

## **Interpretation organizational decline in terms of the environmental texture**

An analytical descriptive study of the opinions of a sample of the administrative leaders of private universities and colleges in the provinces of the Middle Euphrates

Ihsan Dahash Callab<sup>1</sup>; Rounaq Kadhém Hussin Shubar<sup>2</sup>

<sup>1</sup>(Department of Business Administration- College of Administration and Economics- University of Al-Qadisiyah; Iraq, [Ihsan.Challab@qu.edu.iq](mailto:Ihsan.Challab@qu.edu.iq))

<sup>2</sup>(Department of Business Administration- College of Administration and Economics- University of Al-Qadisiyah; Iraq, [Rounaq.Hussin@qu.edu.iq](mailto:Rounaq.Hussin@qu.edu.iq))

### **Abstract**

*The aim of the current study is to test the direct impact of the environmental texture through its four classifications (Placid, Randomized Environment, Placid, Cluster Environment, Disturbed-Reactive Environment, and Turbulent Fields) on organizational decline. For the purpose of data collection, the study relied on the questionnaire as a main tool that was prepared by developing measures in the light of the ideas contained in the articles of specialized researchers and theorists in the field of study variables. To achieve the goal of the study, (192) of the leaders of private higher education were targeted (the university president, the university president's assistant for scientific affairs, the university president's assistant for administrative affairs, the dean of the college, the assistant dean for scientific affairs, the assistant dean for administrative affairs, the head of the department) working in (129) A university and a private college in the governorates of the Middle Euphrates, with a total community of (335) members of university leaders, distributed to them the study tool (questionnaire form) to survey opinions about the variables of the study. Confirmation factor, validity and reliability test, mean and standard deviation, Pearson's simple correlation coefficient, simple linear decline equation, multiple linear decline equation, coefficient of relative variance, and relative importance. By adopting statistical programs (AMOS V.26, SPSS V26, SMART PLS V.3.3). The results proved the validity of the study's hypotheses, and the study came out with a set of results, perhaps the most prominent of which is that the environment in which private universities and colleges operate is a turbulent environment characterized by high complexity and dynamism, in addition to an impact of the environmental texture on organizational decline.*

**Keywords:** *environmental texture, organizational decline, environmental complexity, environmental dynamism, environmental uncertainty.*

### **The first topic: the methodology of the study**

#### **First: the study problem**

The problem of the study can be stated in the following questions: -

- 1- What is the prevailing type of environment? Is it possible for the senior leaders in the colleges under study to diagnose the features of their environment in light of the complexity and dynamism?
- 2- What is the level of organizational decline that private universities and colleges may suffer from? To what extent are college leaders aware of the importance of studying the phenomenon of organizational decline?
- 3- What is the nature and type of relationship between the environmental texture and organizational decline?
- 4- How does the environmental texture affect organizational decline?

#### **Second: the importance of the study**

The importance of the current study is embodied in its variables as follows:

- 1- The current study dealt with the private higher education sector, because of its importance in influencing other sectors in society, as it is considered a tributary to the scientific movement through its educational outputs. The most important of these is its ability to attract professors with high academic qualifications and experience to occupy senior management and leadership positions.
- 2- The current study attempts to draw the attention of decision-makers in private universities and colleges to the need to pay attention to examining the environment on an ongoing basis and keeping pace with environmental changes and trying to adapt to those changes and respond to them at the appropriate speed if you cannot anticipate them, in order to avoid exposure to entering into the decline stage, and to stay as much as possible within Stages of growth - maturity.
- 3- The current study seeks to define the administrative leaders in universities and private colleges with important administrative concepts that cannot be ignored or lack of interest in the logical relations that link them.
- 4- The current study directed the attention of the administrative leaders in private universities and colleges towards the importance of linking their internal and external environments in an attempt to conduct an interview between the two environments based on the relationship of influence between them.

### **Third: Objectives of the study**

The main objective of the current study of the current trade in environmental texture. A number of sub-objectives fall under this objective, perhaps the most prominent of which are the following: -

- 1- Revealing the theoretical perspectives that seek to explain the causes and consequences of organizational decline based on the diagnosis of the type of environmental texture.
- 2- Determining the level of research in Iraqi universities from the sample of the study by studying its external environment and diagnosing its special features, in a first step, the first success companies.
- 3- Detecting the level of organizational decline for colleges and universities based on what they possess from a resource base and the success in integrating these resources.
- 4- Testing the direct impact relationship between the environmental texture and organizational decline, that is, diagnosing the extent to which organizational decline can be explained in terms of the type of environment facing the colleges and universities investigated.

### **Fourth: The hypotheses of the study**

The study is based on the following hypotheses:

**The first main hypothesis:** There is a significant correlation between the environmental texture and organizational decline.

**The second main hypothesis:** There is a direct and significant effect of the environmental texture on organizational decline.

The aforementioned hypotheses can be clarified through the hypothetical study scheme in Fig. (1).

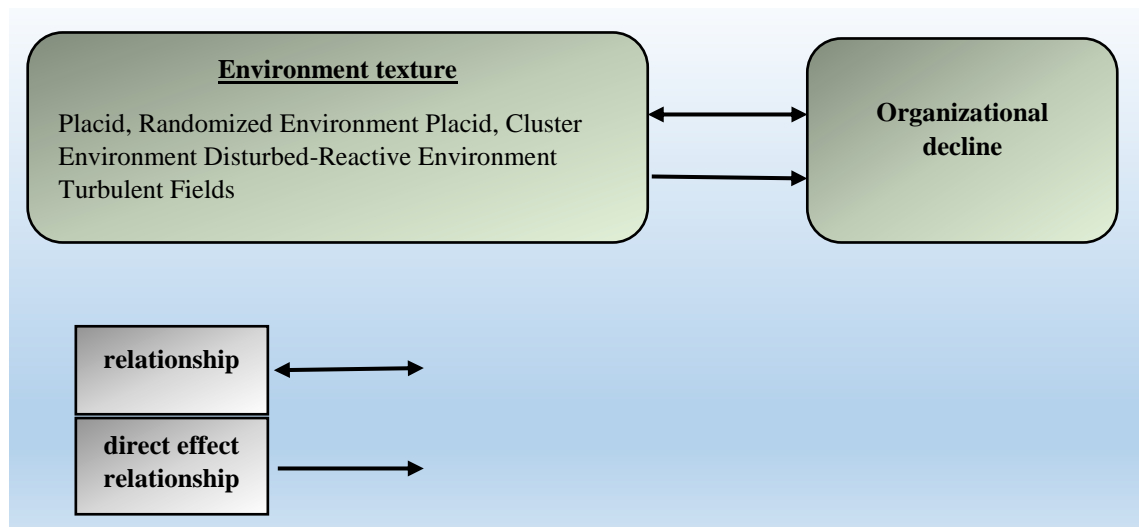


Figure (1) The hypothetical study scheme

**Fifth: The study population and sample**

The study population was represented by the universities and private colleges in the provinces of the Middle Euphrates, and their number was (129), which consists of (335) (university president, assistant president of the university, dean, assistant dean, head of the department). (200) questionnaires were distributed to the sample that They were randomly selected, of which (194) were retrieved, and (192) of them were valid for analysis, a problem of (99%) of the original sample of the study, and Table (1) shows the details of the study population and sample.

