



**Relationship between Environment, Organizational Structure,  
Top Management and financial Performance: A Case of  
Retailer Stores of Amman, Jordan**

**RAED WALID MOHAMMAD AL-SMADI**

College of Business  
Division of Finance and Banking  
Universiti Utara Malaysia

## PERMISSION TO USE

In presenting this report in partial fulfillment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the Universiti library may make it freely available for inspection. I further agree that permission for copying of this report in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor Mr. Abdul Manaf Bin Bohari or, in his absence by the Dean of Research and Postgraduate Studies, College of Business. It is understood that any copying or publication or use of this project or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me or to the Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Requests for the grant of permission to copy or to make other use of materials in this project, in whole or in part should be addressed to:

Dean of Research and Postgraduate Studies  
College of Business  
Universiti Utara Malaysia  
06010 Sintok, Kedah Darulaman  
Malaysia

## ABSTRACT

This study investigates how changes in the environment due to Jordan's market opening have affected Jordan retailing firms' strategy, top management's willingness to adapt to changing market conditions, environment, and organizational structure, and firm or financial performance. The number of respondent is 60 respondents of some stores that located in Amman and some other cities in Jordan. Through the survey research method, the questionnaire sees a complete picture of the way different things are connected, what to focus on and measure environment, organizational structure, top management and store's or financial performance of representing in used seems to look up the capacity to make things appear to be connected, making a kind of wholeness or optimum solution .moreover, the structural equations model to test the hypotheses concerning the relationships between the research variables, and the store performance. However, we found that a positive relationships between perceived environmental uncertainty, top-management's organizational structure willingness and financial performance.

## ACKNOWLEDGMENTS

First of all, my praise to Allah S.W.T whose blessing and guidance have helped me to complete my dissertation. Peace be upon our Prophet Mohammad S.A.W, who has given light to mankind.

I hereby want to thank my supervisor, Mr. Abdul Manaf Bin Bohari who was abundantly helpful and offered invaluable assistance, support, guidance, kindness and encouragement throughout my study in Universiti Utara Malaysia.

My highest and most sincere appreciation goes to my beloved parents, brothers Arkan, Forqan and sisters, also my brothers in law (Sammer, Ammer ,Abdullah) who have always encouraged and guided me to be independent, and reached the highest peak of my aspirations. I will always be very grateful to my beloved father Mr. Walid mohammad al-smadi for providing, supporting, and advising me with great patience and attention in everything that I had done to complete not only this thesis but also my master program without this kind gesture probably I would not have been satisfied with myself as I am now.

I would like to thank my uncles especially Dr. Fayez Abdel Majid AL-Smadi for his advice, attention and support throughout my dissertation. Words alone cannot express my greatest appreciation and gratitude to him. I would like to express my high appreciation to my lecturers in the division of Finance and Banking, College of Business, and to all my friends especially Ammar, Bashar, Najed, Hazem, Ammer, Isam, Atef, Ezid , Hassan, Abdullah, Omar. Thanks again to everyone including those who I have probably forgotten to mention here.

## TABLE OF CONTENTS

PERMISSION TO USE .....	III
ABSTRACT .....	IV
ACKNOWLEDGEMENTS .....	V
TABLE OF CONTENTS .....	VI
LIST OF TABLES .....	VIII
LIST OF FIGURES .....	IX
<b>CHAPTER ONE: BACKGROUND</b>	
1.0 Introduction .....	1
1.1 Overview of Economy in Jordan.....	2
1.1.1 Fiscal Performance .....	5
1.1.2 Current Account Performance .....	5
1.2 Problem Statement.....	6
1.3 Research Question .....	9
1.4 Research Objective.....	9
1.5 Significance Of Study .....	10
1.6 Conclusion.....	10
<b>CHAPTER TWO LITRATURE REVIEW</b>	
2.0 Introduction.....	11
2.1 Environment.....	11
2.2 Top Management.....	12
2.3 Organizational Structure.....	21
2.4 Financial Performance.....	24
2.5 Summary.....	28

