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MIDDLE EAST UNIVERSITY
Amman - Jordan

Strategic lenses and their reflections in perception of the manifestations of strategic corruption through strategic consensus from the point of view of business leaders in Jordan.

العدسات الاستراتيجية وانعكاساتها على إدراك مظاهر الفساد الاستراتيجي من خلال الاجماع الاستراتيجي من وجهة نظر قادة الاعمال في الأردن.

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Thesis submitted in the fulfillment of the requirements of

master's degree in business administration

Business Department

Faculty of Business
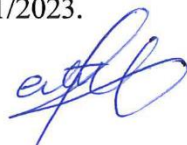
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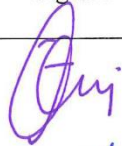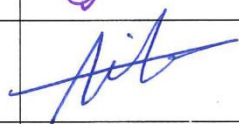
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كما أتقدّم بخالص الشكر و الامتنان إلى أعضاء الهيئة التدريسيّة و جميع الموظّفين المحترمين و كلّ من ساهم بتقديم المساعدة لي خلال فترة دراستي في جامعة الشرق الاوسط.

Dedication

اليوم أتممت دراستي للحصول على درجة الماجستير

وفي قلبي اسماء عديدة لأشخاص دعموا و شجّعوا و صفّقوا

و في قلبي أبي و روحه تلازم انفاسي

و أمّي بثينه التي كانت و ما زالت و ستبقى كلّ الحياة

وفي قلبي اختي الكبرى مايا الحضن الدافي

و خالتي باسمه و عمّي اميل السند الدافئ

في قلبي عائلتي الكبيرة و اصدقائي الكُثر

و بعض القلوب الطيبة التي تخفّف عنا ثِقل الحياة

اهدي نجاحي هذا ايضا لمن خالف العهد والوعد

فبعض الاشخاص إن لم يكونوا داعمين لنا

قد يكونوا مشجّعين لنا للنجاح متى ما علمنا أن في سقوطنا افراحهم

أهديكم جميعا نجاحي بعد نفسي

تلك التي صبرت و تحمّلت و فشلت و اخفقت و جاهدت

فمتى ما أحبّ الانسان نفسه أبدع

شكرا لكم جميعاً

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Strategic lenses and their reflections in perception of the manifestations of strategic corruption through strategic consensus from the point of view of business leaders in Jordan.

Prepared by: Faisal Riyad Al Salaiteh

Supervised by: Prof. Ahmad Ali Salih

Abstract

The study aimed to investigate the impact of strategic lenses in realizing the manifestations of strategic corruption through the mediating role of the strategic consensus from the point of view of business leaders in Jordan. The study relied on the descriptive analytical approach in order to achieve the objectives of this study. Management and general managers, deputy general manager and head of a department of business workers in Jordan, where the number of questionnaires distributed electronically and on paper reached (385) questionnaires, While the number of returned questionnaires valid for analysis was (205) questionnaires. The interviews were used to collect information and the questionnaire as a tool for measuring the variables of the study. Descriptive and inferential statistical methods were used to analyze the results and test hypotheses. They included (the arithmetic mean, the standard deviation, the internal consistency test, split half, the exploratory and confirmatory factor analysis, and the structured equation model using SMART PLS 3.3.3 software to test hypotheses.

The study reached several results, the most important of which are: the level of strategic lenses was average, the level of perception of strategic corruption was average, the level of strategic consensus was high, As for the hypotheses, the study proved that there is an impact of the strategic lens on the perception of the manifestations of strategic corruption, the existence of no impact from the lens of experience on strategic corruption, the presence of an impact of the strategic lens on the strategic consensus, the existence of an impact of the strategic consensus on the perception of the manifestations of strategic corruption, and finally that the strategic consensus mediates the impact of strategic lenses on the perception of manifestations of strategic corruption, while the strategic consensus does not mediate the impact of the lens of experience on the perception of manifestations of strategic corruption, and it is evident from this result that strategic consensus played a partial mediating role in the relationship between strategic lenses and strategic corruption.

Confirming the previously mentioned results, the study recommended: Business leaders must adopt the strategic lens approach in order to increase their awareness of the manifestations of strategic corruption, and in order to complete the picture of the relationship, strategic consensus must be used, which is reflected positively on the level of awareness of strategic corruption. Activating this system contributes effectively to achieving flexibility, consistency, commitment, and the ability to minimize any deviation, business leaders should also enhance their practices in the strategic consensus by expanding the base of knowledge sharing, transferring experiences, and developing solutions, which contributes to the integration of the image of the impact of strategic lenses on increasing awareness of corruption manifestations and quickly monitoring and combating its behaviors.

Key words: strategic lenses, strategic corruption, strategic consensus, business leaders in Jordan.

العدسات الاستراتيجية وإنعكاساتها على إدراك مظاهر الفساد الاستراتيجي من خلال الاجماع الاستراتيجي من وجهة نظر قادة الاعمال في الأردن.

إعداد: فيصل رياض السلايطه

إشراف: الاستاذ الدكتور احمد علي صالح

الملخّص

هدفت الدراسة إلى تحري أثر العدسات الاستراتيجية في ادراك مظاهر الفساد الاستراتيجي من خلال الدور الوسيط للاجماع الاستراتيجي من وجهة نظر قادة الاعمال في الاردن ، اعتمدت الدراسة على المنهج الوصفي التحليلي من أجل تحقيق اهداف هذه الدراسة ، وتكون مجتمع الدراسة من رجال و سيدات الاعمال و اعضاء مجلس ادارة و مدراء عامّين، نائب مدير عام و رئيس قسم من العاملين في مجال الاعمال في الاردن ،حيث بلغ عدد الاستبيانات الموزّعة الكترونيا و ورقيا (385) استبانة ، بينما كان عدد الاستبيانات المرتجعة و الصالحة للتحليل (205) استبانة. و اعتمدت المقابلات لجمع المعلومات و الاستبانة أداة لقياس متغيرات الدراسة و استخدمت أساليب الاحصاء الوصفي و الاستدلالي لتحليل النتائج واختبار الفرضيات وشملت (الوسط الحسابي ، الانحراف المعياري ، اختبار الاتساق الداخلي و التجزئة النصفية ، و التحليل العاملي الاستكشافي و التوكيدي و نموذج المعادلة المُهيكلة باستخدام برمجية SMART PLS 3.3.3 لاختبار الفرضيات .

توصّلت الدراسة إلى عدة نتائج أهمّها : أن مستوى العدسات الاستراتيجية كان متوسط و مستوى ادراك الفساد الاستراتيجي أيضا كان متوسط , مستوى الاجماع الاستراتيجي كان عالٍ . أمّا الفرضيات فقد أثبتت الدراسة وجود تأثير من العدسات الاستراتيجية على ادراك مظاهر الفساد الاستراتيجي , وجود عدم تأثير من عدسة الخبرة على الفساد الاستراتيجي , وجود تأثير للعدسات الاسترايتيجة على الاجماع الاستراتيجي , وجود تأثير للاجماع الاستراتيجي على ادراك مظاهر الفساد الاستراتيجي , و أخيرا أن الاجماع الاستراتيجي يتوسّط تأثير العدسات الاستراتيجية على ادراك مظاهر الفساد الاستراتيجي , بينما لا يتوسط الاجماع الاستراتيجي تأثير عدسة الخبرة على ادراك مظاهر الفساد الاستراتيجي . و يتضح من هذه النتيجة أن الإجماع الاستراتيجي لعب دور الوسيط الجزئي في العلاقة بين العدسات الإستراتيجية والفساد الإستراتيجي.

تأكيداً على النتائج التي تم ذكرها سابقا أوصت الدراسة :

يجب أن يتبنّى قادة الاعمال منهج العدسات الاستراتيجية و ذلك من اجل زيادة ادراكهم لمظاهر الفساد الاستراتيجي , و من اجل اكمال صورة العلاقة يجب استخدام الاجماع الاستراتيجي مما ينعكس بشكل ايجابي على مستوى الادراك للفساد الاستراتيجي, تفعيل هذه المنظومة يسهم مساهمة فعالة في تحقيق المرونة ، و الانسجام، و الالتزام ، والقدرة على تقليل اي انحراف ، و على قادة الاعمال تعزيز ممارساتهم في الاجماع الاستراتيجي من خلال توسيع قاعدة التشارك المعرفي ومناقلة الخبرات وتطوير الحلول بما يساهم في تكامل صورة اثر العدسات الاستراتيجية على زيادة إدراك مظاهر الفساد وسرعة رصد سلوكياته ومحاربتها.

الكلمات الافتتاحية : العدسات الاستراتيجية , الفساد الاستراتيجي , الاجماع الاستراتيجي , قادة الاعمال في الأردن.

Chapter One
Introduction

Background

When the word corruption is mentioned, some people think that it is a quick and simple process, while some types of corruption may take a long-term strategic dimension that affects countries and organizations and may lead to their complete collapse. Strategic corruption as an act is linked to many influences such as social, cultural, psychological and economic.

Corruption is a tiring issue, especially in the difficulty of discovering it, and because lately corruption becomes a strategic weapon for fighting between countries (Zelikow et al., 2020), to the extent that many officials, organizations, and even heads of state who seek to reduce it are baffled. Therefore, one of the wise men of India expressed the dilemma of corruption by saying, "We cannot be sure when we see a fish inside the water, and whether it drinks from the water it is in or not? It is also difficult to know if an employee accepts or does not accept a bribe during his work, for this reason, US President Reagan expressed corruption with the term "the cesspit of extravagance and exploitation" during his election campaign, because corruption has many facets and manifolds (Salih, 2020).

Strategic corruption is one of the deadliest weapons that are used to destroy any entity, internally or externally, so that it is a disturbing threat to the security of individuals or organizations and impedes their functioning Haneburg (2022), In order to address this corruption, it is necessary to search for techniques, entrances, and methodologies that help us in that. Therefore, the strategic lenses are a complete methodology capable of addressing strategic corruption by formulating ideas and plans to deal with different

circumstances, by focusing on strengths and opportunities, and Minimize vulnerabilities and threats (Johnson et al. 2017).

Strategic lenses are defined as a contemporary methodology in research in the method of research and Teaching in the field of strategic management, which has witnessed changes as a result of the accumulation of knowledge from the sources of various efforts of researchers, research centers, and houses of expertise, and the harvest of experiences from various organizations (Salih & Ibrahim, 2019).

The study Dluhopolskyi et al. (2021) has found an effect of the culture which is a dimension of the lens of experience on corruption, so that corruption affects and is affected by societal culture or people's culture and history Baur (2005), and often petty corruption, which is a dimension of corruption is mostly affected by the dimension of culture due to its impact on sectors of people, in contrast to the great corruption which is related to institutions and major entities. (Saqqal et al., 2022).

In order to increase the effectiveness of the impact of strategic lenses as an independent variable on strategic corruption as a dependent variable and to complete the picture of the relationship between these variables, strategic consensus is a group decision outcome that occurs when all the deciding social actors accept the strategic decision, adopts the meaning of consensus portrayed in the decision-making literature (Bragaw & Misangyi, 2019).

When we look at corruption through humans and their behavior as an element, we can see the impact of people "which are a component of the strategic consensus" on strategic corruption. The study Wu et al.(2023) shows the need to understand corruption in order to create the necessary capabilities in employees to combat it, so managing operations in various organizations that train employees so that they are more compatible

with facing any deviation that contributes to reducing corruption especially in developing societies (Sofyani et al.,2023)

Arab countries generally do not fare well in Transparency International's (TI) Corruption Perception Index rankings. Somalia, Syria, Yemen, Sudan, Libya, and Iraq were amongst the lowest-ranking countries in the world in 2016 (Transparency International 2017). Jordan, by contrast, seems like a success story. It ranked 57th in the world and 4th in the Middle East and North Africa (after the UAE, Qatar, and Israel) and even improved by five points over the previous year. Popular perceptions, by contrast, diverge significantly. A recent study by TI's local chapter indicates that 75 per cent of Jordanians believed that corruption had increased (Doughan, 2017).

Any strategy, regardless of its formulation, is ineffective without the presence of people who constitute the most important factor in any organization, and because people are from the dimensions of the lens of experience, according to Johnson et al.(2017), it can be said that there is a relationship between people and strategic consensus, So that the higher the commitment of employees or managers alike, the more consensus is available and therefore a good application for the implementation of any strategy (Ates et al.,2020) .And based on the aforementioned studies, the current study came to reveal the impact of strategic lenses on strategic corruption, with the presence of strategic consensus as a mediator variable from the point of view of business leaders in Jordan, in an attempt to investigate the nature of the relationships between the three variables and study the relationships that unite them to achieve the objectives of the study.

Study problem

The exorbitant cost of luxury, power, and the greed behind corruption for a simple group to live on, also the wheel of economic development can never go smoothly in a country engulfed by corruption, as it prevents the development of the economy, attracting investment, (Zuhaira&Azeez, 2018).

Strategic corruption as a term is still somewhat new, and it falls under the dilemmas that need deep understanding and that must be supported by intensive studies to analyze and try to find solutions to them, First, the association of corruption with the "strategic" part, we understand from this the merging of corruption with the element of time to turn into a tool with a long time range, and to make any negative element achieve greater harm, make it long-term, and this is What we can deduce from the general feature of strategic corruption (Zelikow et al., 2020).

If we look at the long-term effects of apartheid that occurred in the past in the continent of Africa, we notice that one of its effects is the current strategic corruption that strikes this continent, so it is not possible to adopt a single central cause of corruption, but it can be studied from several aspects and different disciplines related to the quality of institutions and the extent rule of law (Bauer, 2005) (Dluhopolskyi et al., 2021).

And to clarify the impact of corruption on countries, a statistic is mentioned (Dluhopolskyi et al., 2021). The losses suffered by European countries as a result of corrupt practices and actions, for example European countries lost a total of $904 billion during 2020, the year in which the Corona pandemic struck, while these sums would have helped in addressing the pandemic and strengthening the capacity of the health sector (Zelikow et al., 2020).

Glaeser and Saks (2004) found a negative relation between education and the level of per capita income and corruption, even the study found that States with more ethnic heterogeneity and income inequality are more corrupt. There is little relationship between the size of government and corruption and little connection between measures of regulation and corruption. There is a modest negative connection between corruption and state economic growth.

In McFarland(2022) study, Strategic corruption is closely related to the exploitation of positions to achieve geopolitical benefits, and according to the study, this type of corruption can be seen largely in authoritarian regimes, where these regimes cultivate destructive capital affiliated with their mission to undermine any potential power that competes with those regimes internally, but on the external level, these countries spread corruption by weakening democracies and spreading chaos (Rudolph, 2022).

Among the white papers that study the issue of corruption, a study (Charney & Qazi, 2014) on corruption in China, which found that 35% of companies in China say that they must give Officials bribes or gifts, and this is what prompted one of the financial managers to describe corruption as an "unspoken rule", so we may find how corruption becomes a tool for passing business or deals as a method of facilitating gain or goals.

And in order to support the aforementioned knowledge gap and to ascertain the feasibility of its study, the researcher conducted two types of interviews , The first is open, unstructured interviews, and the second is structured interviews, the first one included (7 people) 6 of whom are business leaders and 1 in the governmental career domain. Appendix (1)

Here, it can be concluded that strategic corruption as a term is still new and unknown even for those who work within the scope of companies and organizations, and the

societal culture or fear of investigation and mentioning names in public may lead some to evade encouraging such studies.

The second structured interviews were with the Jordanian Anti-Corruption Commission, and these questions were asked and the commission answered them Appendix (2), What we can understand through the answers to this interview is that strategic corruption as a term has not received sufficient attention, but rather looks at corruption through its types and size, and according to the answers extracted; societal culture may affect the fight against corruption, The Anti-Corruption Commission also noted that there is a dearth of such studies, and they encouraged the conduct of such studies and supported the researcher.

Study objectives

The main objective of the current study is to know the impact of strategic lenses on strategic corruption in the presence of strategic consensus as a mediator variable from the point of view of business leaders in Jordan, and this goal can be achieved through the following sub-objectives:

1. Providing the conceptual and intellectual framework for essential study variables (Strategic Corruption, Strategic consensus, Strategic Lenses).

2. Describing the three variables' levels of practice, (Strategic Lenses, Strategic Corruption, Strategic consensus).

3. Determining the direct impact of:

  - Strategic lenses in general and the two lenses (design and experience) in particular on strategic corruption.

  - Strategic lenses on the strategic consensus.

  - Strategic consensus on strategic corruption.

4. Diagnosing the indirect impact of strategic lenses and its lenses (design and experience) on strategic corruption, with the presence of strategic consensus as a mediator variable.

Study importance

The importance of this study is an additional value from two aspects; the scientific and the practical:

The Scientific Importance:

- Contribute to the enrichment of Arab library in general and the Jordanian libraries in particular by improving the number of studies about the impact of strategic lenses on strategic corruption, as these topics are currently lacking in Arab libraries, as far as the researcher knows. Thus this study may become a base for a contribution for the future studies.

- importance for decision makers by highlighting the nature of the relationships between the basic variables of the study and clarifying the requirements for linking them for the purpose of facilitating their practical testing, because they represent an opportunity for organizations to expand and enter markets are new, as well as their effective role in achieving strategic success.

- Expanding horizons towards more studies and literature in analyzing the three topics and linking them with other variables that have a reflection on the development of the business sector in Jordan.

- The importance of this study comes out from the recommendations of transparency international to study corruption as an introduction to the study of corruption as whole, and this was confirmed by United Nations, which issued the book administrative corruption in the government in 1989(Lambsdorff,2008)

The Practical Importance:

- The variables examined in this study are very important and crucial for business organizations, as they play a pivotal role in enhancing overall performance by combating corruption in all its forms and dimensions.

- This study is not specific to any organization or structure, because corruption may exist in all forms of institutions or organizations, so this study constitutes a road map for any organization that discovers that corruption plays an important role in the decline in performance.

Study questions and hypothesis

Study questions

This study examines the following questions obtained from the problem statement:

Main question

Do the strategic lenses impact the perception of the manifestations of strategic corruption with the mediator role of strategic consensus from the point of view of business leaders in Jordan?

To answer this question, it is necessary to divide it into three basic questions, as follows:

1. What is the level of strategic lens practice among business leaders in Jordan?

2. What is the level of awareness of strategic corruption as a global phenomenon among business leaders in Jordan?

3. What is the level of strategic consensus practice among business leaders in Jordan?

Basic question

Is there an impact of strategic lenses on the perception of the manifestations of strategic corruption from the point of view of business leaders in Jordan?

Based on the sub-dimensions of strategic lenses, the main question can be apportioned into two sub-questions:

1. Is there an impact of design lens on the perception of the manifestations of strategic corruption from the point of view of business leaders in Jordan?

2. Is there an impact of experience lens on the perception of the manifestations of strategic?

Corruption from the point of view of business leaders in Jordan?

Second question

Is there an impact of strategic lenses on strategic consensus from the point of view of business leaders in Jordan?

Third question

Is there an impact of strategic consensus on the perception of the manifestations of strategic corruption from the point of view of business leaders in Jordan?

Fourth question

What is the mediating role of strategic consensus in the impact of strategic lenses on the perception of manifestations of strategic corruption from the point of view of business leaders in Jordan?

Study hypothesis

First main hypothesis:

H01: There is no impact of strategic lenses on the perception of the manifestations of strategic corruption at a level of significance ($\alpha \geq 0.5$) from the point of view of business leaders in Jordan.

Based on the strategic lenses sub-dimensions; the main hypothesis can be divided into two sub hypothesis:

H01.1: There is no impact of design lens on the perception of the manifestations of strategic corruption at a level of significance ($\alpha \geq 0.5$) from the point of view of business leaders in Jordan.

H01.2: There is no impact of experience lens on the perception of the manifestations of strategic corruption at a level of significance ($\alpha \geq 0.5$) from the point of view of business leaders in Jordan.

Second hypothesis:

H02: There is no impact of strategic lenses on strategic consensus at a level of significance ($\alpha \geq 0.5$) from the point of view of business leaders in Jordan.

Third hypothesis:

H03: There is no impact of strategic consensus on the perception of the manifestations of strategic corruption at a level of significance ($\alpha \geq 0.5$) from the point of view of business leaders in Jordan.

Fourth hypothesis:

H04: Strategic consensus does not mediate the impact of strategic lenses on the perception of the manifestations of strategic corruption at a level of significance ($\alpha \geq 0.5$) from the point of view of business leaders in Jordan .

Based on the strategic lenses sub-dimensions; the main hypothesis can be divided into two sub hypothesis:

H04.1: Strategic consensus does not mediate the impact of design lens on the perception of the manifestations of strategic corruption at a level of significance ($\alpha \geq 0.5$) from the point of view of business leaders in Jordan.

H04.2: Strategic consensus does not mediate the impact of experience lens on the perception of the manifestations of strategic corruption at a level of significance ($\alpha \geq 0.5$) from the point of view of business leaders in Jordan.

Study model

This model represents the relationship between Strategic Lenses (independent variable), Strategic Corruption (dependent variable), and Strategic consensus as a mediator variable.
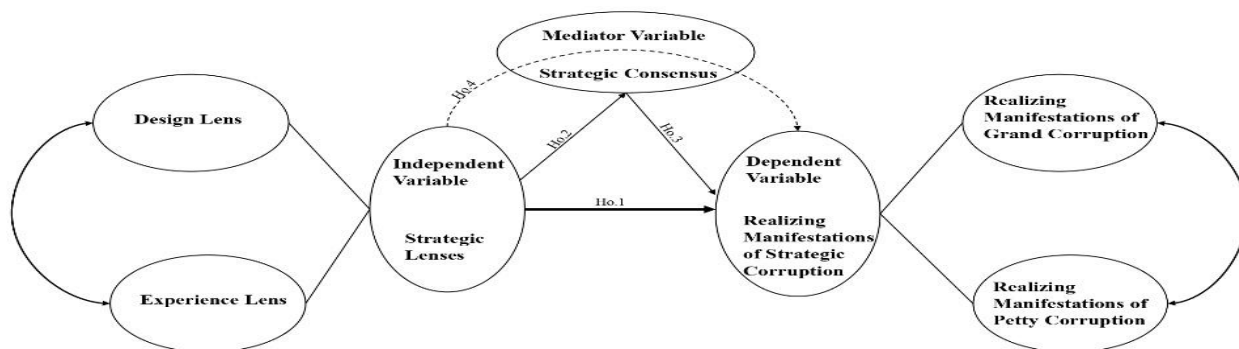
Figure (1_1): Study model

Source prepared by study based on: Dependent variable: (Dluhopolskyi et al., 2021), Independent variable: (Saqqal et al., 2022) (Swamy et al., 2000) (Pattyn, 2014), Mediator variable: (Bragaw & Misangyi, 2019).

Study limitations

The limitations of this study are listed in the following points:

1. The study applied in Jordan; it might not be suitable for companies with the same outside Jordan.

2. This study is concerned with corruption in the business sector, while it may not be possible to generalize the results to government sectors or other sectors.

3. The study results depend on the responsive degree of individual sample responses and their level of objectivity.

4. Corruption as a subject of study is considered a sensitive topic because it has legal and sometimes criminal links, so it is difficult to find an impartial source to take it as a model or case study for analysis

Study delimitations

The study delimitations are listed in the following points:

Spatial: business organizations.

Humanity: A selective sample of business leaders in Jordan.

Temporal: The year 2022.

Operational definitions

Strategic Lenses: An integrated methodology for formulating and developing the strategy by generating many creative ideas to deal with environmental conditions in a way that increases gaining more opportunities and containing many threats in a timely manner with the least costs and efforts. (And it was measured in paragraphs 1 To 20)

Design lens: An intellectual methodology based on rational assumptions in analyzing environmental conditions and developing better solutions and alternatives through the

adoption of flexible and sequential processes to formulate an optimal strategy that focuses on achieving one goal that maximizes its profits and ensures its survival in the competitive environment.

(And it was measured in paragraphs 1 To 11)

Experience lens :An intellectual methodology based on behavioral assumptions and learning theory in analyzing conditions in managing challenges by adopting experiences and expertise related to people, culture , and history as guidelines for formulating a flexible strategy that has the ability to contain unforeseen circumstances and achieve multiple goals that serve the aspirations of stakeholders.

(And it was measured in paragraphs 11 To 20)

Strategic consensus: refers to the amount of agreement between the parties involved about the decision under the influence of the wise leadership of the team leader on the strategic commitment of the team, by focusing on shared beliefs, opinions, and values to create solutions, build ideas, or implement a specific strategy that unites the visions in the organization.. (And it was measured in paragraphs 41 To 55)

Strategic Corruption: A global phenomenon resulting from the merging of corruption Practices and their combinations with the factor of time to produce current behaviors, maneuvers, perspectives, and long-term results that weaken opportunities for growth and development, increase their threats, drain the strengths of defense without results, widen gaps of weakness, and increase the possibilities of chaos and destruction. (And it was measured in paragraphs 21 To 40)

Grand Corruption: It is a set of practices and maneuvers that occur on the economic and social levels in the organization or the state. This type of corruption is often a weapon

in the hands of those with influence and authority, who enjoy protection and immunity that enable them to conclude suspicious deals and pass illegal commissions. That is why resisting and combating this corruption is full of challenges, because it is considered a long-term destructive process. (And it was measured in paragraphs 21 To 30)

Petty Corruption: It is a set of illegal activities and practices that arise in financial and administrative transactions, and this type of corruption, if not combated, can develop over time into a larger and more complex type. (And it was measured in paragraphs 30 To 40)

Business leaders: A group of business men and women, managers of organizations and the senior, middle and executive management team, who have the ability to lead, innovate, manage opportunities and develop the capabilities of organizations using their expertise and abilities with a high moral and social commitment.

