

Conceptuality of Rational and managerial Rationality An Analytical Study

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Preface

Organizations and organizational behavior requirements are of distinct importance in managerial thought in general, inasmuch their association with the present of organizations and their desirable future in light of the unprecedented and rapid environmental challenges that are difficult to determine their effects on organizations. In this environment, the importance of highlighting the essential of some terms are emerged in order to explain the decisions and actions that lead organizations and the extent of their effectiveness that are reflected in organizational actions in general. Among these terms is the term “rationality”, which has the main role in indicating the quality of behavior and decision-making in the same time, and what this term enjoys of extreme privacy, which is not only at the level of management science but rather for the rest of the sciences that reflect the dominant values and beliefs and what is related in this concern, the confusion and complexity in finding the correct concept for it. The current study comes to represent a serious attempt to focus on the philosophical aspects of this term through an analytical concentration of the views of the pioneers and philosophers in management and organizational thought and to answer the question related to what is rational or irrational in the world of organizations in general.

Keywords: Rational and managerial Rationality, An Analytical Study

1. The aim of the study

The main objective of the present study is to find the answer to the major query, what is rationality? Is the difference between theorists and researchers in organization and management limited only to being a difference about actions and means that are more rational than others and worthy of being followed? Or is their difference originally focused on defining the conceptuality of rationality?

2. Study conceptual structure

The conceptual structure of the study is as follows:-

- 2-1 Is there an approved concept of rationality in organizational thought?
- 2.2 If there is an approved concept, what are its basics in managerial theory?
- 2-3 The extent readiness of this term for influencing in administrative processes?

3. The philosophical and conceptual approach to rationality

3.1. Linguistic and philosophical meaning

The linguistic meaning of rationality as a feminine an attributed name indicates to following the mind and presenting it before the emotion(Hyperlink, "http://www.almaany.com), whereas (Al morshidi, 1989, 105) has been explained the rationality as being a benign method of thinking and behavior to be followed, considering the availability of rationality in organizational behavior and decision-making as one of the most important causes of organizational success. Rationality is the most intentional way, which is linked to reason and logic (Webster, 1975,958).

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On the philosophical side, rationality means that the mind is the source of all knowledge, and experience has no role in it. On the philosophical side, rationality means that the mind is the source of all knowledge, and experience has no role in it. This is what Socrates pointed out that human beings must understand the world before they understand themselves and that rational thinking is the only way to achieve this, considering that the mission of the philosopher is the reform that means separating the irrational spirit which is represented the feelings and desires and keeping the soul that is the best way to understand the world through distinct awareness for facts. Desart shares this view by saying that knowledge of immortal facts, including mathematical facts and cognitive foundations can only be obtained through reason; as for other facts, they can be obtained from experience. To achieve this, we must rely on four rules: the necessity of subjugating the preconceived ideas of the mind, dividing the problem into small parts, starting with the easiest problems, and finally the periodic review to ensure that a topic is not neglected or there is an error in thinking.

3.2. Rationality conceptual development (life cycle)

A. First appearance: the abstract meaning depends on philosophy and is associated with morality, virtue and the building of a virtuous society. The interpretation of rationality is not subjected to the prevailing desires and tendencies in society in a specific time frame. (Ramos, 1981, 4-5)

B. The transformation beginning in the logic of rationality: the change in values and focus on achieving goals by seeking to use the best means to achieve them, regardless of the degree of their humanity (aims justify means). (Machiavelli, 1950)

C. Economic object: the nature of man is characterized by his tendency to achieve happiness and the pursuit of material pleasures that guarantee this for him. (Barnard, 1979, 56-9,139-60)

D. Adopting the economic being in the administration: the belief that the individual in the organization is a rational-economic creature, that is, the merging between the logic of the aims justified the means and the principle of (economic creature) in the traditional theory for organization, and the association of the meaning of the best means in the management with the concept of the most efficient method (Theories of scientific management, bureaucracy and administrative divisions). (Von Mises, 1960, 148)

E. The social creature appearance: the individual is not driven by economic motives alone, but is dominated by humanitarian motives and the influence of working groups (Human Relations Theory). (Harmon&mayer, 1992, 151)

F. Human Relations Theory: rationality of the individual is limited and not a perfect rationality, but departments can increase their percentage among individuals in organizations (Decisions theory). (Mouzelis, 1972, 51)