### **CHAPTER THREE: METHODOLOGY**

3.0	Introductions .....	29
3.1	Data.....	30
3.2	Sample.....	30
3.3	Theoretical Framework.....	32
3.3.1	Independent Variables .....	33
3.3.1.1	Perceived Environmental Uncertainty.....	33
3.3.1.2	Perceived Top Management .....	34
3.3.1.3	Organizational Structure.....	35
3.3.2	Dependent Variable.....	37
3.4	Chapter Summary .....	38

### **CHAPTER FOUR: ANALYSIS AND FINDING**

4.0	Introduction .....	39
4.1	Demographic Analysis .....	39
4.1.1	Gender.....	39
4.1.2	Status .....	40
4.1.3	Age.....	42
4.1.4	Level Of Education.....	43
4.1.5	Years Of Experience.....	44
4.2	Means And Standard Deviation.....	45
4.2.1	Environment.....	45
4.2.2	Organizational Structure.....	46
4.2.3	Top Management.....	48
4.2.4	Store's Performance.....	49
4.3	Relationship Between Environment, Organizational Structure, Top Management And Stor's Performance.....	50
4.3.1	the Relationship Between Environment And Stor's Performance.....	51
4.3.2	The Relationship Between Organizational Structure And Performance.....	52
4.3.3	the Relationship Between Top Management And Performance.....	53

4.4 Conclusion.....	53
---------------------	----

**CHAPTER FIVE: DISCUSSION AND CONCLUSION**

5.0 Introduction.....	54
5.1 Discussion .....	54
5.2 Implication Of The Study .....	56
5.2.1 Implication To Academicals Perspective.....	56
5.2.2 Implication To Practitioners.....	56
5.3 Limitation Of The Study.....	57
5.4 Conclusion.....	58
References.....	59

**LIST OF TABLES**

4.1 Gender.....	39
4.2 Status .....	41
4.3 Age.....	42
4.4 Level of education .....	43
4.5 Years of experience.....	44
4.6 Mean and Std. Deviation for environment .....	45
4.7 Mean and Std. Deviation For organizational structure.....	46
4.8 Mean and Std. Deviation For management.....	48
4.9 Mean and Std Deviation For store's performance .....	49
4.10 Correlation between environment and store's performances.....	50
4.11 Correlation between organizational structure and performance.....	51
4.12 Correlation between top management and performance.....	52

## LIST OF FIGURES

Figure 1.1 Real GDP Growth Rate	3
Figure 1.2 Contribution to GDP Growth by Sector, Percentage	4
Figure 1.3 Budget Deficit (% of GDP)	5
Figure 1.4 Current Account Performances (% GDP)	6
Figure 3.1 Study Framework	32
Figure 4.1 : Gender	40
Figure 4.2 : Status	41
Figure 4.3: Age	42
Figure 4.4 : Level of education	43
Figure 4.5: Years of experience	44



# CHAPTER ONE

## BACKGROUND

### 1.0 INTRODUCTION

The radical transformation of global business environment nowadays was resulted from growing economies and international trade all over the world. Firm currently are exposed to unstable environment of operations that is represented by rapid growth and change in technologies and markets which can be considered as opportunities and challenges in the same time. Changes in the environment that causes transformation which has been followed by retail business over years to keep the system on track with all challenges and opportunities. However, environmental changes has been in interest of many researchers over time, researchers have investigated including, ecological, cyclical, and conflict factors.

Retail business competition among firms in Jordanian retail industry started to be more strong and intense since Jordan has started to be more open to the global market, and therefore many foreign firms have started to access businesses in Jordan among many industries such as retail industry. Foreign firms that have entered retail industry was larger and have more experience in such business than Jordan local companies, which have made some the local companies to struggle in their business and to be limited in their operations, and some of the local companies was collapsed accordingly. Furthermore, domestic and global competition that was emerging in Jordan has decreased