Chapter Two
Theoretical Framework and Previous Studies

The information in this chapter will aim to define and discuss to main factors

- Discuss the main definition for the current study and its dimensions (Strategic lenses, strategic corruption, strategic consensus).

- Discuss the previous studies which are presented in current study and its variables.

Then list what differentiate the current study from previous studies.

First: Theoretical Framework

Strategic lenses:

Strategic lenses Conceptual framework:

To understand the principle or idea of strategic lenses, we have to look at it from different angles, studies and scholars. The idea of lenses has a high ductility so that every researcher can formulate it according to the required data. For example, in (Daveni's ,1994) book, , four lenses were placed:

1. Cost-Quality Lens.

2. Timing-Know-How Lens.

3. Stronghold Lens.

4. Deep-Pockets Lens.

These lenses have been formulated to serve the industrial and production sector, so that through each lens, the extent of commitment and conformity with the expected product is measured.

Strategic lenses can be considered as a modern method or a new approach that aims to create a scientific hierarchy, so this tool aims to show the integrative relationship between the main performance standards and the practices of the social organization, so

we may find that each field or study is interested in a particular category of lenses. It may be built as the organization needs on the ground (Abbadi &Thabhawi, 2017).

Either in Johnson et al. (2017) book, the idea of strategic lenses came from the concept of strategic management. In general, lenses are a control, analysis and management tool and they are one of the ways to present and develop the strategy, so information can examine and evaluate by lenses, in this book strategic lenses are divided into four angles from which strategy can be viewed and implemented on a corporate level.

According to the study of Salih and Ibrahim (2019), the lenses represent a foresight methodology from different perspectives. They are also a contemporary tool in study and teaching, explaining the content of the strategy and managing it within the public and private framework.

From the researcher's point of view, strategic lenses are a new way to understand and analyze any gap or problem that needs to be solved. The lenses distribute the structure of any problem and divide it into parts in preparation for studying each part. Just like the lenses that are used in binoculars on the ground each lens has a measurement, a dimension, and a range, and so are the lenses that are applied in strategic studies.

Theories that explained the idea and methodology of strategic lenses:

To understand the general idea of strategic lenses, we will present a set of theories that analyze and evaluate this approach in order to reach intellectual coherence.

*Resource based theory

Resources are the cornerstone of any organization and they include tangible assets such as its factories and equipment, and human assets such as workers and their expertise and

Intangible assets such as technology, patents, copyright, culture and company reputation, and in this theory, any organization must manage these resources, especially rare ones, in a way that increases them so that they become a weapon for competition with companies, and plans must be made to ensure that these resources are not lost or stolen and copied (Wheelen et al., 2018).

* Strategic thinking theory:

Strategic thinking is a distinct interconnected and integrated intellectual process that must take place across all levels of the organization by searching for innovation and imagining a new and very different future that may lead the company to redefine and develop its core strategies by integrating them back into the business (Wheelen et al., 2018).

* Organizational adaptation theory:

It is the ability to achieve balance with the conditions of the regulatory environment in terms of available human and material resources, in this process, all the elements of the organization must acquire new knowledge that qualifies them to adapt to all the new circumstances and challenges that the organization may face (Nui&Li, 2022).

* Strategic capital:

We can consider strategic capital as the trump card that enables any organization to succeed and achieve competitive advantage. It is the ability to plan and implement with success and distinction, and it is a duty to preserve strategic capital, whatever its form and type, even the knowledge possessed by employees in organizations is one of the most important and most dangerous forms of strategic capital (Alkaraan& Northcott, 2006).

These theories unite among themselves to reinforce the principle of strategic lenses, as shown in the figure (4), they create an informational link between them, and on the

other hand, this information is transmitted with the approach of strategic lenses, its management and organization.
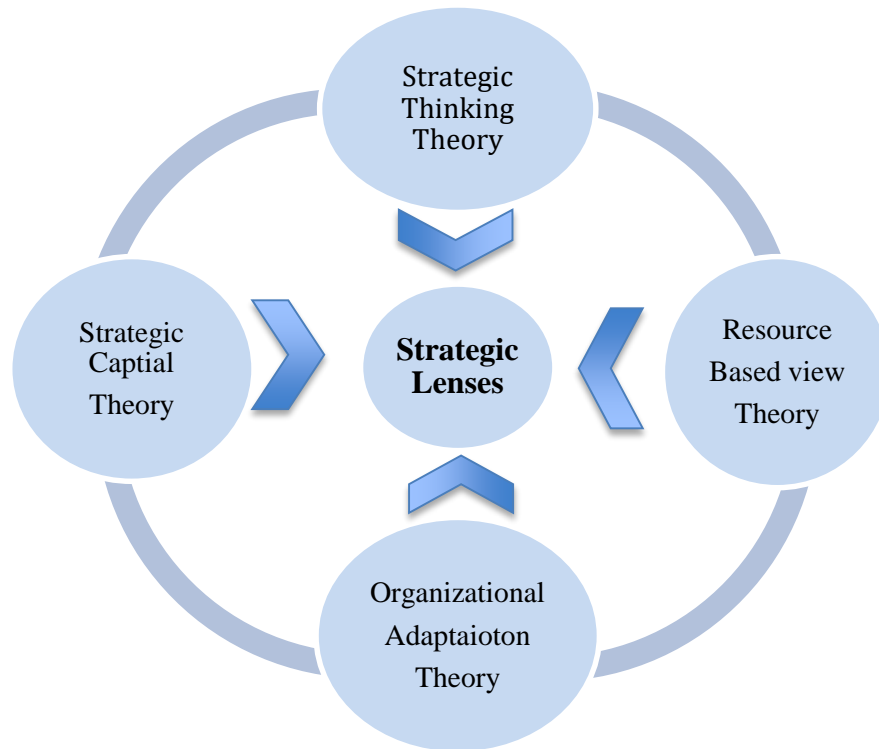
Figure (2_2)

Theories that explained the methodology of strategic lenses. Resource based on :(Wheelen et al., 2018) (Nui&Li, 2022) (Alkaraan& Northcott, 2006).

Strategic lenses:

Why were they chosen, and what are their dimensions:

In Johnson et al. (2017) study, strategic lenses are divided into four dimensions:

1. The design lens.

2. The experience lens.

3. The variety lens.

4. The discourse lens.

And in this study, after studying and analyzing the data of the study and the appropriate dimensions and their suitability with the issue of strategic corruption, the focus will be on the two lenses (The design lens and the experience lens).

1. The design lens can be defined as a process of logical determinism. Through careful evaluation of the firm's industry, environment and available resources, the optimal strategy and clear direction can be determined; this strategic process thus follows an analysis-selection-implementation process, the design lens also views strategy development as a logical process of analysis and evaluation , This lens also places great importance on the comprehensive search for information and its analysis to generate strategic options, not just collecting information in its raw, initial form (Johnson et al. 2017).

2.The experience lens can be defined as a The lens that is concerned with several elements at the same time, the lens of experience focuses largely on the factor of time (history), which is closely related to the people and the culture prevailing among them, so when developing this strategy, you must focus on these elements, From the point of view of this lens, the strategy develops gradually based on the past history and culture of the organization and the people working in it, so that all these elements must be respected during the study(Johnson et al. 2017).

The idea of strategic lenses in itself is a new and modern idea in the business environment, as it increases the sobriety of the proposed solutions and provides more strategic options for companies and organizations (Hlehel&Mansour, 2022).

Here we can define two perspectives of the lenses that we deal with in this study, design lens and experience lens:

Design lens: The designed lens has the advantage of adopting rational analysis and making decisions accordingly, due to its overt commitment to improving the performance of organizations, and tends to be very formal, and strategy is the result of a planning process and the most important role in this is for senior management, it is a rational analysis that matters, not emotion or intuition (Hlehel&Mansour, 2022).

So, we can see the most prominent features of the design lens, which is the rational, formal analysis that is far from emotion. These features make the design lens an ideal tool for conducting periodic analysis and evaluation in organizations, especially because it treats all classes in an equal manner. Therefore, it is difficult for the design lens to be compatible with any emotional considerations. Or intuitive because it deals with the existing data strictly.

On the other hand we can say that experience lens focuses less on rationality than the lens of design, and sets low expectations about innovation and change; The emphasis is on personal experience, routine, and organizational culture rather than the simple appeal of rational analysis, history and culture are important components that influence strategy. Therefore, the choices that managers make do not always reflect the best option available, but instead represent a satisfactory solution; moreover, past experiences and cognitive bias may lead managers to prefer some options over others, although they may not be ideal, and this summarizes the cognitive basis for managers of contemporary organizations, with they are greatly influenced by patterns learned from the past (Hlehel&Mansour, 2022).

Therefore, it is very easy to show the difference between design lens and experience lens, as the first focuses on the formal, logical and strict aspects of analysis and evaluation in organizations, while the second is concerned with emotional and personal aspects of

individuals, whether in terms of organizational culture or reading the history of organizations, so the angles of view differ. Each so that one complements the other.

These two lenses specifically help greatly in understanding, analyzing, and perceiving the manifestations of corruption. Any deviation or illegal action will appear through the design lens and its role in analysis and evaluation in organizations. As for understanding human nature and the effects of culture on it, we need experience lens, so we choose these two lenses to help realize the manifestations of strategic corruption.

Strategic lenses, like any issue or idea, there are many interpretations, analyzes and terminology that discuss this new idea, for example in the book of Strategic Lenses (Al-Khaffaji, 2019) the lenses are seen as a set of different ways through which issues of strategic development of the organization are viewed, they set a different perspectives for organizations, it is important to move away from the single vision of any dilemma.

The methodology of the strategic lenses is linked to several approaches or methods. For example, the lenses are linked to the method of rationality, due to the importance of the availability of rationality in management, behavior and performance, which is what the design lens derives from. As for creativity, it is the new method that translates the scope that expresses the idea of strategy. In management, that is, the strategic transition from the past and the present towards the future, and here the idea of the lens of experience is firmly established, which is concerned with the element of history and its study in organizations (Al-Khaffaji, 2019).

According (Al-Khafaji, 2019) there are several interpretations of the design lens, as it develops the strategy as a logical process that creates forces and constraints on organizations for analysis and evaluation in order to establish a clear strategic basis for implementing plans, so that the goal is the core issue that should be taken care of, and in

this lens The managers must take rational decisions that take into account the economic interest of the organizations.

As for the second type of lens, the experience lens, and from its name it looks at strategy as a result of the accumulation of individual and collective experiences and cultures, within organizations or in the surrounding culture, so that individuals are able to make assumptions on which the organization's strategy is based. The experience lens strategy stems from the organization's culture. So that the strategy is built from the integration and interaction of rational processes in the lens of design with experiences in the experience lens (Al-Khafaji, 2019), so we cannot separate these two lenses, and if we return to the model, we find the need to link them in the architecture of the model.

So, we can put basic features for each of these two lenses, as the design lens is concerned with rational thinking that targets managers in senior management and the need to do strict logical analysis and periodic control in organizations, while the experience lens is concerned with forming a knowledge portfolio based on the experiences and cultures of individuals in organizations to be able to formulate future strategies that emerge from past experiences to keep pace with development.

As for culture, which is an element of the lens of experience (Saqqal et al., 2022), we must be aware of the great impact of managing culture, because it is important to understand different behaviors and ideas. Culture has a great influence in societies, so that a society with a logical culture may tend to fight corruption more than those societies with a fragile culture, this is on the general level, but on the private level, culture management is important for every organization that seeks to enhance its knowledge portfolio and to be one of the educated organizations that are able to compete more broadly (Abbadi &Thabhawi, 2017).

The strategic lens approach, which has been created by business administration researchers in the past two decades, aims to find strategic solutions to any dilemmas or problems that organizations may face, in addition to creating multiple perceptions and visions related to the future of implementing the strategy and ways to confront the problems of its implementation in the present to avoid their occurrence in future, as well as strive to anticipate the activities of competitors and try to Rate for their leadership (Saqqal et al .,2022).

One of the dimensions of this study, which is the lens of culture, combines with the lens of experience for Johnson et al. (2017), which includes the element of culture as well. Many academics and practitioners are interested in learning about the different dimensions of organizational culture in order to understand intangible qualities that affect the effectiveness of work environments, as the of culture generates interest on the different organizational levels to influence activities organizational and administrative processes and results.

"Culture" is defined as how people behave in a society. It is also the manner in which one person interacts with another in a given society. Over time, certain behavioral tendencies are ingrained in societal cultural patterns depending on what is considered acceptable behavior. Changes in culture and influences are also observed as a result of the influence of foreign cultures and traditions. Liu (2016) adds that **"culture has a significant positive effect on misconduct of human behavior which results in corruption such as earnings management, accounting fraud, option backdating, and opportunistic insider trading"**(Liu,2016).

According to Johnson et al. (2017) design lens, include two dimensions are analysis and development, and when linking the dimension of analysis to grand corruption, we

can mention the case of the Enron company, which the element of analysis contributed to uncovering the relationship of grand corruption in its collapse, not only, but even followed by Arthur Andersen company, In the case of these two companies, corruption was multi-faceted. It was summarized in the practice of creative accounting that centered on falsifying facts in advance and excluding transparency. Also, bribery had many contributions to this collapse as well (Atewi& bdaisi. 2012).
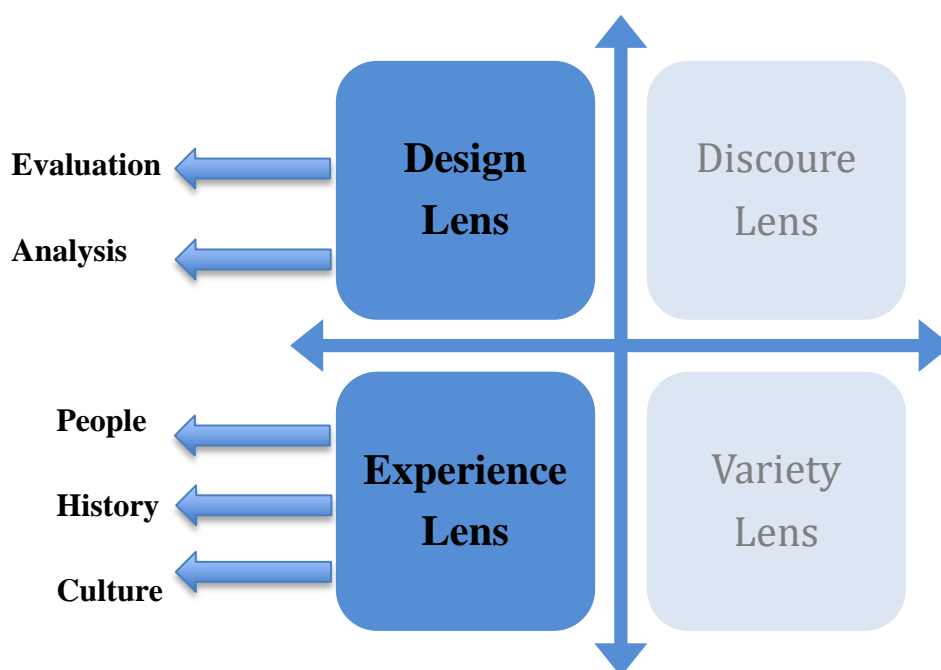
Figure (2_3)
The lenses approved in the study
Resource based on: (Johnson et al. 2017).

The researcher may be asked about the reason for relying on the two lenses of experience and design among other lenses, and this is due to the fact that the lens of design is broad in scope, this lens includes dimensions such as analysis and evaluation, and they are one of the most important steps in understanding any study, while the lens of experience is one of its most important dimensions People, culture and history, and they are important elements to understand the spread of corruption through them, so these two

lenses were chosen based on the elements that include them and their need to understand the idea of strategic corruption.

Strategic corruption

Strategic corruption Theoretical framework:

The word corruption is derived from the Latin word "corrupts," which means "corrupted"

And it is a recurring practice in most societies and that occurs in all civilizations even in ancient eras corruption was present and powerful and the reason for many victories, Bribery is one of the most important features of corruption and one of its most dangerous weapons. It increases transaction costs, reduces the reliability of the economy and stands as a barrier between the economy and viable investments (Šumah, 2018).

Theories that explained the phenomenon of corruption and strategic corruption:

The idea of strategic corruption is new and it is still under study and analysis, so the various

Theories enhance the formation of an image and an entrance to understand this type of corruption. To give a vision to understand the spread of corruption, and how the whistleblower and the announcer of corruption should study these levels to give the important information to the right person.

To understand the general idea of corruption, we present a set of theories that analyze the phenomenon of corruption in order to reach an intellectual coherence that links, analyzes and evaluates theories with strategic corruption.

Moral theory:

If we look at the moral theory from a simple level, we find that it revolves around two terms, which are good and right and how we implement them, and ethics is a set of fundamentals and principles that govern our internal relationship with ourselves, and our external relationship with regard to society, Therefore, there is an inverse relationship linking corruption with morals. In a society in which a high level of morality and a deterrent against crime prevails, the percentage of corruption will be low and easy to control (Driver, 2022).

Governance and Whistleblowing theory:

Governance is the relationships that link the different levels of management and stakeholders, through which goals are set, how to achieve them, and control the performance, (Abd al wahab ,2022) , And the more governance applied in the organization, the higher ability to detect corruption, and this is known as blowing whistles which is when someone in the organization reveal an immoral or corrupt act and disclose it, so the whistleblower is often a chivalrous person who did not want corruption to penetrate further into the institution (Sneha, 2010).

There are several theories to understand, study, and analyze corruption, including the "public choice theory", which focuses on Understand individuals' interests and preferences that model their rational decision-making behavior. There is also the theory of "extractive theory of corruption", which studies the relations between the state, its agent, and society. Which the state agent uses state resources for the benefit of their leaders. Confirms the fact that the state is the most powerful party in the relationship that benefits most from corruption (Olujobi & Olujobi 2020).

Therefore, as we can see in the figure (5) below, a theoretical root must be built based on different theories in order to understand, evaluate and analyze the phenomenon of strategic corruption , The current study benefited greatly from these theories in building the theoretical framework and extracting indicators of awareness of corruption manifestations in general and strategic corruption in particular .
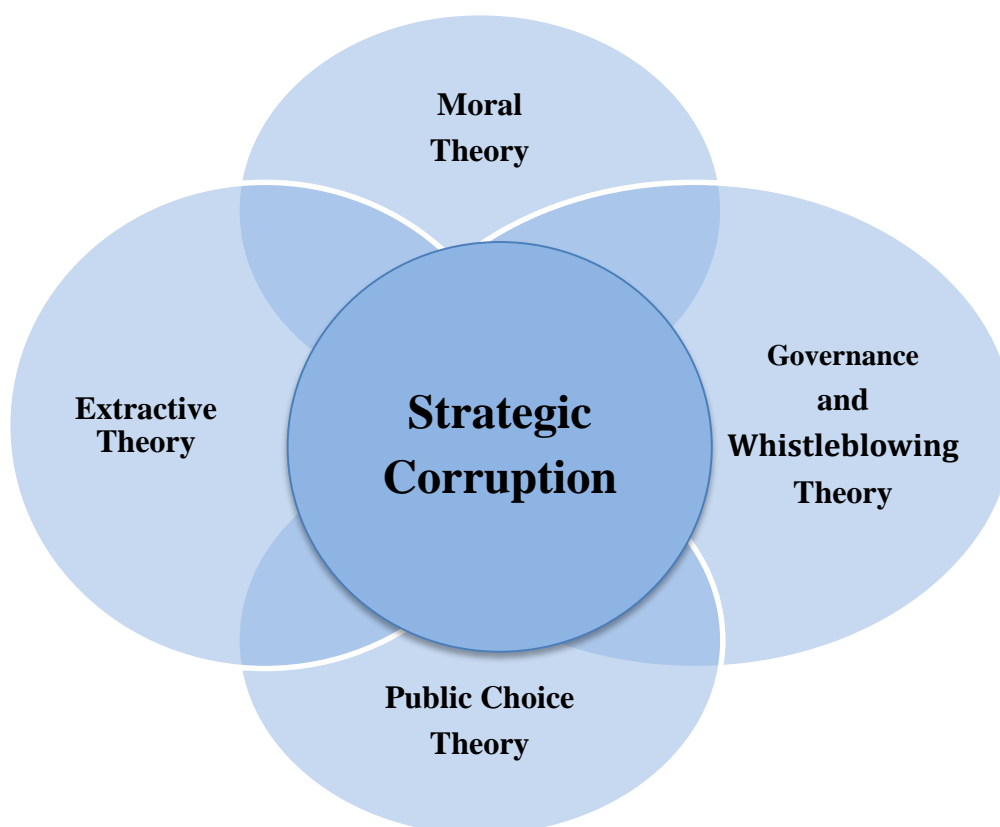
Figure (2_3)

Theories that explained the methodology of strategic corruption.
Resource based on: (Driver, 2022), (Sneha, 2010), (Olujobi & Olujobi 2020).

Causes of corruption

As corruption differs from one country to another, it is possible to identify some keys that generates or makes it spread more widely. Developing countries, low-income countries, or those experiencing exceptional circumstances may create an incubating

climate for corruption, as well as the low influence and power of the media, and the low level of education also has a strong impact on stabilizing the pillars of corruption (Šumah ,2018).

In its simple form, corruption is a way to bring market procedures into an environment of excessive or misguided regulation, introducing competition into what is otherwise a monopolistic setting ,Also, corruption is not limited to poor or developing countries because between 1990 and 2002, federal prosecutors convicted more than 10,000 government officials of acts of official corruption in the united states (Glaeser& Saks, 2004) , Therefore, we are not dealing with an issue that has one dimension or the scope of one movement. Rather, you may find corruption in the richest and poorest countries alike, the most organized and those countries that suffer from wars.

Corruption in the Middle East is widespread, for example, Algeria is one of the most wasteful countries of public money and the lack of rationality of public spending policy based on what it explains The Extravagance Index for the year 2017/2018 issued by the Global Competitiveness Report, while the United Arab Emirates and Qatar outperform other Arab countries based on the values of the Corruption Perceptions Index and controlling Corruption, and Transparency International ranked them as the best two Arab countries in terms of procedures and mechanisms taken on the ground with regard to pursuing corruption in state institutions and agencies(Sommaya & Samya , 2018)

Strategic corruption is closely related to fueling wars such as the (Russian-Ukrainian) war in Europe. Many analysts believe that the networks and practices that have developed for years around the transfer and management of suspicious assets were a factor in the emergence of this war. If we neglect the declared political aspects of the emergence of the war, there are many other reasons, therefore, the study (hus et al., 2022) confirms that

the regimes, through strategic corruption, gain graft through unequal economic policies that weaken the structure of states, affect their defense systems, and destroy them from the depths.

There is a great impact of the quality of accounting information that is circulated in the business markets, in understanding the consequences and effects of corruption and combating it. Organization or business market, and increases the severity of anti-corruption systems (Chen et al., 2019).

In Transparency International, corruption is defined as a form of abuse of power for personal gain, and one of its reflexive effects is undermining trust, weakening democracy, and slowing development and development (Gebel , 2012).

Some people imagine that corruption as a process have emerged in the modern era, and spread only after the industrial revolution, but in fact it was discovered that the first documented corrupt practices took place in Iraq in ancient era during the reign of Hammurabi, and also the Greeks put in place a law called the Law of Attica to guide the people and correct any deviation (Kabosh, 2017).

The study Haneberg (2022) focuses on strategic corruption as a tool of war between countries and governments rather than a tool in the hands of the public, by buying political influence represented in the purchase of real estate and large assets to evade international sanctions, as corrupt regimes use its companies to influence foreign policy, finance political campaigns, influence leaders, blackmail them and undermine their authority.

Strategic corruption can include various tactics such as spreading corruption in opposing countries by undermining democracy in them and fueling peoples' revolutions against regimes by reducing popular satisfaction in those countries, as strategic corruption

in this study focuses on the gains of authoritarian regimes and those responsible for them(Rupert,2022), (Haneberg, 2022).

According to Amundsen (1999), corruption is like cancer, affecting practically every aspect of society and undermining the function of key organs. This means that corruption has an impact on society's culture, political, and economic systems. The precise relationship between the level of corruption and the level of economic prosperity is unknown. Whether income increases because corruption decreases, or whether corruption decreases because income increases.

The education level variable, on the other hand, has a positive link with corruption. It suggests that as a country's education level rises, so will the perceived level of corruption. In their study of the drivers of corruption in emerging countries, (Shabbir and Anwar, 2007) discovered that a country's degree of education had a large and favorable impact on the perceived level of corruption. According to their model, the variable education has a positive effect on corruption. This means that as education improves, so will perceptions of corruption. They further said that this was due to the public sectors being the primary source of employment in developing countries, and that the root of corruption was in the public sector itself.

The level of corruption, as well as the form it takes, varies quite consistently with the political environment. Corruption's degree and forms differ depending on the sort of regime in which it happens. One generally held general notion is that the level of corruption correlates negatively with democratization, i.e., that the level of corruption decreases as democracy increases. Campante et al. (2007) investigated the association between political stability and corruption levels and discovered that the relationship between political stability and corruption could take the shape of a U. This suggests that

a less stable government incumbent is more likely to embezzle, whereas a more stable incumbent will receive a larger bribe.

Corruption and the corrupt person in general need to paint an innocent and sometimes good image of him in people's minds, so we see many corruption cases related to personalities who have a long history in humanitarian and charitable work, so the media is the strong key for any corrupt person to polish his image and spread an unrealistic image. The media is the tool that works to shape public opinion, especially in democratic regimes and it also has the ability to change people's opinions about something or a person from top to bottom, and vice versa Singh(2017).

Corruption in the media, especially if it is invested for its benefit by corrupt religious personalities, may have the greatest impact on the spread of corruption and its pervasiveness. Because emotional societies may easily be deceived by corrupt media that pays them to promote people, parties, or organizations (Haneberg, 2022).