G. Adopted orientation (Substantial rationality) :the call to return to the logic of rationality and to link administrative practices with moral and humanitarian considerations (Critical theory). (Hays, 1985, 113)

SOURCE: Amorshidy, 1989, Rationality in the modern managerial thought, AL Kuwait University, the Education Magazine, .112

The initial emergence of the concept of rationality was associated with the term logic, which refers to an active force in the human psyche that enables a person to distinguish between good and evil ,wrong beliefs and between knowing of the truth. The rational society meant to Plato and Aristotle that society that the good and goodness are prevailed in it away from the material aspects. As for the transformation phase in the concept of rationality that witnessed the dominance of the material aspects of life and the way of thinking of individuals, which led to the decline of the moral aspects, the concept of the economic being relied on behavior that indicates happiness by running behind the material pleasures that achieve its expectations and thus achieving the greatest benefit, this concept is reflected on the nature of the reciprocal relationship between the individual and the organization in which he works and the emergence of what is known as the psychological contract. (Shein, 1970, 56-7).When the concept of the economic being in management was adopted and more precisely the dominance of economic logic over management, rationality became associated with behavior based on economic considerations and a focus on the economy in the use of resources, which leads to

marginalize the human aspects of emotions, morale and job satisfaction, thus it is not possible to recognize only the economic rationality that is measured by things and weighed by a pure arithmetic balance. Accordingly, the administrative decision has become a materialistic method based on its interpretation of the facts and its evaluation of alternatives on mathematical operations away from human feelings. (Pfeiffer, 1960, 126).

The logic of the economic being did not survive much in controlling theories of organization, this was represented in theses of (Chester Bernard's) in his famous book (Managers Jobs) and the administrative wisdom represented in it, and that human behavior is purposeful and homogeneous when cooperation with others is formed an organization in which efforts are coordinated to achieve common goals, thus, the organizational personalities are constituted and interacted with each other to generate rational, purposeful actions that are considered a major criterion in this field, the School of Human Relations came based on the ideas of Bernard and after the experiences of the Hawthorne factories carried out by Elton Mayo and his colleagues and the School of Decision Making founded by Herbert Simon, which rejected the principle of rational economic creature, the self-feelings and group principle are the main driver of individual behavior and moral and not material incentives are the basis. Thus, the higher management will move away from workers' elusiveness and directing them in the right way towards serving the organization's rationality and achieving its goals. (Caiden, 1982, 216-17). Regarding contemporary trends in rationality and from the side of decision-making, (Mohammad, 2000, 19-20) referred to the normative approach in the strategic decision-making and its relationship to rationality through the clarity of the relationship between the causes and results, on the one hand, and the possibility of providing these relationships with facts and factual data, on the other hand, in a way that enhances the ability of the strategic decision-maker to monitor and predict the movement of the environment. He added that the rationality approach, which received great popularity in the fields of management and strategy, has become a peer closely to the normative approach. The writings of (March & Simon, 1993) were used to classify the patterns of rationality and as follows:-

Substantial rationality: This pattern provides all objective data on the strategic alternative, and the strategic manager makes his decision on this basis and is interested in choosing the alternative that achieves his maximum planned success.

Instrumental rationality: This pattern expresses the proper use of the appropriate means when the strategic alternative is made chosen in order to reach the expected results.

Cognitive rationality: The rationality of choosing the alternative according to this pattern passes through the value system of the strategic manager. The choice of the alternative and his choice of project for the decision are based on an information base related to the values of the manager, thus the strategic decision becomes a case of expressing the meanings of the values.

Procedural rationality

This pattern is based on a philosophical assumption, which means that the strategic decision maker has advantages, of which the most important is to inform him about the introductions of the problem and its consequences as well as having an intellectual body that establishes information bases that enhance the choice of a successful alternative. This pattern is achieved through the interaction of these advantages and transforming them into a set of procedures that confirm the achievement of the process of accurate selection of the intended alternative. The distinction between patterns of rationality helps in sorting out the purposes of rationality to which the strategic decision-maker aspires. These intentions are determined within two tracks, namely, rationality of 'choice' and the rationality of the 'expected' results. The rationality of choice is determined by the basic and instrumental rational patterns, while the rationality of the results is achieved through the cognitive and procedural rational patterns.

