# Chapter 5 – RESULTS

by

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## 5.1 DATA PREPARATION AND SCREENING

The analyses were conducted on the military data only; the civilian participants had been in the HQ for a significantly greater number of months ($N$ = 33, $M$ = 57.06, $SD$ = 34.69) than had been the military participants ($N$ = 103, $M$ = 5.92, $SD$ = 7.29), $t(32.94) = 8.41$, $p < .001$, and hence were excluded from further analyses.[1]

There were a minimal number of missing observations (.53% of the data) and "I don't know" responses (3.96% of the data). Expectation Maximization (EM) estimation was used to impute these data [18]. A few univariate outlying data points (i.e., .26% of the data; $z > |3.29|$, $p < .001$, two-tailed; [72]) were also converted to the next most extreme rating, a common remedial measure in dealing with outliers [47]. The univariate normality of the variables was assessed by looking for skewness and kurtosis values greater than |2| and |7|, respectively [84]. None of the values fell above these cut-offs, suggesting normality was tenable.

## 5.2 INTERNAL CONSISTENCY RELIABILITY ANALYSES

### 5.2.1 Operative Goals

All four decision-making items were retained to form the decision-making scale, resulting into an internal consistency reliability estimate (i.e., Cronbach's alpha) of .81. The items' ratings were averaged, and greater scores suggest more effective and timely decision making within the HQs. With respect to information sharing, item 57 had a corrected item-total correlation of .25, so it was deleted from the analyses and only the remaining four items were kept to form the information-sharing scale ($\alpha$ = .75). Greater scores indicate more effective and timely sharing of information within the organization. Items 29, 31, and 32 were reverse-scored to form the seven-item shared-awareness scale ($\alpha$ = .73); greater scores allude to greater shared awareness of tasks and responsibilities within the HQ.

### 5.2.2 Structure and Processes

It proved difficult to make sense of the notions of flat structure and decentralised processes. The items that should have reliably measured these concepts did not correlate well with one another, leaving only Items 13 and 14 that were moderately correlated, $r = .39$, $p < .001$. Averaging their ratings resulted in an "organic" variable ($\alpha$ = .56). Greater scores on this variable are indicative of a greater flatness in hierarchical structure and decentralization in processes. Item 23 was reverse-scored, and a three-item flexibility sub-scale ($\alpha$ = .70) was formed by deleting Item 22, which only had a corrected item-total correlation of .03. Greater scores on this scale are in the direction of greater flexibility of the HQ. Lastly, the differentiation scale only included Items 26 and 27, as the other items correlated poorly with the total scale score. The two retained items were moderately correlated ($r = .47$, $p < .001$), resulting into an alpha of .64. Greater scores indicate greater differentiation within the organization.

[1] A Welch $t$ was used given that Levene's test of variance homogeneity was significant, $F(1, 131) = 153.59$, $p < .001$. Because the dependent variable (i.e., length of stay in the HQ) was non-normal for the military group (i.e., skew = 4.03 and kurtosis = 19.88; such values are much greater than the cut-off values of |2| and |7|, respectively, suggested by West, Finch and Curran (1995) [84] as indicative of problematic non-normality), a Wilcoxon-Mann-Whitney test was also conducted on the groups' medians, supporting the result associated with the parametric test, $z = 8.25$, $p < .001$.

### 5.2.3 People

The 10-item transformational leadership scale resulted into an alpha of .94; a greater score is suggestive of a greater level of transformational leadership within the HQ. The 5-item pre-deployment training scale showed an alpha of .88, with a greater score being indicative of a greater effectiveness of pre-deployment training in preparing the participants for their work in the HQ. Items 44 and 45 were reverse-scored, and the 3-item rotation scale had an alpha of .73, with greater scores suggesting greater efficiency of the rotation cycles in the HQ.

### 5.2.4 Culture

The team trust items formed a 4-item team trust scale (α = .81); greater scores reflect a greater team trust within the HQ. With respect to the improvement orientation scale, Item 47 had a marginal corrected item-total correlation of .32, and its deletion from the analyses resulted into alpha increasing from .77 to .85, so it was excluded from further analyses, and a 3-item improvement-orientation scale was formed, where a greater score alludes to a greater improvement orientation in the HQ. The three items associated with the openness-to-diversity scale resulted into an alpha of .71, with a greater score referring to a greater openness to diversity in the HQ.

