Appendix A: English Questionnaire

Cover Letter

UNIVERSITY OF MALAYA
FACULTY OF BUSINESS AND ACCOUNTANCY
DEPARTMENT OF MANAGEMENT ACCOUNTING & TAXATION

“Questionnaire”
CONTEXTUAL FACTORS, MANAGEMENT ACCOUNTING SYSTEMS DESIGN AND MANAGERIAL PERFORMANCE: EVIDENCE FROM EGYPTIAN HOSPITALS

By
Salah Abd El Fattah Zaki Hammad

Dear Manager:

I am a lecturer in Faculty of Commerce at Tanta University also a PhD candidate in department of management accounting and taxation in Faculty of Business and Accountancy at University of Malaya, Malaysia. Presently I am conducting a nationwide survey of Egyptian hospital managers to gather data for my PhD thesis. The purpose of the study is to determine factors that influence Management Accounting Systems (MAS) design, determine the prominent dimensions of MAS that enhances managerial performance in Egyptian hospitals.

Your response is very important to the accuracy of my study. I understand that your time is valuable, but I would appreciate it if you would take a few minutes to complete the short questionnaire. To help save time, I have enclosed a preaddressed postage-paid reply envelope.

Your completion of the questionnaire is critical to my study. Please complete and return the questionnaire as soon as possible. Your anonymity is guaranteed. The strict ethic guidelines of University Malaya will ensure anonymity is maintained at all time. Hence, no names are required. Individual participants will not be identified in the analysis as only aggregated results will be analyzed and presented. I will gladly mail you a copy of the results of the study when they become available.

Thanks you for your time and consideration. It is only with your generous help this study can be successful.

In making your ratings, please remember the following points

1. Please answer each of the statements related to the questions by ticking along side the number that best describes your answer.
2. Some of the questions may appear to be similar, but they do address somewhat different issues please read each question carefully.
3. Be sure to answer all items-do not omit any.
4. Never tick more than one number on a single scale

Sincerely Yours,
Salah A. Hammad
PhD Candidate
Tel: Shammad2005@yahoo.com
SECTION 1: MANAGEMENT ACCOUNTING SYSTEMS
INFORMATION CHARACTERISTICS

Using the seven-point scale below, please indicate the extent to which you use the following information when you make planning, control and problems solving. Please tick only one of the numbers.

<table>
<thead>
<tr>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Very often</th>
<th>Frequently</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

1. Information that relates to possible future events.  
2. Quantification of the likelihood of future events occurring.  
4. Information on broad factors external to your hospital.  
5. Non-financial information that relates to the efficiency, output rates, employee absenteeism, etc.  
6. Requested information to arrive immediately upon request.  
7. Information supplied to you automatically upon its receipt into information systems or as soon as processing is completed.  
8. Reports are provided frequently on a systematic, regular basis.  
9. There is no delay between event occurring and relevant information being reported to you.  
10. Information provided on the different sections or functional areas in your hospital.  
11. Information on the effect of events on particular time periods.  
12. Information that has been processed to show the influence of events on different functions.  
13. Information on the effect of different sections’ activities on summary reports for your department and the overall hospital.  
14. Information in forms that enable you to conduct “what-if” analysis.  
15. Information in format suitable for input into decision models.  
16. Costs separated into fixed and variable components.  
17. Information on the impact that your decision will have throughout your department, and the influence of other individuals’ decisions on your area of responsibility.  
18. Information on precise targets for the activities of all sections within your department.  
19. Information that relates to the impact that your decisions have on the performance of your department.
SECTION 2: DECENTRALIZATION

Please indicate the extent to which you agree, on a scale ranging from 1 (strongly disagree) to 7 (strongly agree), with the following items relating to the autonomy of clinical units.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Slightly disagree</th>
<th>Neither agree nor disagree</th>
<th>Slightly agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

1. Clinical units are responsible for costs incurred in their units. 1 2 3 4 5 6 7
2. Clinical units are responsible for managing throughput in their units. 1 2 3 4 5 6 7
3. Clinical units are now being treated as a business unit (the unit is responsible for both costs and revenues). 1 2 3 4 5 6 7
4. We have developed contracts with our clinical unit managers that make them accountable for both costs and throughput targets. 1 2 3 4 5 6 7

SECTION 3: MANAGERIAL PERFORMANCE

The following managerial activities below aim at seeking a self-rating of your performance.
Using the seven-point scale below, please rate your managerial performance by ticking only one of the numbers.

