**Appendix 1: Meta-Analytic Sample**

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**Appendix 2: Robustness Assessments**

This appendix reports the results of a set of moderator analyses performed to test the robustness of the meta-analysis’ primary findings. To begin, I examined the 80% credibility intervals shown in Table 1 that were associated with 1998-2020 subgroups and found that all but four (formalization with decentralization; formalization with vertical differentiation; specialization with decentralization; specialization with vertical differentiation) were sufficiently wide and did not include zero, affording the opportunity for the analysis of possible moderator effects (Whitener, 1990). The four ineligible relationships were not considered in the following moderator analyses.

In one moderator analysis, I separated manufacturing from other (e.g., non-profit service, governmental, educational, agricultural) sources of data to assess whether differences in organizational purpose might influence the relevance of dimensional models of organization structure.  As hypothesized by Hall (1963a,b), different functions within and of organizations might require different forms of coordination and control and thus could favor different arrangements of structural dimensions.  In a second analysis, I contrasted findings from data collected using institutional methods that asked for quantitative counts with questionnaire methods that requested perceptual judgements, based on research that has suggested the existence of response differences between the two types of structure measures (e.g., Pennings, 1973; Sathe, 1978).  The third analysis concerned differences in study location, contrasting data from the U. S., Canada, and Great Britain, the locations of founding structure research that yielded evidence of substantial correlation, with data from all other locations, due to suggestions that international cultural differences might favor different structural configurations (e.g., Hickson, Hinings, McMillan, & Schwitter, 1974; Miller, 1987).  As indicated in Tables 5, 6, and 7, none of these assessments revealed findings that differed in significant respects from the results of the primary meta-analysis reported above. Instead, the three analyses failed to produced evidence of specific conditions capable of extending Walton’s (2005) conclusion into the 1998-2020 period.

In a final pair of analyses, I performed the same analyses as those conducted in the primary meta-analysis but modified the temporal breakpoint between subgroups to assess whether the primary analysis’ findings might be an unintended artifact of use of the 1997-1998 breakpoint. In one analysis I set the breakpoint at 1989-1990, reasoning that earlier published research assessed conditions prior to the first wave of workplace involvement and automation described by Appelbaum and Batt (1994), Osterman (1994), Boyer et, al., (1996) and others, and that later research examined conditions during and after this wave of change. In another analysis I set the breakpoint at 2007-2008, such that the earlier subgroup captured the additional effects of the second wave of workplace involvement and automation described by Zammuto and colleagues (2007) and the later subgroup assessed conditions thereafter. Tables 8 and 9 indicate that the results of both supplementary analyses were generally consistent with the study’s primary results. The meta-analytic findings reported previously in Table 1 do not appear to be an artifactual product of the specific breakpoint used in the study’s primary analysis.

**Table 5**

*Meta-Analytic Assessment of Moderator Subgroups:*

*1998-2020 Manufacturing versus Other*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

80% 95%

Bivariate Relationship Credibility Confidence

Time Period K N ṝ σṝ2  ṝ’ σṝ’2 ṝ” σṝ”2  L U L U t’ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Formalization with