Table (1) Study Population

No.	University/college name	Total
<b>First</b>	<b>Universities and colleges of the holy province of Karbala</b>	
1	Ahl al-Bayt University (peace be upon him)	34
2	Al-Hussein College (peace be upon him)	6
3	Al Safwa University College	13
4	Altaf University College	7
5	Al-Zahrawi University College (formerly Ibn Hayyan)	8
6	University of the Prophets	28
7	Dean University	42
8	Al-Zahra University for Girls	19
<b>Second</b>	<b>Universities and colleges of Najaf province</b>	
9	Islamic University	32
10	Al-Kafeel University	21
11	Sheikh Al-Tusi University College	7
12	Imam Jaafar Al-Sadiq (peace be upon him) University	27
13	University College of Jurisprudence	5
<b>Third</b>	<b>Universities and colleges of Babylon Province</b>	
14	Islamic University	7
15	University College of the Future	23
16	Hilla University College	14
<b>Fourth</b>	<b>Universities and colleges of Diwaniyah Governorate</b>	
17	Islamic University	7
<b>fifth</b>	<b>Al-Muthanna Governorate Universities and Colleges</b>	
18	Imam Jaafar Al-Sadiq (peace be upon him) University	16
19	University of Sawa	19

total summation	335
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Source: Prepared by the researchers

Table (2) Choosing the research sample according to the documents obtained by the researchers

type of leadership		The number of valid forms	Society	The ratio	Total
university president		5	%55	9	192
University President Assistant		10	%55	18	
dean		29	%53	54	
Associate Dean		54	%55	98	
Head of the Department		94	%60	156	
Distributed resolutions	Questionnaires received	Excluded questionnaires	valid for analysis	Good percentage from distributor	
200	194	2	192	%96	

Source: Prepared by the researchers

### Sixth: Study variables and standards

The current study included two variables that were measured according to a questionnaire and with the adoption of a five-point Likert scale (too few - too many) for the environmental texture variable. From the environmental texture, they are: placid, randomized environment, placid, cluster environment, disturbed-reactive environment, and turbulent fields. Based on two different dimensions, environmental complexity and environmental dynamism, where the dynamic dimension of the environment measures the degree of movement in the external environment of the organization, while the complexity dimension evaluates the number of environmental factors and the interrelationship between them. Thus, this scale includes (4) items, as it included after the dynamism Paragraph No. (1) represented by external environmental factors, and Paragraph No. (2) which shows the degree of difference and differentiation between these external environmental factors. While the complexity dimension included paragraph No. (3), which represents the degree of change in the external environmental factors, and paragraph No. (4), which shows the inability to predict the kinetics of external environmental factors.

Whereas, a five-point Likert scale scale was adopted (strongly agree - strongly disagree) for the organizational decline variable, as the organizational decline variable is one-dimensional according to a number of studies, especially (Cameron, 1987; Cameron, 1994; Carmeli & Schaubreock, 2006; Carmeli & Schaubreock, 2009), which was adopted by researchers in preparing the organizational decline scale, as this scale includes (20) items. Table (3) shows the components of the study variables and the sources of the measures adopted in it.

Table (3) study standards and sources

No.	Variables	Dimensions	number of paragraphs	Scale source used
1	Environmental texture	Placid, Randomized Environment	4	Prepared by the researchers based on the ideas contained in the study Emery & Trist (1965)
		Placid, Cluster Environment		
		Disturbed-Reactive Environment		
		Turbulent Fields		
2	Organization al decline	one-dimensional	20	Prepared by the researchers based on the ideas contained in the following studies: Cameron et al., (1987) Cameron (1994) Carmeli & Schaubreock (2006) Carmeli & Sheaffer (2009)

### **Seventh: The statistical methods used**

A set of statistical methods were used for the purpose of describing, analyzing and testing the study hypotheses, using the special statistical package in (SPSS. V.26; AMOS. V.26) programs as follows: -

(Exploratory factor analysis, confirmatory factor analysis, Cronbach's alpha coefficient, arithmetic mean, standard deviation, relative importance, correlation coefficient, and effect coefficient).

## **The second topic: the theoretical view**

### **First: the concept of environmental texture**

The first to mention the term “Environment Texture”<sup>1</sup> is (Pepper, 1934). Which indicated that the environmental texture is the second of the eight contextual categories of the environment (Pepper, 1934:111). Then (Tolman & Brunswik,1935) proposed the term causal texture and translated it from German (Kausalgefüge) into English causal texture. (Tolman & Brunswik, 1935:43-44) saw that the organization as a living organism responds to two distinguishing characteristics of the environment, the first being the fact that the environment is a causal texture in which different events depend on each other on a regular basis, and the second is the fact that such causal connections not selectable. Environmental texture theory is part of the school of social ecology that is concerned with the study of ecological species, as well as how an organization and its environment are related (Ramírez & Selsky, 2016:93).

The (texture) is inherently complex, which is technically called interrelations (Pepper, 1934:111). (Cooper & Fox,1990:576) described weaving as coherence in action. (Emery, 1967: 218) introduced his concept of the environmental texture as the extent and manner in which the variables related to organizations (organisms) and interrelationships, are independent of the rest of the parts and causally related or intertwined with each other. (Aldrich,1979:69) defined the environmental texture as an increasing causal interdependence that leads to ambiguous environments for decision makers. (Babüroğlu,1988:200) defined the environmental texture with two characteristics: the interconnected variables related to the constituent system, and the interrelationships of the constituent system.

From the foregoing, it can be said that the environmental texture (is the extent of environmental disturbance that constitutes external environmental events that are interconnected and overlapping with mutual relations in a causal manner that leads to high uncertainty with which it is difficult to predict or plan for them).