<table>
<thead>
<tr>
<th>Well below average</th>
<th>Below average</th>
<th>Slightly below average</th>
<th>Average</th>
<th>Slightly above average</th>
<th>Above average</th>
<th>Well above average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

1. Planning. 1 2 4 3 5 6 7
2. Investigating. 1 2 4 3 5 6 7
3. Coordinating. 1 2 4 3 5 6 7
4. Evaluating. 1 2 4 3 5 6 7
5. Supervising. 1 2 4 3 5 6 7
6. Staffing. 1 2 4 3 5 6 7
7. Negotiating. 1 2 4 3 5 6 7
8. Representing. 1 2 4 3 5 6 7
9. On overall, how would you rate your performance? 1 2 4 3 5 6 7
This section requires the respondents to indicate their perceptions on task uncertainty in their day-to-day management activities. Please respond to each of the following questions by ticking a number from 1 to 7.

<table>
<thead>
<tr>
<th>Question</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To what extent are the tasks in your department the same from day to day?</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>2. To what extent would you think that your work is routine?</td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3. I do the same tasks in the same way most of the time.</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. To what extent are your duties repetitious?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>6. To what extent is there a clearly known way to do the major types of work normally encountered in your department?</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. To what extent is there a clearly defined body of knowledge of subject matter that can guide the work done in your department?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. To what extent is there an understandable sequence of steps that can be followed in doing the work of your department?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. To do your work, to what extents can you actually rely on established procedures and practices?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. To what extent is there an understandable sequence of steps that can be followed in carrying out the work in your department?</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The following questions relate to your perception of the environmental uncertainty of your hospital. Indicate the extent to which you use information with the characteristics specified in the following questions. Using the seven-point scale below, please indicate your response by ticking only one of the numbers.

**SECTION 5: ENVIRONMENTAL UNCERTAINTY**

**Dimension 1: Lack of information on environmental factors**

<table>
<thead>
<tr>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Very often</th>
<th>Frequently</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

1. How difficult is it for you to get the necessary information about these factors (F1 to F8) for decision making?

2. How difficult is to obtain additional information about these factors (F1 to F8) when you need it for decision making?

3. How often do you feel that you are unable to predict how these factors (F1 to F8) are going to react to, or be affected by, decisions made in the hospital or the systems command?
4. Is it frequently difficult to know whether these factors (F1 to F8) will react to a decision before the decision has actually been made?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Reaction Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1. The availability of suitably qualified personnel.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>F2. Interdependence with other units within the hospital.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>F3. Impact of organizational objectives and goals.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>F4. The demands of service consumers.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>F5. Constraints from suppliers.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>F6. Actions of competitors.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>F7. Impact of government regulations.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>F8. Keeping pace with technological advances.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
</tbody>
</table>

5. Which of the following most nearly describes the typical length of time involved before you can obtain feedback or information concerning the effects of your decision on the Hospital?

<table>
<thead>
<tr>
<th>Feedback Time</th>
<th>One day</th>
<th>Two days</th>
<th>One week</th>
<th>One month</th>
<th>Six months</th>
<th>One year</th>
<th>Two years +</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1. The availability of suitably qualified personnel.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F2. Interdependence with other units within the hospital.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F3. Impact of organizational objectives and goals.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F4. The demands of service consumers.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F5. Constraints from suppliers.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F6. Actions of competitors.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F7. Impact of government regulations.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F8. Keeping pace with technological advances.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Dimension 2: Not knowing the outcome of a decision in terms of how much your department would lose if the decisions were incorrect

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Always</th>
<th>Frequently</th>
<th>Very often</th>
<th>Often</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

6. How often do you feel that you have the information needed to understand the impact of your decision on these factors (F1 to F8) or vice versa?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1. The availability of suitably qualified personnel.</td>
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</tr>
<tr>
<td>F2. Interdependence with other units within the hospital.</td>
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<td>F3. Impact of organizational objectives and goals.</td>
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</tr>
<tr>
<td>F4. The demands of service consumers.</td>
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</tr>
<tr>
<td>F5. Constraints from suppliers.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>F6. Actions of competitors.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>F7. Impact of government regulations.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>F8. Keeping pace with technological advances.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
</tbody>
</table>

