



The Impact of Organizational Effectiveness on Crisis Management from the Standpoint of Supervisory Leadership Working in Jordan Industrial Companies

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Abstract

In this paper, the study aims to measure the impact of organizational effectiveness on crisis management at the Jordanian industrial companies, and to identify the level of organizational effectiveness in them. To achieve the objectives of the study, the study data has been collected through a questionnaire consisting of (42) paragraphs in order to collect the basic data from the study sample that consists of 133 individuals who occupy positions at Jordanian government industrial institutions amounting to (6) institutions. In light of that data has been collected and analyzed and hypotheses were tested, using the statistical package of Social sciences and humanities (SPSS). The study found a number of results, on top of which are the following: First, The existence of a direct impact of all dimensions of organizational effectiveness (achievement of goals, the ability of adaption, satisfaction of beneficiaries) on the various stages of crisis management except the maturity stage. The ability of adaptation is considered the most contributive dimension on the explanation of crisis management. Second, there is no impact for all dimensions of organizational effectiveness (achievement of goals, the ability of adaption, and satisfaction of beneficiaries) on crisis management through the maturity stage. Third, the existence of a moderate approval level for the organizational effectiveness dimensions (achievement of goals, the ability of adaption, satisfaction of beneficiaries). Based on the results of the study, the researcher recommends the following: In the beginning, establishment of a system of indicators to measure the organizational effectiveness that is appropriate for the work or the job the employee in charge

of and performance evaluation based on results-based management. After that, Provide qualified and trained human resources to achieve the required organizational effectiveness, confronting crises and dealing with them through the preparation of a special crises database and developing solutions and proposals to deal with crises. Thirdly, Establishment of specialized crisis management that develops appropriate strategies to manage crisis by taking advantage of the experiences of other organizations and draw lessons and lessons learned from previous crises. Finally, assessment and periodic review of crisis management plans and testing them through developing scenarios simulating similar conditions of crisis situations.

Key words: Organizational effectiveness; Crisis management; Supervisory leadership; Jordanian industrial companies

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INTRODUCTION

Unlike previous eras, this age is characterized by the existence of rapid environmental changes, including complex changes facing organizations unexpectedly and suddenly, and this may cause multiple types of crises that differ in their causes, levels of occurrence, the degree of their influence, and their recurrence (Al-A'raji & Daqamseh, 2007).

The change in the majority of environment variables we live in, the speed of change and the high level of ambiguity require raising the organizations ability to environmental adjustment, especially with customer's desires or beneficiaries of services provided by companies

in light of a high level of competition. So, the way to get rid of those crises is related to effectiveness level that companies possess to be able to confront the crises facing them and contribute in a planned and thoughtful manner to minimize crisis effects and risks by powerful human and material resources they possess.

The study deals with crisis management in terms of its concept, the reasons of the emergence of the crisis, stages of development, the crisis management stages and the difference between crisis and disaster. Some researcher, like (Jaber & Al-Sha'lan), say that it is a state of tension and a turning point requiring a decision resulting in new negative or positive situations that have impact on the concerned various entities. Jaber considers that the crises mean anticipated or unexpected dangerous on the goals, values, beliefs, properties of individuals, organizations and countries that limit the decision-making process (Jaber, 1998). Al-Sha'lan looks at it as a critical point and the critical moment upon which its development fate is determined either for the better or the worse, life or death, war or peace, to find a solution to a given problem or an explosion (Al-Sha'lan, 2002, p. 25).

Jordan Industrial Estates Corporation fall under the authority of the Industrial Estates Corporation and the Ministry of Industry and Trade, and it is committed to their policies and legislation governing the industry sector. These companies operate in the light of local and regional competition with various companies that provide services and similar goods. So, these companies presumably have a level of efficiency and vision which enable them to enter this environment and achieve the best in order to continue and settle in this tempestuous waves of competition and conflict.

1. THE CONCEPT OF ORGANIZATIONAL EFFECTIVENESS

Companies are working on the development of resources for the better and in a way consistent and in line with their customers' desires. To achieve this, companies are working to acquire the necessary resources so that they will be able to lead the market and face competition facing them, which are constantly changing. Companies are also exerting big effort in order to achieve organizational effectiveness they aspire to achieve at the local and international level.

