

ANALYZING THE SIGNIFICANCE OF RE-ENGINEERING THE BUSINESS PROCESS IN CORPORATE STRATEGY

Farahnaz Mehrin Quader

Independent University-Bangladesh (IUB), Bangladesh

f.quader@hss11.qmul.ac.uk

Abstract

Business enterprises are striving to find new ways of expansion and improving operations through organizational excellence in present era. The operational process is one of the most crucial aspects on which success of an organization relies. Even if an enterprise has greatly expanded, the corporate strategy remains inseparable. Therefore, a corporate strategy provides roadmap to an organization for improving its business process. However, there may be an impact on corporate strategy due to re-engineering the operations. It is interesting to assess the significance of re-engineering the business process in corporate strategy. The study aims at analyzing the significance of re-engineering the process in increasing effectiveness of corporate strategy. It will also illuminate the ways of increasing effectiveness of corporate strategy by re-engineering the business process. In this study, leading multinational companies have been selected by detailed literature review. The respondents for primary research were employees of selected organizations. A total of 20 top level officials were selected for this study and it was found that business process re-engineering was essential for corporate in enhancing corporate strategy. The organizations are also recommended to cover organizational issues such as lack of communication and effective leadership in order to increase the effectiveness of corporate strategy.

Keywords: Business process, Corporate Strategy, Implementation, Multi-national, Operations, Re-engineering

INTRODUCTION

In this uncertain and challenging market place many companies are turning to business process re-engineering to maintain profitability and competitive advantage. It has been witnessed that organizational process re-engineering can result in effective and efficient operations with an improved balance sheet and bottom line. Re-engineering the process involves the radical redesign of core business process which starts from rethinking process. Re-thinking project may involve visible and sustained support from executive leadership, strong business case, and solid grounding of problems and end to end perspective (Hammer, 1996). These are crucial aspects on which success of an organization relies. Even if an organization has greatly expanded, the corporate strategy remains inseparable. A corporate strategy provides roadmap to an organization to improve its business process. Corporate strategy deals with the issues related to formulation and implementation of management and change in businesses who strive to remain successful and profitable even in bad economic situations (Ansoff, 1970).

Rational of study

In this subheading justification of selection of this research title has been given in order to assess viability of this research paper. Every business strives to implement corporate strategy to achieve the vision and mission of the company. But in this changing environment, a standard and traditional business process cannot work therefore, it becomes essential for companies to redesign the process for achieving objectives through successful implementation of corporate strategy. Thus, it will be interesting to assess the significance of re-engineering the business process in corporate strategy. Thus, it would be rational to conduct a study which could unveil the unclear relationship for assisting modern businesses. In this research, top level officials have been approached of those organizations which have undergone into organization change by re-engineering process for gathering empirical data. Thus, the results are relevant for contemporary businesses to assess the significance of re-engineering process in implementation of corporate strategy.

Research objectives

1. To understand the significance of corporate strategy for an organization
2. To identify the factors affecting effectiveness of corporate strategy of a business in meeting the corporate objectives
3. To analyze the various aspects of a business that can be covered in re-engineering process of a business
4. To assess the significance of re-engineering process in making corporate strategy more effective

REVIEW OF LITERATURE

In this chapter, findings of existing literature relevant to this study have been studied and critically analyzed in order to present insightful information regarding the same. The literature review part was undertaken with systematic approach in order to reach the conclusions. Although the study is based on analyzing the empirical data but literature review provides essential information to progress with the study in right direction. Thus, based on research objective following headings have been identified under which literature review of this paper has been covered.

Meaning and significance of corporate strategy

Corporate strategy is a roadmap for organizational success which provides the way of reaching the mission and ultimate goal of a company. Davenport and Stoddard, (1994) studied the significance of corporate strategy and revealed that it provides clear direction to all business units which are working in concert to meet shareholders' expectations. Furthermore, it is one of the three hierarchal levels of strategy. The decisions which are made at highest level fall under this strategy. Thus, it is one the broadest strategy which covers particular aspects with big picture view of the firm (Davenport and Stoddard, 1994, pp.121-127). The corporate that operate at multilevel, this strategy also determines the resources to be allocated at each level. Thus, it is more or less concerned with customer reach, competitive contacts, managing activities and essential management practices.