The contents of  
the thesis is for  
internal user  
only

## References

- Achrol, R., Reve, T., & Stern, L. (1983). "The environment of marketing channel dyads: A framework for comparative analysis". *Journal of Marketing*, 47(4), 55- 67.
- Achrol, R., & Stern, L. (1988). "Environmental determinants of decision-making uncertainty in marketing channels". *Journal of Marketing Research*, 25, 36-50.
- Ackoff, R. (1970). *A concept of corporate planning*. New York: Macmillan.
- Adorno, T., Frenkel-Brunswick, E., Levinson, D., Sanford, R. (1950). "The authoritarian personality". New York: Harper & Row.
- Arndt, J. (1983). "The political economy paradigm: Foundation for theory building in marketing". *Journal of Marketing*, 47(4), 44-54.
- Aldrich, H. (1979). *"Organizations and environments"*. Englewood Cliffs, NJ: Prentice-Hall.
- Andrews, K. (1980). "The concept of corporate strategy". Homewood, IL: Richard D. Irwin.
- Aiken, M., & Hage, J. (1968). "*Organizational interdependence and intra-organizational structure*". *American Sociological Review*, 33, 912-930
- Anderson, C., & Paine, F. (1978). PIMS—a reexamination. *Academy of Management Review*, 3, 602-612.
- Andrews, K. (1971). *The concept of corporate strategy*. Homewood, IL: Dow Jones.
- Allison, G. (1971). *Essence of decision: Explaining the Cuban missile crisis*. Boston, MA: Little, Brown
- Ansoff, H. (1965). *Corporate strategy*. New York: McGraw-Hill
- Anderson, C., & Paine, F. (1975). Managerial perceptions and strategic behavior. *Academy of Management Journal*, 18, 811-823.
- Analoui, F., & Karami, A. (2002). How chief executives' perception of the environment impacts on company performance. *Journal of Management Development*, 21, 290-305.
- Ansoff, H., & McDonnell, E. (1990). *Implanting strategic management* (2nd ed.). Englewood Cliffs, NJ: Prentice-Hall.

- Bourgeois, III. L. (1980). Performance and consensus. *Strategic Management Journal*, 1, 227-248.
- Berlyne, D. (1968). The motivational significance of collative variables and conflict. In R. Abelson, E. Aronson, W. McGuire, T. Newcomb, M. Rosenberg, & P. Tennenbau (Eds.). *Theories of cognitive consistency*, 257-267.
- Buzzell, B., Gale, T., & Sultan, R. (1975). Market share: A key to profitability. *Harvard Business Review*, 53(2), 97-106.
- Berry, L. (1995). Stores with a future. *Arthur Andersen Retailing Issues Letter*, 7(2), p.n/a.
- Bower, J. (1970). *Managing the resource allocation process*. Boston, MA: Harvard
- Bennett, R., & Cooper, R. (1979, June). Beyond the marketing concept. *Business Horizons*, 76-83.
- Bantel, K. (1993). Top team, environment, and performance effects on strategic planning formality. *Group & Organization Management*, 18, 436-458.
- Burns, T., & Stalker, G. (1961). *The management of innovation*. London: Tavistock.
- Bagby, D., & Shull, S. (1987, November). Measuring performance in small business. *Proceedings of the Southern Management Association, USA*, 193-195
- Bourgeois, L., & Astley, W. (1979). A strategic model of organizational conduct and performance. *International Studies of Management and Organization*, 9(3), 40-66
- Bourgeois, L., McAllister, D., & Mitchell, T. (1978). The effects of organizational environments upon decisions about organizational structure. *Academy of Management Journal*, 21, 341-365.
- Bourgeois, III. L. (1985). Strategic goals, perceived uncertainty, and economic performance in volatile environments. *Academy of Management Journal*, 28, 548-573.
- Bart, C., & Baetz, M. (1998). The relationship between mission statements and firm performance: An exploratory study. *Journal of Management Studies*, 35, 836-853.
- Brush, C., & VanderWerf, P. (1990). Measuring performance of new ventures. Paper presented at the Babson Entrepreneurship Conference, Wellesley, MA.
- Bettis, R., & Hall, W. (1982). Diversification strategy, accounting determined risk and accounting determined return. *Academy of Management Journal*, 25, 254-264