## 5.3 DESCRIPTIVE STATISTICS AND SIMPLE CORRELATIONS

As shown in Figure 5-1, the 103 participants rated the HQ as less organic (i.e., more hierarchical, centralised) in its structure than not, average with respect to its differentiation and rotation practices, and above average on flexibility, leadership effectiveness, team trust, openness to diversity, and improvement orientation. The 73 participants who had taken part in some form of pre-deployment training (i.e., NATO or national) evaluated their training as above average. As Figure 5-2 displays, participants perceived the KFOR HQ as operating with above average decision making, information sharing, and shared awareness.

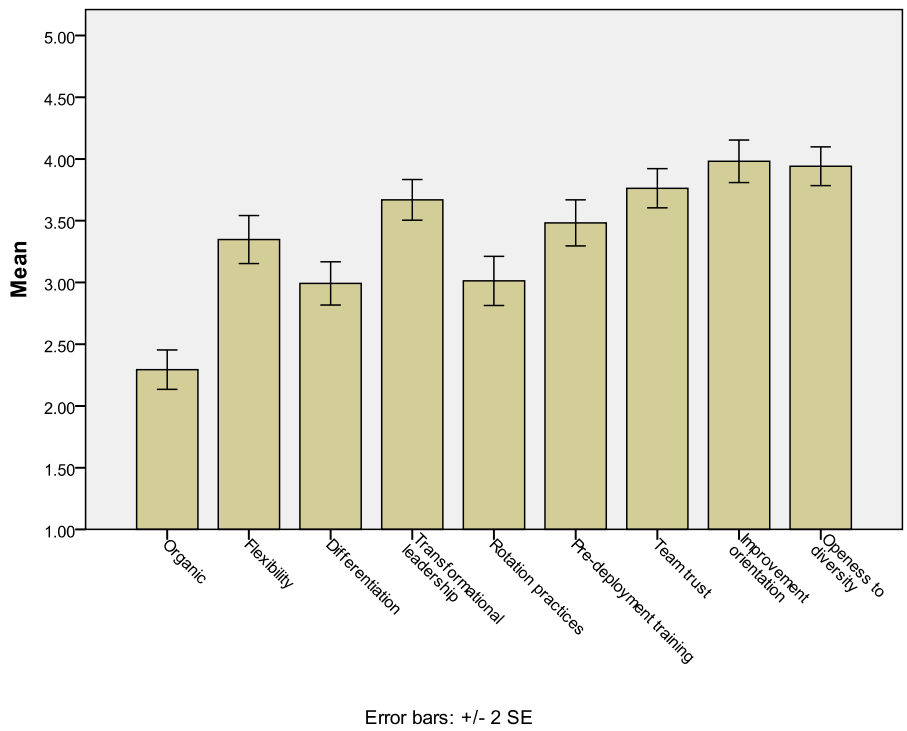


**Figure 5-1: Mean Ratings on the Input Factors (*N* = 103).**

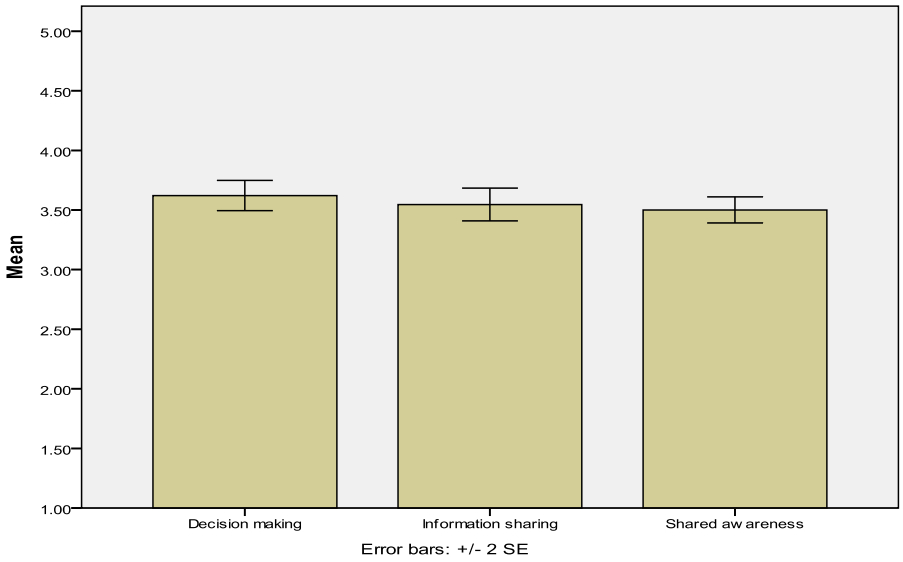


**Figure 5-2: Mean Ratings on the Operative Goals (*N* = 103).**

Table 5-1 shows the simple correlations among the variables. Of particular interest are the correlations among the structure and processes variables, the people variables, and the culture variables, as well as those among the input factors and operative goals.