Factors affecting effectiveness of corporate strategy

The success or failure of a business is largely dependent on how different functional areas in management are combined to produce greater value to stakeholders. Corporate strategy deals with these issues in order to achieve ultimate goal of the company. Milgrom and Roberts, (1995) provided in his study that functional integration takes place in an ever changing and complex environment which affects the corporate strategy largely. Many times, organizations remain unsuccessful due to failure in effectively implementing the corporate strategy (Milgrom and Roberts, 1995, pp.179-208). There are various factors that affect the effectiveness of corporate strategy. Most of the officers believe that reason for failure of their business is wrong formulation of corporate strategy but indeed, the case is different. 80% of the corporate strategies are right but businesses fail because of ineffective implementation of the planning (American Psychological Association, 2003, p.377).

Factors affecting the effectiveness of corporate strategy can be categorized as leadership style, information availability, and organizational culture, structure of enterprise, human resource and technology. According to Hammer, (1996) human resource is one of the key strategic aspects in strategy implementation because the actual plan is brought into action by workforce of an organization. He also identified role of leadership in successful implementation of strategies (Hammer, 1996). Leadership covers the areas of effective communication and coordination of activities for implementing the business planning effectively. Various obstacles in successful planning and execution of strategy has also been studied and it was found that inadequate information sharing, unclear accountability and responsibility result in failed implementation process. Miles and et. al., (1978) in his research has focused on social-physiological principles and their influence on successful execution of corporate strategy and concluded that unaligned corporate structure and culture defeats the corporate planning of a business (Miles and et. al., 1978, pp.546-562).

Re-engineering process

Re-engineering business process is related to re-thinking all business activities, job definitions, leadership style, and organizational work flow and management systems. According to Markus and Robey, (1988) the key aim of Business Process Re-engineering (BPR) is to break away the old ways of working and redesign the process for achieving dramatic improvement in crucial areas of business. Critical areas of business involve the cost, quality, and service and response time (Markus and Robey, 1988, pp.583-598). In these areas, businesses need to improve therefore re-designing can assist the business to improve the operational efficiency and the productivity. In this regard, there are various approaches that need to be considered by company while conducting a re-engineering process. Considering this, Dean and et. al., (1999) stated that there are various issues regarding the alignment of organization with business strategy and objectives. Therefore, it needs to be considered at the time of alignment. With the help of it, company is able to meet with its objectives in an effectual manner. He further stated in his study that by focusing on the alignment issues, company will be able to get rid of deviations that persist in its operation or strategy.

In addition to it, they also commented that resources are also required to re arrange so that it can best meet with the new business idea. Through this, management is able to gain maximum outcome from the resources arranged within organization. Also, it aids in adhering with business strategy along with attainment of company objectives. Further, it was analyzed that re-engineering process covers implementation of coherent innovation strategy so that fruitful results can be attained from it (Dean and et. al., 1999, pp.66-67). In this context,

company must focus on different aspects of operation and identifies the issue that need to be consider from re-engineering process. It certainly helps in meeting with the determined objectives. This particular aspect covered in the re-engineering process and it certainly helps in adhering with innovation strategy.

Beside this, study of Powell and Davies, (2001) founds that re-engineering process also involves modification of leadership strategy within organization. Company can able to align its strategies and resources as per the new leadership so that determined results can be attained through it. With the help of it, different issues regarding leadership and management of employees gets streamlined. Additionally, it was revealed that e-engineering process possesses its scope within the development of knowledge management system. In this regard, re-engineering process aids in arranging operation in a manner from which learning to company can be done. With this, continuous improvement can be done that leads to attaining success against the corporate strategy (Powell and Davies, 2001, p.447).