- Cooper, R. (1979). The dimensions of industrial new product success and failure. *Journal of Marketing*, 43(3), 93-103.
- Covin, J., & Slevin, D. (1989). Strategic management of small firms in hostile and benign environments. *Strategic Management Journal*, 10, 75-87.
- Crozier, M. (1964). *The bureaucratic phenomenon*. Chicago, IL: University of Chicago Press.
- Cannon, J. (1968). *Business strategy and policy*. New York: Harcourt, Brace, and World.
- Chandler, A. (1962). *Strategy and structure*. Cambridge, MA: M.I.T. Press.
- Cyert, R., & March, J. (1963). *A behavioral theory of the firm*. Englewood Cliffs, NJ: Prentice-Hall.
- Chandler, A. (1962). *Strategy and structure*. Cambridge, MA: M.I.T. Press.
- Cheng, J., & McKinley, W. (1983). Toward an integration of organization research and practice: A contingency study of bureaucratic control and performance in scientific settings. *Administrative Science Quarterly*, 28, 85-100.
- Campbell, J., Bownas, D., Peterson, N., & Dunnette, M. (1974). The measurement of organizational effectiveness. A review of the relevant research and opinion. San Diego, CA: Navy Acquisition Research and Development Center.
- Connolly, T., Conlon, E., & Deutsch, S. (1980). Organizational effectiveness: A multiple-constituency approach. *Academy of Management Review*, 5, 211-217.
- Crawford-Welsch, S. (1990). An empirical examination of mature service environments and high performance strategies within those environments: The case of the lodging and restaurant industries. Unpublished doctoral dissertation, Virginia
- Cunningham, G., & Rivera, C. (2001). Structural designs within American intercollegiate athletic departments. *The International Journal of Organizational Analysis*, 9, 369-390.
- Dess, G., Ireland, D., & Hitt, M. (1990). Industry effects and strategic management research. *Journal of Management*, 16, 7-27.
- Dibb, S. (1996). The impact of the changing marketing environment in the Pacific Rim: Four case studies. *International Journal of Retail & Distribution Management*, 24(11), 16-30.

- Daft, R., Sormunen, J., & Parks, D. (1988). Chief executive scanning, environmental characteristics, and company performance. *Strategic Management Journal*, 9, 123-139.
- Dwyer, F., & Welsh, A. (1985). Environmental relationships of the internal political economy of marketing channels. *Journal of Marketing Research*, 22, 397
- Dill, W. (1958). Environment as an influence on managerial autonomy. *Administrative Science Quarterly*, 2, 409-443.
- Dibb, S., Simkin, L., Pride, W., & Ferrell, O. (1994). *Marketing: Concepts and strategies*. Boston, MA: Houghton Mifflin.
- Drucker, P. (1980). *Managing in turbulent times*. New York : Harper and Row.
- Douglas, C. (1999). Organization redesign: The current state and projected trends. *Management Decision*, 37, 621-627.
- Day, G. (1994). The capabilities of market-driven organizations. *Journal of Marketing*, 58(4), 37-52.
- Daft, R. (1989). *Organizational theory and design* (3rd ed.). St. Paul, MN: West.
- Dillman, D. (1978). *Mail and telephone surveys*. New York: Wiley.
- Duncan, R. (1972). Characteristics of organizational environments and perceived environmental uncertainty. *Administrative Science Quarterly*, 17, 313-327.
- Daft, R., & Weick, K. (1984). Toward a model of organizations as interpretation systems. *Academy of Management Review*, 9, 284-295.
- David, F. (1997). *Strategic management* (6th ed.). Upper Saddle River, NJ: Prentice-Hall.
- Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (2007). Keeping an eye on the mirror: image and identity in organizational adaptation. *Academy of Management Journal*, 34(3): 517-554.
- Dess, G., & Robinson, R. (1984). Measuring organizational performance in the absence of objective measures: The case of the privately-held firm and conglomerate business unit. *Strategic Management Journal*, 5, 265-273.
- Elwood, C. M. (1991). *An empirical analysis of the strategic implications of type of entrepreneur in the restaurant industry*. Unpublished master's thesis, Virginia Polytechnic Institute and State University, Blacksburg.