**Table 5-1: Simple Correlations Among the Input Factors and Operative Goals.**

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. Organic | 1.00 | -.31 | -.15 | -.14 | -.28 | -.27 | -.27 | -.13 | -.18 | -.21 | -.29 | -.35 |
| 2. Flexibility | -.31 | 1.00 | .25 | .39 | .08 | .10 | .42 | .34 | .13 | .52 | .46 | .62 |
| 3. Differentiation | -.15 | .25 | 1.00 | .24 | .08 | .19 | .32 | .16 | .12 | .33 | .35 | .25 |
| 4. Transformational leadership | -.14 | .39 | .24 | 1.00 | .26 | .20 | .33 | .43 | .24 | .65 | .53 | .40 |
| 5. Rotation practices | -.28 | .08 | .08 | .26 | 1.00 | .29 | .24 | .38 | .09 | .31 | .34 | .24 |
| 6. Pre-deployment training | -.27 | .10 | .19 | .20 | .29 | 1.00 | .30 | .32 | .25 | .38 | .30 | .32 |
| 7. Team trust | -.27 | .42 | .32 | .33 | .24 | .30 | 1.00 | .39 | .26 | .54 | .51 | .59 |
| 8. Improvement orientation | -.13 | .34 | .16 | .43 | .38 | .32 | .39 | 1.00 | .28 | .42 | .39 | .48 |
| 9. Openness to diversity | -.18 | .13 | .12 | .24 | .09 | .25 | .26 | .28 | 1.00 | .24 | .22 | .24 |
| 10. Decision making | -.21 | .52 | .33 | .65 | .31 | .38 | .54 | .42 | .24 | 1.00 | .72 | .56 |
| 11. Information sharing | -.29 | .46 | .35 | .53 | .34 | .30 | .51 | .39 | .22 | .72 | 1.00 | .52 |
| 12. Shared awareness | -.35 | .62 | .25 | .40 | .24 | .32 | .59 | .48 | .24 | .56 | .52 | 1.00 |

*Note*. $N$ = 103 for all of the variables except pre-deployment training ($N$ = 73). Correlations greater than .19 and .23 ($N$ = 103 and $N$ = 73, respectively)) are statistically significant at $p < .05$.

Surprisingly, the organic variable was not aligned in the expected ways with the flexibility variable: In this HQ, a more organic (i.e., flatter, more decentralised) organization was related to lower flexibility than was a less organic (i.e., more hierarchical, centralised) one, $r = -.31$, $p = .002$. The flexibility and differentiation variables were, as expected, positively correlated, $r = .25$, $p = .012$. The transformational leadership and rotation variables and the rotation and training variables were, as expected, positively correlated ($r = .26$, $p = .009$, $r = .29$, $p = .014$, respectively), as were the team trust, improvement orientation, and openness variables, $r = .39$, $p < .001$, $r = .26$, $p = .008$, and $r = .28$, $p = .005$. The variables assessing the operative goals were, also as expected, positively correlated, $r = .72$, $p < .001$, $r = .56$, $p < .001$, and $r = .52$, $p < .001$.

Beside the unexpected negative relationships between the organic variable and the operative goals, all of the other correlations were in the expected direction with all of the input factors being positively correlated with the operative goals. The coefficients ranged from .22 ($p = .024$; between the openness to diversity and information sharing variables) to .65 ($p < .001$; between the leadership and decision making variables).

### 5.3.1 Mean Differences Between Training Groups

Thirty-five participants had taken part in NATO pre-deployment training prior to joining the HQ, while 67 had participated in national pre-deployment training. Seventy-three participants had received at least one of these two forms of training prior to joining the HQ, with 29 receiving both. Twenty-eight participants reported not having taken part in either form of training. The mean scores on the input factors and operative goals of the participants who had taken part in either form of training were not significantly different from the mean scores of the participants who had not trained at all.

## 5.4 HIERARCHICAL REGRESSION ANALYSES: ALIGNMENT OF THE OPERATIVE GOALS AND INPUT FACTORS (FULL SAMPLE)

As planned, separate hierarchical regression analyses were conducted on each of the operative goals in turn, regressing three sets of predictor variables (i.e., the structure and processes, people, and culture variables) on the outcome variable. All of the regression models met the assumptions of regression analysis (see [18]). Multi-collinearity was not an issue in any of the models, based on proposed threshold values of 6 or 7 for the variance inflation factor [18].

