

**Strategic Awareness and its Impact on Strategic Risks
The Moderating role of Open Book Management
Practices (OBMp)
A Field Study on the Fuel Distributer Companies in
Jordan**

الوعي الإستراتيجي وأثره على المخاطر الإستراتيجية
-الدور المعدل لممارسات الإدارة على المكشوف-
دراسة ميدانية على شركات توزيع المحروقات في الأردن

Prepared by

Muna Mahmoud Al-Khatib

Supervised by

Prof. Dr. Ahmad Ali Salih

Thesis Submitted in Partial Fulfillment of the Requirements for

Master's Degree in Business Management

Department of Management

Faculty of Business

Middle East University

May, 2018

Resolution Committee Authorization Statement

I hereby grant Middle East University the authorization and the right to use and provide my thesis to the researchers in the library of university and use it to help the researchers in their research.

Name: Muna Mahmoud AL-Khatib

Date: 3/6/2018

Signature:



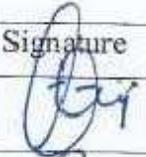
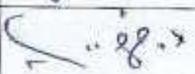
Discussion Committee Title Signature

Resolution of the Discussion Committee

This dissertation titled the Strategic Awareness and its Impact on Strategic Risks the Moderating role of Open Book Management Practices (OBMp) A Field Study on the Fuel Distributer Companies in Jordan, has been defended and approved on

3/6/2018.....

Discussion Committee Title Signature

Discussion Committee Member	Title	University	Signature
Prof. Dr. Ahmad Ali Salih	Supervisor	Middle East University	
Prof. Mahmoud Joumaa	Internal Member	Middle East University	
Prof. Khaled Bani Hamdan	External Member	Amman Arab University	

Acknowledgment

I would like to express my gratitude to my supervisor Prof, Ahamd Ali Salih for the useful comments, notes and engagement through the learning process of this master thesis. He is my mentor and advisor through this journey.

Furthermore, I would like to thank professors who helped me to arbitrate my questionnaire and devoted some of their precious time for this purpose.

I would also like to thank the members of the discussion committee and faculty members [Prof. Khaled Bni hamdan, Professor Prof Mahmoud Abu Jumaa' and a great thanks to my university "Middle East University".

Dedication

I dedicate this study firstly to the spirit of my parent may God bless their souls, I wish they were here to witness this.

My beloved sister Huda M. AL-Khatib who supported me continually and was always by my side for good and bad providing me with unconditional love and prayers, who believe in me that I can be different person in my life.

To my best friends Sana H. Djmam and Jennifer B Lansangan who always support me and always encourage me.

List of Contents

Subject	Page
Title	I
Authorization Statement	II
Resolution of the Discussion Committee	III
Acknowledgment	IV
Dedication	V
List of Content	VI
List of Tables	VIII
List of Figures	X
English Abstract	XI
Arabic Abstract	XIII
Chapter One: Background and Importance of the Study	
Background	1
1.1 Problem Statement	4
1.2 Study Objectives	6
1.3 Study Importance	6
1.4 Study Questions and Hypotheses	7
1.5 Study Model	10
1.7 Limitations	12
1.8 Delimitations	12
1.9 Conceptual and Operational Definitions	12
Chapter Two: Theoretical Framework and Previous Studies	
2.1 Theoretical Framework	16
2.2.1 Strategic Awareness	16
2.2.1.1 Evolution of Strategic Awareness	16
2.2.1.2 Definition of Strategic Awareness	17
2.2.1.3 Importance of Strategic Awareness	19
2.2.1.4 Dimension of Strategic Awareness	20
2.1.2 Strategic Risks	18
2.1.2.1 Evolution of Strategic Risks	18
2.2.2.2 Definition of Strategic Risks	24
2.2.2.3 Importance of Strategic Risks	25
2.2.2.4 Dimension of Strategic Risks	27
2.2.3 Open Book Management Practices (OBMp)	29
2.2.3.1 Evolution of open book management practice (OBMp)	29
2.2.3.2 Definition of open book management practice (OBMp)	30
2.2.3.3 Importance of open book management practice (OBMp)	31

2.2.4.4 Elements of open book management practice (OBMp).....	33
Chapter Three: Study Methodology (Methods and Procedures)	
3.1 Introduction.....	47
3.2 Study Design.....	47
3.3 Study Population.....	47
3.4 Study Sample.....	48
3.5 Data Collection Methods (Tools).....	51
3.5.1 Secondary Information Sources.....	51
3.5.2 Primarily Information Sources.....	51
3.5.3 Validity and Reliability.....	54
3.5.3.1 Validity.....	54
3.5.3.1.1 Face Validity.....	54
3.5.3.1.2 Construct Validity.....	55
3.5.3.2 Reliability.....	70
3.5.3.2.1 Test re-Test reliability analysis.....	70
3.5.3.2.2 Cronbach Alpha reliability analysis.....	72
3.6 Study Variables.....	73
3.7 Statistical Tools.....	75
Chapter Four: Data Analysis and Results	
Study Results and Hypothesis test.....	77
Chapter Five: Results Discussion, Conclusions and Recommendations	
5.1 Introduction.....	123
5.2 The Discussion of the Descriptive Analysis results of the study variables.....	123
5.4 Conclusions.....	133
5.5 Recommendations.....	134
5.6 Suggestions.....	135
References.....	137
Appendix (1).....	150
Appendix (2).....	151
Appendix (3).....	162

List of Tables

Table No	Table Name	Page
Table (2.1)	Evolution of Strategic Risk	26
Table (3.1)	Respondents' characteristics and demographic variables	48
Table (3.2)	Division of questions by variables	52
Table (3.3)	Questionnaire variable and questions numbers	54
Table (3.4)	EFA analysis for the items representing each dimension of the independent variable (Strategic awareness)	56
Table (3.5)	EFA analysis for the items representing each dimension of the dependent variable Strategic risk)	58
Table (3.6)	EFA analysis for the items representing each dimension of the moderator variable Open Book Management (OBM)	60
Table (3.7)	(CFA) analysis for the independent variable (strategic awareness)	62
Table (3.8)	(CFA) analysis for the dependent variable (strategic risk)	64
Table (3.9)	Confirmatory factor (CFA) analysis for the moderator variable Open Book Management (OBM)	67
Table (3.10)	Reliability of the study variables using the approach of test re test (n=20)..... 61	70
Table (3.11)	Reliability analysis results for the study variables	72
Table (3.12)	Questionnaire variable and questions numbers	74
Table (4.1)	means, standard deviations test for the dimensions of strategic awareness arranged in a descending order	77
Table (4.2)	Means, standard deviations and mean index for the items of External Strategic Awareness arranged in a descending order	78
Table (4.3)	Means, standard deviations and mean index for the items of Internal Strategic Awareness arranged in a descending order	79
Table (4.4)	Means, standard deviations and mean index for the items of Current Strategic Awareness arranged in a descending order	80
Table (4.5)	Means, standard deviations and mean index for the items of Prospective Strategic Awareness arranged in a descending order	81
Table (4.6)	means, standard deviations test for the dimensions of strategic risk arranged in Descending order	83
Table (4.7)	means, standard deviations and mean index for the items of Brand Erosion arranged in a descending order	84
Table (4.8)	means, standard deviations and mean index for the items of Competitors strength arranged in a descending order	85
Table (4.9)	means, standard deviations and mean index for the items of Customer Priority Shift arranged in a descending order	86
Table (4.10)	means, standard deviations and mean index for the items of Reputational capital risks arranged in a descending order	87
Table (4.11)	means, standard deviations and mean index for the open book management (OBM) arranged in a descending order	89

Table (4.12)	means, standard deviations and mean index for the items of Share Information arranged in a descending order	90
Table (4.13)	means, standard deviations and mean index for the items of Train employees arranged in a descending order	91
Table (4.14)	means, standard deviations and mean index for the items of Empower Employees arranged in a descending order	92
Table (4.15)	means, standard deviations and mean index for the items of Reward Employees arranged in a descending order	93
Table (4.16)	skewness and co linearity among the independent variables using VIF test .83	95
Table (4.17)	multiple linear regression for testing the impact of strategic awareness on strategic Risk	100
Table (4.18)	multiple linear regression (stepwise method) for testing the impact of strategic awareness on strategic risk	102
Table (4.19)	multiple linear regression for testing the impact of strategic awareness on brand Erosion	103
Table (4.20)	multiple linear regression (stepwise method) for testing the impact of strategic awareness on brand erosion	105
Table (4.21)	multiple linear regression for testing the impact of strategic awareness on competitors' strengths	106
Table (4.22)	multiple linear regression (stepwise method) for testing the impact of strategic awareness on competitors' strengths	108
Table (4.23)	multiple linear regression for testing the impact of strategic awareness on customer Priority	109
Table (4.24)	multiple linear regression (stepwise method) for testing the impact of strategic awareness on customer priority	111
Table (4.25)	multiple linear regression for testing the impact of strategic awareness on Reputational capital	112
Table (4.26)	multiple linear regression (stepwise method) for testing the impact of strategic awareness on Reputational capital	114
Table (4.27)	testing the moderation of Open book management practices (OBMp) on the impact of strategic awareness on strategic risk	116
Table (4.28)	testing the moderation of Open book management practices (OBMp) on the impact of strategic awareness on brand erosion	117
Table (4.29)	testing the moderation of Open book management practices (OBMp) on the impact of strategic awareness on competitors' strengths	118
Table (4.30)	testing the moderation of Open book management practices (OBMp) on the impact of strategic awareness on customer priority	119
Table (4.31)	testing the moderation of Open book management practices (OBMp) on the impact of strategic awareness on Reputational capital	120

List of Figures

Figure No	Figure Name	Page
Figure (1.1)	Study model	11
Figure (2.1)	Strategic Awareness	17
Figure (2.2)	know-How Distribution Process	19
Figure (2.3)	Strategic Awareness Dimensions	22
Figure (2.4)	Strategic Risk Evolution	23
Figure (2.5)	Strategic Risks Dimensions	26
Figure (2.6)	dimension of Strategic Risk	28
Figure (2.7)	dimension of Open Book Management Practices (OBMp)	36
Figure (2.8)	Process of Open Book Management Practices (OBMp)	37
Figure (3.1)	Construct Validity of Strategic Awareness Dimension	63
Figure (3.2)	Construct Validity of Strategic Risks Dimension	66
Figure (3.3)	Construct Validity of open book management practices (OBMp)	69
Figure (3.4)	Distribution of the study data in consistent with the natural hypothetical distribution of Strategic Awareness and its elements	97
Figure (3.5)	Distribution of the study data in consistent with the natural hypothetical distribution of Strategic Risks and its elements	98
Figure (3.6)	Distribution of the study data in consistent with the natural hypothetical distribution of open book management practices (OBMp) and its elements	99
Figure (4.1)	adjusted model	122

**Strategic Awareness and its Impact on Strategic Risks
Test of the Moderating role of Open Book Management
Practices (OBMp)**

**A Field Study on the Fuel Distributer Companies in
Jordan**

Prepared by

Muna Mahmoud Al-Khatib

Supervised by

Prof. Dr. Ahmad Ali Salih

Abstract

The study aimed to recognize the impact of strategic awareness on the strategic risks with existence of open book management practices as a moderator variables. The field of study was fuel distributor companies in Jordan.

The study field handled two out of three companies, (ALmanaseer and Jordan petroleum products marketing) the studied field reach to 220 individuals and after 20 individuals were excluded as they are considered as pilot sample the main study sample is consist of 200 individuals from top management levels, middle levels and supervisory levels which occupied the following positions (executive's managers, department managers and station managers) and considered all of them as a study sample in a comprehensive survey method. The questionnaire was used as a main tool for collecting data. 200 questionnaires were distributed and the answers were retrieved (190), the valid questionnaire for analyses was (185). The data were analyzed using a set of statistical methods such as Cronbach's alpha also a normality test, Standard deviation, confirmatory factor analysis as well as exploratory factor analysis, Multi- Regression and Hierarchical integration regression using process procedures method.

The main findings of the study revealed that there is a statistically significant negative impact of the strategic awareness on the strategic risks in the fuel distributor companies this mean when the strategic awareness increase the strategic risk impact decrease. The study also revealed that open book management practices moderate the negative impact of strategic risk in fuel distributor companies for competitor strength risks, and customer priority shift risks. Upon to above results, the study presented a number of recommendations, the most important ones are:

- Enhance strategic awareness concept for the manager and employee by conduct an interaction conversation courses to increase the importance of the strategic awareness,
- Apply knowledge network system to exchange the knowledge and expertise between employees with has a great effect to enrich employee information and knowledge
- Raise the level of employee awareness strategic planning approach to set strategic plans for the organization,
- Increase the empowerment for the employee by conduct a workshop for leadership and communication skills to enable the employee to take the right decisions in the appropriate times.

Key words: Strategic Awareness, Strategic Risks, Open Book Management Practices, fuel distributor companies.

الوعي الإستراتيجي وأثره على المخاطر الإستراتيجية

-اختبار الدور المعدل لممارسات الإدارة على المكشوف-

دراسة ميدانية على شركات توزيع المحروقات في الأردن

إعداد

منى محمود الخطيب

إشراف

الأستاذ الدكتور أحمد علي صالح

الملخص

هدفت الدراسة الى معرفة اثر الوعي الاستراتيجي على المخاطر الاستراتيجية بوجود ممارسات

الادارة على المكشوف متغيرا معدلا، وكان مجال الدراسة شركات توزيع المحروقات في الاردن.

تناول مجال الدراسة شركتين من اصل ثلاث شركات وهي شركة المناصير وشركة تسويق

المنتجات الاردنية (جوبترول). بلغ مجتمع الدراسة 220 فردا وبعد استبعاد 20 فردا منهم بوصفهم

العينة استطلاعية للدراسة اصبحت عينة الدراسة الرئيسية مكونة من 200 فردا من المستويات الادارية

الثلاثة العليا، الوسطى، والاشرفية وهؤلاء يشتغلون المراكز الوظيفية الأتية (المديرين التنفيذيين ومديري

دوائر ومديري المحطات) وتم اعتمادهم بالكامل كعينة للدراسة بطريقة المسح الشامل ، واستخدمت

الاستبانة اداة رئيسية لجمع البيانات حيث تم توزيع (200) استبانة وقد بلغ عدد الاستبانات المستردة

(190) و الاستبانات الصالحة لتحليل بلغ عددها (185) استبانة والتي تم تحليلها من خلال مجموعة

من الوسائل الاحصائية (ختبار كرومباخ الفا، الوسط الحسابي والانحراف لمعياري ، التحليل العاملي التوكيدي، التحليل العاملي الإستكشافي، (اختبار التوزيع الطبيعي، إختبار الإلتواء و النفرطح، الاختبار و إعادة الاختبار، تحليل الأنحدار المتعدد، تحليل الإنحدار التفاعلي الهرمي بأسلوب Process

Procedure

وتوصلت الدراسة الى عدة نتائج اهمها: وجود اثر سلبي ذات دلالة معنوية للوعي الاستراتيجي في الاخطار الاستراتيجية في شركات توزيع المحروقات وهذا يعني كلما زاد الوعي الاستراتيجي انخفضت المخاطر الاستراتيجية، كما اظهرت الدراسة ان ممارسات الادارة على المكشوف تعدل من الاثر السلبي للمخاطر الاستراتيجية في شركات توزيع المحروقات فيما يخص من مخاطر قوة المنافسين ومخاطر تحول اولويات الزبون، في ضوء هذه النتائج قدمت الدراسة مجموعة من التوصيات أهمها: تعزيز مفهوم الوعي الاستراتيجي للمدير والموظف من خلال عقد دورات محادثة تفاعلية لزيادة أهمية الوعي الاستراتيجي بالاضافة الى تطبيق نظام الشبكة المعرفية لتبادل المعرفة والخبرات بين الموظفين مما له من اثر في إثراء معلومات الموظف ورفع مستوى الوعي لديه، وتوصي الدراسة ايضا باستخدام منهج تخطيط السيناريوهات لوضع الخطط الإستراتيجية للمنظمة، اضافة الى زيادة التمكين للموظف من خلال عقد ورشة عمل لمهارات القيادة والاتصالات ليكون قادر على اتخاذ القرارات الصحيحة في الأوقات المناسبة

الكلمات المفتاحية: الوعي الاستراتيجي ،المخاطر الاستراتيجية، ممارسات الادارة على المكشوف، شركات توزيع المحروقات بالاردن.

Chapter One

The first chapter handled the current study into two parts:

The first part discussed:

- Study Background, problem statement, study objectives, study importance and study models.

The second part discussed:

- Study limitation, study delimitation conceptual and operational definitions.

Background

Business organizations are affected mostly by the changes in its environments. Changes can be direct or indirect, internally or externally, In addition to the fact that these environments are complex, chaos, and uncertain, the latter is often accompanied by risk which has an impact on the long run, besides its effect on the organizations performance, ability to compete and their survival.

In the past 20 years, strategic risks are becoming ever more apparent, there has been a dramatic decrease in the number of stocks receiving a high quality rating by Standard & Poor's and a dramatic increase in the number of low-quality stocks, S&P analysis indicates that from 1993 through 2003, more than one-third of *Fortune* 1,000 companies—only a fraction of which were in volatile high-technology industries—lost at least 60% of their value in a single year. (Slywotzky, Drzik, 2005).

A survey done by Corporate Executive Board (2010) determine the cause of the 50% decline in capitalization of Fortune 1000 companies between 1998 and 2009. While 68% of

the directors indicated that they believe strategic risks poses the biggest threat to the organization while only 12%33 showed that financial risks were their key concern. (Harvard Business Review, 2015)

According to Deloitte (2016) there are four types of risks: strategic risks, operational risks, financial risks, and compliance risks. Yet the strategic risks are the most affective risks on the organizations.

Strategic risks are those that threaten to disrupt the assumptions at the core of an Organization's strategy (Blau 2014).

Allan, & Beer, (2006) talked about strategic risks as typically considered by warning signs but they are either not predictable or not passed on in a timely foreseeable for managers to take action.

In order to be able to read those signs and reduce the impact of strategic risks, organizations must seek methods, techniques, and strategies to decrees risks affect, one of these strategies is strategic awareness. Which is appreciating the strategic position and relative success of the organization.

Strategic awareness is knowing how it is doing, why and how- relative to its competitors- and appreciating the nature of the external environment and the degree of any need to change things. (Thompson and Martin, 2010).

This appears in Pencarelli, Savelli, Splendiani, (2009) study, which clarified how strategic awareness affects the company awareness of internal and external circumstances and how affects the organization to be more aware of threats and opportunities which exist in external environment.

A study by (Dyczkowska, Dyczkowski, (2012), reveled the impact of strategic awareness on goal setting processes, control framework and organization of control and how this will affect the company to avoid the risks in its environment.

In order to increase the impact of strategic awareness in business organizations, there are many practices which were applied, some have been studied and some haven't been studied.

One of these practices is open book management practice (OBMp). Which means opening the organization's financial statements to all employees and providing the education that will enable them to understand how the organization makes money and how their actions affect organizational performance (Aggarwal & Simkins, 2001).

A study by Katier, (2013) revealed the elements of book management (GGOB (great game of business)) that also indicate to open book management practice (OBMp) which is used by the company's GGoB program which has an effect on organizations performance.

A study AL-Sha'ar, (2016) shows the relation between Open Book Management practices (OBMp) on Achieving Differentiation in the Business Organization which can decline the risk by its turn.

As a result, the purpose for this study is to identify the impact of strategic awareness on strategic risks with presence of open book management practices (OBMp) as moderate variable, this study will be applied on fuel distributor companies in Jordan which consider one of the vital commercial sectors in Jordan.

1-1 Problem Statement

The current problem statement has been formulated based on two sources literature and practical experience and interview, the previous study has been viewed and interviewed has been conducted with top management managers by these two sources problem statement has been formulated.

First Source: literature

Ojiako (2012) urges in his study for more research concerning strategic risks which may focus on testing of the propositions in the form of hypothesis.

Also, a study by Cooper (2012) indicates that more studies about strategic risks should be done on the public sectors.

Pencarelli, et al, (2009) indicates that Local entrepreneurs have a low degree of strategic awareness regarding both the contextual and the temporal dimension, which decreases the capability to understand the current position of the firm and to identify the future most appropriate growth strategic paths, which are often defined assuming an internal and short term perspective.

While, Nikzad and Maryam (2012) indicate in their study a correlation between open book management practices (OBMP) and the trust of the financial performance of the management which lead to enforce the company situation in the market.

A study by Katier (2013) point out that there should be more studies on the element of (OBMP) and its implication on Asia area which is considered as a different culture.

Based on previous studies results and recommendations, it is a must to have more researches in order to study the relationship of strategic awareness and strategic risks Considering OBMP practices as moderate variable.

Second Source: Practical and Experience

In order to be certain that the problem exists in business reality the researcher used structural interview style and applied it on number of top management managers in two fuel distributor companies (Jordan Petroleum Products Marketing and Manaseer), the interview question are listed below: (Appendix 1).

- 1- Do you classify the strategic risks in your organization, or you deal with the risks in general?
- 2- Do you have any interest in strategic awareness subject – strategic awareness is the awareness, of the content of the organization's current strategies?
- 3- Do you give extra attention for financial subjects to the employee training, empowerment, and rewards, besides sharing financial and not financial information between your employees?

As interview results reveal that the organization does has aware of the strategic risks but there is no clear and specific system for sensing the strategic risk in the market, but it depend on the managers' experience in the company.

Besides, there is no formal practices for strategic awareness in the organizations we conducted the interview with its managers, furthermore, there is relatively interest in employee training, empowerment, rewards, and sharing information about financial subjects.

As a result, this confirm the existence of a problem which should be highlighted which approve the importance of this study.

1-2 Study objectives

The main purpose for current study is to identify the impact of strategic awareness on strategic risks with presence of moderate role of open book management practices (OBMp) in fuel distributor companies throughout accomplish the following sub objectives:

- 1- Providing a conceptual and intellectual framework for basic study variables (strategic awareness, strategic risks, open book management practices (OBMp)).
- 2- Characterization of the levels of practice of the three variables (strategic awareness, strategic risks, open book management practices (OBMp) in the fuel distributor companies.
- 3- Determine the impact of strategic awareness in strategic risks.
- 4- Diagnose the moderate role of open book management practices (OBMp) of the impact of strategic awareness on strategic risks.

1-3 Study Importance

The importance of this study is listed in the following points:

- 1- The variables which are discussed in this study are very significant and critical for business organizations, which play an important role in its survival and prosper on the long run.
- 2- The study sector is fuel distributor companies, a very vital sector for the community and has a great impact on other industries, besides it is considered as one of the top 10 risks for business according to Ernst & Young LLP. (Strategic Business Risk 2008).
- 3- The result of this study will help the decision maker to widen their horizon in order to take into their consideration the other variables in business environments.

- 4- The study will reveal the impact of moderate variable which has an important role in upgrade the professional level for the employee in business organizations.
- 5- The study will allow other researchers to have further research relaying on the study results because there is no study that connect three variables together and discussed the relationship between them.

1-4 Study questions and Hypothesis

➤ First: Study questions

Upon to problem statement we can summarize it in following questions:

First main question:

- 1.** What is the impact of strategic awareness on the strategic risks in fuel distributor companies?

Based on the component of strategic risks the first main question can be divided into four main questions:

1.1. Is there an impact of strategic awareness on the brand erosion at fuel marketer companies?

1.2. Is there an impact of strategic awareness on the competitors' strengths at fuel marketer companies?

1.3. Is there an impact of strategic awareness on the customer priority shift at fuel marketer companies?

1.4. Is there an impact of strategic awareness on the Reputational capital at fuel marketer companies?

➤ **Second main questions**

2. Do open book management practices (OBMp) moderate the impact of strategic awareness on the strategic risks in fuel marketer companies?

Based on the component of strategic risks the second main question can be divided into four main questions:

2.1. Do open book management practices (OBMp) moderate the impact of strategic awareness on the brand erosion?

2.2. Do open book management practices (OBMp) moderate the impact of strategic awareness on the competitors' strengths?

2.3. Do open book management practices (OBMp) moderate the impact of strategic awareness on the customer priority shift?

2.4. Do open book management practices (OBMp) moderate the impact of strategic awareness on the Reputational capital?

Second: Study Hypothesis

➤ **Frist main hypothesis:**

H01: There is no statistically significant impact of strategic awareness with all its dimensions (External Strategic Awareness, Internal Strategic Awareness, Current Strategic Awareness, and Prospective Strategic Awareness) in strategic risk at a level of significance ($\alpha \leq 0.05$) in the fuel distributor companies.

Based on the components of strategic risks, the first main Hypothesis can be divided into four sub hypotheses:

H01.1. There is no statistically significant impact of strategic awareness with all its dimensions (External Strategic Awareness, Internal Strategic Awareness, Current Strategic

Awareness, and Prospective Strategic Awareness) on brand erosion at a level of significance ($\alpha \leq 0.05$).

H01.2. There is no statistically significant impact of strategic awareness with all its dimensions (External Strategic Awareness, Internal Strategic Awareness, Current Strategic Awareness, and Prospective Strategic Awareness) on competitors' strengths at a level of significance ($\alpha \leq 0.05$).

H01.3. There is no statistically significant impact of strategic awareness with all its dimensions (External Strategic Awareness, Internal Strategic Awareness, Current Strategic Awareness, and Prospective Strategic Awareness) on customer priority at a level of significance ($\alpha \leq 0.05$).

H01.4. There is no statistically significant impact of strategic awareness with all its dimensions (External Strategic Awareness, Internal Strategic awareness, Current Strategic Awareness, and Prospective Strategic Awareness) on Reputational capital at a level of significance ($\alpha \leq 0.05$).

➤ **Second main hypothesis:**

H02: Open book management practices (OBMp) do not moderate the impact of strategic awareness on the strategic risks at a level of significance ($\alpha \leq 0.05$) in fuel distributor companies?

Based on the components of strategic risks, the second main Hypothesis can be divided into four sub hypotheses:

H02.1. Open book management practices (OBMp) do not moderate the impact of strategic awareness on the brand erosion at a level of significance ($\alpha \leq 0.05$).

H02.2. Open book management practices (OBMp) do not moderate the impact of strategic awareness on the competitors' strengths at a level of significance ($\alpha \leq 0.05$).

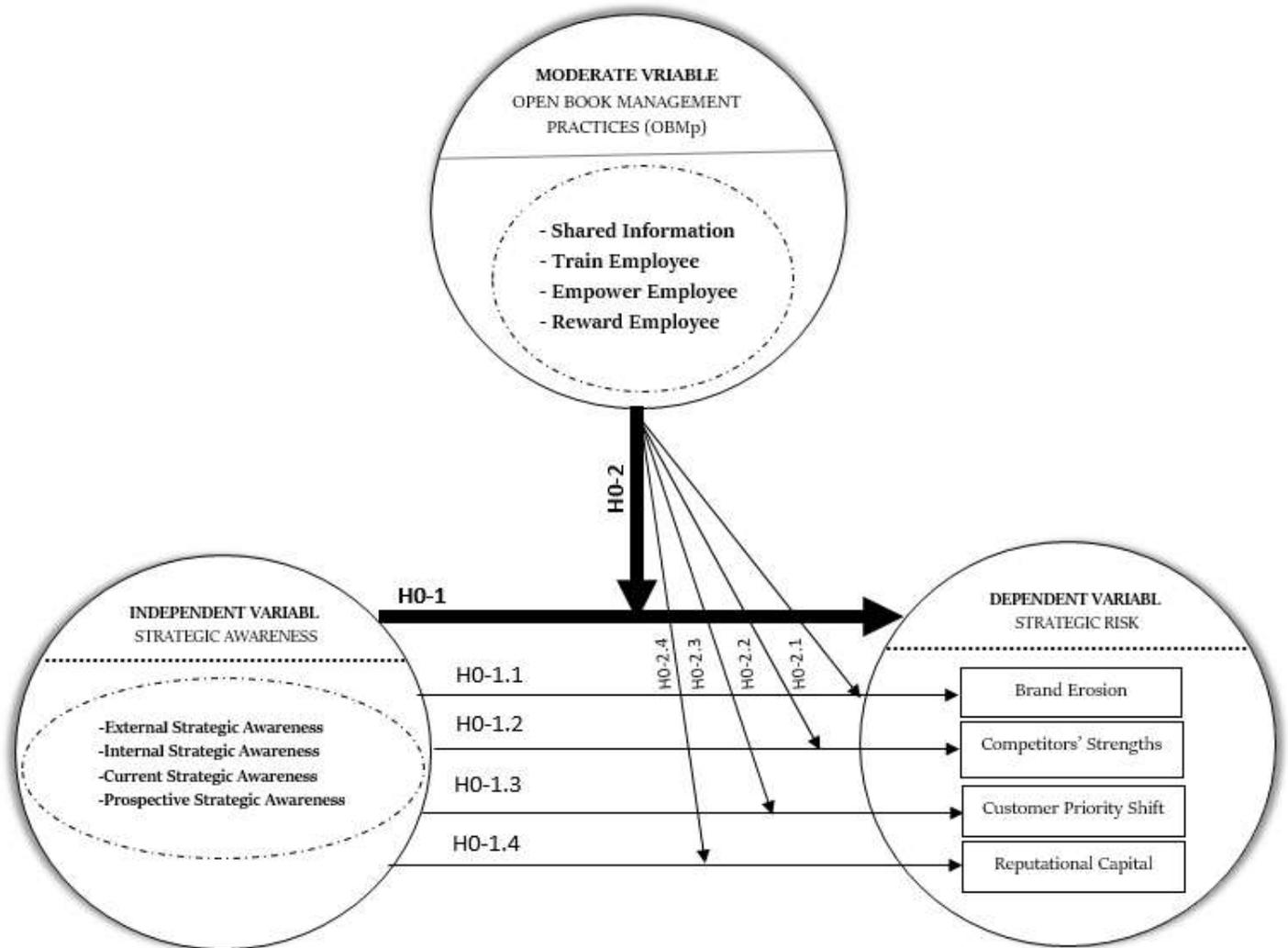
H02.3. Open book management practices (OBMp) do not moderate the impact of strategic awareness on the customer priority shift at a level of significance ($\alpha \leq 0.05$).

