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Matheson and Matheson (2001)

:

(Six Sigma) 6 (Just-in-time)

(Rao et al., 1996,

.pp 26-57)

.(Richards, 2002, p34)

( )

.(Matheson and Matheson, 1998, p4)

.(Liang, 2004, p204)

(Becker, Huselid, and Ulrich,

.2001, p6)

(Richards,

.2002, p34)

.(Winning Strategies)

(Acting Smart)

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(Matheson and Matheson, 1998, p2)

(Benchmarking)

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(Matheson and Matheson, 1998, pp 4-5)

(Matheson and Matheson, 2001) (Its Own " " ( Orgmind)

: .(Liang, 2004, p203)

(Matheson and Matheson, 2001)

.(Matheson and Matheson, 2001, p54)

Matheson and Matheson

(Effective)

.(Matheson and Matheson, 1998, p1)

(Best Practice)

(Achieving Purpose) " "

(Understanding the Environment) " " .(Liang, 2004, p204)

.(Mobilizing Resources) " "

.(Matheson and Matheson, 2001, p54)

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-1 .(Finkelstein and Jackson, 2005, p3)

(Matheson and Matheson, 2001) (The Smart Organization) " "

" " (Matheson and Matheson, 1998)

-2 " "

(Matheson and " "

(Finkelstein and .Matheson, 1998, p1,6)

: " " Jackson, 2005)

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(2005, p5) Filos

(Agile)

(Williams,

1997)

2005

Finkelstein and Jackson

(Richards, 2002)

Matheson

(1998, pp1-6) and Matheson

(Clarke

.and Clegg, 2000, p59)

(Vickers, 2000, p135)

(1998, p52) Teresko

(Finkelstein

and Jackson, 2005, p2)

(Quinn, 1992)

(Quinn, 1992)

(Matheson and Matheson, 1998, p110) "

(Poulsen and Arthur, 2005, p77)

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(Matheson and

Matheson

Matheson, 1998, p122)

(2001, p50) and Matheson

(2002, p52) Wheelen and Hunger

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(2001) Matheson and Matheson

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**Matheson and Matheson**

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(2001) Matheson and Matheson

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(Matheson and Matheson, "

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.1998, p140)

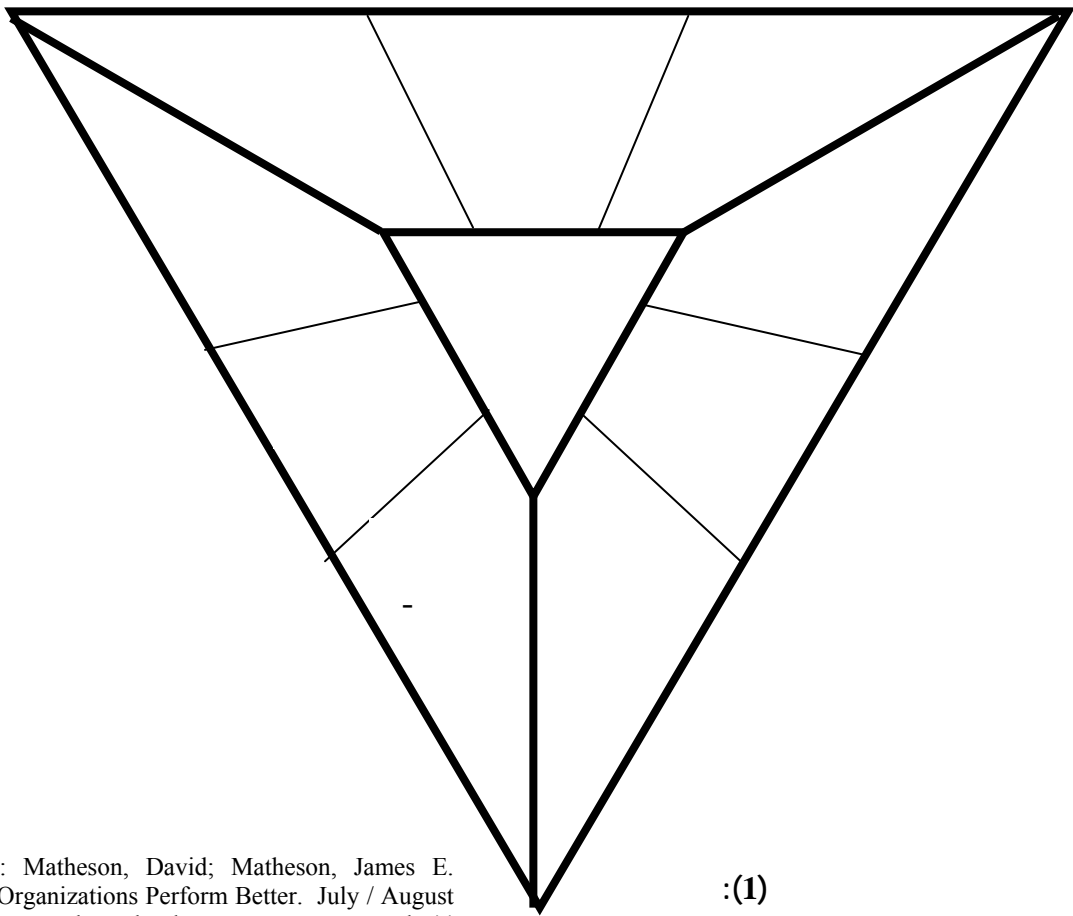
(Wheelen and "

