Baron, 2004). Performance assesses the effectiveness of efforts in performing tasks and achieving expected results based on predetermined standards. The concept of performance includes several elements, such as productivity, efficiency, effectiveness, quality, and excellence. As we all know, performance refers to measuring how an individual, group, or organization achieves expected goals and results. This concept involves evaluating the effectiveness of efforts to implement tasks and achieve goals against predetermined criteria (Al-Feki, 2016).

The concept of strategic performance

It reflects an organization's ability to achieve its strategic goals and remain competitive over the long term. This concept involves a comprehensive assessment of an organization's performance against its strategic objectives and agreed-upon performance standards, including analysis of the efficiency of resource use and the achievement of expected results in light of the organization's vision and strategy (Niven, 2008).

It also represents an organization's core competencies to achieve its long-term strategic goals. This concept is embodied in an organization's ability to analyze and evaluate its performance concerning predetermined strategic objectives, determine the extent to which it effectively utilizes available resources, and achieve target results per its specific vision and strategy (Al-Hawari, 2007).

Elements of Strategic Performance Analysis: It includes several aspects that help to understand and evaluate organizational performance comprehensively and effectively. These projects include:

Performance measurement: involves identifying and evaluating critical indicators of organizational performance and its effectiveness in achieving predetermined strategic goals (Kaplan & Norton, 1996).

Analysis of internal and external factors: The study of factors includes the analysis of strengths and weaknesses within an organization as well as external opportunities and threats that may affect organizational performance (Porter, 1980).

Comparative performance evaluation involves comparing an organization's performance with direct competitors or industry best practices, which helps identify strengths and weaknesses and identify opportunities for improvement and potential threats (Mintzberg, 1978). These elements help develop effective strategies to achieve strategic goals and improve market competitiveness.

Organizational Identity: Represents the image or identity that distinguishes an organization from other organizations, including the values, principles, and unique characteristics that define and determine its personality (Ahmed and Imran, 2015). An organization's identity is a fundamental element that defines and shapes its behavior and direction, significantly impacting its interactions with members and the environment. An organization's identity comprises several components, including Core values and principles. These include the beliefs and principles that guide the behavior of an organization's members and determine its core values (Al-Rayes and Ahmed, 2017).

Organizational culture refers to the behavioral patterns, beliefs, and values that prevail within an organization and influence the interactions of its members with each other and the organizational structure (Othman et al., 2014).

External image: It represents the image the organization wants to present to the outside world, including trends, visions, and positions that reflect its unique identity (Al-Muraikhi, 2009).

The organizational image plays a vital role in determining the organization's direction and establishing its relationships with its members and surrounding community, helping to build its reputation and differentiation in the marketplace.

Second: Previous research:

There are many previous studies considered important in elucidating the relationship between organizational communication and strategic performance and providing valuable insights into effective practices for managing corporate communication and achieving organizational goals, including:

The study by Ahmed et al. (2018) highlighted the importance of organizational communication for industrial companies in Riyadh city to achieve strategic performance. The data were collected from several industrial companies in the city based on specific criteria such as company size, industry type, and level of organizational development. Quantitative methods were used in data collection. Questionnaires were distributed to various departments of the companies participating in the study, and the data were analyzed using advanced statistical methods.

The study by Carrier et al. (2016) showed that organizational communication contributes to strengthening the strategic positioning of industrial institutions in Jeddah City. Companies included in the study were selected based on criteria similar to those of previous studies. Data

were collected using questionnaires and analyzed using statistical methods to confirm the validity of the relationships found between the variables.

A study by Muhammad et al. (2020) studied the impact of organizational communication on the strategic performance of large companies in the Kingdom of Saudi Arabia. The study selected companies based on specific company size and industry-type criteria. Data were collected through questionnaires and analyzed using statistical methods to determine the relationship between organizational communication and strategic performance.

Rashid et al. (2019) conducted an analytical study to assess the impact of organizational communication on the strategic performance of organizations operating in the UAE labor market. This study used a diverse sample of institutions of different sizes and sectors. Data were collected through structured interviews with officials from these agencies and analyzed using quantitative and thematic analysis techniques.

The third topic: practical aspects

Stability of learning tools

The stability of the research instrument was confirmed by calculating the Cronbach alpha coefficient. Table (2) shows the value of the reliability coefficient for each axis and the number of items belonging to each axis. Looking at the Cronbach alpha coefficient values, we found that all values are more significant than (0.7). This demonstrates that the research instrument is characterized by stability and that the research instrument was created, prepared, and evaluated acceptably and achieved the research objectives.

Table (2): Validity coefficient for measuring the study tool

the hub	The dimension	Number of phrases	The axis is true
Organizational communication	Decisions and instructions in downstream organizational communication	7	0.866
	Information flow in downstream organizational communication	2	0.834
	Means in organizational communication: downward communication	5	0.764
	Means of communication in emerging organizational communication	5	0.745
	Information access in emerging organizational communication	2	0.744
	Suggestions from employees	4	0.703
Strategic performance		6	0.916
Organizational identity		6	0.959
Total stability		37	0.913

Exploratory factor analysis

Promax transformation factor analysis was performed on the 37 items related to the three main scales. The explanatory factor analysis (EFA) results are detailed in Table 3.