Significance of re-engineering process in corporate strategy implementation

Re-engineering process certainly supports in making effectual arrangements of resources and assets so that desirable results can be attained through it. Beside this, there are numerous other significances of this approach. Study of Zairi and Sinclair, (1995) found that through re-engineering process, whole new system is developed that aids in avoiding issues which exists prior to it. With the help of it, information sharing became effectual from which better decision and actions can be taken by different authorities. Also, it boosts organizational communication by setting new modes for the same. With this, company is able to adhere with the strategy and hence executes requires set of actions (Zairi and Sinclair, 1995, pp.8-30).

In addition to it, re-engineering process plays a significant role in boosting the competitiveness of business process as stated by Miles and et. al., (1978) that this is the situation because; re-engineering process involves reviewing of past performance and identification of loopholes so that same can be addressed. This leads to boosting the productivity that ultimately resultant into boosting of competitiveness (Miles and et. al., 1978, pp.546-562) Moreover, it was found that reduction in cost is a set of benefits that can be acquired through re-engineering practice. Justifying the same, he stated that re-engineering process involves looking back and developing plan accordingly so that future target and strategy can be attained in an effectual manner. It also involves new ways of working specific task from which productivity gets enhanced along with reduction in the overall cost of production.

Further, it is articulated with the study of Ansoff, (1970) that re-engineering process aids in meeting with requirement of business strategy and it also supports in making prior arrangement so that ultimate results can be attained within due time. From this, company is able to arrange manpower and allocate resources that certainly aids in adhering with corporate strategy. Moreover, it involves updating technology and other equipments with a motive to increase the productivity of the company. Same is attained and hence it is another set of advantages of conducting re-engineering activity (Ansoff, 1970). However, it is argued that re-engineering process incurs huge investment, time and efforts from which profitability of firm may gets hamper if it is not been managed in an effectual manner.

RESEARCH METHODOLOGY

It is essential to provide selection and justification of various methods and techniques to be used to analyze the data. Therefore, in this section, important aspects of research methodology have been covered.

Research philosophy and approach

Philosophy in research can be defined as the mindset of researcher which is essential element in completing a manuscript in certain way. An interpretivism philosophy has been employed in this study because it assumes that results can vary in different cases or situations. Along with this chosen philosophy, inductive research approach has been selected because it does specific to general reasoning. Thus, taking specific cases of organization which have successfully undergone in Business Process Re-engineering, the results have been generalized.

Research design

A research design presents framework of study which works as blueprint for the researcher in achieving the research objectives. In this study, descriptive research design has been applied which assist in describing the variables identified for the research. Thus, it can assist in conducting quantitative techniques because it analyzes variables using statistical tools and techniques.

Sampling and data collection

The method of selecting subset from population is known as sampling for which different methods can be used. The universe includes all people from corporate who are having knowledge of re-engineering process and corporate strategy implementation. For this study, a total of four companies which have successfully completed Business Process Re-engineering

have been selected. The top level officials and policymakers of the company were selected in the sampling frame of this research. A total of 20 top level officials were selected as sample using judgmental method of non probability sampling was selected.

Both primary and secondary data was collected for this research in which secondary data was used in literature review which was collected from books, journals and online articles were accessed. Moreover, primary data was collected from the above mentioned method of non probability sampling. The four organizations from which primary data was gathered were Coca-Cola, McDonald's, Facebook and Google.

Data analysis approach

Both qualitative and quantitative methods have been used to infer fruit bearing findings from this study. Frequency, cross frequencies and chi-square analysis has been used to illuminate conclusions.

ANALYSIS & FINDINGS

In this chapter, the data has been analyzed by using both qualitative and quantitative techniques. Using statistical tool SPSS, the data has been analyzed and various tests have applied. The analysis has been presented and interpreted using table and graphs under the following heads:

Analysis of demographic section

The demographic section includes the age and experience of the respondents which was added to apply chi-square test in this research. The below mentioned tables demonstrates demographic characteristics of respondents.