7. How often you believe that the information you have about these factors (F1 to F8) is adequate for decision making?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1. The availability of suitably qualified personnel.</td>
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</tr>
<tr>
<td>F2. Interdependence with other units within the hospital.</td>
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</tr>
<tr>
<td>F5. Constraints from suppliers.</td>
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</tr>
<tr>
<td>F6. Actions of competitors.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>F7. Impact of government regulations.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>F8. Keeping pace with technological advances.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
</tbody>
</table>
8. How often can you determine what the outcome of a decision will be before it is made?  
9. How often do you feel that you can consider alternative courses of action before making a decision to follow a specific course of action?  
10. How often do you feel that you can effectively consider the consequences of making decisions before they are made?  
11. How often do you feel that you are able to tell if the decisions you make will have a positive or negative effect on your hospital’s overall performance?  

| Dimension 3: Inability to assign probabilities with confidence as to how the environment will affect success or failure of your department in performing its function |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Completely Sure** | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% | Completely Unsure |
| F1. The availability of suitably qualified personnel. | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
| F2. Interdependence with other units within the hospital. | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
| F3. Impact of organizational objectives and goals. | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
| F4. The demands of service consumers. | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
| F5. Constraints from suppliers. | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
| F6. Actions of competitors. | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
| F7. Impact of government regulations. | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
| F8. Keeping pace with technological advances. | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
**SECTION 6: INTERDEPENDENCE**

The following series of questions deal with your perceptions of cooperation of your department and the other departments in joint activities you undertake with them. Please give your judgments on the typical relation that exists, as described under a, b, c, and d.

<table>
<thead>
<tr>
<th>To a great extent</th>
<th>To a large extent</th>
<th>To a moderate extent</th>
<th>To some extent</th>
<th>To a slight extent</th>
<th>To a minimum extent</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

(a) **Independent work flow case:**
To what extent are work and activities performed by your department independently and do not flow between them?

(b) **Sequential work flow case 1 from you to them:**
To what extent do work and activities flow from your department to other departments and not vice versa?

(c) **Sequential work flow case 2 from them to you:**
To what extent do work and activities flow from other departments to your department, and not vice versa?

(d) **Reciprocal work flow case:**
To what extent do work and activities flow between your department and the other departments in a reciprocal “back and forth” manner over a period of time until the work is done?
SECTION 7: BACKGROUND INFORMATION

Please provide the following information by ticking the appropriate response.

1. Your hospital ownership:
   - [ ] Government
   - [ ] Private
   - [ ] semi-government
   - [ ] Other (please specify)----

2. The number of beds in your hospital is:
   - [ ] Between 50 and 99
   - [ ] Between 100 and 199
   - [ ] Between 200 and 299
   - [ ] Between 300 and 399
   - [ ] Between 400 and 499
   - [ ] Between 500 and 599
   - [ ] More than 600

3. Your current position and the approximate period you have been in the position:
   - Job designation: ________________________________
   - [ ] Less than 5 years
   - [ ] Between 5 to 10 years
   - [ ] More than 10 years

4. Your gender is:
   - [ ] Male
   - [ ] Female

5. Your Age is:
   - [ ] Less than 30 years
   - [ ] Between 30 and 45 years
   - [ ] More than 45 years

6. Your education level:
   - [ ] Bachelor’s Degree
   - [ ] Master’s Degree
   - [ ] Diploma
   - [ ] Ph D.
   - [ ] Other (please specify)------

7. Please provide your comments, if any:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

THANK YOU FOR YOUR TIME AND PARTICIPATION
Appendix B: Arabic Questionnaire

قاسم الله الرحمن الرحيم
جامعة طنطا
كلية التجارة
قسم المحاسبة

قائمة استقصاء

"العوامل الموقفية، تصميم نظم المحاسبة الإدارية والآداء الإداري: دليل من المستشفيات المصرية"

صلاح عبد الفتاح زكي حمد
مدرس مساعد – قسم المحاسبة

عزيزي المدير

حالياً أقوم بإجراء دراسة في المستشفيات المصرية (حكومية، خاصة، عامة) على مستوى الجمهورية، لتجميع البيانات لإعداد دراسة لتحسين ودعم الأداء الإداري في المستشفيات المصرية.

إجابتك مهمة جداً لبداية تلك الدراسة. نعى أن وقتك ثمين للغاية، ولكننا ممتنن لكي إذا أخذت دقائق قليلة لإكمال قائمة الاستئصال. لتوفر الوقت، أدركت مظروف بعواني مدفع الدمغة.

إتمام ذلك مهمة خطوة جليلة لدراسة. الرجاء إكمال قائمة الاستئصال وأرسلها لي في أقرب وقت ممكن.