Fake news and rumors that we may see as simple, superficial matters may upset the balance of power in the whole world. For example, in the 2016 US elections, Hillary Clinton won more votes than her opponent, Donald Trump, by 2%, but Trump won by counting the total votes of the states, but the whole process included rumors and false news, although the history of the two candidates was not devoid of suspicions of corruption and illegal cases(Singh,2017).

Corruption and its ability to turn into a **strategic tool**:

What is new in the issue of corruption is its transformation into a strategic tool that deals with the time element as a factor of power. Recently, we see many countries for example, Russia and China, dealing with this type of corruption, which was previously

just a feature of their own political systems, and turning it into a weapon on the world stage. Countries have done this before (Zelikow et al., 2020).

Regimes far from the democratic approach resort to many practices that are placed within the chain of strategic corruption, such as buying media coverage and financing influence campaigns secretly, in order to form a global network of defenders who feel loyalty towards those regimes. This loyalty may make it easier for those countries to do so. With complex operations of buying weapons and entering into wars that have legitimacy and acceptance by many countries and peoples, and here lies the seriousness of this corruption that destroys countries, their systems and logical thought in them (Sutton & clarck, 2020)

Strategic corruption, from the researcher's point of view, centers on being corruption that can destroy any organization from its roots. It penetrates into the depth of thinking and planning for any person, organization or entity. Strategic corruption as a process is long-term that does not end with a deal or bribery, but may be an illegal general approach.

Moral collapse is attributed to the greatest impact of any type of corruption in any place. Because it's like a soft rug that is spread on the ground to facilitate the movement of people. Likewise, this collapse paves the way for corruption to spread and multiply, as it exacerbates the sense of indifference, irresponsibility and lack of accountability. Thus, corruption becomes the solution and the key to every issue, to the extent that corruption may become a correct behavior that is easy to imitate on the ground. (Salih, 2020).

Every corruption, no matter how small or large, has types on which the methods of spreading are built, for example petty corruption spreads through People interrupt with public officials when they use public services for privileges in different establishments such as hospitals, schools, local licensing authorities, police, and tax offices , The other

type of corruption, which is represented by the great corruption, spreads through The corruption of officials in state authorities and usually involves large amounts of money and assets like Kickbacks (Dluhopolskyi et al., 2021) .

Through this study, the researcher has linked corruption in its two types, petty and grand, with strategic lenses, both of which are chosen, design and experience, because of their intersections with the two types of corruption. Petty corruption is mostly illegal behavior of small officials or ordinary people, which is studied through the lens of experience, while grand corruption is the corruption of senior statesmen or influential organizations, which we can analyze through the lens of design.

A study Villamil et al.(2022) indicates that our dealings with definitions of corruption may be done through a "situational" view that is based on formulating and implementing anti-corruption plans commensurate with the momentary situation of the corruption process and not linking it to any other things as a modern corruption solution.

In the study Rudolph(2022) it is clear that strategic corruption must be supported by a government that aims to exercise its influence on politics or politics in a target country. These practices are often through intermediaries in the public and private sectors looking to earn money, but they work through a ruling system that is trying Exercising state power by spreading corruption as a weapon to undermine the sovereignty of another country.

One of the most corrupt practices that is practiced in order to facilitate the circulation of money resulting from suspicious and corrupt deals is the process of money laundering, which is simply giving a legal legitimacy to the money, after which it becomes easy to circulate and move and hides the first source from which it came out. The process breaks the chain of traceability that may lead to the origin of the corruption process and the shadow circle, to the circle of light and investment. For example, the corrupt may transfer

his money secretly through investment projects in which he is not interested in loss or profit as much as moving stagnant money in projects that satisfy governments, and sometimes of a humanitarian nature. Therefore, this process achieves gains for him on several levels. (Salih, 2020).

And because corruption is a complex, sensitive process with many thorny aspects overlapping, sexual harassment and extortion dependent on punishment or reward is considered one of the issues that may overlap with corruption channels. Sexual harassment in the workplace, which occurs with 50% to 85% of working women in their jobs, may exacerbate the turnover rate in companies and thus huge losses in the long term. Sexual harassment usually hides behind its practitioners major corruption cases through which the corrupt person wants to include his associates, so he resorts to sexual pressure on the environment to involve people in sensitive issues. (Salih, 2020).

In order to understand the concept of strategic corruption, it is necessary to differentiate between it and corruption in the ordinary way, as shown in the figure (6) below:
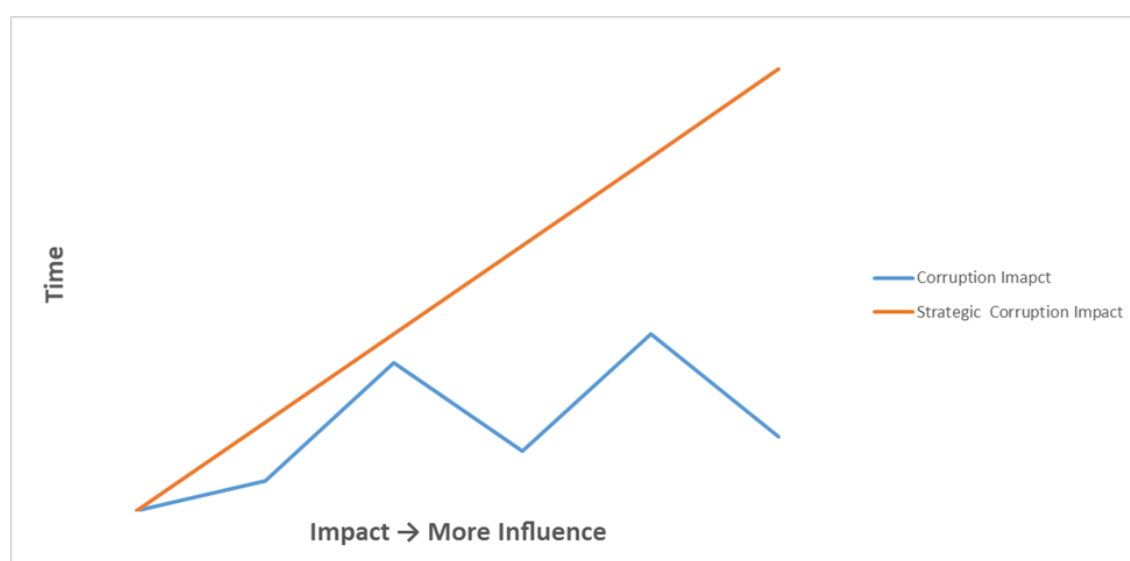
Figure (2_4)

The relationship of time with ordinary corruption and strategic corruption.
Resource based on: (Zelikow et al., 2020).

Strategic corruption deals with time as a factor of strength. The results of this type of corruption do not appear in the present time, but in the long run, unlike the usual corruption, whose impact is direct or on a close time level (Zelikow et al., 2020).

And because corruption is an important and sensitive study, the Corruption perceptions Index measures each country's awareness of corruption and the extent of its understanding and detection of it and its devastating consequences, The Corruption Perceptions Index for 2004 is based on 18 surveys carried out by 12 independent institutions that submitted the results to Transparency International (Salih, 2020).

In its nature, the Corruption Perceptions Index is an annual report issued since 1995, according to the white paper published by Transparency International. The index ranks countries "according to their perceived levels of corruption in the public sector, as determined by expert assessments and opinion polls."

In our study, for the purpose of measuring the Corruption Perceptions Index, two types of corruption were taken:

In ordinary corruption, when the employee embezzles an amount of money, he directly affects the company's financial performance, but when the position is exploited and an incompetent person is employed in an institution, the result of this administrative corruption will appear in the long run, and reflect negatively on the performance of the organization.

In this study that is conducting, corruption is analyzed according to its size and its dimensions into two parts:

Part One: "Grand Corruption"
This includes two categories: economic corruption and social corruption.

Part Two: "Petty Corruption"

 This includes two categories: financial corruption and administrative corruption.

Part One: "**Grand Corruption**"

From an economic point of view:

When we think about corruption from an economic point of view, we find that the lack of investment, the flight of capital abroad, the lack of job opportunities and the high unemployment rates may be causes and consequences of corruption at the same time.

Corruption also spreads widely in any country where the government interferes with economic activity by creating restrictions on imports and reducing wage rates in the public sector, which leads to the search for other ways that may be corrupt to fill the deficit. Accountability and its absence also play a major role in making the economy corrupt anywhere, because when transactions are based on documentation and disclosure, the possibility of corruption and its spread will be very low (Kabosh, 2017).

Also, from an economic perspective, corruption is seen as a result of the search for illegal income, so this perspective makes money as a reason for the growth and spread of corruption among the groups of society, as corruption is a rational process practiced in the market.

From a social point of view:

If we can divide the social factor, then we can say that there are two parts that govern this factor. The first part is the broad general factor, which is often represented in wars and their results, external interventions, and sectarian and clan structures.

As for the second part, it is the individual utilitarian factor of the person, such as not adhering to the value rules that govern society, giving priority to personal interest and not

paying attention to the public interest, increasing traditional values and ties based on lineage and kinship.

From sociology point of view:

Corruption is a social phenomenon that summarizes acts that violate the rules of social behavior, due to a defect in the functions of society, which affects the nature of relationships and behaviors, and also lead to the deterioration of the living conditions of certain groups of citizens, If these values are changed or altered, corruption will decrease. Corrupt behavior will continue unless there is a cultural and social base that supports its spread (Kabosh, 2017).

Through the table (2_1) below, we clarify the most important points that simplify the economic and social factors that are part of grand corruption

Table (2_1)
Economic and social corruption most important points

Economic corruption	Social corruption
Low investment rate	Wars and Conflicts
Bureaucracy	Low quality of values in society
Weak law enforcement	Prioritizing personal interest over public interest
Government complications	Misrepresentation of social relations

Part Two: "Petty Corruption"

From a financial point of view:

Financial corruption is the evasion of the guarantees that govern the financial sector such as granting loans without collateral, and smuggling money outside the country, so that these practices weaken the reliability of any government, which negatively affects investments, the value of currencies and their purchasing power (Al Jamal, 2014).

Among the examples of financial corruption, black banks come at the forefront of those examples, which are a banks, regions, or countries, that became a safe home for the

money of the corrupt, which settle in safes that guarantee the confidentiality of the identity of the depositor and high protection of money with almost non-existent taxes and easy mechanisms for dealing (Singh, 2017).

These banks are like the Swiss Bank and its counterparts in "Cyprus, Ireland, the Bahamas, Monaco, Panama, the Seychelles" and many countries. The idea of some of these banks based on separating governments from banking policies, especially in people outside its countries, so it may appear on the face of banking independence, but it may hide corrupt people and protect them from legal prosecutions and suspicions of corruption, as it guarantees the corrupt a safe haven for what he gains from his illegal practices. And hinders the work of any individuals who fight corruption and hope to curb it (Singh, 2017).

From an Administrative point of view:

Administrative corruption is the misuse of the public office by the employee who uses the job to achieve profit or personal benefits, bribery is one of the most manifestations of administrative corruption, as well as nepotism, favoritism and fraud, so the person who practices administrative corruption exploits his job position to achieve personal benefits for him, or someone affiliated with him (Abd alghafor, 2017).

Administrative corruption is specifically related to the complexity of an individual's decision-making process based on Social and psychological behavioral factors, and the role of social ties and norms in the corruption process. For example, an employee who periodically issues decisions and implements others, there are a set of factors that help him to make a corrupt decision or appoint a corrupt person, and these factors may be

behavioral, cultural or social that reflects the moral climate prevailing in society (El nawawy et al.,2021)

Through the table below, we clarify the most important points that simplify the financial and Administrative factors that are part of grand corruption

Table (2_2)
Financial and Administrative corruption most important points.

Financial corruption	Administrative corruption
Unsecured loans	Bribe
Smuggling money outside countries	Favoritism
Tax evasion	Job exploitation
reduce the credibility of the economy	Fraud

What we conclude from the analysis of the manifestations of corruption are the following relationships that show the components of corruption in figure (7):

Grand Corruption	+	Petty Corruption	=	**Strategic Corruption**
Economic corruption	+	Social corruption	=	**Grand Corruption**
Financial corruption	+	Administrative corruption	=	**Petty Corruption**
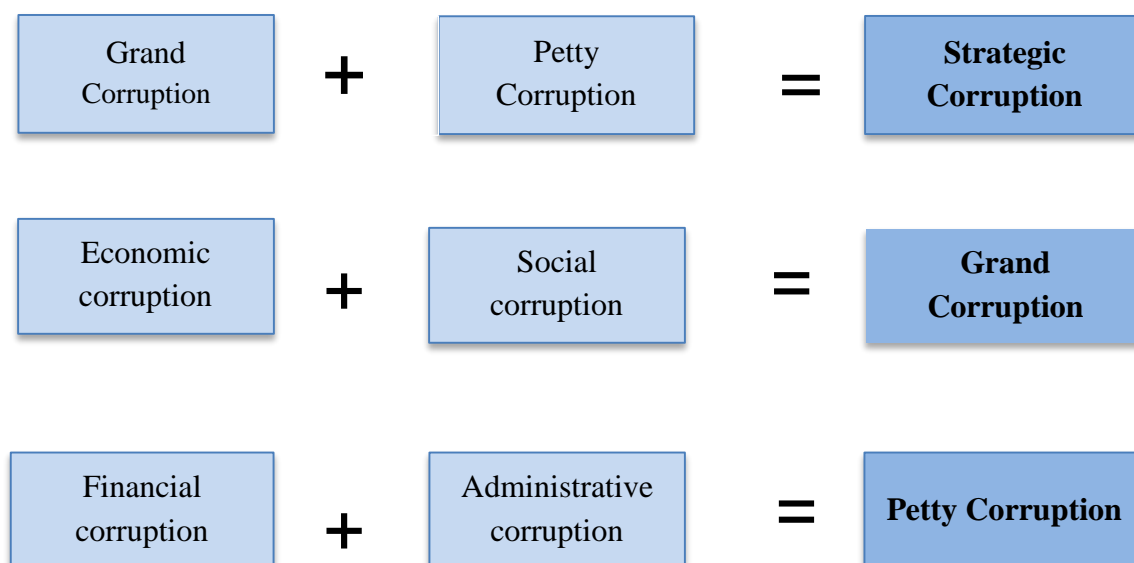
Figure (2_5)

Elements of Strategic Corruption.
Resource based on: (Dluhopolskyi et al., 2021)

In the end, we can extract the general picture of strategic corruption, which expresses its dimensions that include the study and contribute to it intellectually in figure (8):
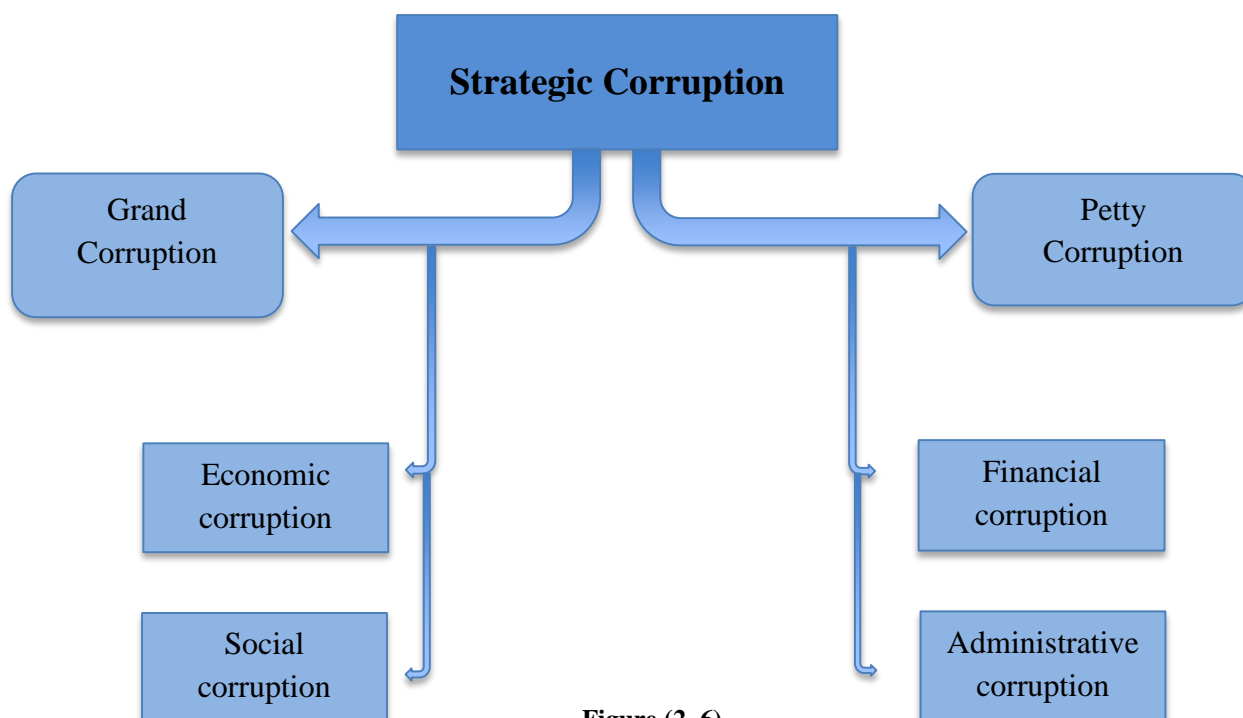
Figure (2_6)
Anatomy of Strategic Corruption.

Strategic Consensus:

Definition of strategic consensus :

In this study Homburg et al.(1999) the role of strategic consensus centers on being the level of agreement between senior managers regarding focus on a specific type of strategy and its implementation in the organization, this perception of consensus consists of an agreement between managers in an organization about both means and ends with making a prediction for the consensus of other managers.

On the opposite side in the study of (Walter et al., 2013) they defined strategic consensus as a tool that contributes to improving coordination and cooperation between levels of the organization, and therefore there is a positive relationship linking strategic consensus to organizational performance, so that the greater the strategic consensus, the greater the organizational performance and thus profitability in the organization.

To prove the relationship of strategic consensus to corruption, we conclude from the study of Al-Nashef (2015) that strategic consensus is a powerful tool for implementing any decisions or means within the organization.so fighting corruption through a strategic consensus must take place through cooperation between various national and international authorities and stakeholders, and that the agreed strategic consensus through which corruption can be combated effectively.

We can also define strategic consensus as the shared understanding of strategic priorities among managers at the top, middle and/or operational levels of the organization and it also an agreement among managers, which means that all strategic decisions lead to a certain degree of consensus, thus, consensus always generates commitment to the strategic decision (Bragaw & Misangyi, 2019).

Strategic consensus may deal with time in several ways. It may be the element that is studied before making a decision, and sometimes the strategic consensus is under study after the decision is made. For example, the study (Bragaw & Misangyi, 2019) deals with strategic consensus as the result of a strategic decision. It does not refer to the strategic decision-making process itself, that is, it studies the consensus after the occurrence of the process through its outputs, and not as a proactive element that may affect the result and quality of the outputs.

From the researcher's point of view, it is not possible to achieve anti-corruption in cooperation with the strategic consensus without being a holistic component. Partial consensus does not combat corruption, but rather it must be a comprehensive strategic consensus in order to have a strong and deterrent effect. In many cases, managers from lower and middle management can influence their teams through strategic consensus, and here if we build on what was concluded from Ates et al. (2020) study and link it to

strategic corruption, managers can pressure employees through strategic consensus and encourage them to practicing corruption or in the simplest cases by remaining silent about it, either by accepting a bribe or by threatening to be laid off.

Importance of strategic consensus

The importance of strategic consensus lies in the fact that it constitutes a pressure factor for consensus in any organization. Therefore, strategic consensus works to take decisions with greater realism and at the same time through several elements / levels within the same organization. Therefore, it may be difficult to implement consensus in those environments that are far from democratic rule or which decisions are made in it by one person (Walter et al., 2013).

Strategic consensus when it is linked to corruption becomes widespread, so we hear about many cases of corruption, especially those that occur within the government, including several personalities from the same environment, position or workplace, and also in order not to put strategic consensus as a catalyst for corruption, Consensus can be a deterrent to corruption, as happens in countries with a high national culture, in which we find that the junior employee refuses to bribe or illegal behavior (Al-Nashef ,2015).

From the researcher's point of view, the strategic consensus must be accompanied by several elements in order to act as a positive tool, for example, if the consensus is coupled with a good organizational culture in the organization, then the consensus will become a good anti-corruption tool, therefore, strategic consensus depends largely on the environment in which it occurs and the prevailing organizational culture.

Indicators for measuring strategic consensus

In the study of (Bragaw & Misangyi, 2019) strategic consensus was measured based on the degree of agreement and its status as a continuum of agreement, the degree of

agreement here reflects the extent to which managers agree to take the same decision within the organization, so that this did not meet with great opposition or desire for non-implementation.

In this study Walter et al.(2013), consensus was measured by calculating the average of individual responses to calculate the degree of departmental commitment, so that the consensus measure inevitably indicates the essentiality of the organization's strategy.

Therefore, we can conclude that the consensus may be measured individually or collectively within the departments or across the organization as a whole, so that the consensus indicates the extent of compatibility and commitment to the general strategy of the organization.

The Mediator theory how was it applied, and where its conditions met in the study?

In order to complete the rule of the mediating variable "mediator theory" , which must be done by showing the effect of the independent variable "strategic lenses" or one of its dimensions on the mediating variable "strategic consensus", and then finding the effect of the mediating variable on the dependent variable "strategic corruption", these relationships were reached through studies .

The figure (10) shows how the conditions of the mediator theory were fulfilled by the presence of a theoretical root that supports the effect of each variable on the other one:
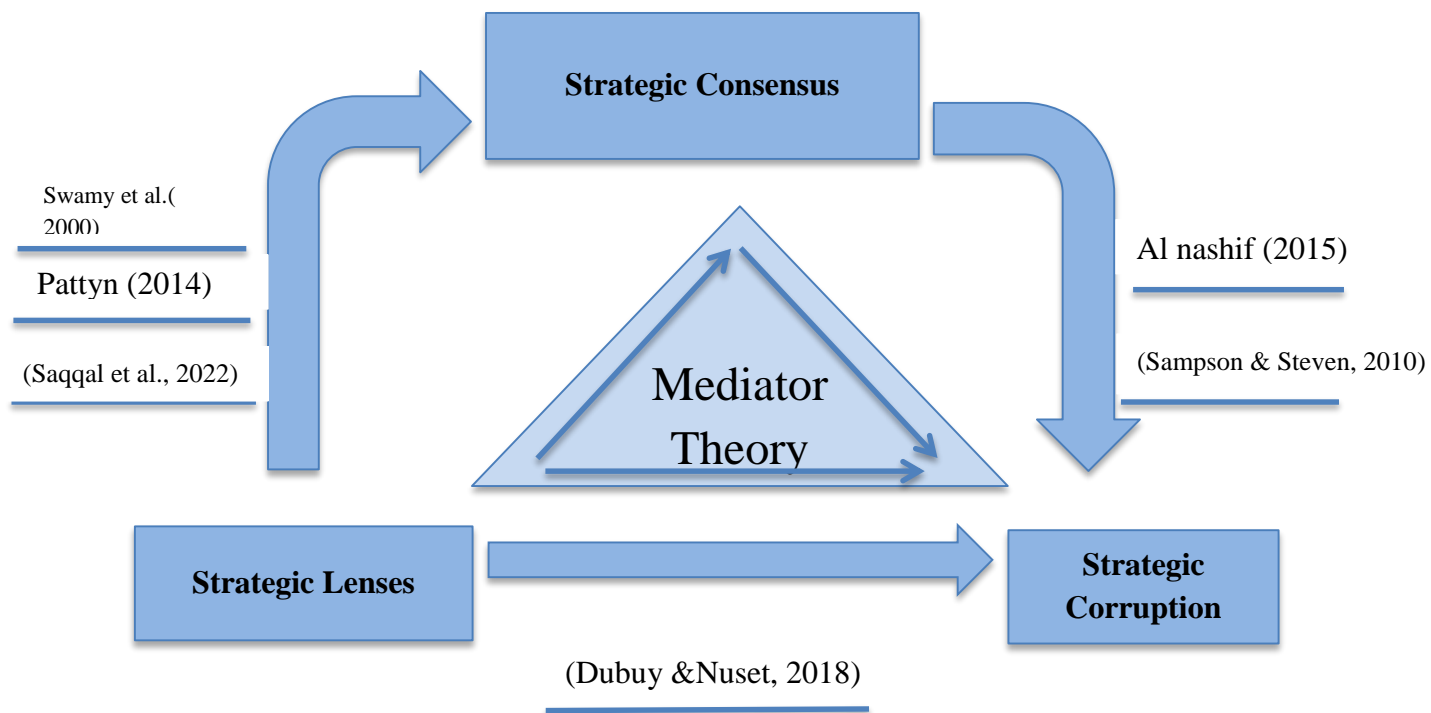
Figure (2_7)
Application of mediator theory.

The study Swamy et al.(2000) revealed the existence of an effect of practice (people) as one of the elements of the lens of experience on consensus, leading to corruption, This study represents a crossing bridge that passes from the main point (people and specifically gender) through the consensus and its impact until the corruption process occurs.

This study, which was conducted on a group of companies in Georgia, revealed that women in particular are able to confront, deter and detect corruption more than men, and the samples taken here are equal in value from each other, sometimes a distinguished sample of women is taken to compare with A normal sample of men after which the differences can occur, but this study showed at all levels that women as a human component in which there is more consensus in confronting corruption than men.

From the researcher's point of view, it is possible to rely on the outcomes of this study to adopt a solution (inclusion of the female component) in any institution or organization that suffers from corruption as a kind of remedial or even preventive decisions.