Table-1: Age group wise frequencies

Age	Frequency	Percent	Cumulative %
Less than 30 years	3	15.0	15.0
30-40 years	6	30.0	45.0
40-50 years	5	25.0	70.0
More than 50 years	6	30.0	100.0
Total	20	100.0	

The above table mentioned table shows the age wise distribution of research participants for this study. The age was grouped in Less than 30 years, 30-40 years, 40-50 years and more than 50 years. It can be interpreted that most of the respondents were above 30 years of age as all were belonging to top level management.

Table-2: Experience wise frequencies

Experience	Frequency	Percent	Cumulative Percent
5-15 years	2	10	10
15-25 years	5	25	35
25-35 years	10	50	85
More than 35 years	3	15	100
Total	20	100	

The table-2 demonstrates the experience wise distribution of research participants for this study. The experience was grouped in 5-15 years, 15-25 years, 25-35 years and more than 35 years. The frequencies were analyzed to test the reliability of responses because it is general belief that a person with more experience can provide insightful and correct information. The table demonstrates that only 2 respondents had experience of less than 15 years and remaining 90% of the participants had more than 15 years of experience.

Analyzing the general section

Demographic section mere provides support to a study but for this research, relevant questions based on research objectives were added in general section. A total of 20 respondents were asked to fill questionnaire based on these responses the results could be drawn because all participants were experienced enough to answer the questions.

Table-3: Factors affecting effectiveness of corporate strategy
(Organizational culture)

	Frequency	Percent	Cumulative Percent
Very much affecting	6	30.0	30.0
Mostly Affecting	4	20.0	50.0
Somewhat affecting	5	25.0	75.0
Less affecting	5	25.0	100.0
Total	20	100.0	

It can be interpreted from the above table that organizational structure is significantly affecting the implementation of corporate strategy. However, there were considerable respondents were giving their contrast opinion that organizational structure was less affecting the implementation of corporate strategy.

Table-4: Factors affecting effectiveness of corporate strategy
(Systems)

Systems	Frequency	Percent	Cumulative Percent
Mostly Affecting	3	15.0	15.0
Somewhat affecting	4	20.0	35.0
Less affecting	5	25.0	60.0
Not affecting at all	8	40.0	100.0
Total	20	100.0	

Table-4 demonstrates that the able that organizational system does not affect the implementation of corporate strategy. However, some respondents were giving their different opinion as they believed that system was affecting implementation of corporate strategy.

Table-5: Factors affecting effectiveness of corporate strategy
(Leadership)

	Frequency	Percent	Cumulative Percent
Very much affecting	12	60.0	60.0
Mostly Affecting	3	15.0	75.0
Somewhat affecting	3	15.0	90.0
Less affecting	2	10.0	100.0
Total	20	100.0	

The above table demonstrates that majority of respondents believed that leadership in the organization did not affected the business process re-engineering as already effective leadership might be present in the organizations from which they were associated.

Table-6: Factors affecting effectiveness of corporate strategy
(Organizational structure)

	Frequency	Percent	Cumulative Percent
Very much affecting	3	15.0	15.0
Mostly Affecting	8	40.0	55.0
Somewhat affecting	7	35.0	90.0
Less affecting	1	5.0	95.0
Not affecting at all	1	5.0	100.0
Total	20	100.0	

The table 6 demonstrates the that majority of research participants rated 3 points to this question as according to them, organizational structure was somewhat affecting the implementation of corporate strategy.

Table-7: Frequencies for aspects covered in BPR

		Frequency	Percent	Cumulative Percent
Organizational alignment issues	Strongly Agree	6	30.0	30.0
	Agree	9	45.0	75.0
	Neutral	5	25.0	100.0
	Total	20	100.0	
Resources to support new business ideas	Strongly Agree	4	20.0	20.0
	Agree	7	35.0	55.0
	Disagree	9	45.0	100.0
	Total	20	100.0	
Implementing a coherent innovation strategy	Strongly Agree	4	20.0	20.0
	Agree	7	35.0	55.0
	Neutral	3	15.0	70.0
	Disagree	2	10.0	80.0
	Strongly Disagree	4	20.0	100.0
Total	20	100.0		
Effective leadership	Strongly Agree	6	30.0	30.0
	Agree	8	40.0	70.0
	Disagree	4	20.0	90.0
	Strongly Disagree	2	10.0	100.0
	Total	20	100.0	
Making comprehensive knowledge management system	Strongly Agree	8	40.0	40.0
	Agree	8	40.0	80.0
	Disagree	4	20.0	100.0
	Total	20	100.0	