3.3.3. Rationality concepts, according to the opinions of a number of prominent administrative thinkers

3.3.1. Max Weber

Max Weber's thoughts focused on classifying the rationality of human actions into four categories: the first category is effectual actions according to which human behavior and actions are managed through emotion and human feelings, while the second category is traditional actions, according to which the actions are subject followed the

customs. Weber excludes these two categories and describes them as irrational actions and should be avoided in administrative behavior.

The third category is the actions of rational value, and sometimes it is called the fundamental or substantial rationality, through which the role of the human conscience and its effect on his behavior by believing in a certain value or values for himself, regardless of the results coming out from it or the benefits that may result from it. The fourth category is the actions of functional rationality or irrationality of the means –aim which is a mathematical rationality in which the aim or aims that it seeks to achieve them in the first place and then looking at the appropriate means or means to achieve them (therefore, the means is becoming a part of the aim). (Harmon & Mayer, 1986, 75) (Mitchel, 1979, 154)

Weber was influenced by Thomas Hobbes' philosophy based on establishing the experimental curriculum based on testing and observing of the existing conditions in order to reach the facts. Therefore, Weber's study of bureaucracy, which resulted in the ideal model, aimed at noting and describing the way organizations work through their reality. The ideal rational organization is the one that takes into account the achievement of its goals by selecting the most efficient means in a particular circumstance. (Greth & Mills, 1976, 214-16)

3.3.2. Karl Mannheim

Mannheim's ideas came in line with Weber's ideas of distinguishing between substantial rationality and functional rationality, as fundamental rationality is seen through thought that shows intelligence and acumen in the awareness of the mutual relations between events in a particular situation. Human behaviors that are affected by this type of rationality are based on moral principles that take into account human responsibility and independence in discrimination, regardless of circumstances and results. As for the functional or instrumental rationality, its focus is on reaching the intended goal without paying attention to the moral aspects that result from it (Mannheim, 1940, 53-9). Mannheim also notes that substantial rationality has become secondary in contemporary society due to technical progress and the feverish pursuit of modern societies to achieve economic development and make instrumental or functional means dominate human thought and his life and made him derives his own logic and ideas from others.

3.3.3. Alberto Ramos

Ramos' intellectual proposals are focused on the necessity of depending modern organizational thought on the concept of substantial rationality and moving away from the functional or instrumental rationality based on the logic of the market system that emerged during the industrial revolution in Europe. This type of rationality is, in fact, an interim rationality associated with a time period in capitalist Western societies whose justifications are still the opposite of the substantial rationality, which is not linked to a specific time or place, but is a product of the environmental facts of each society that are stemming from its values and experiences, therefore, the substantial rationality is renewed and evolving (Ramos, 1981, 166-72). Here the ideas of both Ramos and the philosopher (Bachelard) are similar, since rationality, according to Bachelard, is a philosophy of permanent resumption, it is realized when a person abandons his selfishness and he is freed from paying direct attention to his immediate interests. It is thus the essence of renewed knowledge that carries a serious human act.

3.3.4. Herbert Simon

He won the Nobel Prize and devoted more of his scientific life to establishing a theory in decision-making; he also noted that economic rationality is a false and unrealistic concept. Therefore, he distinguished between the economic man on whom the traditional theory of organization is based, and the administrative man who actually works in contemporary organizations. He explained that there are mistakes in the assumptions upon which the traditional theory is established concerning economic rationality or complete rationality, as it assumes a very clear environment and can be determined with precision, in addition to the full ability of the economic man to know all the alternatives available to the environment regarding a problem (Simon, 1973, 346-53). So Simon proposed the concept of management rationalism, which he called bounded rationality, which deals with facts related to emotions, feelings, policies, strength, and personality, and through which behavior can be adapted to achieve goals.

Simon's views are agreed with the great historian Ibn-Khaldun regarding the vision and interpretation of rationality, as Ibn-Khaldun's interpretation of rationality stands out through his reliance on description and observation, on the

one hand and comparative analysis, on the other. As he sees that rationality is a group of roles or actions, laws and procedures through which the function of power is achieved and not the product of dividing labor or dividing societies into classes. He also made it clear that rationality is represented by the political role that works to achieve the cultural, economic and social integration of the individual in his urban or nomadic quality, which enables the individual to feel that his social and cultural entity is existed within the group to which he belongs. It is worth noting that Simon's rational behavior is only associated with acting according to the framework of the intended organizational goals and purposes and guiding by them, which leads to maintain the organizational balance and the success of the organization in maintaining the continuity of its survival (Harmon & Mayer, 1986, 145), thus, the individual is able to meet his material needs and achieve his subjective goals.