### **Second: Types of Environmental texture**

The study of (Tolman & Brunswik, 1935) was the first source of inspiration for each of (Emery & Trist, 1965) who classified environments into four types of environmental texture of organizational environments to know the organizational behavior based on two different dimensions, namely, environmental complexity and environmental dynamics, as it measures the dynamic dimension The degree of movement in the organization's external environment while the complexity dimension assesses the structural nature in terms of environmental complexity and intensity. Then (Oğuz Babüroğlu, 1988) expanded this classification by adding a fifth type of regulatory environment, which he called the (Vortical Environment). The following is an explanation of the types of environment as he saw it (Emery &Trist, 1965:25-26):

**1- Placid, Randomized Environment:** It is the simplest type of environmental texture in which objectives, resources, and harmful elements (opportunities and threats) are distributed randomly and unchanged, as well as no difference between tactics and strategy, and organizations exist adaptively as single and very small units.

**2- Placid, Cluster Environment:** This environment is classified as more complex, but it is still a quiet environment, an environment in which resources are accumulated and the objectives and harmful elements are not randomly distributed, in

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<sup>1</sup> Wherever the concept of environmental texture is found, it means (environmental causal texture).

this environment organizational survival becomes unstable and dangerous if the organization adopts tactics to deal with environmental variance, the new feature of organizational response For this type of environment is the existence of strategy distinct from tactics, and under these circumstances organizations grow in size and become multiple and hierarchical and tend towards central control and coordination, and that the survival of the organization is linked to its knowledge of the environment, the pursuit of a goal may lead to entering a risky field while the Avoiding a difficult issue takes the organization away from an area rich in potential returns.

**3- Disturbed-Reactive Environment:** The dominant feature in this environment is the presence of a number of similar organizations with the same scenarios, and here the organization must be aware and take into account the random assemblies of competing organizations as well as common behaviors, meaning that what you know can be known by the competitors as well, and that the part of the environment that you want to move to is on The long run is the same part that competitors strive for, and with these common behaviors, competitors will aspire to improve their chances by holding each other back. The organizational response (which is referred to as operations) mediates between strategy and tactics, and what helps the organizational response is decentralized control, and determining the organizational goal plays an important role in this environment represented by the strength or ability to move and make and confront the competitive challenge.

**4- Turbulent Fields:** They are called turbulent fields and they are more complex environments that give rise to relative uncertainty. This environment is dynamic, as the complexity arises not only from the joint interaction of organizational components but also from the field itself. Three trends contribute to the creation of dynamic field forces:

- a- Growth to meet the conditions of the third type of organization.
- b- The depth of links between the economic aspects and other aspects of society.
- c- The increasing reliance on study and development to achieve the ability to meet the competitive challenge.

(Emery & Trist, 1965:28) concluded that turbulent fields require a comprehensive structural form of organization that is fundamentally different from hierarchical structural forms. Thus (Mahon & Murray, 1981:254) held that the appropriate organizational type for this environment is the matrix form and all competitors facing the same fate should strive for a high degree of cooperation. (Emery & Trist, 1965:29) emphasized that cooperation is maximized through inter-organizational relations in which they realize that no organization can assume the role of another organization and that their roles are complementary to each other and thus become of paramount importance. Fig. (1) illustrates the classification of the four types of environments that make up the environmental texture on the basis of two dimensions: environmental dynamics and environmental complexity from the point of view of (Emery & Trist (1965).

	Low complexity	complexity is high
Low dynamic	Placid, Randomized Environment	Placid, Cluster Environment
Dynamic is high	Disturbed-Reactive Environment	Turbulent Fields

Figure (1) Classification of the environment according to the perspective of Emery & Trist

Prepared by the researchers based on the following source: Emery, F.E. & Trist E.L. (1965). The Causal Texture of Organizational Environments, *Human Relations* 18: 21-32.

Fig. (1) shows the pattern of the relationship between environmental complexity and environmental dynamism. (Edelman & Benning, 1999) sees that the turbulent environment is located at the highest level of dynamism and complexity, which results

from differences in the components of the environment of which the organization is a part. These differences affect the entire organization and lead to high levels of uncertainty (Kurtz *et al.*, 2012:280-281).

Causal texture theory deals with systems such as organizations that try to survive and thrive in their environments in a sustainable manner. The letter L in Fig. (2) indicates the potential legal link, the number 1 indicates the organization and the number 2 indicates the environment: (Emery &Trist, 1965:22)

	Organization	Environment
Organization	L11	L21
Environment	L12	L22

Figure (2) Relationships between the organization and its environment

Source: Emery, F.E. & Trist E.L. (1965). The Causal Texture of Organizational Environments, *Human Relations* 18(1), P: 22.

- L11 refers to the processes within the organization, the domain of internal dependencies (system processes).
- L12 and L21 Interrelationships between the organization and its environment, learning processes (L21) planning processes (L12).
- L22 The processes through which parts of the environment are connected to each other (causal texture or ecological processes), i.e. the domain of associations belonging to the environment itself.

### Third: the concept of organizational decline

(Cameron *et al.*, 1987:223) believes that the literature on organizational decline derives most of its conceptual foundations from three academic trends, the first: the literature of the organizational environment, in particular the perspective of resource dependence, and the second trend: the literature of crisis management, and the third trend: is the literature not sure. Researchers and scholars have looked at the concept of organizational decline from different angles, and it is noticeable when looking at these concepts that they are based in particular on the perspective of dependence on resources. (Whetten, 1980:581) defined organizational decline as the failure to adhere to the principles of a growth-dominated management model. And (Cameron, 1983:377) defined it as the decline in the number of registered students or revenues. Organizational decline (Martin-Rios & Parga-Dans, 2016:9) defined organizational decline as the continuous decline in service activity in the organization and the lack of innovation initiatives. (Serra *et al.*, 2017:2) indicated that organizational decline is the decline of the resource base and the performance of the organization for a long period of time. From the above, it can be said that organizational decline (is a challenge facing organizations when their internal resource base deteriorates, which leads to a failure to anticipate external environmental pressures, which causes the organization to lose the ability to adapt and respond to accelerated environmental changes).

### Fourth: The causes and sources of organizational decline

Organizational decline results from the difference between the organization and its environment, as the organization's environment changes over time and the organization must change with it to remain viable. In order to do so, it is necessary for the organization to have the necessary means to properly perceive itself and its environment and take appropriate measures. If you engage in measures that are not appropriate for this change, you are expected to experience decline (Zammuto, 1985:74). (Kücher & Feldbauer-Durstmüller,2019:512) identified the main sources of organizations' decline from environmental, ecological, organizational, and psychological factors. (Arditi, 2009:7) added that the organizational, environmental and strategic factors are determinants of the failure and decline of organizations, which individually or jointly

affect the performance of the organization. (Whetten,1979) pointed to four sources of organizational decline: atrophy, weakness, delegitimization, and environmental fading or deficit (Daft et al., 2020:348-349).