### 5.4.1 Decision Making

The set of structure and processes variables explained 31% of the variance in decision making, $F(3, 99) = 15.13$, $p < .001$. Adding the people variables to the model explained a significant proportion of the variance in decision making above and beyond the structure and processes variables, $F(2, 97) = 24.75$, $p < .001$, $R^2 = .23$. Together, the three culture variables explained an additional 5% of the variance in decision making, $F(3, 94) = 3.52$, $p = .018$.

The final model, including all eight predictor variables, explained 59% of the variance in decision making, $F(8, 94) = 17.04$, $MSE = 0.18$, $p < .001$. It also showed flexibility, transformational leadership, and team trust had significant unique effects on decision making, $b(SE) = 0.18(0.07)$, $t(94) = 2.81$, $p = .006$, $\beta = .23$; $b(SE) = 0.38(0.07)$, $t(94) = 5.47$, $p < .001$, $\beta = .43$; and $b(SE) = 0.24(0.08)$, $t(94) = 3.07$, $p = .003$, $\beta = .25$, respectively. **That is, greater flexibility, transformational leadership, and trust within the HQ were reliable predictors of more effective and timely decision making within the organization.**

### 5.4.2 Information Sharing

The set of structure and processes variables explained 29% of the variance in information sharing, $F(3, 99) = 13.31$, $p < .001$. Adding the people variables to the model explained a significant proportion of the variance in information sharing above and beyond the structure and processes variables, $F(2, 97) = 13.43$, $p < .001$, $R^2 = .15$. Together, the three culture variables explained an additional 4% of the variance in information sharing, yet this contribution failed to reach statistical significance, $F(3, 94) = 2.45$, $p = .068$.

The final model, including all eight predictor variables, explained 48% of the variance in information sharing, $F(8, 94) = 10.95$, $MSE = 0.27$, $p < .001$. It also showed transformational leadership and team trust had significant unique effects on information sharing, $b(SE) = 0.28(0.08)$, $t(94) = 3.33$, $p = .001$, $\beta = .30$; and $b(SE) = 0.24(0.10)$, $t(94) = 2.52$, $p = .013$, $\beta = .23$, respectively. **In other words, greater transformational leadership and trust within the HQ were significant predictors of more effective and timely sharing of information within the organization.**

### 5.4.3 Shared Awareness

The set of structure and processes variables explained 42% of the variance in shared awareness, $F(3, 99) = 24.34$, $p < .001$. Adding the people variables to the model explained a significant proportion of

the variance in shared awareness above and beyond the structure and processes variables, $F(2, 97) = 3.37$, $p = .038$, $R^2 = .04$. Together, the three culture variables explained an additional 11% of the variance in shared awareness, $F(3, 94) = 8.19$, $p < .001$.

The final model, including all eight predictor variables, explained 57% of the variance in shared awareness, $F(8, 94) = 15.79$, $MSE = 0.14$, $p < .001$. It also showed flexibility, improvement orientation, and team trust had significant unique effects on shared awareness, $b(SE) = 0.26(0.06)$, $t(94) = 4.54$, $p < .001$, $\beta = .37$; $b(SE) = 0.13(0.06)$, $t(94) = 2.14$, $p = .035$, $\beta = .18$; and $b(SE) = 0.26(0.07)$, $t(94) = 3.74$, $p < .001$, $\beta = .31$, respectively. **That is, greater flexibility, improvement orientation, and trust within the HQ were reliable predictors of increased shared awareness of tasks and responsibilities within the organization.**

## 5.5 HIERARCHICAL REGRESSION ANALYSES: ALIGNMENT OF THE OPERATIVE GOALS AND INPUT FACTORS (TRAINING SAMPLE)

The following set of results describe the hierarchical regression analyses that were conducted on the reduced sample of participants ($N = 73$) who had taken part in pre-deployment training (i.e., NATO or national) prior to joining the HQ. For the sake of brevity and simplicity, only included are the results that showed, in the final model, a significant effect of the effectiveness of pre-deployment training on the operative goal (i.e., only decision making in this case).

### 5.5.1 Decision Making

The set of structure and processes variables explained 37% of the variance in effective and timely decision making, $F(3, 69) = 13.20$, $p < .001$. Adding the people variables to the model explained a significant proportion of the variance in decision making above and beyond the structure and processes variables, $F(3, 66) = 12.97$, $p < .001$, $R^2 = .24$. Together, the three culture variables explained an additional 2% of the variance in decision making, yet this contribution failed to reach statistical significance, $F(3, 63) = 1.33$, $p = .273$.