Standardization

1955-1997 9 350 .56 .03 .52 .02 .72 .06 .64 .80 .68 .76

Manufacturing 0 -- -- -- -- -- -- -- -- -- -- -- --

Other 0 -- -- -- -- -- -- -- -- -- -- -- --

Specialization

1955-1997 60 7670 .30 .09 .24 .07 .30 .07 .21 .39 .28 .32

Manufacturing 14 4492 .29 .07 .23 .06 .29 .06 .22 .36 .26 .32 0.14

Other 9 819 .09 .03 .05 .02 .07 .02 .04 .10 .06 .08 3.95\*\*

Decentralization

1955-1997 46 4385 .01 .12 .03 .09 .03 .09 -.09 .15 .00 .06

Manufacturing 22 -- -- -- -- -- -- -- -- -- -- -- --

Other 13 -- -- -- -- -- -- -- -- -- -- -- --

Vertical Differentiation

1955-1997 20 1366 .26 .05 .24 .03 .31 .04 .26 .36 .29 .33

Manufacturing 4 -- -- -- -- -- -- -- -- -- -- -- --

Other 1 -- -- -- -- -- -- -- -- -- -- -- --

Standardization with

Specialization

1955-1997 15 632 .34 .11 .26 .08 .34 .09 .22 .46 .29 .39

Manufacturing 3 206 .27 .03 .29 .02 .37 .03 .33 .41 .34 .40 0.16

Other 1 122 .45 -- -- -- -- -- -- -- -- -- --

Decentralization

1955-1997 15 604 -.08 .07 -.02 .05 -.01 .05 -.08 .06 -.04 .02

Manufacturing 3 206 .15 .02 .15 .01 .20 .00 .18 .22 .19 .21 3.64\*\*

Other 2 1596 -.20 .04 -.32 .01 -.39 .01 -.40 -.38 -.37 -.41 4.16\*\*

Vertical Differentiation

1955-1997 8 672 .39 .05 .26 .06 .09 .43 .06 .12 .07 .11

Manufacturing 0 -- -- -- -- -- -- -- -- -- -- -- --

Other 1 1223 .30 -- -- -- -- -- -- -- -- -- --

Specialization with

Decentralization

1955-1997 41 3155 .15 .08 .18 .07 .23 .07 .14 .32 .21 .25

Manufacturing 20 -- -- -- -- -- -- -- -- -- -- -- --

Other 10 -- -- -- -- -- -- -- -- -- -- -- --

Vertical Differentiation

1955-1997 19 1189 .47 .05 .40 .05 .50 .06 .42 .58 .47 .53

Manufacturing 4 -- -- -- -- -- -- -- -- -- -- -- --

Other 1 -- -- -- -- -- -- -- -- -- -- -- --

Decentralization with

Vertical Differentiation

1955-1997 24 1796 .18 .04 .18 .03 .24 .03 .20 .28 .23 .25

Manufacturing 4 1205 -.10 .17 -.12 .12 -.19 .12 -.35 -.03 -.31 -.07 2.42\*

Other 1 172 -.26 -- -- -- -- -- -- -- -- -- --

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Notes: Manufacturing and Other statistics are based on 1998-2020 data. t’ tests assess statistical significance of differences between the 1955-1997 subgroup and the Manufacturing and Other subgroups.

\*\* p < .01; \*p < .05

**Table 6**

*Meta-Analytic Assessment of Moderator Subgroups:*

*1998-2020 Institutional versus Questionnaire Methods* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

80% 95%

Bivariate Relationship Credibility Confidence

Time Period K N ṝ σṝ2  ṝ’ σṝ’2 ṝ” σṝ”2  L U L U t’ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Formalization with