In a related context (Levine, 1978: 318-319) classified the common causes of organizational decline into four cells, as shown in Fig. (3), according to two dimensions:

- 1- It is primarily the result of internal or external circumstances of the organization.
- 2- It is primarily the result of political or economic/technical conditions.

	Internal Reasons	External Causes
Political	Political Vulnerability	Problem depletion
Economic/Technical	Organizational atrophy	Environmental entropy

Figure (3) Common Causes of Organization Decline

Source: - Levine, C. H. (1978). Organizational decline and cutback management. *Public Administration Review*, 38(4), P:318.

(Ghazzawi,2018:41) distinguished between two levels of challenges facing organizations. The main causes of organizational decline are internal challenges, the most important of which are the structural shortcomings of the organization, and external challenges, most notably the changes in the external environment of organizations, the weakness of the organization in terms of age and size, competition for resources. (Scherrer, 2003:57) pointed out that organizations that are in the process of decline can be diagnosed through the warning signs accompanying the decline, which can be observed in both the internal and external environments of the organization, and perhaps the most prominent of them are: -

- 1- Excessive reliance on the strategic plan, which leads to improvisational behavior instead of creative thinking.
- 2- Senior managers misuse of external activities and the privileges of the organization.

### **Fifth: The consequences of organizational decline**

While some organizations have a variety of functional characteristics that lead to their success and fame, others are associated with patterns of dysfunctional traits that may lead to conditions of organizational decline (Ghazzawi, 2018:37). Higher centralization, increased conflict, confidentiality, and scapegoating are Self-protective behaviors, resistance to change, rigidity, turnover, low morale, creativity, participation, and lack of long-term planning are among the common problems associated with organizational decline (Cameron *et al.*, 1987). Which leads to the destruction of organizational effectiveness and the dissatisfaction of members and their commitment (Whetten, 1987:345). As well as increased rigidity, decreased organizational creativity, and restricted information processing (Mone *et al.*, 1998:118). And the lack of risk-taking accelerates the decline (Wiseman & Bromiley, 1996: 526).

(Van Witteloostuijn, 1998:503) indicated that organizational decline is in fact the process of performance decline resulting from reduced profitability, which leads to four outcomes that are the consequences of deflation, as immediate exit and transformation success are associated with zero or positive profits, while escape from losses is associated Chronic failure with negative profits, as follows: -

- 1- Immediate Exit: The organization decides to exit as soon as profitability drops below zero.
- 2- Turnaround Success: The organization successfully moves from negative to positive profitability.
- 3- Flight from Losses: The organization leaves the market after a period of losses.
- 4- Chronic failure: the organization remains in the market even though the profit is still negative.



### The third topic: the practical aspect of the study

The content of this study will analyze its hypotheses through three sections. The first section is concerned with examining and testing the tool for measuring the study variables, while the second section is concerned with describing and diagnosing the study variables, and the third section is concerned with testing the study's hypotheses.

#### Section one: Examination and testing of the study variables measurement tool

##### First: Resolution Validity Test:

1- **Structural validity through exploratory factor analysis:** As a result of the changes made by the arbitrators and experts to the paragraphs and their amendments to them, and changing some of the phrases through translation and drafting, which led to a breach of the original scale, the researchers adopted an exploratory factor analysis to identify the paragraphs that are not related to those dimensions, and to force them to exclude them and modify some, and the researchers relied To the opinion of (Haire et al., 1995:217; Field,2009: 371) who identified six conditions for accepting the results of the exploratory factor analysis: -

- a- The adequacy of the sample size and the existence of correlations between the study variables.
- b- The value of the potential root is not less than one.
- c- The cumulative percentage of the explained variance gives more significance when it exceeds (60%).
- d- The saturations of the paragraphs are not less than (40.0) and are statistically significant.
- e- The value of the composite reliability is not less than (70.0).
- f- The value of the explained average variance is not less than (50.0).

As it adopted what suits the purpose of the study of measures adapted from previous and tested studies, then some minor modifications were made to it in the field of formulation, relevance and content, to help obtain high results from the values of honesty and stability. For the data of the current study and according to Table (4), with the aim of verifying (the validity of the theoretical structure of the scale, and identifying the extent of congruence between the theoretical side and the tested side through the questionnaire) of the variables, especially since it is concerned with reducing the variables, dimensions and multiple paragraphs with fewer factors and exploratory factor analysis is important It lies in (reducing the number of variables or expressions and making them less, revealing the structure or structure of the relationships between the variables and classifying them accurately, as well as measuring the investigated variables or phenomena, as well as giving the paragraphs the freedom to relate to the factor that fits and agrees with them) (Sharaz, 2015: 241).

Table (4) The dimensional saturation coefficients and the (KMO) value of the resolution

Tests and conditions			Environmental texture			Organizational decline		
KMO>0.50			0.714			0.945		
Bartlett's Test of Sphericity			201.334			3696.088		
DF			190			190		
Sig.			0.000			0.000		
Explained overall variance>0.60			65.211			69.348		
number of factors			1			1		
latent root>1			2.208			13.870		
Compound reliability≤0.70			0.931			0.962		
Extracted contrast ratio≤0.50			0.512			0.533		
q1	0.571	q9	0.594	q17	0.807	EFA TEST		
q2	0.773	q10	0.621	q18	0.833			
q3	0.839	q11	0.678	q19	0.840			
q4	0.762	q12	0.674	q20	0.841			
q5	0.648	q13	0.696	q21	0.639			
q6	0.634	q14	0.806	q22	0.682			
q7	0.588	q15	0.768	q23	0.589			
q8	0.542	q16	0.757	q24	0.719			

Source: SPSS V.26 outputs

From the researchers' reflection on the results of Table (4), we note the following:

- a- The value of the sample size sufficiency test (Kaiser-Meyer-Olkin) for the environmental texture appeared (KMO = 0.714), which is greater than the value (0.50), as the sample is acceptable to perform the confirmatory factor analysis, while the percentage of the cumulative explained variance test was (65.211%). ) which is more than (0.60), and the value of the potential root is (2.208), which is more than the right one, while the composite reliability was (0.931), which is more than (0.70), and with the value of the extracted mean variance (0.512), noting that all the saturation values for the paragraphs are more than (0.40) (Sharaz, 2015: 155).
- b- The results of Table (4) showed the value of the sample size adequacy test (KMO) for the organizational decline (0.945), which is greater than the value (50%), while the explained total variance test showed (69.348%), which is more than (0.60), and with a potential root value. (13.870), while the composite reliability was (0.962) which is more than (CR>0.70), and the value of the extracted mean variance was (0.533) which is more than (AVE>0.50), knowing that all the saturation values for the items are more than (0.40).