The above table shows the agreement-disagreement frequencies regarding various aspects of business covered in re-engineering process. It can be interpreted that majority of the respondents were agreeing that these aspects are covered in most of the cases.

Cross frequencies and chi square analysis

The cross frequencies for significance of BPR in increasing effectiveness for various items has been identified along with chi square test. For all four items (refer appendix-I), the test was applied and interpreted here under:

Table: 8 Cross frequencies

Experience	Business re-engineering process improves information sharing and organizational communication			
	Strongly Agree	Agree	Neutral	Strongly Disagree
5-15 years	1	1	0	0
15-25 years	2	2	1	0
25-35 years	3	5	2	0
More than 35 years	1	2	0	0
	7	10	3	0

From the above analysis, said that majority of the respondents were agreeing that BPR improves information sharing and organizational communication. The chi square table (refer appendix-II) also demonstrates that there was no significant difference in the expected and observed frequencies and thus, the data given in above table is reliable.

Table: 9 Cross frequencies (2)

Experience	Competitiveness can be enforced by re-engineering process			
	Strongly Agree	Agree	Neutral	Strongly Disagree
5-15 years	0	1	1	0
15-25 years	1	3	1	0
25-35 years	4	5	1	0
More than 35 years	0	2	1	0
	5	11	4	0

The table demonstrates the cross frequencies between selected demography and the statement that the competitiveness can be enforced by re-engineering process. From the above analysis, it can be said that the respondents having experience of more than 15 years were agreeing that BPR can enforce competitiveness.

Table: 10 Cross frequencies (3)

Experience	Business Process Re-engineering can improve			
	Strongly Agree	Agree	Neutral	Strongly
5-15 years	1	1	0	0
15-25 years	0	3	2	0
25-35 years	3	3	3	1
More than 35 years	1	1	0	1
	5	8	5	2

The table shows the experience wise frequency for selected item and it can be said that only people having more than 25 years of experiences were not agreeing that BPR can improve productivity. However, chi square table shows that the value was 6 (approx) which was lower than tabular value thus, the difference was not because of people holding different years of experience.

Table-11: Cross frequencies (4)

Experience	BPR enhances corporate strategy			
	Strongly Agree	Agree	Neutral	Strongly Disagree
5-15 years	1	1	0	0
15-25 years	0	5	0	0
25-35 years	4	5	1	0
More than 35 years	0	3	0	0
	5	14	1	0

It can be interpreted from the above table that BPR enhances the corporate strategy and it was also observed by analyzing the chi square table (refer appendix –II) that there was no significant difference in the responses across selected demographics.

CONCLUSION

This research is conducted in order to analyze the significance of re-engineering the business process in corporate strategy. Based on the analysis, following conclusion has been drawn:

- From the demographic section, it is revealed that majority of respondents possess handful amount of experiences i.e. above 25 years. With this, it can be state that results attained from this study are highly reliable.
- It is concluded that organizational culture and leadership certainly affects the effectiveness of corporate strategy of an organization.
- However, it is also revealed that system and organizational structure doesn't constitute in this regard.
- In addition to it, there are different aspects which need to be covered by firm in business re-engineering process. It is concluded that organizational alignment issues, effective leadership and making comprehensive knowledge management system are the major aspects that been covered under business re-engineering process.