Standardization

1955-1997 9 350 .56 .03 .52 .02 .72 .06 .64 .80 .68 .76

Institutional 0 -- -- -- -- -- -- -- -- -- -- -- --

Questionnaire 0 -- -- -- -- -- -- -- -- -- -- -- --

Specialization

1955-1997 60 7670 .30 .09 .24 .07 .30 .07 .21 .39 .28 .32

Institutional 4 144 .23 .01 .23 .00 .32 .01 .32 .32 .32 .32 0.33

Questionnaire 19 5167 .21 .07 .20 .06 .26 .06 .19 .33 .23 .29 0.61

Decentralization

1955-1997 46 4385 .01 .12 .03 .09 .03 .09 -.09 .15 .00 .06

Institutional 4 -- -- -- -- -- -- -- -- -- -- -- --

Questionnaire 31 -- -- -- -- -- -- -- -- -- -- -- --

Vertical Differentiation

1955-1997 20 1366 .26 .05 .24 .03 .31 .04 .26 .36 .29 .33

Institutional 0 -- -- -- -- -- -- -- -- -- -- -- --

Questionnaire 5 -- -- -- -- -- -- -- -- -- -- -- --

Standardization with

Specialization

1955-1997 15 632 .34 .11 .26 .08 .34 .09 .22 .46 .29 .39

Institutional 1 122 .45 -- -- -- -- -- -- -- -- -- --

Questionnaire 3 206 .27 .03 .29 .02 .37 .03 .33 .41 .34 .40 0.24

Decentralization

1955-1997 15 604 -.08 .07 -.02 .05 -.01 .05 -.08 .06 -.04 .02

Institutional 1 122 -.07 -- -- -- -- -- -- -- -- -- --

Questionnaire 4 1429 .03 .07 -.27 .03 -.33 .04 -.38 -.28 -.36 -.30 2.96\*\*

Vertical Differentiation

1955-1997 8 672 .39 .05 .26 .06 .09 .43 .06 .12 .07 .11

Institutional 0 -- -- -- -- -- -- -- -- -- -- -- --

Questionnaire 1 1223 .30 -- -- -- -- -- -- -- -- -- --

Specialization with

Decentralization

1955-1997 41 3155 .15 .08 .18 .07 .23 .07 .14 .32 .21 .25

Institutional 5 -- -- -- -- -- -- -- -- -- -- -- --

Questionnaire 25 -- -- -- -- -- -- -- -- -- -- -- --

Vertical Differentiation

1955-1997 19 1189 .47 .05 .40 .05 .50 .06 .42 .58 .47 .53

Institutional 0 -- -- -- -- -- -- -- -- -- -- -- --

Questionnaire 5 -- -- -- -- -- -- -- -- -- -- -- --

Decentralization with

Vertical Differentiation

1955-1997 24 1796 .18 .04 .18 .03 .24 .03 .20 .28 .23 .25

Institutional 0 -- -- -- -- -- -- -- -- -- -- -- --

Questionnaire 5 1377 -.13 .13 -.14 .11 -.20 .00 -.34 -.06 -.30 -.10 12.57\*\*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Notes: Institutional and Questionnaire subgroup statistics are based on 1998-2020 data. t’ tests assess statistical significance of differences between the 1955-1997 subgroup and the Institutional and Questionnaire subgroups.

\*\* p < .01; \*p < .05

**Table 7**

*Meta-Analytic Assessment of Moderator Subgroups:*

*1998-2020 Comparable versus Other National Research Sites*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

80% 95%

Bivariate Relationship Credibility Confidence

Time Period K N ṝ σṝ2  ṝ’ σṝ’2 ṝ” σṝ”2  L U L U t’ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Formalization with