H02.4. Open book management practices (OBMp) do not moderate the impact of strategic awareness on the Reputational capital at a level of significance ($\alpha \leq 0.05$).

1-5 Study Model

The mechanism of the study model, there is three variables, strategic awareness as independent variables, strategic risks as dependent variables and open book management practices and moderator variables, the model shows the impact of independent variables on dependent variables and then the impact of independent variables on each dimension of dependent variables, then the impact of the independent variable with presence of moderate variable finally the impact of independent variable on each dimension of dependent variable with presence of moderate variable.

Figure (1.1): The study model



Model done by the researcher depending on below Sources:

Independent Variable: Pencarelli, Splendiani, Savelli (2009).

Dependent Variable: Rodriguez, Edwards, Facundo (2011).

Moderator Variable: Al- Sha'ar, (2016).

1-7 Study limitations

- This study is designed to be applied on the top, middle and supervision level, and station managers in fuel distributor companies however it's hard to be generalize on other industrial or service companies.
- The study will be applied in Jordan and it will not be applied on companies with same industries outside Jordan.
- Study results depend on the responsive degree of individual sample and how much they are objectives.
- The study does not take all distributor companies, one company which is Total Jordan didn't give a permission to be part of this study.

1-8 Study Delimitation

- Spatial: fuel distributor companies (Manaseer and Jordan petroleum products marketing)
- Humanity: selective sample of managers in top, middle, and supervision level, besides station manager.
- Temporal: The year of 2017/2018

1-9 Conceptual and Operational Definitions

Strategic awareness: Effective strategy implementation is predicated on the assumption that organizational members have a clear, common understanding, or awareness, of the content of the organization's current strategies (Berthon et al., 1996; George, 1990; Mintzberg and Waters, 1985).

Strategic awareness define procedurally as a set of dimensions which include: External Strategic Awareness, Internal Strategic Awareness, Current Strategic Awareness, and Prospective Strategic Awareness) it is measured by the degree of individual's response to the questionnaire.

Upon to the purpose of the study the researcher will study four elements:

- External Strategic Awareness: the organization awareness of the changes in the legalizations, population growth rate, wages and salary rate, in order to provide services and products upon to the opportunities in the market and to decrease as much as it can the threats in the market. This shows in question number (5.17.30.39.60) in the questionnaire
- Internal Strategic Awareness: The organization's ability to meet client requirement by using its resources, expertise and knowledge to gain competitive advantage. This shows in question number (6.21.36.43.50) in the questionnaire
- Current Strategic Awareness: The organization that has an employee diversity and maintain certain product quality by making continues market studies and get feedback from its clients. This shows in question number (1.14.33.48.57) in the questionnaire
- Prospective Strategic Awareness: the organization's ability to improve its strategic scenario and set budget to achieve its future goals. This shows in question number (12.20.27.41.53) in the questionnaire

Strategic risks: are those risks that are most consequential to the organization's ability to execute its strategies and achieve its business objectives (Matteo Tonello 2014).

Strategic risks are define procedurally as a set of dimensions: (Brand Erosion, Competitors' Strengths, Customer Priority Shift, and Reputational capital), it is measured by the degree of individual's response to the questionnaire.

- Brand Erosion: the damage that happens to the brand due to low quality, bad media, negative customer opinion and complaints. This shows in question number (2.15.29.37.59) in the questionnaire
- Competitors' Strengths: the tough competition which prevent the company to gain more market share which lead to create difficulties for the organization to differentiate its products from another competitors. This shows in question number (23.34.45.51) in the questionnaire
- Customer Priority Shift: inability of the client to differentiate the organizational product, and to choose any supplier of the product or prefer low cost products. This shows in question number (8.19.31.56) in the questionnaire.
- Reputational capital risks: the loss in organization reputation due to low quality products or insufficient coordination in internal business units which affects its position in the market. This shows in question number (16.26.42.54) in the questionnaire

Open book management practices (OBMp): opening the organization's financial statements to all employees and providing the education that will enable them to understand how the organization makes money and how their actions affect organizational performance (Aggarwal & Simkins, 2001).

Open book management practices (OBMp) are define procedurally as a set of practices (Shared information, Train Employee, Empower Employee, and Reward Employee). It is measured by the degree of individual's response to the questionnaire.

- Shared information: providing employees with financial and nonfinancial information and considering them as a part of decision making process. This shows in question number (9.24.28.38.58) in the questionnaire
- Train Employees: train the employees by using techniques to be able to read and understand financial indicators and reports, then evaluate their performance at the end of training process. This shows in question number (3.18.35.44.49) in the questionnaire
- Empower Employees: enhance the employee's awareness and to deal with trust and motivation in order to show capabilities and hold them accountable for results. This shows in question number (22.31.46.55) in the questionnaire
- Reward Employees: using tangible and intangible intensive according to their performance to improve employees productively. This shows in question number (13.25.40.52) in the questionnaire.

Fuel Distributor companies are define procedurally: as the only responsible source for delivering fuel to all the stations in Jordan.

Chapter Two

The first part of the second chapter handled the theoretical framework which consists of evolution definition of each variable (Strategic Awareness, Strategic Risks, Open Book Management Practices (OMBp)) and will ended up by explaining the importance of the variables besides the elements of each variables.

The second part handled the previous studies that showed two aspects of the current study variables.

2-1 Theoretical Framework

The theoretical framework will handle the three variables of the current study:

2-2-1 Strategic Awareness

2-2-2 Strategic Risks

2-2-3 Open Book Management Practices (OMBp)

2-2-1 Strategic Awareness

2-2-1-1 Evolution of Strategic Awareness

Strategic awareness is not a new concept. However, it has been ignored, and not taking under consideration by ordinary people who work in business because it need more analytical minds to work upon to it processes. Importantly, strategic awareness challenges one of the most commonly accepted principles of traditional business models—the need to operate from a competitive advantage. (Bowman, 2017).

Decision maker cannot use awareness without strategy, dealing with awareness buy itself will trapped the decision maker in not knowing what are the potentials in the markets while using strategy without awareness leaves them confused not knowing what possibilities they can have form the market environment.

So strategic and awareness should work together to have the best combination of discovering what are the potentials in the market environment and knowing what else is possible to be done so that the organization goals will be accomplished and achieved in the most sufficient way. (Bowman, 2017).

Upon to what mentioned above decision maker should use strategy and should be able to practice the awareness in order to compete in the market

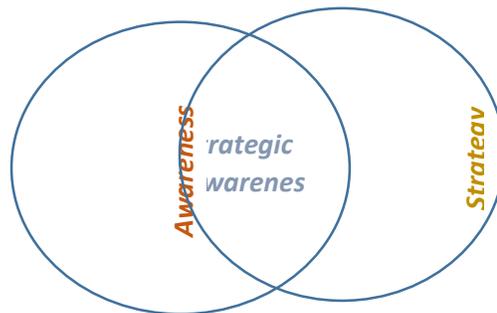


Figure (2.1): Strategic Awareness

Source: The figure is prepared by the researcher upon to literature

2-2-1-2 Definitions of Strategic Awareness

Strategic awareness as a concept has appeared in the Eighties of this century, and it developed as definition from top management to focus on all member of the organizations besides, taking into consideration the importance of external and internal factors.

Strategic awareness is defined as individual-level construct and is referred to the degree to which principal individuals own an awareness of the top management team's strategic priorities (Hambrick 1981).

But the definition has been upgraded to use it on all organizational member as: (Effective strategy implementation is built on the assumption that organizational members

have a clear, common understanding, or awareness, of the content of the organization's current strategies (Berthon et al., 1996; George, 1990; Mintzberg and Waters, 1985).

A definition in 2010 presented by Thompson and Martin defined strategic awareness as appreciating the strategic position and relative success of the organization. Knowing how we it is doing, why and how- relative to its competitors- and appreciating the nature of the external environment and the extent of any need to change things.

While the strategic awareness was defined by Professor Steven Bowman in the last article - The Magic of Strategic Awareness- which was published on October 30, 2017 as Strategic awareness is the process of fusing awareness to strategy and incorporating real-world knowledge of industry, global trends, and possible futures. It is the process of accessing non-analytic data and incorporating awareness or inner knowing into the strategic decision-making process.

CMOE mentioned that a strategic awareness is something that needs to develop and grow by time, organizations must be able to examine the data which is receive from the environment whether it's internal or external, and this is applicable if it alert to every change which happen it the environment, by this, the organizations will utilize from the information to make conclusions about what would be a valuable strategic target.

As mentioned earlier, the researcher conclude that all organization members should have strategic awareness comprehensive in order to know the current position of the organization and where the organization want to be in the future which reflect on employee performance and attitude toward their organizational.

Employee which participate in decision maker can be in any level of the company and they named as think tankers which are they Think tanks, defined as organizations engaged in

public policy research and analysis, operate all over the world, study every imaginable topic, and exercise influence publicly and behind the scenes.(Clark, Roodman 2013).

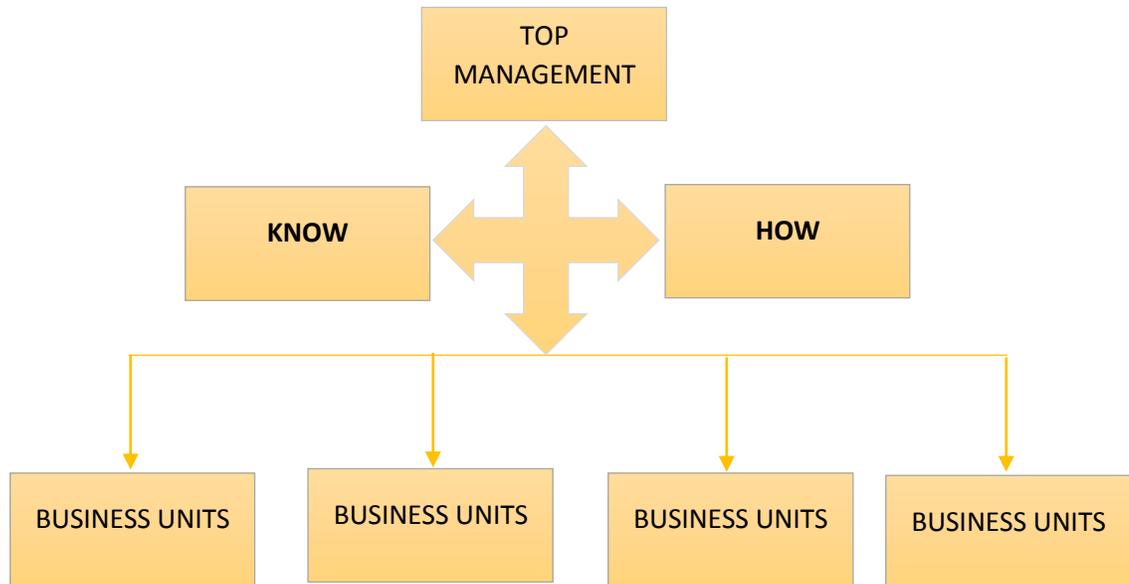


Figure (2.2): know-How Distribution Process

Source: The figure is prepared by the researcher upon to literature

2-2-1-3 Importance of Strategic Awareness

Many Authors have mentioned the importance and the effect of strategic awareness on the organization.

Hambrick (1978) said that strategic awareness may affect organization performance and this can in a positive way (e.g., Andrews, 1971; Bourgeois, 1978) or in a negative way. (Quinn, 1977; Mintzberg, 1978).

Pencarelli and Splendiani (2009) discuss the importance of strategic awareness as follows points:

- Internal and External awareness help to achieve strategic objectives, because it work as link between the vision and the intuition of the decision maker.

- Strategic Awareness is the bridge when there are some gaps in organizational planning, which allows the decision maker to check the consistency and validity of the selective decision.
- Strategic Awareness helps the decision maker to specify strategic goals.
- Strategic Awareness has a significant impact on strategic decision.

While Dyczkowska & Dyczkowski (2012) pointed that strategic awareness with a high degree of employee empowerment has enhance motivation of the employee to be more commitment to organization strategy.

Study by Fehr and Huck (2014) pointed that Strategic awareness will often deliver important advantages in life. For instance, in retail finance markets consumers' failure to comprehend the financial incentives of consultants can cause serious harm (Inderst and Ottaviani, 2012 and Chater, Huck and Inderst, 2010)

As mentioned earlier strategic awareness has an impact on external and internal environment of the organization, it effects organization performance which has a great impact on it position in the market and its' completive advantage besides, it consider as motivation to enhance the employee behavior to provide the best they have in order to achieve organizational goals.

2-2-1-4 Dimension of Strategic Awareness

Most of the authors have mentioned strategic elements in shape of four dimensions, (internal strategic awareness, external strategic awareness, current strategic awareness and prospective strategic awareness), two of them were rephrased in a form of equation, which express the current and future situation of an organizations, as Pencarelli, etal. 2009),

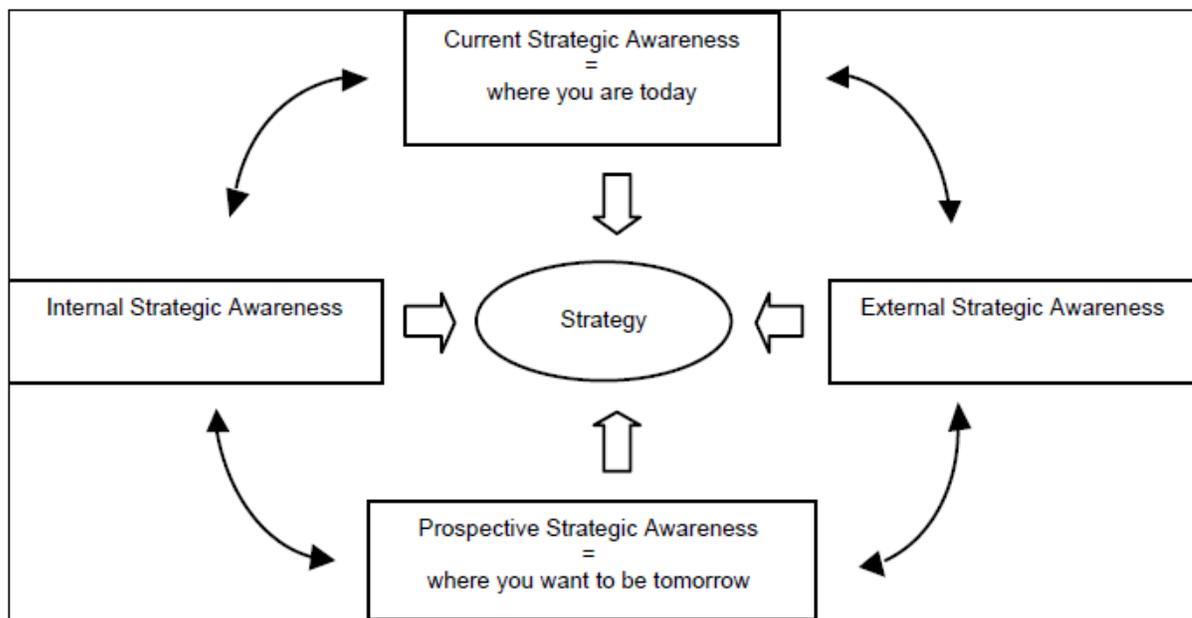
(Thompson and Martine 2010), and other studies have affirm these dimensions as (sotarauta, 2016).

From above perspective we took strategic awareness dimensions to be consider in our current study:

- 1- Internal strategic awareness: the internal resources and expertise possessed and their capacity (tendency, suitability) to translate into competitive advantages over their competitors (8th Global Conference on Business & Economics, October 18-19th, 2008), (Pencarelli, etal. 2009) define it as the awareness of the resources possessed or governed by the corporate system.

The resources are all assets, capabilities, organizational processes, knowledge, etc., controlled by a company that allows the implementation of strategies that enhance their efficiency and effectiveness; are considered a resource (Barney, 1991).

- 2- External strategic awareness: The competitive, social, political and economic characteristics of the context, which have consequences for the enterprise's strategic action (environmental awareness) (Savelli, Splendiani 2009).
- 3- Current strategic awareness: which refers to the ability if the entrepreneurs to understand (where they are) which position they currently occupy on the market (Pencarelli, etal. 2009).
- 4- Prospective strategic awareness: which means (where you want to be tomorrow) (Thompson and Martine 2010).



Source: Pencarelli, T., Savelli, E., & Splendiani, S. (2009). Strategic awareness and growth strategies in Small Sized enterprises (SEe). *International Journal of Business & Economics*, 8(1).

Figure (2.3): Strategic Awareness Dimensions

Upon to mention above strategic awareness techniques help the organizations to identify its current and future position by analysis the internal and external factors. Above is a demonstration of the interaction between four strategic awareness dimensions.

2-2-2 Strategic Risks

2-2-2-1 Evolution of Strategic Risks

The early definition of risk in the field of management was offered by Knight (1921). He saw risk as a situation where the penalties of a decision and the possibilities related with them are known objects.

Strategic risk is defined as risk which occurs in decision situations which have strategic effects (Baird, 1986). Risk decisions regarding main goals, action to reach goals, and resource distributions that define the nature of the organization and its relation to its

environment, are considered strategic risk situations (Chandler, 1962; Andrews, 1972; Schendel & Hatten, 1972).

Below table for each definitions of strategic risk and to which field it's related:

In the twenties the risks as definition of known probabilities outcomes is appear in psychology field, while in sixties it appears in finance, strategic , marketing and psychology field, in seventies the strategic risks appear in decision analysis, finance decision theory and in management field, whereas in eighties the strategic risks are mentioned in psychology, management and strategies field.

Below diagram shows the evolution of strategic risk.



Figure (2.4): Strategic Risk Evolution

Source: The figure is prepared by the researcher upon to literature

As mentioned above risk and strategic risk is not new concept it is back to twenties here decision maker starts to feel its effect on its business and this continue until our days taking into consideration new techniques to decrees its effect on the organizations.

2-2-2-2 Definitions of Strategic Risks

Strategic risk for individual firm can be defined in term of the possibility of losing rank position Vis a Vis the other firms in the references set (Collins and Ruefli, 1992).

Jorion (2001) consider one of the first authors who gives a definition about strategic risk as the result of fundamental shifts in the economy or political environment.

Emblemzvag and Krogstad (2002) defines strategic risk is what an organization is exposed to when pursuing its primary objectives.

Slywotzky (2005) define strategic risks (they array of external events and trends that can devastate a company's growth trajectory and shareholder value).

Strategic risks: are those threats or opportunities that materially affect the ability of an organization to survive (Allan and Beer 2006).

The committee of European Banking Supervisors (CEBS) suggests the following: strategic risk is “the current or prospective risk to earnings and capital arising from changes in the business environment and from adverse business decisions, improper implementation of decisions or lack of responsiveness to changes in the business environment” (Allen, 2007). In its 2010 Annual Report, the Bank of America has a comprehensive definition:

Strategic risk is the risk that results from adverse business decisions, ineffective or inappropriate business plans, or failure to respond to changes in the competitive environment, business cycles, customer preferences, product obsolescence, regulatory environment, business strategy execution, and/or other inherent risks of the business including reputational risk (BOA, 2010).

Definition of strategic risks by (Matteo Tonello 2014) are risks that are most consequential to the organization's ability to execute its strategies and achieve its business objectives.

Andrew Blau (2014) defined Strategic risks are those that threaten to disrupt the assumptions at the core of an organization's strategy.

Nick Weller (2018) Strategic risks are those that arise from the fundamental decisions that directors take concerning an organization's objectives. Essentially, strategic risks are the risks of failing to achieve these business objectives.

Upon to what mentioned above strategic risks can be the result of one factor or more than one factor in the environment, as we can see the factors which are consider the source of strategic risks in the external environment where the uncertainty is high and organization has no control on it. So the organization must be able to recognize these risks and work for preventative actions and strategies to reduce its effect on all the organization.

2-2-2-3 Importance of Strategic Risks

In the continuously changing environment which the organizations operate in, it's important for the companies to recognize strategic risks which affect its performance and has a significant impact on its share in the market.

A survey applied on executive managers in a financial institution by Economist Intelligence Unit (EIU (2010), the executives saw that the risks are what makes difference between survival and extinction.

A study done by (Cass-Capco Institute, 2012). Resulted to Strategic risk is arguably the greatest risk facing such financial institutions as it has the capacity to totally destroy the firm.

Survey done by business Harvard review show that 68% of the directors indicated that they believe strategic risk poses the biggest threat to the organization while only 12% showed that financial risks were their key concern. (Harvard Business Review, 2015)

As a survey by Deloitte revealed that from 2013 the evolution of strategic risks and in what percentage each element of strategic risks are differ from 2010 to 2016 as shown below:

Table (2.1): Evolution of Strategic Risk

2010		2013		2016	
Brand	41%	Reputation	40%	Economic trends	29%
Economic trends	28%	Business model	32%	Business model	26%
Reputation	26%	Economic trends	27%	Reputation	24%
Competition	24%	Competition	27%	Competition	24%

MC MARKETINGCHARTS.COM

Source: Deloitte / Forbes Insights

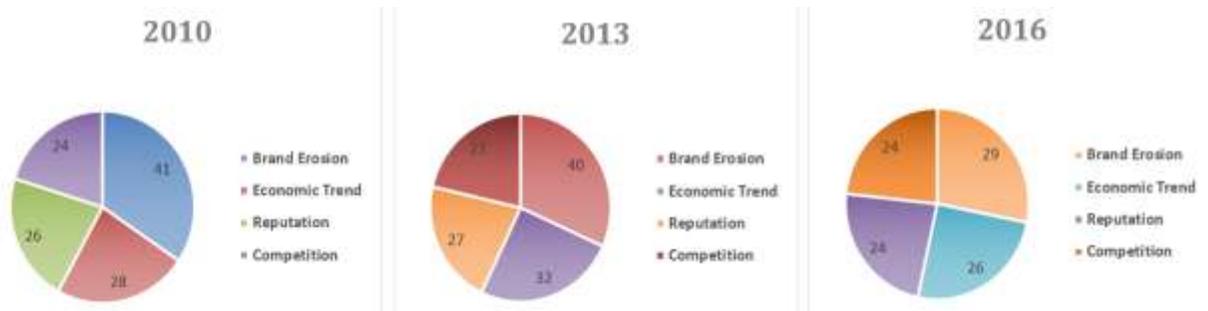


Figure (2.5): Strategic Risks Dimensions

Source: The figure is prepared by the researcher upon to literature

As mentioned above whatever the differences in percentage from year to year strategic risk are one of the main threats that companies should take under consideration to be able to compete in the market.

2-2-2-4 Dimension of Strategic Risks

Upon to the studies and articles which discussed the dimension of strategic risks most of them have agreed on the following dimensions (brand erosion, competitors' strengths, customer priority shift, and Reputational capital).

The dimensions Brand erosion, competitors' strengths and customer priority shift, confirmed by Slywotzky Drzik (2005), While Brand erosion dimension confirmed by Olson and Dash wu (2008).

Young and Hasler (2010) indicate of reputational risk and a part of strategic risk Brand erosion and customer priority shift is confirmed by Gates (2006).

From above perspective we took strategic risks dimensions to be considered in our current study:

- Brand erosion: which refer to collapse of the brand, derived from a fall in quality or corporate scandal that hurts the brand image, or of brand name erosion stemming from customer's opinions (Slywotzky, 2005).
- Competitors' strengths: EBSCO mentioned that competitor strength is inability by the company to differentiate itself from the competition (Chaterjee, 2005).

A study conducted in 2012 shows a positive relationship between competition and company performance (Al-Rfou, A. N. 2012).

- Customer priority shift: A change in the priorities or preferences of customer (Slywotzky, 2005). Many strategic risks involve customers—a shift in the balance of

power toward them and away from companies, such shifts happen all the time; the magnitude of the risk depends on its speed, breadth, and depth. (Drizk Slywotzky, 2005).

- Reputational capital: Young and Hasler (2010) pointed out reputational risk, which is part of strategic risk, the risk affecting the reputational capital, which includes concepts related to honesty, responsibility, objectivity and fairness in the outcomes and processes. (Kevin T. Jackson, 2008) Reputational capital is more than just the focus on the bottom line, it is about the perception of the company in the marketplace, its values and ethical standards and attributes. Indeed, it is those intangible assets it has. Thus, reputational capital is one of the important determinants and a source of competitive advantage in today's hypercompetitive market.

A survey done by (Deliott 2013) conducted to Reputation is rated as the highest impact risk area

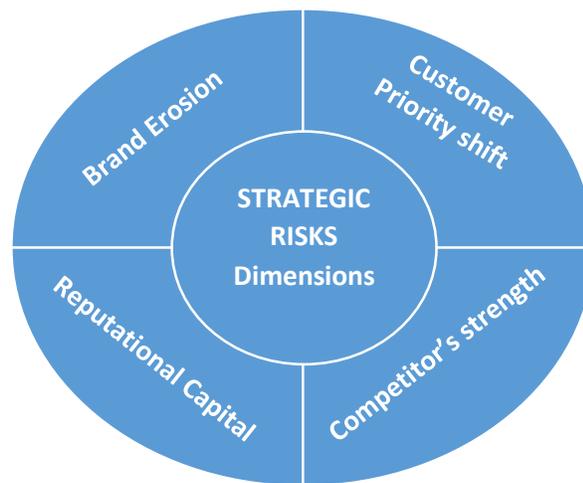


Figure (2.6): Dimension of Strategic Risk

Source: The figure is prepared by the researcher upon to literature

Upon to mentioned above about the dimensions of strategic risks which affect the organizational performance and its ability to compete, as explained the brand erosion which makes organizational brand is not the first choice for customers, besides customer priority shift that the customers change their points of view about the brand and consider another alternative, moreover, the organization honesty and responsibility internally and externally towered customer and society have a significant impact on the competitive position in the market which the organization compete in.

2-2-3 Open Book Management Practices (OMBp)

2-2-3-1 Evolution of Open Book Management Practices (OMBp)

The first who introduced OBM in the business literature is John Case in 1993 (Katier, R. 2013), but the first totally developed example of OBM formalized and implemented is Jack Stack (Davis, 1998), in participation with his team at SRC Holdings, (Davis, T. (1997), Kidwell, R.E. & Scherer, P.M. (2001)). His emphasis is on financial data, having employees view themselves as “business partners,” and sharing the company’s profitability. (Negron, A. 1997). Until the late 90’s, OBM has received slight consideration in the academic literature (Davis, 1998).

At that time, researchers focused on describing successful introductions of OBM in single organizations, and were mostly emphasizing the benefits of OBM (Davis, 1998). Since the late 90’s, OBM received a significant amount of attention in the United States of America. Still, there is a gap in the literature explaining the reasons for the success of OBM. (Katier, R. 2013).

A study of 50 open-book organizations by the National Center for Employee Ownership and Inc. magazine point out that open-book organizations grew 1.66% faster than their competitors (Kidwell & Scherer, 2001).

Ever since the organization start to use open book management practices it shows a significant improving in the sales and growth. A survey of Inc. magazine's list, under the 500 fastest growing companies in the U.S., shown that 40 percent of those organizations used open-book management (Heymann, 2010).