الدراسة مضمونة، الإرشادات الأخلاقية صارمة لجامعة طنطا ستضمن دائما التأكد على السرية. لذلك لذا أساند أميني، وعندما بالاتالي فالمشاركين الفردية لن تذكر في التحليل، فقط النتائج الإجمالية على مستوى الجمهورية سيتم تحليلها وعرضها. إنه لن مدعو إلى إرسال نسخة من نتائج دراستي لك عندما تصبح جاهزة.

شكرًا على وقتك وإهتمامك، فقط بمساعدتك الكريم يكتب لتلك الدراسة النجاح.

للإجابة على قائمة الاستئصال، الرجاء إتباع الإرشادات التالية:

1 - الرجاء الإجابة على كل سؤال بوضع علامة × بجوار الرقم الذي يمثل أفضل إجابة من وجهة نظرك.

2 - ربما يبدو لك أن بعض الأسئلة متشابهة، ولكن في الواقع تلك الأسئلة لها مدلولات مختلفة.

3 - الرجاء التأكد من إجابةك لجميع الأسئلة.

4 - الرجاء عدم التأثير على أكثر من رقم في التدرج (1 2 3 4 5 6 7) بل اختيار إحداهما فقط.

مع جزيل الشكر والعرفان
صلاح عبد الفتاح زكي حمد
مدرس مساعد – قسم المحاسبة
كلية التجارة – جامعة طنطا

البريد الإلكتروني: Shammad2005@yahoo.com
الجسر الأول: خصائص معلومات نظام المحاسبة الإدارية

الرجاء تحديد إلى أي مدى تستخدم المعلومات التالية عند قيامك بالتخطيط، الرقابة وحل المشاكل:

الرجاء الإجابة على الأسئلة التالية بالتأشير على إحدى الأرقام من 1 إلى 7.

<table>
<thead>
<tr>
<th>مطلا</th>
<th>نادرًا</th>
<th>كثيرًا جداً</th>
<th>كثيرًا</th>
<th>أحيانًا</th>
<th>تكرارًا</th>
<th>دائماً</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
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<td>5</td>
<td>4</td>
<td>3</td>
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<td>1</td>
</tr>
</tbody>
</table>

| 1. المعلومات التي تتعلق بالأحداث المحتملة مستقبلًا. |
| 2. المعلومات الذكية لاحتمال وقوع الأحداث المستقبلية. |
| 3. المعلومات غير الاقتصادية. |
| 4. المعلومات عن عوامل عديدة خارج المستشفى. |
| 5. المعلومات غير المالية التي تتعلق بالكفاءة، معدل المخرجات، غياب المعلمين، الخ. |
| 6. المعلومات المطلوبة تصل مباشرة بمجرد طلبها. |
| 7. المعلومات تصل إلىك تلقائيًا بمجرد تسليمها خلال نظام المعلومات أو في أقرب وقت يمكنك فيه تشغيلها. |
| 8. تقدم التقارير بشكل متكرر على أساس منتظم ودوري. |
| 9. لا يوجد تأخير بين وقوع الحدث وبين تقديم المعلومات. |
| 10. تقدم المعلومات عن مختلف القطاعات أو المناطق الوظيفية للمستشفى. |
| 11. المعلومات عن تأثير الأحداث في فترات زمنية معينة. |
| 12. المعلومات التي تتم تشغيلها ليبيان تأثير الأحداث على الوظائف المختلفة. |
| 13. المعلومات عن تأثير أنشطة الأقسام المختلفة على التقارير التشخيصية للقسم والمستشفى. |
| 14. المعلومات في أشكال تمكن لك من إجراء تحليل "ماذا، لو". |
| 15. المعلومات في أشكال تجعلها ملائمة كمدخلات لنموذج القرار. |
| 16. المعلومات عن تقسيم التكاليف للمكونات الثابتة والمتحركة. |
| 17. المعلومات عن التأثير الذي يحدثه قرارك خلال القسم، وتأثير قرارات الآخرين على نطاق مسؤوليتكم. |
| 18. المعلومات عن الأهداف الدقيقة لأنشطة كل جزء داخل القسم. |
| 19. المعلومات التي تتعلق بالتآثر الذي يحدثه قراراتك على أداء القسم. |
الجزء الثاني: اللامركزية

يرجى تحديد مدى موافقتك مع البنود التالية التي تتعلق بإسقاط الوحدات الطبية.

الرجاء الإجابة على الأسئلة بالتأشير على إحدى الأرقام من 1 إلى 7.