Standardization

1955-1997 9 350 .56 .03 .52 .02 .72 .06 .64 .80 .68 .76

Comparable 0 -- -- -- -- -- -- -- -- -- -- -- --

Other 0 -- -- -- -- -- -- -- -- -- -- -- --

Specialization

1955-1997 60 7670 .30 .09 .24 .07 .30 .07 .21 .39 .28 .32

Comparable 12 2478 .17 .07 .09 .06 .13 .06 .05 .21 .10 .16 2.16\*

Other 11 2833 .26 .05 .30 .03 .38 .03 .34 .42 .36 .40 1.28

Decentralization

1955-1997 46 4385 .01 .12 .03 .09 .03 .09 -.09 .15 .00 .06

Comparable 13 -- -- -- -- -- -- -- -- -- -- -- --

Other 22 -- -- -- -- -- -- -- -- -- -- -- --

Vertical Differentiation

1955-1997 20 1366 .26 .05 .24 .03 .31 .04 .26 .36 .29 .33

Comparable 2 -- -- -- -- -- -- -- -- -- -- -- --

Other 3 -- -- -- -- -- -- -- -- -- -- -- --

Standardization with

Specialization

1955-1997 15 632 .34 .11 .26 .08 .34 .09 .22 .46 .29 .39

Comparable 1 65 .17 -- -- -- -- -- -- -- -- -- --

Other 3 263 .37 .03 .39 .01 .48 .02 .45 .51 .45 .51 1.23

Decentralization

1955-1997 15 604 -.08 .07 -.02 .05 -.01 .05 -.08 .06 -.04 .02

Comparable 2 1288 -.03 .20 -.31 .02 -.38 .02 -.41 -.35 -.41 -.35 3.20\*\*

Other 3 263 .03 .01 .02 .01 .02 .01 .01 .03 .01 .03 0.36

Vertical Differentiation

1955-1997 8 672 .39 .05 .26 .06 .09 .43 .06 .12 .07 .11

Comparable 1 1223 .30 -- -- -- -- -- -- -- -- -- --

Other 0 -- -- -- -- -- -- -- -- -- -- -- -- --

Specialization with

Decentralization

1955-1997 41 3155 .15 .08 .18 .07 .23 .07 .14 .32 .21 .25

Comparable 14 -- -- -- -- -- -- -- -- -- -- -- --

Other 16 -- -- -- -- -- -- -- -- -- -- -- --

Vertical Differentiation

1955-1997 19 1189 .47 .05 .40 .05 .50 .06 .42 .58 .47 .53

Comparable 2 -- -- -- -- -- -- -- -- -- -- -- --

Other 3 -- -- -- -- -- -- -- -- -- -- -- --

Decentralization with

Vertical Differentiation

1955-1997 24 1796 .18 .04 .18 .03 .24 .03 .20 .28 .23 .25

Comparable 2 328 .03 .16 -.08 .07 -.11 .07 -.20 -.02 -.21 -.10 1.83\*

Other 3 1049 -.24 .14 -.16 .12 -.23 .12 -.38 -.08 -.37 -.09 2.31\*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Notes: Comparable and Other subgroup statistics are based on 1998-2020 data. t’ tests assess statistical significance of differences between the 1955-1997 subgroup and the Comparable and Other subgroups.

\*\* p < .01; \*p < .05

**Table 8**

*Dimensional Intercorrelations, 1989-1990 Breakpoint*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

80% 95%

Bivariate Relationship Credibility Confidence

Time Period K N ṝ σṝ2  ṝ’ σṝ’2 ṝ” σṝ”2  L U L U t’