**2- Confirmatory factor analysis:** The two researchers aim to identify the validity of the construct and the concept, by adopting the confirmatory factor analysis of the data of the study variables (environmental texture, organizational decline) and through (37) paragraphs, as it is one of the most used methods to verify the construct validity, and they used the (AMOS V.26) program to verify the results Confirmatory factor analysis, as it requires the items to be at a level of significance less than (0.05), and with a saturation value of more than (0.40), and when conducting the analysis of the data of the independent variable (environmental texture), and the data of the dependent variable (organizational decline) through the opinions of the sample (192 Watch, the results were as follows:

**a- Confirmatory factor analysis of environmental texture data:**

From looking at Table (5), you will find that the saturations of the environmental texture items and through (4) items exceed (0.400) and all of them are below a significant level (0.000), as well as the value of the approximate root mean square error (RMSEA = 0.076) for the model, which is embodied in absolute conformity, While the value of chi-square was (163.114), at the degree of freedom (68), the minimum match for the chi-square ratio to the degree of freedom was (2.398), which is less than (3). As for the gradual matching indicators represented by the appropriateness index (GFI = 0.901), while the value of the comparative conformity index (CFI = 0.934), the Tocker Lewis index (TLI = 0.919), and the increasing conformity index (IFI = 0.936), noting that all tests were below a significant level (0.000), which indicates the quality of the selected model for the environmental texture and is compatible with the theoretical side.

**b- Confirmatory factor analysis of organizational decline data:**

Returning to the results of Table (5), it is noted that the saturations of the organizational decline items are through (20) items exceeding (0.400) and all of them are below a significant level (0.000), as well as the value of the approximate root mean square error (RMSEA = 0.060) for the model and embodied in absolute matching, while The value of the chi-square was (210.025), at the degree of freedom (132), so that the minimum matching of the chi-square ratio to the degree of freedom was (1.591), which is less than (3), while the gradual matching indicators represented by the appropriateness index (GFI = 0.902), while the value of the comparative conformity index (CFI = 0.966), the Tocker Lewis index (TLI = 0.949), and the increasing conformity index (IFI = 0.968), noting that all tests were below a significant level (0.000), which indicates the quality of the model chosen for organizational decline and is compatible with the theoretical side.

Table (5) values of quality indicators of conformity with the study variables

Indication	general rule	Environmental texture	Organizational decline
Chi-Square	To be (Chi-Square) nonfunction A high value indicates a poor match, and a low value indicates a good match	2.398	1.591
rms approximate error	(0.05-0.08) (RMSEA)	0.076	0.060

<b>Quality of Conformance (GFI)</b>	<b>(GFI&gt;0.90) Better match</b>	<b>0.901</b>	<b>0.902</b>
<b>Comparative Conformity Index (CFI)</b>	<b>(CFI&gt;0.95) Better match</b>	<b>0.934</b>	<b>0.966</b>
<b>Tucker Lewis Index (TLI)</b>	<b>(TLI&gt;0.95) Better match</b>	<b>0.919</b>	<b>0.949</b>
<b>Incremental Match Index (IFI)</b>	<b>(IFI&gt;0.95) Better match</b>	<b>0.936</b>	<b>0.968</b>
<b>Percentage (Chi-Square) to the degree of freedom</b>	<b>Acceptable when it is less than 5</b>	<b>0.000</b>	<b>0.000</b>

Source: AMOS program outputs version (26) compared to quality standards

Source: Hair, J. F., Anderson, R. E., Babin, B. J., & Black, W. C. (2010). *Multivariate data analysis: A global perspective*: Pearson Upper Saddle River.

## Second: The validity and reliability of the questionnaire

Honesty is one of the necessary conditions for building scientific administrative tests and standards, as honesty refers to the ability of the resolution to measure the goal, and to determine its ability and validity for the purpose to be used. The following statistical methods and methods were used:

### 1- Measuring the apparent validity and the validity of the content:

It is also called the validity of experts and arbitrators. The researchers resorted to it in order to ascertain the ability of the dependent scales to measure the main study variables, their dimensions and paragraphs. Their relevance to the study's hypotheses and objectives, and its representation of the study variables, their opinions were surveyed and all their observations that made the questionnaire better before going to the applied side were taken and distributed to the study sample and shown in the appropriate manner.

### 2- Honesty using the reliability coefficient:

The validity coefficient was calculated through the root of the reliability coefficient, and its value was (0.893), which is considered the validity of the resolution as high and its value is excellent, as the value of the coefficient (Cronbach's alpha) for the total resolution with its paragraphs (24) and its axes (0.797), while the stability of the resolution indicates the consistency of the paragraphs of the resolution and its results. The degree of confidence in which the scale is free from error and obtaining the same results when it is reused multiple times and with different durations and with the same degree of confidence. At the level of variables, the independent explanatory variable (environmental texture) obtained the value of the reliability coefficient (0.720) in universities and private colleges in the central Euphrates governorates, As for the dependent variable (organizational decline) in universities and private colleges in the middle Euphrates governorates, the value of the stability coefficient of the (20) paragraphs was (0.757), and it was proven that the study's questionnaire had high validity and reliability in all its paragraphs and dimensions, and at its level. The year, and that all of its axes were well represented and constituted in its components statistically important, which supports the constructivist honesty, in addition to the fact that the questionnaire, in all its paragraphs, axes and variables, has achieved the conditions of honesty that must be provided in every scientific research questionnaire, and the conditions of stability have been met, and according to the table (6), As for the stability coefficient level by the half-split method, the individual part obtained a stability coefficient of (0.766) by (19) items, while the even part obtained a stability coefficient (0.760) expressed through (18) items, to show the two parts A strong correlation coefficient (0.500), and they obtained the value of the Saberman-Brown coefficient (0.766), and the Guttman coefficient of (0.763).