4. Cognitive conclusions

Although research on the subject of rationality is characterized by complexity and overlap in the presented views, as there are quite a few philosophers and leading pioneers in management have contributed to this matter as well as the multiplicity of related theories, and besides the time spacing between them, all of this contributed to the difficulty of relying on a quite specific concept or conclusively agreed upon it for the rationality. It is worth noting here that most of the proposals were theoretical in spite of their essence and the difference in intellectual and cultural bodies for those who contributed to establishing the legacy relating to the rationality.

The current study came to represent a modest attempt for the purpose of delving into this field for various reasons, including the researcher's conviction of the distinct place of rationality in administrative thought and its development, moreover, its role in trying to access the black box secrets for the success of organizations and the efficiency of their departments to achieve the set goals, besides, the scientific background of the researcher, who is one of the researchers in the public administration, particularly in the field of organization and behavior, and what this requires from the accumulation of multi-entry knowledge through which it is possible to reach results that contribute to a scientific product added to the legacy of the administration in general and the organization and the behavior in particular.

In light of the foregoing, the researcher believes that it has become necessary to rely on specific intellectual approaches that would consolidate the intellectual foundations of rationality and make it a scientific and practical topic that is appropriate to the environmental reality of the organizations and the sector in which it operates, whether public or private, regardless of their sizes.

These approaches are as follows:-

4.1. Organizational assessment approach

The essence of this approach is that it is a procedural model for diagnosing organizational processes from the behavioral, social and organizational aspects (Van De Ven, 1980), or because it is concerned with measuring variables related to the quality of organizational behavior and the extent of organization effectiveness (Nader, 1980 Lawler, 1980) (Velasco) , 1985, p29-33) There were sober intellectual models that contributed to the establishment of this approach, among the most famous of which are (Lucia, 1987, p101-27):-

4.1.1. Individual model (1970)

This model was the intellectual and scientific product of four researchers in the field of the organization (Campbell, Dunnette, Lawler, Weick, 1970), and was called the individual model as it focuses on the micro level in the analysis of organizations. The three main pillars of this model are represented in the individual differences (personality traits, readiness, level of ambition, expectation, a level of intelligence), and processes (behavior during work and the level of implementation) and finally the results (behavioral effects at the organizational level and effectiveness).

4.1.2. Collective payoff Model (Mooris&Hakman, 1975)

This model is concerned with small groups in the workplace, and depends on the interactive level (Mezzo) in the analysis of organizations, it consists of three elements, the inputs (collective components in terms of group quality and

degree of cohesion), processes (the interaction of cognitive abilities, effort and implementation strategies), outputs (outcome of group interaction and time).

4.1.3. Differentiation and integration model (Lawrence&Lorch, 1967)

This model is based on the micro level in the analysis of organizations. The differentiation occurs when the organization achieves the linking relationships between individuals and groups, on the one hand, with the internal components of the organization, on the other hand, while integration takes place through coordination to achieve cooperation between individuals themselves and groups as well.

4.14.The integrated behavior model(Evancevich&Wallace,1977)

The philosophy of this model is represented in the overlap and integration of individual, collective, and organizational variables and their interactive effect on the outputs, thus, this model combines the three levels to analysis organizations(Macro, Mezzo, Macro)taking into consideration that the organization under this model is an open format in response to environmental requirements. Organizational assessment under this model is carried out through the quality of the structure design, operations, rewards systems, and proactive response to the reasons for organizational change and core capabilities.

4.1.5. The organization cultural model (Perez Velasco, 1984)

One of the advantages of this model is that it depends on the anthropology of the organization in which the individual, collective and organizational variables are integrated within a cultural mode that consists of three types of infrastructure systems: the first system is ideological, and it includes habits, beliefs, symbols, values, organizational inheritance and common language. As for the second system, it is the sociological one that includes the inter-relationships between individuals within the organization and at the formal and informal levels, positive rewards systems and the pattern of leadership. The third system is the technological that includes the quality of organizing the work, the requirements of ergonomics, the technology used and the degree of its development. This model indicates the inputs of energy, information, and resources and their impact on the organization's ideological, sociological, and technical contexts.