- Ebrahimi, B. (2000). Perceived strategic uncertainty and environmental scanning behavior of Hong Kong Chinese executives. *Journal of Business Research*, 49, 67-77.
- Emery, F., & Trist, E. (1965). The causal texture of organizational environments. *Human Relations*, 18, 21-31.
- Eisenhardt, K. (1989). Making fast strategic decisions in high-velocity environments. *Academy of Management Journal*, 32, 543-576.
- Egeren, M., & O'Connor, S. (1998). Drivers of market orientation and performance in service firms. *Journal of Service Marketing*, 12, 39-58.
- Elstak, M. N. (2008). The paradox of the organizational identity field. *Corporate Reputation Review*, 11(3): 277-281
- Fredrickson, J. (1986). The strategic decision process and organizational structure. *Academy of Management Review*, 11, 280-297.
- Ford, J., & Schellenberg, D. (1982). Conceptual issues of linkage in the assessment of organizational performance. *Academy of Management Review*, 7, 49-58.
- Glueck, W., & Willis, R. (1979). Documentary source and strategic management research. *Academy of Management Journal*, 4, 95-102
- Gupta, A., & Govindarajan, V. (1984). Business unit strategy, managerial , and business unit effectiveness at strategy implementation. *Academy of Management Journal*, 27, 25-41.
- Griffin, R., & Moorhead, G. (1986). *Organizational behavior*. Boston, MA: Houghton Mifflin.
- Harnaakorpi, V., Niukkanen, H. (2007). Leadership in different kinds of regional development networks. *Baltic Journal of Management*, (1), 80-96.
- Hage, G., & Aiken, M. (1970). *Social change in complex organizations*. New York: Random House
- Hambrick, D., & Mason, P. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of Management Review*, 9, 193-206..
- Hatten, K., & Schendel, D. (1975). Strategy's role in policy research. *Journal of Economics and Business*, 8, 195-202.
- Huber, G. (1984). The nature and design of post-industrial organizations. *Management*

- Hatten, K., & Schendel, D. (1975). Strategy's role in policy research. *Journal of Economics and Business*, 8, 195-202
- Hofer, C. (1973). Some preliminary research on patterns of strategic behavior. *Academy of Management Proceedings*, 46-60.
- Harrington, R., Lemak, D., Reed, R., & Kendall, K. (2004). A question of fit: The links among environment, strategy formulation, and performance. *Journal of Business and Management*, 10, 15-38.
- Hambrick, D. (1983). High profit strategies in mature capital goods industries: A contingency approach. *Academy of Management Journal*, 26, 687-707.
- Hambrick, D. (1987). *The top management team: Key to strategic success*. California
- Hayes, R., & Abernathy, W. (1980). Managing our way to economic decline. *Harvard Business Review*, 4, 67-77.
- Hofer, C., & Schendel, D. (1978). *Strategy formulation: Analytical concepts*. St. Paul, MN: Westview.
- Hayes, R., & Wheelwright, S. (1984). *Restoring our competitive edge: Competing through manufacturing*. New York: Wiley.
- Isabella, L. (1990). Evolving interpretations as a change unfolds: How managers construe key organizational events. *Academy of Management Journal*, 33, 7-41.
- Ireland, R., Duane, M., Hitt, R., & Porra, D. (1987). Strategy formulation processes: Differences in perceptions of strength and weakness indicators and environmental uncertainty by managerial level. *Strategic Management Journal*, 8, 469-485.
- Jaworski, B., & Kohli, A. (1990). Market orientation: Antecedents and consequences. Paper presented at the Marketing Science Conference, No. 90-123.
- Johnson, G., & Scholes, K. (1993). *Exploring corporate strategy* (3rd ed.). Thousand Oaks, CA: Sage
- Jaworski, B., & Kohli, A. (1993). Market orientation: Antecedents and consequences. *Journal of Marketing*, 57(3), 53-70.
- Krokosz-Krynke, Z. (1998). Organizational structure and culture: Do individualism/collectivism and power distance influence organizational structure? Retrieved
- Kor, Y., & Mahoney, J. (2005). "How dynamics, management, and governance of resource deployments influence firm-level performance". *Strategic Management Journal*, 26, 489-496.