The study Pattyn (2014) is concerned with the reasons why organizations do not use the element (evaluation) in their work through comparative methods. This study concluded the importance of explainin***g the differences in evaluation activity across public sector institutions, and the Existence of the European Central Bank's exercises and attempts inside Public sector. Through this study, the importance of evaluation is clarified in mobilizing the resources of organizations and their importance.

And because the organizational culture of any organization is an important component of its elements, culture is one of the elements that complement the mediator theory, so the study Saqqal et al.(2022) stresses the importance of understanding Intangible qualities that affect the effectiveness of work environments different, as the management of culture generates interest on the different organizational levels to influence activities organizational and administrative processes and results in any organization, so this study analyzed the banking sector in the city of Baghdad and demonstrated the impact of organizational culture on the organization's structure and cohesion.

When linking the concept of evaluation with our study, we find how evaluation is important in analyzing and mobilizing the resources of any organization and thus revealing any gaps that may occur, which helps in analyzing problems related to (corruption) in a correct and analytical manner. Evaluation and analysis are the most important elements of designing any anti-corruption model. Corruption and help reduce it.

In order to complete the second part of the mediator theory, and to show the effect of the mediator variable (strategic consensus) on the dependent variable (strategic corruption), the study Sampson & Steven (2010) came to complete this relationship.

In this study there is a key question "How was the anti-corruption system established in the emerging democracies of post-socialist Europe?"

It describes the interactions between local and national civil society. Political elites and international pressures. It concludes that there is a significant impact of global consensus across the anti-corruption industry on major global actors, and includes an engaging discourse highlighting integrity, trust, accountability and openness.

And finally, there is a direct effect of the independent variable (strategic lenses) on the dependent variable (strategic corruption), so we were interested in studying the cognitive psychology of corruption, considering psychology as one of the elements of the dimension of the lens of experience and it is an integral part of the human formation, in this study (Dubuy &Nuset, 2018) we conclude that the individuals who retain power are more likely to act in a corrupt manner and they are more likely to act corruptly when they are able to gain benefit, and realize that corruption will only cause Indirect harm, and when they work in institutions where unethical behavior is not punished.

So, from the researcher's point of view, we can seek the completeness of the relationship between the studies, which represent the three variables, starting with the presence of the effect of the strategic lenses and their dimensions and elements on the strategic consensus and how the people and gender component, for example, affect the strategic consensus, passing through the impact of the strategic consensus as a single block on Strategic corruption to be a deterrent factor or even an activating element for

strategic corruption according to the circumstances and variables which we previously mentioned that they are difficult to measure with a unified scale.

Previous Studies

1. A study of Swamy et al. (2000) entitled: "Gender and Corruption"

This study aimed to study the (gender) factor in corruption and illegal cases in the business environment and its dimensions, and whether the features of corruption differ according to the gender of the person, and is gender sometimes a deterrent against corruption and an aid to combating it?

This study was implemented in Georgia by using data from a World Bank study on corruption in Georgia, which included a Survey of 350 companies. Companies were in four broad sectors: commerce, manufacturing, services, and Agriculture. We classify them into three groups: large (more than 50 employees), medium (between 10 -50 employees), and small (less than 10 employees).

This study showed that women are more able to confront, deter and expose corruption than men, and these results are useful for including these results as recommendations for any organization that suffers from corruption and wants to put an end to it, and this is one of the simplest ways to combat it.

This study indicates the possibility of changing the general idea of (female) gender, especially in closed societies in developing countries that are already suffering from corruption destructively. Involving women in this chain and empowering them to make decisions and implement them has a significant impact on maintaining the integrity of the organization and the ability to fight corruption in it.

2. A study of Glaeser and Saks (2004) entitled: "corruption in America "

This study discusses the causes and consequences of corruption, and tests if the size of the economy has an impact on Corruption of the legal system and if it countries with larger and more organized governments have more corruption. This study was implemented in the United States of America using a sample of data on corruption convictions across the United States.

Corruption data associated with this study is from the "Department of Justice Report to Congress on Activities and Operations." Department of Public Integrity" and it is possible by reaching several points and finding their relationship to corruption, for example, education and corruption: the study found that education levels may in themselves be a result, not a cause, of low levels of corruption, and for the level of income: more income inequality leads to increase corruption but the effect is weak.

What should be focused on in any issue related to corruption and its study, is that corruption as an element of study has a lot of fluidity, because often the outcomes of studies related to corruption differ from each other in many things, especially when corruption is studied from different perspectives or lenses, for example, the level of individual income has not a great impact on corruption in America, while in other countries it may be the main driver of corruption.

3. A study of Bauer (2005) entitled: "The Disease called corruption "

This study aims to analyze the phenomenon of corruption in South Africa during the period (1994-2004), and this study focus on the presence of corruption in the central government.

With giving us an explanation of how the apartheid in Africa in the past, has a significant impact on supporting corruption in the present.

South Africa is the sample of the study on which the researcher relied in the study and analysis, as it is concluded that corruption in that region is not an individual act and should not be considered as a single concept / incident / form. It's like a disease that thrives on human vices of greed and lust for power.

And one of the corrupt practices discovered in the study, which some people may think that is simple and harmless, is administrative corruption, where one of the people fills the forms very slowly with ink. While there was a long queue of people filling the room, and this is definitely a form of corruption, which is based on disrupting interests and harming them and the root of that corruption is not choosing the right person for the sensitive position.

4. A of study of Atewi and bdaisi (2012) entitled: "Governance and prevention of administrative and financial corruption resulting from creative accounting: the case of the American company Enron for marketing electricity and natural gas "

This study aimed to analyze cases of collapse of several companies, the most important of which is Enron, and how Arthur Anderson's company collapsed in parallel with it. This study, which was conducted at the University of Constantine, focused on the ability of governance to reduce financial and administrative corruption.

One of the most important results extracted from this study and related to the study of strategic corruption is to show the ability of corruption to destroy any organization or company and bring it back from scratch, and corruption has the ability to destroy parallel even to companies that deal with companies infected with corruption.

5. A of study of Pattyn (2014) entitled: "Why organizations (do not) evaluate? Explaining evaluation activity through the lens of configurationally comparat "

This study aims to reveal the reasons that may have prompted some organizations to evaluate, while others do not, and how evaluation is an important element in some companies, especially if the reliability of the results is high.

This study was applied in Belgium, and it relied in collecting the sample on a quick exploratory survey and a series of semi-structured interviews with 21 agencies active in one of the policies

The fields mentioned, and two formative methods for comparison, MSDO / MDSO. Were also used with a QCA group, by systematically comparing 27 organizations, departments and agencies, the study concluded that policy evaluations are still not widely spread, and that their importance may vary from one sector to another.

What concerns us in this study is how to link evaluation as a process that depends on analysis with the study of results on large segments of people in the community or in the organization, the periodic evaluation helps in revealing any gaps through which corruption may pass, hence the importance of the evaluation process.

6. A of study of Zuhaira and Azeez (2018) entitled: "How Corruption Affects Economic Growth "

This study aims to understand and study perceptions of corruption in Iraq and to provide a general framework for fighting corruption through social tools.

This study was applied in Iraq, and the study sample was randomly selected through questionnaires at the university level, where the number of university students reached (600) student and economic data from 1979 until 2015. Multiple regression analysis, percentages, and graphs were used to present results.

The results indicate that corruption is the reason behind the decline of Iraq, the regression test shows a negative relationship between corruption and economic growth, so embezzlement and bribery are the most common practices, and in the end it was concluded that the cultural focus has a great ability to combat and reduce corruption , Especially focusing on the educational sector.

7. A Study of chen et al. (2019) entitled: "corruption and accounting quality"

which aimed to clarify the culture of corruption and how accountability plays a role in combating it and increasing economic growth, this study was applied in China especially on Chinese cities that most people in Western countries had never heard of before - yet it includes all One of them has millions of people and has an economic output comparable to countries." Data for this study was collected manually from senior municipal government officials who were arrested (and subsequently convicted) of corruption offenses between 2003 and 2016. Using the yearbook of the Chinese Procuratorate and the official website of the Central Commission for Discipline Inspection (CCDI) of the Communist Party of China.

What this study proves is the primary role that accounting information plays in understanding business markets. It is important to understand the effects of various factors on the quality of accounting information and their effects on corruption. This study is also concerned with examines the local culture of corruption and examines how the change in the culture of corruption prompted by the arrest of high-ranking corrupt officials affects the corporate base.

8. A study of Bragaw and Misangyi (2019) entitled: "Disentangling strategic consensus: strategic consensus types, psychological bonds, and their effects on strategic climate "

This study aimed to reach a general and agreed upon concept of strategic consensus, which we can clearly differentiate from the strategic climate.

The study sample included an example of (7) people facing the choice of different strategic alternatives in an analytical way, and then studying the impact of the results on the subject of strategic consensus.

In this study, confusion was discovered in the definitions of strategic consensus, and this causes a confusion of meaning between strategic consensus and strategic climate. This study also focused on developing a more accurate perception of the strategic consensus away from psychological ties, by formulating the content of the strategic consensus by limiting it to the participants in the strategic decision only, not to all members of the organization.

In order to increase the effectiveness of the impact of strategic lenses as an independent variable on strategic corruption as a dependent variable and to complete the picture of the relationship between these variables, so this study is important to understand the meaning of strategic consensus and how we can understand its impact on strategic corruption, either negatively or positively, depending on the environment in which it occurs and the culture of society.

9. A study of Ates et al.(2020) entitled: "The Dark Side of Visionary Leadership in Strategy Implementation: Strategic Alignment, Strategic Consensus, and Commitment"

The data of this study, which was applied in Turkey, revolves around how organizations can build Strategic commitment in their teams while implementing the strategy. They have cooperated with specific companies which made a list of their

organizations Strategic priorities with their detailed explanations (seven priorities in the first organization, 11 strategic priorities in the second). 3. After presenting the set of strategic priorities.

The conclusions drawn lie that the managers are of the middle and lower level. These managers are important in   Resolve resistance or complacency in their teams and in ensuring the team's strategic commitment. They are the ones who must interpret the strategy in the context of day-to-day operations, Define the actions required to implement the strategy, communicate and clarify any ambiguities.

What we can drop from this study on the issue of strategic corruption is how managers from the middle and lower levels can influence their teams negatively or even positively. The agreement on corruption among managers with the availability of auxiliary factors for this can spread corruption among employees and on the opposite side if there are factors Deterrent to managers against corruption, so it can be controlled and avoided.

10. A study of Dluhopolskyi et al.(2021) entitled: "strategic direction to overcoming corruption: financial and legal perspectives "

The study aimed to build a comprehensive perception of the idea of corruption in societies and how corruption in all its forms is linked to the extent of the rule of law, and the relationship between the rule of law and the spread of corruption is inverse so that the more broadly the law is applied, the lower the rates of corruption. The researchers for this study, which was held in Ukraine, used the following methodological methods to collect information:

Scientific abstraction - to formulate theoretical generalizations and related conclusions rule of law; Analysis and synthesis - to study the nature of corruption, the establishment of trends in the regularity of corruption; Economic statistical analysis - to

compile reports and Historical data on corruption in the world (list of 115 countries) Although researchers have found evidence from many previous researchers that there is a difficulty in choosing a methodology for measuring corruption and the role of law, as both are difficult to measure, but it is possible to measure the perception of workers.

In this study, through the analysis, an impact was found for the dimension of culture, which is the dimensions of the experience lens on corruption, so that corruption affects and is affected by societal culture or people's culture, and often petty corruption, which is considered one of the dimensions of corruption most affected by the cultural dimension because of its impact on sectors of people, in contrast to the great corruption that afflicts large institutions and entities.

11. A study of Saqqal et al. (2022) entitled:" The impact of strategic lens on entrepreneurship".

This study is concerned with choosing the subject of the lens Strategy as an independent variable and to identify its relationship to one of the most important variables that distinguished organizations are interested in, which is the orientation for business Organizations, This study was applied in Iraq by selecting eight private banks operating in the city of Baghdad exclusively and the managers working there considered the study community to apply and test its hypotheses.

The most important results associated with the study is to form a picture of the strategic lens from multiple points of view, as the strategic lens aims in a way essential to the development and implementation of the formulated strategy Business organization, through which the flow of tasks is examined in this study, we are interested in the lens of culture management, which is part of our study (the element of culture) which is derived from the lens of experience.

12. A study of Hlehel and Mansour (2022) entitled:" The strategic lens and its impact on achieving strategic applied research in ur engineering industries/ IRAQ"

The research aims to formulate strategic plans in Ur engineering industries, according to the holistic view emphasized by the strategic lenses. The research community included a group of employees at Ur Company for engineering industries in Dhi Qar Governorate, and their number was (96). Their views were surveyed through a questionnaire form. The research was based on two main hypotheses, and sub-hypotheses are branched from them that represent the relationships of correlation and influence between the variables, and the research reached several results, the most important of which is the strategic lenses that increase the sobriety of the proposed solutions and provide more strategic options appropriate to the environment.

13. A study of Sofyani et al. (2023) entitled "The Story of Rising Corruption Post-Village Government Reform - A View of Three Theories: Fraud, Managerial Hegemony, and Culture

"This study reached results centered on the role of culture and people in promoting corrupt practices in villages in Indonesia, so the embezzlement of money and documenting fake numbers to manipulate the election results led to an inflated financial corruption rate in those villages, so that illegal money allowed the delivery of corrupt people whose goal is to manipulate the laws and legislation to facilitate their corrupt practices.

The loophole in the systems of those villages was weak governance practices that led to a lack of accountability and transparency. Routine control opened many loopholes to spread and facilitate corruption, especially if corruption started from the top of the job hierarchy, which colluded with the corrupt in immoral deals, which increased the chances of corruption that is in the interest of fraudsters.

This study increases the necessity of reviewing laws and regulations in any country, sector, or organization. Corruption often erodes old laws and exploits them to pass personal interests and bribes. Thus, any system, no matter how fortified, collapses as a result of routine and the lack of periodic reviews of structures and activating oversight in them.

What Distinguishes this Study from Previous Studies?

Referring to the theoretical framework and the previous studies that are related to this study with the variables that are included in, and based on that, the following points can be considered as the contribution of this study, and shows what distinguishes this study from previous studies:

- This study can be considered as the first study that combines the three variables together (Strategic Lenses, Strategic Corruption and Strategic Consensus), and examine the relation exists between them, referring that most of the previous studies have included only two of the variables– according to the researcher knowledge-

- The field that has been included in this study was the field of money and business in Jordan.

- The study of strategic corruption is one of the few and sometimes rare studies.

- The current study relied on the strategic consensus as a mediator variable, and this is what previous studies did not study.

- This study collected sub-variables that were not collected before in previous studies. From the strategic lenses (experience lens and design lens) were studied. As for strategic corruption, (grand corruption and petty corruption) were studied.

Chapter Three
Study Techniques (methods and procedures)

The third chapter deals with the study's approach and demonstrates its procedures, a presentation of the study sample's characteristics, and touching on the study tool represented in the questionnaire and showing its sincerity and consistency.

The chapter also provides a review of the statistical methods used in analyzing the study's data to achieve its goals.

First: Study approach

The current study is a causal study of a qualitative and quantitative nature. It adopted the descriptive analytical approach. It is a study reality, phenomena, or scientific problems as they exist in reality, and then access to clarifications logical arguments that give the researcher the ability to put specific frameworks for the problem.

Second: Study population and sample

Study population

The field of current study is business organizations in their various forms (companies, banks, financial and service institutions, and projects). As for the study population, it includes business men, women, managers from the three management levels and those who meet the characteristics of business leaders (high, medium, and executive).

Study sample

Due to the lack of accurate statistics covering the whole population, the researcher resorted to using an equation to extract the sample size without taking the size of the population into account, determining the sample size without taking the size of the

research population into consideration; this is done using the following equation (Al Saifo et al., 2010):

$$n = \frac{z^2 \times \hat{p}(1-\hat{p})}{\varepsilon^2}$$

Whereas:

n = required sample size

z = the number of standard units, which are:

±1.96 at a confidence level 95% (at a moral level 5%)

±2.58 at a confidence level 99 %(at a moral level 1%)

P= the percentage of the number of items in which the characteristics of the research subject (probability) are available, and it is preferable to be 50%.

d= Error limits (level of significance) are:

5% at a confidence level 95%

1% at a confidence level 99 %

Substituting into the equation, we get:

At a 95% confidence level, then:

$$n = \frac{1.96^2 \times 0.5(1-0.5)}{0.05^2} = 384.16$$

And it appears from the results of the equation that the sample size is approximately 385 individuals, and this corresponds to the size of a population (1,000,000) in the random samples table Referring to Bougie & Sekaran (2016), and therefore this result allows the researcher to generalize his results.

The following table shows the field of sampling:

Table (3_3)

Type of companies/institutions	Sample number
Commercial and Islamic banks	155
Financial services and insurance companies	42
Industrial companies	56
Trading companies	85
Stock and trading companies	47
Total	**385**

Third: Data Collection Methods

The researcher relied on two types of data collection sources, namely:

Secondary sources

The researcher relied on the secondary sources available in the field of study in order to address the theoretical framework in it. These sources are represented in study and scientific theses related to the study's subject that address the theoretical aspect of the study. The researcher depends on these sources in procedural definitions and previous studies, identify the study problem, and study questions.

Primary sources

To collect primary data, the researcher relied on two methods:

The first: (interviews):

 This was split into two halves:

The first half:

Interviews that took place at the beginning of the research with a group of business managers, in order to find out the extent of their involvement in the subject of the research and their awareness of it.

The second half:

Interviews took place with members of the Jordanian Anti-Corruption Commission in order to extract in-depth information from them about the research, inform them of the

findings of the researcher in the study, and make them part of the group of arbitrators who reviewed the prepared questionnaire.

The second: (questionnaire):

The researcher relied on collecting primary data by developing a questionnaire as a primary tool for the study and addressing the analytical aspects of the subject of the study, as developing questionnaire questions have been based on previous studies and the researcher's vision of the topic, and preparing the questionnaire in its final form, and in a form that covers all the study variables, and the questionnaire has been prepared as follows:

1- A preliminary questionnaire has been prepared.

2- The questionnaire is conferred to a group of arbitrators to test its suitability for data collection.

3- The arbitrators' observations are being taken into consideration, and the questionnaire will be modified accordingly.

The questionnaire is distributed to the sample members to collect the necessary data for the study.

The researcher developed the questionnaire by referring to the theoretical literature, and the questionnaire included a number of phrases that reflect the aim of the study and its questions to be answered by the respondents, and a five-point likert scale was used, so that each answer takes relative importance. The development process went through the following steps:

Preparing the questionnaire items: The questionnaire items were prepared and developed based on the references shown below, the table has (66) paragraphs:

Table (3_4)
Sources of variables and dimensions of the questionnaire

Study variables	References
Independent Variable (Strategic lenses): *Experience lens *Design lens	1. Salih and Ibrahim 2019 2. Abbadi and Thawabi 2017 3. Johnson 2017
Dependent Variable (Strategic Corruption): *Grand Corruption *Petty Corruption	1. Saqqal 2022 2. Zelikow 2020 3. Dulophisky 2021 4. (Singh,2017) 5. Baur2005 6. Kabosh 2017
Independent Variable (Strategic consensus)	1. Ates 2020 2. Walter 2013 3. Bragaw and Minsyagi 2019 4. Walter 2013

Validity and Reliability

For the purpose of addressing the question of the validity of the tool, the following methods were used:

First: Face Validity

By presenting it to a group of academic arbitrators and members of the Jordanian Anti-Corruption Commission for identification on their opinions about the validity of the paragraphs, and their suitability for the purpose for which they were developed, Their number is (11) experts specializing in business administration from various Jordanian universities Appendix (5), Based on their observations, (11) paragraphs were deleted, and some paragraphs were amended and reformulated. After all opinions were taken, the semifinal questionnaire came out with (55) paragraphs Appendix (3).

Second: Convergent Constructive Validity

Validity estimated using the exploratory factor analysis (EFA)

1. Validity using EFA for the independent variable (strategic lenses (SL)

Table (3_5)
Results of EFA (Principal Components Analysis) for the items of the independent variable (strategic lenses (SL)

Proposed factors (construct)	Items code	Factor loadings	KMO	Eigen value	Explained variance	Bartlett's Test	
						Test value	sig
Design lens	IV1.1	.890	0.967	8.122	81.223	2515.3	0.000
	IV1.2	.895					
	IV1.3	.921					
	IV1.4	.919					
	IV1.5	.933					
	IV1.6	.924					
	IV1.7	.905					
	IV1.8	.864					
	IV1.9	.886					
	IV1.10	.873					
Experience lens	IV2.1	.832	0.925	6.764	67.642	1876.7	0.000
	IV2.2	.847					
	IV2.3	.816					
	IV2.4	.832					
	IV2.5	.796					
	IV2.6	.816					
	IV2.7	.772					
	IV2.8	.846					
	IV2.9	.823					
	IV2.10	.841					

Table (3_5) reflects the results of EFA using Principal Components Analysis method for the independent variable strategic lenses (SL) items. concerning the results of the design lens, the minimum loading revealed was (.864) addressed by the item coded (IV1.8), in the same context the minimum loading being observed in the experience lens was (.772) addressed by the item coded (IV2.7). These minimum values tell that all the other loadings were high (generally a minimum loading value of 0.30) is considered to be enough and good in the EFA analysis.

The table includes an important indicator regarding the acceptance of the factor being extracted; the eigen value. According to Kaiser who suggested that the minimum value for the Eigen value indicator should not be less than (1.00) in order to accept the factor.

The results of the Eigen value for the design lens was (8.122) and for the experience lens it was reported (6.764); clearly these two values were greater than 1.00 indicating the acceptance of the two mentioned factors.

table also presents the results of Kaiser Meyer Olkin (KMO) test for sample data adequacy the test value ranges between (0 -1) so a minimum of (0.5) must be reached in order to accept the factor being extracted and a value greater than (0.50) value is preferable. The current test value was (0.967) for the design lens and for the experience lens it was (0.925); these values surpassed the minimum threshold and was close to (1.00) suggesting suitable sample size for EFA.

another indicator conducted to check for the suitability of applying EFA is the Bartlett's Test, this test concerns about detecting the correlation matrix among the data is not the identity matrix, so if the probability of the test is less than 0.05 that means that the correlation matrix is not the identity matrix, referring to the mentioned results, the probability value (0.000) for the design lens and (0.000) for the experience lens; the two values were less than 0.05 suggesting no identity matrix in the current data.

The table argues values for another important indicator to adopt the extracted factor which is the explained variance (expressed as percentage). It was noted that explained (81.223 %) for the design lens while it was (67.642) for the experience lens. Each of the two factors explains high percentages as they exceeded (50 %).

2. Validity using EFA for the dependent variable (strategic corruption (SC))

Table (3_6)
results of EFA (Principal Components Analysis) for the items of the dependent variable (strategic corruption (SC))

Proposed factors (construct)	Items code	Factor loadings	KMO	Eigen value	Explained variance	Bartlett's Test	
						Test value	sig
Petty corruption	DV1.1	.710	.951	7.633	76.328	2238.8	0.000
	DV1.2	.847					
	DV1.3	.927					
	DV1.4	.907					
	DV1.5	.911					
	DV1.6	.915					
	DV1.7	.891					
	DV1.8	.861					
	DV1.9	.878					
	DV1.10	.870					
Grand corruption	DV2.1	.837	.928	7.008	70.075	1804.37.	0.000
	DV2.2	.846					
	DV2.3	.835					
	DV2.4	.847					
	DV2.5	.733					
	DV2.6	.886					
	DV2.7	.846					
	DV2.8	.884					
	DV2.9	.863					
	DV2.10	.782					

Table (3_6) reflects the results of EFA using Principal Components Analysis method for the dependent variable (strategic corruption (SC)) items. concerning the results of the Petty Corruption, the minimum loading revealed was (.710) addressed by the item coded (DV1.1), on the same track, the minimum loading value being monitored in the Grand Corruption was (.733) addressed by the item coded (DV2.5). These minimum values declare that all the other loadings were high (generally a minimum loading value of 0.30) is considered to be acceptable in EFA analysis.

The table includes an important indicator regarding the acceptance of the factor being extracted; the Eigen value. Kaiser mentioned that the minimum value for the Eigen value indicator should not be less than (1.00) in order to accept the factor.

The results of the Eigen value for the Petty Corruption was (7.633) and for the Grand Corruption it was reported (7.008); obviously that two values were greater than 1.00 alluding to the acceptance of the two mentioned factors.

Additionally, table (3_6) depicts the results of Kaiser Meyer Olkin (KMO) test for the adequacy of the sample's data. The test value ranges between (0 -1) so a minimum of (0.5) must be reached in order to accept the factor being extracted and a value greater than (0.50) value is preferable. The current test value was (0.951) for the Petty Corruption and for the Grand Corruption it was (0.928); these values exceeded the minimum required cot off and was close to (1.00) suggesting suitable sample size for EFA.

Table (3_6) provides the results of another indicator that was conducted to check for the suitability of applying EFA is the Bartlett's Test, this test concerns about detecting the correlation matrix among the data is not the identity matrix, so if the probability of the test is less than 0.05 that means that the correlation matrix is not the identity matrix, referring to the mentioned results, the probability value (0.000) for the Petty Corruption and (0.000) for the Grand Corruption; the two values were less than 0.05 suggesting no identity matrix in the current data.

Table argues values for another important indicator to adopt the extracted factor which is the explained variance (expressed as percentage). it was noted that explained (76.328 %) for the Petty Corruption while it was (70.075 %) for the Grand Corruption. Each of the two factors explains high percentages as they exceeded (50 %).