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Grand Means

1955-1989 185 10553 .26 .09 .27 .06 .35 .07 .27 .43 .34 .36

1990-2020 161 35141 .04 .08 .03 .06 .04 .07 -.05 .13 .03 .05 10.87\*\*

Formalization with

Standardization

1955-1989 8 305 .58 .02 .55 .02 .77 .07 .68 .76 .72 .82

1990-2020 1 45 .33 -- -- -- -- -- -- -- -- -- --

Specialization

1955-1989 27 1319 .42 .07 .44 .06 .57 .06 .49 .65 .55 .59

1990-2020 33 6351 .19 .08 .19 .06 .25 .07 .17 .33 .23 .27 4.86\*\*

Decentralization

1955-1989 31 2161 .23 .04 .26 .03 .33 .03 .29 .37 .32 .34

1990-2020 40 7561 -.03 .07 -.02 .05 -.03 .05 -.09 .03 -.05 -.01 5.31\*\*

Vertical Differentiation

1955-1989 17 1020 .29 .05 .28 .04 .36 .04 .30 .42 .34 .38

1990-2020 8 1723 .11 .01 .12 .00 .16 .00 .16 .16 .16 .16 4.12\*\*

Standardization with

Specialization

1955-1989 14 587 .36 .12 .27 .09 .36 .10 .24 .48 .31 .41

1990-2020 5 373 .28 .03 .32 .02 .40 .03 .37 .43 .38 .42 0.35

Decentralization

1955-1989 14 559 -.08 .08 -.01 .06 .01 .16 -.06 .08 -.02 .04

1990-2020 6 1596 -.02 .05 -.25 .03 -.30 .03 -.34 -.26 -.33 -.27 2.42\*

Vertical Differentiation

1955-1989 8 672 .42 .04 .31 .01 .43 .03 .40 .46 .41 .45

1990-2020 1 1223 .30 -- -- -- -- -- -- -- -- -- --

Specialization with

Decentralization

1955-1989 31 2161 .23 .04 .26 .03 .19 .33 .15 .23 .18 .20

1990-2020 40 7561 -.03 .07 -.02 .05 -.03 .05 -.09 .03 -.02 -.04 2.02\*

Vertical Differentiation

1955-1989 16 950 .48 .04 .46 .03 .57 .04 .51 .63 .55 .59

1990-2020 8 1616 .27 .07 .13 .02 .17 .02 .15 .19 .16 .18 5.66\*\*

Decentralization with

Vertical Differentiation

1955-1989 20 1435 .24 .02 .23 .02 .30 .02 .27 .33 .29 .31

1990-2020 9 1738 -.12 .09 -.11 .09 -.16 .10 -.28 -.04 -.22 -.10 4.18\*\*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\*\* p < .01; \*p < .05

**Table 9**

*Dimensional Intercorrelations, 2007-2008 Breakpoint*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

80% 95%

Bivariate Relationship Credibility Confidence

Time Period K N ṝ σṝ2  ṝ’ σṝ’2 ṝ” σṝ”2  L U L U t’

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Grand Means

1955-2007 291 22468 .18 .10 .12 .08 .16 .08 .05 .37 .15 .17

2008-2020 55 19226 .03 .07 .04 .06 .05 .06 -.03 .13 .03 .07 2.98\*\*

Formalization with

Standardization

1955-2007 9 350 .55 .03 .52 .02 .72 .06 .64 .80 .68 .76

2008-2020 -- -- -- -- -- -- -- -- -- -- -- -- --

Specialization

1955-2007 48 4579 .31 .10 .20 .09 .27 .10 .15 .39 .24 .30

2008-2020 12 3091 .24 .05 .29 .03 .36 .04 .31 .41 .34 .38 1.22

Decentralization

1955-2007 64 7444 -.01 .11 -.01 .08 -.01 .08 -.11 .09 -.03 .01

2008-2020 16 7016 -.11 .06 -.01 .05 -.01 .05 -.07 .05 -.03 .01 0.00

Vertical Differentiation

1955-2007 22 1694 .25 .05 .22 .03 .29 .03 .25 .33 .28 .30

2008-2020 3 1049 .13 .00 .12 .00 .14 .00 .14 .14 .14 .14 4.06\*\*

Standardization with

Specialization

1955-2007 18 838 .33 .10 .27 .07 .35 .07 .25 .45 .32 .38

2008-2020 4 328 .32 .03 .35 .02 .43 .03 .40 .46 .29 .39 0.75

Decentralization

1955-2007 18 810 -.04 .07 .03 .05 .04 .05 -.02 .10 .02 .06

2008-2020 2 1345 -.21 .04 -.32 .01 -.39 .01 -.40 -.38 -.41 -.37 4.88\*

Vertical Differentiation

1955-2007 8 672 .42 .04 .31 .01 .43 .03 .40 .46 .41 .45

2008-2020 1 1223 .30 -- -- -- -- -- -- -- -- -- --

Specialization with

Decentralization

1955-2007 57 6440 .10 .08 .07 .07 .09 .07 .01 .17 .07 .11

2008-2020 14 3282 .01 .04 -.02 .03 -.02 .03 -.06 .02 -.04 .00 1.89\*

Vertical Differentiation

1955-2007 21 1517 .45 .05 .36 .05 .45 .05 .38 .52 .43 .47

2008-2020 3 1049 .10 .00 .09 .00 .12 .00 .12 .12 .12 .12 1.76\*

Decentralization with

Vertical Differentiation

1955-2007 26 2124 .17 .05 .14 .05 .18 .05 .12 .24 .16 .20

2008-2020 3 1049 -.24 .14 -.16 .12 -.23 .12 -.37 -.09 -.36 -.10 2.00\*

­­­­­­­­­­­­­­­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\*\* p < .01; \*p < .05