- Ketchen, D., Jr., Snow, C., & Street, V. (2004). Improving firm performance by matching strategic decision-making process to competitive dynamics. *The Academy of Management Executive*, 18, 29-43.
- Kwock, Y. (1999). A theoretical integration and empirical test of strategic management: Environment, strategy, structure, implementation, and performance in the hospitality industry. Unpublished doctoral dissertation, Virginia Polytechnic Institute and State University, Blacksburg.
- Kunz, G. (1995). Behavioral theory of the apparel firm: A beginning. *Clothing and Textile Research Journal*, 13, 252-261.
- Keegan, W. (1989). *Global marketing management* (4th ed.). Englewood Cliffs, NJ: Prentice-Hall.
- Kirca, A., Jayachandran, S., & Bearden, W. (2005). Market orientation: A metaanalytic review and assessment of its antecedents and impact on performance. *Journal of Marketing*, 69(2), 24-41.
- Kotler, P. (1991). *Marketing management*. Englewood Cliffs, NJ: Prentice-Hall.
- Katz, D. (1970). *Cases and concepts in corporate strategy*. Englewood Cliffs, NJ: Prentice-Hall.
- Lawrence, P., & Lorsch, J. (1967). *Organization and environment*. Boston, MA: Harvard Business School.
- Lindblom, C. (1959). The science of muddling through. *Public Administration Review*, 19, 79-88
- Levine, S., & White, P. (1961). Exchange as a conceptual framework for the study of inter-organizational relationships. *Administrative Science Quarterly*, 5, 583-601.
- McGrath, J., Martin, J., & Kulka, R. (1982). *Judgment calls in research*. Beverly Hills, CA: Sage.
- Marsden, P., Cook, C., & Kalleberg, A. (1994). *Organizational structures*. *American Behavioral Scientist*, 37, 911-929.
- McDougall, P., Covin, J., Robinson, Jr., R., & Herron, L. (1994). The effects of industry growth and strategic breadth on new venture performance and strategy content. *Strategic Management Journal*, 15, 537-554.

- Murthy, B. (1994). Measurement of the strategy construct in the lodging industry, and the strategy-performance relationship. Unpublished doctoral dissertation. Virginia Polytechnic Institute and State University, Blacksburg.
- Mador, M. (2000). Strategic decision making process research: Are entrepreneur and owner managed firms different? *Strategic Decision Making*, 2, 215-234.
- Miller, D. (1987). The structural and environmental correlates of business strategy. *Strategic Management Journal*, 8, 55-76.
- Miller, C., Reardon, J., & McCorkle, D. (1999). The effects of competition on retail structure: An examination of intratype, intertype, and intercategory competition. *Journal of Marketing*, 63(4), 107-120
- Mishra, C. (2004). Group identification: The influence of group membership on retail hardware cooperative members' perceptions. *Journal of Small Business Management*, 42, 155-173.
- Mason, J., & Mayer, M. (1987). *Modern retailing: Theory and practice* (4th ed.). Plano, TX: Business Publications.
- Miles, R., & Snow, C. (1978). *Organizational strategy, structure and process*. New York: McGraw-Hill.
- Macdonald, S. (1995). Too close for comfort: The strategic implications of getting close to the customer. *California Management Review*, 37(4), 8-27.
- Marsden, P., Cook, C., & Kalleberg, A. (1994). Organizational structures. *American Behavioral Scientist*, 37, 911-929.
- Morris, M., Avila, R., & Allen, J. (1993). Individualism and the modern corporation: Implications for innovation and entrepreneurship. *Journal of Management*, 19, 595-612.
- Miller, D. (1986). Configurations of strategy and structure: Towards a synthesis. *Strategic Management Journal*, 7, 233-249.
- Morgan, N.A. and L.L. Rego. 2006. The value of different customer satisfaction and loyalty metrics in predicting business performance. *Marketing Science*, 25(5), 426-439
- Narver, J., & Slater, S. (1990). The effect of a market orientation on business profitability. *Journal of Marketing*, 54(4), 20-35.
- Organ, D., & Bateman, T. (1986). *Organizational behavior*. Plano, TX: Business Publication.