"

.Hunger, 2002, p10)

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Filos (2005) Finkelstein and Jackson (2005) :  
Liang (2004) Whitford (2001) . -  
Matheson and Matheson . -  
Finkelstein and Jackson :  
:



Source: Matheson, David; Matheson, James E. Smart Organizations Perform Better. July / August 2001. Research-Technology Management; Vol. 44 Issue 4, p50. Cited on 24<sup>th</sup> May 2006. Available: EBSCO host. Html. <http://www.iriinc.org/rim.htm>.

:(1)

(Liang, (Composite System) :

(Brain Power) 2004, p205)

(Richards, 2002,p35-36)

(Orgmind)

(Collective Experience)

.(McEvily, 2001, p13)

(Knowledge Driven Organization)

(Poulsen and Arthur, 2005, p77)

(Sufficiently Agile)

.(Filos, 2005, p1,4)

.(Liang, 2004, p203-205)

: (2 )

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(2004, p203) Liang

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.(The Top Team)

(2005, p1) Finkelstein and Jackson

" "

.(2000, p1) Wiig

(2000) Wiig

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- .1
- .2

(2001) Matheson and Matheson

"Smart : (2001) Matheson and Matheson "The Intelligent Enterprise : (2000) Wiig  
Organizations Perform Better" ( ) and Knowledge Management"

" (2000) Wiig  
(Acts)

" (Wiig, 2000)





(2001) Whitford (1000)  
(Unimasters Logistics)

Matheson

(2001) and Matheson

( )

(2001) Matheson and Matheson

(2001) Whitford

Matheson and

(2001) Matheson

"Intelligence Strategy: The : (2004) Liang  
Integrated 3C-OK Framework of Intelligent Human  
Organizations"

"Get smart" : (2001) Whitford

(Unimasters Logistics)

(2004) Liang

" "

" (Unimasters Logistics)

(3C-OK Framework)

	.1
(2005) Finkelstein and Jackson	.2
"Immunity From Implosion: Building Smart Leadership"	.3
	.4
	.5

Finkelstein and Jackson

(Smart)

(Intelligence)

"What Smart Organizations are Doing to Beat the Poor Economy and Prepare for the Future" (2004) Levin

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"Smart Organizations in the Digital Age" (2005) Filos	.7
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Filos

(2005)

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(2005) Filos

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(120) .((1) ) (23)  
(230)  
(460)

(1)

%5.4	19	9	10	%7.1	25	15	10			1
%3.4	12	10	2	%4	14	10	4			2
%3.1	11	10	1	%4.3	15	10	5			3
%4.0	14	9	5	%5.7	20	13	7			4
%0.0	0	0	0	%3.7	13	8	5			5
%3.1	11	8	3	%4.3	15	10	5			6
%3.7	13	11	2	%4.3	15	11	4			7
%3.1	11	9	2	%4.3	15	10	5			8
%4.9	17	11	6	%5.7	20	13	7			9
%2.6	9	6	3	%3.4	12	7	5			10
%0.0	0	0	0	%0	0	0	0			11
%3.4	12	9	3	%4	14	10	4		/	12
%4.3	15	10	5	%4.9	17	12	5			13
%1.7	6	3	3	%2.9	10	5	5			14
%3.7	13	12	1	%5.15	18	13	5			15
%0.0	0	0	0	%4.3	15	10	5		HSBC	16
%0.0	0	0	0	%2.9	10	7	3			17
%4.6	16	10	6	%4.86	17	11	6			18
%1.4	5	3	2	%2.29	8	5	3			19
%3.4	12	7	5	%4.3	15	10	5			20
%2.6	9	7	2	%3.4	12	7	5			21
%6.6	23	18	5	%7.1	25	18	7			22
%5.4	19	15	4	%7.1	25	15	10			23
<b>%70.6</b>	<b>247</b>	<b>177</b>	<b>70</b>	<b>%100</b>	<b>350</b>	<b>230</b>	<b>120</b>			

(2)

(likert)

(2)

61 49 37 25 13 1	6	
62 50 38 26 14 2	6	
72 63 51 39 27 15 3	7	
64 52 40 28 16 4	6	
73 65 53 41 29 17 5	7	" - "
66 54 42 30 18 6	6	
74 67 56 44 32 20 8	7	
68 57 45 33 21 9	6	
55 43 31 19 12 7	6	
69 58 46 34 22 10	6	
70 59 47 35 23 11	6	
71 60 48 36 24	5	

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Matheson  
 (1998)  
 (2001)  
 Matheson  
 Matheson

(Cronbach-Alpha)  
 (3)  
 (3)

Matheson  
 Matheson  
 (Sounds Exciting)  
 (250)

