

## Chicken companies in Jordan, A comparative study

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**Abstract:** This study aims to analyze the impact of centralized and decentralized organizational structures on the performance of poultry companies in Jordan. Three leading companies were selected as the study sample: National Poultry Company, Al Jazeera Agricultural Company, and Al Gharbia Poultry Breeding Company. The researcher employed a comparative method to examine the organizational structures, focusing on the distribution of authority and decision-making processes between top and lower management levels. Results indicated that companies adopting a decentralized structure achieved better responsibility distribution and granted managers at various levels greater autonomy in decision-making, contributing to improved operational efficiency, faster response to market demands, and higher employee satisfaction. The study concludes that adopting decentralization in multi-divisional companies is an effective strategy to enhance overall performance and achieve growth and expansion objectives.

**Keywords:** Organizational structure, Centralization, Decentralization, Poultry companies, Jordan, Organizational performance, Decision-making.

### شركات الدواجن في الأردن، دراسة مقارنة

د. ياسمين فارس حسن داوود

**الملخص:** تهدف هذه الدراسة إلى تحليل أثر الهيكل التنظيمي المركزي واللامركزي على أداء شركات الدواجن في الأردن. تم اختيار ثلاث شركات رائدة كعينة للدراسة: الشركة الوطنية للدواجن، شركة الجزيرة الزراعية، وشركة الغربية لتربية الدواجن. استخدم الباحث المنهج المقارن لدراسة هياكل هذه الشركات، مع التركيز على توزيع السلطات وعمليات اتخاذ القرار بين المستويات الإدارية العليا والدنيا. أظهرت النتائج أن الشركات التي تعتمد الهيكل اللامركزي تمكنت من توزيع المسؤوليات بشكل أفضل، ومنح المدراء على مختلف المستويات حرية أكبر في اتخاذ القرارات، مما ساهم في تحسين الكفاءة التشغيلية، سرعة الاستجابة لاحتياجات السوق، ورفع مستوى رضا الموظفين. تشير الدراسة إلى أن تبني اللامركزية في الشركات متعددة الأقسام يعد خيارًا ناجحًا لتعزيز الأداء العام وتحقيق أهداف النمو والتوسع.

**الكلمات المفتاحية:** الهيكل التنظيمي، المركزية، اللامركزية، شركات الدواجن، الأردن، الأداء المؤسسي، اتخاذ القرار.

## Introduction

The success of companies must include several aspects, including decision-making, good organization, direction and firm leadership capable of dealing with workers in a manner that creates in them a spirit of responsiveness, respect for management and officials in the company, a sense of satisfaction, and keenness to achieve the goals of the company, i.e.

The ability to create a kind of relationship Humanity, achieves the objectives of the company with the maximum possible abundance of time and money, in addition to following the scientific steps of the management process represented by planning, organizing, coordination, direction and control, considering that it is one of the functions required for the success of any project and the achievement of its objectives.

It remains that the leadership can hold members accountable and obligate them to absolute obedience in thick and thin, but the need to hold leaders accountable has remained a matter far removed from discussion and scientific research, even if those who discuss or are held accountable are seen as not familiar with all the company's business, or not accommodating the movement and its ideas, and always The shortcomings are attributed to him, whether in his performance or his thinking, and the issue of corporate management in general is one of the topics that have enjoyed and still enjoys great importance in the law, the administrative organization of the company It is considered a necessity in the modern state in order to carry out its functions and perform its duties in a way that enables it to achieve its goals.

The issue of the centralization of the company's management versus its decentralization has remained a matter of great controversy among experts; centralization means the concentration of power and the decision-making process at the top of the administrative hierarchy, while decentralization calls for the distribution of power between people or different administrative levels in the facility. Any delegation of decision-making authority to managers at lower administrative levels, and each of these two systems has its advantages and disadvantages, absolute centralization is only practical in small companies, while absolute decentralization does not exist in practical life, yet the type of organizational structure of the institution or company determines the degree Centralization and Decentralization When companies begin to grow and expand through mergers and acquisitions, decentralization becomes both necessary and practical.