2-2-3-2 Definitions of Open Book Management Practices (OMBp)

(Stack 1992) defined Open book management practices (OBMp) as one of the most transparent management practice is not a new concept it was developed by him applied on Springfield Manufacturing Company (stack 1992).

While case 1995 defined Open-Book Management “it is a way of running a company that gets everyone focused on helping the business make money. Nothing more, nothing less”

Charles Proudfit says, “OBM is a system in which a company fully shares its financial status with its employees, who then become active participants in a coordinated effort to optimize future financial performance” (Proudfit, 1997)

Open book management practices (OBMp) defined by (Aggarwal & Simkins, 2001). as: opening the organization’s financial statements to all employees and providing the education that will enable them to understand how the organization makes money and how their actions affect organizational performance.

Buchko and Goitein, (2011) defined Open Book Management (OBMp) as it is an innovative management practice for engaging employees.

Open book management practices (OBMp) is a philosophy about increasing a firm's performance by involving all workers and by ensuring that all workers have access to operational and financial information necessary to achieve performance improvement (Kenney, Raiborn, 2008).

THE ECONOMIC TIMES in 2016 defined Open book management practices (OBMp): empowering every employee of an organization with required knowledge about the processes, adequate training and powers to make decisions which would help them in running a business. It is all about team work and moving forward collectively.

As we understand from the definitions mentioned above which emphasis on considering the employees as a success partner and share financial information with them after supporting them with needed knowledge in order to be able to appraise the impact of their effort on the company performance to achieve success and development.

2-2-3-3 Importance of Open Book Management Practices (OMBp)

When you share the numbers and bring them alive, you turn them into tools people can use to help themselves as they go about their business every day. That's the key to open-book management. (Stack, 1992)

More and more companies start to implement OBM practices, which has internal and external impact on their performance. Buhler, P. M. (1999) indicate that implementing OMB practices reduced employee turnover, improved performance and improved employee morale.

It allows employees and managers to understand the WHY and HOW the job is done, and by this the company can adopt and employ new ways and techniques easily. Case, J. (1997).

A study conducted by the National Center for Employee Ownership (NCEO) found that organizations which follow open-book management principles experienced a 1-2 percent annual increase in sales growth above typical sales projections. Broughton, A.C. and Thomas, J. (2012)

Open-book management can significantly contribute to achieving and maintaining corporate sustainability efforts by integrating social and environmental metrics into the traditional financial measures of business success. Broughton, and Thomas, (2012)

ESOP (Employee Stock Ownership Plans) companies have 25% higher job growth than comparable, non-ESOP companies over a ten-year period, according to the NCEO, and ESOP companies also experienced increases in sales, productivity, and return on assets. (Neil Amato.2016).

According to Forbes companies register as much as a 30% increase in productivity and profitability in the first year alone. When they implement the approach properly. (Fotsch, B and Case, J, 2017). And this is considered one of the seven source of strength and competitive advantage which can be accomplished by implementing open book management practices (OMBp):

- More engaged employees: enhancing the employee to engage more in customer satisfaction and coming up with new ideas which lead to save money and achieve success and profit.
- Lower supervisory costs: by hiring, teach and train the right bottom line people the cost of supervisory will decline.
- Better front-line relations with customers: employee start reacting like owners more than employee in the way they solve problems and deal with stakeholders.

- Faster, more agile response to changing customer needs: the employee has the capability to keep an eye on the market and employee requirement which lead, to faster respond to customer problem, resulting in more revenue and an amazingly strong reputation.
- A built-in competitive advantage: by announcement that the company adopts an open book management practices will lead to strong position in the market because it follows transparency in it performance.
- More fun: implementing unusual ways of doing business which allow the employee to work in motivating, inspiring environment.
- Higher company valuation: based on concept of OBMP (open book management practices) and how it works with all the principles it follows this will fall into a high company valuation.

Upon to the importance of OMBp which mentioned above the researcher is observing closer its influence on reinforce the impact of SAW on SR.

2-2-4-4 Element of Open Book Management Practices (OMBp)

Open book management (OBM) has many practices most of the authors and studies have agreed on four practices: (Share information, Train employee, Empower employee, Reward employee).

John case (1997) Open book management OBM involve three basic practices. Jack stack also consider three practice for open boom management (OBM) (Meinert, 2013). While Barton, Shenkir, and Tyson (1998) developed a model displaying some practices of Open book management OBM.

Moreover in business dictionary defined four practices for Open book management OBM; (Aggonawal and Simkins, 2001)

From above perspective we took open book management practices (OBMp) to be consider in our current study:

- **Sharing information:** share key financial data and stock price in prominent locations, (Aggonawal and Simkins, 2001). (Drickhamer 2006) stated: (It is not all about good news. We also have to share the bad news. We have to share when healthcare costs go up, and other changes that have a negative impact). Sharing financial information and profits with low skilled workers helps to boost both efficiency and profits (Heymann, 2010).

A survey executed by counting firm of Ernst and Young revealed that Sharing financial information would increase motivation in 86 percent of survey respondents (Buhler, 2010).

Yet, only 7% of private companies share financial information with its employees, 17% deliver quarterly or annual financial information to select employee, whereas 76% don't share financial updates with employees at all and this is upon to survey by Robert Half Management Resources in April 2012. (Meinert, 2013)

In a 2015 survey, 76% of workers said they did not trust bosses who failed to share company data. Eighty-one per cent of workers want more information related to the business, and that includes bad news: 94% said they would rather hear negative results than hear nothing. (Amato, 2016).

- **Train employee:** Open management involves truly educating employees.

This means an internal training program is usual (Buhler, 2010). Teaching all of the employees how to read and understand the financial indexes variables and the reports related to the costs. (Aggonawal and Simkins, 2001). Kirkpatrick (1959, 1994) suggests an evaluation of training based on four level which are:

1. Reaction,
2. Learning,
3. Behavior, and
4. Results

Kirkpatrick (1994) emphasis the behavior to change the employee must know how and what to change. Training provides the (what and the how) in order to change, and can also increase the desire to change.

- **Empower employee:**

Empowerment is based on organizational policies, practices and a culture that encourages and motivates employees at all levels to take responsibility and authority over their work (Appelbaum and Honeggar, 1998).

Empowerment means freeing employees from instructions and controls and allowing them to make decisions themselves (Thompson and Martin, 2005).

Empowerment is based on organizational policies, practices and a culture that encourages and motivates employees at all levels to take responsibility and authority over their work (Appelbaum and Honeggar, 1998).

Many studies define empowerment as intrinsic task motivation or motivation reflective of the person-environment fit (Gilaninia, 2012).

A study conducted by (Elnaga and Imran in 2014) indicates that employee's empowerment plays an important role in increasing the company's performance

- **Reward employee:** crucial component of OBM is that employees have a direct stake in the company's success (Aggarwal & Simkins, 2001), paying employees fair wages and salaries and share of revenues and incentives in the form shares to the employees (Al- Sha'ar 2014).

A study conducted by (Dahlqvist and Matsson, 2013) indicate to positive impact of reward on employee motivation.

Below shows the open book management practices (OBMp) and how the model is differ in the way the component interact:

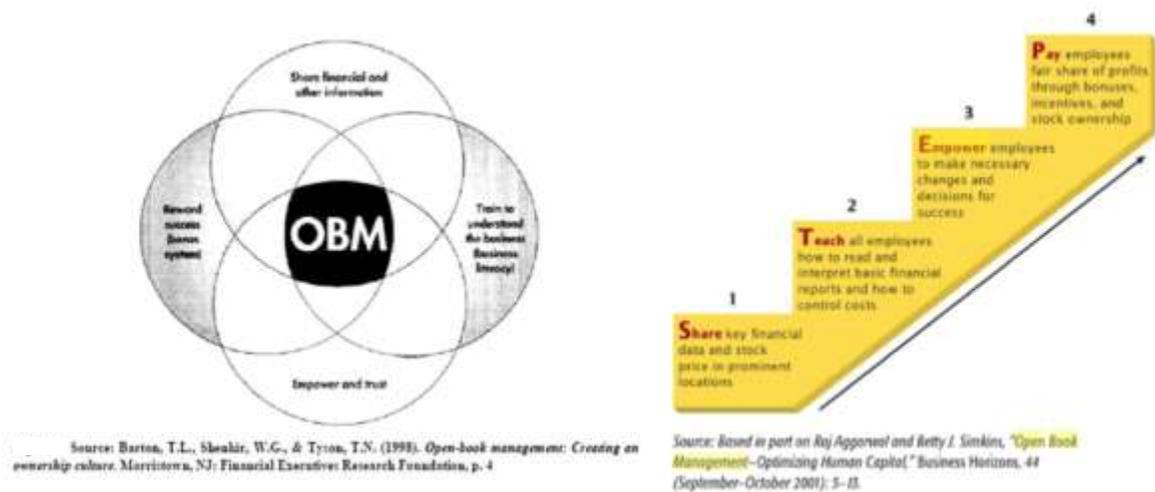


Figure (2.7): dimension of Open Book Management Practices (OBMp)

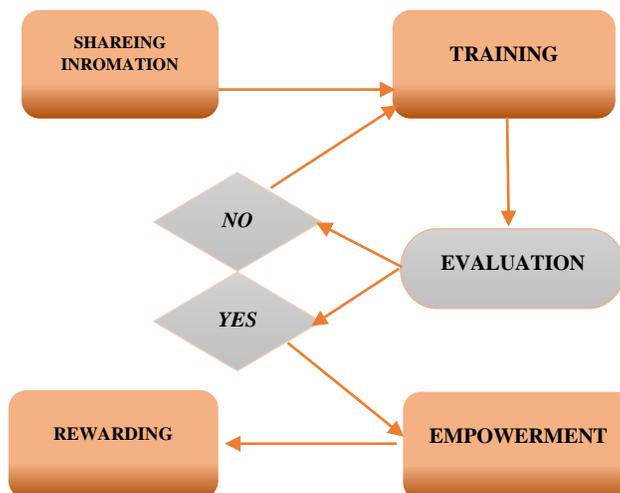


Figure (2.8): Process of Open Book Management Practices (OBMp)

Source: The figure is prepared by the researcher depend on BARTON, TYSON,

According to above, the four practices of open book management (OBMp) are essential for preparing employees and providing them with adequate knowledge about the financial subjects in order to be qualified enough to work in an effective way and start to look at their career from the owner's perspective more than from the employee's perspective, which will reflect on the organizational outcomes.

Previous Studies

1. Pencarelli, Savelli, and Splendiani (2009) study entitled: strategic awareness and growth strategies in small sized enterprises (SEs).

The aim for this study is: analyze the entrepreneurs' awareness on their competitive spot and the most important real or coming strategies defined to secure or strengthen that position.

The sample was collected from 49 SEs localized in the Pesaro-Urbino province The study utilized: empirical study -theoretical studies and empirical evidence, the paper emphasizes on two main themes: strategic awareness and growth strategies of SEs.

The results of the study:

1- Strategic awareness plays a significant role in the decision making process of SEs.
2- Local entrepreneurs have a low degree of strategic awareness regarding both the contextual and the temporal dimension, which decreases the capability to understand the current position of the firm and to identify the future most appropriate growth strategic paths, which are often defined assuming an internal and short term perspective.

2. Davis, Allen, and Dibrell (2010) study entitled: fostering strategic awareness at an organization's boundary.

The aim for this study: to inspect the effect of strategy messages emanating from both top and middle/supervisory managers regarding five different aspects of strategy on strategic awareness among boundary personnel.

The samples: was taken from single large (multi –billion dollar) regional, multi-location retail bank. Top management including the CEO (12) member and middle management not including the member of committee and CEO. All the questioner was obtained from 118 member.

The study utilized: descriptive analytical approach through the application of multiple regression analysis to include interaction followed by split group analysis.

The results revealed that findings support a differential main effect on strategic awareness among boundary personnel depending on the source of messages, whether top management or middle management. More remarkably, there appears to be an interaction effect between the two sources regarding which will be the dominant information source for boundary personnel.

3. Geralis, Terziovski (2010) study entitled: A quantitative analysis of the relationship between empowerment practices and service quality outcomes.

The aim for this study: is to study the relationship between empowerment practices and service quality.

The samples; stratified sample selected from a target population consisting of three major banks in Australia.

The study utilized: quantitative analysis based on multivariate analysis techniques

The results: indicated that empowering the workforce is a powerful strategy that substantially improves service quality in the banks studied.

4. Cooper (2011) study entitled: exploring strategic risk in communities: evidence from a Canadian province.

The aim for this study: examine the management of strategic public sector risks in communities and municipalities.

The samples: was collected by a series of key informant interviews and content analysis of municipal plans which the researcher took the population of Newfoundland and Labrador estimated at 510,805 person.

The study utilized: content analysis to answer the question of what risks that communities are reporting on.

The result of the study: financial, environmental, social and other strategic risk were found to be important by communities but not necessarily managed as part of the strategic planning process.

5. Rodriguez, Edwards, and Facundo, (2011). Strategic and operational risk in an international collaboration agency: a knowledge management solution

The aim for this study: is to mitigating strategic and operational risks through better knowledge management with lead to create Knowledge, growth and sustainability of the organization

The sample: two different group consist of administrators and professionals with total number of 53 person

The study utilized: Descriptive analytical approach

The results: is to design a knowledge management “solution” that has been implemented in the organization, comprising three components: a knowledge management system, training support and promotion of cultural change.

6. Huang (2011) study entitled: strategic risk for enterprises in highly unpredictable environment: an experimental random selection mode to simulate random selection evolutionary process.

The aim of this study is: to clarify the relationship between existence rate and strategic risk, and also to understand the core of strategic risk in evolutionary selection process.

The sample: chosen by random selection process to simulate highly uncertainty environment.

The study utilized: suggest an experimental model to simulate an economic growth process in order to analyze the risks that affect the survival of business entities.

The results of the study: shows that the key factor for organization to survive is the risk analysis that evaluated that difference between the theories and the company currently apply and the requirement of selection process.

7. Ojiako (2012) study entitled: examining the thematic elements in strategic business risk.

The aim for this study is: exploratory, to seeks to put forward propositions on how firms may best consider business risks in an environment characterized by constant change and uncertainty.

The sample: it present a summated examination of literature published over the last four decades covering three major areas of management literature (risk management, competitive advantage, military tactics are conducted).

The study utilized: content analysis approaches.

The result for this study: is to provide a fundamental for the empirical development of and appropriate framework for strategic risk management.

8. Nikzad and Maryam (2012) study entitled: The relationship between open book management and trust with organization financial performance.

The aim for this study: to find the relationship between OBM indicators and trust with the financial performance

The sample: Saderat Bank branches in Shiraz. Saderat Bank has 77 branches as a sample

The study utilized: descriptive study, questionnaire was prepared. To evaluate the OBM, 8 closed questions were considered to have Yes or No answers. To investigate the trust in management, 22 questions in four group's indicators were considered.

The results: showed that there is a positive correlation between these variables and just in a few cases with the little deviation it has not high positive correlation.

9. (Katier, 2013) Study entitled: Why does the Great Game of Business program work

The aim for this study: to examine why the Great Game of Business (GGoB) program works which is refer to open book management .

The sample: was Sixty-four reports of organizations were analyzed in this study

The study utilized: Descriptive analysis used in this study.

The results: The results of this study show that five out eight aspects were most important to explain why the GGoB program works. Which are education in business literacy, games, bonus programs and employee ownership, empowerment and accountability, and goal setting with employees.

10. Fehr and Huck (2013) Study entitled: who knows it's a game? On rule

Understanding strategic awareness and cognitive ability.

The aim for this study: is to show how each player should be aware of others ability and to think in rational way of others moves and reactions. And what is their cognitive ability

The sample: it was 240 subject playing in 15 computerized sessions. The experiment were conducted at the EZB-TU laboratory in Berlin between May 2010 to June 2013.

The study utilized: the study was make using experimental methods

The results: it show that the effect of cognitive ability is slightly non leaner and this reflect on the strategic awareness for each player with affect the performance and plays a great role in business. And vis versa if we have lack of strategic awareness will affect the respond of the player and how they will deal with the situations they face.

11. Njanja, Maina, Kibet, Njagi (2013). Study entitled: Effect of Reward on Employee - Performance: A Case of Kenya Power and Lighting Company Ltd., Nakuru, Kenya

The aim for this study: to define the effect of reward on employee performance at KPLC, Specifically the cash bonus and how it affect the employee performance.

The sample: 68 management employees in KPLC Company.

The study utilized: The research adopted correlation research design.

The results: The study showed that cash bonus have effect on employee performance.

12. Dyczkowska, Dyczkowski (2014) study entitled: An Influence of Strategic Awareness on Management Control: Evidence from Polish Micro, Small and Medium-sized Enterprises.

The aim for this study: is to examine whether employees' strategic awareness influences the shape of management control systems

The sample: was obtained from 233 companies in November 2010 to January 2012.

The study utilized: the quantitative analysis the variables.

The results showed: that, there is positive correlations between strategic awareness and subject variables ('goal setting process', 'control framework' and 'organization of control

13. Al- Sha'ar (2016) Study entitled: The Impact of Open Book Management on Achieving Differentiation in the Business Organization.

The aim for this study: to clarify the effect of the relation between open book management and differentiation in organization.

The sample: (30) managers and division managers two banks in Jordan .

The study utilized: Descriptive analytical method.

The results: there is an impact relation between Open Book Management on Achieving Differentiation in the Business Organization.

14. Deloitte (2016) study title: Exploring Strategic Risk

The aim for this study is: is to identify what is the strategic risks element and how they affect the companies besides what is there an awareness of this kind of risk or not. I

The sample: it consist of 300 executive around the work 33% from Americas, 33% from Europe/ Middle East/Africa and 34% from Asia/ Pacific.

Almost all respondents were C-level executives (263), board members (22) or specialized risk executives (21). Surveyed companies came from all five major industry sectors (consumer/industrial products, life sciences/healthcare, technology/media/telecommunications, energy/resources and financial services), and all had annual revenues in excess of US\$1 billion (or equivalent).

The study utilized: the method for this study is done by interview the 300 executive managers.

The results: the study shows that strategic risk is now one of two main risks which affect the organizational performance, so executives now start to have quit clear definition for it and know what kind of aspect of business can affect mostly by this kind of risk.

15. Ling, Wa, Lin (2017) Study entitled: Assessing the effectiveness of empowerment on service quality: A multi-level study of Chinese tourism firms

The aim for this study is: to tests relationships among three levels of empowerment—organizational, departmental, and individual—and simultaneously their cascading effects on frontline employees' service quality.

The sample: consist of 1566 employee-supervisor pairs from 123 departments in 53 Chinese hospitality and tourism enterprises, results reveal a cascading mechanism across three levels of empowerment.

The study utilized: the Cross-level moderation analysis

The results: reveal a cascading mechanism across three levels of empowerment. Organizational empowerment climate influences employees' psychological empowerment

through department psychological empowerment, and department psychological empowerment influences employees' service quality through individual psychological empowerment, beside the Cross-level moderation analysis suggests that only within a high degree of organizational empowerment climate and service behavior based evaluation does employees' psychological empowerment have positive effects on service quality.

16. Allen, N, (2017). Study entitled: Strategic Risk: It's all in your head

The aim for this study is: recognize and develop Board level decision-making regarding risks and opportunities and to examine the methods in which organizations' responses to strategic threats and opportunities are grounded in the awareness of the organizations decision-makers.

The sample: is newspaper articles from LexisNexis from major UK newspapers and publications relating to each company.

The study utilized: it was searching methods

The results:

Strategic risks develop because they are not understood by management and are therefore allowed to develop without being predictable until it is too late should propose some new functions for risk management system. Beside the Strategic risk awareness has been shown to be closely tied to both individual experience and the complexity of the business environment.

Strategic risks tend to be unanticipated the development of processes to make fast sense of risk events and enable fast, effective responses to lessen threats and capitalize on opportunities should be a vital element of risk management systems.

What distinguishes the current study from previous studies?

This study will focus on variables collected from above mentioned studies to examine its effect, such as the study of the impact of strategic awareness on strategic risks with taking open book management practices (OMBp) as moderate variable.

This study will highlight the areas which were not studied in previous studies which hope the findings will enrich the knowledge for future studies.

Moreover, this study will be applied on Jordanian environment, where variables have not been studied before. Besides the current study will focus on a very important sector which is fuel distributor companies which have not considered yet in previous studies in Jordan.

Chapter Three

Study Methodology (Method and Procedures)

(3.1) Introduction: in order reach to the goal of this study about studying the impact of strategic awareness on strategic risks with presence of open book management practices (OBMp) as moderator variable, this study was conducted on fuel distributor companies in Jordan.

This chapter included sample description and design, validity and Reliability of the study sample, in addition to the procedures and statistical processes which the researcher use to reach the results.

(3.2) Study Design:

This study is considered as a causal study, which is a descriptive analytical approach used to study the impact of strategic awareness on strategic risk with presence of open book management practices (OBMp) as moderate variables in fuel distributor companies in Jordan.

(3.3) Study Population:

The current study field includes two fuel distributor companies which are (Manaseer, and Jordan petroleum products marketing) they are two of the three main fuel distributors in Jordan. Its proportion is 67% of all distribution companies

The first company is Manaseer is company started operated in 2003 with two gas stations with employee capacity reach to 15 employees. The network expanded to reach 63 gas stations, and a total number of employees exceeding 1900 with different specialties in 2018.

Its mission is to construct, operate & manage 100 highly facilitated gas stations by the year 2025. (Source: Manaseer website).

The second company is: Jordan petroleum products marketing it started its work in 2013. The number of station reach to 64 stations in 2018.

Its mission to reach every corporate and individual to provide service him with its provided service. (Source: Jordan petroleum products marketing website)

The study population Consist of top and middle managers, and station managers, their total number (220) individuals.

(3.4) Study Sample:

Study sample consists of top and middle management, station managers and account managers with total number of (220). After (20) sample were eliminate by test and test analysis, (200) member remain which, Constitute (88%) of the total population that studied all using comprehensive survey method (200) surveys were distributed and 190 were collected, five of them are not valid for analysis the accepted number of the surveys was 185, and this consider the sample that considered in the current study.

The following table (3.1) describes the demographic profile of the study sample.

Table (3.1) Describing the sample's personal and demographic variables

variable	Category	Counts	%
	25 – less than 30 years	47	25.4
	30 – less than 35 years	34	18.4
	35 – less than 40 years	38	20.5
	40 – less than 45 years	18	9.7
	45 – less than 50 years	23	12.4
	50 years and above	25	13.5

	Total	185	100
	Diploma	55	29.7
	Bachelor	114	61.6
	Master	11	5.9
	Doctorate	5	2.7
	Total	185	100
Experience in fuel company	1 – Less 5	90	48.6
	5 – Less 10	35	18.9
	10 and above	60	32.4
	Total	185	100
Experience in other sector	1 – Less 5	84	45.4
	5 – Less 10	37	20
	10 and above	64	34.6
	Total	185	100
position	General manager	2	1.1
	Vice manager	3	1.6
	Executive manager	31	16.8
	Station manager	92	49.7
	Account manager	57	30.8
	Total	185	100

Table (3.1) reflects the sample's personal and demographic variables and shows number of employee who is 25 – less than 30 years count (47) with percentage of (25.4) whereas employee from age 30 – less than 35 years count (34) with percentage of (18.4%), while employee from age 35 – less than 40 years count (38) with percentage of (20.5%), and number of employee with age of 45 – less than 50 years (23) with percentage of (12.4), finally the employee with age of 45 – less than 50 years taking the less count of (25) employee with

percentage of (13.5 %) and this means that the majority of employee is between 25-40 year old and this shows that the fuel sector has an age variety between its employee.

Also, more than half of the sample count (114) have a bachelor degree with percentage of (61.6%), while (55) members are holding Diploma degree with percentage of (29.7%), whereas (11) are holding Master degree with percentage of (5.9%), and finally (5) are holding Doctoral degree with percentage of (2.7%). And this explains that fuel distributing companies are concerned to attract employee holding bachelor degree taking under consideration that it is a very critical sector and most employees should have university degree to be able to deal with the serious information on a daily bases. Besides there are some positions which are operated by employee holding Master and doctoral degree that is related to consulting and decision making level.

Besides, as appears in above table the result is approximate between the year of experience in the fuel field and from another field as it shows from 1 – Less 5 years the count was 90 member with percentages 48.6% while the experience from another sector count to (84) with percentage (45.4%).

Experience in fuel field from 5 – Less 10 is count to (35) with percentage (18.9%) while from other sector count (37) with percentage is (20%). Finally experience year from 5 – Less 10 in the fuel field was (60) with percentage of (32.4%) while from other field is 64 with percentage (34.6%). And this mean that the employee has stability in this sector and after few years this percentage will increase and exceed these numbers.

The number of people held the positions for general manager count to (2) and with percentage of (1.1%), and vice manager with count to (3) with percentage of (1.6%), while executive manager who take the third highest count of (31) and percentage of (16.8%)

whereas station manager who took the highest count of (92) with percentage of (30.8 %) and account manager which is the second highest count to (57) with percentage of (30.8). and this reflect the number of levels and the employee is holding this position.

(3.5) Data Collection Methods (Tools):

Data that was used to achieve the purposes of the study are divided into two groups: Secondary and primary data.

(3.5.1) Secondary data was collected from annual reports, journals, books, researches, thesis, dissertations, articles, working papers, and the Worldwide Web.

(3.5.2) Primary data was collected from interviews and the questionnaire.

Frist part: The researcher designed the questionnaire by identifying the Demographic variables of the sample as follows (Age, Education, position, yeas of Experience,).

Second part: The questionnaire was designed of three parts and were defined by three variables [(strategic awareness), (strategic risks) and open book management practices (OPMp)]. The number of questions are (60) as follow in below table.

Table (3.2) Division of questions by variables

Variables	<i>References</i>	Paragraph Number
Strategic Awareness (Independent variables) - Internal - External -Current -Prospective	<input type="checkbox"/> Supitchayangkool, S. (2005). "A STUDY OF RELATIONSHIPS BETWEEN SOURCES/CAPABILITIES, POSITIONAL ADVANTAGES, AND EXPORT VENTURE PERFORMANCE OF THAI FOOD EXPORTERS" Nova Southeastern University, Nova Southeastern University.	
	<input type="checkbox"/> Pencarelli, T., Savelli, E., & Splendiani, S. (2009). Strategic awareness and growth strategies in Small Sized enterprises (SEe). International Journal of Business & Economics, 8(1).	5
	<input type="checkbox"/> Tatum K, (2010) "THE DEVELOPMENT AND RENEWAL OF STRATEGIC CAPABILITIES" Georgia State University.	5
	<input type="checkbox"/> Barrella, E. (2012). "STRATEGIC PLANNING FOR A SUSTAINABLE TRANSPORTATION SYSTEM: A SWOT-BASED FRAMEWORK FOR ASSESSMENT AND IMPLEMENTATION GUIDANCE FOR TRANSPORTATION AGENCIES.	5
	<input type="checkbox"/> Gredy, S. (1987). "Deterring a marketing position for branch campus of major university" Indian University.	5
	<input type="checkbox"/> Trotter, William, D. (1981). "STRATEGIC PLANNING THEORY AND PRACTICE" PACE UNIVERSITY	
SUB TOTAL		20
Strategic Risks (Dependent Variables) - Brand Erosion - competitor strength - Customer Priority Shift - Reputational Capital	<input type="checkbox"/> Chen, C, (2011). "THE USE OF CORPORATE REPUTATION IN THE DEVELOPMENT OF BRAND IMAGE STRATEGY IN THE TAIWANESE PHARMACEUTICAL INDUSTRY" Brunel University	
	<input type="checkbox"/> Prince, N. R. (2015). The influence of competition and business strategy on organizations' use of high-performance work systems. University of Illinois at Urbana-Champaign	
	<input type="checkbox"/> Pinson, C. (2012). "What Makes Apple Consumers Brand Loyal The Effects Brand Personality, Reputation, and Brand Identity on Brand Loyalty". University of South Carolina	

	<ul style="list-style-type: none"> Kieu, A. T. (2016). <i>The impact of brand relationship and perceived quality on brand loyalty in the emerging market context of Vietnam</i> (Doctoral dissertation, University of Western Sydney (Australia)) 	5
	<ul style="list-style-type: none"> Robert G. Eccles, Scott C. Newquist, and Roland Schatz, (2007). Reputation and its risks”, Harvard business review. 	5
	<ul style="list-style-type: none"> Sylvia J. Long-T, (2000). A CONCEPTUAL FRAMEWORK AND EMPIRICAL TESTS OF THE ANTECEDENTS AND NSEQUENCES OF CORPORATE REPUTATION: A STUDY OF CONSUMER MARKETS” The Ohio State University. 	5
	<ul style="list-style-type: none"> Huang, Y. (2011). Strategic risk for enterprises in highly unpredictable environments: An experimental random selection model. Human and ecological risk assessment, 17(3), 688-699 	5
SUB TOTAL		20
Open Book Management Practices (OBMp) (Moderator Variables) - Share information - Train Employee - Empower Employee - Reward Employee	<ul style="list-style-type: none"> Ferrante, C. (2003). <i>TO SHARE OR NOT TO SHARE: HOW PROVIDING FINANCIAL INFORMATION TO EMPLOYEES AFFECTS THEIR BEHAVIORS AND PERCEPTIONS</i>, Carnegie Mellon University 	5
	<ul style="list-style-type: none"> JOHNSTON, D. (1976). “AN ANALYSIS OF USE OF EVALUATING TECHNIQUES USED IN MEASURING MANAGEMENT TRAINING PROGRAMS”. Oklahoma State University. 	5
	<ul style="list-style-type: none"> Charles, J. (1982). “AN ANALYSIS OF USE OF EVALUATING TECHNIQUES USED IN MEASURING MANAGEMENT TRAINING PROGRAMS”, OKLAHOMA STATE UNIVERSITY. 	5
	<ul style="list-style-type: none"> Ali, S, (1986). <i>Employee rewards system, with special emphasis on Kuwait</i>, Claremont graduate school 	5
	<ul style="list-style-type: none"> Saleh, A, AL-Ghalbi, T. (2010). <i>Organizational development, 1st. Amman: Awael publishing house.</i> 	5
	<ul style="list-style-type: none"> Njanja, L. W., Maina, R. N., Kibet, L. K., & Njagi, K. (2013). Effect of reward on employee performance: A case of Kenya Power and Lighting Company Ltd., Nakuru, Kenya. International Journal of Business and Management, 8(21), 41. 	5
SUB TOTAL		20
TOTAL		60

The question was distributed in the questionnaire not in order way in order to have more neutral answers.