The concepts of organizational effectiveness are diversified and variant due to the schools of thought which researchers and professional people are affiliated to. It is defined by (Barnard, 1974, p. 55) as the extent of coupling of any activities with the extent of success for which this activity has been held. (Herman, 2004, p. 2) defines organizational effectiveness as it reflects the relationship between the achieved output of a system and between its planned objectives, and he says that the more contribution

to the achievement of the goals are the output, the more effective the system is.

According to the previous concepts of organizational effectiveness definitions of, they includes many characteristics and features of, where the most important:

- Achievement of objectives: The company effectiveness is measured by its ability to provide necessary resources for the achievement of the desired objectives.
- Internal operations: the organization will be effective if information flow easily and smoothly, and if a sense of affiliation, job satisfaction and commitment among workers prevail with the lowest level of harmful conflict.
- The satisfaction of groups and parties whose interests are affected by the organization and they have interest in the survival and continuity of the organization.

2. THE NATURE OF THE RELATIONSHIP BETWEEN COMPANIES' EFFECTIVENESS AND EFFICIENCY

There is a close correlation between efficiency and effectiveness. Both of them are strongly associated with management since when effectiveness and efficiency increase there will be a successful management. Performance efficiency indicates the relationship between resources and results, and efficiency means the achievement of the highest level of benefit versus cost. This means that organization efficiency is linked with the extent of its ability to achieve its objectives. Efficiency is linked with management. So, efficiency is achieved when there is a clear vision, specific objectives, strategies, principles, values, development and other leadership features, and efficiency is also achieved when there is planning, organizing, time management, control and follow-up.

3. WAYS TO MEASURE EFFECTIVENESS

Measurement of effectiveness is linked with many doorways. Some researcher links the doorways the capacity to achieve the goals and some of them linked to the ability to employ the resources and some of them linked to the ability to achieve the desires of the internal and external environment of the company in which organizations work, while linked to some of the Organization's ability to cope with the big competition between organizations working in the same field amid an environment of change and complexity. Adaileh and Ghalibi classified it all off to a group of portals that affect the organizations are as follows (Ghalibi, 2007, p. 488; Adaileh, 2006, S54-56):

Objective entrance: This entrance measures the organization's ability to achieve its goals.

Systems entrance (employment of resources): the extent of access to inputs, and converting these inputs into

outputs, and the distribution of these outputs as well as their ability to maintain balance and stability.

Groups satisfaction entrance: organization is effective if it can satisfy the main parties dealing with it. Entrance of Participant satisfaction: participant satisfaction model focuses on the individual or group estimates about the quality of work done by the organization.

Entrance of competition Values: Supporters of this approach see that effectiveness is a cognitive problem that existed because of different theorists in their understanding of efficiency.

4. THE CONCEPT OF CRISIS AND ITS MANAGEMENT

These days, we often hear about the concept of crisis, and it is one of the widespread concepts in contemporary society, where this concept, in a way or another, affects all aspects of life, including crises facing the individual and those facing companies. All people agree that crises are a main component in human life and in the public and private organizations. Linguistically, crisis means intensity and drought, and crisis is a strait since any way between two mountains is called strait (Al-Razi, 1996, p. 15). Definitions of crisis differ according to cultures and nationalities. The Greek derived the term from the word (KIPVEW), that means to decide (Jaber, 1998, p. 66).

The Chinese, however, called it (Wet-Ji), a two-word expression of, the first indicates (danger) and the other indicates (opportunity) that can be utilized, where ingenuity here lies in the perception of the possibility of converting the crisis and what the risk it constitutes into an opportunity to launch creative abilities that utilizes the crisis as an opportunity of reformulation of conditions and reaching sound solutions (Al-Sha'lan, 2002, p. 17).

The researcher believes that the crisis is an undesirable case that occurs suddenly at work and it requires concerted efforts and making a decision regarding the case to prevent the occurrence of major damage.

The time factor is considered one of the most important factors of this concept because if the decision-making requires big time, this causes a bigger damage. It must be overcome by using various scientific and administrative tools and avoiding its negative and positive effects and benefiting from its advantages (Al-Khudairy, 2003, p. 11). While crisis management is defined as "a set of necessary steps and procedures required to deal with an abnormal subject to avoid mental disorder, and reduce the damage and losses of life and property as much as possible" (Al-Masaily & Abdullah, 2005, p. 18).

5. THE CAUSES OF CRISIS

There is nothing without a reason so are the crises, where there must be grounds for their occurrence either if they occur suddenly (emergency) or gradually fast, so there is a

range of reasons for the occurrence of crises (Al-Tiachori, 2005; Al-Qahtani, 2003, p. 19; Al-Khudairy, 1990, p. 28).