3. Validity using EFA for the mediator variable: strategic consensus

Table (3_7)
results of EFA (Principal Components Analysis) for the items of the mediator variable: strategic consensus

Proposed factors (construct)	Items code	Factor loadings	KMO	Eigen value	Explained variance	Bartlett's Test	
						Test value	sig
strategic consensus	MV1	0.796	.956	10.208	68.053	2842.7	0.000
	MV2	0.837					
	MV3	0.835					
	MV4	0.831					
	MV5	0.817					
	MV6	0.789					
	MV7	0.812					
	MV8	0.806					
	MV9	0.881					
	MV10	0.817					
	MV11	0.824					
	MV12	0.834					
	MV13	0.844					
	MV14	0.802					
	MV15	0.845					

Table (3_7) reflects the results of EFA using Principal Components Analysis method for the independent variable strategic consensus items. concerning the results mention that the minimum loading being observed was (.796) addressed by the item coded (MV1), this minimum value inform that all the other loadings were high (generally a minimum loading value of 0.30) is considered to be enough and good in the EFA analysis.

Table (3_7) includes an important indicator regarding the acceptance of the factor being extracted; the Eigen value. According to Kaiser who suggested that the minimum value for the Eigen value indicator should not be less than (1.00) in order to accept the factor. The result of the Eigen value was (10.208) clear that this value was greater than 1.00 indicating the acceptance of the mentioned factor.

table also presents the results of Kaiser Meyer Olkin (KMO) test for sample data adequacy the test value ranges between (0 -1) so a minimum of (0.5) must be reached in

order to accept the factor and a value greater than (0.50) value is preferable. The current test value was for the strategic consensus was (0.956); this value was greater than the minimum threshold and was close to (1.00) suggesting suitable sample size for EFA.

Another indicator for the suitability of applying EFA is the Bartlett's Test, this test concerns about detecting the correlation matrix of the data is not the identity matrix, so if the probability of the test is less than 0.05 that means that the correlation matrix is not the identity matrix, referring to the mentioned results, the probability value (0.000) was less than 0.05 suggesting that no identity matrix in the current data.

Table (3_7) submits the value of another important indicator to adopt the extracted factor which is the explained variance expressed as percentage). It was noted that explained (68.053 %). The mentioned explained variance percentage explains high percentages as it exceeded (50 %).

Reliability

Reliability was assessed twice. The first was using the earlier developed techniques without the need to apply SEM, like (Cronbach alpha, and the method of Mc Donald - omega reliability. These reliability techniques were performed by conducting SPSS software. The second technique was related to the application of confirmatory factor analysis using smart PLS (release 4.0.8.3) which provides the composite reliability (CR) and the average variance extracted (AVE) in addition to Cronbach alpha (CA) as a final confirmation after the modification and adjustments the number of the items within the belonging construct based on their loadings. Table (3_8) presents the reliability results of the first step: Cronbach alpha and split half and mc Donald omega.

- Assessing the factors reliability using earlier techniques (without SEM technique)

Table (3_8)
Reliability analysis results using Cronbach alpha and Mc Donald omega

Variables		No. of items	Cronbach alpha	Omega
IV	design lens	10	0.974	0.974
	experience lens	10	0.947	0.947
DV	petty corruption	10	0.965	0.966
	grand corruption	10	0.952	0.952
MV	strategic consensus	15	0.966	0.966

Table (3_8) indicates the results of Cronbach alpha, and McDonald omega reliabilities. The minimum reliability value revealed using Cronbach alpha was (0.947) for experience lens. The minimum reliability revealed using omega reliability value was (0.947) for the experience lens

The mentioned reliability values reflect a high level of reliability given that the maximum value that could be reached is (1.00). A conclusion that reliability had been satisfied could be taken.

Validity and reliability using confirmatory factor analysis (CFA)

The researcher used Smart PLS (Version 4.0.8.3) to perform the necessary calculation and test the study hypotheses and to explore the validity and reliability of the questionnaire constructs. Validity is a major issue and major characteristic of researches. It splits into two types; first is the convergent and second is the divergent validities, pertaining constructs items; the convergent validity was expressed using the standardized loadings. An item (indicator) is said to be convergent if the standardized loading value was (0.70 or above). On the other hand, the divergent validity was assessed by three different methods; first by using the cross loadings which detects that the loadings on the specified construct is greater than its loadings on the other constructs

The second divergent validity was checked by comparing the construct inter correlations to the square root of average variance (AVE) such that the square root of the AVE must be greater than the constructs inter correlations which referred to as the discriminate validity suggested by Farnell - Larcker.

The third method of assessing the divergent validity was using the Hetrotrait-Monotrait method (HTMT). This type of validity demanded that the average correlations ratio must not exceed the value (0.85), (D. R. Cooper et al., 2006; Rasli, 2006). Or in some cases must not exceed (0.90).

I: Estimating the constructs' convergent validity using the standardized loadings

1. The convergent validity for the independent variable strategic lenses (LS)

Table (3-9)
standardized loadings, for the items independent variable strategic lenses (LS)

Construct	Code	Construct loadings	sd	t	sig
Design Lens(10 items)	IV1.1	0.892	0.012	75.510	0.000
	IV1.2	0.897	0.018	49.693	0.000
	IV1.3	0.922	0.010	93.761	0.000
	IV1.4	0.919	0.013	71.216	0.000
	IV1.5	0.933	0.009	104.541	0.000
	IV1.6	0.924	0.011	86.486	0.000
	IV1.7	0.904	0.013	68.107	0.000
	IV1.8	0.861	0.023	36.704	0.000
	IV1.9	0.884	0.018	48.279	0.000
	IV1.10	0.874	0.025	34.890	0.000
Experience Lens(10 items)	IV2.1	0.865	0.018	46.834	0.000
	IV2.2	0.878	0.020	43.882	0.000
	IV2.3	0.852	0.024	34.851	0.000
	IV2.4	0.867	0.016	54.568	0.000
	IV2.5	0.836	0.026	32.443	0.000
	IV2.6	0.766	0.042	18.080	0.000
	IV2.7	0.715	0.048	14.988	0.000
	IV2.8	0.803	0.036	22.247	0.000
	IV2.9	0.781	0.036	21.727	0.000
	IV2.10	0.799	0.035	22.554	0.000

Table (3_9) indicates the results of standardized loadings, for the items of the independent variable strategic lenses (LS) construct. Inspecting the values of standardized loadings of the design lenses, it can be detected that the minimum loading value being

reported was assigned to the item coded (IV1.8) which was (0.861), in the same context the minimum standardized loading being revealed in the experience lenses was addressed by the item coded (IV2.7) was (0.715). When subjecting these values to the minimum required threshold (0.70) this value was above the minimum threshold pointing to accept the loadings of the items (indicators) forming and reflecting each construct. Further when inferring the standardized loadings value into statistical significance, the sig value provided were less than 0.05 suggesting acceptable loadings concluding that the convergent validity for the items representing the design lenses and experience lenses construct had been satisfied.

2. The convergent validity for the independent variable strategic corruption (LS)

Table (3_10)
standardized loadings, for the items dependent variable strategic corruption (SC)

Construct	Code	Construct loadings	sd	t	sig
Design Lens (10 items)	DV1.1	0.700	0.045	15.422	0.000
	DV1.2	0.848	0.026	32.537	0.000
	DV1.3	0.925	0.008	112.717	0.000
	DV1.4	0.907	0.016	56.359	0.000
	DV1.5	0.911	0.013	70.884	0.000
	DV1.6	0.916	0.012	74.577	0.000
	DV1.7	0.892	0.016	55.507	0.000
	DV1.8	0.865	0.023	38.081	0.000
	DV1.9	0.880	0.018	49.841	0.000
	DV1.10	0.872	0.028	31.101	0.000
Grand Corruption (10 items)	DV2.1	0.837	0.029	29.264	0.000
	DV2.2	0.847	0.027	31.941	0.000
	DV2.3	0.837	0.031	26.809	0.000
	DV2.4	0.842	0.021	39.475	0.000
	DV2.5	0.724	0.048	15.064	0.000
	DV2.6	0.886	0.016	54.821	0.000
	DV2.7	0.846	0.023	36.308	0.000
	DV2.8	0.887	0.017	53.576	0.000
	DV2.9	0.866	0.021	42.103	0.000
	DV2.10	0.784	0.040	19.758	0.000

Table (3_10) indicates the results of standardized loadings, for the items of the dependent variable strategic corruption (SC) construct. Referring to the values of standardized loadings of the petty corruption, it can be detected that the minimum loading

value being reported was assigned to the item coded (DV1.1) which was (0.700), in the same context the minimum standardized loading being revealed in the grand corruption was addressed by the item coded (DV2.5) was (0.724). When subjecting these values to the minimum required threshold (0.70) this value was above the minimum threshold pointing to accept the loadings of the items (indicators) forming and reflecting each construct. Further when inferring the standardized loadings value into statistical significance, the sig value provided were less than 0.05 suggesting acceptable loadings concluding that the convergent validity for the items representing the petty corruption and grand corruption construct had been satisfied.

3 The convergent validity for the mediator variable strategic consensus

Table (3_11)
Standardized loadings, for the items mediator variable strategic consensus

Construct	Code	Construct loadings	sd	t	sig
strategic consensus (15 items)	MV1	0.785	0.043	18.437	0.000
	MV2	0.832	0.029	29.166	0.000
	MV3	0.839	0.027	31.627	0.000
	MV4	0.833	0.027	30.333	0.000
	MV5	0.822	0.026	31.144	0.000
	MV6	0.793	0.037	21.641	0.000
	MV7	0.821	0.028	29.660	0.000
	MV8	0.812	0.030	26.775	0.000
	MV9	0.886	0.018	50.231	0.000
	MV10	0.818	0.036	22.660	0.000
	MV11	0.820	0.031	26.224	0.000
	MV12	0.834	0.026	31.500	0.000
	MV13	0.833	0.030	27.476	0.000
	MV14	0.800	0.034	23.697	0.000
	MV15	0.836	0.028	29.856	0.000

Table (3_11) indicates the results of standardized loadings, for the items of the mediator variable strategic consensus construct. Inspecting the values of standardized loadings of the, it can be monitored that the minimum recorded value was assigned to the item coded (MV1) which was (0.785). Comparing these values to the minimum required threshold (0.70) these value was above the minimum threshold alluding to accept the

loadings of the items (indicators) forming and reflecting the construct. Further when subjecting the standardized loadings value into statistical significance, the sig value provided were less than 0.05 suggesting acceptable loadings concluding that the convergent validity for the items forming the d mediator variable strategic consensus construct had been satisfied.

The Discriminant validity

The discriminant validity is the second type of validity that should be considered in scientific researches. The core idea of this type of validity is making sure (or to be confident to a far extend) that the constructs are distinct (not similar or the same) that is when measuring a certain latent variable. Different ways and techniques were developed to insure this idea.

The following tables present the results of three types or methods to check for discriminant validity. The first is the cross loadings, the second is with Furnell and Larker validity and in the third method the Hetotraint - Monotrait (HTMT) validity is explored.

Discriminant validity using the concept of cross loadings

Discriminant validity basically investigates the cross loading of a construct among the other different constructs being involved. It was assumed that the constructs' loadings should be greater than the loadings with the other constructs. Table (below) indicate the cross loadings. Discriminant validity using the concept of cross loadings for the items of (strategic lenses SL) constructs.

Table (3_12)
Discriminant validity using the concept of cross loadings for the items of (strategic lenses SL) construct

construct	item code	strategic corruption	design lens	experience lens	grand corruption	petty corruption	strategic consensus	strategic lenses
design lens	IV1.1	0.247	0.892	-0.155	-0.180	0.514	0.097	0.603
	IV1.2	0.211	0.897	-0.165	-0.174	0.459	0.102	0.602
	IV1.3	0.190	0.922	-0.214	-0.217	0.468	0.165	0.586
	IV1.4	0.166	0.919	-0.206	-0.244	0.447	0.181	0.588
	IV1.5	0.204	0.933	-0.195	-0.205	0.479	0.192	0.612
	IV1.6	0.198	0.924	-0.234	-0.207	0.468	0.111	0.574
	IV1.7	0.193	0.904	-0.223	-0.187	0.446	0.098	0.566
	IV1.8	0.137	0.861	-0.214	-0.245	0.404	0.046	0.536
	IV1.9	0.154	0.884	-0.208	-0.235	0.420	0.094	0.564
	IV1.10	0.196	0.874	-0.187	-0.165	0.432	0.191	0.569
experience lens	IV2.1	-0.049	-0.062	0.866	-0.122	0.031	0.218	0.610
	IV2.2	-0.043	-0.063	0.878	-0.118	0.039	0.243	0.620
	IV2.3	-0.074	-0.023	0.852	-0.165	0.021	0.217	0.631
	IV2.4	-0.074	-0.082	0.867	-0.144	0.007	0.224	0.592
	IV2.5	-0.098	-0.040	0.836	-0.162	-0.018	0.188	0.601
	IV2.6	-0.184	-0.464	0.766	0.030	-0.303	0.170	0.247
	IV2.7	-0.147	-0.409	0.715	0.073	-0.283	0.163	0.261
	IV2.8	-0.176	-0.408	0.803	0.001	-0.269	0.193	0.318
	IV2.9	-0.143	-0.393	0.781	0.029	-0.236	0.218	0.314
	IV2.10	-0.162	-0.398	0.799	0.005	-0.250	0.203	0.323

Table (3_12) shows the cross loadings results, it can be seen that the items' loadings specified by the design lens showed greater values than their loadings on the other constructs. For instance, the loading value for the first item (IV1.1) had recorded a greater loading value (0.892) compared to the loadings of item (IV1.1) on the other constructs. Similarly, the loadings of the other items (IV1.2- IV1.10) of the design construct had reported greater loadings on design lens itself rather than the other constructs. The same idea was used in the experience lens. This situation permits a conclusion of the cross loadings discriminant validity had been satisfied.

Table (3_13)
discriminant validity using the concept of cross loadings for the items of (str strategic corruption SC) construct

construct	item code	strategic corruption	design lens	experience lens	grand corruption	petty corruption	strategic consensus	strategic lenses
petty corruption	DV1.1	0.428	0.539	0.082	-0.002	0.699	0.165	0.493
	DV1.2	0.774	0.431	-0.150	0.443	0.848	0.170	0.223
	DV1.3	0.834	0.451	-0.148	0.488	0.925	0.260	0.240
	DV1.4	0.804	0.472	-0.092	0.445	0.907	0.298	0.301
	DV1.5	0.813	0.471	-0.074	0.454	0.911	0.281	0.317
	DV1.6	0.838	0.444	-0.053	0.499	0.916	0.257	0.313
	DV1.7	0.827	0.392	-0.094	0.505	0.892	0.211	0.232
	DV1.8	0.782	0.422	-0.111	0.445	0.865	0.209	0.245
	DV1.9	0.785	0.431	-0.068	0.434	0.880	0.237	0.286
	DV1.10	0.789	0.433	-0.126	0.454	0.872	0.229	0.240
grand corruption	DV2.1	0.700	-0.241	-0.055	0.837	0.417	0.124	-0.235
	DV2.2	0.710	-0.211	-0.151	0.847	0.426	0.078	-0.281
	DV2.3	0.723	-0.153	-0.159	0.837	0.456	0.138	-0.244
	DV2.4	0.658	-0.219	-0.002	0.842	0.346	0.143	-0.173
	DV2.5	0.533	-0.210	0.027	0.725	0.235	0.161	-0.144
	DV2.6	0.741	-0.225	-0.072	0.886	0.445	0.118	-0.234
	DV2.7	0.692	-0.197	-0.041	0.846	0.400	0.067	-0.185
	DV2.8	0.763	-0.180	-0.110	0.887	0.481	0.061	-0.227
	DV2.9	0.769	-0.119	-0.094	0.866	0.505	0.142	-0.164
	DV2.10	0.657	-0.167	-0.135	0.783	0.398	0.062	-0.235

Table (3_13) submits the cross loadings results for the constructs of the petty corruption and grand corruption, it can be seen that the items' loadings specified by the petty corruption reflects greater values than their loadings on the other constructs. For instance, the loading value for the first item (DV1.1) had recorded a greater loading value (0.699) compared to the loadings of item (DV1.1) on the other constructs. Similarly, the loadings of the other items (DV1.2- DV1.10) of the petty corruption construct had registered greater loadings on petty corruption lens itself compared to the other constructs. The same idea was utilized in the grand corruption's items. These results lead to a conclusion that the cross loadings' discriminant validity had been met.

Table (3_14)
discriminant validity using the concept of cross loadings for the items of (Strategic Consensus) constructs

	strategic corruption	design lens	experience lens	grand corruption	petty corruption	strategic consensus	strategic lenses
MV1	0.167	0.082	0.156	0.110	0.177	0.790	0.201
MV2	0.153	0.057	0.185	0.106	0.151	0.839	0.199
MV3	0.221	0.135	0.149	0.106	0.268	0.833	0.231
MV4	0.230	0.208	0.183	0.085	0.295	0.837	0.316
MV5	0.226	0.124	0.208	0.135	0.249	0.833	0.268
MV6	0.218	0.098	0.241	0.138	0.239	0.821	0.275
MV7	0.161	0.101	0.239	0.082	0.187	0.790	0.273
MV8	0.182	0.185	0.215	0.071	0.227	0.816	0.321
MV9	0.179	0.082	0.259	0.102	0.207	0.808	0.269
MV10	0.241	0.192	0.220	0.112	0.295	0.884	0.331
MV11	0.201	0.085	0.174	0.141	0.204	0.824	0.219
MV12	0.186	0.160	0.143	0.080	0.229	0.832	0.248
MV13	0.086	0.002	0.241	0.052	0.096	0.835	0.202
MV14	0.176	0.112	0.253	0.090	0.202	0.802	0.301
MV15	0.153	0.057	0.185	0.106	0.151	0.839	0.199

Table (3_14) declares the cross loadings results for the constructs of the strategic consensus, it can be seen that the items' loadings specified by the strategic consensus indicate greater values than their loadings on the other constructs. For instance, the loading value for the first item (MV1) had recorded a greater loading value (0.790) compared to the loadings of item (MV1) on the other constructs. The same way, the loadings of the other items (MV2- MV15) of the strategic consensus construct had reported greater loadings on strategic consensus itself compared to the other constructs. The same idea was adopted in the strategic consensus's items. These results guide to a conclusion that the cross loadings' discriminant validity was accepted for the items of strategic consensus.

2. Discriminant validity using the concept of Furnell and Larcker

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Table(3_15)
The Furnell – Larcker discriminant validity results

</div>

	strategic corruption	design lens	experience lens	grand corruption	petty corruption	strategic consensus	strategic lenses
strategic corruption	0.851						
design lens	0.212	0.901					
experience lens	-0.123	-0.221	0.818				
grand corruption	0.834	-0.227	-0.098	0.837			
petty corruption	0.819	0.505	-0.104	0.497	0.873		
strategic consensus	0.234	0.143	0.252	0.129	0.267	0.825	
strategic lenses	0.072	0.644	0.599	-0.255	0.317	0.322	1

Bold values in diagonal are the square roots of AVE previously mentioned

Table (3_15) indicates the results of the discriminant validity. The concept of Furnell and Larker assumes that the independent variables (predictors) correlate with a minimum acceptable degree. The mentioned results tell that the strongest correlation value was observed between grand corruption and strategic corruption (0.834), such value may be considered to be accepted as these two variables are strongly correlate in real and that grand corruption is one of the components of strategic corruption. Table () shows also an important indicator to judge the suitability of fornel and larker discriminant validity is the square root of the ($\sqrt{AVE}$) presented diagonally in bold. With this indicator the values of inter correlations between any two constructs must be less than the value of (square root of AVE).

Applying this idea on the figures presented representing the inter correlation values presented; it can be detected the mentioned values were less than the values of the square root of (AVE) concluding that the Furnell and Larker discriminant validity was met.

3. The Hetrotrait - Monotrait HTMT) discriminant validity

<div align="center">

Table (3_16)
Heterotrait - Monotrait ratio (HTMT) discriminant validity

</div>

	design lens	experience lens	grand corruption	petty corruption	strategic consensus
design lens					
experience lens	0.301				
grand corruption	0.240	0.132			
petty corruption	0.530	0.207	0.496		
strategic consensus	0.145	0.258	0.135	0.270	
strategic lenses	0.652	0.565	0.260	0.338	0.322

Table (3_16) provides the results of the HTMT discriminant validity. The greatest correlation value was observed between by strategic lenses and design lens (0.652). This value was less than the desired and required cut off (0.85) indicating that there are no issues of discriminant validity between any two of the mentioned constructs (Henseler et al., 2015).

Estimating the convergent validity of the constructs using the average variance extracted (AVE).

<div align="center">

Table (3_17)
the constructs average variance extracted (AVE)

</div>

Construct	AVE
design lens	0.812
experience lens	0.669
grand corruption	0.701
petty corruption	0.763
strategic consensus	0.680

Table (3_17) presents on of the most important indicators for assessing the convergent validity of the construct, the average variance extracted (AVE). The values of this indicator represents the calculated variance with respect to the number of items (indicators) that represent and compose that construct. The values of AVE range between (0 - 1) such that when the values toward (1) represent good and reasonable values. Generally, a value of (0.50) or greater represents the accepted AVE (Fornell and Larcker, 1981).

inspecting the mentioned (AVE) values it can be noticed that the AVE for the design

lens construct reaches (0.812), for the experience lens construct it was (0.669), for the

grand corruption it was (0.701), the AVE value for the petty corruption it was (0.763).

Concerning the mediator variable "strategic consensus" the AVE value was (0.680).

All the specified AVE values had surpassed the minimum cut off (0.50), consequently

the convergent validity was considered to be satisfied by means of AVE indicator

The model's AVE values are shown in figure (3_11) below
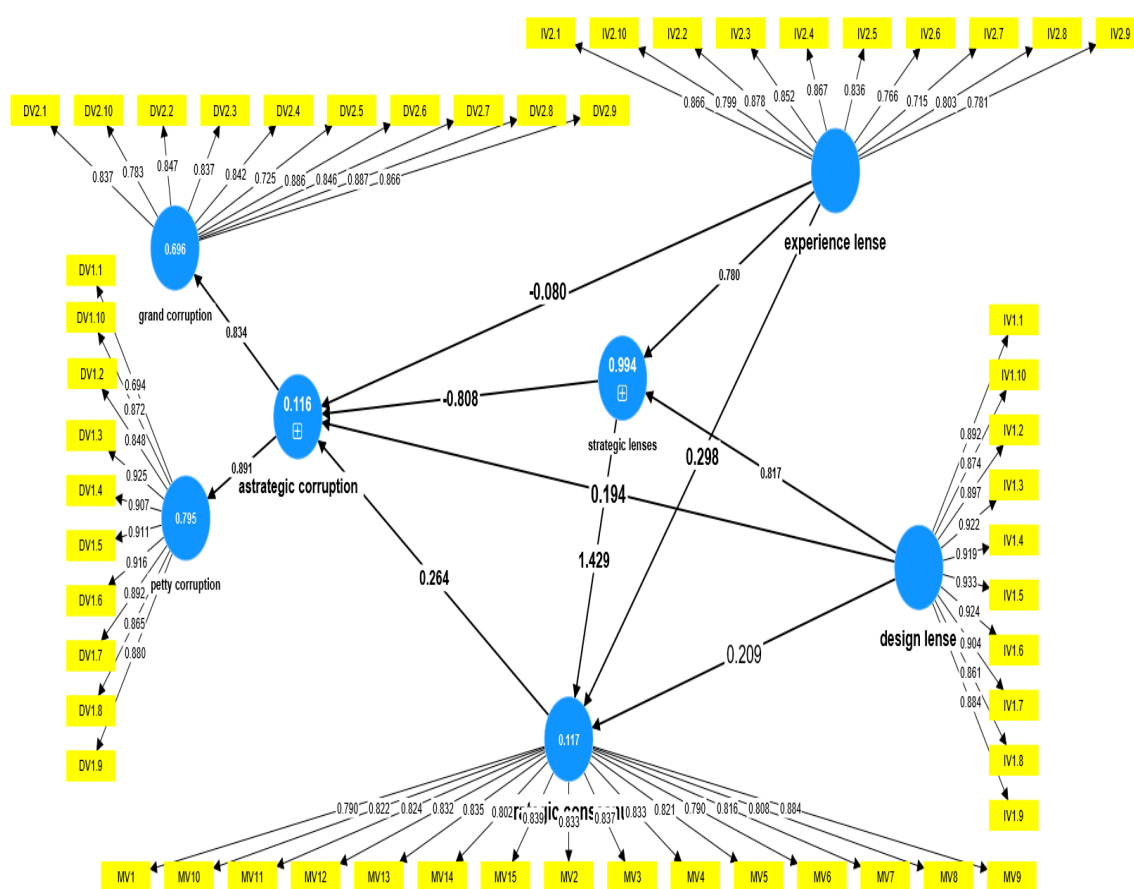
Figure (3_8)
Values of the (AVE)

Reliability

The reliability of a construct is the second major issue in scientific researches. It expresses the stability of a questionnaire OR survey to measure the idea for a specific sample several times and get the same output each time. Cronbach alpha is one of the most important methods to assess the construct reliability in the same context the composite reliability (CR) is considered also as an important indicator. The evaluations of these two methods in assessing the current constructs are submitted in the following two tables.

1- Evaluating the construct's reliability using the Cronbach alpha

Table (3_18)
the constructs reliability using the Cronbach alpha (CA) and composite reliability (CR)

Construct	CA	CR
design lens	0.974	0.977
experience lens	0.947	0.953
grand corruption	0.952	0.959
petty corruption	0.965	0.971
strategic consensus	0.966	0.970

Table (3_18) reflects of Cronbach alpha (CA) and composite reliability (CR) reliabilities values. The minimum reliability value appeared using Cronbach alpha method was (0.947) for experience lens. The minimum reliability being appeared by the composite reliability method was (0.953).