Table (6) Validity and reliability coefficients for the study questionnaire items

variable	coding	number of paragraphs	Cronbach's alpha coefficient	validity
Environmental texture	X	4	0.720	0.849

organizational decline	Y	20	0.757	0.870
overall resolution stability			0.797	
Single part stability			0.766	
stability of the even part			0.760	
correlation coefficient			0.500	
Spearman Brown			0.766	
Guttman			0.763	

**The second section: Description and diagnosis of the study variables**

Through the current section, the level of availability of study variables (environmental texture, organizational decline) at universities and private colleges in the central Euphrates governorates will be known, as the arithmetic means of the sample answers will be calculated to show the severity of the answer on the scale space for the answers of the study sample (192) respondents for the paragraphs constituent of the study variables, and thus come up with the level of availability, interest and adoption of the study variables at the general level. Table (7) shows the values and gradations of the paragraphs, dimensions and variables investigated, and the degree of direction they correspond to, as well as finding the values of the standard deviation and the level of importance of each paragraph and variable of the study variables. The researchers arithmetic means for the answers of the sample by belonging to any category, and given that the scale of the study is five, it was necessary to have five categories to which the calculated weighted arithmetic averages belong, as the researchers determined them by finding the length of the range (highest answer - lowest answer) and then dividing the result by five Choices representing the scale of the answers scale, the length of the category was (0.80) and the researchers added this value to the first choice (I do not agree completely = 1), the results were according to Table (7)

Table (7): Degrees of measuring the level of approval of the results of the study

Resolution grading	the level	weighted arithmetic mean		Relative importance	
		from	to	from	to
I don't totally agree	very low	1	for less than 1.80	20%	for less than 36%
I do not agree	Low	1.80	for less than 2.60	36%	for less than 52%
Moderate	Agreed	2.60	for less than 3.40	52%	for less than 68%
high	high	3.40	for less than 4.20	68%	for less than 84%
Totally agree	very high	4.20	5	84%	100%

**First: Statistical description of the environmental texture variable and analysis of the level of answers of the researched sample**

The environmental texture variable is the first variable of the current study variables, and this variable includes four paragraphs. The main variable measured the environmental texture in universities and private colleges in the middle Euphrates governorates. The results indicated that it obtained a high-level arithmetic mean (3.56), and it receives the attention of universities and colleges. Civility in the relative middle Euphrates region (71%) is good, resulting from its awareness of the dynamism and environmental change that constitute interconnected and overlapping external environmental events, linked by mutual relations in a causal way, ultimately leading to high uncertainty that makes it difficult for them to predict and plan for these events, which may miss anticipation and flexibility in response, which makes its reaction to these events slow, as the relative difference coefficient was (20.14%), and with a standard deviation (0.717), which generated harmony and convergence of opinions about the existence of environmental complexity due to a number of external factors that universities interacted with And colleges directly and indirectly, as well as the variation and differentiation in that academic environment, in addition to the environmental dynamism and the ability to predict the dynamics of change in those factors.

The type of environmental texture was measured through paragraphs (4-1), so that the descriptive statistical analysis showed that paragraph (3) (the degree of change in external environmental factors), ranked first in the arithmetic circles,

reaching (3.89) with a relative coefficient of difference (23.34%), A relatively low standard deviation of (0.908) and a relative importance of (77.8%), which means a high degree and level of change in the external environment factors in which private universities and colleges practice their scientific and academic activities. And the paragraph regarding the abundance of the number of external environmental factors, whether political, economic, social, cultural or legal, came to the second place, with a mean of (3.75) and a standard deviation of (0.897), indicators of the homogeneity of the responses contained in this aspect.

The fourth paragraph that states the high degree of difference and differentiation between the external environment factors came in the last place with an arithmetic mean ability (3.15) and a relatively high standard deviation of (1.089), which indicates the availability of difference and differentiation between the external environment factors in a medium degree.

As for the dimensions of the environmental texture, the environmental dynamism (paragraphs 3 and 4) topped the ranking with an arithmetic mean (3.675) of a high level and receiving relative attention (73%), as it received the priority of the sample agreement with a relative coefficient of variation (18.9), which indicates the existence of a change In the external environmental factors, private colleges and universities can predict their movements and respond to them, and this makes them live with a fast-changing, dynamic environment, while the environmental complexity is ranked second with a high arithmetic mean (3.45), and receives relative attention (69%), and a relative coefficient of variation (21.92%). , which indicates the presence of factors in the external environment with which the colleges interact directly and indirectly, as well as the degree of variation between them.

Table (8) Results of the descriptive analysis of environmental texture data (n = 192)

No.	Paragraph	Arithmetic mean	standard deviation	Variation coefficient	Relative importance	Paragraph order
1	The number of external environmental factors represented by economic, social, political, cultural and legal factors that the college directly and indirectly interact with	3.75	0.897	23.92	75	Second
2	The degree of difference and differentiation between the factors of the external environment	3.15	1.089	34.57	63	fourth
3	The degree of change in external environmental factors	3.89	0.908	23.34	77.8	first
4	Unpredictability of the dynamics of external environmental factors	3.46	0.980	28.32	69.2	third
environmental complexity		3.45	0.756	21.92	69%	
environmental dynamism		3.675	0.695	18.9	73%	
environmental texture		3.56	0.717	20.41	71%	

It is noted from Table (8) that the general average of the complexity dimension is (3.45) which is high, and the general average of the dimension of dynamism is (3.68), which is also high, which means that private colleges and universities in the provinces of the Middle Euphrates live in a turbulent environment because complexity and dynamism are distinguished by height.

**Second: Statistical description of the organizational decline variable and analysis of the response level of the researched sample**

The organizational decline variable is the second variable of the current study variables, and this variable includes twenty paragraphs by which the main approved variable was measured, the organizational decline in universities and private colleges in the governorates of the Middle Euphrates, and the adopted variable in general obtained an arithmetic mean of (3.05) and a standard deviation of (0.702). And a relative coefficient of difference (23%) to indicate the agreement and harmony in the opinions of the sample on a relative interest of (61%), which is average in terms of the ability of

universities and private colleges in the Middle Euphrates to face challenges, which may lead in one way or another to the decline in the performance of those universities and colleges and its withdrawal from competition in the higher education market in the country.

Table (9) presents the results of the descriptive statistics and the order of the paragraphs of the organizational decline variable, as the dependent variable was measured through the paragraphs (5-24), so paragraph (5) (decisions in the college are central and does not allow the sharing of decisions with others) ranked first with middle An arithmetic average of (3.8) with a relative coefficient of variation (27.21%), and a relative interest shown by the faculties of (76%) in the centrality of their decisions, which indicates the presence of bureaucracy and orientation towards relatively dictatorial leaders that do not allow decision-sharing with subordinates, and paragraph (7) ranked The second (which is a reverse paragraph) (the creative activity in the college departments is increasing) with a mean arithmetic mean ability of (3.68) and a relatively high standard deviation of (1.126), which indicates an increase in ideas and proposals aimed at developing current educational services or creating new educational services that meet the market need. The researchers stopped this result and asked the heads of the departments who met them to reveal the creative solutions and proposals presented by the teachers for the purpose of facing the challenges facing the scientific and study activities of the scientific departments, but they did not get anything to support that.