0.9109	
0.7041	
0.7680	
0.8184	
0.9219	
0.7423	
0.8173	- "
0.7991	"
0.9258	
0.8337	
0.8196	
0.7196	
0.7456	
0.6955	
0.7330	
0.7575	

" t "

% 96.8  
 %60  
 % 60  
 Item-Total Correlation  
 0.9628

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(2001) Whitford

% 84.2 208

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.(2005

% 66 40

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(3)

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(4)

% 30.8 5-1

(2001) Matheson and Matheson

% 28.7 10 - 6

Finkelstein and



(1) Filos (2001) Whitford (2005) Jackson  
 " : (2005)  
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(4)

0.4963	4.058		1
0.5050	4.059		1-1
0.5399	4.057		2-1
0.5529	4.028		3-1
0.4970	4.076		2
0.5047	4.087		1-2
0.5304	4.078	" - "	2-2
0.5521	4.062		3-2
0.5550	4.009		3
0.6019	3.983		1-3
0.5834	4.034		2-3
0.5816	4.016		3-3
0.2245	4.563		4
0.3213	4.524		1-4
0.3220	4.669		2-4
0.3699	4.497		3-4

(Matheson and

Matheson, 2001, p50)

(Independent-Sample T- (t) Test)

(5) .

(P "sig") 0.05

.(0.05) (P "sig")

(t) Equal 2-Tail sig

(Independent-Sample T Test) (0.05) (P "sig") Variances

2-Tail

((6) ) Unequal Variances sig

) (0.05) (P "sig")

2-Tail sig .(211 1998

" 0.05 =  $\alpha$

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"2 "

(2006 )

(5)

(t)

sig 2-tailed	sig. (P)				
0.167	0.005	0.53570	4.0838		
		0.41409	3.9952		
0.758	1.000	0.55075	4.0640		
		0.51502	4.0405		
0.740	0.119	0.57388	4.0210		
		0.49947	4.0469		
0.623	0.908	0.51202	4.0970		
		0.48833	4.0619		
0.783	0.666	0.54066	4.0839		-
		0.50706	4.0633		
0.801	0.295	0.56987	4.0565		
		0.50813	4.0762		
0.968	0.528	0.61608	3.9822		
		0.56891	3.9857		
0.366	0.311	0.60241	4.0556		
		0.53278	3.9810		
0.819	0.024	0.61227	4.0113		
		0.49961	4.0286		
0.240	0.097	0.33676	4.5085		
		0.27682	4.5619		
0.069	0.470	0.32935	4.6460		
		0.29648	4.7286		
0.002	0.090	0.37317	4.4520		
		0.33780	4.6119		

(6)

(i)

sig 2-tailed	sig. (P)				
0.931	0.521	0.46936	4.0560		
		0.55889	4.0620		
0.916	0.414	0.48235	4.0565		
		0.55876	4.0639		
0.347	0.550	0.51405	4.0364		
		0.59795	4.1073		
0.680	0.526	0.53074	4.0378		
		0.60583	4.0059		
0.375	0.418	0.46031	4.0941		
		0.57619	4.0324		
0.787	0.520	0.47875	4.0814		
		0.56502	4.1005		
0.125	0.603	0.48980	4.1117		
		0.61283	3.9980		-
0.290	0.324	0.51338	4.0862		
		0.63524	4.0046		
0.640	0.347	0.52873	3.9987		
		0.61632	4.0350		
0.703	0.362	0.57371	3.9737		
		0.66813	4.0059		
0.871	0.350	0.56024	4.0383		
		0.63929	4.0251		
0.212	0.479	0.56429	3.9862		
		0.61913	4.0877		
0.792	0.911	0.22236	4.5610		
		0.23107	4.5693		
0.178	0.530	0.31393	4.5057		
		0.33649	4.5662		
0.556	0.535	0.31964	4.6772		
		0.32886	4.6507		
0.860	0.800	0.37590	4.5000		
		0.35777	4.4909		

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 (Outside-In " - " Strategic Perspective)

.1

.4

.(Standard Chartered Group: Saadiq Islamic Banking)

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(Benchmarking)

.2

*Ivey Business Journal*; 70 (1): 1-7. Cited on 24<sup>th</sup> May 2006. Available: EBSCO host. Html.

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1998

SPSS  
 2004

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<http://www.cbj.gov.jo/> : (On-line) .2007/07/20  
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## Organizational Smartness of the Commercial Banks Working in Jordan

*Ahmad Ghassan M. Al-Qasim\**

### ABSTRACT

The main purpose of this study is to investigate the availability of smart organization principles in commercial Banks in Jordan. The principles of Smart Organization were grouped into four categories. Three of them based on Matheson and Matheson (2001) model; those that help banks achieving purposes, understanding environment, and mobilizing resources, and the fourth category which proposed by this study consist of those principles that make it possible for banks to build their collective intelligent.

The study found that the principles of Smart Organization are available in the researched Commercial Banks, and there were no significant differences between foreign and local banks in terms of availability of “Smart Organization” principles.

**Keywords:** Smart Organization, Orgmind, Achieving Purposes, Understanding Environment, Mobilizing Resources, Building Collective Intelligent.

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