The mentioned reliability values reflect a high level (greater than 0.70) (Nunnally, 1978). Of reliability given that the maximum value that could be reached is (1.00). Consequently, reliability had been satisfied.

2. Assessment of structural model:

The variables involved in the current research reflect the impact of the strategic lenses on strategic corruption mediated by strategic consensus. The investigation of the impact values and consequently the relationships can be analyzed and explored using the concept of structural equation modeling. (SEM). Different and lots of software packages were developed to test and investigate impacts values and relationships. The researcher used PLS software (release 4.8.0.3)

SEM sticks to the necessity to test the assumed relationships among the latent constructs simultaneously. This procedure consists of two major steps; the first is to develop and validate the measurement tool (the questionnaire or survey) and second to switch for testing the different relationships being set as a need to proof the preset theoretical model. There are three parameters (indicators) that reflect the goodness of the model being developed and step forward to examine the hypothesized relationships between constructs.

These criteria are:

1 - The coefficient of Determination (R^2) of endogenous constructs,

2- The Path coefficients of hypothesized relationships

The most important indicator among the three mentioned is the coefficient of determination (R2). When conducting SEM, PLS was utilized to explain the observed latent variance for the endogenous constructs by means of the R2 indicator. Cohen (1988) argued that values of R2 having a range 0.02 - 0.12 can be considered weak, values ranging 0.13 - 0.25 can be considered moderate and 0.26 or greater is considered substantial. Another point of view by, J. F. Hair et al. (2011b), he stated that the level of

R2 appropriateness is related to the research context itself. Table () submits the values of

R2 for endogenous constructs.

Table (3_19)
Coefficient of determination (R2) for the endogenous constructs (strategic corruption) and strategic consensus

Construct	R^2	Adjusted R^2
strategic corruption	0.116	0.099
strategic consensus	0.117	0.104

Table (3_19) reflects the magnitudes of the coefficient of determination which

specifies the amount of variation that can be explained by the predictor's variables. The

value of R2 presented was (0.116) for the strategic corruption, while it was for the

strategic consensus (0.117,) these values are classified as moderate with respect to

(Cohen, 1988).

The model's R^2 provided value is shown in figure (3_12) below
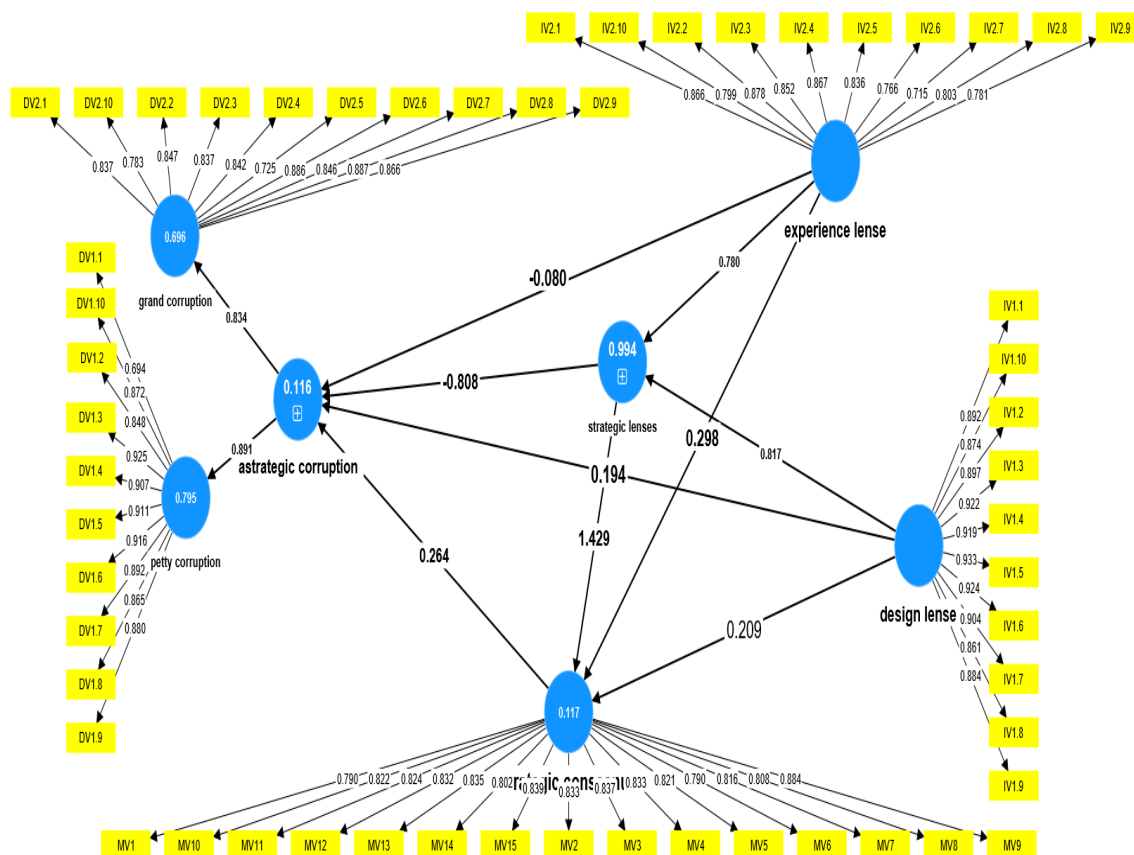
Figure (3_9)

Values of the coefficient of determination (R2)

The second indicator was the standardized impact values. These values are presented by chart no. mentioned earlier.

3. Questionnaire distribution:

An electronic questionnaire was designed that is identical to the paper questionnaire and the link to the questionnaire is:

(https://docs.google.com/forms/d/e/1FAIpQLSfIeD_b12gat2ZJT5K2HEWAeTPWOJ9b5J1kzr65zzByBZGuXw/viewform).

The questionnaire was distributed through two methods, manually and electronically, so that the questionnaire was distributed to (385) individuals on the study sample, and the valid questionnaires for analysis were (205) questionnaires, representing (51%) of the total distributed questionnaires, as shown in the table ().And the questionnaire has finally become (55), paragraphs of the appendix (3).

Table (3_20)
the number of distributed, returned and non-returned questionnaires and the percentage of questionnaires valid for analysis.

work nature	The number of distributed questionnaires	Number of questionnaires returned and valid for analysis	The number of non-returnable questionnaires that are not valid for analysis	Percentage of questionnaires valid for analysis
CEO	45	20	25	0.05%
CFO	42	22	20	0.05%
COO	63	43	20	0.11%
Director	105	71	34	0.18%
Manager	61	31	30	0.08%
Supervisor	69	18	51	0.04%
Total	**385**	**205**	**180**	**0.51**

The unit of analysis for this study is businessmen and businesswomen, board of directors, CEO, CFO, COO, director, manager, supervisors) in banks, financial, industrial and commercial companies. The sample size was (385) individuals, as (85) questionnaires

were returned from the respondents and (95) questionnaires were not valid for analysis.

The table below (3_21) shows the description of the final study sample consisting of (205)

The following table describes the characteristics of the sample:

Table (3_21)
Sample's characteristics data

variable	Frequency	Percent
male	109	53.2
female	96	46.8
Total	205	100.0
25 - less 32 years	62	30.2
25 - less 32 years32 - less 39 years	84	41.0
39 and older	59	28.8
Total	205	100.0
5 - less 10 years	118	57.6
10 - less 15 years	44	21.5
15 years or more	43	21.0
Total	205	100.0
bachelor	95	46.3
master	92	44.9
doctorate	18	8.8
Total	205	100.0
business man	111	54.1
business women	94	45.9
Total	205	100.0
board of directors	30	14.6
top management	60	29.3
middle management	81	39.5
first line management	34	16.6
Total	205	100.0
CEO	20	9.8
CFO	22	10.7
COO	43	21.0
director	71	34.6
manager	31	15.1
supervisor	18	8.8
Total	205	100.0

Fourth: Study variables

The study had been adopting the following variables:

The independent variable: Strategic Lenses (Design Lens, Experience Lens).

The dependent variable: Strategic Corruption (Grand Corruption, Petty Corruption).

The mediating variable: Strategic Consensus.

Fifth: Study procedures

The researcher took the following procedures:

1. The literature and related studies had been investigated.

2. The study tool had been developed to ensure its validity and reliability.

3. The essential approvals to conduct the field study had been taken from the relevant authorities.

4. The study population had been determined by the Business leaders in Jordan.

5. The data had been statistically analyzed using the statistical package (SMART PLS 3.3.3)

6. Results had been investigated, explained, and recommendations are written.

Sixth: Statistical Analysis

1. In order to describe the study population and its sample, frequencies and percentages were used.

2. Both exploratory and confirmatory factor analysis was used.

3. For the purpose of describing the level of the three variables, the arithmetic mean, and the standard deviation were used.

4. To ensure the stability of the resolution, Cronbach's coefficient-alpha, McDonald's coefficient, stability in the composite method, and the extracted rate of variance (AVE)

5. Some tests are exploratory factor analysis, which includes (KMO test, index of sample or subjective Eigen values, explained variance, loadings coefficients).

6. The structured equation model was used For the purpose of testing the hypotheses of the study, some of which included measuring the direct and indirect impact through SMART PLS 3.3.3 software.

7. Confirmative factor analysis was used to verify some indicators and tests (discriminatory validity using the Fornell and Larkle method, and the method of joint saturations among other factors "Cross Loadings ").

Chapter four
Results of the study (statistical analysis and hypothesis testing)

First: Introduction

For the purpose of analyzing the results of the study and testing its hypotheses, the researcher used structural linear modeling (SEM) Modeling Equation Structural. The direct impact between the two variables and the indirect impact of an intermediate variable on the relationship of the independent variable to the dependent one. This method also helps to study the impact on more than one dependent variable at the same time. The structural linear programming method has become one of the most important methods used in the completion of the most important statistical tests associated with estimating the validity and reliability of the scales.

Hence, programs that deal with and implement linear structural programming have become a target for researchers, as many of them are used for scientific research and studies. Examples of such software (Rigdon, E. 2016).

The researcher used PLS software version 3.3.3. This software provides many important tests in estimating confirmatory factor analysis tests, such as estimating saturation values on Assumed factors and estimation of stability values by more than one method such as Cronbach alpha, compound stability and average Extracted variance (AVE) also provides tests of types of validity such as Fornel discriminatory validity and rank and discriminatory validity through the saturation of the paragraphs on the other factors, in addition to tests structural equation model.

Structured linear programming depends on the idea of starting from a basic model called the proposed model (which is the model that represents two sub-models, the first

of which links the paragraphs with the axes they represent and clarifies those relationships. It is called the standard model (model measurement or external), whose results depend on confirmatory factor analysis tests, while the model represents which It reflects the relationship of the variables (the main dimensions) among them in the constructive structural model (the internal model structural) whose results depend on verifying hypotheses. (2014. Al et al. Hair).

Second: Description of the results of the study

Means, standard deviations, were calculated for each item. The results are included in table () below

The researcher relied on the following scale to describe the mean values:

1.00 – 2.33	**low**
2.34 – 3.67	**moderate**
3.68 – 5.00	**high**

Description of the answers and estimates of the study sample of the dimensions of the independent variable (strategic lenses)

4-1: First; analyzing the items of the independent variable Strategic lenses (SL)

Table (4_22)
means, standard deviations of the Strategic lenses (SL)

item code	items	M	sd	Mean Level	Mean order
IV1.1	I prefer to deal with circumstances with clear opportunities	2.56	1.31	Moderate	2
IV1.2	I like the integration of information about threats	2.58	1.32	Moderate	1
IV1.3	I strive to achieve optimal results from opportunities	2.52	1.26	Moderate	5
IV1.4	I Rely on a realistic view to deal with threats	2.55	1.28	Moderate	3
IV1.5	I tend to think sequentially in analyzing opportunities	2.52	1.36	Moderate	5
IV1.6	I Adopt legitimate (legal) force in choosing opportunities	2.54	1.33	Moderate	4
IV1.7	I Implement strict control systems on the behavior of stakeholders	2.44	1.28	Moderate	10

item code	items	M	sd	Mean Level	Mean order
IV1.8	I See the organization as a hierarchical structure that separates planning from execution	2.50	1.24	Moderate	8
IV1.9	I would like to single out the opportunities	2.54	1.29	Moderate	4
IV1.10	I Spend more time analyzing threats than evaluation	2.50	1.33	Moderate	6
	design lenses	2.56	1.17	Moderate	
IV2.1	I Avoid situations that have multiple conflicting goals	3.12	1.35	Moderate	3
IV2.2	I Worry about complex problems	3.11	1.29	Moderate	4
IV2.3	I Avoid reactive thinking	3.18	1.31	Moderate	1
IV2.4	I Stay away from situations that are risky.	3.15	1.33	Moderate	2
IV2.5	I think exchanging opinions is a waste of time	2.19	1.28	low	7
IV2.6	I see that using the power of experience is inconsistent with changing circumstances	2.66	1.30	Moderate	7
IV2.7	I believe that the culture of the community impact the formation of the culture of the organization	2.66	1.30	Moderate	7
IV2.8	I Stay away from stereotypes in dealing with the culture of society	2.60	1.28	Moderate	9
IV2.9	I like studying the history of the organization as an indicator for predicting the future.	2.71	1.29	Moderate	5
IV2.10	I believe that human nature has an impact on the work of organizations	2.68	1.31	Moderate	6
	Experience lenses	2.81	1.07	Moderate	
	Strategic Lenses	2.68	0.67	Moderate	

Means description categories (1 – 2.33: low, 2.34 – 2.67: moderate, and 3. 68 – 5.00: high)

Concerning the design lens table (4_22) indicates the values of means and standard deviation, the results inform that item coded (IV1.2) which states " I like the integration of information about threats " was the greatest item being rated as it ranked the first by a mean of (3.18) followed by item coded (IV1.1) which states "I prefer to deal with circumstances with clear opportunities "as it occupied the second order by a mean of (2.56) while the item coded (IV1.7) which states " I Implement strict control systems on the behavior of stakeholders " was the least item being rated by the sample as it satisfied the least mean value (2.44) preceded by the item coded (IV1.8) which is" I See the organization as a hierarchical structure that separates planning from execution" and item

coded (IV1.10) which state "I Spend more time analyzing threats than evaluation" had reported by a mean of (2.50). Now the overall design lens was estimated by a mean value of (2.56); this value expresses moderate agreement among the sample's individuals.

Regarding the result of experience lens, table (4_22) indicates the values of means and standard deviation, the results tell that item the coded (IV2.3) which states " I Avoid reactive thinking " was the greatest item being rated as it ranked the first by a mean of (3.18) followed by item coded (IV2.4) which states "I Stay away from situations that are risky. "as it occupied the second order by a mean of (3.15) while the item coded (IV2.5) which states " I think exchanging opinions is a waste of time " was the least item being rated by the sample as it satisfied the least mean value (2.19) preceded by the item coded (IV2.8) which is" I Stay away from stereotypes in dealing with the culture of society" which reported by a mean of (2.60). The overall experience lens was estimated by a mean value of (2.81); this value expresses moderate agreement among the sample's individuals.

Description of the answers and estimates of the study sample of the dimensions of the dependent variable (strategic Corruption)

4-2: second; analyzing the items of the dependent variable Strategic corruption (SC)

Table (4_23)
Means, standard deviations of the Strategic corruption (SC)

item code	item	M	sd	Mean Level	Mean order
DV1.1	Corruption reflects teamwork behaviors	2.61	1.21	Moderate	10
DV1.2	Corruption arises when monopolistic practices spread	3.00	1.36	Moderate	3
DV1.3	Corruption is good at dumping incriminating evidence	3.00	1.23	Moderate	3
DV1.4	Corruption encourages re-borrowing	2.97	1.30	Moderate	5
DV1.5	Corruption reflects working behavior in groups	3.03	1.25	Moderate	2

item code	item	M	sd	Mean Level	Mean order
DV1.6	Corruption uses the media to show what is contrary to the truth	3.05	1.27	Moderate	1
DV1.7	Corruption is born in a weak control environment	2.92	1.24	Moderate	8
DV1.8	Corruption fights intellectuals	2.91	1.27	Moderate	9
DV1.9	Corruption accumulates debt on the economy	2.96	1.27	Moderate	6
DV1.10	Corruption exacerbates violence from society	2.95	1.21	Moderate	7
	petty corruption	2.94	1.09	Moderate	
DV2.1	Corruption is created in a limited scope and then expands	2.42	1.13	Moderate	3
DV2.2	Corruption uses loopholes in job laws	2.14	1.25	low	9
DV2.3	Corruption reduces job satisfaction	2.24	1.16	low	7
DV2.4	Corruption reduces innovation initiatives	2.56	1.11	Moderate	1
DV2.5	Corruption weakens the financial system	2.26	1.23	low	6
DV2.6	Corruption hides the sources of cash	2.39	1.15	Moderate	5
DV2.7	Corruption uses money to export a high-end image that hides practices	2.05	1.06	low	10
DV2.8	Corruption undermines comfort in work environments	2.40	1.16	Moderate	4
DV2.9	Corruption increases turnover within organizations	2.24	1.14	low	
DV2.10	Corruption lowers educational levels within organizations	2.45	1.14	Moderate	2
	grand corruption	2.31	0.96	low	
	Strategic Corruption	2.63	0.87	Moderate	

Means description categories (1 – 2.33: low, 2.34 – 2.67: moderate, and 3. 68 – 5.00: high)

Concerning the petty corruption, table (4_23) indicates the values of means and standard deviation, the results inform that item coded (DV2.4) which states " Corruption reduces innovation initiatives " was the greatest item being rated as it ranked the first by a mean of (2.56) followed by item coded (DV1.5) which states "Corruption reflects working behavior in group "as it occupied the second order by a mean of (3.03) while the item coded (DV1.1) which states " Corruption reflects teamwork behaviors " was the least item being rated by the sample as it satisfied the least mean value (2.61) preceded by the item coded (DV1.8) which is" Corruption fights intellectuals" which reported by a mean of (2.91). Now the overall petty corruption was estimated by a mean value of (2.94); this value expresses moderate agreement among the sample's individuals.

Regarding the result of grand corruption, table (4_23) indicates the values of means and standard deviation, the results tell that item the coded (DV1.6) which states " Corruption uses the media to show what is contrary to the truth " was the greatest item being rated as it ranked the first by a mean of (3.05) followed by item coded (DV2.10) which states "Corruption lowers educational levels within organizations "as it occupied the second order by a mean of (2.45) while the item coded (DV2.7) which states " Corruption uses money to export a high-end image that hides practices " was the least item being rated by the sample as it satisfied the least mean value (2.05) preceded by the item coded (DV2.2) which is" Corruption uses loopholes in job laws" which reported by a mean of (2.14). The overall grand corruption was estimated by a mean value of (2.31); this value expresses low agreement among the sample's individuals.

Description of the answers and estimates of the study sample of the dimensions of the Mediator variable (strategic Consensus)

4-3: third; analyzing the items of the Mediator variable Strategic consensus

Table (4_24)
Means, standard deviations of the Strategic consensus

Item code	item	M	sd	Mean Level	Mean order
MV1	I discuss beliefs that I think need to be modified	3.82	1.04	High	1
MV2	I tend to be a contributing member of the team, not a dominating one	3.81	0.94	High	2
MV3	I like working with multi-skilled teams	3.73	1.02	High	11
MV4	I give confidence to others	3.68	0.99	High	15
MV5	I avoid giving unconstructive criticism to others	3.81	0.92	High	2
MV6	I listen to new suggestions with long-term returns	3.79	0.91	High	6
MV7	I refrain detracting from any arguments	3.72	1.06	High	14
MV8	I avoid irritating others in meetings	3.73	0.98	High	11
MV9	I encourage participation in building on the ideas of others	3.73	0.96	High	11
MV10	I avoid running away from responsibilities	3.75	0.97	High	10
MV11	I listen to the essential information	3.80	1.01	High	4
MV12	I focus on discussing the distinct aspects of any problem	3.78	1.04	High	8
MV13	I encourage opinions that differ with mine	3.80	1.01	High	4
MV14	I accept the challenge and absorb it with the argument	3.76	1.04	High	8
MV15	I understand anyone who reveals any errors that may have occurred unintentionally.	3.79	1.07	High	6
	Strategic consensus	3.77	0.82	High	

Means description categories (1 – 2.33: low, 2.34 – 2.67: moderate, and 3. 68 – 5.00: high)

Table (4_24) indicates the values of means and standard deviation, for the Strategic consensus construct. Exploring the table's results, item no. 1 which states " I discuss beliefs that I think need to be modified " was the greatest item being rated as it ranked the first by a mean of (3.82) followed by item no. 2 which states "I tend to be a contributing member of the team, not a dominating one "as it occupied the second order by a mean of (3.81) while item no. 15 which states " I understand anyone who reveals any errors that may have occurred unintentionally. " was the least item being rated by the sample as it satisfied the least mean value (3.79) preceded by item no. 14 which is" I accept the challenge and absorb it with the argument" which reported by a mean of (3.76).

The overall (strategic consensus) construct was rated by a mean of (3.77). This value expresses a high level of agreement.

Multi Collinearity

Multi collinearity is the situation where the relationship among the independent variables is high (Hair et al., 2006). The existence of multicollinearity is a violation to using SEM. PLS software provides the results for multi collinearity detection. The test expressed by the variance inflation factor (VIF). It's known that a value of VIF less than 10 express a moderate collinearity problem and a value less than or equal to 5 expresses a small collinearity problem, some researchers suggest that values less than (3.00) points to no multi collinearity problem and values between (3.00 - 5) are considered to represent multicollinearity issue that should be taken into account and reviewed prior to commence testing the hypotheses (Mason and Perreault, 1991; Becker et al., 2015). On the other hand, values greater than (5) alludes a problem of multicollinearity. The VIF values are included in table (4_25) below

Table (4-25): multi collinearity diagnosis

	strategic corruption	strategic consensus
design lens	2.93	2.53
experience lens	1.09	3.04
strategic consensus	1. 33	1
Strategic lenses	1.70	1.29

Table (4_25) provides the results of VIF associated with the constructs reflecting the exogenous constructs (predictors) being used to predict the endogenous construct (dependent construct) strategic corruption). The greatest reported value was assigned to the experience lens construct (3.04). This value lays within the acceptable ranges that indicate small multi collinearity, consequently no issues can be associated with multi collinearity

Normality

One of the necessary assumptions to perform multiple linear regression and SEM is to check for the behavior of the variables' data distribution and compare how approximate this behavior to the distribution of normal distribution. The model of the current research which investigates the relations between the several predictors to one dependent variable is called a univariate model (pointing to one dependent variable). Normality then can be expressed by means of two descriptive indicators, the skewness and kurtosis. These two indicators describe the tails and the (summit) of the data curve distribution. The accepted values of skewness fell within the range of (-3 to 3) while kurtosis values must not overcome a critical threshold of (8) i.e., the kurtosis values must not exceed this threshold (Kline, 2005). The results of normality indicators for each construct are immersed in the following subsequent table.

Table (4-26)
normality indicators: skewness and kurtosis for the construct

Constructs	Skewness	Kurtosis
design lens	.672	-1.237
experience lens	.222	-1.425
strategic lenses	-.252	-.994
petty corruption	.067	-1.655
grand corruption	.896	-.699
strategic corruption	.298	-1.243
strategic consensus	-1.517	1.195

Table (4_26) indicates the numerical magnitudes of the normality indicators, the skewness and kurtosis. The greatest value being monitored for skewness was (- 1.517) related to the strategic consensus; this value lays within the desired normal acceptable range (-3 to 3). In the same context, regarding the values of the second indicator kurtosis, it was noticed that the greatest reported value was (- 1.425) assigned to experience lens. The kurtosis value did not exceed the critical threshold (8) pointing to an acceptable value of this indicators.

Third: Testing the hypotheses of the study and analyzing its results:

This research was basically set to four main hypotheses. Each hypothesis was formulated and stated in the null form. For this reason, the statistical test which will be used to judge the acceptance or rejection of the hypothesis was the t statistic. The t test is provided with a probability value (sig). In order to decide the rejection or acceptance of the stated hypothesis, the researcher can use one of two alternatives; the first to compare the magnitude of the calculated t test value with a critical t value second to compare the probability (sig) value with the maximum value of type 1 error margin (0.05).

1- Testing the first hypothesis:

H01: There is no impact of strategic lenses on the perception of the manifestations of strategic corruption at a level of significance ($\alpha \geq 0.5$) from the point of view of business leaders in Jordan.

Based on the strategic lenses sub-dimensions; the main hypothesis can be divided into two sub hypotheses:

H01.1: There is no impact of design lens on the perception of the manifestations of strategic corruption at a level of significance ($\alpha \geq 0.5$) from the point of view of business leaders in Jordan.

H01.2 There is no impact of experience lens on the perception of the manifestations of strategic corruption at a level of significance ($\alpha \geq 0.5$) from the point of view of business leaders in Jordan.

Table (4_27)
Results of testing the first hypothesis (impact of strategic lenses on the perception of the manifestations of strategic corruption)

Hypoth eses	impact direction	β	Std.de v	t valu e	prob	result
H01	strategic lenses -> strategic corruption	0.80 8	0.129	0.88 7	0.000	Not Supported
H01.1	design lens -> strategic corruption	0.19 4	0.070	2.76 3	0.006	Not Supported
H01.2	experience lens -> strategic corruption	0.08 0	0.080	0.99 8	0.318	Supported

Tabulated t value at (0.05) level = 1.98

Results of testing the first main hypothesis:

Table (4_27) indicates the testing results of hypothesis 1 with its subsidiary two hypotheses. Concerning the first main hypothesis the impact value was (0.808). This value reflects a positive relationship to strategic corruption. The sig value being revealed was (0.000). Comparing the obtained sig value to the (0.05) level value, the comparison result indicate that the sig value was less than 0.05 suggesting significant statistical impact value.