While the last order of paragraph (17) was (the college administration does not focus on learning by trial and error method) with a low arithmetic mean ability (2.28), a relative coefficient of variation (53.11%), and a relative interest (45.6%), and this confirms the weak focus of the researched colleges on Trial and error in learning, which loses it the opportunity not to make the same mistakes in the future. Paragraph (6) which states (the college is not interested in long-term planning and focuses its attention on immediate decisions) came in the penultimate position with a low arithmetic mean of (2.37) and a relatively high standard deviation of (1,140). Which means that the researched colleges are directed to medium and short-term planning and immediate decisions, and the reason for this may be due to the fact that these colleges or universities live in a turbulent environment (as revealed in the first paragraph of this topic) and the exceptional circumstances that the country is experiencing due to the spread of the Corona pandemic.

While it was found that there is a communication and information system adopted by colleges and universities in the middle Euphrates region that encourages the exchange and sharing of information at a low level, as well as the increase in competition and conflict within it as a result of the presence of resources associated with positions, whether material, moral, or personal, especially since these universities and colleges have taken risks and failures. Associated with the creative activities that it adopts, in light of a noticeable growth of trust among its members, as a result of their distance from the internal fighting and the aggressive self within it.

Table (9) Results of the descriptive analysis of organizational decline data (n = 192)

No.	Paragraph	Arithmetic mean	standard deviation	Variation coefficient	Relative importance	Paragraph order
5	Decisions in the college are centralized and decisions are not allowed to be shared with others.					
6	The college does not care about long-term planning and focuses on immediate decisions.					
7	Creative activity in college departments is increasing (R).					
8	College board members are often subject to attack and hostility from others.					
9	There is a lot of resistance to change in this college.					
10	There is a great turnover (change) of management positions in the college					
11	Morale in this college is on the up (R).					
12	There are no place that to cut expenditures					

	without damaging the college.					
13	The interference of special interests in the work of the college for the purpose of politicizing it.					
14	The College Board has a high credibility (R).					
15	The College Council is forced to make a budget cut based on priorities (R).					
16	Lack of resources led to increased competition and conflict within this college.					
17	College management does not focus on trial and error learning.					
18	The college management does not bear the risks and failures associated with creative activity.					
19	Infighting and aggressive self-permeate the college					
20	The college administration loses the confidence of its members and the state of distrust among college members is increasing					
21	The communication system in the college is weak and the information is not shared among the stakeholders					
22	There is a strong tendency towards individual work in college					
23	The ability of the college to predict or detect internal or external changes that could threaten its survival is limited					
24	This faculty's ability to quickly assess changes in its mission environment is limited.					

From a review of the two tables (8,9), we find that the studied colleges and universities have worked in an environment characterized by high dynamism and complexity, which indicates that they live in a turbulent environment, as it was found that the relative coefficient of variation of the variable is (20.14%), with an agreement on it by (71%). while the organizational decline came to the second rank with an agreement percentage (61%), and a relative coefficient of difference (23%), and it is noted that the interest of private universities and colleges was average in the study variables and according to their arrangement in Table (10), and thus a number of questions were answered. Which appeared in the study problem, which are:

- 1- What type of environment prevails? Can the senior leaders in the studied colleges diagnose the features of their environments in light of the complexity and dynamism?
- 2- What is the level of organizational decline that private universities and colleges may suffer from? To what extent are college leaders aware of the importance of studying the phenomenon of organizational decline?

Table (10) arrange the main study variables in private universities and colleges in the middle Euphrates governorates

variable	Arithmetic mean	standard deviation	Relative importance	Variation coefficient	Dimensional order
Environmental texture	3.56	0.717	71.2	20.14	first

Organizational decline	3.05	0.702	61	23	Second
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**Section Three: Testing the hypotheses of the study**

This section focuses on testing the two main hypotheses, which states that there is a significant correlation and effect between the study variables. The researchers employed the correlation coefficient (Pearson) to test the correlation between the independent variable environmental texture and organizational decline, according to the scale shown in Table (11).

Table (11) Scale of interpretation of the strength of the correlation between the study variables

positive correlation			There is no relationship	inverse correlation		
strong	medium	weak	Zero	weak	medium	strong
0.50->1	0.30->0.50	0<r>0.30		0<r>0.30	0.30->0.50	0.50>1

Source: Cohen, J., Cohen, P., West, S. C. & Aiken, L. S. (2002), Applied Multiple Decline/ Correlation Analysis for the Behavioral Sciences, 3rd edition, Mahwah, NJ, Lawrence Erlbaum Associated.

**First: Correlation relations and the mechanism of testing the related hypotheses**

1- **The first main hypothesis:** There is a significant correlation between the environmental texture and organizational decline.

The results of Table (12) show the following:

- a- There is a direct correlation of (0.438), which is a medium-strong and significant relationship at the level of significance (1%) between the environmental texture and organizational decline, which means that increasing the level of environmental complexity and dynamism by private universities and colleges would increase the chances of their decline and withdrawal from world of competition.
- b- Environmental complexity is associated with organizational decline with a moderately strong direct correlation of (0.334\*\*) at the significance level (5%), which indicates that increasing the level of environmental complexity would increase the chances of organizational decline.
- c- It was found that there is a significant correlation of environmental dynamism with organizational decline of (0.501\*\*), which is a strong and significant relationship at the significance level (1%), which indicates that any increase in environmental dynamism by one unit will lead to an increase in organizational decline by the same The value of the correlation coefficient between them.
- d- Positive direct correlations for the turbulent environment of (0.449\*\*) of medium strength appeared at the significance level (1%) for the turbulent environment with organizational decline, which means that an increase in environmental disturbance by one unit would lead to an increase in the probability of university exposure. And private colleges to organizational decline.

From all of the above results, the first main hypothesis is accepted, which says (there is a significant correlation relationship between the environmental texture and organizational decline).

Table (12) Matrix of environmental texture correlation with organizational decline (n = 192)

Variable / Dimensions	turbulent environment	environmental complexity	environmental dynamism	environmental texture
organizational decline	0.449**	0.334**	0.501**	0.438**
	0.000	0.000	0.000	0.000
number of relationships	4			
Relationships ratio	100%			



P\* < 0.05, P\*\* < 0.01

Thus, the answer to the question that appeared in the study problem, which is: What is the nature and type of the relationship between the environmental texture and organizational decline?