Below table shows each variables and which question belong to it.

Table (3.3) Questionnaire variables and questions numbers

<i>Paragraph numbers for questionnaire respond measurement</i>			
Main variables	Sub variables	Items counts	Item numbers
<i>Independent Variable:</i> Strategic Awareness	External Strategic Awareness	5	5 17 30 39 60
	Internal Strategic Awareness	5	6 21 36 43 50
	Current Strategic Awareness	5	1 14 33 48 57
	Prospective Strategic Awareness	5	12 20 27 41 53
<i>Dependent Variable:</i> Strategic Risks	Brand Erosion	5	2 15 29 37 59
	Competitors strength	5	7 23 34 45 51
	Customer Priority Shift	5	8 19 31 47 56
	Reputational capital risks	5	11 16 26 42 54
<i>Moderator Variable:</i> Open Book Management Practices	Share Information	5	9 24 28 38 58
	Train employees	5	3 18 35 44 49
	Empower Employees	5	10 22 31 46 55
	Reward Employees	5	4 13 25 40 52

(3.5.3) Validity and Reliability

(3.5.3.1) Validity: which tested on two part:

The validity of the study tool was checked by

(3.5.3.1.1) Face Validity

(3.5.3.1.2) Construct Validity

(3.5.3.1.2.1) Exploratory Factor Analysis (EFA)

(3.5.3.1.2.2) Confirmatory Factor Analysis (CFA)

(3.5.3.1.1) Face Validity

For the purpose of measuring the current study, it was presented to (9) arbitrators from Department of Education, administration Department and finance department, [Appendix (1)] to express their opinions on the validity of the content of the instrument in

the clarity of the questions, affiliation of phrases and their suitability to the scale. Based on the opinions of the arbitrators, the researcher considered the views of the arbitrators and their amendments to indicate the validity of the content of the study tool and the relevance of paragraphs and diversity, and after making the mandatory modifications

(3.5.3.1.2) Construct Validity

The validity of the study tool was checked using factor analysis. The factor analysis was performed with two different procedures, the first was using the ordinary EFA (The exploratory factor analysis) while the second was performed using CFA (The confirmatory factor analysis).

The exploratory factor analysis (EFA) was performed using the principal component method to evaluate the validity of the independent variable (strategic awareness SAW), the dependent variable strategic risks (SR) and the moderating variable Open Book Management (OBM). It's common that factor loadings (which represent the amount of variation an item contributes to the factor's total variation) should not be less than 40 % (i.e. 0.40), (Laher, 2010). The desirable case is that all the items load on one factor, however in some cases this did not happen and that the items load on more than one factor. In this case the researcher chooses the factor that has the greater loading rather than the other factor. If a factor being extracted with fewer than three items loaded on it should be cancelled (deleted). The Eigen value is a criteria suggested by Kaiser to generate the factors which represents the sum of the loadings squares of that factor. If an Eigen value of less than one for a given factor, that factor should be eliminated and the process of extracting more factors terminates. (Laher, 2010). The explained variance of a factor represents the average amount of the total factor's variance per an item, as the value increases the explained variance is positively recognized.

An additional basic test is the KMO test which is a test suggested by (Kaiser, Meyer and Olkin) to identify the adequacy of data being used to be analyzed by factor analysis. The test value ranges between (0 -1). Practically a value of 0.50 or more is representing sufficient and adequate data. (Hair et al. 2010). The Barlets test is a test used to explore that the correlation matrix for the variables is an identity matrix (zero matrix) practically the test is provided with a value representing type 1 error ($\alpha \leq 0.05$). If the sig value was ≤ 0.05 the test is positive meaning that the data is convenient to be analyzed by factor analysis as it represents different sampling for the study population.

All the mentioned concepts will be used to interpret the results of the upcoming tables taking into account that the mentioned concepts and criteria were met

Table (3.4) EFA analysis for the items representing each dimension of the independent variable (strategic awareness SA)

Dimensions	code	Factor loadings	Eigen value	Explained variance	KMO	Sphericity test (Barlets)	
						Test value	sig
External Strategic Awareness	IV 1.1	0.743	2.68	53.49	0.773	241.35	0.000
	IV 1.2	0.711					
	IV 1.3	0.731					
	IV 1.4	0.769					
	IV 1.5	0.702					
Internal Strategic Awareness	IV 2.1	0.787	3.07	61.40	0.828	375.81	0.000
	IV 2.3	0.831					
	IV 2.3	0.753					
	IV 2.4	0.893					
	IV 2.5	0.829					
	IV 3.1	0.809	2.76	55.30	0.791	266.68	0.000

Current Strategic Awareness	IV 3.2	0.708	3.02	60.46	0.847	341.77	0.000
	IV 3.3	0.786					
	IV 3.4	0.719					
	IV 3.5	0.689					
Prospective Strategic Awareness	IV 4.1	0.608					
	IV 4.2	0.836					
	IV 4.3	0.839					
	IV 4.4	0.758					
	IV 4.5	0.822					

The Kaiser-Meyer-Olkin tests the adequacy and suitability of the data being used for factor analysis. A critical value 0.50 is considered to be the smallest satisfactory value. The table shows that the KMO test values ranged between (0.773) for External Strategic Awareness and (0.847) for Prospective Strategic Awareness. So the values of KMO mentioned suggest an acceptable data adequacy for the purpose of factor analysis.

The Bartlett's test of sphericity measures the factorability of the correlation matrix

The test of sphericity assumes significant probabilities among the factors being used in the correlation matrix. As could be figured out from the results of probability, all the probabilities were significant at $p < 0.05$ level, meaning significant relationships between the factors included in the analysis.

The items loadings reflect the concept of convergent validity. Typically, an item is said to be convergent if a loading value was 0.40 or greater was achieved. Inspecting the provided results we can see that the minimum loading being obtained was assigned to item no. 1 in the Prospective Strategic Awareness (IV 4.1) which was (0.608) and that the maximum loading value was assigned to the item no. 4 in the Internal Strategic Awareness

(IV 2.4) which recorded a loading of (0.893) so these values were above the minimum required (0.40 or greater) suggesting reasonable convergent validity.

These results confirmed the factorability of the EFA conducted for each dimension.

Table (3.5) EFA analysis for the items representing each dimension of the dependent variable strategic risk

Dimensions	Code	Factor loadings	Eigen value	Explained variance	KMO	Sphericity test (Barlets)	
						Test value	sig
Brand Erosion	DV 1.1	0.705	2.63	46.31	0.759	228.15	0.000
	DV 1.2	0.728					
	DV 1.3	0.691					
	DV 1.4	0.771					
	DV 1.5	0.728					
Competitors strength	DV 2.1	0.691	2.00	40.17	0.721	99.21	0.000
	DV 2.3	0.754					
	DV 2.3	< 0.40					
	DV 2.4	0.638					
	DV 2.5	0.719					
Customer Priority Shift	DV 3.1	0.846	2.44	48.84	0.761	209.84	0.000
	DV 3.2	0.761					
	DV 3.3	< 0.40					
	DV 3.4	0.810					
	DV 3.5	0.691					
Reputational capital risks	DV 4.1	0.591	2.36	47.34	0.731	208.07	0.000
	DV 4.2	0.848					
	DV 4.3	< 0.40					
	DV 4.4	0.833					
	DV 4.5	0.778					

The Kaiser-Meyer-Olkin tests the adequacy and suitability of the data being used for factor analysis. A critical value 0.50 is considered to be the smallest satisfactory value. The table shows that the KMO test values ranged between (0.721) for Competitors strength and (0.761) for Customer Priority Shift. So the values of KMO mentioned suggest an acceptable value for data adequacy for the purpose of factor analysis.

The Bartlett's test of sphericity measures the factorability of the correlation matrix

The test of sphericity assumes significant probabilities among the factors being used in the correlation matrix. As could be figured out from the results of probability, all the probabilities were significant at $p < 0.05$ level, meaning significant relationships between the factors included in the analysis.

The items loadings reflect the concept of convergent validity. Typically an item is said to be convergent if a loading value was 0.40 or greater was achieved. Inspecting the provided results we can see that the minimum loading being obtained was assigned to item no. 1 in the Reputational capital risks (DV 4.1) which was (0.591) and that the maximum loading value was assigned to the item no. 2 in the time dimension (DV 4.2) which recorded a loading of (0.848). It was revealed three items had recorded loading values less than 0.4 which are (DV 2.3), (DV 3.3) and (DV 4.3) so these three items should be deleted and will be removed. Accordingly the results were above the minimum required (0.50 or greater) suggesting reasonable convergent validity so these values were above the minimum required (0.50 or greater) suggesting reasonable convergent validity .

These results confirmed the factorability of the EFA conducted for each element

Table (3.6) EFA analysis for the items representing each dimension of the moderator variable Open Book Management (OBM)

Dimensions	code	Factor loadings	Eigen value	Explained variance	KMO	Sphericity test (Barlets)	
						Test value	sig
Share Information	MV 1.1	0.678	2.62	52.40	0.774	229.05	0.000
	MV 1.2	0.679					
	MV 1.3	0.785					
	MV 1.4	0.692					
	MV 1.5	0.777					
Train employees	MV 2.1	0.707	2.78	55.75	.697	332.39	0.000
	MV 2.3	0.790					
	MV 2.3	0.729					
	MV 2.4	0.706					
	MV 2.5	0.796					
Empower Employees	MV 3.1	0.590	2.37	67.39	0.845	510.70	0.000
	MV 3.2	0.876					
	MV 3.3	< 0.40					
	MV 3.4	0.877					
	MV 3.5	0.873					
Reward Employees	MV 4.1	0.750	2.99	59.80	0.788	388.85	0.000
	MV 4.2	< 0.40					
	MV 4.3	0.730					
	MV 4.4	0.694					
	MV 4.5	0.625					

The Kaiser-Meyer-Olkin tests the adequacy and suitability of the data being used for factor analysis. A critical value 0.50 is considered to be the smallest satisfactory value. The table shows that the KMO test values ranged between (0.597) for Train employees and (0.845) for Empower Employees. So the values of KMO mentioned suggest an acceptable value for data adequacy for the purpose of factor analysis. (Hair et al., 2010).

The Bartlett's test of sphericity measures the factorability of the correlation matrix

The test of sphericity assumes significant probabilities among the factors being used in the correlation matrix. As could be figured out from the results of probability, all the probabilities

were significant at $p < 0.05$ level, meaning significant relationships between the factors included in the analysis.

The items loadings reflect the concept of convergent validity. Typically, an item is said to be convergent if a loading value was 0.40 or greater was achieved. Inspecting the provided results, we can see that the minimum loading being obtained was assigned to item no. 1 in the participation dimension (MV 3.1) which was (0.590) and that the maximum loading value was assigned to the item no. 4 in the Empower Employees (MV 3.4) which recorded a loading of (0.877). It was revealed three items had recorded loading values less than 0.4 (MV 3.3), (MV 4.2) so these two items should be deleted and removed. Accordingly these results were above the minimum required (0.50 or greater) suggesting reasonable convergent validity

These results confirmed the factorability of the EFA conducted for each element.

(3.5.3.1.2.2) Confirmatory factor analysis (CFA)

This analysis was performed using AMOS version 22 software. This software provides both the standardized and unstandardized loading for each item (question) on its proposed (latent) variable. The software provides an advantage that it gives an indication for the goodness of fit for the overall data variables being used in the model. These indicators are numerous. The researcher use the most common indicators (four) that most studies rely on to decide the goodness of model fit, chi square test (χ^2), the comparative fit index CFI, the goodness of fit index GFI and the root mean square error of approximate RMESA. Each of these indicators has a reference value above which it reflects good model fitting. In general, the chi square test is the inferential test that uses probability to accept or reject the goodness of fit; the desire situation is that the probability of chi square test is > 0.05

suggesting no statistical differences between the real (actual measured model) and the theoretical one. One major negative aspect of chi square test is that it is sensitive to the sample size (i.e. its affected and varied depending on the sample size), accordingly it's rarely that a researcher gets a suitable desired chi square value (i.e. $p > 0.05$). In the same context the RMSEA indicator refers to the average of squared errors of approximation, so the less the result, the desired situation is, typically a value less than 0.08 is considered to be fair, other suggest that this value should be less than 0.05 to expresses a good indicator (the ideal situation is to equal 0.00). Both the CFI and GFI indicators ranges between (0 -1) so a value around 0.90 or higher suggests a good fitting

The results pertaining the independent variable (strategic awareness SA), the dependent variable (strategic risk) and the moderator variable Open Book Management (OBM) are provided in the upcoming tables.

Table (3.7) CFA analysis for the independent variable (strategic awareness)

DIMENSION	Code	Factor loadings	AVE	χ^2	Sig	GFI (0 – 1.00)	CFI (0 – 1.00)	RMSEA (0 – 0.08)
External Strategic Awareness	IV 1.1	0.636	51.78	336.59	0.000	0.905	0.918	0.077
	IV 1.2	0.626						
	IV 1.3	0.636						
	IV 1.4	0.722						
	IV 1.5	0.606						
Internal Strategic Awareness	IV 2.1	0.759	60.82	336.59	0.000	0.905	0.918	0.077
	IV 2.3	0.775						
	IV 2.3	0.792						
	IV 2.4	0.834						
	IV 2.5	0.736						

Current Strategic Awareness	IV 3.1	0.727	47.81					
	IV 3.2	0.625						
	IV 3.3	0.733						
	IV 3.4	0.682						
	IV 3.5	0.685						
Prospective Strategic Awareness	IV 4.1	0.549	52.26					
	IV 4.2	0.744						
	IV 4.3	0.763						
	IV 4.4	0.745						
	IV 4.5	0.788						

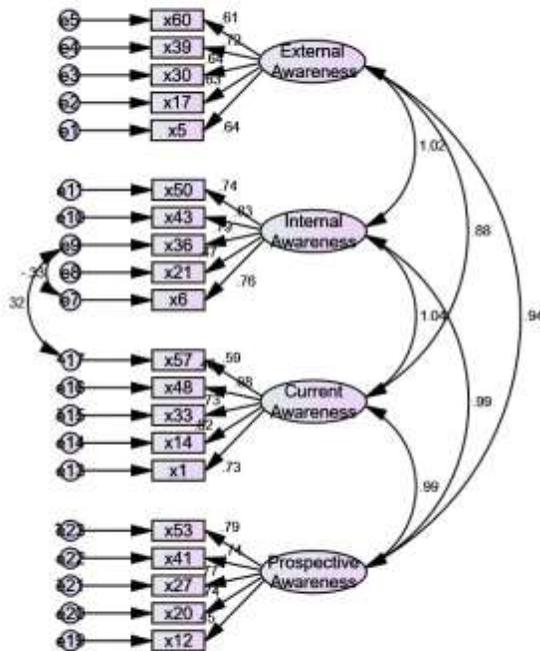


Figure (3.1): Construct Validity of Strategic Awareness Dimension

Table (3.8) CFA analysis for the dependent variable (strategic risk SR)

Dimensions	Code	Factor loadings	AVE	χ^2	Sig	GFI (0 – 1.00)	CFI (0 – 1.00)	RMSEA (0 – 0.08)
Brand Erosion	DV1.1	0.622	39.87	233.59	0.000	0.917	0.908	0.077
	DV1.2	0.635						
	DV1.3	0.606						
	DV1.4	0.708						
	DV1.5	0.579						
Competitors strength	DV2.1	0.501	40.03					
	DV2.2	0.688						
	DV2.4	0.432						
	DV2.5	0.639						
Customer Priority Shift	DV3.1	0.741	51.49					
	DV3.2	0.658						
	DV3.4	0.699						
	DV3.5	0.705						
Reputational capital risks	DV4.1	0.465	49.68					
	DV4.2	0.772						
	DV4.4	0.762						
	DV4.5	0.717						

Table (3.6) presents the results items loadings reflect the concept of convergent validity using the technique of CFA (confirmatory factor analysis). Inspecting the results provided by table () it can be seen that the minimum loading being obtained was assigned to item no. 4 in the Competitors strength (DV 2.4) which was (0.432) and that the maximum loading value was assigned to the item no. 4 in the Reputational capital risks (DV 4.4) which recorded a loading of (0.772) so these values were above the minimum required (0.40 or

greater) suggesting reasonable convergent validity. Typically an item is said to be convergent if a loading value was 0.40 or greater. The table provides also the values of the AVE (average variance extracted) which represents the amount of variance of the total variable being shared by the number of items representing this variable. Generally as the value of AVE increases a good indication we draw about the items forming and representing the variable. According to the provided AVE values it was monitored that Brand Erosion has recorded the minimum observed AVE (39.87%) noting that this value is considered to be relatively low.

Concerning the model fitting indicators obviously the chi square test value (233.59) showed a significant difference (sig = 0.000) was < 0.05 resulting a bad indication, further, the CFI (0.897) and GFI value (0.888) are within the acceptable range indicating good fitting indicators. The RMSEA indicator was greater than the desired value (0.077) suggesting a suitable fitting, as a result the model is considered to be good and can be judged as good for the purpose of the current research. The model being tested is shown in the next figure

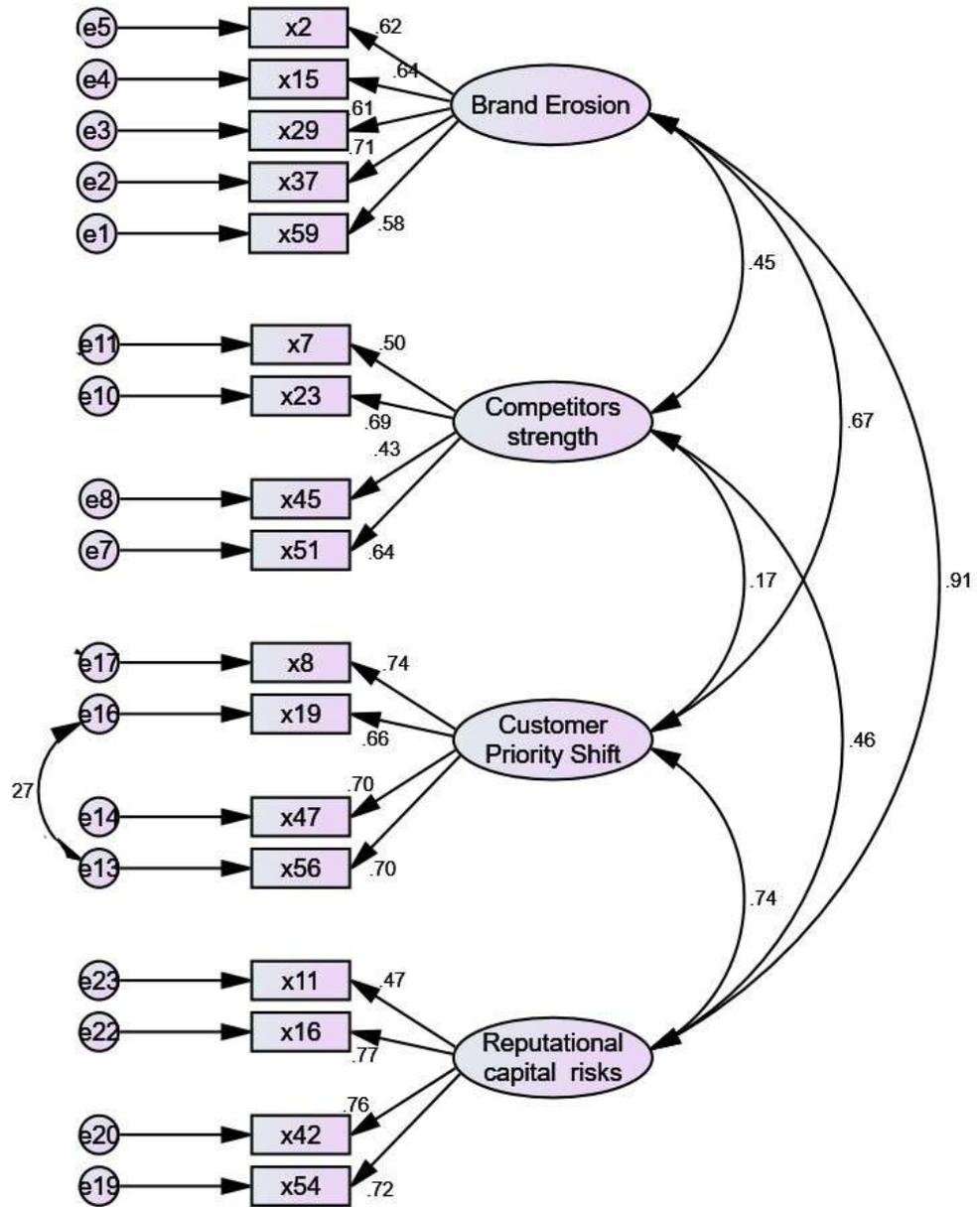


Figure (3.2): Construct Validity of Strategic Risks Dimension

Table (3.9) confirmatory factor (CFA) analysis for the moderator variable Open Book Management (OBM)

Dimensions	Code	Factor loadings	AVE	χ^2	sig	gFI (0 – 1.00)	cFI (0 – 1.00)	RMSEA (0 – 0.08)
Share Information	MV1.1	0.580	49.31	312.81	0.000	0.902	0.912	0.090
	MV1.2	0.435						
	MV1.3	0.760						
	MV1.4	0.689						
	MV1.5	0.590						
Train employees	MV2.1	0.493	49.40					
	MV2.2	0.845						
	MV2.3	0.644						
	MV2.4	0.462						
	MV2.5	0.886						
Empower Employees	MV3.1	0.495	59.38					
	MV3.2	0.811						
	MV3.4	0.850						
	MV3.5	0.866						
Reward Employees	MV4.1	0.768	58.13					
	MV4.3	0.711						
	MV4.4	0.852						
	MV4.5	0.710						

Table (3.7) presents the results items loadings reflect the concept of convergent validity using the technique of CFA (confirmatory factor analysis). Inspecting the results provided by table () it can be seen that the minimum loading being obtained was assigned to item no. 2 in the Share Information (MV 1.2) which was (0.435) and that the maximum

loading value was assigned to the item no. 5 in the Train employees (MV 2.5) which recorded a loading of (0.886) so these values were above the minimum required (0.40 or greater) suggesting reasonable convergent validity. Typically an item is said to be convergent if a loading value was 0.40 or greater. The table provides also the values of the AVE (average variance extracted) which represents the amount of variance of the total variable being shared by the number of items representing this variable. Generally as the value of AVE increases a good indication we draw about the items forming and representing the variable. According to the provided AVE values it was monitored that participation dimension (49.31 %) noting that this value is almost 50 % suggesting a good indication.

Concerning the model fitting indicators obviously the chi square test value (312.81) showed a significant difference ($\text{sig} = 0.000$) was < 0.05 resulting a bad indication, further, the CFI (0.892) and GFI value (0.902) are almost within the acceptable high range indicating good fitting indicators. The RMSEA indicator was slightly greater than the desired value (0.090) suggesting a poor fitting, as a result the model is considered to be suitable for the purpose of the current research its considered to be acceptable

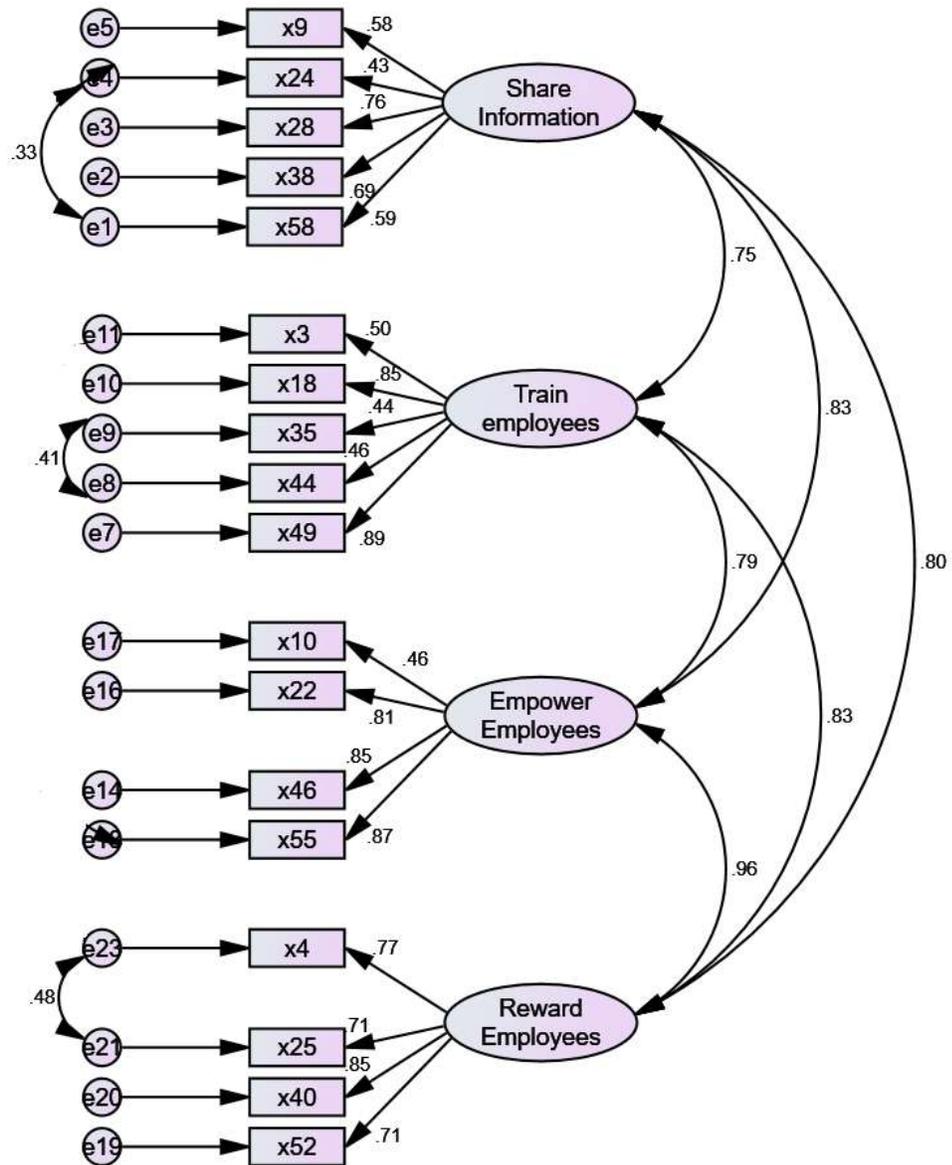


Figure (3.3): Construct Validity of open book management practices (OBMp) Elements

(3.5.3.2) Reliability

Reliability was detected in two different approaches.