### **Statement of the Problem**

In the central system of companies, all rights and powers are concentrated in the hands of the top management. In the past, centralization was the most common method in organizations, in order to keep the powers in the central position, so that the top management controls all the activities of middle and lower management. While the decision-making powers are delegated from the top management to the managers of departments, units or centers at the enterprise level in the decentralized structuring system and due to the increased competition nowadays, managers are delegating powers to subordinates, and as a result functional managers get the opportunity to perform better and enjoy

More freedom to work. The study problem identifies which of the types of organizational structure is best for the organization?

### **Significance & Question of the Study**

The importance of the current study comes from the importance of the administrative organizational structure of companies, as it is considered one of the most important factors that cannot be ignored when looking at the management of small and large companies. And the main question of this study was asked to be "What are the differences between the companies (the study sample) in terms of organizational structure, centralization and decentralization, and which is better from the researcher's point of view?"

### **Sample of the Study**

The study sample consisted of three chicken companies in Jordan, and the simple random sampling technique was applied after making sure that the sample was completely random and free of bias or prejudice.

### **Explanation of the study sample**

1. **National Poultry Company (NPC)**

National Poultry Company is a leading Jordanian Poultry Company that was established in 1994 and is registered at Amman Stock Exchange as a public shareholding company with a registered capital of JD 30,000,000. National Poultry Company is a vertically integrated company that controls its production from breeder chicks and feed supply all the way up to the distribution of broiler chicken in the Jordanian market and to neighboring Arab countries.

National Poultry Company's mission is to meet consumer's expectations by providing a wide range of quality products produced with accurate global quality standards and a commitment to environment and food safety. National Poultry Company is one of the most important and largest private-sector companies that contribute to developing the agricultural and industrial capabilities in Jordan through continuous investment. It plays a serious role in the economic growth in the Jordanian south areas, providing more than 1500 jobs for local males and females with a variety of qualifications. Also contributes to training university students and fresh-graduate agricultural engineers, in addition to holding various activities that effectively contribute to the community's development. Through continuous work and project development, National Poultry Company seeks outstanding performance in the development of this important sector and to be part of the development plans for Jordan's economy and local communities.

National Poultry Company's vision is to maintain its position as the number one choice of consumers and continuously develop day after day with commitment to its key values: Premium Product Quality, Product Development and Innovation Sustainable Development, Manpower Development and Effective and Efficient Operation. It is operation in 1997. It conducts all its operations under the