- masculinity influence organizational structure? Retrieved March 2, 2005, from Miami University, Richard T. Farmer School of Business Web site: <http://www.sba.muohio.edu/ABAS/1998/paszowska.pdf>
- Paszowska, G. (1998). Does the degree of uncertainty avoidance and social
- Pugh, D., Hickson, D., Hinings, C., Turner, C., & Lupton, T. (1968). A conceptual scheme for organization analysis. *Administrative Science Quarterly*, 8, 289-315.
- Paine, F., & Anderson, C. (1977). Contingencies affecting strategy formulation and effectiveness: An empirical study. *Journal of Management Studies*, 14, 147-158.
- Pearce II, J. (1981). An executive-level perspective on the strategic management process. *California Management Review*, 24, 39-48.
- Pfeffer, J., & Salanick, G. (1978). *The external control of organizations: A resource dependence perspective*. New York: Harper & Row.
- Pelham, A., & Wilson, D. (1999). Does market orientation matter for small firms? In R. Deshpandè (Ed.), *Developing a market orientation* (pp. 167-194). Thousand Oaks, CA: Sage
- Porter, M. (1980). *Competitive strategy: Techniques for analyzing industries and competitors*. New York: Free.
- Pugh, D., Hickson, D., Hinings, C., & Turner, C. (1969). The context of organizational structures. *Administrative Science Quarterly*, 14, 91-114.
- Porter, M. (1985). *Competitive advantage*. New York: Free.
- Peters, T., & Waterman, R. (1982). *In search of excellence*. New York: Harper & Row.
- Pearce, M. (1998). The retail performance dynamic. *Ivey Business Quarterly*, 62(4), 62-64.
- Papadakis, V., & Barwise, P. (2002). How much do CEOs and top managers matter in strategic decision-making? *British Journal of Management*, 13, 83-95.
- Özsomer, A., Calantone, R., & Benedetto, A. (1997). What make firms more innovative? A look at organizational and environmental factors. *Journal of Business & Industrial Marketing*, 12, 400-416.
- Roth, K., & Ricks, D. (1994). Goal configuration in a global industry context.

- Reimann, B. (1973). On the dimensions of bureaucratic structure: An empirical reappraisal. *Administrative Science Quarterly*, 18, 462-476.
- Shrivastava, P., & Grant, J. (1985). Empirically derived models of strategic decisionmaking processes. *Strategic Management Journal*, 6, 97-113.
- Selznick, P. (1948). Foundations of theory of organization. *American Sociological Review*, 13, 25-35.
- Stern, L., & Reve, T. (1980). Distribution channels as political economies: A framework for comparative analysis. *Journal of Marketing*, 44(3), 52-84.
- Smart, C., & Vertinsky, I. (1984). Strategy and the environment; A study of corporate responses to crises. *Strategic Management Journal*, 5, 199-213.
- San Miguel, J. (1977). The reliability of R & D data in COMPUSAT and 10-K reports. *The Accounting Review*, 52, 638-641.
- Schaffer, J., & Litschert, R. (1990). Internal consistency between strategy and structure: Performance implications in the lodging industry. *Hospitality Research Journal*, 14, 35-53.
- Savory, C. (2006). Translating knowledge to build technological competence. *Management Decision*, 44(8), 1052-1075.
- Slater, S., & Narver, J. (1994). Does competitive environment moderate the market orientation-performance relationship? *Journal of Marketing*, 58(1), 46-55.
- Siguaw, J., Brown, G., & Widing, R. (1994). The influence of the market orientation of the firm on sales force behavior and attitudes. *Journal of Marketing Research*, 31, 106-116.
- Schermerborn, Jr., J. R. (1993). *Management for productivity* (4th ed.). New York: Wiley.
- Slevin, D. (1989). *The whole manager*. New York: AMACOM.
- Steiner, G. (1979). *Strategic planning: What every manager must know*. New York: Free Press.
- Schwaiger, M., Raithel, S., & Schloderer, M. (2009). Recognition or rejection - How a company's reputation influences stakeholder behavior In J. Klewes & B. Wreschniok (Eds.), *Reputation Capital* Berlin Heidelberg: Springer-Verlag
- Slater, S., & Narver, J. (1998). Customer-led and market-oriented: Let's not confuse the two. *Strategic Management Journal*, 19, 1001-1006.