The final model, including all nine predictor variables, explained 62% of the variance in effective and timely decision making, $F(9, 63) = 11.62$, $MSE = 0.18$, $p < .001$. It also showed flexibility and transformational leadership had significant unique effects on decision making, $b(SE) = 0.22(0.08)$, $t(63) = 2.77$, $p = .007$, $\beta = .28$; and $b(SE) = 0.37(0.09)$, $t(63) = 4.29$, $p < .001$, $\beta = .40$, respectively. These findings were in line with those obtained with the full sample. In addition, the final model indicated pre-deployment training was significantly related to decision making, $b(SE) = 0.16(0.07)$, $t(63) = 2.29$, $p = .025$, $\beta = .20$. **That is, greater flexibility and transformational leadership within the HQ were reliable predictors of more efficient and timely decision making within the organization, as was more effective pre-deployment training.**

## 5.6 MODERATING ANALYSES: TEAM TRUST AS A MODERATOR OF THE RELATIONSHIPS BETWEEN THE STRUCTURE AND PROCESS VARIABLES AND OPERATIVE GOALS

As planned, moderated regression analysis was also used to test whether or not team trust moderated the relationship between the structure and process variables and operative goals.

### 5.6.1 Decision Making

In contrast to our hypotheses, each of the interactions between the organic, flexibility, and differentiation variables and the team trust variable failed to reach statistical significance when predicting effective and

timely decision making, $b(SE)$ = 0.10(0.13), $t(98)$ = 0.74, $p$ = .461; $b(SE)$ = -0.15(0.10), $t(98)$ = -1.52, $p$ = .132; and $b(SE)$ = -0.02(0.11), $t(99)$ = -0.21, $p$ = .837, respectively. Note that the same multi-variate outlier was deleted from the data due to its excessive overall influence on the regression equation prior to running the former two analyses [18].

### 5.6.2 Information Sharing

In contrast to our hypotheses, each of the interactions between the organic, flexibility, differentiation variables, and the team trust variable failed to reach statistical significance when predicting effective and timely information sharing, $b(SE)$ = -0.06(0.14), $t(98)$ = -0.45, $p$ = .658; $b(SE)$ = 0.09(0.12), $t(98)$ = 0.79, $p$ = .429; and $b(SE)$ = -0.05(0.12), $t(98)$ = -0.39, $p$ = .696. The same multi-variate outlier was deleted from the data due to its excessive overall influence on the regression equation prior to running the analyses.

### 5.6.3 Shared Awareness

In contrast to our hypotheses, each of the interactions between the organic, flexibility, and differentiation variables and the team trust variable failed to reach statistical significance when predicting shared awareness of task and responsibilities, $b(SE)$ = 0.02(0.08), $t(99)$ = 0.22, $p$ = .829; $b(SE)$ = 0.02(0.07), $t(99)$ = 0.26, $p$ = .799; and $b(SE)$ = -0.05(0.09), $t(99)$ = -0.58, $p$ = .567, respectively.

## 5.7 MODERATING ANALYSES: ALIGNMENT AND POWER DISTANCE AS MODERATORS OF THE RELATIONSHIPS BETWEEN THE ORGANIC AND FLEXIBILITY VARIABLES AND BETWEEN THE ORGANIC VARIABLE AND THE OPERATIVE GOALS

Both the Power distance (Pd) and alignment (i.e., between structure and processes) variables were expected to moderate the relationships between the organic and flexibility variables and between the organic variable and the operative goals. Specifically, under low-Pd and high-alignment conditions, positive relationships between the organic and flexibility variables and between the organic variable and the operative goals were expected.

These hypotheses were tested via hierarchical regression analysis. First, regression models using the organic, alignment, and Pd variables as predictors of the dependent variables (i.e., flexibility, information sharing, decision making, and shared awareness) were estimated (Step 1). Next, the interaction terms between the organic and alignment variables and between the organic and Pd variables were included in the models (Step 2 and Step 3, respectively). A significant increase in the amount of explained variance ($R^2$) after adding the interaction terms to the model indicates an improvement in the fit of the model to the data, and hence, that moderating effects are present. To avoid issues of multi-collinearity and simplify the interpretation of the results, all of the independent variables were mean centred prior to being entered into the regression analyses.