Wrong or missing information

A shortage of information or mistakes in them, and their inaccuracy lead to catastrophic consequences on the decisions taken.

Misinterpretation of issues

The flaw in the process of estimating issues away from scientific methodology makes decisions unrealistic, and this results in consequences eventually lead to crisis.

Pressures

There are Internal and external pressures and conflicts imposed on the decision-maker, some of which might be related to competition or the existence of continuous demands among personnel and new technology.

Weak leadership skills

Managers must possess a set of special skills to deal with conflicts, crises and problems that that facing the company or the acquisition of examples and lessons learned from crises that occur in other similar companies.

Find easy solutions

Solving problems and crises require exerting effort and sweat and the work of the mind, but searching for easy solutions will increase problems and making them complex, turning them into crisis.

6. STUDY METHODOLOGY

Based on the nature of the study and the information required to answer the main question, the descriptive and analytical approach has been used to describe the phenomenon under study (the impact of organizational effectiveness on crisis management), analysis of its data, showing the relationship between its components and the views put around about it and effects it produces.

6.1 Importance of the Study

The importance of the study lies in what their findings are expected to add to knowledge relating to this issue, as it deals with the demonstration of organizational effectiveness impact on crisis management in Jordanian industrial companies and their role in contributing to the development of those companies to be able to provide all kinds of services to local community. The study also contributes to the enrichment of scientific research regarding the subject in the light of scarcity of studies in the administrative area in Jordan. Moreover, the conviction of the researcher that it is necessary for companies where crises have occurred to take advantage from the feedback to come up with optimized solutions to address all aspects of the crisis.

6.2 Problems of the Study

In the light of the fact that it is difficult to predict the occurrence of crises that will face companies, since they often occur suddenly, and since cannot handle them by avoiding their occurrence, planning for situations

that cannot be avoided and making preparations for the crises that cannot be predicted so that they escape collapse. Regardless the number and variant types of crisis occurrence, the common contents in all cases is the decision-making process to address the crisis (Al-Araji, 1995, p. 303). So, it is necessary to face crises and manage them in the light of the existence effective organization able to provide appropriate ideas and solutions and has the vision and wisdom to devote its resources and potentials at the right time. Based on that, this study has come at a time where studies in Jordan are poor regarding studies dealing with the impact of organizational effectiveness on crisis management in Jordanian industrial companies. Based on that, the problem of the current study is to answer the following questions:

- 1) What is the reality of organizational effectiveness (achievement of targets, and adaptability, and beneficiaries' satisfaction) in Jordanian industrial companies?
- 2) What is the reality of crisis management (sensing phase, emergence, growth and expansion, maturity, decline and contraction) in Jordanian industrial enterprises?
- 3) What is the impact organizational effectiveness on crisis management in Jordanian industrial companies from the viewpoint of their employees?

6.3 Objectives of the Study

The study seeks to achieve the following objectives:

- 1) Identify the level of organizational effectiveness in Jordanian industrial companies.
- 2) Measure the impact of organizational effectiveness on crises management in Jordanian industrial companies.
- 3) Provide recommendations and suggestions that might help those in charge of management at industrial companies in order to make secure material and human resources necessary to deal with all stages of crisis experienced by Jordanian industrial companies.

6.4 Hypotheses of the Study

This study seeks to test the following hypotheses:

H01: There is no statistically significant effect at the level of the statistical significance ($0.05 \geq \alpha$) for organizational effectiveness dimensions (goals achievement, adaptability, beneficiary's satisfaction) on crisis management (sensing phase, evolution, growth and expansion, maturity, decline and contraction) in Jordanian Industrial companies.

From the main hypothesis, the following sub-hypotheses stem:

H011: there is no statistically significant effect at the level of the statistical significance ($0.05 \geq \alpha$) for organizational effectiveness on crisis management (sensing phase) in the Jordanian industrial companies.

H012: There is no statistically significant effect at the level of the statistical significance ($0.05 \geq \alpha$) for organizational effectiveness on crisis management (evolution stage) in the Jordanian industrial companies.

H013: There is no statistically significant effect at the level of the statistical significance ($0.05 \geq \alpha$) for organizational effectiveness on crisis management (growth and expansion phase) in Jordanian industrial companies.