(3.5.3.2.1) Test re Test reliability analysis

(3.5.3.2.2) Cronbach alpha reliability analysis

(3.5.3.2.2) Test Re Test approach.

In this approach we check that the same individuals respond the same on the questions being used to evaluate the variable or not. In this case the sample respondents should answer twice on the same questions by a suitable separate between the time periods. It's. A sample of 20 subjects participated in a pilot study for this purpose. The results are included in the next table

Table (3.10) reliability of the study variables using the approach of test re test (n=20)

Variables		test		Re test		r	sig
		m	sd	m	sd		
IV	External Strategic Awareness	4.28	0.51	4.25	0.51	0.897	0.000
	Internal Strategic Awareness	4.76	0.26	4.73	0.31	0.903	0.000
	Current Strategic Awareness	4.66	0.44	4.70	0.43	0.963	0.000
	Prospective Strategic Awareness	4.43	0.35	4.45	0.34	0.967	0.000
	Strategic Awareness (SA)	4.53	0.31	4.52	0.34	0.979	0.000
DV	Brand Erosion	1.75	0.57	1.77	0.48	0.855	0.000
	Competitors strength	1.24	0.24	1.28	0.25	0.924	0.000
	Customer Priority Shift	2.31	0.58	2.22	0.53	0.936	0.000
	Reputational capital risks	1.80	0.59	1.86	0.58	0.942	0.000
	Strategic Risks (SR)	1.78	0.38	1.78	0.31	0.969	0.000
MD	Share Information	3.68	0.42	3.67	0.41	0.953	0.000
	Train employees	4.49	0.53	4.45	0.56	0.948	0.000
	Empower Employees	4.51	0.45	4.45	0.44	0.906	0.000
	Reward Employees	4.43	0.61	4.35	0.66	0.862	0.000
	Open Book Management (OBM)	4.28	0.33	4.23	0.35	0.934	0.000

Table (3.8) reflects the reliability results of the study variables using the approach of test re test. According to the results concerning reliability of the independent it was noted that the minimum value obtained was in the Internal Strategic Awareness dimension (0.903), never the less this value is considered to reflect a high reliability was above 0.700, which is the minimum value considered to describe correlations as high. All the other values were greater than the minimum observed suggesting a high reliability of dimensions of the independent variable noting that the overall degree independent variable was reliable highly by a value of (0.979).

Considering the reliability values obtained for the dependent variable Strategic Risks (SR), the minimum value obtained was observed in the Brand Erosion (0.855) this value was above the critical minimum (0.700) noting that all the other mentioned values within this variable were greater than the minimum observed concluding a high reliable attributes for the dependent variable. The reliability value for the overall degree of the dependent variable was (0.969) and considered to be high.

For the moderator variable it was noticed that the minimum observed reliability has recorded a value of (0.862) for the Reward Employees. All the moderator's dimensions were reliable in a high degree as all the reliability values were > 0.700 the required minimum to describe high reliability. The reliability value representing the overall degree of the moderator variable was (0.934) reflecting a high degree of reliability

It should be mentioned that the related sig values were < 0.05 level telling that all the mentioned reliability values were statistically significant at this level

(3.5.3.2.2) Cronbach alpha reliability analysis

The second approach was using the internal consistency among the items (questions) representing each element, dimension of the study variables. This approach is useful in order that it allows us to check for the amount of variance assigned by the scale (dimension or dimension) in relation to the variance of the total questions. The results are included in table (3.8) below

Table (3.11) reliability analysis results for the study variables (SA, SR, and OBM)

Variables		No. of items	Reliability	
			C.A	C.R
IV	External Strategic Awareness	5	0.781	0.777
	Internal Strategic Awareness	5	0.842	0.843
	Current Strategic Awareness	5	0.780	0.814
	Prospective Strategic Awareness	5	0.827	0.870
	Strategic Awareness (SA)	20	0.942	0.950
DV	Brand Erosion	5	0.774	0.707
	Competitors strength	4	0.746	0.741
	Customer Priority Shift	4	0.777	0.659
	Reputational capital risks	4	0.751	0.626
	Strategic Risks (SR)	17	0.870	0.872
MD	Share Information	5	0.771	0.815
	Train employees	5	0.799	0.768
	Empower Employees	4	0.843	0.843
	Reward Employees	4	0.866	0.822
	Open Book Management (OBM)	18	0.928	0.945

Table (3.8) indicates the results of cronbach alpha reliability analysis. The minimum value obtained was (0.746) for Competitors strength items, while the maximum value which obtained was (0.942) for the Strategic Awareness (SA). The reliability mentioned values

reflect a satisfactory reliability values (taking into account that the maximum value that could be reached is 1.00) so a conclusion of a high reliability could be driven. (Hair, etal. 2010)

Reliability was estimated in another way composite reliability (CR). In this way of assessing reliability it was noted that the minimum value obtained was (0.626) which was observed in the Reputational capital risks dimension while the maximum value which was obtained was (0.950) which was observed in the independent variable Strategic Awareness (SA). The results reflect a satisfactory reliability values (taking into account that the maximum value that could be reached is 1.00) so a conclusion of a high reliability could be driven.

Thus, the final version of the questionnaire consists of (55) paragraph (Appendix t No.2)

(3.6) Adjustment correction key:

It has been taken into consideration in this study that the scale for likert to be leveling:

A. regarding strategic awareness and open book management practices as below:

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

B. regarding strategic risk as below:

1	2	3	4	5
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

In order to know the importance of the variable from the perspective of the respondent, equation of class length has been used and in order to determine the importance level a statistical standard.

Has been used to divide the importance into three levels (high. Middle Low.) Upon to below equations:

Class length = (highest rate-minimum rate)/ number of levels

Class length = $(5-1)/3= 1.33$ and this is will be for the levels which concern of strategic awareness and open book management practices (OBMp)

1- Low 2.33 (low positive)

2- Middle 2.34-3.67 (middle positive)

3- High 3.68-5 (high positive)

While for strategic risks the scale has been reverse as below:

1- High 2.33 (high negative)

2- Middle 2.34-3.67 (middle negative)

3- Low 3.68-5 (low negative).

Table below shows each variables and which question belong to it.

Table (3.12) questionnaire variables and questions numbers

Paragraph numbers for questionnaire respond measurement							
Main variables	Sub variables	Items counts	Item numbers				
Independent Variable Strategic Awareness	External Strategic Awareness	5	5	17	30	39	60
	Internal Strategic Awareness	5	6	21	36	43	50
	Current Strategic Awareness	5	1	14	33	48	57
	Prospective Strategic Awareness	5	12	20	27	41	53
Dependent Variable: Strategic Risks	Brand Erosion	5	2	15	29	37	59
	Competitors strength	4	23	34	45	51	
	Customer Priority Shift	4	8	19	31	56	
	Reputational capital risks	4	16	26	42	54	
Moderator Variable: Open Book Management Practices	Share Information	5	9	24	28	38	58
	Train employees	5	3	18	35	44	49
	Empower Employees	4	22	31	46	55	
	Reward Employees	4	13	25	40	52	

(3.7) Study Variables:

(3.7.1) Independent Variable (strategic awareness): Through literature review, the researcher has identified four important dimensions that contribute to fuel distributors sector which are (External Strategic Awareness), (internal Strategic Awareness), (Current Strategic Awareness), (Protective Strategic Awareness).

(3.7.2) Dependent Variable (strategic risks): the dependent variable of the study is related to fuel distributors sector, and will be measured via four dimensions which are (Brand Erosion), (Competitor's Strength), (Customer Priority Shift), (Reputational Capital).

(3.7.3) Moderate Variable (open book management practices): It will be measured via four dimensions that cover it which are (sharing information), (training employee), (empower employee), (reward employee).

(3.8) Methods and Procedures:

Validity Test: Two methods used to confirm content and construct validity: First, multiple sources of data (literature, expert interviews and panel of judges) used to develop and refine the model and measures. Then, factor analysis carried out for all items included in the questionnaire.

Reliability Test: (Cronbach's Alpha): Reliability test (Cronbach's alpha coefficients of internal consistency) used to test the consistency and suitability of the measuring tools. The reliability was evident by strong Cronbach's alpha coefficients of internal consistency. And test and retest with using Pearson correlation coefficient.

(3.9) Statistical tools and Analysis Methods:

After data collection it was analyzed using the SPSS software version 22. The related topics with the objectives of the study were used.

- Frequencies and percentages to describe the sample characteristics
- Means: to evaluate the degree of agreement on the sub questions of the independent, dependent and mediator variables.
- Standard deviations to describe the variability of the respondents answer on the sub questions of the independent, dependent and mediator variables.
- Cronbach alpha to evaluate the reliability of each component of the independent, dependent and mediator variables and the composite reliability (CR).
- Person correlation to assess the reliability using the approach of test re test
- Exploratory Factor analysis to explore the loadings on the predefined components (latent variables).
- Confirmatory factor analysis explore the loadings on the predefined components (latent variables).
- One sample t test to estimate the differences between the questions means from the theoretical mean.
- Skewness and kurtosis coefficients to assess the normal curve characteristics of the data being collected compared to the normal distribution curve.
- Linear regressions to evaluate the impact of the mixed relationships and impact among the independent, dependent and moderator variables including the following sub tests (one way ANOVA, VIF, tolerance, t test).
- Multi regression test to evaluate the first Hypnosis and the sub hypnosis.
- Stepwise regression test to evaluate first Hypnosis.
- Hierarchical integration regression by Process procedure method, suggested by Andrew. F. Hayes (2016) to evaluate the second hypnosis

Chapter four

Study Results and Hypothesis test

This study aimed at identifying the impact of Strategic Awareness dimensions “external strategy awareness, internal strategic awareness, current strategic awareness and prospective strategic awareness” on strategic risks in the presence of the open book management practices (OBMp) as a moderator in the fuel distributor companies in Jordan. In light of this main questions and hypotheses were developed to embody these objectives. The results will be presented to answer the questions at first part then to test the formulated hypotheses in the second part the study

First part: descriptive statistics (questions analysis)

1. At what level do the fuel distributor companies” rate the study variables (Strategic Awareness, strategic risks, and open book management practices (OBMp))?

To answer this questions means and standard deviations were conducted in addition to t test.

The results are presented in table (4.1) below

I: analyzing the strategic awareness dimensions

Table (4.1) means, standard deviations test for the dimensions of strategic awareness (S.A) arranged in a descending order

No.	Dimensions	m	sd	m %	Level	Rank
4	Prospective Strategic Awareness	4.18	0.70	83.60	high	1
3	Current Strategic Awareness	4.07	0.65	81.40	high	2
2	Internal Strategic Awareness	3.75	0.73	75.00	high	3
1	External Strategic Awareness	3.53	1.15	70.60	moderate	4
	Strategic Awareness (SA)	4.02	0.75	80.40	high	

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high)

Table (4.1) indicates the values of means, standard deviation and mean index (expressed in percentage), for the strategic awareness dimensions. Prospective Strategic Awareness was the greatest dimension being rated of Strategic Awareness as it ranked the first by the highest mean of (4.18) while External Strategic Awareness dimension had expressed the least dimension among the strategic awareness dimensions as it was rated by the least mean (3.53) The overall dimensions of strategic awareness mean was assessed by a value of (4.02) expressing a high level of agreement among respondents.

Further, the items representing each dimension of strategic awareness were analyzed. The results are included in the following tables.

1.1 Analyzing the items of the External Strategic Awareness items

Table (4.2) Means, standard deviations and mean index for the items of External Strategic Awareness arranged in a descending order

No.	Items	m	sd	M%	Level	t	Rank
IV 1.3	The company monitors population growth rates.	4.09	0.92	81.80	high	16.16	1
IV 1.2	The company takes into account the prevailing political climate in society	3.89	0.95	77.80	high	12.78	2
IV 1.1	The company is keen to follow the legislations issued	3.79	0.95	75.80	high	11.34	3
IV 1.4	The company analyzes the level of wages at the community level	3.51	1.14	70.20	moderate	6.07	4
IV 1.5	The company provides services in line with energy alternatives	3.45	1.06	69.00	moderate	5.84	5
	External Strategic Awareness	3.53	1.15	70.60	moderate		

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), *tabulated t value = 1.96*

Table (4.2) indicates the values of means and standard deviation and mean index (expressed as a percentage) for the defects items. The dimension (External Strategic Awareness) was mostly addressed by Item code IV 1.3 which is “The company monitors population growth rates. “As it ranked the first by a mean of (4.09) while the item with code

IV 1.5 which states “The company provides services in line with energy alternatives ” expressed the lowest mean among the items as it was rated by a mean of (3.45)

The overall External Strategic Awareness mean was rated (3.53) expressing a moderate level of agreement among respondents.

The table also indicates the results of one sample t test. If the value of calculated t test was $>$ than the tabulated $t = 1.96$ with $DF = 184$ as could be seen from the provided t values tell that they were all > 1.96 so a conclusion of mean differences can be drawn and that the samples answers were considered to be away from neutrality.

In the researcher opinion the fuel companies observe and monitor the population growth rates in order to know the trend in the market and be able to decide which service will suitable to be provide to the customer, besides to be prepared to meet their needs and wants in appropriate time.

1.2 Analyzing the items of the Internal Strategic Awareness items

Table (4.3) Means, standard deviations and mean index for the items of Internal Strategic Awareness arranged in a descending order

No.	Items	m	sd	M%	Level	t	Rank
IV 2.2	The company invests its experience in developing its products.	4.19	0.68	83.80	high	23.89	1
IV 2.3	The company has the ability to invest the best knowledge	4.18	0.81	83.60	high	19.76	2
IV 2.5	The company senses changes in the market (competitors,).	4.09	0.85	81.80	high	17.44	3
IV 2.1	The company invests its various resources to develop its activities that achieve added value .	3.96	0.90	79.20	high	14.43	4
IV 2.4	The company meets the client requirements by adding value to him	3.92	0.88	78.40	high	14.36	5
	Internal Strategic Awareness	3.75	0.73	75.00	high		

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), *tabulated t value = 1.96*

Table (4.3) indicates the values of means and standard deviation and mean index (expressed as a percentage) for the Internal Strategic Awareness items. The dimension (Internal Strategic Awareness) of was mostly addressed by Item code IV 2.2 which is “The company invests its experience in developing its products. “As it ranked the first by a mean of (4.19) while the item with code IV 2.4 which states “The company meets the client requirements by adding value to him..” expressed the lowest mean among the items as it was rated by a mean of (3.92).

The overall Internal Strategic Awareness mean was rated (3.75) expressing a high level of agreement among respondents.

Table (4.2) also indicates the results of one sample t test. If the value of calculated t test was $>$ than the tabulated $t = 1.96$ with $DF = 184$ as could be seen from the provided t values tell that they were all > 1.96 so a conclusion of mean differences can be drawn and that the samples answers were considered to be away from neutrality.

The researcher see the fuel distributor companies invest and depend on employee experience in order to improve the current products which enable them to have a competitive advantage in the market which they compete.

1.3 Analyzing the items of the Current Strategic Awareness items

Table (4.4) Means, standard deviations and mean index for the items of Current Strategic Awareness arranged in a descending order

No.	Items	m	sd	M%	Level	t	Rank
IV 3.2	The employee of the company are very diverse .	4.48	0.72	89.60	high	28.16	1
IV 3.3	The company maintains the quality of its products.	4.42	0.81	88.40	high	23.83	2
IV 3.1	The company reviews client’s feedback.	4.21	0.92	84.20	high	17.84	3
IV 3.4	The company is valued by society.	4.00	1.05	80.00	high	12.92	4
IV 3.5	The company ensures to market studies continuously	3.77	1.19	75.40	high	8.84	5
	Current Strategic Awareness	4.07	0.65	81.40	high		

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), *tabulated t value = 1.96*

Table (4.4) indicates the values of means and standard deviation and mean index (expressed as a percentage) for the Current Strategic Awareness items. The dimension (Current Strategic Awareness) of was mostly addressed by Item code IV 3.2 which is “The employee of the company very diverse. “As it ranked the first by a mean of (4.48) while the item with code IV 3.5 which states “The company ensures to market studies continuously “expressed the lowest mean among the items as it was rated by a mean of (3.77) The overall Current Strategic Awareness mean was rated (4.07) expressing a high level of agreement among respondents.

The table also indicates the results of one sample t test. If the value of calculated t test was > than the tabulated $t = 1.96$ with $DF = 184$ as could be seen from the provided t values tell that they were all > 1.96 so a conclusion of mean differences can be drawn and that the samples answers were considered to be away from neutrality.

And this support the result that the fuel distributor companies in researcher opinion attract employee which they have various experience and background in order to get the most knowledge they can and to exchange knowledge between employees, to expanding their inventory pool of expertise and skills to gain competitive advantage.

1.4 Analyzing the items of the Prospective Strategic Awareness items

Table (4.5) Means, standard deviations and mean index for the items of Prospective Strategic Awareness arranged in a descending order

No.	Items	m	sd	M%	Level	t	Rank
IV 4.2	The company has the ability to adapt to changes in the turbulent environment.	4.26	0.94	85.20	high	18.33	1
IV 4.3	The company uses the scenario approach in the strategic planning process.	4.16	0.87	83.20	high	18.01	2
IV 4.5	The company anticipates its future objectives realistically.	3.99	0.98	79.80	high	13.76	3

IV 4.4	The company sets an estimated budget for the development of its future activities.	3.98	1.00	79.60	high	13.31	4
IV 4.1	The company develops future strategies to improve the performance.	3.71	1.05	74.20	high	9.14	5
	Prospective Strategic Awareness	3.90	0.76	78.00	high		

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), *tabulated t value = 1.96*

Table (4.5) indicates the values of means and standard deviation and mean index (expressed as a percentage) for the Prospective Strategic Awareness items. The dimension (Prospective Strategic Awareness) of was mostly addressed by Item code IV 4.2 which is “The company has the ability to adapt to changes in the turbulent environment. “As it ranked the first by a mean of (4.26) while the item with code IV 4.1 which states “The company develops future strategies to improve the performance. “ expressed the lowest mean among the items as it was rated by a mean of (3.71).

The overall Prospective Strategic Awareness mean was rated (3.90) expressing a high level of agreement among respondents.

The table also indicates the results of one sample t test. If the value of calculated t test was > than the tabulated t =1.96 with DF =184 as could be seen from the provided t values tell that they were all > 1.96 so a conclusion of mean differences can be drawn and that the samples answers were considered to be away from neutrality.

The result show in researcher opinion that the fuel distributor companies has the ability to face the changes in the market which can affect the companies and in this way it will enhance its ability for more expand in the market in convenient way.

II: analyzing the strategic risk dimensions (SR)

The strategic risk analyzing has been took its dimension on reverse scale so the scale will be as below:

High 1-2.33 (high negative), Middle 2.34 -3.67 (middle negative), Low 3.68 -5 (low negative).

Table (4.6) means, standard deviations test for the dimensions of strategic risk (SR) arranged in a descending order

No.	Dimensions	m	sd	m %	Level	Rank
1	Brand Erosion	2.16	0.72	43.20	high	4
4	Reputational capital risks	2.07	0.72	41.40	high	3
3	Customer Priority Shift	1.94	0.77	38.80	high	2
2	Competitors strength	1.74	0.47	34.80	high	1
	Strategic Risks (SR)	1.98	0.52	39.60	high	

Means description (1 – 2.33 high, 2.34 – 3.67 moderate, 3.68 – 5 low)

Table (4.6) indicates the values of means and standard deviation and mean index (expressed in percentage), for the dimensions of strategic risk (SR). The Competitors strength was the most dimension recognizing Strategic Risks (SR) according to the ratings of the study sample as it ranked the first by the greatest negative mean of (2.16) while Brand Erosion was the lowest mean among the Strategic Risks (SR) dimensions as it was rated by the least mean (1.74)

The overall degree of Strategic Risks (SR) mean was assessed by a value of (1.98) expressing a high level of agreement among the respondents.

Further, the items representing each dimension of Strategic Risks (SR) were analyzed.

The results are included in the following tables.

2.1 Analyzing the items of the Brand Erosion

Table (4.7) means, standard deviations and mean index for the items of Brand Erosion arranged in a descending order

No.	Items	m	sd	M%	Level	t	Rank
DV1.5	The opinion of the client affects the assessment of the company's position in the market.	2.48	1.06	49.60	moderate	-6.71	5
DV1.4	Many complaints limit the company's entry into new markets.	2.30	1.11	46.00	high	-8.58	4
DV1.1	The variance of product quality is reflected on attracting new clients.	2.03	0.96	40.60	high	-13.70	3
DV1.2	The results of bad news will affect the company's competitive position.	2.02	0.92	40.40	high	-14.58	2
DV1.3	The bad reputation reduces customers' interests in company's products	1.99	0.93	39.80	high	-14.71	1
	Brand Erosion	2.16	0.72	43.20	high		

Means description (1 – 2.33 high, 2.34 – 3.67 moderate, 3.68 – 5 low) *tabulated t value = 1.96*

❖ Because the scale is inverse, the respond is negative.

Table (4.7) indicates the values of means and standard deviation and mean index (expressed as a percentage) for Brand Erosion items. The dimension (Brand Erosion) was mostly addressed by Item code DV1.3 which is “The bad reputation reduces customers' interests in company's products. “As it ranked the first by the greatest mean of (1.99) while the item with code DV1.5 which states “The opinion of the client affects the assessment of the company's position in the market “Expressed the lowest mean among the items as it was rated by a mean of (2.48).

The overall Brand Erosion mean was rated (2.16) expressing a high level of agreement among respondents.

Table also indicates the results of one sample t test. If the value of calculated t test was > than the tabulated t =1.96 with DF =184 as could be seen from the provided t values tell that they were all > 1.96 so a conclusion of mean differences can be drawn and that the samples answers were considered to be away from neutrality.

In the researcher opinion that the bad reputation affect the way customer see the brand and how the customer react toward the purchasing attitude for a brand which and this could be affected by a bad experience or by a third party which by its turn reflect directly on the company sales.

2.2: Analyzing the items of the Competitors strength items

Table (4.8) means, standard deviations and mean index for the items of Competitors strength arranged in a descending order

No.	Items	m	sd	M%	Level	t	Rank
DV2.4	The company has difficulty developing new products	2.02	0.71	40.40	high	-18.63	4
DV2.1	The company and its competitors share the type of products offered	1.68	0.71	33.60	high	-25.34	3
DV2.2	The company has difficulty developing new products	1.68	0.68	33.60	high	-26.21	2
DV2.5	The company suffers from acquiring a new market share	1.58	0.59	31.60	high	-33.02	1
	Competitors strength	1.74	0.47	34.80	high		

Means description (1 – 2.33 high, 2.34 – 3.67 moderate, 3.68 – 5 low) *tabulated t value = 1.96*

❖ Because the scale is inverse, the respond is negative.

Table (4.8) indicates the values of means and standard deviation and mean index (expressed as a percentage) for Competitors strength items. The dimension (Competitors strength) was mostly addressed by Item code DV2.5 which is “The company suffers from acquiring a new market share “As it ranked the first by the greatest mean of (1.58) while the item with code DV2.4 which states “The company has difficulty developing new products “Expressed the lowest mean among the items as it was rated by a mean of (2.02)

The overall Competitors strength mean was rated (1.74) expressing a high level of agreement among respondents.

Table also indicates the results of one sample t test. If the value of calculated t test was $>$ than the tabulated $t = 1.96$ with $DF = 184$ then the calculated value is considered to be statistically significant. As could be seen from the provided t values they all were > 1.96 (i.e. statistically significant) as a result mean differences can be drawn and that the samples answers were considered to be away from neutrality.

In the researcher opinion the strong competition in the market limits the chance for having new share in the market and this is the biggest challenge the companies face in fuel market.

2.3 Analyzing the items of the items OF Customer Priority Shift

Table (4.9) means, standard deviations and mean index for the items of Customer Priority Shift arranged in a descending order.

No.	Items	m	sd	M%	Level	t	Rank
DV3.1	Clients are rushing towards lower costs of products more than adequate quality.	2.14	1.10	42.80	high	-10.59	4
DV3.2	The clients uses the nearest provider of the product.	1.79	0.96	35.80	high	-17.15	2
DV3.4	Clients are attracted to special offers on the market.	1.66	0.82	33.20	high	-22.25	1
DV3.5	Clients focus on short-term priorities rather than long-term ones.	2.17	1.06	43.40	high	-10.71	3
	Customer Priority Shift	1.94	0.77	38.80	high		

Means description (1 – 2.33 high, 2.34 – 3.67 moderate, 3.68 – 5 low) *tabulated t value = 1.96*

❖ Because the scale is inverse, the respond is negative.

Table (4.9) indicates the values of means and standard deviation and mean index (expressed as a percentage) for Customer Priority Shift items. The dimension (Customer Priority Shift) was mostly addressed by Item code DV3.4 which is “Clients are attracted to special offers on the market. “As it ranked the first by the greatest mean of (1.66) while the item with code DV3.1 which states “Clients are rushing towards lower costs of products more

than adequate quality. “Expressed the lowest mean among the items as it was rated by a mean of (2.14).

The overall Customer Priority Shift mean was rated (1.94) expressing a high level of agreement among respondents.

Table also indicates the results of one sample t test. If the value of calculated t test was $>$ than the tabulated $t = 1.96$ with $DF = 184$ then the calculated value is considered to be statistically significant. As could be seen from the provided t values they all were > 1.96 (i.e. statistically significant) as a result mean differences can be drawn and that the samples answers were considered to be away from neutrality.

The researcher see that the customer didn't differentiate between the qualities of the product and prefer the provided offers than to compare between qualities.

2.4 Analyzing the items of the items OF Reputational capital risks

Table (4.10) means, standard deviations and mean index for the items of Reputational capital risks arranged in a descending order

No.	Items	m	sd	M%	Level	t	Rank
DV4.1	The exaggerated estimate of the company's reputation weakens the company's position in the market.	2.26	1.07	45.20	high	-9.36	4
DV4.5	Lack of coordination between internal units weakens the efficiency of the company's outputs.	2.12	0.92	42.40	high	-12.93	3
DV4.4	Difficulty convincing stakeholders of the company's progress in the market.	2.08	0.87	41.60	high	-14.47	2
DV4.2	The damage caused by the company's products affects its reputation.	1.82	0.92	36.40	high	-17.34	1
	Reputational capital risks	2.07	0.72	41.40	high		

Means description (1 – 2.33 high, 2.34 – 3.67 moderate, 3.68 – 5 low) *tabulated t value = 1.96*

❖ Because the scale is inverse, the respond is negative.

Table (4.10) indicates the values of means and standard deviation and mean index (expressed as a percentage) for Reputational capital risks items. The dimension (Reputational capital risks) was mostly addressed by Item code DV4.2 which is “The damage caused by the company's products affects its reputation. “As it ranked the first by the greatest mean of (1.82) while the item with code DV 4.1 which states “The exaggerated estimate of the company's reputation weakens the company's position in the market. “Expressed the lowest mean among the items as it was rated by a mean of (2.26)

The overall Reputational capital risks mean was rated (2.07) expressing a high level of agreement among respondents.

Table also indicates the results of one sample t test. If the value of calculated t test was $>$ than the tabulated $t = 1.96$ with $DF = 184$ then the calculated value is considered to be statistically significant. As could be seen from the provided t values they all were > 1.96 (i.e. statistically significant) as a result mean differences can be drawn and that the samples answers were considered to be away from neutrality are Apply.

The researcher see that the damaged that happened to the vehicles from bad quality of the products for instance the lubricant does affect the reputation of the company and this is due to the repair cost of the damage is high and this is has a bad impact on the company which will handle the cost of vehicles repair and the bad reputation which caused by this situation.

III: analyzing the dimensions of open book management (OBM)

Table (4.11) means, standard deviations and mean index for the open book management (OBM) arranged in a descending order

No.	Dimensions	m	sd	m %	Level	Rank
2	Train employees	3.92	0.74	78.4	high	1
3	Empower Employees	3.91	0.90	78.2	high	2
4	Reward Employees	3.73	1.00	74.6	high	3
1	Share Information	3.39	0.78	67.8	moderate	4
	Open Book Management (OBM)	3.73	1.00	74.60	high	

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high)

Table (4.11) indicates the values of means and standard deviation and mean index (expressed in percentage), for the Open Book Management (OBM). Train employees was the most dimension recognizing Open Book Management (OBM) according to the ratings of the study sample as it ranked the first by a mean of (3.92) while Share Information expressed the lowest mean among the Open Book Management (OBM) dimensions as it was rated by the least mean (3.39).

The overall Open Book Management (OBM) mean was assessed by a value of (3.73) expressing a high level of agreement among the respondents.