5.1. Organizational capacity approach

The proposal to choose this approach came not randomly, but rather, based on the rationality conceptuality that was presented earlier and the extent of their compatibility with the conceptuality of organizational capacity that will be discussed in the following:-The research came in the conceptuality of organizational capacity for three important reasons. The first indicates that the organization or organizations are on the right track in investing their available energies that are represented one of the most important components of the critical success factors (CSFs),as for the second reason, it relates to the weakness or inability of the organization to invest its available energies. The third reason relates to the cognitive deficiency of departments on this concern. These reasons coincide closely with the main purposes of rationality represented in the ability to judge in determining the most methods to be used in managing organizations in light of environmental complications and scarcity of resources.

The origin of the word energy is Greek (Energia) meaning ability to accomplish. Several studies, including a study (Vogel & Bruch, 2012), indicated that research in the field of organizational energy is relatively recent and relates to organizational structure and individual energy in addition to the work team capacity. The basis for energy being intangible, and thus the identification of its effects will be through certain behaviors represented by collective participation and the fusion of the individual in the group or working team through harnessing the body, passion and knowledge for this purpose.

There are three main interlocutors in that the subject of organizational capacity is specified and as follows:-

5.1.1. Conceptuality

The linguistic side of the energy concept refers to capacity, portability or ability of assimilation. From the organizational side, it means a reflection and response to discreet organization models that emphasize relations of

cooperation, trust and participation, as well as a source for a balanced and stable system. In this regard (Fioel, et.al, 2001, 42) indicates that energy is a benefit and privilege for those who possess it; it is a prestige in front of others that enables them to take decisions that are implemented by followers.(Kay, 2002, 10) believes that energy is a major source of excellence in competition, which is the effectiveness and delivery of the product on time and contributes to reducing costs compared to competitors due to superiority in quality and design.

The view of energy of (Weelen& Hunger, 2010, 186) was as a set of distinct capabilities that spreads across departments of the organization and that enables work to superiority and excellence.

5.1.2. Techniques

It means the methods by which the organization can exercise its roles in a manner consistent with the goals by rationalizing the system of incentives and preventing the emergence of destructive types of conflicts and affecting on the tendencies and trends of individuals (Quin&Mckenna, Eugene, 2000, 415).

In this regard, important topics will be:-

- Competition - means decisive and swift action, eliminating unwanted behaviors, and focusing on the most important topics.
- Collaboration - Finding unified solutions, deepening the spirit of commitment, and merging interests, conflicting and compatible views.
- Avoidance - avoiding hasty decisions and insulting individuals' perceptions in the existence of appropriate opportunities and interests in trivial matters.
- Convenience - enhancing the social construction of future issues, reducing uncertainty, and achieving harmony between different administrative levels and learning from mistakes.
- Settlement – committing to common goals, providing a strong support for creators, and brilliant maneuver.

5.1.3. Domains

It means the aspects that express the effect of the energy that can be touched through it, as follows:-

5.1.3.1. Entrepreneurship

It is the calculated adventure (Erikson & Thunberg, 2006,15) or the permanent ability to invest opportunities within available resources (Barringer& Ireland, 2008,6-8).The uniqueness in the entrepreneurship is an action that results from unique and distinct personal characteristics that lead to desirable organizational success and high performance.

One of the characteristics of entrepreneurship is its close connection with the process of change that is one of the topics, which has a distinct impact on the organizations' success and its sustainability because of its link with the culture of the organization and its physical, cognitive and human potential and organizational structure, that characterized by inclusiveness. The goal of change is to transform the organization from its reality into a better condition that is characterized by desirability and achieves its goals ((Skiibbins, 1974, 9).Energy is associated with the efficiency of the change process, as it is considered the driving and supportive force to provide the appropriate infrastructure in order to make the change rational and consistent with environmental conditions and its sharp fluctuations, in addition to being an expression of the will of the organization at all levels to achieve sustainable proactivity and superiority over competitors. Entrepreneurship differs from change by being the strength of the organization's position within the sector in which it operates, and its superiority, rapid absorption of market requirements and modality through which can achieve the required positioning (Fit)

5.3.1.2. Sustainable Change

The unannounced emergence of the meaning of sustainable change was within the TQM literature (Harrington, et.al, 2015, 1), through the desire of Toyota to maintain its trade brand from aging and the ongoing search for potential manufacturing errors, here, the importance of proactivity and its direct impact on the company's strategic initiative has emerged for the purpose of maintaining and enhancing the market share.