Based on this result the null main hypothesis was rejected and a conclusion that (strategic lenses) impact the perception of the manifestations of strategic corruption) from the point of view of business leaders in Jordan.

Results of testing the first sub-main hypothesis (H01-1):

Table (4_27) indicates the testing results of h the first sub-main hypothesis (H01-1). The impact value was (0.194). This value reflects a positive impact to strategic corruption. The sig value being reported was (0.006). Comparing the obtained sig value to the (0.05) level value, the comparison result indicate that the sig value was less than 0.05 pointing significant statistical impact value

Upon this result the null hypothesis (H01-1) was rejected and a conclusion that (design lens) impact the perception of the manifestations of strategic corruption) from the point of view of business leaders in Jordan.

Results of testing the first sub-main hypothesis (H01-2):

Table (4_27) indicates the testing results of h the second sub-main hypothesis (H01-2). The impact value was (0.080). This value reflects a positive impact on strategic corruption. The sig value being reported was (0.318). Comparing the obtained sig value to the (0.05) level value, the comparison result indicate that the sig value was greater than 0.05 reflecting none significant statistical impact value

According to this result the null hypothesis (H01-2) was accepted and a conclusion that (experience lens) did not impact the perception of the manifestations of strategic corruption) from the point of view of business leaders in Jordan.

Testing the Second hypothesis:

H02: There is no impact of strategic lenses on strategic consensus at a level of significance ($\alpha \geq 0.5$) from the point of view of business leaders in Jordan.

Table (4_28)
Results of testing the second hypothesis (impact of strategic lenses on strategic consensus)

Hypotheses	impact direction	β	Std.dev	t value	prob	result
H02	strategic lenses -> strategic consensus	.429	0.37	3.862	0.000	Not Supported

Tabulated t value at (0.05) level = 1.98

Table (4_28) depicts results of testing the second main hypothesis (H02). The observed impact value was (0.429). This value reflects a positive impact to strategic consensus. The sig value being reported was (0.000). Comparing the reported sig value to the (0.05) level value, the result argued that it was lower than 0.05 expressing significant statistical impact value

Relying on this result the null hypothesis (H02) was rejected and a decision that (strategic lenses) impact the strategic consensus) from the point of view of business leaders in Jordan

Testing the third hypothesis:

H03: There is no impact of strategic consensus on the perception of the manifestations

of strategic corruption at a level of significance (α ≥0.5) from the point of view of

business leaders in Jordan.

Table (4_29)
Results of testing the third hypothesis (impact of strategic consensus on strategic corruption)

Hypot heses	impact direction	β	Std.de v	t value	prob	result
H02	strategic consensus -> strategic corruption	0.264	0.068	3.900	0.000	Not Supported

Tabulated t value at (0.05) level = 1.98

Table (4_29) depicts results of testing the third main hypothesis (H03). The monitored

impact value was (0.264). This value mentions a positive impact to strategic corruption.

The sig value being reported was (0.000). Clear that sig value was less than 0.05

representing significant statistical impact.

This result facilitates that the null hypothesis (H03) to be not accepted so we can

conclude that (strategic consensus) impact the strategic corruption) from the point of view

of business leaders in Jordan.

Fourth hypothesis:

H04: Strategic consensus does not mediate the impact of strategic lenses on the

perception of the manifestations of strategic corruption at a level of significance

(α ≥0.5) from the point of view of business leaders in Jordan .

Based on the strategic lenses sub-dimensions; the main hypothesis can be divided

into two sub hypothesis:

H04.1: Strategic consensus does not mediate the impact of design lens on the

perception of the manifestations of strategic corruption at a level of significance

(α ≥0.5) from the point of view of business leaders in Jordan.

H04.2: Strategic consensus does not mediate the impact of experience lens on the

perception of the manifestations of strategic corruption at a level of significance

($\alpha \geq 0.5$) from the point of view of business leaders in Jordan.

Table (4_30)
Results of the fourth hypotheses, indirect impact of the of strategic consensus

hypothesis	Mediation effect of strategic consensus on the relation between	Total impact	Indirect Impact				
			β	se	t	prob	Mediation %
H04	strategic lenses -> strategic corruption	0.808	0.378	0.103	3.670	0.000	46.78
H04-1	design lenses -> strategic corruption	0.194	-0.153	0.049	3.122	0.002	78.86
H04-2	experience lenses -> strategic corruption	0.080	-0.014	0.031	0.423	0.673	17.50

Tabulated t value at (0.05) level = 1.98

Results of testing the fourth main hypothesis:

Table (4_30) indicates the testing results of hypothesis H04 with its subsidiary two

hypotheses. Concerning the fourth main hypothesis the mediation effect value was

represented by the indirect impact value for the strategic consensus on the relationship

between strategic lenses and strategic corruption was (0.378). This value reflects a

positive indirect impact. The reported sig value was (0.000). Comparing the reported sig

value to the (0.05) level value, it was clear that the sig value was less than 0.05 suggesting

significant statistical indirect impact of the mediator variable (strategic consensus).

The table presents the mediation percentage caused by the mediator; this percentage

reaches (46.78 %) once this percentage was ranges between (20% – 80%) this leads

describe the roll of the mediator as a partial mediation.

According to the result the main null hypothesis was rejected and a conclusion that

(strategic consensus) mediates the relationship between strategic lenses on the strategic

corruption from the point of view of business leaders in Jordan.

Results of testing the first sub-main hypothesis (H04-1):

Table (4_30) indicates the testing the first subsidiary of the fourth main hypothesis (H04-1). The mediation impact value was expressed by the indirect impact value for the strategic consensus on the relationship between design lens and strategic corruption was (- 0.153). This value reflects a positive indirect impact. The reported sig value was (0.002). Comparing the reported sig value to the (0.05) level value, it was clear that the sig value was less than 0.05 suggesting significant statistical indirect impact of the mediator variable (strategic consensus). The table presents the mediation percentage caused by the mediator; this percentage reaches (78.86 %) once this percentage was ranges between (20 – 80) percent this leads describe the roll of the mediator as a partial mediation.

Upon this result the first subsidiary of the fourth main hypothesis (H04-1) was rejected and a conclusion that (strategic consensus) mediates the relationship between design lens on the strategic corruption from the point of view of business leaders in Jordan.

Results of testing the second sub-main hypothesis (H04-2):

Table (4_30) indicates the testing the second subsidiary of the fourth main hypothesis (H04-2). The mediation impact value was expressed by the indirect impact value for the strategic consensus on the relationship between experience lens and strategic corruption

Was (- 0.014). This value reflects a positive indirect impact. The reported sig value was (0.673). Comparing the reported sig value to the (0.05) level value, it was clear that the sig value was greater than 0.05 suggesting none significant statistical indirect impact of the mediator variable (strategic consensus). The table reflects the mediation percentage of the mediator, this percentage was (17.50 %) once this percentage was less than 20 % this leads to no mediation impact caused by the mediator (strategic consensus).

Based on this result the second subsidiary of the fourth main hypothesis (H04-2) was accepted and a conclusion that (strategic consensus) did not mediate the relationship between experience lens on the strategic corruption from the point of view of business leaders in Jordan.

Examining the effect of strategic lenses (SL) on strategic corruption (SC) in the presence of strategic consensus (SCO) using SMART PLS 3.3.3 software:
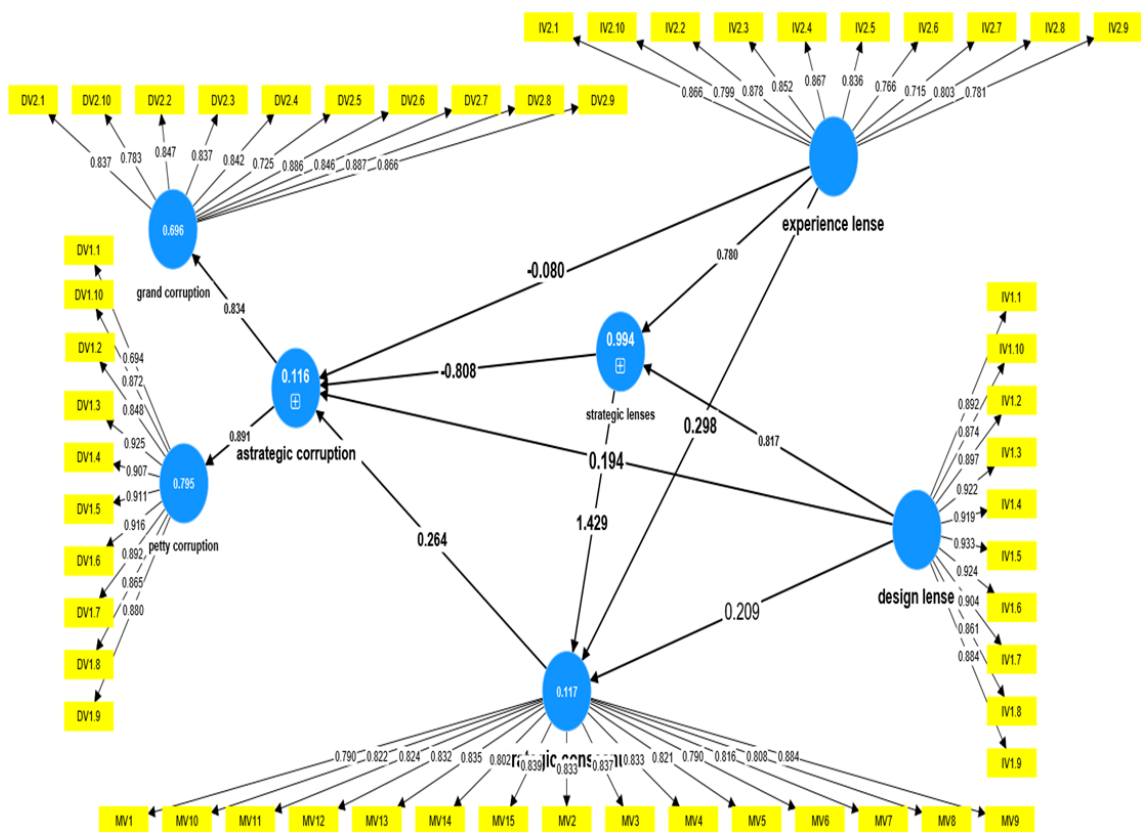
Figure (4_10)

Testing all hypotheses together.

This table shows the hypotheses that were accepted and the hypotheses that were rejected:

Table (4_31)

Number	Hypotheses	its result
1	H01: There is no impact of strategic lenses on the perception of the manifestations of strategic corruption at a level of significance ($\alpha \geq 0.5$) from the point of view of business leaders in Jordan.	The null hypothesis was rejected and the alternative hypothesis was accepted
2	And it is derived from this hypothesis: H01.1: There is no impact of design lens on the perception of the manifestations of strategic	The null hypothesis was rejected and the alternative hypothesis was accepted

Number	Hypotheses	its result
	corruption at a level of significance (α≥0.5) from the point of view of business leaders in Jordan.	
3	H01.2 There is no impact of experience lens on the perception of the manifestations of strategic corruption at a level of significance (α≥0.5) from the point of view of business leaders in Jordan	The null hypothesis was accepted
4	H02: There is no impact of strategic lenses on strategic consensus at a level of significance (α ≥0.5) from the point of view of business leaders in Jordan.	The null hypothesis was rejected and the alternative hypothesis was accepted
5	H03: There is no impact of strategic consensus on the perception of the manifestations of strategic corruption at a level of significance (α ≥0.5) from the point of view of business leaders in Jordan.	The null hypothesis was rejected and the alternative hypothesis was accepted
6	H04: Strategic consensus does not mediate the impact of strategic lenses on the perception of the manifestations of strategic corruption at a level of significance (α ≥0.5) from the point of view of business leaders in Jordan.	The null hypothesis was rejected and the alternative hypothesis was accepted
7	And it is derived from this hypothesis: H04.1: Strategic consensus does not mediate the impact of design lens on the perception of the manifestations of strategic corruption at a level of significance (α ≥0.5) from the point of view of business leaders in Jordan.	The null hypothesis was rejected and the alternative hypothesis was accepted
8	H04.2: Strategic consensus does not mediate the impact of experience lens on the perception of the manifestations of strategic corruption at a level of significance (α ≥0.5) from the point of view of business leaders in Jordan.	The null hypothesis was accepted

Chapter 5

First: Introduction

Based on the foregoing in the fourth chapter, this chapter aims to give a clear and accurate perception and understanding of the analysis and testing of the hypotheses of the study through logical explanations for the results of the analysis, and then to provide a summary of the most prominent results that were reached in the results of the statistical analysis, and similar to them were developed Recommendations and future suggestions.

Second: Discussing the variables of the study

The first axis:

Analyzing the answers to the independent variable represented by the strategic lenses (the design lens and the experience lens)

The results of the descriptive analysis of the strategic lens variable with its dimensions (the design lens and the experiment lens) showed that its level was average from the point of view of the members of the sampling unit, It is also clear from these results that Businessmen and businesswomen under study are not aware of the importance of activating the practices of strategic lenses in a large way, especially those that increase the flexibility of companies and banks and achieve their integration. This result of strategic lenses reflects the traditional method that is still practiced in the environments of various organizations, while organizations must search for modern ways and methods.

This result is consistent with the study of Pattyn (2014), which confirmed that assessments of policies and practices that would positively affect companies are still not widespread, and that their importance may vary from one sector to another ,on the other hand This result differs from the study of Abbadi & Thabhawi(2017), which considered strategic lenses as a modern method or approach establishing a scientific hierarchy to

solve any dilemma or problem, and therefore its presence and understanding must be strong in organizations.

We will discuss the detailed dimensions of the strategic lenses as follows:

    1. Design Lens: All paragraphs got an average level, and this indicates that Businessmen and businesswomen do not carry out the analysis and evaluation processes in the serious manner required to know the level of performance of their employees, and thus we conclude that they do not follow up the performance of their employees periodically.

This result agreed with the result of Atewi and bdaisi (2012), which analyzed the collapse of Enron ,and how Arthur Anderson's company collapsed in parallel with it due to the lack of periodic analysis, evaluation and governance practices, and this led to the spread of corruption and the collapse of those companies from the depths. This result is also consistent with the study of Pattyn (2014), which questioned the lack of activation of the feature of periodic evaluation in organizations.

    2. Experience Lens: All paragraphs got an average level, except for the coded item (IV2.5) which states "I think exchanging opinions is a waste of time" it was the least rated item by the sample and got a (low) level, and this indicates that Businessmen and businesswomen do not care about the standards of social interaction and participatory within it, so that it is clear from the results that the sample members do not believe in participatory in the formulation, making and implementation of decisions, and this indicates that these environments lack democracy and are characterized by an inflexible nature, this is confirmed by the coded item (IV2.3) which states "Avoid Reactive Thinking" was the greatest item evaluated as it ranked first with an average (3.18).

This study differs with the study of Saqqal et al. (2022), which stresses that different organizations must manage their culture and internal organization well to achieve integration and harmony in decision-making, development, and implementation. Democracy in work environments is necessary to diversify angles of vision and access to satisfactory results.

This result of the experience lens is consistent with the study (Charney & Qazi, 2014) that found that 35% of companies in China say they have to offer bribes. The agreement here is in understanding the prevailing cultural nature of society among the respondents and this study.

The results of the descriptive analysis of the strategic consensus variable showed that its level was high so that it obtained an arithmetic average of (3.77), and this indicates greatly that the Businessmen and businesswomen are well aware of the importance of personal support for each individual to be an important and effective part of the group, and this is confirmed by item No. 1, which states "I discuss beliefs that I think need to be modified" was the greatest item evaluated, as it ranked first with an average of (3.82), while the idea of tracking the mistakes of others is still prevalent in organizations, even if unintentionally, and this What was confirmed by Item No. 15 which states "I understand anyone who discloses any errors that may have occurred unintentionally." So that it was the lowest item evaluated by the sample because it met the lowest average value (3.79).

These results are consistent with the study of(Bragaw & Misangyi ,2019) Which aimed to develop a more accurate perception of the strategic consensus through formulating the content of decisions and increasing participation and interaction even if the meanings of the strategic consensus differ, the main headline remains the idea of a unified agreement on a work or an idea within the organization, and here comes the role

of the organization in exploiting this consensus in achieving benefit and benefit for the organizations.

The results of the study also agree with the study of (Ates et al., 2020), which analyzed how organizations build strategic consensus in their teams during the implementation of the strategy and its positive repercussions on those organizations, as well as the importance of interpreting the strategy in the context of daily operations, and identifying the actions required to implement the strategy. Communication and clarification of any ambiguity, and this ultimately reflects positively on the performance of organizations and their continuous development.

This result is also consistent with the study (Walter et al., 2013), which also confirms that strategic consensus is a tool that contributes to improving coordination and cooperation between levels of the organization, and therefore there is a positive relationship linking strategic consensus with organizational performance.

The third axis: analyzing the answers to the dependent variable represented by the strategic corruption (Grand corruption and Petty Corruption)

The results of the descriptive analysis of the strategic corruption variable with its dimensions (grand corruption and petty corruption) showed that its level was average corruption from the point of view of the members of the sampling unit, as it is clear from these results Businessmen and businesswomen under study still do not realize the significant impact for corruption in it, so that you might think that corruption is a simple process that deducts part of the profits and does not impact the structure as a whole.

This result is consistent with the study of (Bauer ,2005), which confirmed that some people may think that corruption is a simple act that impacts the functioning of organizations at a low level, so that it is often difficult to separate corruption from being an illegal from traditional practices in organizations, and herein the danger.

We will discuss the detailed dimensions of the strategic corruption as follows:

    1. Grand Corruption: grand corruption realization obtained an arithmetic level of (2.31), and half of the paragraphs got an average level and the other half a low level, and this indicates that Businessmen and businesswomen do not yet realize the administrative and financial impact of this corruption, and in view of the encoded element (DV1.6), which states that "corruption uses media to show what is contrary to the truth." The item classification ranked first with an average of (3.05), and here we deduce the lack of trust between the public and the various means of communication, as the respondents were convinced that these means may shine Images of the corrupt. As for the encoded element (DV2.10), which states that "corruption lowers educational levels within organizations," it ranked second with an average of (2.45). This indicates the conviction of the majority that corruption has a role in brain drain internally and externally.

These results are consistent with the study of (Chen et al., 2019), which gave reasons for the occurrence of financial corruption and in parallel the administration corruption, as a result of the lax role of periodic accounting and documentation, so that the use of control tools periodically helps to reduce any deviations that may occur, and thus resist and combat corruption.

    2. Petty Corruption: petty corruption realization obtained an arithmetic level of (2.49) and all paragraphs got an average level, and this indicates that Businessmen and businesswomen do not yet realize the economic and social impact of this corruption, The results indicate that the coded item (DV2.4) which states that "corruption reduces innovation initiatives" was the largest item evaluated, as it ranked first with an average of (2.56). This indicates that there is

a conviction among respondents that corruption reduces innovation. Evolution and the development of modern means and methods keep pace with development, but in general, perceptions of corruption are still simple and need to be deepened.

These results differ with the study of(Swamy et al. ,2000) in understanding the social factors that can increase or decrease the levels of corruption realization, the results of our study show that the understanding of corruption still needs to be in-depth and studied, while this study indicates that women are more able than men to confront, deter and expose corruption, and this means that social aspects and the accurate anatomy of society are useful in understanding the mechanism of corruption spread and thus understanding and confronting it.

Third: Discuss the results of hypotheses

1. **(H01) the first main hypothesis: "There is no impact of strategic lenses on the perception of the manifestations of strategic corruption at a level of significance (α≥0.5) from the point of view of business leaders in Jordan."**

Based on this result the null main hypothesis was rejected and a conclusion that (strategic lenses) affects the perception of the manifestations of strategic corruption) from the point of view of business leaders in Jordan.

The interpretation of this is that the strategic lenses impact strategic corruption in general, and therefore increasing the level and effectiveness of the strategic lenses will contribute significantly to realizing the effects of strategic corruption, knowing the ways of its spread, and trying to reduce it.

This result is consistent with the study (Saqqal et al., 2022), which proves that the lenses have the ability to find strategic solutions to any problems that organizations may

face, From the researcher's point of view, this result indicates a good understanding of the respondents for the principle of strategic lenses, its practices, and how it impact strategic corruption.

The results of the hypotheses branching from the first main hypothesis showed that there is an impact of the strategic lens with the dimension of the design lens only on strategic corruption, while the results showed that there is no impact of the experience lens on strategic corruption.

The first sub main hypothesis (H01-1): "**There is no impact of design lens on the perception of the manifestations of strategic corruption at a level of significance ($\alpha \geq 0.5$) from the point of view of business leaders in Jordan.**" the null hypothesis (H01-1) was rejected and a conclusion that (design lens) affects the perception of the manifestations of strategic corruption) from the point of view of business leaders in Jordan.

The interpretation of this is that the design lens impacts strategic corruption with a positive impact rate of (0.194) and therefore increasing the level and effectiveness of this lens will contribute significantly to realizing the effects of strategic corruption, knowing the ways of its spread, and trying to reduce it.

This result is consistent with the study of (Pattyn, 2014), which analyzes the importance of periodic evaluation in organizations and its periodic reflection on their performance. From the researcher's point of view, the respondents' assertion that there is an effect of the design lens on strategic corruption is due to the elements of the design lens, which include analysis and evaluation, Thus, it can be said that the respondents have gone through illegal cases that gained them experience and enabled them to answer in this way

The second sub main hypothesis (H01-2)**:" There is no impact of experience lens on the perception of the manifestations of strategic corruption at a level of significance (α≥0.5) from the point of view of business leaders in Jordan**."

According to this result the null hypothesis (H01-2) was accepted and a conclusion that (experience lens) did not affect the perception of the manifestations of strategic corruption) from the point of view of business leaders in Jordan.

The interpretation of this is that the lens of experience does not impacts strategic corruption, and therefore re-understanding and defining this lens and its effectiveness will make a significant contribution to realizing the effects of strategic corruption, knowing the ways of its spread, and trying to reduce it.

This finding contradicts with the study of (Swamy et al., 2000), which proves that people, and more deeply, women have the ability to combat corruption more than men, as women here are an element of the lens of experience. From the researcher's point of view, this result, which does not show the effect of the lens of experience on strategic corruption, indicates that culture and the nature of people and society impact the understanding and assimilation of corruption, so we may find that some people do not accept the idea of corruption spreading through inherited cultures or human nature. And those are the elements of the lens of experience

2. (H02) the second main hypothesis:" There is no impact of strategic lenses on strategic consensus at a level of significance (α ≥0.5) from the point of view of business leaders in Jordan."

The null hypothesis (H02) was rejected and a decision that (strategic lenses) affects the strategic consensus) from the point of view of business leaders in Jordan.

These results are consistent with the study of (Swamy et al., 2000) which revealed the existence of the effect of (people) as one of the elements of the lens of experience on consensus, From the researcher's point of view, this result, which shows an effect of strategic lenses on the strategic consensus, reflects the respondents' understanding of the idea of strategic consensus, which includes the element of people as a basic characteristic and shares with the lenses in this component.

3. **(H03) the third main hypothesis:" There is no impact of strategic consensus on the perception of the manifestations of strategic corruption at a level of significance ($\alpha \geq 0.5$) from the point of view of business leaders in Jordan." the null hypothesis (H03) to be not accepted so we can conclude that (strategic consensus) impact the strategic corruption) from the point of view of business leaders in Jordan. From the researcher's point of view, this result shows the respondents' correct understanding of the way consensus and human unity affect strategic corruption.**

The interpretation of this is that the strategic lenses impact strategic consensus with a positive impact rate and therefore increasing the level and effectiveness of the strategic lenses will contribute significantly to increasing the impact of the strategic consensus and its wider application.

These results are consistent with the study of (Sampson & Steven, 2010) which revealed the impact of consensus on understanding and realizing the mechanism of spreading corruption or any illegal act.

4. **(H04) the fourth main hypothesis:" Strategic consensus does not mediate the impact of strategic lenses on the perception of the manifestations of strategic corruption at a level of significance ($\alpha \geq 0.5$) from the point of view of business**

leaders in Jordan." the testing results of hypothesis H04 with its subsidiary two hypotheses. Concerning the fourth main hypothesis the mediation effect value was represented by the indirect impact value for the strategic consensus on the relationship between strategic lenses and strategic corruption. This value reflects a positive indirect effect. Comparing the reported sig value to the level value, it was clear that the sig value was less than 0.05 suggesting significant statistical indirect effect of the mediator variable (strategic consensus).

Results present the mediation percentage caused by the mediator; the main null hypothesis was rejected and a conclusion that (strategic consensus) mediates the relationship between strategic lenses on the strategic corruption from the point of view of business leaders in Jordan. From the researcher's point of view, this percentage of strategic consensus mediation reflects a good and logical understanding of the respondents of the position taken by the strategic consensus in this relationship, so that it constitutes partial mediation.

The explanation for this is that the strategic consensus mediates the relationship between the strategic lenses and strategic corruption with an indirect positive effect ratio and therefore increasing the level and effectiveness of the strategic consensus will contribute significantly to increasing the impact of the strategic lenses on the perception of strategic corruption.

These results agree in part with the study by (Wu et al., 2023) which reveals the influence of people as a component of the experience lens and as a "collective" part of the strategic consensus on strategic corruption in order to create the necessary capabilities among employees to combat it.

The first sub hypothesis (H01-4):" Strategic consensus does not mediate the impact of design lens on the perception of the manifestations of strategic corruption

at a level of significance (α ≥0.5) from the point of view of business leaders in Jordan." testing the first subsidiary of the fourth main hypothesis (H04-1). The mediation effect value was expressed by the indirect impact value for the strategic consensus on the relationship between design lens and strategic corruption .This value reflects a positive indirect effect. Comparing the reported sig value to the (0.05) level value, it was clear that the sig value suggesting significant statistical indirect effect of the mediator variable (strategic consensus). this leads describe the roll of the mediator as a partial mediation.