Further, the items representing each Open Book Management (OBM) dimension were analyzed. The results are included in the following tables

3.1 Analyzing the items of the items of Share Information

Table (4.12) means, standard deviations and mean index for the items of Share Information arranged in a descending order

No.	Items	m	sd	M%	Level	t	Rank
MV1.4	There is a place to report information	3.68	1.08	73.60	high	8.47	1
MV1.1	The company provides employees with information regarding their financial performance	3.45	1.10	69.00	moderate	5.56	2
MV1.2	The employee is informed of all information (financial and non-financial) in a transparent manner.	3.32	1.04	66.40	moderate	4.16	3
MV1.5	The staff member participates in administrative decision-making in light of available information.	3.25	1.11	65.00	moderate	3.12	4
MV1.3	The employee will discuss all information with the administration in a transparent manner.	3.24	1.05	64.80	moderate	3.09	5
	Share Information	3.39	0.78	67.80	moderate		

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), *tabulated t value = 1.96*

Table (4.11) indicates the values of means and standard deviation and mean index (expressed as a percentage) for Share Information items. The dimension (Share Information) was mostly addressed by Item code MV 1.4 which is “There is a place to report information “As it ranked the first by the greatest mean of (3.68) while the item with code MV 1.3 which states “The employee will discuss all information with the administration in a transparent manner. “Expressed the lowest mean among the items as it was rated by a mean of (3.24) The overall Share Information mean was rated (3.39) expressing a moderate level of agreement among respondents.

Table also indicates the results of one sample t test. If the value of calculated t test was > than the tabulated t =1.96 with DF =184 then the calculated value is considered to be statistically significant. As could be seen from the provided t values they all were > 1.96 (i.e.

statistically significant) as a result mean differences can be drawn and that the samples answers were considered to be away from neutrality.

This shows in the researcher opinion companies assign place to allocated and share information with employee, this increases mutual trust and motivates employees to better performance.

3.2 Analyzing the items of the items of Train employees

Table (4.13) means, standard deviations and mean index for the items of Train employees arranged in a descending order

No.	Items	m	sd	M%	Level	t	Rank
MV2.1	Training improves the employee's ability to understand financial indicators .	4.34	0.83	86.80	high	22.07	1
MV2.4	Training helps staff to analyze cost reports.	3.99	0.85	79.80	high	15.77	2
MV2.2	Training develops the employee's ability to read financial reports	3.80	1.16	76.00	high	9.42	3
MV2.3	The company's training specialists use continuous training techniques to develop the capabilities of the trainees.	3.79	0.93	75.80	high	11.48	4
MV2.5	Training professionals continuously evaluate training	3.66	1.16	73.20	moderate	7.73	5
	Train employees	3.92	0.74	78.40	high		

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), *tabulated t value = 1.96*

Table (4.12) indicates the values of means and standard deviation and mean index (expressed as a percentage) for Train employee's items. The dimension (Train employees) was mostly addressed by Item code MV 2.1 which is "Training improves the employee's ability to understand financial indicators ." "As it ranked the first by the greatest mean of (4.34) while the item with code MV 2.5 which states "Training professionals continuously evaluate training "Expressed the lowest mean among the items as it was rated by a mean of (3.66).

The overall Train employees mean was rated (3.92) expressing a high level of agreement among respondents.

Table also indicates the results of one sample t test. If the value of calculated t test was > than the tabulated t =1.96 with DF =184 then the calculated value is considered to be statistically significant. As could be seen from the provided t values they all were > 1.96 (i.e. statistically significant) as a result mean differences can be drawn and that the samples answers were considered to be away from neutrality.

In the researcher opinion that training improve and enhance the capability of the employee to read the financial reports which allow the employee to link between the performance and how it affect the company in financially aspect.

3.3 Analyzing the items of the items of Empower Employees

Table (4.14) means, standard deviations and mean index for the items of Empower Employees arranged in a descending order

No.	Items	m	sd	M%	Level	t	Rank
MV3.1	The manager develops the employee's cognitive level	4.14	0.96	82.80	high	16.08	1
MV3.2	The manager deals with employees on the basis of mutual trust.	3.98	1.11	79.60	high	12.01	2
MV3.5	The manager gives the staff space to show their abilities	3.78	1.11	75.60	high	9.51	3
MV3.4	The manager stimulates innovation in the staff	3.73	1.16	74.60	high	8.54	4
	Empower Employees	3.91	0.90	78.20	high		

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), *tabulated t value = 1.96*

Table (4.13) indicates the values of means and standard deviation and mean index (expressed as a percentage) for Empower Employees items. The dimension (Empower Employees) was mostly addressed by Item code MV 3.1 which is “The manager develops

the employee's cognitive level “As it ranked the first by the greatest mean of (4.14) while the item with code MV 3.4 which states “The manager stimulates innovation in the staff “Expressed the lowest mean among the items as it was rated by a mean of (3.73)

The overall Empower Employees mean was rated (3.91) expressing a high level of agreement among respondents.

Table also indicates the results of one sample t test. If the value of calculated t test was > than the tabulated t =1.96 with DF =184 then the calculated value is considered to be statistically significant. As could be seen from the provided t values they all were > 1.96 (i.e. statistically significant) as a result mean differences can be drawn and that the samples answers were considered to be away from neutrality.

In the researcher opinion that manager role in the empowering level is very important, the manager has a great role in upgrade knowledge level for the employee which reflect on the employee performance, on the other hand increases the level of participation in decision-making

3.4 Analyzing the items of the Reward Employees items

Table (4.15) means, standard deviations and mean index for the items of Reward Employees arranged in a descending order

No.	Items	m	sd	M%	Level	t	Rank
MV4.4	The manager is keen to make the employee sense of a degree of appreciation	3.81	1.16	76.20	high	9.46	2
MV4.3	The system of bonuses and wages depends on the policy of performance evaluation	3.80	1.26	76.00	high	8.64	3
MV4.1	The company raises wages as a kind of incentive	3.77	1.19	75.40	high	8.80	4
MV4.5	The employee is accountable when errors occur for decisions that are delegated to him.	3.53	1.15	70.60	moderate	6.28	5
	Reward Employees	3.73	1.00	74.60	high		

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), *tabulated t value = 1.96*

Table (4.14) indicates the values of means and standard deviation and mean index (expressed as a percentage) for Reward Employees items. The dimension (Reward Employees) was mostly addressed by Item code MV 4.4 which is “The manager is keen to make the employee sense of a degree of appreciation “As it ranked the first by the greatest mean of (3.81) while the item with code MV 4.5 which states “The employee is accountable when errors occur for decisions that are delegated to him. “Expressed the lowest mean among the items as it was rated by a mean of (3.53).

The overall Reward Employees mean was rated (3.73) expressing a high level of agreement among respondents.

Table also indicates the results of one sample t test. If the value of calculated t test was $>$ than the tabulated $t = 1.96$ with $DF = 184$ then the calculated value is considered to be statistically significant. As could be seen from the provided t values they all were > 1.96 (i.e. statistically significant) as a result mean differences can be drawn and that the samples answers were considered to be away from neutrality.

In the researcher opinion giving appreciation to the employee whether it’s financially or psychologically has a significant impact of his behavior and performance.

Testing the study hypothesis

To test study hypothesis multiple linear regressions was applied. Before the application of linear regression there is a need to check for two basic assumptions, the normality of the distribution of the independent variable and the level of multi co linearity among the independent variables, the results are included in the following table indicate

Table (4.16) skewness and co linearity among the independent variables using VIF test

variables		skewness	kurtosis	VIF	tolerance
(Strategic Awareness)	External Strategic Awareness	-0.73	0.44	0.28	3.53
	Internal Strategic Awareness	-0.71	0.41	0.14	4.21
	Current Strategic Awareness	-0.86	0.44	0.26	3.89
	Prospective Strategic Awareness	-1.22	2.02	0.29	3.51
	Strategic Awareness (SA)	-1.02	1.14	-	-
(Strategic Risk)	Brand Erosion	0.69	0.66	-	-
	Competitors strength	0.18	-0.72	-	-
	Customer Priority Shift	0.79	0.13	-	-
	Reputational capital risks	1.12	2.11	-	-
	Strategic Risks (SR)	0.62	0.46	-	-
(Open Book Management Practices (OPMp))	Share Information	-0.81	0.44	.551	1.814
	Train employees	-0.71	0.51	.462	2.165
	Empower Employees	-1.28	1.53	.321	3.120
	Reward Employees	-0.85	0.34	.358	2.797
	Open Book Management (OBM)	-1.14	1.48	-	-

Reading the VIF values mentioned in the table it's clear that three values were less than (5) which as reference value to express low co linearity among the independent dimensions that were used to predict the Strategic Risks taking into account that the VIF reference values could read as : (a value of VIF more than 30 is considered to be a big problem of multi co linearity, a VIF value > 10 leads to un trust with the coefficients obtained, a VIF between 5 - 10 reflects a moderate problem, a VIF less than 5 indicate a small problem). In the same context the associated test with VIF test is the tolerance test which is defined as the reciprocal of the VIF. Tolerance may express good results if its values were > 0.20 accordingly all the mentioned values met this criteria concluding no multi co linearity problem is exist.

in addition the table (4:15) reflects the results of skewness to evaluate the closeness of the study data to the theoretical normal distribution, as could be seen from the figures obtained the values ranged between (-1.28) for Empower Employees dimension and (1.12) for Reputational capital risks, all these skewness values are considered to be close to the normal distribution as the acceptable range (in most studies) ranges between (-3 and 3) others studies accept it if it ranges between (-1.00 and +1.00), (kline,2011) it's clearly there is no cutoff value for skewness, as a result the values obtained suggests a satisfactory skewness values and leads to a conclusion of closeness of the data distribution of the current study with the theoretical (ideal normal distribution) taking into account that in most samplings the practical data should not behave ideally and the acceptable range of < 3 and < 10 respectively.

Another good indicator for normality assessment of the data distribution is the kurtosis. Kurtosis is the second aspect of the normal curve. It describes the peak of the curve whether is it sharp high or flat low. The desirable values that the normal data distribution curve exhibit is around the value (7) or low According to the results obtained in the table its noticed that the maximum obtained value was (2.11) noting that this value is below the desired value so we conclude that the data is approximately behave normally. And the following plots reflect the degree of association between the observed data and the expected normal data for the mentioned variables

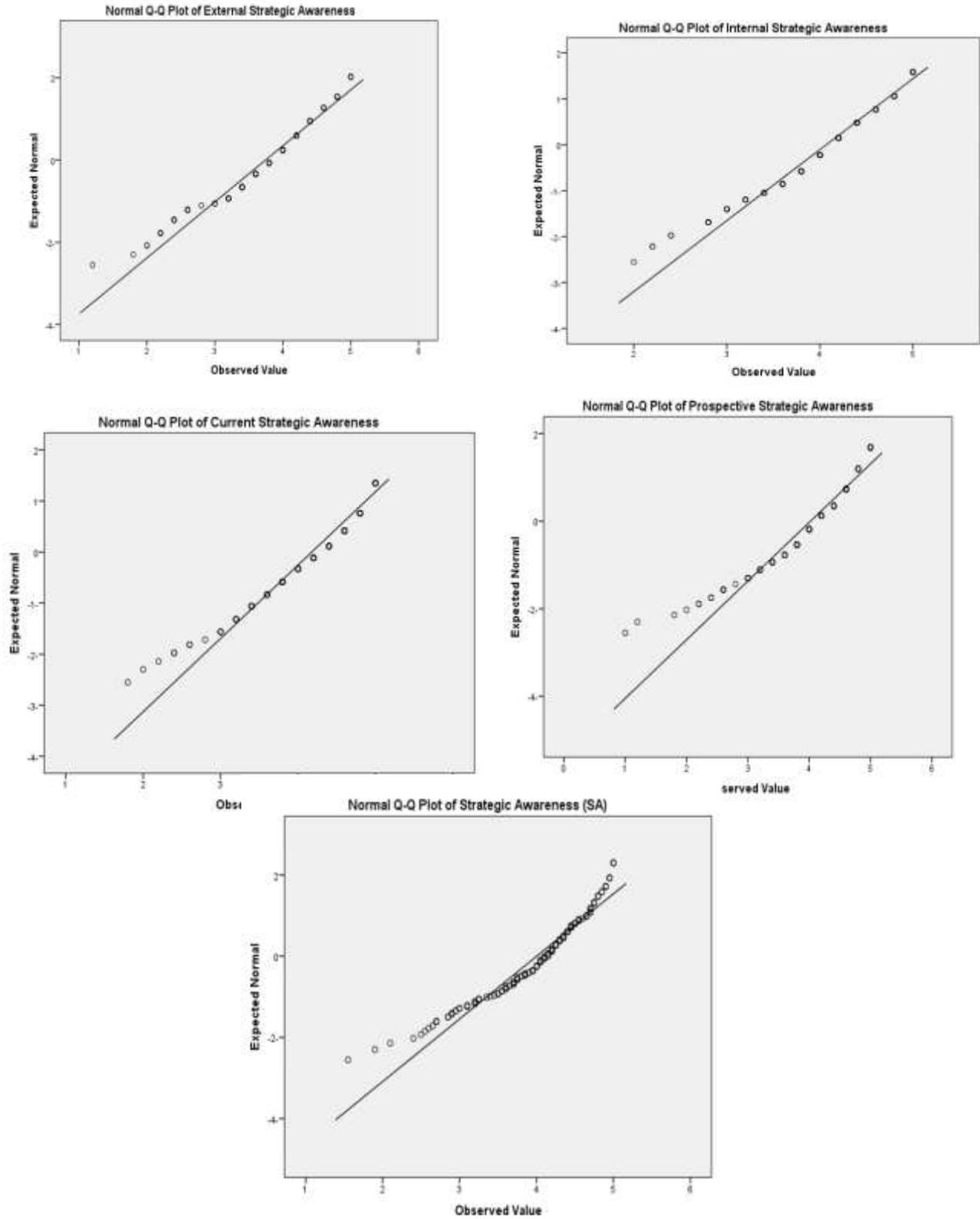


Figure (3.4) Distribution of the study data is consistent with the normal hypothetical distribution of Strategic Awareness and its elements.

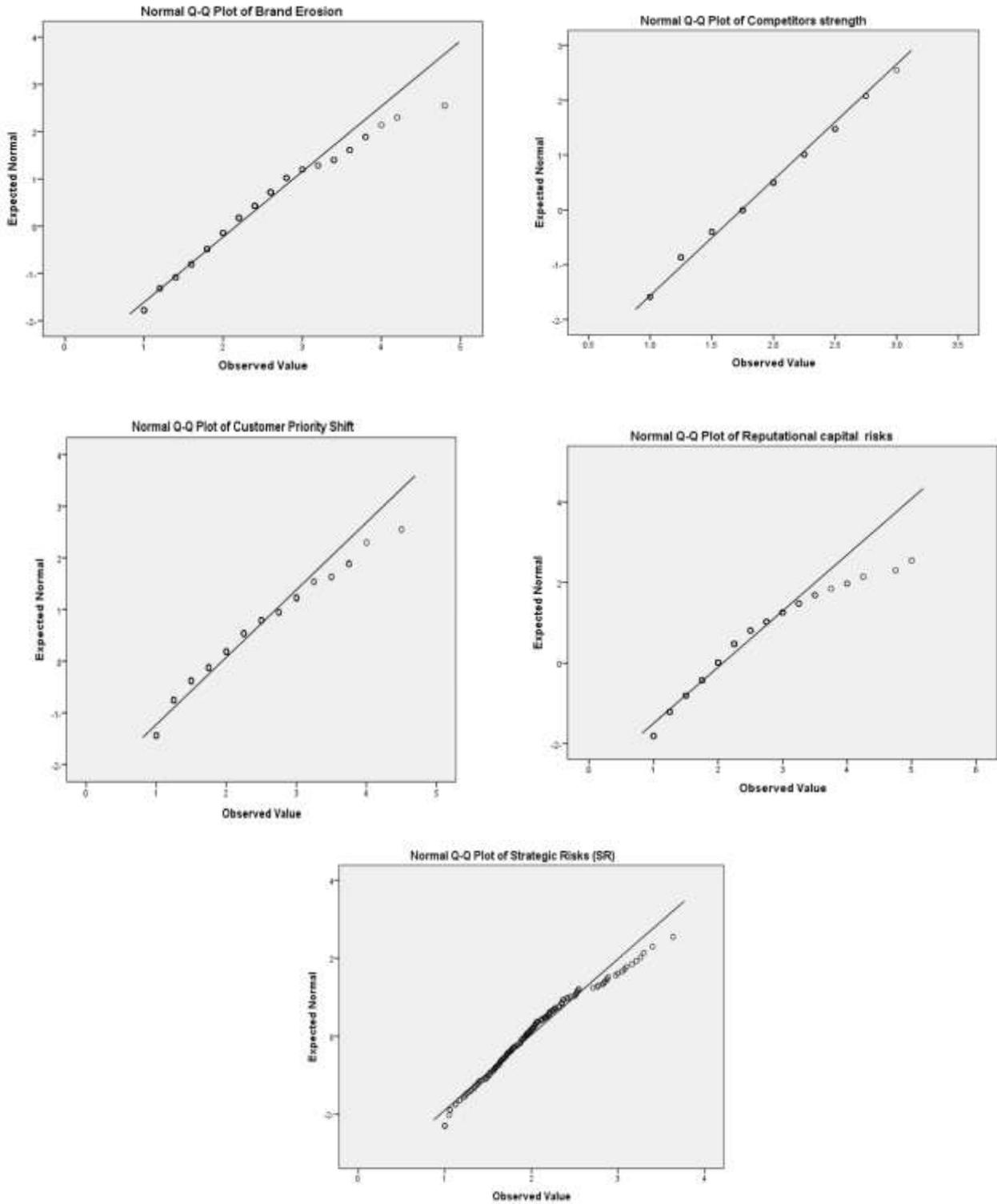


Figure (3.5) Distribution of the study data in consistent with the natural hypothetical distribution of Strategic Risks and its elements

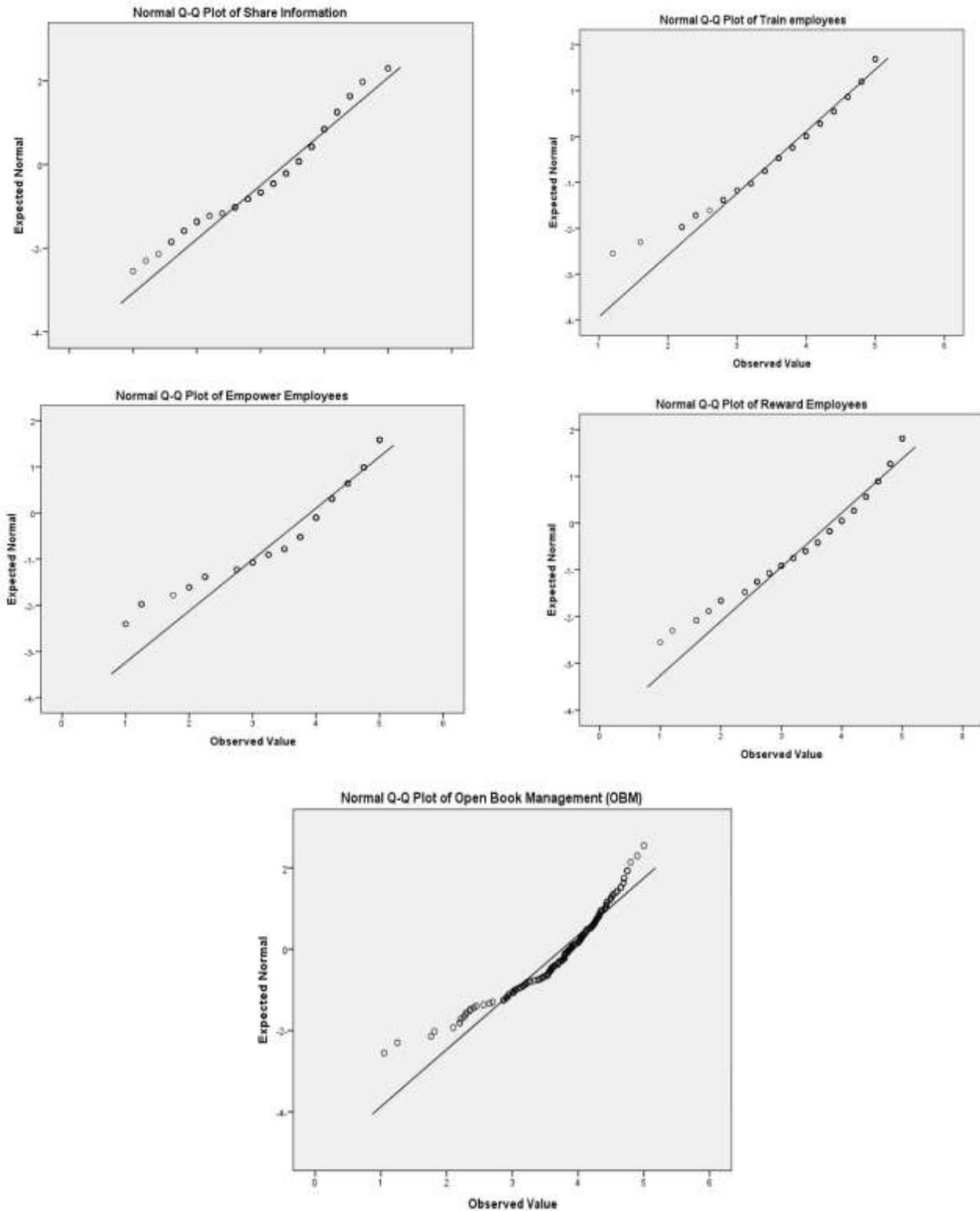


Figure (3.6) Distribution of the study data in consistent with the natural hypothetical distribution of open book management practices (OBMp) and its elements.

Once the two conditions have been satisfied the application of linear regressions is considered appropriate. The results are included in table (4.15).

The First Main Hypothesis:

H01: There is no statistically significant impact of strategic awareness with all its dimensions (External Strategic Awareness, Internal Strategic Awareness, Current Strategic Awareness, and Prospective Strategic Awareness) on strategic risk at a level of significance ($\alpha \leq 0.05$) in the fuel distributor companies.

Multiple linear regression was performed. The results are included in the next table

Table (4.17) multiple linear regression for testing the impact of strategic awareness on strategic risk

Variables	Regression indicators					Coefficients			
	r	R ²	Adjusted R ²	F	Sig(f)	β	t	Sig(t)	constant
External Strategic Awareness	0.874	0.765	0.759	146.09	0.000	-.145	-3.04	.003	3.519
Internal Strategic Awareness						-.162	-2.09	.038	
Current Strategic Awareness						-.146	-2.77	.006	
Prospective Strategic Awareness						-.237	-5.06	.000	

Table (4:16) shows the results of multiple linear regression for testing the impact of strategic awareness on strategic risk. The f value (146.09) was significant because the related p value (0.000) was statistically significant (< 0.05).

The beta coefficients reflect the impact value in the independent variable (dimensions). The results show that External Strategic Awareness affects by a value of (-0.145), Internal Strategic Awareness affects by (-0.162), the Current Strategic Awareness affects by magnitude of (-0.146) while Prospective Strategic Awareness affects by (-0.237).

The t statistics tests the linearity importance of the beta coefficient obtained for the independent variable. All the mentioned beta values tell that they significantly contribute to the dependent variable as the probability of t statistics were < 0.05 for the mentioned impact (beta) values.

R^2 (coefficient of determination) expresses the percentage of variability observed in the dependent variable when using the independent variable to predict it. R^2 was found to be (76.5 %) expressed as a percentage.

As a result, and relying on the sig value of f (0.000) the study hypothesis is partial accepted regarding External Strategic Awareness and Prospective Strategic Awareness and Internal Strategic Awareness and it's partial rejected regarding Current strategic awareness.

This mean that strategic awareness dimension which is current strategic awareness has an impact on strategic risk and external strategic awareness and internal strategic awareness and internal strategic awareness doesn't has an impact on strategic risk .

In order to identify the sequence of importance of the independent variables contributing to the dependent variable (based on the increase in R^2) step wise multiple linear regressions was conducted. This method is considered as an efficient method to order the independent variables according to their positive contribution in increasing R^2 because it relies on the principle of selecting the independent variable that contributes significantly to R^2 such that it takes out of the regression model any independent variable that does not contribute significantly to the model, further it ranks the independent variables that are accepted in the model according to their magnitude of contribution in R^2 . The results of testing the first hypothesis is included in the next table

Table (4.18) multiple linear regression (stepwise method) for testing the impact of strategic awareness on strategic risk

Independents	Regression indicators					Coefficients			
	r	R ²	R ² change	F	Sig(f)	β	t	Sig(t)	Constant
Internal Strategic Awareness	0.832	0.693	0.693	413.16	0.000	- 0.162	- 2.09	0.038	4.745
Prospective Strategic Awareness	0.862	0.743	0.050	262.94	0.000	- 0.237	- 5.05	0.000	
External Strategic Awareness	0.869	0.755	0.012	185.43	0.000	- 0.145	- 3.04	0.003	
Current Strategic Awareness	0.874	0.765	0.010	146.09	0.000	- 0.146	- 2.76	0.006	

Table (4.17) shows the results of multiple linear regression (stepwise method) for testing the impact of strategic awareness (SA) on strategic risk (SR). The f value for the final model that contains all the independent variables was (146.09) significant because the related p value (0.000) was statistically significant (< 0.05).

It's noted that all the independent variables contribute significantly to R². Focusing on the column of R² change it will be obvious that the greatest R² was first due to (Internal Strategic Awareness) then the increments are so clear to prospective strategic awareness then external strategic awareness until that the current strategic awareness was the least variable that increases the value of R².

The beta coefficient reflects the impact value in the independent variable (dimensions). The results show that Prospective Strategic Awareness has the greatest effect (-0.237), while the External Strategic Awareness has the lowest effect (- 0.145).

The t statistics tests the linearity importance of the beta coefficient obtained for the independent variable. All the mentioned betas values tell that they are significantly contribute to the dependent variable as the probability of t statistics were < 0.05 for the mentioned impact (beta) values.

Testing the related sub hypotheses derived from the first main hypothesis

H_{01.1} There is no statistically significant impact of strategic awareness with all its dimensions (External Strategic Awareness, Internal Strategic Awareness, Current Strategic Awareness, and Prospective Strategic Awareness) on brand erosion at a level of significance ($\alpha \leq 0.05$).

Table (4.19) multiple linear regression for testing the impact of strategic awareness on brand erosion

Independents Variables	Regression indicators					Coefficients			
	r	R ²	Adjusted R ²	F	Sig(f)	β	T	Sig(t)	constant
External Strategic Awareness	0.822	0.676	0.669	93.85	0.000	-.631	-8.032	.000	5.372
Internal Strategic Awareness						-.231	-1.813	.072	
Current Strategic Awareness						-.148	-1.705	.090	
Prospective Strategic Awareness						-.130	-1.689	.093	

Table (4.18) shows the results of multiple linear regression (stepwise method) for strategic awareness on brand erosion. The f value (93.85). This value was statistically significant because the related p value (0.000) was (< 0.05) concluding that all the independent variables (together) affect the dependent variable.

The beta coefficient reflects the impact value in the independent variable (dimensions). The results show that External Strategic Awareness affects by a value of (-0.631), Internal Strategic Awareness affects by (-0.231), then the Current Strategic Awareness affects by magnitude of (-0.148) and that the Prospective Strategic Awareness affects by (-0.130).

The t statistics tests the linearity importance of the beta coefficient obtained for the independent variable. Only External Strategic Awareness had a significant beta value (0.000) while the other variables had no significant beta values

The value of R² (coefficient of determination) expresses the percentage of variability observed in the dependent variable when using the independent variable to predict it. R² was found to be (67.6 %) expressed as a percentage.

As a result, and relying on the sig value of f (0.000) the study hypothesis is partial accepted regarding Current Strategic Awareness and it's partial rejected regarding External strategic awareness, Prospective Strategic Awareness and Internal Strategic Awareness This mean that External strategic awareness has an impact on brand erosion risk and Current Strategic Awareness and Prospective Strategic Awareness and Internal Strategic Awareness Doesn't has an impact on brand erosion risk.

In order to identify the sequence of importance of the independent variables contributing to the dependent variable step wise multiple linear regressions was used. The results are included in the following table.