H014: There is no statistically significant effect at the level of the statistical significance ($0.05 \geq \alpha$) for organizational effectiveness on crisis management (maturity stage) in Jordanian industrial companies.

H015: There is no statistically significant effect at the level of the statistical significance ($0.05 \geq \alpha$) for organizational effectiveness on crisis management (decline phase and contraction phase) in Jordanian industrial companies.

6.5 Variables and Measures

Paneth study on two variables, organizational effectiveness: the ability to achieve the desires of individuals and stakeholders; for that could help the company achieve its goals and to adapt to the environment in which they operate and achieve the purpose for which expires to satisfying the desires of the users of its services. And crisis management: an undesirable condition that occurs suddenly require the concerted efforts of the company through which it can take the appropriate decision at the right time to prevent major damage. Here we have for the company, taking into account the stages of the crisis, with its various dimensions.

a. Crisis phases development

The crisis can be similar to the living creature which passes the life cycle through the stages of birth, growth, youth and, elderly and then aging, so they must be followed up and put appropriate solutions to confront them every stage of the life cycle. According to the Al-Khadari there are five main stages for the crises development (Al-Khadari, 2003, pp. 71-75).

b. The birth stage of the crisis

In this phase, the crises begin to emerge in the form of a vague sense of worry signaling that there is something on the horizon. The crises often do not arise from a vacuum, but it results from a problem, and unless handled properly, it grows and expands.

c. Growth and expansion phase.

It arises as a result of failure to address the first phase, birth, at the right time, where the crisis starts to grow and expand. In this stage, sense of crisis grows, and the decision maker will not be able to deny its existence or ignore it because of the direct pressure weight increases day by day.

d. Maturity stage

It is one of the most dangerous phase of the crisis, and it occurs when the administrative decision-maker is very ignorant, back warded and he is absolute in his opinion and closed on himself, or the presence of an entourage of hypocrites who over praise him and portray his mistakes as advantages. Thus, the crisis reaches the maximum of its power, and becomes uncontrollable, and consequently,

violent clash with it becomes inevitable. At this point, the crises become very powerful, and it overthrows the decision maker, the company or project, where he works, unless the decision-maker has managed to artfully turn the crisis into an imaginary scapegoat, where the crises are fragmented and ends by the polarization of elements of power and controlling them in a way or another.

6.6 Decline and Contraction Phase

The crisis begins to subside and contract as a result of the violent clash that has been taken, which makes it loses an important part of its strength. However, there are some crises whose impetus is renewed when the clash fails to achieve its objectives. In this case crises and become crises in this case like sea waves where a waves hurtle behind each other.

6.7 Disappearance Stage

The crisis reaches this stage when its manifestations fade when attention and talk about it end, but it is necessary to take advantage of lessons learned from it in order to avoid the downsides that might happen in the future.

6.8 The Study Tool

The researcher developed a questionnaire consisting as a tool to collect data and information to get the views of personnel at leadership and supervisory positions in Jordanian industrial companies on the subject of (organizational effectiveness impact on crisis management). The questionnaire consists of 15 paragraphs to measure the independent variable (organizational effectiveness), and (27) paragraphs to measure the dependent variable (crisis management). The questionnaire paragraphs were built based and guided on many researches and studies related to the subject of the study, such as the studies by (Zoubi, 2015; Hiyari, 2015; Ghorbani et al, 2011; Singh, 2008; Keeley, 2004).

Likert quintet scale has been used to determine the paragraphs weights assigned to measure (organizational effectiveness and its impact on crisis management), which are (strongly agree, agree, somewhat agree, I do not agree, I do not agree at all), which are represented digitally by the (1,2,3,4,5). Option number five (I strongly agree) represented the highest degree of approval regarding the applicability of the content of the paragraph on real situation, and option (1) (I do not agree at all). Represented the lowest degree of approval regarding the applicability of the content of the paragraph on real situation.

6.9 Tool Veracity

To check the veracity of the tool and to see whether it can actually measure the variables it is supposed to measure, the researcher presented the tool in its initial image to a group of arbitrators to ascertain the extent of affiliation of paragraphs to their fields, and to check its linguistic formulation and how appropriate it is. The researcher

was keen on the diversity of disciplines of arbitrators, aiming to make sure that the notes on the questionnaire are comprehensive. Then, the opinions of professor's arbitrators have been taken into consideration, and the required modifications have been made.