- Senge, P. (1990). *The fifth discipline*. New York: Doubleday.
- Slater, S., & Narver, J. (1995). Market orientation and the learning organization. *Journal of Marketing*, 59(3), 63-74.
- Slater, S., & Narver, J. (1995). Market orientation and the learning organization. *Journal of Marketing*, 59(3), 63-74.
- Smircich, L., & Stubbart, C. (1985). Strategic management in an enacted world. *Academy of Management Review*, 10, 724-736.158.
- different measures of export success. *Journal of Marketing Management*, 3, 145-
- Schlegelmilch, B., & Ross, A. (1987). The influence of managerial characteristic on
- Schaffer, J. (1986). Structure and strategy: Two sides of success. *The Cornell Hotel and Restaurant Administration Quarterly*, 26(4), 76-81.
- Shoham, A., & Ross, G. (1993). Export performance: A meta-analytical integration. In M. Levy & D. Grenal (Eds.), *Development in marketing science*. *Academy of Marketing Science*, 16, 230-234.
- Thompson, J. (1967). *Organizations in action*. New York: McGraw-Hill.
- Tse, A. (1998a). Market orientation and performance of large property companies in Hong Kong. *International Journal of Commerce & Management*, 8, 57-69.
- Thomas, J., & McDaniel, R. (1990). Interpreting strategic issues: Effects of strategy and the information-processing structure of top management teams. *Academy of Management Journal*, 33, 286-306
- Talaulicar, T., Grundei, J., & Werder, A. (2005). Strategic decision making in startups: The effect of top management, team organization, and processes on speed and comprehensiveness. *Journal of Business Venturing*, 20, 519-541.
- Utterback, J. (1979). Environmental analysis and forecasting. In D. Schendel & C. Hofer (Eds.), *Strategic management: A new view of business policy and planning* 134-143. Boston, MA: Little, Brown.
- Uyterhoeven, H., Ackerman, R., & Rosenblum, J. (1977). *Strategy and organization: Text and cases in general management*. Homewood, IL: Irwin.
- .Van Egeren, M., & O'Connor, S. (1998). Drivers of market orientation and performance in service firms. *Journal of Service Marketing*, 12, 39-58.

- Vancil, R. (1976). Strategy formulation in complex organizations. *Sloan Management Review*, 17, 1-18.
- Vancil, R., & Lorange, P. (1975). Strategic planning in diversified companies. *Harvard Business Review*, 53(4), 81-90.
- Vasiu, O., & Vasiu, L. (2004, September 1-4). A conceptual framework of leadership in justice organizations: Context, organizational characteristics and skills from a Romanian perspective. EGPA 2004 Annual Conference. Ljubljana, Slovenia.
- Wang, P., & Chan, P. (1995). Top management perception of strategic information processing in a turbulent environment. *Leadership & Organization Development Journal*, 16, 33-43.
- West, J. (1990). Strategy, environmental scanning and firm performance: An integration of content and process in the foodservice industry. *Hospitality Education and Research Journal*, 14, 87-100.
- White, R., & Hamermesh, R. (1981). Toward a model of business unit performance: An integrative approach. *Academy of Management Review*, 6, 213-223.
- Welch, J. (1993, January 25). Jack Welch's lessons for success. *Fortune*, 127, 86-94.
- Waterman, R. (1987). *The renewal factor*. New York: Bantam.
- Yasai-Ardekani, M., & Haug, R. (1997). Contextual determinants of strategic planning processes. *Journal of Management Studies*, 34, 729-767.
- Yasai-Ardekani, M., & Nystrom, P. (1996). Designs for environmental scanning systems: Tests of a contingency theory. *Management Science*, 42, 187-204.
- Zuperkiene, E., & Zilinskas, V. J. (2008). Analysis of Factors Motivating the Managers' Career. *Inzinerine Ekonomika-Engineering Economics*(2), 85-91.