Table (4.20) multiple linear regression (stepwise method) for testing the impact of strategic awareness (SA) on brand erosion

Independent variables		Regression indicators					Coefficients			
		r	R ²	R ² change	F	Sig(f)	β	t	Sig(t)	constant
Included in the model	external strategic awareness	0.811	0.658	0.656	351.67	0.000	- 0.686	- 10.95	0.000	5.339
	prospective strategic awareness	0.818	0.669	0.011	183.57	0.000	- 0.150	- 2.43	0.016	
Excluded from the model	internal strategic awareness						- 0.106	- 1.079	0.282	
	current strategic awareness						- 0.064	- 0.887	0.066	

Table (4.19) shows the results of multiple linear regression (stepwise method) for testing the impact of strategic awareness (SA) on brand erosion. It's clear that the model resulted has two accepted variables (i.e. two independent variables leads to a significant statistical increase in R²).the f value involving these variables was (183.57) significant because the related sig value (0.000) was statistically significant (< 0.05).

It's noted that two of the independent variables contribute significantly to R². Focusing on the column of R² change it will be obvious that the greatest R² was first due to (external strategic awareness) then the increments of the prospective strategic awareness were the least increment in the value of R².

The beta coefficient reflects the impact value in the independent variable (dimensions). The results show that external strategic awareness has the greatest effect (- 0.686), while the prospective Strategic Awareness has the lowest effect (- 0.150).

The value of R^2 expresses the percentage of variability observed in the dependent variable when using the independent variable to predict it. R^2 was found to be (66.9 %) expressed as a percentage.

The t statistics tests the linearity importance of the beta coefficient obtained for the independent variable. the mentioned betas (for the included variables) values tell that they are significantly contribute to the dependent variable as the probability of t statistics were < 0.05 for the mentioned impact (beta) values.

Concerning the excluded variables it was clear that their beta coefficients were not statistically significant as their related sig values were > 0.05

H_{01.2}: There is no statistically significant impact of strategic awareness with all its dimensions (External Strategic Awareness, Internal Strategic Awareness, Current Strategic Awareness, and Prospective Strategic Awareness) on competitors' strengths at a level of significance ($\alpha \leq 0.05$).

Table (4.21) multiple linear regression for testing the impact of strategic awareness on competitors' strengths

Variables	Regression indicators					coefficients			
	r	R^2	Adjusted R^2	F	Sig(f)	B	t	Sig(t)	constant
External Strategic Awareness	0.658	0.432	0.420	34.29	0.000	-.288	-4.233	.000	3.474
Internal Strategic Awareness						-.922	-8.356	.000	
Current Strategic Awareness						-.139	-1.847	.066	
Prospective Strategic Awareness						-.088	-1.323	.188	

Table (4.20) shows the results of multiple linear regression (stepwise method) for strategic awareness on competitors' strengths. The f value (34.29). This value was statistically significant because the related p value (0.000) was (< 0.05) concluding that all the independent variables (together) affect the dependent variable.

The beta coefficient reflects the impact value in the independent variable (dimensions). The results show that External Strategic Awareness affects by a value of (-0.288), Internal Strategic Awareness affects by (-0.922), then the Current Strategic Awareness affects by magnitude of (-0.139) and that the Prospective Strategic Awareness affects by (-0.088).

The t statistics tests the linearity importance of the beta coefficient obtained for the independent variable. Only External Strategic Awareness and the internal strategic awareness had a significant beta value (0.000), (0.000) respectively while the other two variables had no significant beta values.

The value of R^2 (coefficient of determination) expresses the percentage of variability observed in the dependent variable when using the independent variable to predict it. R^2 was found to be (43.2 %) expressed as a percentage.

As a result, and relying on the sig value of f (0.000) the study hypothesis is partial rejected regarding External Strategic Awareness and Internal Strategic Awareness and Current strategic awareness, and it's partial accepted regarding Prospective Strategic Awareness.

This mean that Current strategic awareness, External Strategic Awareness and Internal Strategic Awareness has an impact on competitors' strengths risk and Prospective Strategic Awareness doesn't has an impact on competitors' strengths risk .

In order to identify the sequence of importance of the independent variables contributing to the dependent variable step wise multiple linear regressions was used. The results are included in the following table:

Table (4.22) multiple linear regression (stepwise method) for testing the impact of strategic awareness on competitors' strengths

Independent variables		Regression indicators					coefficients			
		R	R ²	R ² change	F	Sig(f)	β	t	Sig(t)	constant
Included in the model	Internal strategic awareness	0.592	0.350	0.350	98.52	0.000	-.867	-8.468	.000	3.476
	external strategic awareness	0.642	0.412	0.062	63.79	0.000	-.299	-4.422	.000	
	current strategic awareness	0.653	0.427	0.015	44.95	0.000	-.160	-2.167	.032	
excluded from the model	prospective strategic awareness						-.180	-1.32	.188	

Table (4.21) shows the results of multiple linear regression (stepwise method) for testing the impact of strategic awareness on competitors' strengths. The f value (44.95) resulted from three included variables was significant because the related sig value (0.000) was statistically significant (< 0.05).

It's noted that three of the independent variables contribute significantly to R². Focusing on the column of R² change it will be obvious that the greatest R² was first due to (internal strategic awareness) then the increments of the external strategic awareness then increment to current strategic awareness and that the less increment in the value of R² was caused by adding the prospective strategic awareness.

The beta coefficient reflects the impact value in the independent variable (dimensions). The results show that internal strategic awareness has the greatest effect (-0.867), while the current Strategic Awareness has the lowest effect (-0.160).

The value of R^2 expresses the percentage of variability observed in the dependent variable when using the independent variable to predict it. R^2 was found to be (42.7 %) expressed as a percentage.

The t statistics tests the linearity importance of the beta coefficient obtained for the independent variable. the mentioned betas (for the included variables) values tell that they are significantly contribute to the dependent variable as the probability of t statistics were < 0.05 for the mentioned impact (beta) values.

Concerning the excluded variable it was clear that its beta coefficients was not statistically significant as the related sig values was > 0.05 .

H_{01.3} There is no statistically significant impact of strategic awareness with all its dimensions (External Strategic Awareness, Internal Strategic Awareness, Current Strategic Awareness, and Prospective Strategic Awareness) on customer priority at a level of significance ($\alpha \leq 0.05$).

Table (4.23) multiple linear regression for testing the impact of strategic awareness on customer priority

Variables	Regression indicators					coefficients			
	r	R ²	Adjusted R ²	F	Sig(f)	β	t	Sig(t)	constant
External Strategic Awareness	0.735	0.540	0.530	52.84	0.000	-0.266	-2.678	.008	4.817
Internal Strategic Awareness						-0.810	-5.042	.000	
Current Strategic Awareness						-0.836	-7.620	.000	
Prospective Strategic Awareness						-0.419	-4.310	.000	

Table (4.22) shows the results of multiple linear regression (stepwise method) for strategic awareness (SA) on customer priority. The f value (52.84). This value was statistically significant because the related p value (0.000) was (< 0.05) concluding that all the independent variables (together) affect the dependent variable

The beta coefficients reflect the impact value in the independent variable (dimensions). The results show that External Strategic Awareness affects by a value of (-0.266), Internal Strategic Awareness affects by (-0.810), the Current Strategic Awareness affects by magnitude of (-0.836) while Prospective Strategic Awareness affects by (-0.419). The t statistics tests the linearity importance of the beta coefficient obtained for the independent variable. All the mentioned beta values tell that they significantly contribute to the dependent variable as the probability of t statistics were < 0.05 for the mentioned impact (beta) values.

R^2 (coefficient of determination) expresses the percentage of variability observed in the dependent variable when using the independent variable to predict it. R^2 was found to be (54.0 %) expressed as a percentage.

As a result, and relying on the sig value of f (0.000) the study hypothesis is rejected regarding Prospective Strategic Awareness, Internal Strategic Awareness and Current strategic awareness and External Strategic Awareness

This mean that Prospective Strategic Awareness, Internal Strategic Awareness and Current strategic awareness and External strategic Awareness has an impact on customer priority shift.

In order to identify the sequence of importance of the independent variables contributing to the dependent variable (based on the increase in R^2) step wise multiple linear

regressions was conducted. The results of testing the first hypothesis is included in the next table.

Table (4.24) multiple linear regression (stepwise method) for testing the impact of strategic awareness on customer priority

Independent variables		Regression indicators					coefficients			
		r	R ²	R ² change	F	Sig(f)	β	t	Sig(t)	constant
Included in the model	current strategic awareness	0.674	0.454	0.454	152.39	0.000	-.836	-7.620	.000	4.817
	Prospective Strategic awareness	0.689	0.475	0.021	82.37	0.000	-.419	-4.310	.000	
	Internal strategic awareness	0.702	0.494	0.019	65.82	0.000	-.810	-5.042	.000	
	external strategic awareness	0.735	0.540	0.018	52.84	0.000	-.266	-2.678	.008	

Table (4.23) shows the results of multiple linear regression (stepwise method) for testing the impact of strategic awareness (SA) on customer priority. The f value for the final model that contains all the independent variables was (52.84) significant because the related p value (0.000) was statistically significant (< 0.05).

It's noted that all the independent variables contribute significantly to R². Focusing on the column of R² change it will be obvious that the greatest R² was first due to (current Strategic Awareness) then the increments is prospective strategic awareness then then the increments is internal strategic awareness until that the external strategic awareness was the least variable that increases the value of R².

The beta coefficient reflects the impact value in the independent variable (dimensions). The results show that current Strategic Awareness has the greatest effect (-0.836), while the Strategic Awareness has the lowest effect (-0.266).

The t statistics tests the linearity importance of the beta coefficient obtained for the independent variable. All the mentioned betas values tell that they are significantly contribute to the dependent variable as the probability of t statistics were < 0.05 for the mentioned impact (beta) values

H_{01.4} There is no statistically significant impact of strategic awareness with all its dimensions (External Strategic Awareness, Internal Strategic awareness, Current Strategic Awareness, and Prospective Strategic Awareness) on Reputational capital at a level of significance ($\alpha \leq 0.05$).

Table (4.25) multiple linear regression for testing the impact of strategic awareness on Reputational capital

Variables	Regression indicators					coefficients			
	R	R ²	Adjusted R ²	F	Sig(f)	β	t	Sig(t)	constant
External Strategic Awareness	0.758	0.574	0.565	60.74	0.000	-.028	-.309	.758	5.315
Internal Strategic Awareness						-.305	-2.110	.036	
Current Strategic Awareness						-.036	-.362	.718	
Prospective Strategic Awareness						-.487	-5.557	.000	

Table (4.24) shows the results of multiple linear regression (stepwise method) for strategic awareness (SA) on Reputational capital. The f value (60.74). This value was statistically significant because the related p value (0.000) was (< 0.05) concluding that all the independent variables (together) affect the dependent variable.

The beta coefficient reflects the impact value in the independent variable (dimensions). The results show that External Strategic Awareness affects by a value of (-0.028), Internal Strategic Awareness affects by (-0.305), then the Current Strategic Awareness affects by magnitude of (-0.036) and that the Prospective Strategic Awareness affects by (-0.487).

The t statistics tests the linearity importance of the beta coefficient obtained for the independent variable. Only the internal Strategic Awareness and the prospective strategic awareness had a significant beta value (0.036) and (0.000) respectively while the other two variables had no significant beta values.

The value of R^2 (coefficient of determination) expresses the percentage of variability observed in the dependent variable when using the independent variable to predict it. R^2 was found to be (57.4 %) expressed as a percentage.

As a result, and relying on the sig value of f (0.000) the study hypothesis is partial rejected regarding Prospective Strategic Awareness, Internal Strategic Awareness and it's partial accepted regarding External Strategic Awareness and Current strategic awareness.

This mean Prospective Strategic Awareness and Internal Strategic Awareness has an impact on Reputational capital risk and External Strategic Awareness and Current strategic awareness doesn't has an impact on Reputational capital risk

In order to identify the sequence of importance of the independent variables contributing to the dependent variable step wise multiple linear regressions was used. The results are included in the following table

Table (4.26) multiple linear regression (stepwise method) for testing the impact of strategic awareness on Reputational capital

Independent variables		Regression indicators					coefficients			
		r	R ²	R ² change	F	Sig(f)	β	t	Sig(t)	constant
Included in the model	prospective strategic awareness	0.742	0.550	0.550	224.07	0.000	-.490	-5.79	.000	5.296
	Internal strategic awareness	0.758	0.574	0.024	122.56	0.000	-.309	-3.16	.002	
Excluded from the model	current strategic awareness						-.029	-.31	.751	
	external strategic awareness						-.035	-.37	.712	

Table (4.25) shows the results of multiple linear regression (stepwise method) for testing the impact of strategic awareness (SA) on Reputational capital. It's clear that the model resulted has two accepted variables (i.e. two independent variables leads to a significant statistical increase in R²).the f value involving these variables was (122.56) significant because the related sig value (0.000) was statistically significant (< 0.05).

It's noted that two of the independent variables contribute significantly to R². Focusing on the column of R² change it will be obvious that the greatest R² was first due to (prospective strategic awareness) then the increments of the internal strategic awareness were the least increment in the value of R².

The beta coefficient reflects the impact value in the independent variable (dimensions). The results show that external strategic awareness has the greatest effect (-0.490), while the internal Strategic Awareness has the lowest effect (-0.309).

The value of R^2 expresses the percentage of variability observed in the dependent variable when using the independent variable to predict it. R^2 was found to be (57.4 %) expressed as a percentage.

The t statistics tests the linearity importance of the beta coefficient obtained for the independent variable. the mentioned betas (for the included variables) values tell that they are significantly contribute to the dependent variable as the probability of t statistics were < 0.05 for the mentioned impact (beta) values.

Concerning the excluded variables it was clear that their beta coefficients were not statistically significant as their related sig values were > 0.05

H02: Open book management practices (OBMp) does not moderate the impact of strategic awareness on the strategic risks at a level of significance ($\alpha \leq 0.05$) in fuel distributor companies?

To test this hypothesis, multiple linear regressions were used. The technique performed using process procedure suggested by Andrew.F. Hayes (2016).

Table (4.27) testing the moderation of Open book management practices (OBMp) on the impact of strategic awareness on strategic risk

Model indicators				coefficients			
R ²	R ² Change	F change	Sig(f)	Model variables	β	t	Sig(t)
0.763	0.0008	0.58	0.446	Moderator (MV)	-.042	-.35	.725
				Independent (IV)	-.574	-4.75	.000
				Moderation Role	.023	.76	.446

The direct impact of the moderator Open book management practices (OBM) acting as (independent variable) was (expressed by $\beta = -0.042$). It was statistically not significant as the sig value (0.725) of t statistics was > 0.05 concluding that no impact of the moderator is statistically accepted.

The direct impact value of the original independent variable (expressed by $\beta = -0.574$) was statistically significant as the sig value (0.000) of t statistics was < 0.05 .

Concerning the moderation effect measured by the (interaction between independent and the moderator), the impact value was (expressed by $\beta = 0.023$). It was not statistically significant as the sig value (0.446) of t statistics was < 0.05 concluding that the moderation impact of the moderator variable is not statistically accepted.

Additionally, the original model's R² was (0.763), the R² increase the model due to the moderation effect was (0.0008) which was explained due to the addition of the moderator in the new model. This small amount was tested for statistical significance using f test. The related sig value was (0.446) was $>$ suggesting that the addition of the moderator variable will not account for more R² but with small values

H02.1: Open book management practices (OBMp) does not moderate the impact of strategic awareness on the brand erosion at a level of significance ($\alpha \leq 0.05$).

Table (4.28) testing the moderation of Open book management practices (OBMp) on the impact of strategic awareness on brand erosion

Model indicators				coefficients			
R ²	R ² increase	F change	Sig(f)	Model variables	β	t	Sig(t)
.770	.0045	2.01	.157	Moderator (MV)	-.277	-1.23	.217
				Independent (IV)	-1.139	-5.12	.000
				Moderation Role	.079	1.42	.157

The direct impact of the moderator Open book management practices (OBM) acting as (independent variable) was (expressed by $\beta = -0.277$). It was statistically not significant as the sig value (0.217) of t statistics was > 0.05 concluding that no impact of the moderator is statistically accepted.

The direct impact value of the original independent variable (expressed by $\beta = -1.139$) was statistically significant as the sig value (0.000) of t statistics was < 0.05 . Concerning the moderation effect measured by the (interaction between independent and the moderator), the impact value was (expressed by $\beta = 0.079$). It was not statistically significant as the sig value (0.157) of t statistics was < 0.05 concluding that the moderation impact of the moderator variable is not statistically accepted.

Additionally, the original model's R² was (0.770), the R² increase the model due to the moderation effect was (0.0045) which was explained due to the addition of the moderator in the new model. This small amount was tested for statistical significance using f test. The

related sig value was (0.157) was $>$ suggesting that the addition of the moderator variable will not account for more R^2 but with small values

H_{02.2}: Open book management practices (OBMp) does not moderate the impact of strategic awareness on the competitors' strengths at a level of significance ($\alpha \leq 0.05$).

Table (4.29) testing the moderation of Open book management practices (OBMp) on the impact of strategic awareness on competitors' strengths

Model indicators				coefficients			
R ²	R ² increase	F change	Sig(f)	Model variables	β	t	Sig(t)
.715	.268	99.61	0.000	Moderator (MV)	1.508	9.38	.000
				Independent (IV)	- .965	6.05	.000
				Moderation Role	- .399	-9.98	.000

The direct impact of the moderator Open book management practices (OBM) acting as (independent variable) was (expressed by $\beta= 1.508$). It was statistically significant as the sig value (0.000) of t statistics was < 0.05 concluding that the impact of the moderator is statistically accepted.

The direct impact value of the original independent variable (expressed by $\beta= - 0.965$) was statistically significant as the sig value (0.000) of t statistics was < 0.05

Concerning the moderation effect measured by the (interaction between independent and the moderator), the impact value was (expressed by $\beta= - 0.399$). It was statistically significant as the sig value (0.000) of t statistics was < 0.05 concluding that the moderation impact of the moderator variable is not statistically accepted.

Additionally, the original model's R^2 was (0.715), the R^2 increase the model due to the moderation effect was (0.268) which was explained due to the addition of the moderator in the new model. This small amount was tested for statistical significance using f test. The related sig value was (0.000) was $<$ suggesting that the addition of the moderator variable will account for more R^2 but with small values

H02.3: Open book management practices (OBM) does not moderate the impact of strategic awareness on the customer priority shift at a level of significance ($\alpha \leq .05$)

Table (4.30) testing the moderation of Open book management practices (OBMp) on the impact of strategic awareness on customer priority

Model indicators				coefficients			
R^2	R^2 increase	F change	Sig(f)	Model variables	β	t	Sig(t)
.649	.0144	4.50	.035	Moderator (MV)	-.650	-2.29	.022
				Independent (IV)	-1.166	-4.15	.000
				Moderation Role	.149	2.12	.035

The direct impact of the moderator Open book management practices (OBM) acting as (independent variable) was (expressed by $\beta = -0.650$). It was statistically significant as the sig value (0.022) of t statistics was < 0.05 concluding the impact of the moderator is statistically accepted.

The direct impact value of the original independent variable (expressed by $\beta = -1.166$) was statistically significant as the sig value (0.000) of t statistics was < 0.05

Concerning the moderation effect measured by the (interaction between independent and the moderator), the impact value was (expressed by $\beta = 0.149$). It was statistically

significant as the sig value (0.035) of t statistics was < 0.05 concluding that the moderation impact of the moderator variable is not statistically accepted.

Additionally, the original model's R^2 was (0.649); the R^2 increase the model due to the moderation effect was (0.0144) which was explained due to the addition of the moderator in the new model. This small amount was tested for statistical significance using f test. The related sig value was (0.035) was $<$ suggesting that the addition of the moderator variable will account for more R^2 but with small values.

H_{02.4}: Open book management practices (OBM) does not moderate the impact of strategic awareness on the Reputational capital at a level of significance ($\alpha \leq 0.05$).

Table (4.31) testing the moderation of Open book management practices (OBMp) on the impact of strategic awareness on Reputational capital

Model indicators				coefficients			
R^2	R^2 increase	F change	Sig(f)	Model variables	β	t	Sig(t)
.737	.0044	1.76	.186	Moderator (MV)	-.408	-1.73	.084
				Independent (IV)	-.957	-4.10	.000
				Moderation Role	.077	1.32	.186

The direct impact of the moderator Open book management practices (OBM) acting as (independent variable) was (expressed by $\beta = -0.408$). It was statistically not significant as the sig value (0.084) of t statistics was > 0.05 concluding that no impact of the moderator is statistically accepted.

The direct impact value of the original independent variable (expressed by $\beta = -0.957$) was statistically significant as the sig value (0.000) of t statistics was < 0.05 . Concerning the moderation effect measured by the (interaction between independent and the moderator), the impact value was (expressed by $\beta = 0.077$). It was not statistically significant as the sig value (0.186) of t statistics was > 0.05 concluding that the moderation impact of the moderator variable is not statistically accepted.

Additionally, the original model's R^2 was (0.737), the R^2 increase the model due to the moderation effect was (0.0044) which was explained due to the addition of the moderator in the new model. This small amount was tested for statistical significance using f test. The related sig value was (0.186) was $>$ suggesting that the addition of the moderator variable will not account for more R^2 but with small values.

In the in light of the previous analysis the second hypothesis there is a partial acceptance regarding the moderation of Open book management practices (OBM) on the impact of strategic awareness on competitor's strength and customer priority shift, and these two variables are very important and has a big impact on the organization.

While the second hypothesis the null hypothesis is partially rejected regarding the moderation of Open book management practices (OBM) on the impact of strategic awareness on brand erosion and reputational capital.

Upon to above analysis and comparing to the study model in page 9 below is the adjusted model for the study:

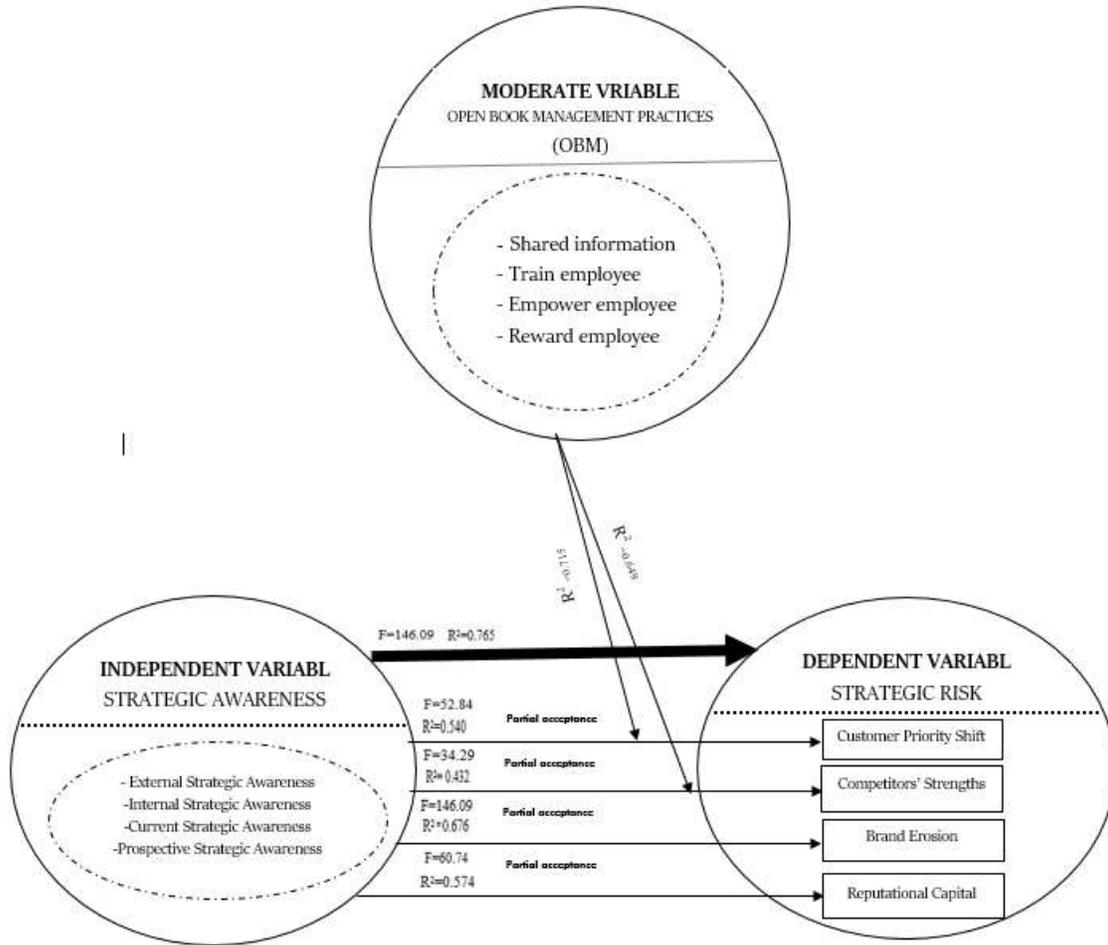


Figure (4.1) adjusted model

Chapter Five

Result discussion, Conclusion and Recommendation

5-1 Introduction

This chapter contains a descriptive analysis for study variables and the hypothesis test based on the result of fourth chapter. Fifth chapter contains discussion for the result which the researcher reached, addition to presenting a conclusion and recommendation besides a set of suggestions that were reached based on results.

5-2 Discussion of descriptive analysis of the study variables

The study result revealed that the level of strategic awareness which dimensions are (internal strategic awareness, external strategic awareness, current strategic awareness, prospective strategic awareness) in fuel distributor companies was high, it reaches to (4.18), because it's able to assess the strategic position and relative success of the organization. Knowing how it is doing, why and how- relative to its competitors- and appreciating the nature of the external environment and the extent of any need to change things in order to achieve strategic advantage in the market.

Below is the result discussion to strategic awareness dimensions:

1. The study reveals that the level of external strategic awareness in fuel distributor companies in Jordan from the perspective of analysis was moderate.

This indicate the importance of the company to monitor the growth and wages rate regarding the population in order to know what and when is the appropriate product to offer, besides, the company should follow constantly the legalization in the market

In order to be aware of the political environment and to be up to date with the new

technologies to know how to adjust its product to cope with the new technologies which will enhance its stability and prosperity in the market. Also, the company must be aware to the economic changes and have strategies to face challenges in the market like recession or inflammation, which have a significant impact on the organization. By being aware to above factor in external environment organization can be ready to face and adapt the changes in it and reduce the risks it may face to the minimum levels.

2. The study indicates that the level of internal strategic awareness in fuel distributor companies in Jordan from the perspective of analysis was high.

This reflect the company ability to develop and invest the experiences they have to get the sufficient knowledge from its employee, and exploit the various resources they have to meet the different needs and wants to create added value for the organization.

3. The result shows that the level of current strategic awareness in fuel distributor companies in Jordan from the perspective of analysis was high.

This shows that the company should have diversity of the employee and always make studies on the market to get the feedback from the customers regarding the offered products in order to maintain the quality of their product, to be as a result a company which have value in the society which lead to have a proper position in the market.

4. The study reveals that the level of prospective strategic awareness in fuel distributor companies in Jordan from the perspective of analysis was moderate.

This indicate that the company anticipates its future objectives realistically and estimate budget for the development for the future activities, also it uses the scenario approach in the strategic planning process and by doing this will enable the organization to adapt to changes in the uncertain environment.

5. The study reveals that the level of brand erosion risk in fuel distributor companies in Jordan from the perspective of analysis was high.

This shows in many complaints and bad reputation toward the organization which limit the company from entry new markets and attracting new customers besides, it will lose the current customers who will be not interested in organization products because of this there should be a variety of product quality which will be reflected on attracting new clients and attain the old ones which will have a good impace on company sales.

6. The study reveals that the level of competitor's strength risk in fuel distributor companies in Jordan from the perspective of analysis was high.

Because of that the organization will find it difficult to develop new product because variety is limited, besides it offers that same product the competitors does, and as result of that it will suffer from acquiring a new market share, because of that the company should focus on the service it provides in order to be distinguished from its competitors.

7. The study reveals that the level of customer priority shift risk in fuel distributor companies in Jordan from the perspective of analysis was high.

This shows that the customer in fuel sector chose to use the nearest supplier as long as the product is the same between competitors but the customer attract to special

offers which provide by the organization rather than to quality so companies should be able to balance between the offered products and the quality of it in order to achieve a competitive advantage in the market.

8. The study reveals that the level of customer reputational capital risk in fuel distributor companies in Jordan from the perspective of analysis was high.

This shows that Lack of coordination between internal business units weakens the efficiency of the organization's outputs and damage the reputation of the organization also, it will be hard to convince stakeholders of the company's progress which will weaken its position in the market. And because of this, the company must be aware of what might affect its reputation because of the high cost and time the organization will pay in order to gain the trust back in the market.