To check the tool reliability, it was applied on an exploratory sample comprising 15 randomly selected members from the study population. The reliability coefficient was calculated according Cronbach's Alpha to make sure of the variables internal consistency based on the exploratory sample answers. Likewise, the reliability coefficient was calculated according to Cronbach's Alpha after the application of the study on all the study respondents. Table 1 shows the reliability coefficient value.

Table 1
Cronbach's Alpha for Testing the Reliability of the Study Tool

Cronbach's Alpha coefficient	Paragraphs numbers	Fields
0.81	1-4	Goals achievement
0.81	5-8	Adaptability
0.89	9-15	Beneficiaries satisfaction
0.87	1-15	Organizational effectiveness
0.83	16-20	Sensing phase
0.89	21-25	Birth phase
0.89	26-33	Growth and expansion phase
0.83	34-38	Maturity phase
0.80	39-47	Decline and contraction phase
0.88	16-47	Crises management

From Cronbach values in the table above, it is noted that reliability coefficients for all the study areas are high, which is a high stable proportion and it is acceptable for the purposes of the study.

6.10 The Study Population and Sample

The study population consisted of personnel occupying leadership and supervisory positions in six industrial companies in Amman. The researcher distributed 150 questionnaires over the members of the study population, where (133) questionnaires were recovered, and (17) questionnaires were excluded because they lack suitability for the analysis. Consequently, the analyzed questionnaires were (133), which is (88.6%). It is worth mentioning that the study was applied during December, 2015, and January, 2016.

Table 2
Questionnaires Distributed and Recovered on and from the Study Population

Number	Company name	Questionnaires distributed	Questionnaires recovered	
			number	percentage
1	Jordanian Cement factories	40	36	27
2	Jordanian paper bags	13	11	8
3	Al-Arabia Pharmaceutical industry	15	13	10
4	Middle East Chemical Industry	17	16	12
5	Jordanian for Fertilizers	16	14	11
6	Jordanian for technology Germany paints	17	15	11
	Total	150	133	88.6%

7. THE STUDY HYPOTHESES TEST

The hypothesis is tested and the result of each hypothesis is interpreted to judge whether it is correct or not, based on the statistical analysis results. This study seeks to test the following hypotheses:

H01: There is no statistically significant effect at the level of the statistical significance ($0.05 \geq \alpha$) regarding organizational effectiveness dimensions (goals achievement, adaptability, beneficiary's satisfaction) on Crisis Management (sensing phase, evolution, growth and expansion, maturity, decline and contraction) in Jordanian Industrial companies.

From the main hypothesis, the following sub-hypotheses branch.

a. The first sub-hypothesis of the first major hypothesis

There is no statistically significant effect at the level of the statistical significance ($0.05 \geq \alpha$) for the organizational dimensions (goals achievement, adaptability, beneficiary's satisfaction) on crisis management (sensing phase) in Jordanian industrial companies.

As for the impact of the independent variables on the dependent variable associated to the sensing phase.

The results shown in Table 3 indicate the following:

1) The variables related to the objectives achievement, adaptability and beneficiary's satisfaction combined together have a direct effect on crisis management, where the value of $F = 6.858$, which is statistically significant at the level of less than or equal to (0.05).

2) depending on the value of β shown in Table 3, we find that adaptability ($\beta = 0.181$) is the most contributive to the interpretation of crisis management as the value of (t) is statistically significant at the level of less than or equal

to 0.05. consequently, the hypothesis states that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for organizational effectiveness dimensions (achievement of goals, adaptability, beneficiary's satisfaction) on crisis management (phase sensor).

Similarly, the results of this test indicate the importance of adaptability on crisis management (sensing phase) compared with other phases. Therefore, the importance of this variable should be considered. Through this phase, companies can keep up with the crisis, adapt to it, and develop appropriate solutions.

Table 3
Multiple Regression Test Results Regarding the Impact of Organizational Effectiveness on the Sensing Phase

	Beta	T	Sig.	
Goals achievement	-0.233	-0.088	-1.745	0.082
Adaptability	0.323	0.181	3.818	0.000*
Beneficiary's satisfaction	0.139	0.102	2.016	0.044*
R		.21		
R ²		0.044		
F		6.858		

b. The second sub-hypothesis branching from the first major hypothesis

There is no statistically significant impact at the level of the statistical significance ($0.05 \geq \alpha$) for the organizational effectiveness dimensions (goals achievement, adaptability, beneficiary's satisfaction) on crisis management (evolution stage) in Jordanian industrial companies.