- However, it has also articulated that business re-engineering process doesn't involve resources in order to support new business ideas. Majority of respondents are disagreed in this context.
- With this study, it has been concluded that there are various significance of BPR in boosting the effectiveness of corporate strategy. Among different benefits, enhancing of corporate strategy is the most likely benefits. It is cleared that company can adhere with its strategy from BPR. Moreover, it boosts the competitiveness of company from which overall efficiency of the firm gets increased.
- It is also concluded that business re-engineering process improves the concept information sharing and organizational communication. Based on it, company can attain its objectives in an effectual manner as it supports in making effectual decisions.

RECOMMENDATIONS

Considering the conclusive remarks, there are certain recommendations that need to be followed in order to make a successful BPR. It is found that alignment is the major issue in BPR and therefore it must be focused in detail so that effectual results can be attained through it. For this purpose, company can take support from industry delegates in order to conduct sound re-engineering process. In addition to it, communication must be done in a desired manner so that effectual results can be attained through it. With this, company will be able to attain better results from BPR. Further, leadership should also be considered as it is also one among the issues that lies in the re-engineering process.

In addition to it, management support is required in the BPR so that effectual results can be attained through it. Therefore, it must be ensured in order to boost the effectiveness of BPR. Beside this, company must also laid focus on the improvement of the cross functional communication. This is so because it helps in ensuring coordination between different departments of company. Additionally, company can also involve cross unit project team composition in order to attain better results from it. Beside this, it is also recommendable that company must set measurable BOPR objectives so that required set of results can be attained through it.

LIMITATIONS

It is essential to identify scope of a manuscript therefore, limitations of this research paper have also been identified. The study is however carried out with rational approach but still sample size is not adequate to generalize the research findings for all companies irrelevant of their

nature of business. Furthermore, this research was conducted on top multinational companies which cannot be applied/relevant for small organizations.

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APPENDICES

Appendix-I Questionnaire

Demographic factors:

1. Age

	Year	
1.1	Less than 30 years	1
1.2	30-40 years	2
1.3	40-50 years	3
1.4	More than 50 years	4

2. Experience (in years)

	Experience	
3.1	5-15 years	1
3.2	15-25 years	2
3.3	25-35 years	3
3.4	More than 35 years	4

General section

Please rate the following questions on the scale of 1-5

(Where, Very Affecting (VA) =1, Mostly Affecting (MA) =2, Somewhat Affecting (SA) =3, Less Affecting (LA) =4, Not Affecting at all (NA) =5)

1. Please indicate the regarding factors affecting effectiveness of corporate strategy in your organization

Particulars	VA	MA	SA	LA	NA
Organizational culture					
Systems					
Leadership					
Organizational structure					

2. Kindly indicate your response regarding the aspects covered by firm in Business Re-engineering Process

Particulars	Yes	No
Organizational alignment issues		
Resources to support new business ideas		
Implementing a coherent innovation strategy		
Effective leadership		
Making comprehensive knowledge management system		

3. Please indicate your response regarding significance of BPR in effectiveness of corporate strategy

(Where, SA= Strongly Agree, A= Agree, N= Neutral, D= Disagree, SD= Strongly Disagree)

Particulars	SA	A	N	D	SD
Business re-engineering process improves information sharing and organizational communication					
Competitiveness can be enforced by re-engineering process					
Business Process Re-engineering can improve productivity and reduce cost to your organization					
BPR enhances corporate strategy					

4. In your opinion, what was the major obstacle to BPR in your organization?

5. Suggest the way for improving future BPR process in your organization

Thank you for your co-operation.

APPENDIX-II. Chi Square Tables

Table-1	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.505 ^a	6	.959
Likelihood Ratio	2.209	6	.899
Linear-by-Linear Association	.093	1	.760
N of Valid Cases	20		

Table-2	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.018 ^a	6	.674
Likelihood Ratio	4.930	6	.553
Linear-by-Linear Association	.253	1	.615
N of Valid Cases	20		

Table-3	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.900 ^a	9	.648
Likelihood Ratio	9.226	9	.417
Linear-by-Linear Association	.377	1	.539
N of Valid Cases	20		

Table-4	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.114 ^a	6	.411
Likelihood Ratio	8.202	6	.224
Linear-by-Linear Association	.165	1	.685
N of Valid Cases	20		