<table>
<thead>
<tr>
<th>موافق تماما</th>
<th>موافق إلى حد ما</th>
<th>محايد</th>
<th>غير موافق إلى حد ما</th>
<th>غير موافق تماما</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>6</td>
<td>5</td>
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<td>3</td>
</tr>
</tbody>
</table>

1. مدير الوحدات الطبية مسئولين عن التكاليف التي تحدث في وحداتهم.
2. مدير الوحدات الطبية مسئولين عن إدارة كل ما تولده العمليات الداخلية في وحداتهم.
3. الوحدات الطبية أصبحت الآن تعالج كوحدة أعمال (الوحدة تكون مسئولة عن كل من التكاليف والإيرادات).
4. نحن طورنا عقود مع مدير الوحدات الطبية والتي تجعلهم مسؤولين عن كل من التكاليف وكل ما تولده العمليات الداخلية المستهدفة.

الجزء الثالث: الأداء الإداري

الأنشطة الإدارية التالية تهدف إلى التماس التقدير الشخصي لدائمك.

الرجاء الإجابة على الأسئلة التالية بالتأشير على إحدى الأرقام من 1 إلى 7.

<table>
<thead>
<tr>
<th>فوق المتوسط</th>
<th>فوق المتوسط إلى حد بعد متير</th>
<th>تحت المتوسط بدرجة طفيفة</th>
<th>تحت المتوسط بدرجة طفيفة إلى حد بعد متير</th>
<th>تحت المتوسط</th>
<th>تحت المتوسط إلى حد بعد متير</th>
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</tr>
</tbody>
</table>

1. التخطيط.
2. تقسيم الأسباب.
3. التنسيق.
4. التقييم.
5. الإشراف.
6. التوظيف.
7. التفاوض.
8. تمثيل المستشفى.
9. إجمالاً، ما هو تقييمك لأداءك؟
الجزء الرابع: عدم التأكد من المهام

هذا الجزء يتطلب من المستقصى منهم تحديد مدى إدراكهم لعدم التأكد من المهام في أنشطتهم الإدارية اليومية.

الرجاء الإجابة عن الأسئلة التالية بالتأثيرعلي إحدى الأرقام من 1 إلى 7.

<table>
<thead>
<tr>
<th>لا على الإطلاق</th>
<th>إلى أدنى مدى</th>
<th>إلى مدى طفيف</th>
<th>إلى مدى بسيط</th>
<th>إلى مدى متوسط</th>
<th>إلى مدى مالام</th>
<th>إلى مدى واسع</th>
</tr>
</thead>
<tbody>
<tr>
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<td>1</td>
</tr>
</tbody>
</table>

1. إلى أي مدى المهام في القسم الخاص بك مماثلة من يوم لآخر؟
2. إلى أي مدى تعتقد أن عملك روتيني؟
3. إلى أي مدى تؤدي نفس المهام بنفس الطريقة معظم الوقت؟
4. أساسًا، عند أداء وظيفة أقوم بأنشطة تتسام بالتكرار.
5. إلى أي مدى تتسم واجباتك بالتكرارية؟
6. إلى أي مدى توجد طريقة واضحة معروفة، لأداء الأنواع الرئيسية للعمل، صادفك بانتظام في القسم الخاص بك؟
7. إلى أي مدى يوجد تعريف واضح للتراكم المعرفي بشأن القضايا التي تقوم العمل المنجز في القسم الخاص بك؟
8. إلى أي مدى توجد خطوات متتالية قابلة للفهم يمكن إتباعها للإداء العمل في القسم الخاص بك؟
9. لإداء عملك، إلى أي مدى يمكنك فعلياً الاعتماد على الإجراءات والتطبيقات الموجودة؟
10. إلى أي مدى توجد خطوات متتالية قابلة للفهم يمكن إتباعها في تنفيذ العمل في القسم الخاص بك؟
الجزء الخامس: عدم التأكد البيئي

الأسئلة التالية تتعلق بإدراجك لعدم التأكد المرتبط بالبيئة المحيطة بالمستشفى الخاص بك، الرجاء تقديم مدى استخدامك للمعلومات بالخصائص المحددة في الأسئلة التالية.

الرجاء الإجابة على الأسئلة بالتأكيد على إحدى الأرقام من 1 إلى 7.