To test this hypothesis, the researcher used the simple regression analysis test, as shown in the following table.

Regarding the impact of the independent variables on the dependent variable (birth stage), the results in Table 4 indicate the following:

1) The variables related to the objectives, adaptability and beneficiary's satisfaction combined together, in Jordanian industrial companies have a direct effect on crisis management, where the value of $F = 6.272$ is statistically significant at a level less than or equal to (0.05).

2) depending on the value of β shown in the Table 4, we find that goals achievement ($\beta = 0.256$) is the most contributive to the interpretation of crisis management since the value of (t) is statistically significant at the level of less than or equal to 0.05. Based on this, the hypothesis stating that there is no statistically significant impact at the significance level ($\alpha \leq 0.05$) for the organizational effectiveness dimensions (goals achievement, adaptability, beneficiary's satisfaction) on crisis management (birth stage) is accepted.

Table 4
Multiple Regression Test Results Regarding the Impact of Organizational Effectiveness on the Growth Phase

	Beta	T	Sig.	
Goals achievement	0.033	0.016	0.32	0.749
Adaptability	0.256	0.189	3.964	0.000*
Beneficiary's satisfaction	0.036	0.034	0.68	0.497
R	0.202 (a)			
R2	0.041			
F	6.272			

c. The third sub-hypothesis branching from the major hypothesis

There is no statistically significant impact at the level of the statistical significance ($0.05 \geq \alpha$) for the organizational effectiveness dimensions (goals achievement, adaptability, beneficiary's satisfaction) on crisis management (growth and expansion stage) in Jordanian industrial companies.

To test this hypothesis, the researcher used the simple regression analysis test, as shown in the following table.

Regarding the impact of the independent variables on the dependent variable (birth stage), the results in Table 5 indicate the following:

1) The variables related to the objectives achievement, adaptability and beneficiary's satisfaction combined together, in Jordanian industrial companies have a direct effect on crisis management, where the value of $F = 7.277$ is statistically significant at a level less than or equal to (0.05).

2) depending on the value of β shown in the Table 5, we find that adaptability ($\beta = 0.157$) is the most contributive to the interpretation of crisis management since the value of (t) is statistically significant at the level of less than or equal to 0.05. Based on this, the hypothesis stating that there is no statistically significant impact at the significance level ($\alpha \leq 0.05$) for the organizational effectiveness dimensions (goals achievement, adaptability, beneficiary's satisfaction) on crisis management (growth and expansion stage) is accepted.

The expansion and growth of any crises is associated to a great extent with the company adaptability though the expansion and dissemination of the results regarding crises solution over all the personnel and make them all assumes their responsibilities towards dealing with this crisis and helping the company disembark safely away from dangers.

Table 5
Results of Multiple Regression Test Regarding the Impact of Organizational Effectiveness on Growth and Expansion Phase

	Beta	T	Sig.	
Goals achievement	0.043	0.019	0.378	0.706
Adaptability	0.241	0.157	3.314	0.001*
Beneficiary's satisfaction	0.135	0.115	2.276	0.023*
R	.216(a)			
R2	0.047			
F	7.277			

d. The fourth sub-hypothesis branching from the major hypothesis

There is no statistically significant impact at the level of the statistical significance ($0.05 \geq \alpha$) for the organizational effectiveness dimensions (goals achievement, adaptability, beneficiary's satisfaction) on crisis management (maturity stage) in Jordanian industrial companies.

To test this hypothesis, the researcher used the simple regression analysis test, as shown in the following table.

Regarding the impact of the independent variables on the dependent variable (birth stage), the results in Table 6 indicate the following:

1) The variables related to the objectives achievement, adaptability and beneficiary's satisfaction combined together, in Jordanian industrial companies have a direct effect on crisis management (maturity stage), where the value of $F = 1.248$ is not statistically significant at a level less than or equal to (0.05).

Based on this, the hypothesis stating that there is no statistically significant impact at the statistically significance ($\alpha \leq 0.05$) for the organizational effectiveness dimensions (goals achievement, adaptability, beneficiary's satisfaction) on crises management (maturity stage).

The maturity stage is a dangerous one that might lead to the death of the company, thus it must be minimized as much as possible during this stage so as the stage does not cause the company collapse, which is done through the rebuilding of institutional capacity to deal with crises and developing appropriate solutions at the right time.