The five steps to achieving sustainable change are:-

A. Establishment of value in the long run

The concept of establishing value is linked to the system of prevailing beliefs in the organization, which would refine the behavioral habits of individuals and make them pouring in the interest of succeeding the desired change. The long-term value system provides a pre-induction of customers' needs and desires at the same, and which ensures compatibility with their cultural system.

B. experiment with new behaviors

One of the main goals of sustainable change is to search for convergence or conformity (Fit) with the customer's convictions, and this is what requires continuous learning and re-learning in order to diagnose the wrong behaviors that make the customer an enemy of the company. In the field of administration, this means entering the customer's mind and providing an unexpected service or product.

C. Testing new behaviors in different situations

Reaching a definition of new behaviors at work, it requires testing them consistently in various circumstances or situations, and this would arrive at an accurate identification of organizational behavior that suits what is and what should be at the same time. This duality signifies the high readiness of all managerial levels to work in a high flexibility, with environmental requirements, customer needs, and enhancing the best use of resources by utilizing them in the idealistic form through realistic and viable options.

D. Identify relationships in feedback loop

It is evident that change does not happen from a vacuum, and there must be clear necessities for this and this can only happen through the quantity and type of feedback from customers, suppliers, government, and stakeholders on the performance of the organization represented by its outputs. The accurate and careful assimilation of feedback details represents the great incentive for the organization in making the necessary adjustments in its decisions and operations to satisfy the bodies with which the organization deals and benefits from its services, and this requires flexibility of the structure, equitable distribution of resources, and a strong organizational culture, with reference to the importance and necessity of publishing the changes that are being made for everyone to see, and thus be a realistic and practical evidence of the degree of organizational readiness to make the change in all circumstances.

6. The Two Approaches Assessment

Through a review of the main aspects of these two approaches, their coincidence is very noticeable with the substantial rationality and more precisely the value rationality, and the decline of the functional rationality. The intellectual models of these two approaches agree on the necessity of finding firm rules for organizational behavior and methods of work based on scientific knowledge in order to achieve the best level of organizational effectiveness represented in the quality of the outputs and avoiding randomness in the organizational processes. The strength of the models constituting this approach is that it is a means of discovering facts and not a required aim in itself.

In this regard (Hartwing, 1978,159-79-77) referred to (Paul Diesing) and his classifications of rationality in five categories: the first category of technological rationality according to which substantial rationality is embodied by searching for the best available means for the purpose of achieving the intended goal. Thus, the trade-off relationship between them appears and the aim is not a justified the means according to Machiavellian belief. The second category is economic rationality, which is also methodical, like technological rationality, but it differs from it in terms of the nature of the goals that are multiple and are achieved depending on the aspect of efficiency (cost and benefit), and here, the decision rationality that Simon called for. The third category is social rationality and is represented by the

rationality of social systems and the degree of maturity of the culture of society and the type of aspirations and prevailing values among individuals. This category is characterized by being not representative of instrumental logic due to the difficulty of its measurement and the social fusion remains the largest aim of this class in order to increase the effectiveness of the organization. The fourth category is the legal rationality that arises in the rationality of the regulations, laws and the prevailing custom that governs society or organization. This category is an integral part of the social rationality class, since the existence of the legal system can resolve disputes and conflicts that occur due to conflicts of interests. The fifth and last category is political rationality and is intended to decision-making structures' rationality that are extremely dangerous because they represent the essence of the administrative process, as it is related to how the centers of power in the organization are distributed, controlled and directed in the interest of the organization and its goals and outputs.

Recommendation

Through an extensive review of the concepts of rationality and the proposed approaches to it by the researcher, the term rationality is evident essentially in administrative thought in general and in organizational thought in particular, and the installation of this term philosophically and practically, so the urgent need to form a contemporary concept of rationality that takes into account developments and modernity in theories of organization and highlighting the role values and patterns of thinking and the embodiment of modern management concepts that target the individual, the organization and society at the same time, and this is what produces behavioral and intellectual patterns that contribute to drawing new and effective paths to competition, survival and growth, and in a manner appropriate to the privacy of the environment, in which organizations operate.

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