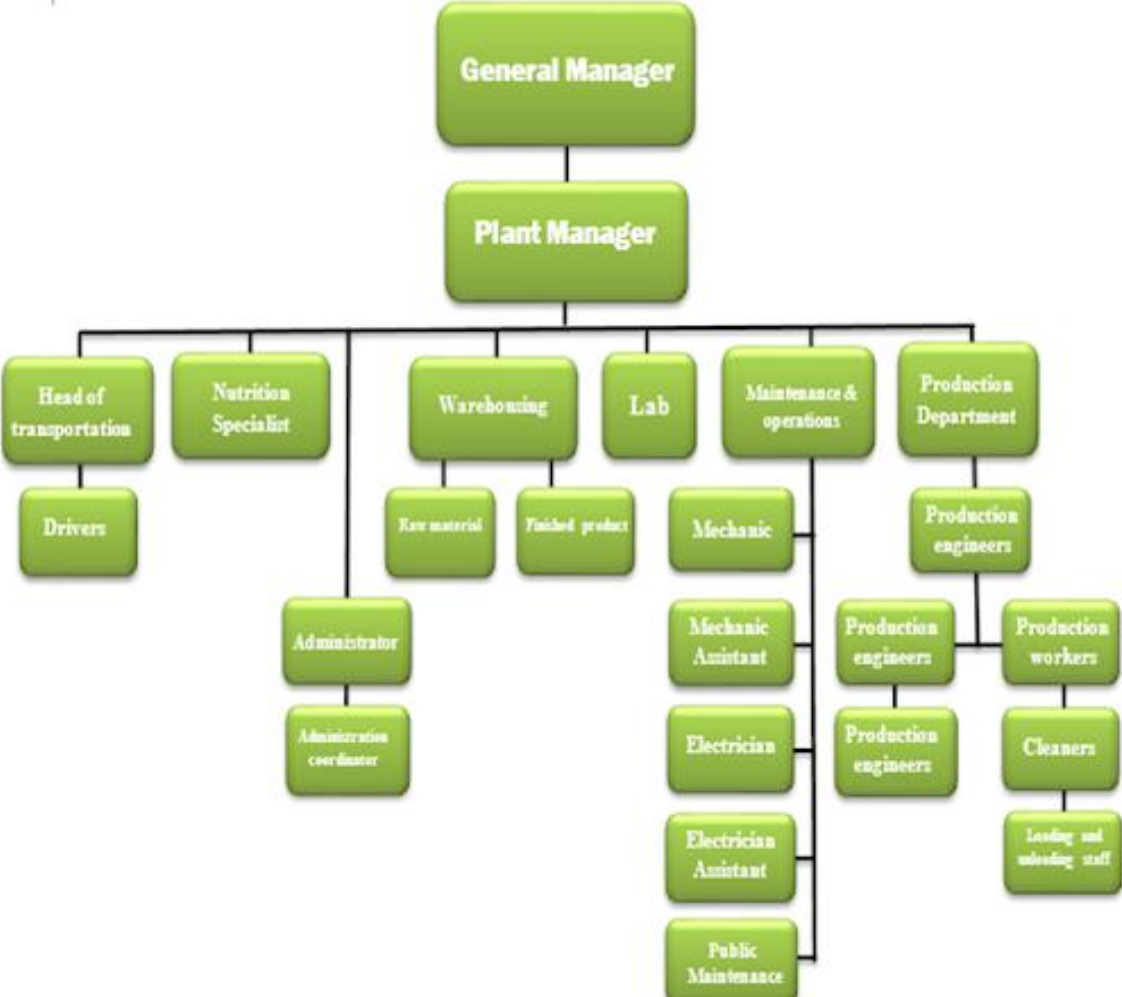
stringent rules of Good Manufacturing Practice (GMP), ISO 9001 & HACCP in all its manufacturing facilities.

Today, National Poultry Company is operating under the umbrellas of DEL MONTE FRESH PRODUCE INC., a symbol of product quality, freshness and reliability for over 100 years.

The aim of the company meets consumers' wishes with our commitment to "product quality, great taste, nutrition and variety. Our quality production process controls start with raw material selection that guarantees the quality of the final product. NPC continuously develops new product recipes to meet the expectation and changes in consumers' attitude and demands. NPC continuously develops variety of convenience and easy to prepare products that meet the needs of different consumers' lifestyle. NPC continuously develops product to improve the nutritional value of all products, chicken or processed meat, to provide consumers with nutritious, low fat products. NPC continuously develops products that create continues value for consumers' by providing products that meet the expectation on all occasions.

National Poultry Company (NPC) is the number one producer of poultry in Jordan and a leader in export markets in the sector of poultry and the meat processed products. NPC is a vertically integrated company. It controls its production cycle from breeder's chicks, feed supply, hatching, rearing, slaughtering, meat processing and distribution of final product in the Jordanian market and to neighboring Arab countries. NPC is a unique integrated business that ensures traceability through all stages of the production chain. NPC commenced operation in 1997 and conducts its operations under stringent rules

of Good Manufacturing Practice (GMP), ISO 9001 & HACCP in all its manufacturing facilities. The major products offered are whole chicken, cutup chicken– fresh and frozen alongside a wide range of processed meat products like breaded chicken breast, chicken nuggets, chicken escalope, chicken and meat burgers...etc). Moreover, the meat processing plant produces a wide range of canned meat under different owned brand names as well private labels. The wide range of product is developed to meet different market channels either at local or export markets.