Table 6
Results of Multiple Regression Test Regarding the Impact of Organizational Effectiveness on Maturity Phase

	Beta	T	Sig.	
Goals achievement	-0.174	-0.078	-1.521	0.129
Adaptability	-0.001	-0.001	-0.016	0.988
Beneficiary's satisfaction	0.098	0.085	1.664	0.097
R	.091(a)			
R2	0.008			
F	1.248			

e. The fifth sub-hypothesis branching from the major hypothesis

There is no statistically significant impact at the level of the statistical significance ($0.05 \geq \alpha$) for the organizational effectiveness dimensions (goals achievement, adaptability, beneficiary's satisfaction) on crisis management (decline and contraction stage) in Jordanian industrial companies.

To test this hypothesis, the researcher used the simple regression analysis test, as shown in the Table 7 below.

Regarding the impact of the independent variables on the dependent variable (decline and contraction stage), the results in Table 7 indicate the following:

1) The variables related to the objectives achievement, adaptability and beneficiary's satisfaction combined together, in Jordanian industrial companies have a direct effect on crisis management, where the value of $F = 3.303$ is statistically significant at a level less than or equal to (0.05).

2) depending on the value of β shown in the Table 7, we find that adaptability ($\beta = 0.16$) is the most contributive to the interpretation of crisis management since the value of (t) is statistically significant at the level of less than or equal to 0.05. Based on this, the hypothesis stating that there is no statistically significant impact at the significance level ($\alpha \leq 0.05$) for the organizational effectiveness dimensions (goals achievement, adaptability, beneficiary's satisfaction) on crisis management (decline and contraction stage) is accepted.

The adaptability stage is the main stage and it is the one capable of ending decline and contraction and getting red/ elimination of its negative impact in order that it practices its activities as usual and provide services to beneficiaries.

Table 7
Results of Multiple Regression Test Regarding the Impact of Organizational Effectiveness on Decline and Contraction Phase

	2.623	Beta	T	Sig.
Goals achievement	-0.374	-0.16	-3.128	0.002*
Adaptability	0.006	0.004	0.074	0.941
Beneficiary's satisfaction	0.075	0.062	1.216	0.225
R		.148(a)		
R2		0.022		
F		3.303		

8. DISCUSSION AND RESULTS

8.1 Goals Achievement

This field answers the following question:

What is the reality of organizational effectiveness (objectives achievement) in Jordanian telecommunications companies from the perspective of the personnel occupying leadership and supervisory positions?

The first area (goals achievement) comprises (4) questions (27-30). After reviewing the study sample answers reveals the following:

As shown in Table 8, the area average points were (2.51), where answers on paragraphs expressing this area vary from medium approval to approval, which ranged between (2.42-2.72). The paragraph "I believe that the company achieved the previous objectives" got the highest statistical averages, and the paragraph "the company's goals are clear and specific," got the lowest level of approval.

The study indicates that paragraph relating to the paragraph "I see that the company achieved the previous objectives" and getting the highest averages is due to the

company's focus on goals achievement through effective management that develops action plans, follows up, monitors, rewards diligent personnel, and punishes lousy people. The paragraph "the company adopts a clear tool to measure the efficiency of performance" got a low average (2.29), so the company must use systems which take into account the principle of fairness and transparency in the evaluation process.

Table 8 shows the approval level of the study sample on the "goals achievement".

Table 8
Means and Standard Deviations for Paragraphs Expressing Goals Achievement

Paragraph	Mean	Standard deviation	Percentage	Degree of approval
I see that the company has achieved previous goals	2.72	0.709	54.4	Medium
Company goals are Complementary and consistent	2.61	0.785	52.2	Medium
The company's goals are clear and specific	2.42	0.801	48.4	Medium
The company adopts a clear tool to measure the performance efficiency	2.29	0.885	45.8	Low
Goals achievement	2.51	0.596	50.2	Medium

8.2 Adaptability

This area answers the following question: What is the reality of organizational effectiveness (adaptability) in Jordanian telecommunications companies from the perspective of personnel occupying leadership and supervisory positions?

The second area "adaptability" comprises (4) questions (31-34). Reviewing answers of the study sample indicates what follows:

It is clear in Table 9 that the average was (2.45) where the percentage was (48.9), and it is clear that degrees of approval were medium and low. The paragraph "the internal environment of the company is characterized by flexibility", got an average of (2.68) and the average was low for paragraphs senior management is working to solve environmental problems and threats facing the company, and the company has good relationship with the external environment (social and economic parties), where they got the averages of (2.29, 2.27), respectively, and the overall rate was (2.45) at percentage (48.9 %), a rate representing the rate of medium approval.