Upon this result the first subsidiary of the fourth main hypothesis (H04-1) was rejected and a conclusion that (strategic consensus) mediates the relationship between design lens on the strategic corruption from the point of view of business leaders in Jordan.

The interpretation of this is that strategic consensus mediates the relationship between the design lens and strategic corruption in an indirect way, and therefore increasing the level and effectiveness of strategic consensus will contribute significantly to increasing the impact of the design lens on the perception of strategic corruption.

This result is consistent with the study of (Chen et al., 2019), which gave evaluation, control, and accounting information the greatest ability to understand business markets, and therefore the greatest ability to understand and combat corruption.

From the researcher's point of view, this result is for existence an indirect positive effect of the strategic consensus on the relationship between the lens of design and strategic corruption, which was (-0.153) considered an accumulation of what the previous results showed of the respondents understanding of the relationship between the lens of design and strategic corruption, so the result is logical and cumulative.

The second sub hypothesis (H01-4):" Strategic consensus does not mediate the impact of experience lens on the perception of the manifestations of strategic corruption at a level of significance (α ≥0.5) from the point of view of business leaders in Jordan."

Based on this result the second subsidiary of the fourth main hypothesis (H04-2) was accepted and a conclusion that (strategic consensus) did not mediate the relationship between experience lens on the strategic corruption from the point of view of business leaders in Jordan.

The explanation for this is that the strategic consensus does not mediate the relationship between the lens of experience and strategic corruption, and therefore increasing the effectiveness of the strategic consensus in addition to re-understanding the practices of the lens of experience leads to an increase in its impact on the perception of strategic corruption.

This result differs from the study of Zuhaira and Azeez (2018), which noted that the cultural focus has a great influence on combating and reducing corruption, while culture is considered one of the elements of the lens of expertise.

From the researcher's point of view, this result of the lack of influence of the strategic consensus on the relationship between the lens of experience and strategic corruption is considered an accumulation of what the previous results showed of the respondents understanding of the relationship between the lens of experience and strategic corruption, so the result is interconnected with the previous results and reflects the understanding of the respondents

Fourth: Recommendations

Within the framework of the results of the study, its analyzes and the indicators extracted from it, the current study is presenting the following recommendations:

Businessmen and businesswomen should conduct periodic matching between their resources and capabilities with the available opportunities in the external environment because of its positive role in formulating strategic alliances and support value-based management requirements, through:

First: Recommendations regarding a greater activation of strategic lenses

The level of strategic lenses is still below the level of ambition, so there is an urgent need to develop the level of commitment to the strategic lens approach, and to reconsider the practices of its two dimensions, the experience lens and the design lens, and focusing on the experience lens more.

Recommendations for activating Design Lens:

1. Improving performance by designing control systems that analyze results and provide solutions for any deviations, so that new control systems are designed so that flexibility and ease of application are high.

2. Improving the level of integration between business leaders, by creating a great compatibility between the planning and implementation process, so that the planning elements are the same as those implemented, and thus we reduce any deviations and get a direct feedback.

3. Expanding the portfolio of expertise related to threats, so that multiple threats do not drain the time and energies of workers, by developing special units concerned with periodic and comparative analysis of threats.

Recommendations for activating Experience Lens

There is a need to redefine the lens of experience and the elements and practices that this lens includes:

1. The need for Business leaders to create integrated approaches in decision-making, so that the decision is not made and implemented in unilateral ways, but everyone participates in decision-making and implementation, and all opinions are exchanged and discussed.

2. Business leaders must deal in modern ways with the prevailing culture in society, so that they participate in social responsibility activities and involve employees in activities that would introduce them more to the surrounding culture.

3. Strengthening the expertise, knowledge and skills of the employees through conducting training workshops that create changing and surprising conditions, through which the employees acquire essential and distinct skills.

Second: Recommendations for greater perception of strategic corruption

A deep and accurate understanding of the manifestations of strategic corruption and the apparent and hidden characteristics on which it is based makes it easier for any businessman or businesswoman to realize it and thus fight it. Corruption may amplify, destroy entities from the depths, and restore them to zero.

Recommendations for a greater perception of the grand corruption:

1. Business leaders carry out searches and investigations on people and entities before taking any steps, because sometimes high-end images may hide corrupt and illegal practices.

2. Activate employee performance review programs by analyzing their performance, considering their needs, and measuring their level of satisfaction, in order to maintain a low level of turnover in organizations.

Recommendations for a greater perception of the Petty corruption:

1. The need to track groups that share or tend to one goal, apparently or hidden, by monitoring their work and activities, analyzing them, and evaluating the extent of their good repercussions on the overall performance.

2. Staying away as much as possible from deadly borrowing policies, by not making decisions in the hands of one person, investing opportunities and strengths in a large way, analyzing plans periodically and continuously to reduce deviations that may occur.

Third: Recommendations for maintaining and strengthening the strategic consensus

Strategic consensus increases the unity of any team or administrative level around a specific idea, plan or goal, and thus increases the possibility of a more comprehensive and successful implementation. Therefore, some aspects must be strengthened:

1. Improving social relations between employees by emphasizing the formulation and implementation of decisions in collective ways, encouraging the exchange of opinions and constructive discussion through which a state of trust and acceptance prevails.

2. Conducting long-term planning that does not depend on the principle of quick profit, but rather depends on long-term returns, by conducting comparative studies for all plans and conducting an evaluation of them, and then choosing the most appropriate.

3. Increasing homogeneity between job levels by creating an interactive productive atmosphere through fair and non-discriminatory policies, as well as holding seminars that raise communication and dialogue skills and the ability to assume responsibilities.

Fifth: Future studies

The study suggests conducting the following future studies:

1. Conducting a study on the impact of strategic lenses on strategic corruption in the presence of national culture as a mediator variable.

2. Conducting a study on the impact of strategic lenses on strategic corruption in the presence of organizational culture as a mediating variable.

3. Conducting a study on the impact of strategic learning on strategic corruption in the presence of strategic thinking as a mediating variable.

4. Conducting an analytical study on the reasons for the lack of influence of the lens of experience on strategic corruption.

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Appendix

Appendix 1

And the question was as follows:

"If we define strategic corruption as corruption that deals with time as a factor of strength, so that it differs from ordinary corruption in its ability to prolong the corruption process and make it a long-term process. Strategic corruption has the ability to destroy institutions and organizations and return them to zero ":

1. Do you agree with the previous concept of strategic corruption?

2. Do you encourage conducting a study on this subject (strategic corruption) to diagnose a demonstration and identify ways to confront it?

The answers are distributed over the following range:

1. First question: 6 answered yes and one is not interested.

2. Second question: 5 answered with (I encourage studies)

 1 (I am not interested

 1 (I do not encourage such studies).

And here it can be concluded that the societal culture or the fear of investigation and mentioning names in public may push some people to evade the encouragement of such

Appendix 2

1. Is there a definition of strategic corruption from the point of view of the Anti-Corruption Commission?

_There is no clear definition of strategic corruption, but the clear concept of the commission is the organized corruption based on perpetrating corruption through political and legislative channels that are provided with security protection if necessary, as for strategic corruption, it is corruption practiced by the state or persons in the state to ensure the passage of foreign and internal policies, it has a strong link to the national security dimension.

2. How is corruption classified in the Anti-Corruption Commission?

_A. Classification according to the sector in which corruption is committed: such as corruption in the health sector - corruption in the municipal sector - corruption in the service sector and infrastructure.

B. Classification according to the size of the case: petty corruption - major corruption - and according to the financial impact of the case or the capacity of the perpetrators of corruption (senior officials - junior employees) or (ministers - representatives).

C. Classification of corruption according to the topic of the case: administrative corruption - financial corruption - political corruption

D. Classification according to the mechanism of perpetration of corruption: organized corruption - random corruption (unorganized). Organized corruption often belongs to grand corruption.

3. What are the most important features of corruption that are repeated in most corruption cases, which are supervised by the Commission?

_ Embezzlement and bribery are the most frequent illegal acts in corruption cases, neglecting job duties - favoritism - bad job investment - conflict of interests – wrong use power - waste of public money.

4. Are there any external links to some of the issues discovered or studied in the commission?

_ Yes, some of the parties involved in corruption cases may be outside Jordan or even have external links. This is what is known as the association of the original crime body with the money laundering crime, which is subordination (subordinate to the original crime).

5. Does the culture of society play a role in encouraging corruption?

_Yes, sometimes some members of society see "Wasta " as a normal and palatable act, and on the ground it works on unequal opportunities, or even placing the wrong person in a sensitive place, and the effect of that act appears with the passage of time.

6. Are there another forms of corruption than the well-known and widely circulated ones ?

_Usually there are practices that are not understood as corruption, but on the ground they form a part of it, such as searching for information on the pretext of studying before any project, and Sometimes the practice of corruption in some government departments is discovered as an inherited custom, and in fact it constitutes a violation that results in the waste of public money.

7. How is the consensus reached by the members of the commission on suspected corruption in a particular case?

_Usually the issues are divided into several parts, each part is studied by a person specialized in it, and in the end the discussion is done in an expanded general way, through which the elements are linked together to reach the result.

8. Did the commission contribute to revealing sensitive and thorny corruption cases?

Yes, it also contributed to maintaining the confidentiality of the people who cooperated with us to reach the desired goals and to bring the accused to justice to receive the appropriate punishment for them, and the commission has also contributed to uncovering complex and financial issues based on the existence of a misleading network of companies with the aim of tax evasion or customs smuggling.

9. Can we attribute to corruption the significant decline in the performance of any country, especially in our Arab countries?

_Corruption is usually one of several factors that contribute to curbing development, but there are also developed countries that suffer from corruption greatly, so we may find corruption in different countries with different cultures, languages and nature.

10. _Is there a limit to the powers of the Anti-Corruption Commission in Jordan, and is it supported by the government?

_No, the commission has no limits or determinants in which its work stops. Rather, it has previously revealed corruption cases to sensitive and important personalities, and this was done with ease, and yes, it is personally supported by His Majesty King Abdullah II.

Appendix 3

For a long time, corruption was the main obstacle of any development or modernization in

societies.

Even the ancient societies tried to confront and combat it. Nowadays, corruption is taking a

more

ferocious form in conjunction with the time factor, which doubles its impact. Therefore, the

study of

strategic corruption comes as an attempt to understand this new type of corruption, and to

increase the

ability to combat it.

Given the importance of this topic the researcher is currently conducting a study entitled:

(**Strategic**

lenses and their reflections in perception of the manifestations of strategic corruption

through

strategic consensus from the point of view of business leaders in Jordan) , in order to

complete the

master's degree in the Business Administration Department, Middle East University, Amman-

Jordan.

In acknowledgment of your esteemed, well known academic extensive experience, and

scientific

experts, the researcher turns to you in respect of evaluating the attached questionnaire. Your

notes and

input will add a great value by bolstering the questionnaire's paragraphs making them more

valid for the

purpose they were composed for.

In view of what we have entrusted to you from experience, ability and being the best able to

deal with the paragraphs of this questionnaire .our participation in presenting the real picture has

a positive impact on the production of this study at the level what is required, we kindly ask you to put a mark (√) in front of the answer you deem appropriate for each question.

I would like to inform that the research will be used for scientific purpose and the information contained in the questionnaire is strictly confidential.

Yours sincerely:

Supervisor: Prof. Dr. Ahmad Ali Salih   Researcher: Faisal Al Salaiteh

Demographic data

Please choose the appropriate response box:

Gender:
                    □ Male   □ Female

Age (years):
                    □ 25-Less 32   □ 32-Less 39   □ 39 and above

Years of Experience:
                    □ 5-Less10 Year   □ 10-Less15 Year   □ 15 Year and above

Education:
                    □ Bachelor Degree   □ Master Degree   □ Doctorate Degree

Work Nature:

□ Businessman □ Business woman

Managerial levels:

□ Board of director
□ Top management
□ Middle management
□ First Line Management

Positions / Job:

□ CEO □ CFO □ COO □ Director □ Manager □
supervisor

Independent variable (strategic lenses): An integrated methodology for formulating and developing the strategy by generating many creative ideas to deal with environmental conditions in a way that increases gaining more opportunities and containing many threats in a timely manner with the least costs and efforts.

المتغير المستقل (العدسات الاستراتيجيه): منهجية متكاملة لصياغة الاستراتيجية وتطويرها عن طريق توليد العديد من الأفكار المبدعة للتعامل مع الظروف البيئية بشكل يزيد من كسب المزيد من الفرص واحتواء العديد من التهديدات في التوقيت المناسب وبأقل التكاليف والجهود

Design lens: An intellectual methodology based on rational assumptions in analyzing environmental conditions and developing better solutions and alternatives through the adoption of flexible and sequential processes to formulate an optimal strategy that focuses on achieving one goal that maximizes its profits and ensures its survival in the competitive environment.

عدسة التصميم: منهجية فكرية تستند على الافتراضات العقلانية في تحليل الظروف البيئية وتطوير الحلول والبدائل الافضل لها من خلال اعتماد عمليات مرنة ومتسلسلة لصياغة استراتيجية مثلى تركز على تحقيق هدف واحد يعظم ارباحها ويضمن لها البقاء في البيئة التنافسية

NO.	Item	Always دائما	Often غالبا	Sometimes احيانا	Rarely نادرا	Never اطلاقا
1	I prefer to deal with circumstances with clear opportunities أفضّل التعامل مع الظروف التي تتسم بوضوح الفرص					
2	I like the integration of information about threats أحبّذ تكامل المعلومات التي تخصّ التهديدات					
3	I strive to achieve optimal results from opportunities أسعى لتحقيق نتائج مثلى من الفرص					
4	I Rely on a realistic view to deal with threats اعتمد النظرة الواقعية للتعامل مع التهديدات					

NO.	Item	Never اطلاقا	Rarely نادرا	Sometimes احيانا	Often غالبا	Always دائما
5	I tend to think sequentially in analyzing opportunities أميل إلى التفكير المتسلسل في تحليل الفرص					
6	I Adopt legitimate (legal) force in choosing opportunities اعتمد القوة الشرعية (القانونية) في اختيار الفرص					
7	I Implement strict control systems on the behavior of stakeholders اطبق نظم الرقابة المتشددة على سلوكيات أصحاب المصالح					
8	I See the organization as a hierarchical structure that separates planning from execution انظر للمنظمة على انها تكوين هرمي يفصل التخطيط عن التنفيذ					
9	I would like to single out the opportunities ارغب بتشخيص الفرص بشكل منفرد					
10	I Spend more time analyzing threats than evaluating اخصص وقت لتحليل التهديدات اكبر من التقييم					

Experience lens: An intellectual methodology based on behavioral assumptions and learning theory in analyzing conditions in managing challenges by adopting experiences and expertise related to people, culture , and history as guidelines for formulating a flexible strategy that has the ability to contain unforeseen circumstances and achieve multiple goals that serve the aspirations of stakeholders.

عدسة الخبرة: منهجية فكرية تستند على الافتراضات السلوكية ونظرية التعلّم في تحليل الظروف في إدارة التحديات من خلال اعتماد التجارب والخبرات المتعلقة بالأشخاص والثقافة والتاريخ كموجهات لصياغة استراتيجية مرنة لها القدرة على احتواء الظروف غير المتوقعة وتحقيق اهداف متعددة تخدم طموحات أصحاب المصالح

NO.	Item	Never اطلاقا	Rarely نادرا	Sometimes احيانا	Often غالبا	Always دائما
11	I Avoid situations that have multiple conflicting goals ابتعد عن الظروف التي تحوي اهداف متعددة متعارضة					
12	I Worry about complex problems اقلق من المشكلات المُعقّدة					
13	I Avoid reactive thinking اتحاشى التفكير التفاعلي					
14	I Stay away from situations that are risky. أبتعد عن الظروف التي تتسم بالمخاطرة					
15	I think exchanging opinions is a waste of time اعتقد ان تبادل الآراء مضيعة للوقت .					
16	I see that using the power of experience is inconsistent with changing circumstances					

NO.						
	أرى ان استخدام قوة الخبرة لا ينسجم مع الظروف المتغيرة.					
17	I believe that the culture of the community affects the formation of the culture of the organization أعتقد أن ثقافة المجتمع تؤثر على تشكيل ثقافة المنظمة					
18	I Stay away from stereotypes in dealing with the culture of society ابتعد عن النمطية في التعامل مع ثقافة المجتمع					
19	I like studying the history of the organization as an indicator for predicting the future أحبّذ دراسة تاريخ المنظمة كمؤشر للتنبؤ بالمستقبل.					
20	I believe that human nature has an impact on the work of organizations أعتقد أن للطبيعة البشرية تأثير في عمل المنظمات					

Dependent variable (Strategic corruption) : A global phenomenon resulting from the merging of corruption practices and their combinations with the factor of time to produce current behaviors, manoeuvres, perspectives, and long-term results that weaken opportunities for growth and development, increase their threats, drain the strengths of defense without results, widen gaps of weakness, and increase the possibilities of chaos and destruction.

المتغير التابع (الفساد الاستراتيجي): ظاهرة عالمية ناتجة عن اندماج ممارسات الفساد وتوليفاته مع عامل الوقت لتنتج سلوكيات و مناورات و منظورات حالية و نتائج بعيدة الامد تُضعف فرص النمو و التطور و تزيد تهديداتها و تستنزف مكامن القوة للدفاع دون نتائج و توسع فجوات الضعف و تزيد من احتمالات الفوضى و الدمار.

Grand corruption: It is a set of practices and maneuvers that occur on the economic and social levels in the organization or the state. This type of corruption is often a weapon in the hands of those with influence and authority, who enjoy protection and immunity that enable them to conclude suspicious deals and pass illegal commissions. That is why resisting and combating this corruption is full of challenges, because it is considered a long-term destructive process.

الفساد الكبير: هو مجموعة من الممارسات و المناورات و التي تحدث على النطاقات الاقتصادية و الاجتماعية في المنظمة أو الدولة
و غالبا ما يكون هذا النوع من الفساد سلاحا بيد أصحاب النفوذ و السلطة الذين يتمتعون بحماية و حصانة تمكّنهم من عقد الصفقات المشبوهة و تمرير العمولات غير الشرعية, لهذا تكون مقاومة و مكافحة هذا الفساد مليئة بالتحدّيات لأنّه يعتبر عملية مدمّرة طويلة الامد

NO.		To a very Large Extent بدرجة كبيرة جدّا	To a Large Extent بدرجة كبيرة	To Moderate Extent بدرجة متوسطة	To a Small Extent بدرجة قليلة	To a Very Small Extent بدرجة قليلة جدّا
21	Corruption reflects teamwork behaviors يعكس الفساد سلوكيات عمل جماعي					

22	Corruption arises when monopolistic practices spread يتولّد الفساد عند انتشار الممارسات الاحتكارية					
23	Corruption is good at dumping incriminating evidence يجيد الفساد أغراق ادلة الإدانة					
24	Corruption encourages re-borrowing يشجّع الفساد على اعادة الاقتراض					
25	Corruption reflects working behavior in groups يعكس الفساد سلوك العمل في مجموعات					
26	Corruption uses the media to show what is contrary to the truth يستخدم الفساد الاعلام لاظهار ما يخالف الحقيقة					
27	Corruption is born in a weak control environment يولد الفساد في بيئة الرقابة الضعيفة					
28	Corruption fights intellectuals يُحارب الفساد المثقفين					
29	Corruption accumulates debt on the economy يراكم الفساد من الديون على الاقتصاد					
30	Corruption exacerbates violence from society يفاقم الفساد من العنف من المجتمع					

Petty corruption: It is a set of illegal activities and practices that arise in financial and administrative transactions, and this type of corruption, if not combated, can develop over time into a larger and more complex type.

الفساد الصغير: هو مجموعة من الانشطة و الممارسات غير القانونية والتي تنشأ في المعاملات المالية و الادارية , و بامكان هذا النوع من الفساد إن لم يتم محاربته أن يتطور مع مرور الوقت لنوع أكبر و أكثر تعقيدا

31	Corruption is created in a limited scope and then expands ينشئ الفساد في نطاق محدود ثم يتوسّع					
32	Corruption uses loopholes in job laws يستخدم الفساد الثغرات في قوانين الوظائف					
33	Corruption reduces job satisfaction يقلّل الفساد من الرضا الوظيفي					
34	Corruption reduces innovation initiatives يقلّل الفساد من مبادرات الابتكار					
35	Corruption weakens the financial system يُضعف الفساد المنظومة المالية					
36	Corruption hides the sources of cash يقوم الفساد باخفاء مصادر النقد					
37	Corruption uses money to export a high-end image that hides practices					

NO.	Item	Always دائما	Often غالبا	Sometimes احيانا	Rarely نادرا	Never اطلاقا
	يستخدم الفساد المال لتصدير صورة راقية تخفي الممارسات					
38	Corruption undermines comfort in work environments يقوّض الفساد شعور الارتياح في بيئات العمل					
39	Corruption increases turnover within organizations يزيد الفساد من معدل الدوران داخل المنظمات					
40	Corruption lowers educational levels within organizations يقلل الفساد من المستويات التعليمية داخل المنظمات					

Mediator variable (Strategic consensus): refers to the amount of agreement between the parties involved about the decision under the influence of the wise leadership of the team leader on the strategic commitment of the team, by focusing on shared beliefs, opinions ,and values to create solutions, build ideas, or implement a specific strategy that unites the visions in the organization.

المتغيّر الوسيط (الاجماع الاستراتيجي) : مقدار الاتفاق بين الجهات الفاعلة حول القرار بفعل تأثير القيادة الحكيمة لقائد الفريق على الالتزام الاستراتيجي للفريق , من خلال التركيز على المعتقدات و الآراء و القيم المشتركة , لصناعة حلول أو بناء افكارأو تنفيذ استراتيجية معينة تتوحّد بها الرؤى في المنظمة

NO.	Item	Always دائما	Often غالبا	Sometimes احيانا	Rarely نادرا	Never اطلاقا
41	I discuss beliefs that I think need to be modified أناقش المعتقدات التي أرى بأنّها تحتاج لتعديل					
42	I tend to be a contributing member of the team, not a dominating one أميل لأكون عضو مساهم في الفريق لا متسلّط					
43	I like working with multi-skilled teams أحبّذ العمل مع الفِرق ذات المهارات المتعددة					
44	I give confidence to others أمنح الثقة للآخرين					
45	I avoid giving unconstructive criticism to others اتجنّب الانتقاد غير البنّاء للآخرين					
46	I listen to new suggestions with long-term returns أستمع للاقتراحات الجديدة ذات المردودات طويلة الاجل					
47	I refrain detracting from any arguments أبتعد عن انتقاص أي اطروحات					
48	I avoid irritating others in meetings ابتعد عن اثارة غضب الآخرين في الاجتماعات					
49	I encourage participation in building on the ideas of others أشجع على التشاركية في البناء على افكار الآخرين					
50	I avoid running away from responsibilities					

	اتجنّب الهروب من المسؤوليات					
51	I listen to the essential information أنصت للمعلومات الجوهرية					
52	I focus on discussing the distinct aspects of any problem أركّز على مناقشة الجوانب المميزة من اي مشكلة					
53	I encourage opinions that differ with mine أشجع الاراء التي تختلف مع افكاري					
54	I accept the challenge and absorb it with the argument اقبل التحدّي و استوعبه بالحجّة					
55	I understand anyone who reveals any errors that may have occurred unintentionally استوعب كل من يكشف أي أخطاء قد تحدث عن غير عمد					

Appendix 4

المملكة الأردنية الهاشمية

هيئة النزاهة ومكافحة الفساد

الرقم .... 2 /1/1/ ق / 3769
التاريخ 2022/11/03
الموافق ....

السادة جامعة الشرق الأوسط المحترمين

كلية الأعمال

الموضوع: استبانة البحث العلمي للطالب فيصل السلايطة

يرجى العلم أن الطالب فيصل رياض شكري السلايطة قد قام بزيارة هيئة النزاهة ومكافحة الفساد لغايات مراجعة وتحكيم الاستبانة التي يرغب باستخدامها ضمن بحث رسالة الماجستير بعنوان:

((Strategic Lenses and their Reflections of the manifestations of Strategic Corruption through Strategic Consensus from the Point of Business Leaders in Jordan)).

حيث قام بعض المعنيين في الهيئة بمراجعة وتحكيم الاستبانة وفي ضوء التزام الباحث بملاحظات الهيئة فإننا نؤيد استخدام هذه الاستبانة ضمن البحث العلمي المذكور.

كما توافق الهيئة على استخدام المعلومات الواردة ضمن الاجابات (المرفقة) على أسئلة الباحث لغايات البحث العلمي المذكور اعلاه.

وتفضلوا بقبول فائق الاحترام والتقدير

مهند حجازي

رئيس مجلس هيئة النزاهة ومكافحة الفساد

Appendix 5
List of Arbitrators

NAME	ACADEMIC RANK	WORK PLACE
Adnan Al Jaderi	Professor	Amman Arab University
Ali Al Adayleh	Professor	Middle East University
Azzam Abu Mughni	Professor	Middle East University
Ehab Sawalha	Professor	American University Of Madaba
Marwan Nsour	Professor	Al Balqa Applied University
Nedal Hawamdeh	Professor	Mutah University
Rateb Sweiss	Professor	Jordan University
Shafiq Haddad	Professor	Princess Sumaya University For Technology
Shaker Al Khsali	Professor	Amman Arab University
Murad Abu Murad	Professor	Jordan Anti-Corruption Commission
Amjad Tuwekat	Associate Professor	The World Islamic Sciences And Education University

The names of the experts were arranged according to the scientific rank and alphabetical characters.