البعد الأول: قيمة المعلومات عن العوامل البيئية

<table>
<thead>
<tr>
<th>مطلقة</th>
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</thead>
<tbody>
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</tbody>
</table>

| ع 1: وجود الأشخاص المناسبين الأكفاء. |
| ع 2: التعاون مع الوحدات الأخرى داخل المستشفى. |
| ع 3: تأثير الأغراض والأهداف التنظيمية. |
| ع 4: طلب المستشفى الادارية. |
| ع 5: القواعد المفروضة من الموردين. |
| ع 6: أفعال الممارسين. |
| ع 7: تأثير القوانين الحكومية. |
| ع 8: مسيرة التطورات التكنولوجية. |

إلى أي درجة من الصعوبة تجدها في الحصول على المعلومات الضرورية عن تلك العوامل (ع 1 إلى ع 8) عند الحاجة.

إلى أي درجة من الصعوبة تجدها في الحصول على معلومات إضافية عن تلك العوامل (ع 1 إلى ع 8) عند الحاجة.

| ع 1: وجود الأشخاص المناسبين الأكفاء. |
| ع 2: التعاون مع الوحدات الأخرى داخل المستشفى. |
| ع 3: تأثير الأغراض والأهداف التنظيمية. |
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| ع 6: أفعال الممارسين. |
| ع 7: تأثير القوانين الحكومية. |
| ع 8: مسيرة التطورات التكنولوجية. |
3. إلى أي درجة تشعر بأنك غير قادر على التنبوء بالكفاءة التي تؤثر بها تلك العوامل (ع.1 إلى ع.8) على، أو تتأثر ب،
القرارات التي اتخذت في المستشفى أو في نظام القيادة؟

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<tr>
<td>ع.1</td>
<td>وجود الأشخاص المناسبين الأكفاء.</td>
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<tr>
<td>ع.2</td>
<td>التعاون مع الوحدات الأخرى داخل المستشفى.</td>
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<td>6</td>
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<tr>
<td>ع.3</td>
<td>تأثير الأغراض والأهداف التنظيمية.</td>
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<tr>
<td>ع.4</td>
<td>طلبات مستقبلات الخدمة.</td>
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<tr>
<td>ع.5</td>
<td>القيود المفروضة من الموردين.</td>
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<tr>
<td>ع.6</td>
<td>أفعال المنافسين.</td>
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<td>ع.7</td>
<td>تأثير القوانين الحكومية.</td>
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<tr>
<td>ع.8</td>
<td>مسيرة التطورات التكنولوجية.</td>
<td>7</td>
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</tbody>
</table>

4. هل هناك صعوبة مكررة في معرفة إذا كانت تلك العوامل (ع.1 إلى ع.8) سوف تؤثر في القرار قبل إتخاذه فعلياً؟

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<tr>
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<td>التعاون مع الوحدات الأخرى داخل المستشفى.</td>
<td>7</td>
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<tr>
<td>ع.3</td>
<td>تأثير الأغراض والأهداف التنظيمية.</td>
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<tr>
<td>ع.4</td>
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<tr>
<td>ع.5</td>
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<tr>
<td>ع.6</td>
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<tr>
<td>ع.7</td>
<td>تأثير القوانين الحكومية.</td>
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<td>6</td>
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</tbody>
</table>

5. ما هو طول المدة المموجبة اللازمة للحصول على معلومات تتعلق بتأثيرات قرارك على المستشفى؟

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<td>يوم</td>
<td>بُهَمِ</td>
<td>أسبوع</td>
<td>أَسَمْ</td>
<td>فَأْثَرْ</td>
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</tbody>
</table>
البعد الثاني: عدم معرفة مخرجات القرار بمعنى عدم معرفة كم سيخسر القسم الخاص بك إذا لم تكن القرارات صحيحة.

<table>
<thead>
<tr>
<th></th>
<th>مطلقاً</th>
<th>ممّرداً</th>
<th>أحياناً</th>
<th>كثيراً جداً</th>
<th>كثيراً</th>
<th>دائماً</th>
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</table>

إلى أي درجة تشعر بأنك تؤثر على تلك العوامل (1 إلى 8) أو بالعكس؟

<table>
<thead>
<tr>
<th></th>
<th>1: وجود الأشخاص المناسبين الأكفاء.</th>
<th>6</th>
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<tbody>
<tr>
<td>7</td>
<td>التوازن مع الوحدات الأخرى داخل المستشفى.</td>
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<td>طلب مستشفى الخدمة.</td>
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<tr>
<td>7</td>
<td>القبض المفروضة من الموردين.</td>
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<td>أفعال الملائمين.</td>
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<td>7</td>
<td>تأثير القوانين الحكومية.</td>
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<td>7</td>
<td>مسيرة التطورات التكنولوجية.</td>
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إلى أي درجة تؤثر على تلك العوامل (1 إلى 8) كافية لإتخاذ القرار؟