The study attributes the low degree of approval obtained regarding the paragraphs "senior management is working to solve environmental problems and threats facing the company, and the company has good relationship with the external environment (social and economic parties)" to the company need to adapt to the competitive conditions, scientific and tremendous

technological developments, development of employees, establishment and bridging good relations with the environment in which it operates.

Table 9
Means and Standard Deviations for Paragraphs Expressing Adaptability

Paragraph	Mean	Standard deviation	Percentage	Degree of approval
The internal environment in the company is characterized by Flexibility	2.68	1.951	53.6	Medium
The company responds to diversified environmental changes	2.54	0.84	50.8	Medium
Senior management is working to solve environmental problems and threats facing the company.	2.29	0.95	45.8	Medium
The company has good relationship with the external environment (social and economic parties/powers)	2.27	0.924	45.4	Low
Adaptability	2.45	0.787	48.9	Medium

8.3 Beneficiaries Satisfaction

This area answers the following question: What is the reality of organizational effectiveness (Beneficiaries satisfaction) in Jordanian telecommunication companies from the perspective of personnel occupying leadership and supervisory positions?

The second area “adaptability” comprises (7) questions (35-41). Reviewing answers of the study sample indicates what follows:

It is clear in Table 10 that the average was (2.43) where the percentage was (48.6), and it is clear that degrees of approval were medium and low, and they vary between ((2.39-2.74). The paragraph “there is a positive relationship between the company and the beneficiaries” got the highest averages, and the paragraph the company receives complaints from beneficiaries and works to solve them even small ones

The study attributes the obtaining of medium degree of approval by the paragraph “there is a positive relationship between the company and the beneficiaries”, and the obtaining of medium degree of approval by the paragraph “the company is keen on having good relationship with beneficiaries” to the company’s effort to get the desires of beneficiaries and meeting them and establishment of cooperation with them.

Table 10
Means and Standard Deviations for Paragraphs Expressing Beneficiary’s Satisfaction

Paragraph	Mean	Standard deviation	Percentage	Degree of approval
There is a positive relationship between the company and beneficiaries	2.74	0.807	54.8	Medium
The company seeks to meet the needs of beneficiaries	2.56	0.752	51.2	Medium
The company offers high quality services to beneficiaries	2.51	0.7	50.2	Medium
The company seeks to facilitate the provision of services (simplification of procedures) for beneficiaries	2.39	0.706	47.8	Medium
The company receives complaints from beneficiaries and works toward resolving them	2.39	0.692	47.8	Medium
There is an instruction guide on how to provide the service	2.25	0.696	45.0	low
The company is keen on good relations with the beneficiaries	2.17	0.945	43.4	Low
Beneficiary’s satisfaction	2.43	0.504	48.6	Medium

CONCLUSION

The most important findings of the study, based on respondents’ answers, are as follows:

1) There is of a direct effect for the combined organizational effectiveness dimensions (goals achievement, adaptability, beneficiary’s satisfaction) on the various stages of crisis management except the maturity stage, and the adaptability dimension is considered the most contributive to the interpretation of crisis management.

2) There is no effect for the dimensions of organizational effectiveness combined together (goals achievement, adaptability, beneficiary’s satisfaction) on crisis management through maturity stage.

3) There is approval at moderate degree for goals achievement dimension, amounting to (2.51) which is (50.2%).

4) There is moderate degree approval for the adaptability dimension amounting to (2.45), which is (48.9).

5) There is moderate degree approval for the beneficiary’s satisfaction dimension amounting to (2.43), which is (48.6)

RECOMMENDATIONS

Based on the results, the study recommends the following:

1) Establishing a system of indicators to measure organizational effectiveness suitable for the work or the position the administrator is responsible for, and that performance be evaluated according to results-based management.

2) Attention should be paid to satisfaction and job loyalty of employees by giving moral and material incentives as they are the source of organizational effectiveness achievement.

3) Provide qualified and trained human resources to achieve the required organizational effectiveness, confront crises, and dealing with them through the preparation of a special database for crises and developing solutions and proposals for dealing with crises.

4) Introduction of management involved in development and planning, crisis management, to analyze the environment in which it operates, and develop appropriate strategies and benefit from past experiences.

5) Assessment and periodic review of crisis management plans, and testing them through making scenarios simulating conditions similar to those of crisis situations.

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