The results are presented in Table 5-2. The moderators (i.e., the alignment and Pd variables) were not significant predictors of the dependent variables, yet the organic variable was a significant negative predictor of all of the dependent variables (in line with the negative correlation coefficients discussed previously). Contrary to our hypotheses, the relationships between the organic and dependent variables were not moderated by the alignment variable or the Pd variable. Thus, these analyses could not explain the unexpected negative relationships between the organic and flexibility variables and between the organic variable and the operative goals.

**Table 5-2: Moderating Analyses: Alignment and Power Distance (Pd) as Moderators of the Relationships Between the Organic and Flexibility Variables and between the Organic Variable and the Operative Goals (*N* = 103).**

| | Step 1 (Main effects) | | | Step 2 (Interaction 1) | Step 3 (Interaction 2) | | | |
|---|---|---|---|---|---|---|---|---|
| | Organic | Alignment | Pd | Alignment x organic | Pd x organic | $R^2$ | $\Delta F$ | $p\ \Delta F$ |
| Flexibility (Step 1) | -.32** | .01 | -.02 | | | .10 | 3.52 | .018 |
| (Step 2) | -.32** | -.00 | -.03 | .02 | | .10 | 0.04 | .834 |
| (Step 3) | -.30** | .02 | .01 | -.02 | -.19† | .14 | 3.70 | .057 |
| Decision making (Step 1) | -.25* | -.01 | -.00 | | | .06 | 2.01 | .109 |
| (Step 2) | -.23* | .05 | .01 | -.15 | | .08 | 1.78 | .185 |
| (Step 3) | -.23* | .06 | .03 | -.16 | -.09 | .09 | .71 | .400 |
| Information sharing (Step 1) | -.27** | .11 | .09 | | | .11 | 3.85 | .012 |
| (Step 2) | -.25* | .17 | .10 | -.16 | | .13 | 2.32 | .131 |
| (Step 3) | -.25* | .18 | .12 | -.17 | -.06 | .14 | .38 | .540 |
| Shared awareness (Step 1) | -.36*** | -.07 | .08 | | | .14 | 5.00 | .003 |
| (Step 2) | -.37*** | -.09 | .07 | .04 | | . 14 | .18 | .675 |
| (Step 3) | -.37*** | -.09 | .07 | .05 | .03 | .14 | .11 | .743 |

*Note*. All variables lie on 5-point Likert-type rating scales. Greater scores indicate a flatter structure, more decentralised processes, and greater alignment, flexibility, decision making, information sharing, and shared awareness. The regression coefficients are standardized.

†$p < .10$. *$p < .05$. **$p < .01$. ***$p < .001$.

Means and standard deviations of the alignment and Pd variables were 48.4 and 18.3, and 4.2 and 0.7, respectively.

Based on the theoretical assumption that structure and processes are separate variables (see Chapter 3), follow-up hierarchical regression analyses were conducted where the organic variable was split into its original components, flat structure and decentralised processes (see Table 5-3). The overall tendency in the relationships between a flat structure and the dependent variables was in the predicted direction (i.e., positive), and a flat structure was a significant positive predictor of effective and timely decision making when both the alignment and Pd variables were included as moderators in the model, $b(SE) = 0.27(0.12)$, $t(94) = 2.19$, $p < .005$, $\beta = .34$. The decentralization variable, on the other hand, had significant negative effects on all the dependent variables.

**Table 5-3: Moderating Analyses: Alignment and Power Distance (Pd) as Moderators of the Relationships Between a Flat Structure, Decentralised Processes, and Flexibility and the Operative Goals (*N* = 103).**