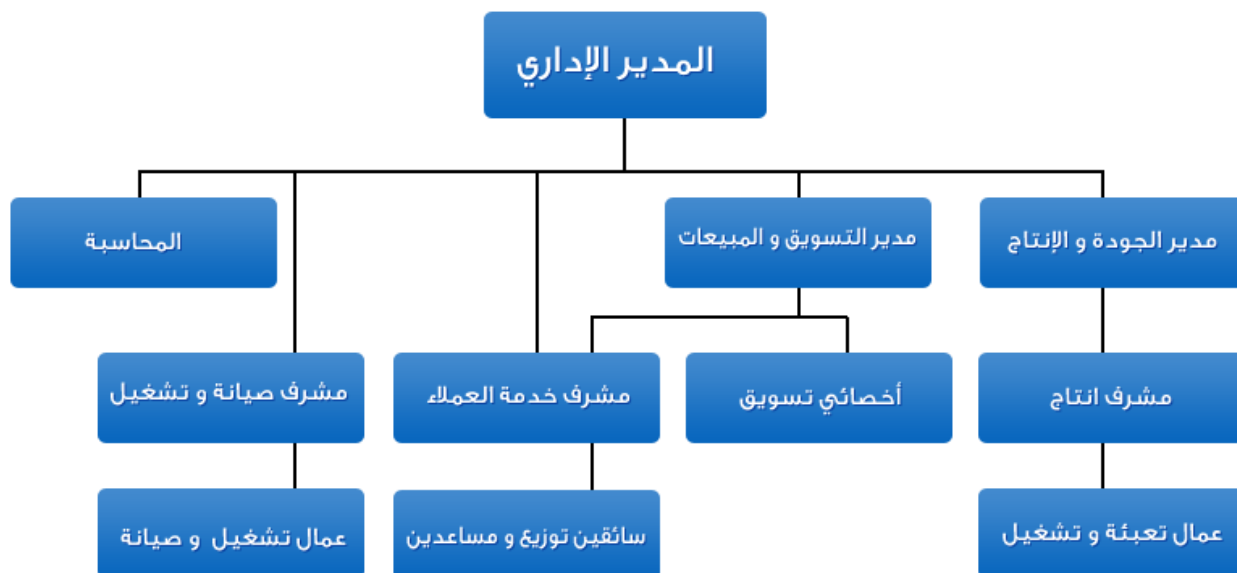
**2. Al Jazeera Agricultural Company**

Al Jazeera Agricultural Company was established in 2001 in Mafraq - Jordan. It is an integrated poultry manufacturing company engaged in the production, processing, marketing and distribution of fresh and frozen chicken. Al Jazeera, the first and pioneering company in the poultry industry in Jordan, has 18 years of industrial experience and entrepreneurship in the food sector by the brand - Al Jazeera Chicken.

The use of the latest technical equipment and devices allows us to produce chicken with high efficiency and quality, while the company's structure gives us the ability to develop and respond quickly to the needs of our customers and changes in the local and foreign markets.

The main distribution of the company is through retailers, distributors of food services and restaurants as well as exporting chicken and its products to our customers in Iraq, Saudi Arabia, Egypt, Qatar, Bahrain, United Arab Emirates, Sultanate of Oman, Malaysia, Brunei and China.

Al-Jazirah Company is a huge company that manages a large group of shops, restaurants, markets and retail stores. The company also works in import and export. It adopts a decentralized system in its administrative and organizational structure, but it did not mention the details of the organizational and administrative structure through the company's website on the Internet.