<table>
<thead>
<tr>
<th></th>
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</table>

إلى أي درجة يمكنك تحديد نتائج القرار قبل إتخاذه فعلًا؟

إلى أي درجة تشعر بأنك تستطيع تحديد أساليب بدائل للإطلاع قبل إتخاذ القرار بتبديل أسلوب معيين للإطلاع؟

إلى أي درجة تشعر بأنك تستطيع بكفاءة تحديد تأثيرات القرار قبل إتخاذه فعلًا؟

إلى أي درجة تشعر بأنك قادر على القول بأن القرارات التي اتخذتها سوف تكون لها تأثير إيجابي أو سلبي على الأداء الكلي للمستشفي الخاص بك؟
البعد الثالث: عدم القدرة على تقدير احتمالات مع درجة ثقة عا مدة تأثير البيئة على نجاح أو فشل القسم الخاص بك في أداء وظيفته.

12. حدد "مستوى الثقة" فيما يتعلق بتؤثر العوامل (ع 1 إلى ع 8) على تقدم أو تراجع أداء القسم الخاص بك. الرجاء التأثير على مقياس من 0% إلى 100% حيث أن التأكد المطلق = 0% وعدم التأكد النام = 100%. بعد ذلك الرجاء كتابة المدى الذي أخذته في اعتبارك عند تحديد مستوى الثقة.

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**العنوان 1:** وجود الشخص المناسب الأكاديمي.

**العنوان 2:** التعاون مع الوحدات الأخرى داخل المستشفى.

**العنوان 3:** تأثير الأغراض والأهداف التنظيمية.

**العنوان 4:** طلبات مستفيكي الخدمة.

**العنوان 5:** القيود المفروضة من الموظفين.

**العنوان 6:** أفعال المنافسين.

**العنوان 7:** تأثير القوانين الحكومية.

**العنوان 8:** تسارع التطورات التكنولوجية.

المدى:
الجزء السادس: التوافقية (اعتماد الأقسام على بعضها البعض)

مجموعة الأسئلة التالية تتعلق بمدى إدراكك للتعاون بين قسمك وبين الأقسام الأخرى في الأنشطة المشتركة التي تباشرها معهم. الرجاء إعطاء تقديرك للعلاقة النموذجية الموجودة فعلا والتي قد تكون أو 
أو ب أو ج أو د.

لا على الإطلاق إلى أدنى مدى إلى مدى طفيف إلى مدى بسيط إلى مدى متوسط إلى أدنى مدى إلى مدى مالام إلى مدى واسع
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(أ) حالة التدفق المستقل للعمل:
إلى أي مدى تتفوق الأعمال والأنشطة بقسمك بشكل مستقل ولم يحدث تعاون مع الأقسام الأخرى؟

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(ب) حالة الاتجاه التناوب للعمل من قسمك إلى الأقسام الأخرى:
إلى أي مدى تتفوق الأعمال والأنشطة من قسمك إلى الأقسام الأخرى وليس العكس؟

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(ج) حالة الاتجاه التناوب للعمل من الأقسام الأخرى إلى قسمك:
إلى أي مدى تتفوق الأعمال والأنشطة من الأقسام الأخرى إلى قسمك وليس العكس؟

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(د) حالة الاتجاه التبادلي للعمل:
إلى أي مدى تتفوق الأعمال والأنشطة بين قسمك وبين الأقسام الأخرى.

بأسلوب تبادلي "منحهم إليك" خلال فترة زمنية حتى إتمام العمل.
الجزء السابع: معلومات عامة

الرجاء تقديم المعلومات التالية بالتأكيد على الإجابة الملائمة.

1. نوع ملكية المستشفى:
   - [ ] أخرى
   - [ ] شبه حكومية
   - [ ] حكومية

2. عدد أسرة المستشفى:
   - [ ] من 400 إلى 499
   - [ ] من 500 إلى 599
   - [ ] أكثر من 600
   - [ ] من 50 إلى 99
   - [ ] من 100 إلى 199
   - [ ] من 200 إلى 299
   - [ ] من 300 إلى 399

3. وظيفتك الحالية:
   العدد التقريبي لسنوات الخبرة:
   - [ ] أقل من 5 سنوات
   - [ ] من 5 سنوات إلى 10 سنوات
   - [ ] أكثر من 10 سنوات