**Second: To verify the hypotheses of the direct effect between the variables of the study**

This paragraph aims to test the hypotheses of direct influence, which were reflected by the main hypotheses in the study methodology and hypothesis scheme. The dependent is not a result of the change in the independent variable (a set of independent variables), but also of a group of unknown and uncontrolled variables, as it indicates that each value of the independent variable will not be matched by one value of the dependent variable (the dependent variables), but rather from a group of values, and it deals with random relationships and not specific relationships in general (Teghza, 2012: 89) and this will be done according to the following equations:

$$Y = a + \beta_1(x_{i1}) + E$$

$$Y = a + \beta_1(x_{i1}) + \beta_2(x_{i2}) + \dots + E$$

It is noted from the above equations that (a) represents the value of the constant, as it refers to the value of the dependent variable (Y) estimated when the value of the independent variable is zero, and it is called the slope value (β), and it indicates that the deviation of the (independent) variable is (1) The value of the (dependent) variable will be increased by the factorial of the standard deviation of the approved variable in the value of the correlation, while (E) indicates the value of the standard error of the model, and the values and their statistical indicators were estimated according to the opinions of the sample (192) observations from the leaders of universities and private colleges in the governorates The Middle Euphrates, and simple and multiple decline, methods and statistical indicators were employed, as shown, according to the hypotheses of the study, as follows:

The second main hypothesis (there is a significant effect of the environmental texture in the organizational decline), in order to verify the validity of the above hypothesis or not, the following simple linear decline model was used:

$$\text{organizational decline} = 2.601 + (0.438) * \text{environmental texture}$$

It is clear from the results of Table (13), that the value of (F) calculated for the model amounted to (54.648), which is more than its tabular value of (3,841), with a significant level (0.000), and the value of the coefficient of determination is (0.192), which indicates an interpretation that A percentage of (19.2%) of the changes that occur in the organizational decline are attributed to the environmental texture, while the remaining percentage (80.8%) is attributed to other variables that were not included in the current research model.

While the effect of the environmental texture on the organizational decline was found to be (0.438) at the level of significance (0.000) and with a calculated (T) value (7.392), which is more than its tabular value at the level of significance (0.05), as this result supports the acceptance of the fourth main hypothesis which says (there is A significant effect of the environmental texture on organizational decline.

Table (13) The impact relationship of the environmental texture on organizational decline

F	R <sup>2</sup>	Indication level	value T	error value	Standard effect parameter	Standard effect	independent		dependent
54.648	0.192	0.000	7.392	0.017	0.438	0.127	Environmental texture	-->	Organizational decline
Sig.	α								
.000	2.601								

Source: SPSS V.26 outputs

Thus, the answer to the question that appeared in the study problem is: How does the environmental texture affect organizational decline?

#### **Fourth topic: conclusions and recommendations**

##### **First: the conclusions**

- 1- Private universities and colleges in the governorates of the Middle Euphrates operate within an external environment characterized by a large number of political, economic, social and legal environmental factors, which necessitated these universities and colleges to interact with and monitor them in order to adapt or anticipate them.
- 2- The environmental factors in which private colleges and universities practice their work were characterized by a high degree of differentiation from each other and differed among themselves in terms of intensity and direction, which made it easier for university administrations to deal with them, each according to its own specificity.
- 3- The external environment in which private universities and colleges operate in the governorates of the Middle Euphrates was characterized by a high degree of complexity, which forced the university administrations in these colleges and universities to increase study efforts on information related to the desires and needs of the target groups (students) in order to reduce environmental uncertainty.
- 4- The external environment of private universities and colleges in the governorates of the Middle Euphrates was characterized by a high degree of change in the environmental factors constituting them in terms of the level and speed of movement of these factors and the synchronization of the movement of some of them with each other.
- 5- It was noted that the ability of university administrations in colleges and private governorates in the governorates of the Middle Euphrates decreased in terms of the ability to predict in advance the extent of change in external environmental factors, which limited the ability of these departments to adopt the principle of external partnerships, especially with public universities.
- 6- Private colleges and universities in the governorates of the Middle Euphrates dealt with a turbulent environment characterized by high complexity and dynamism, which made it necessary for them to exert more efforts to achieve survival and growth.
- 7- It was noticeable that university administrations in private universities and colleges did not want to take risks or fail as a result of adopting innovative solutions to the problems of those colleges and universities, as well as their unwillingness to bear the consequences of entering new markets.
- 8- The higher the degree of environmental disturbance, the greater the chances of universities and colleges being subject to organizational decline, meaning that the increase in the level of environmental complexity and dynamism would increase the chances of universities and colleges being subjected to decline and the inability to face other competitors.
- 9- The inability of private universities and colleges to remain in the business world increases with the increase in the state of turmoil that the external environment may witness.

##### **Second: Recommendations**

- 1- The necessity of managing the interactions and interrelationships of the political, economic, social and legal environmental factors by trying to identify environmental opportunities and threats and understanding the external environmental factors by obtaining information about competitors, customers (students) and stakeholders in competing universities and colleges to build knowledge and special capabilities that enable them to build a database that allows The opportunity for effective communication with the environment of universities and private colleges in the governorates of the Middle Euphrates, as well as allowing them to adapt quickly to environmental changes.
- 2- To maintain the ability of universities and private colleges in the governorates of the Middle Euphrates to deal and respond with the degree of differentiation of environmental factors, senior leaders must realize that dividing the environment into areas that vary in disturbances and adaptive capabilities enables universities and private colleges to preserve their scarce capabilities.
- 3- The necessity for universities and private colleges in the governorates of the Middle Euphrates to seek cooperative partnerships and consolidate reciprocal relations with public universities through twinning, bearing in mind that their roles are complementary to each other and that their interests are common, which enhances their ability to predict external environmental changes and take proactive measures she has.

- 4- When the environment is turbulent, senior leaders in private universities and colleges must exert efforts in analyzing and monitoring various environmental factors and collecting data related to environmental conditions to create the appropriate ground for developing creativity and achieving survival and growth by combining the planning process based on historical data as well as the planning process. based on predicting the future.
- 5- Moving away from centralization in making administrative and scientific decisions and activating the role of the middle administrative leaders represented exclusively by the department head or the scientific committee, provided that these leaders have administrative and scientific competence, especially in decision-making.
- 6- The necessity of paying attention to long-term strategic planning and preparing for preparing private universities and colleges for organizational response and adaptation to environmental changes accompanied by complexity and uncertainty, especially in the general environment.
- 7- Senior administrations should take creative initiatives and seek to adopt risk-taking behavior, by engaging in strategic measures related to motivating private universities and colleges to innovate, which leads to increasing their market share, as well as the possibility of entering new markets and acquiring resources that create new value, which may be Through mergers and acquisitions.
- 8- The need for private universities and colleges to be aware that keeping pace with technological developments increases the level of their performance and hence their long-term sustainability, in addition to their ability to face severe competition.

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