Sample size adequacy analysis, referred to as Kaiser-Meyer-Olkin (KMO), is performed to determine the internal consistency of items, the adequacy of the sample size for factor

analysis, and the value of the sample size adequacy test for the above (37) elements. It is expressed as (KMO = 0.859), more significant than the value (0.7).

Table (3) Exploratory factor analysis of item saturation coefficient

Paragraphs	The first factor	The second factor	The third factor
X1	0.549		
X2	0.603		
X3	0.553		
X4	0.531		
X5	0.724		
X6	0.559		
X7	0.593		
X8	0.584		
X9	0.526		
X10	0.563		
X11	0.582		
X12	0.69		
X13	0.245		
X14	0.672		
X15	0.331		
X16	0.533		
X17	0.558		
X18	0.657		
X19	0.416		
X20	0.178		
X21	0.067		
X22	0.21		
X23	0.661		
X24	0.713		
X25			
X26			0.85
X27			0.85
X28			0.898
X29			0.919
X30			0.866
X31			0.566
X32		0.951	
X33		0.96	
X34		0.922	
X35		0.929	
x36		0.95	
x37		0.665	
Extraction method: Principal components analysis.			
Rotation method: Promax with Kaiser normalization.			

Research results and discussion

Question 1: What is the level of organizational communication and strategic performance of the health system in Baghdad Governorate?

Table (4): Arithmetic mean, standard deviation, and relative weight of organizational communication in Baghdad Governorate

#	The dimension	SMA	standard deviation	Relative weight	Rank
1	Decisions and instructions in downstream organizational communication	3.835	0.646	76.7	2
2	Information flow in downstream organizational communication	3.65	0.806	73	3
3	Means in organizational communication: downward communication	3.971	0.453	79.42	1
Downward organizational communication		3.819	0.529	76.38	--
4	Means of communication in emerging organizational communication	3.78	0.571	75.6	
5	Information access in emerging organizational communication	3.704	0.712	74.08	
6	Suggestions from emerging organizational communication workers	3.917	0.576	78.34	
Emerging organizational communication		3.803	0.434	76.06	-
Organizational communication		3.803	0.492	76.0	

It can be seen from the results in Table (4) that for the research sample, the level of organizational downward communication is significant, with an arithmetic mean of (3.819) and a standard deviation of (0.529), and the level of corporate upward communication is fundamental. , the arithmetic mean is (3.803), the standard deviation is (0.434), the overall level of organizational communication is highly effective, the mean is (3.803), and the standard deviation is.(0.492)

Second question: Is there a link between organizational communication and strategic performance?

Question 3: Is there a relationship between organizational communication and strategic performance through organizational identity?

To answer the second and third questions, a linear regression approach was used through the Andrew F. package in the presence of the mediating variable (organizational identity). Andrew F. Hayes, Table (5) shows the test results as follows:

Table 6. Mediation and modification using the Andrew F package. Hayes

variable	Organizational identity	Strategic performance
Organizational communication	1.138***(0.0352)	0.689***(0.0665)
Organizational identity		0.285***(0.0525)
Strategic performance		
F-Value	1044.033	619.44
R	0.899	0.913
R Square	0.802	0.834

*: $p < 0.1$, **: $p < 0.05$, ***: $p < 0.01$

Table 6 shows the mediation and modification analysis results using the Andrew F package. Hayes. The table shows the positive significance between strategic performance and organizational identification ($b=0.689$) ($p < 0.001$), between organizational identification and organizational communication ($b=1.138$), $p < 0.001$), and between strategic performance and organization relationship. Communication ($b=0.285$). $p < 0.001$). The table also shows the F value of the statistical analysis (strategic performance is 619.44, organizational identity is (1044.033)), the R-value of strategic performance is (0.913), organizational identity is (0.899), R - organizational identity The squared value (0.834 for strategic performance, is (0.802)), represents the strength of the association and the percentage of variance between the dependent and independent variables. The results show that the organizational identity variable is intermediate between organizational communication variables and strategic performance. From the results, it can be seen that organizational communication has a significant indirect impact on strategic performance and a substantial direct effect, that is, how corporate identity is communicated is a Some intermediaries.

Section 4: Conclusions and Recommendations

Conclusions

- 1- Health organizations in Baghdad Governorate have a high level of organizational communication.
- 2- There is a positive and significant relationship between the level of organizational communication and strategic performance, as well as organizational image.

3- Increased levels of organizational communication have been shown to correlate with improved strategic performance.

4- High levels of organizational communication appear to be associated with increasing corporate identification among individuals.

5- Clearly, organizational communication is essential as a mediating variable between strategic performance and organizational identity.

In other words, organizational communication mediates strategic performance and enhances corporate identification because it can strengthen organizational identification at a high level.

Suggestion

1- Use practical communication tools to improve communication between departments and organizational levels.

1- 2-Develop a training plan: A training plan should be developed to improve employees' communication and communication skills, which will help improve their strategic performance and strengthen their organizational identity.

2- Support effective leadership: Effective leadership must facilitate effective communication and build a solid and stable organizational identity.

3- Conduct regular evaluations: The effectiveness of communication and communication policies within the organization should be regularly evaluated, and necessary steps should be taken to improve based on the results and employee feedback.

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