| | Step 1 (Main Effects) | | | | Step 2 (Interaction 1) | | Step 3 (Interaction 2) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Flat structure | Decentralised processes | Alignment | Pd | Alignment x flat structure | Alignment x decentralised processes | Pd x flat structure | Pd x decentralised processes | $R^2$ | $\Delta F$ | $p$ $\Delta F$ |
| Flexibility | | | | | | | | | | | |
| (Step 1) | .10 | -.52*** | -.18 | .00 | | | | | .18 | 4.92 | .001 |
| (Step 2) | .14 | -.58** | -.22 | .00 | .07 | -.01 | | | .18 | .15 | .865 |
| (Step 3) | .13 | -.54** | -.17 | .01 | .03 | -.06 | -.25* | .05 | .24 | 3.176 | .047 |
| Decision making | | | | | | | | | | | |
| (Step 1) | .11 | -.46** | -.20 | .02 | | | | | .13 | 3.50 | .011 |
| (Step 2) | .34 | -.77*** | -.28 | .05 | .22 | -.32* | | | .19 | 3.18 | .046 |
| (Step 3) | .34* | -.77*** | -.26 | .01 | .20 | -.34* | -.11 | .06 | .20 | .59 | .557 |
| Information sharing | | | | | | | | | | | |
| (Step 1) | .10 | -.47*** | -.07 | .12 | | | | | .18 | 4.87 | .001 |
| (Step 2) | .15 | -.51* | -.02 | .13 | -.03 | -.16 | | | .20 | .15 | .321 |
| (Step 3) | .15 | -.48* | .00 | .15 | -.05 | -.18 | -.12 | -.00 | .20 | .77 | .467 |
| Shared awareness | | | | | | | | | | | |
| (Step 1) | -.10 | -.35** | -.15 | .09 | | | | | .15 | 4.13 | .004 |
| (Step 2) | -.02 | -.47* | -.21 | .09 | .12 | -.03 | | | .16 | .38 | .686 |
| (Step 3) | -.04 | -.52* | -.22 | -.20 | .10 | -.07 | -.05 | .34 | .18 | 1.40 | .255 |

*Note*. All variables lie on 5-point Likert-type rating scales. Greater scores indicate a flatter structure, more decentralised processes, and greater alignment, flexibility, decision making, information sharing, and shared awareness. The regression coefficients are standardized.

*$p < .05$. **$p < .01$. ***$p < .001$.

Alignment moderated the relationship between decentralization in processes and effective and timely decision making, $b(SE)$ = -0.28(0.11), $t(94)$ = -2.61, $p < .05$, $\beta$ = -.34. Thus, and contrary to our expectations, the negative effect of decentralised processes on decision making was strengthened by a greater alignment between structure and processes. However, simple slopes tests showed a significant negative relationship between decentralised processes and decision making in both the low- and high alignment condition, $b(SE)$ = -0.42(0.14), $t(94)$ = -3.12, $p < .001$, $\beta$ = -.53, $b(SE)$ = -0.81(0.21), $t(94)$ = -3.87, $p < .001$, $\beta$ = -1.0 (see Figure 5-3). Pd moderated the effect of a flat structure on flexibility, $b(SE)$ = -0.01(0.01), $t(94)$ = -2.51, $p < .05$, $\beta$ = -.25. Specifically, simple slopes tests showed a significant positive effect of flat structure on flexibility in low-Pd cultures, $b(SE)$ = 0.33(0.14), $t(94)$ = 1.99, $p < .05$, $\beta$ = .35, whereas this effect was non-significant in high-Pd cultures, $b(SE)$ = -0.08(0.17), $t(94)$ = -0.49, $p < .63$, $\beta$ = -.09 (see Figure 5-4). Thus, a flat structure predicted greater flexibility in low-Pd cultures only, in line with our expectations.