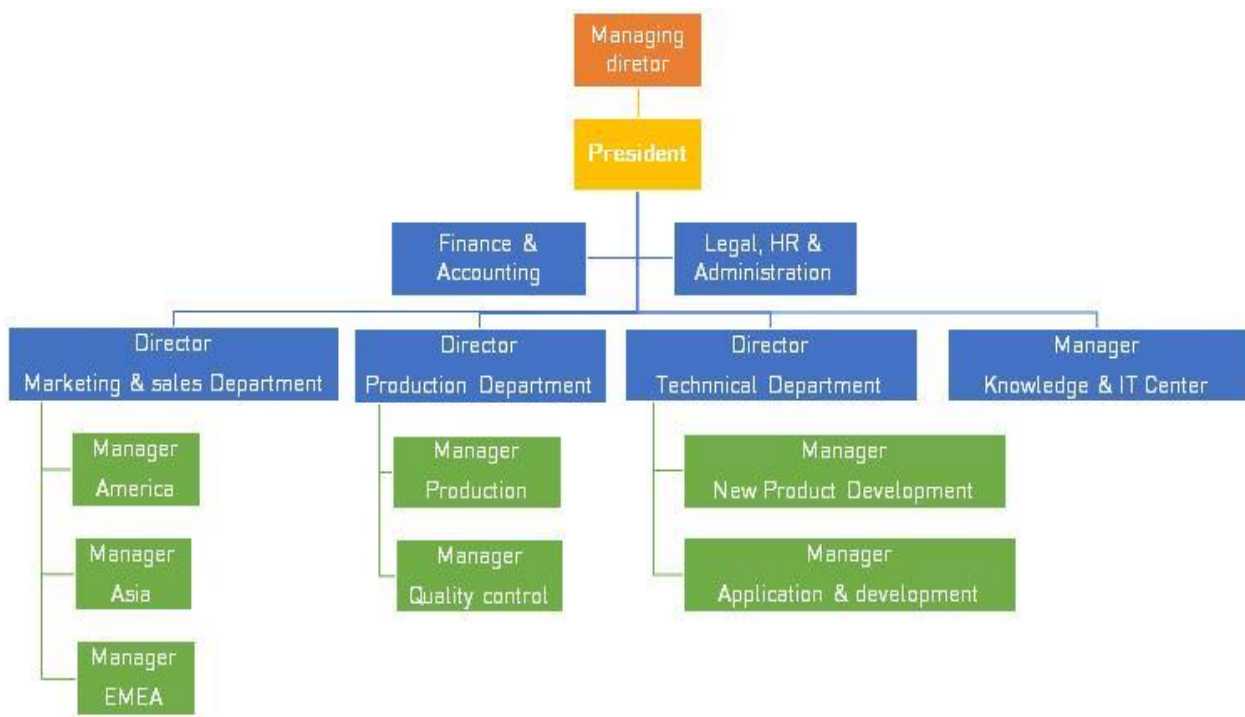


### **3. Al Gharbia Poultry Breeding Company**

Al Gharbia Poultry Breeding Company was established in August 2014. We, Al Gharbia Poultry Breeding Company, export hatching eggs and broiler chicks to the Arab countries and transport them through land and air transport lines.

Thanks to the advanced agricultural facilities located in the Mafraq area in the north of Jordan, Al Jazeera Agricultural Company is considered an important and advanced base for the production of hatching eggs and its transportation using an advanced transport fleet from farms to the hatchery or for export, as it includes all the facilities necessary for the production of chicks and poultry. In addition to the feed and silage facilities of Al-Jazira Company and the integrated services and facilities to serve the site employees, which enabled Al-Jazirah Company to occupy a prominent position in the field of poultry production. As for the administrative offices located in Amman, they are used to manage and automate all the company's facilities.

The vision that Al Gharbia Poultry Breeding Company aspires to is to become the first choice for poultry breeders, as the Western Company is the product of experiences accumulated over decades during which it established a store of knowledge and experience and prepared for it all the capabilities and mobilized all energies for it and was determined to achieve it practically During the next stage, we are working to make our product a priority as the first choice for any breeder in the poultry sector to reach all of that through strength, reputation, quality service, speed of meeting requests, spread, type of goods and product quality to the first classification in production, profits, expansion and The number and type of goods and obtaining customer satisfaction.



## Results of the Study

The results of the research we covered in relation to the research questions. Therefore, the researcher used the comparative method to show the final results of the study after reviewing the study sample from chicken companies in Jordan.

The study sample used all of the chicken companies in Jordan, the decentralized organizational and administrative structure, and the main reason for this is that this type of company is divided into several sections, farms, factories and companies, which make it more difficult if the central system is applied in management. These companies enable several individuals responsible for making decisions and managing the company. Decentralized organizational structures depend on a team at different levels of the company. Empowering individuals at every level in the organization has some independence to make decisions that helps in the success of the company through the use of time and speed of service delivery.

## **Conclusion**

The adoption of decentralized management in multi-divisional companies such as chicken companies is a very important and successful method. It is important for the owners of companies to think about changing the organizational structure of the institution when growing and expanding business operations, especially since the adoption of the decentralization system makes the company always look for distinguished and experienced managers and this effect on the level of the company's achievement and success.

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