4. النوع:
   - [ ] ذكر
   - [ ] أنثى

5. السن:
   - [ ] أقل من 30
   - [ ] من 30 إلى 45
   - [ ] أكثر من 45

6. المؤهل الدراسي:
   - [ ] بكالوريوس
   - [ ] دبلوم عالية
   - [ ] ماجستير
   - [ ] أخرى
إذا كان لديك أي ملاحظات الرجاء كتابتها:

شكراً على الوقت والمشاركة
## Appendix C 1: PLS Results for Theoretical Model

(Before deleting all items less than 0.70)

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Appendix C2: PLS Results for Theoretical Model
(After deleting all items less than 0.70)

Structural Model Specification

PLS

Quality Criteria

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Appendix C 3: Bootstrapping with 500 Resampling Results for Theoretical Model

(After deleting all items less than 0.70)

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Outer Loadings (Mean, STDEV, T-Values)

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- Decen04 <- OrgStruc 39.733396
- Eu08 <- PEU 37.839997
- Eu09 <- PEU 23.873559
- Eu10 <- PEU 16.157461
- MP01 <- MP 26.426423
- MP02 <- MP 24.066332
- MP03 <- MP 19.105625
- MP04 <- MP 27.785894
- MP05 <- MP 18.917980
- MP08 <- MP 30.637258
- MasAgg10 <- MAS 48.074874
- MasTim06 <- MAS 32.445281
- TuTa09 <- Tech

### Path Coefficients (Mean, STDEV, T-Values)

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|          | T Statistics (|O/STERR|) |
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| OrgStruc -> MAS | 6.584795       |
| PEU -> MAS  | 5.433176       |
| Tech -> MAS | 0.280817       |
## Appendix C 4: PLS Results for Theoretical Model’s Dimensions

(Before deleting all items less than 0.70)

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Appendix C5: PLS Results for Theoretical Model’s Dimensions
(After deleting all items less than 0.70)

Structural Model Specification

PLS

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### Outer Loadings (Mean, STDEV, T-Values)

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Appendix C 7: PLS Results for Theoretical Model’s Direct Relationships
(Before deleting all items less than 0.70)

**Outer Loadings**

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Appendix C 8: PLS Results for Theoretical Model’s Direct Relationships  
(After deleting all items less than 0.70)

Structural Model Specification

PLS

Quality Criteria

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Appendix C 9: Bootstrapping with 500 Re-sampling Results for Theoretical Model’s Direct Relationships (After deleting all items less than 0.70)

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Outer Loadings (Mean, STDEV, T-Values)

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### Path Coefficients (Mean, STDEV, T-Values)

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|                   | T Statistics (|O/STERR|) |
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| PEU -> MP         | 9.715767        |
| Tech -> MP        | 1.569708        |
Appendix C 10: PLS Results for Theoretical Model Dimensions’ Direct Relationships
(Before deleting all items less than 0.70)

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Appendix C 11: PLS Results for Theoretical Model Dimensions’ Direct Relationships

(After deleting all items less than 0.70)

Structural Model Specification

PLS

Quality Criteria

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Appendix C 12: Bootstrapping with 500 Re-sampling Results for Theoretical Model Dimensions’ Direct Relationships (After deleting all items less than 0.70)

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Appendix C 13: PLS Results for Theoretical Model (Small Hospitals)
(Before deleting all items less than 0.70)

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Appendix C 14: PLS Results for Theoretical Model (Small Hospitals)
(After deleting all items less than 0.70)

Structural Model Specification

PLS

Quality Criteria

Overview

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Appendix C 15: Bootstrapping with 500 Re-sampling Results for Theoretical Model (Small Hospitals)
(After deleting all items less than 0.70)

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Outer Loadings (Mean, STDEV, T-Values)

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Appendix C 16: PLS Results for Theoretical Model (Large Hospitals)
(Before deleting all items less than 0.70)

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Appendix C 17: PLS Results for Theoretical Model (Large Hospitals)
(After deleting all items less than 0.70)

Structural Model Specification

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Path Coefficients

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Appendix C 18: Bootstrapping with 500 Resampling Results for Theoretical Model (Large Hospitals)
(After deleting all items less than 0.70)

**Inner Model T-Statistic**

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**Outer Loadings (Mean, STDEV, T-Values)**

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| T Statistics (|O/STERR|) |
|----------------|
| MAS -> MP | 1.353595 |
| OrgStruc -> MAS | 12.186431 |
| PEU -> MAS | 4.259218 |
| Tech -> MAS | 2.465483 |