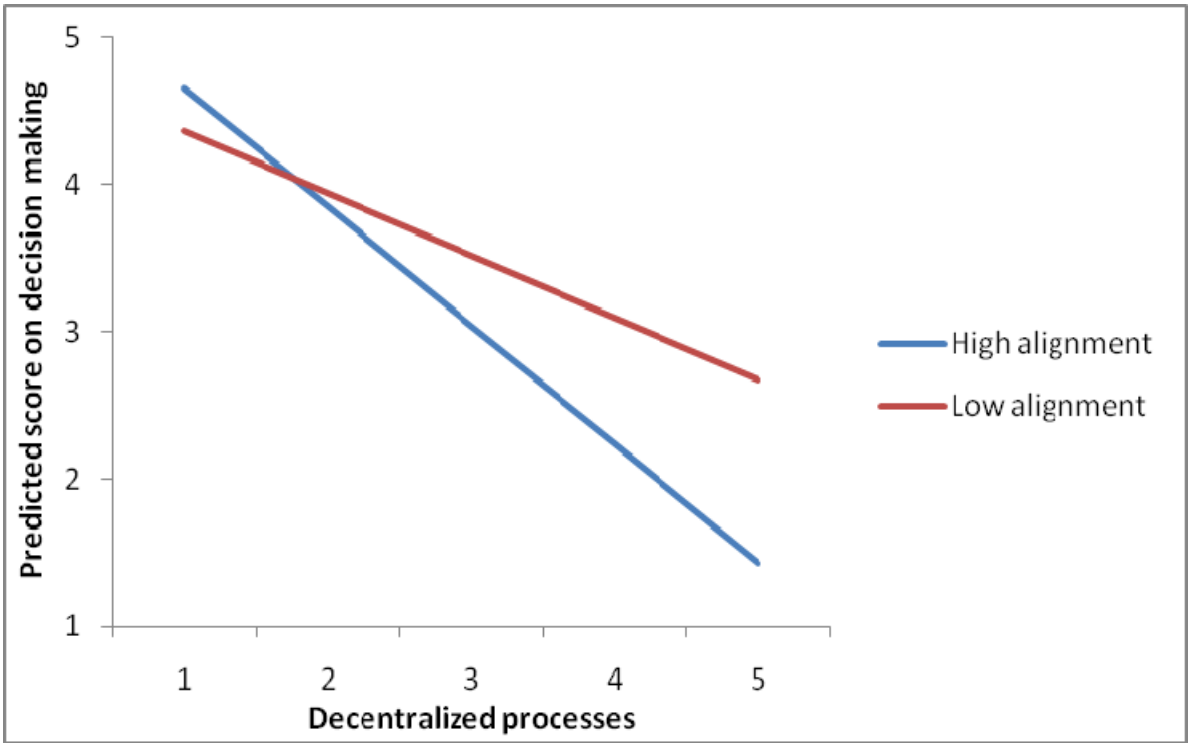


**Figure 5-3: The Moderating Effect of Alignment on the Relationship Between Decentralised Processes and Decision Making at High (*M* + 1 *SD*) and Low Alignment (*M* – 1 *SD; N* = 103).**

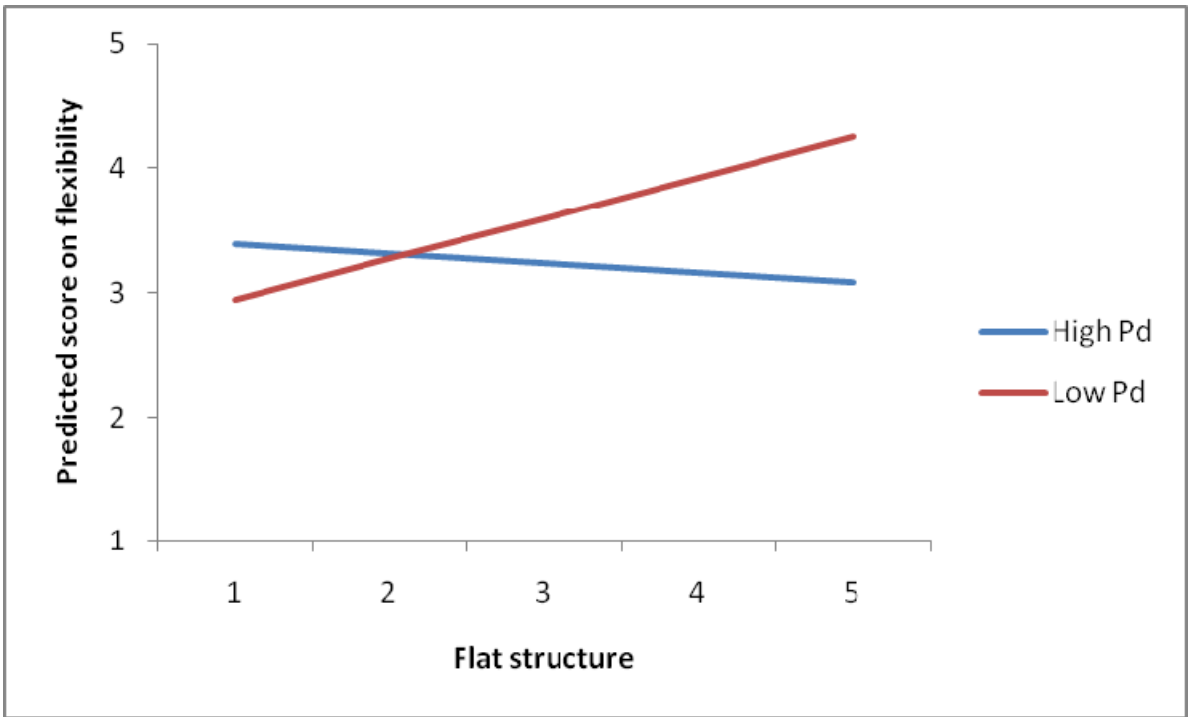


**Figure 5-4: The Moderating Effect of Power Distance (Pd) on the Relationship Between a Flat Structure and Flexibility at High (*M* + 1 *SD*) and Low Pd (*M* – 1 *SD; N* = 103).**