The study result reveals that the level of open book management practices (OBMp) which all its dimension which are (share information, train employee, empower employee, reward employee) in fuel distributor companies was high; it is reach to (3.73) and this is as a result of emphasizes on sharing of financial and non-financial information and share price profits and necessary information in the company, and announced in prominent places in it for everyone to see, which has a significant impact on employee attitude and the way they are dealing like owners more than like employee.

Below is the result discussion to open book management practices (OBMp) dimensions:

9. The study indicates that the level of sharing information in fuel distributor companies in Jordan from the perspective of analysis was high.

This shows how it is important for the company to share the information and declare about it in certain place in the company so the employee will participates in

administrative decision-making in light of available information, also discuss all information with the administration in a transparent manner.

10. The study indicates that the level of train employee in fuel distributor companies in Jordan from the perspective of analysis was moderate.

This indicates that the company's training specialists use continuous training techniques to develop the capabilities to enable them to read financial reports and understand financial indicators, besides Training professionals continuously evaluate training programs in order to improve the training methods.

11. The study indicates that the level of empower employee in fuel distributor companies in Jordan from the perspective of analysis was high

This shows when manager develop the employee's cognitive level and deal with them on trust base and gives the staff opportunities to show their abilities this will stimulates the innovation in the staff which will be reflected on the other hand on their behavior and performance

- 1- The study indicates that the level of reward employee in fuel distributor companies in Jordan from the perspective of analysis was high.

This result indicates that manager is keen to make the employee sense a degree of appreciation. And consider raises wages as a kind of incentive, besides create a system of bonuses and wages depends on the performance evaluation, but in the same time the employee is accountable when errors occur for decisions that are delegated to them.

5-3 Discussion of the result of the study hypotheses

First Hypotheses:

The results of testing analysis of the first main Hypothesis which stated that There is statistically significant impact of strategic awareness with all its dimensions (External Strategic Awareness, Internal Strategic Awareness, Current Strategic Awareness, and Prospective Strategic Awareness) on strategic risk at a level of significance ($\alpha \leq 0.05$) in the fuel distributor companies, it is accepted and this shows that the strategic awareness does decrease the effect of strategic risks for fuel distributor companies. Regarding each dimension of strategic awareness there is partial accepted for three dimensions of strategic awareness which are (External Strategic Awareness, Internal Strategic Awareness, and Prospective Strategic Awareness) which mean that there is an impact on reducing the strategic risk effect on the fuel distributor companies. And a partial rejected regarding one dimension of strategic awareness which is (Current Strategic Awareness) and that appear in the study result that there is no effect on reducing strategic risks effect, and this due to organization doesn't take customer feedback into their consideration or doesn't maintain quality of the products and this has raise the effect of strategic risks on the fuel distributor companies.

The null Hypothesis is rejected and the alternative hypothesis accepted which state there is statistically significant impact of strategic awareness with the three dimensions (External Strategic Awareness, Internal Strategic Awareness, and Prospective Strategic Awareness) on strategic risk at a level of significance ($\alpha \leq 0.05$) in the fuel distributor companies. This is match with the previous study Pencarelli, Savelli, and Splendiani (2009).That indicate that using strategic awareness will increase the awareness for the

employee with the competitive position in the market and will enable the company to achieve growth in the future by using strategic management techniques.

As for sub-phenotypes there are variations in results as follows:

H01.1: The result of testing analysis of the first sub hypothesis resulting there is significant negative impact from the strategic awareness dimension (External Strategic Awareness, Internal Strategic Awareness, Current Strategic Awareness, and Prospective Strategic Awareness) in brand erosion at level of ($\alpha \leq 0.05$). This mean that strategic awareness does reduce the impact of brand erosion risk in fuel distributor companies. Besides regarding the dimension of strategic awareness we found out that there is a partial acceptance regarding External Strategic Awareness and partial rejection for Internal Strategic Awareness, Current Strategic Awareness, and Prospective Strategic Awareness.

And this shows that External Strategic Awareness has an impact on reducing the strategic risks as the employee will be more aware of the changes in the external environment whether it is private or general environments, they will be able to respond to the changes that it is happening in it, as the result, this will improve their performance to cope with any changes and this will eliminate the chance for brand erosion. And this matches with Dyczkowska, Dyczkowski (2012) which indicate that there will be more control on framework with presence of strategic awareness and how the performance of the employee effect on the organizational as whole which reflect on more control on the business operation.

H01.2 The result of testing analysis of the first sub hypothesis result that there is a significant negative impact from the strategic awareness dimension (External Strategic Awareness, Internal Strategic Awareness, Current Strategic Awareness, and Prospective Strategic Awareness) on competitor's strength at level of ($\alpha \leq 0.05$). This mean that strategic awareness

does reduce the impact of competitor's strength risk in fuel distributor companies. We found that there is a partial accepted for External Strategic Awareness and Internal Strategic Awareness, and partial rejected regarding Current Strategic Awareness, and Prospective Strategic Awareness

The researcher see that strategic awareness does reduced the impact of competitor strength risks by knowing how to react to the changes in the market and be able to forecast what the other competitor will act and what is their strategies in the market and always set strategies to be able to adapt to the changes in the environment, by doing this the effect of this risks will be declined to the minimum level. Besides there are no effects for prospective strategic awareness and current strategic awareness, the researcher thinks that competitor strength risks are risks related to current conditions beside it's risk hit the organization from external environment and it is not connect to future prospective, because most decision makers deal with the current competitors and don't put in their mind the potential competitors because they are not clear in the market and very hard to know and recognize them, because of that the researcher think that there were no effect of prospective strategic awareness and current strategic awareness. And this is match to study for (Deloitte, 2013) which indicate to the importance for the managers to know what is the economic trends in the market and to work upon to it in order to eliminate as much as they could from its risks on the organization.

H01.3 The result of testing analysis of the first sub hypothesis resulting there is significant negative impact from the strategic awareness dimension (External Strategic Awareness, Internal Strategic Awareness, Current Strategic Awareness, and Prospective Strategic Awareness) in customer priority shift at level of ($\alpha \leq 0.05$). This mean that strategic

awareness does reduce the impact of customer priority shift risks in fuel distributor companies.

This indicate that the strategic awareness does minimize from the effect of customer priority shift risks, strategic awareness allow the employee to be aware of the changes in the environment like the opinion of the customer and the change in the technology, and can adapt smoothly and quickly to these changes which prevent losing any customer and attract new more which we all know the cost of attracting new customer equal five times the cost of attain current one. And this is agree with study of Ojiako (2012) how company can compete in uncertainty and still can reach its goals and prospective position in the market.

H01.4 The result of testing analysis of the first sub hypothesis resulting there is significant negative impact from the strategic awareness dimension (External Strategic Awareness, Internal Strategic Awareness, Current Strategic Awareness, and Prospective Strategic Awareness) in reputational capital at level of ($\alpha \leq 0.05$). This mean that strategic awareness does reduce the impact of reputation capital risk in fuel distributor companies. Besides regarding the dimension of strategic awareness we found that there is a partial accepted for Internal Strategic Awareness and Prospective Strategic Awareness and partial rejected regarding External Strategic Awareness and Current Strategic Awareness.

The researcher see that strategic awareness reduces the impact of reputational capital risks by increasing the awareness of the factor that affect the company reputation like bad media, and by this it will decrease the chance to damage the reputation of the company in the market. Besides knowing the resources and how to exploit them to provide a good image about the company which enhance and improve the company reputation in the market and decrease any bad effect may happen. beside there is no effect of external strategic awareness and

current strategic awareness and this is from the researcher point of view because reputational capital risks are risks due to internal environment elements which mean if the internal environment element like employee is not qualified enough to deal with customer this will be result to bad reputation for the organization also, if the decision maker is not aware of their organization position in the future and didn't set any strategies to reach their goals this will makes them lost in the market and will have an impact on their reputation, because of that the researcher think the External strategic awareness and current strategic awareness don't have effect on reputational capital. And this is match to study for (fehr,huck,2013) indicate that strategic awareness has an important role in organizational life and with misunderstanding for it may harm the organization and will affects its reputation and by using it in the right place and with right techniques will save the organization reputation form harms.

Second hypothesis:

The result of testing analysis of the first and third sub hypothesis that open book management practices moderate the impact of strategic awareness dimension (External Strategic Awareness, Internal Strategic Awareness, Current Strategic Awareness, and Prospective Strategic Awareness) in competitors strength and customer priority shift at level of ($\alpha \leq 0.05$). it means that the dimension of strategic awareness does reduce the effect of strategic risks but the open book management practices (OBMp) increase the impact of strategic awareness on the strategic risks on two dimensions which are the competitors strength and customer priority shift and didn't have an moderate role on the other two dimensions which are brand erosion and reputational capital.

From the researcher opinion, open book management practices does enforce the strategic awareness impact on reducing the effect of competitor's strength and customer priority shift risks and these two dimensions are very critical and have dangerous effect on the company because the hard competition in fuel market makes the companies struggle to gain more market share and it's very hard for the companies to keep the customer, as the degree of loyalty is low. So, the open book management practice will enforce and reduce these risks effects and will help the companies to keep their share in the competitive market in order to be able to gain more market share.

While open book management practices didn't moderate the effect of brand erosion risks and reputational capital risks and from the researcher point of view managers should use the training, empowerment, rewarding method in order to improve the awareness of the employee to know how their performance will reflect of the quality of the products and as a result of it will enhance the organization reputation and will minimize the risks of these two factors to the lower levels. And this is match to (Maryam, 2012) study with focus on the importance of open book management and the trust in financial performance with has a great impact on the reputational capital and in the organization position in the market.

5-4 conclusions

- 1- Strategic awareness become a necessity in the current time for the organization to use because of the quick change in the environment and technology shift in external environment.
- 2- Strategic risks become one of the major risks hit the company and managers consider it the important kind of risk which should be taken under consideration when they set their strategic goals and plans

- 3- Open book management practices proved that its techniques which convert the workers to owners and by that the company growth rate rise to maximum levels.
- 4- Strategic awareness by all its dimensions (external strategic awareness, external strategic awareness, prospective strategic awareness, and current strategic awareness) does reduces the strategic risks effect on the organization,
- 5- Strategic awareness does minimize the impact of strategic risks dimension in variance degree, when external strategic awareness increase, and competitor's strengths risk and brand erosion, and customer priority shift risk decline but when internal and prospective awareness increase the reputational capital risk decline.
- 6- Open book management practice enforce the impact of strategic awareness on strategic risks on two dimensions which are competitor's strength and customer priority shift and it didn't enforce the impact on two dimensions brand erosion and reputational capital

5-5 Recommendations

In the light of the current study below are the suggestion:

- 1- Enhance strategic awareness concept for the manager and employee by conduct an interaction conversation courses to increase the importance of the strategic awareness.
- 2- Enforce the strategic awareness techniques by conduct workshop run by external expert to explain how to use strategic awareness techniques to evaluate the external and internal environment and exploit from the opportunities in the market and eliminate the threats to minimum levels.

- 3- Send the managers to internal courses outside Jordan to get the needed education about strategic awareness to know how to read and analyze the external and internal indicator in order to able to put strategic plans for their organizations.
- 4- Apply knowledge network system to exchange the knowledge and expertise between employees with has a great effect to enrich employee information and knowledge and raise the level of employee awareness.
- 5- Enhance the role of strategic planning by conduct a workshops to train the managers to use scenario analysis approach to put strategic plans for the organization
- 6- Conduct workshops to enhance the acquisition method for strategic awareness which has an impact on developing the analytical activities referring to specific strategic problems.
- 7- Train employees on simulation programs for different market scenarios to be able to find alternatives for problems organization face.
- 8- Increase the empowerment for the employee by conduct a workshop for leadership and communication skills which will enable them to take the right decision in the appropriate time
- 9- Enhance the customer service techniques by conducting workshop to train the front line employee how to deal with customers and what techniques they should use and how to act quickly when they face problems with the clients.

5-6 Suggestions

- 1- Implement the study in Jordanian market to include all the fuel distributor companies.
- 2- Run the study on industrial or service sector in Jordan.

- 3- Conduct more studies regarding the competitor's strengths and customer priority shift and how the impact of the moderate will affect them.
- 4- Conduct a study with same variable but difference moderator such as intelligence management.
- 5- Study the effect of current awareness on strategic risks on vital sector like telecommunication sector or electrical sector.
- 6- Conduct study about strategic awareness and its impact on competitive advantage on fuel market
- 7- Implement the study with the same variable on fuel Distributor Company outside Jordan.
- 8- More studies need to be done regarding the effect of current strategic awareness, internal strategic awareness and prospective strategic awareness on brand erosion risks
- 9- More studies need to be done regarding the effect of external strategic awareness, current strategic awareness on reputational capitals risks
- 10- Conduct a study to examine the impact of open book management practice (OBMp) on brand erosion risks
- 11- More study need to be done regarding the impact of open book management practice (OBMp) on reputational capital risks

References

- Aggarwal, R., & Simkins, B. J. (2001). Open book management—optimizing human capital. *Business Horizons*, 44(5), 5-13.
- Ali, S, (1986). Employee rewards system, with special emphasis on Kuwait, Claremont graduate school
- Allan, N., & Beer, L. (2006). *Strategic Risk: It's all in your head*. Bath: School of.
- Allen, B. (2007). The best laid plans... *Risk*, 29(7), 142-143.
- Al-Rfou, A. N. (2012). Competition and Organizational Performance: Empirical Evidence from Jordanian Firms. *Journal of Economics*, 3(1), 13- 17
- Al-Sha'ar, H. (2016). The Impact of Open Book Management on Achieving Differentiation in the Business Organization. *International Journal of Human Resource Studies*, 6(2), 223-233.
- Altman, E. I. (1968). Financial ratios, discriminant analysis and the prediction of corporate bankruptcy. *The journal of finance*, 23(4), 589-609.
- Amato, N, (2016), Opening the books, growing the business [Online] Available from <https://www.fm-magazine.com/issues/2016/jun/open-book-management.html>
- Andrews, K. R. (1971). *The Concept of Corporate Strategy*. Homewood, 111.: Dow Jones-Irwin.
- Appelbaum, S. H., & Honeggar, K. (1998). Empowerment: a contrasting overview of organizations in general and nursing in particular-an examination of organizational factors, managerial behaviors, job design, and structural power. *Empowerment in Organizations*, 6(2), 29-50.

- Baird, I. S. (1986). Defining and predicting corporate strategic risk: an application in the telecommunications industry (Doctoral dissertation, University of Illinois at Urbana-Champaign).
- Bank of America Corporation, 2010, annual report, [Online] Available from
 - Barney, J. (1991): "Firm resources and sustained competitive advantage." *Journal of Management*, Vol. 17, n° 1, pp. 99-120.
 - Barrella, E. (2012). "STRATEGIC PLANNING FOR A SUSTAINABLE TRANSPORTATION SYSTEM: A SWOT-BASED FRAMEWORK FOR ASSESSMENT AND IMPLEMENTATION GUIDANCE FOR TRANSPORTATION AGENCIES.
 - Barton, T. L., Shenkir, W. G., & Tyson, T. N. (1998). *Open-book Management: Creating an Ownership Culture*. Financial Executives Research Foundation, Incorporated.
 - Berthon, P.R., Pitt, L.F. and Morris, M.H. (1995/1996), "External and internal customer managers: differences in perception and decision-making in the marketing and human resource dyad", *Journal of Applied Business Research*, Vol. 12, pp. 77-88.
 - Blau, A, (2014), *Strategic Risks: The New Frontier of Risk Management: A Knowledge*. The wall street journal, on December 8, 2014, from [http://deloitte.wsj.com/riskandcompliance/2014/12/08/strategic-risks-thenew-Frontier-of-risk- management/](http://deloitte.wsj.com/riskandcompliance/2014/12/08/strategic-risks-thenew-Frontier-of-risk-management/).
 - Bourgeois III, L. J. (1978, August). *Economic Performance and Dominant Coalition Agreement on Means Versus Ends in Second Order Strategy Making*. In *Academy of*

- Management Proceedings (Vol. 1978, No. 1, pp. 101-105). - Briarcliff Manor, NY 10510: Academy of Management.
- Bowman, S, (2017). The Magic of Strategic Awareness, [available online], <https://www.linkedin.com/pulse/magic-strategic-awareness-part-ii-what-sets-aware-leaders-bowman>
 - Broughton, A.C. and Thomas, J. (2012). Embracing Open-Book anagement to Fuel Employee Engagement and Corporate Sustainability. Chapel Hill, NC: UNC Kenan Flagler Business School.
 - Buchko and Goitein, 2011 Employee Engagement through Open Book Management, [Online] Available from <http://www.peoriamagazines.com/ibi/2011/mar/employee-engagement-through-open-book-management>
 - Buhler, P. M. (1999). Opening up management communication: Learning from open book management. Supervision, 60(2), 16-18.
 - Case, J. (1997). Opening the books. Harvard Business Review, 75(2), 118-127.
 - Case, John, "The Open-Book Revolution," Inc., June 1995, pages 26-43. Center of Management and Organization Effectiveness, How To Increase Your Strategic Awareness, [available online], <https://cmoe.com/blog/how-to-increase-your-strategic-awareness/>
 - Chandler, A. D. (1962). Strategy and structure: Chapters in the history of the American enterprise. Massachusetts Institute of Technology Cambridge.

- Charles, J. (1982). "AN ANALYSIS OF USE OF EVALUATING TECHNIQUES USED IN MEASURING MANAGEMENT TRAINING PROGRAMS", OKLAHOMA STATE UNIVERSITY.
- Chater, Nick, Steffen, Huck, and Roman Inderst. 2010. Consumer Decision Making in Retail Financial Services, Report prepared for SANCO/EC, 2010.
- CHATERJEE, S. (2006). *Estratégia a prova de falhas: como lucrar e crescer correndo riscos que outros evitam*. Trad. Eliane P. Zanith Brito.
- Chen, C, (2011). "THE USE OF CORPORATE REPUTATION IN THE DEVELOPMENT OF BRAND IMAGE STRATEGY IN THE TAIWANESE PHARMACEUTICAL INDUSTRY" Brunel University
- Clark, J., & Roodman, D. (2013). *Measuring Think Tank Performance*. An index of Public Profile, 1-2.
- Collins J and Ruefli T 1992, *Strategic Risk: An Ordinal Approach*, *Management Science*, Vol. 38, No, 12, pp1707-1731
- Cooper, A. C. (1979). *Strategic management: New ventures and small businesses*. in D. E. Schendel and C. W. Hofer, *Strategic Management*. Boston: Little, Brown & Co., 316-326.
- Cooper, T. (2012). *Exploring strategic risk in communities: evidence from a Canadian province*. *Journal of Enterprising Communities: People and Places in the Global Economy*, 6(4), 350-368.
- Corporate Executive Board. 2010. *Why firms should audit strategic risk*. [Online] Available from <http://www.executiveboard.com/businessweek/bw-week57html> [Accessed: 17 December 2010].

- Cox, D. F. (1967). Risk taking and information handling in consumer behavior.
- Davis, P. S., Allen, J. A., & Dibrell, C. (2012). Fostering strategic awareness at an organization's boundary. *Leadership & Organization Development Journal*, 33(4), 322-341.
- Davis, T. (1997). "Open-book management: Its promises and pitfalls". *Organizational Dynamics*. 25 (3): 7–19. doi: 10.1016/S0090-2616(97)90044-9.
- Davis, T.R.V. (1998). Open-book management: It promise and pitfalls. *Organizational Dynamics*, 25(3), 7-20.
- Deloitte.2017. Exploring Strategic Risk [Online] Available from <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/Governance-Risk-Compliance/dttl-grc-exploring-strategic-risk.pdf>.
- Drickhamer J. (2010, September). Bootstrapping profits by opening the books. *Bloomberg Businessweek*, 4197, p. 62.
- Drickhamer, D. (2006). By the numbers. *Material Handling Management*, 61(1), 29-39.
- Duncan, R. B. (1972). Characteristics of organizational environments and perceived environmental uncertainty. *Administrative science quarterly*, 313-327.
- Dyczkowska, J., & Dyczkowski, T. (2015). An Influence of Strategic Awareness on Management Control: Evidence from Polish Micro, Small and Medium-sized Enterprises. *Management and Business Administration*, 23(1), 4-32.
- EBSCO, (2013). Multidisciplinary Academic Research [Available online] [https://books.google.jo/books?id=vzFDAgAAQBAJ&pg=PA400&lpg=PA400&dq=inability+by+the+company+to+differentiate+itself+from+the+competition+\(Chatt](https://books.google.jo/books?id=vzFDAgAAQBAJ&pg=PA400&lpg=PA400&dq=inability+by+the+company+to+differentiate+itself+from+the+competition+(Chatt)

erjee,+2005).&source=bl&ots=MB68a26m11&sig=X_5jrf69XkIn3tLONR20On7W
 DJQ&hl=ar&sa=X&ved=0ahUKEwjusMuG3rzaAhVBIVAKHaSdChAQ6AEIKD
 AA#v=onepage&q=inability%20by%20the%20company%20to%20differentiate%2
 0itself%20from%20the%20competition%20(Chatterjee%2C%202005).&f=false

- EIU, 2010, “Fall guys – risk management in the front line,” Economist Intelligence Unit, November
- Elnaga, A. A., & Imran, A. (2014). The impact of employee empowerment on job satisfaction theoretical study. American Journal of Research Communication, 2(1), 13-26.
- Emblemsvåg, J., Kjolstad. (2002).Strategic risk analysis - a field version. Management Decision, 40(9): 846
- EMERGING MARKET CONTEXT OF VIETNAM” University of Western Sydney.
- Faugère, C. Cass-Capco Institute Paper Series on Risk.
- Fehr, D., & Huck, S. (2014). Who knows it is a game? On strategic awareness and cognitive ability (No. SP II 2013-306r). WZB Discussion Paper.
- Ferrante, C. (2003). TO SHARE OR NOT TO SHARE: HOW PROVIDING FINANCIAL INFORMATION TO EMPLOYEES AFFECTS THEIR BEHAVIORS AND PERCEPTIONS, Carnegie Mellon University
- Fisher, L., & McDonald, J. N. (2014). Fixed effects analysis of variance. Academic Press

- Fotsch, B and Case, J, 2017 the Business Case For Open-Book Management, [Online] Available from <https://www.forbes.com/sites/fotschcase/2017/07/25/the-business-case-for-open-book-management/#61fbde445883>
- Gates, S. (2006). Incorporating strategic risk into enterprise risk management: A survey of current corporate practice. *Journal of Applied Corporate Finance*, 18(4), 81-90.
- George, W.R. (1990), "Internal marketing and organizational behavior: a partnership in developing customer-conscious employees at every level", *Journal of Business Research*, Vol. 20 No. 1, pp. 63- 70
- Geralis, M., & Terziovski, M. (2003). A quantitative analysis of the relationship between empowerment practices and service quality outcomes. *Total Quality Management & Business Excellence*, 14(1), 45-62.
- Gilaninia, S. (2012). Determine the Effectiveness of Assertiveness Training on Student Achievement and Happiness. *Journal of Basic and Applied, Scientific Research*, 2(1), 141-144.
- Gredy, S. (1987). "Deterring a marketing position for branch campus of major university" Indian University.
- Hair, J. F; Black, W. C; Babin, B. J; Anderson, R. E & Tatham, R. L, (2010), "Multivariate Data Analysis ", 7th edition., New York: Macmillan Publishing Company.
- Hambrick, D.C. (1981), "Strategic awareness within top management teams", *Strategic Management Journal*, Vol. 2 No. 3, pp. 263-79.
- Harvard Business Review, "How to Live with Risks," July–August 2015,

- Hayes, A. F. (2017). Introduction to mediation, moderation, and conditional process analysis: A regression-based approach. Guilford Publications.
- <https://hbr.org/2015/07/how-to-live-with-risks>.
- Hertz, D. B., & Thomas, H. (1983). Risk analysis and its applications.
<http://deloitte.wsj.com/riskandcompliance/2014/12/08/strategic-risks-thenew-frontier-of-risk-management/>
- <http://jppmc.jo/DetailsPage/NewsDetailsAR.aspx?ID=152>
- <http://www.manaseergroup.com/> - 15.03.2018
- <https://www.sec.gov/Archives/edgar/data/70858/000007085813000097/bac-12312012x10k.htm>
- Huang, Y. (2011). Strategic risk for enterprises in highly unpredictable environments: An experimental random selection model. Human and ecological risk assessment, 17(3), 688-699.
- Inderst, R., & Ottaviani, M. (2012). How (not) to pay for advice: A framework for consumer financial protection. Journal of Financial Economics, 105(2), 393-411.
- Jackson, K. (2008). Natural law, human rights and corporate reputational capital in global governance. Corporate Governance: The international journal of business in society, 8(4), 440-455.
- JOHNSTON, D. (1976). "AN ANALYSIS OF USE OF EVALUATING TECHNIQUES USED IN MEASURING MANAGEMENT TRAINING PROGRAMS". Oklahoma State University.
- Jorion, P. (2001). Value at Risk. McGraw-Hill, p.3

- Katier, R. (2013). Why does the Great Game of Business program work? Literature review and cross-case analysis (Master's thesis, University of Twente).
- Kidwell Jr, R.E., & Scherer, P.M. (2001). Layoffs and their ethical implications under scientific management, quality management and open-book management. *Journal of Business Ethics*, 29(1), 113-124.
- Kidwell, R.E. & Scherer, P.M. (2001). "Layoffs and their ethical implications under scientific management, quality management and open-book management". *Journal of Business Ethics*. 29 (1/2): 113–124. doi:10.1023/A:1006455228312.
- Kieu, A. (2015).” THE IMPACT OF BRAND RELATIONSHIP AND PERCEIVED QUALITY ON BRAND LOYALTY IN THE
- Kinney, M., & Raiborn, C. (2008). *Cost accounting: Foundations and evolutions*. Cengage Learning.
- Kline, R. B. (2011). *Principles and Practice of Structural Equation Modeling* (5th ed., pp. 3–427). New York: The Guilford Press.
- Knight, F. Riak. *Uncertainty and Profit*. New York: Harper & Row, 1921.
- Laughhunn, D. J., Payne, J. W., & Crum, R. (1980). Managerial risk preferences for below-target returns. *Management Science*, 26(12), 1238-1249.
- Libby, R., & Fishburn, P. C. (1977). Behavioral models of risk taking in business decisions: A survey and evaluation. *Journal of Accounting Research*, 272-292.
- Lin, M., Wu, X., & Ling, Q. (2017). Assessing the effectiveness of empowerment on service quality: A multi-level study of Chinese tourism firms. *Tourism Management*, 61, 411-425.

- McClelland, D. C. (1961). *The achieving society*. Princeton, NJ: D. Van Norstrand Company. Inc., 1961.
- Meinert, D. (2013). An open book. *HR MAGAZINE*, April 44-46
- Miller, D., & Friesen, P. H. (1982). Innovation in conservative and entrepreneurial firms: Two models of strategic momentum. *Strategic management journal*, 3(1), 1-25.
- Mintzberg, H. (1978). Patterns in strategy formation. *Management science*, 24(9), 934-948.
- Mintzberg, H. and Waters, J.A. (1985), "Of strategies deliberate and emergent", *Strategic Management Journal*, Vol. 6 No. 3, pp. 257-72.
- Negron, A. (1997). *Open book management goes beyond the bottom line* (Doctoral dissertation, Massachusetts Institute of Technology).
- Nikzad, M., & Maryam, G. (2012). The relationship between open book management and trust with organization financial performance. *Procedia Technology*, 1, 340-344.
- Njanja, L. W., Maina, R. N., Kibet, L. K., & Njagi, K. (2013). Effect of reward on employee performance: A case of Kenya Power and Lighting Company Ltd., - Nakuru, Kenya. *International Journal of Business and Management*, 8(21), 41.
- Ojiako, U. (2012). Examining thematic elements in strategic business risk. *Management Research Review*, 35(2), 90-105.
- Olson, D. L., & Wu, D. D. (2015). *Enterprise risk management* (Vol. 3). World Scientific Publishing Company.

- Payne, J. W., Laughhunn, D. J., & Crum, R. (1980). Translation of gambles and aspiration level effects in risky choice behavior. *Management Science*, 26(10), 1039-1060.
- Pencarelli, T., Savelli, E., & Splendiani, S. (2009). Strategic awareness and growth strategies in Small Sized enterprises (SEe). *International Journal of Business & Economics*, 8(1).
- Pinson, C. (2012). “What Makes Apple Consumers Brand Loyal The Effects Brand Personality, Reputation, and Brand Identity on Brand Loyalty”. University of South Carolina.
- PRINCE, N, (2015). “THE INFLUENCE OF COMPETITION AND BUSINESS STRATEGY ON ORGANIZATIONS’ USE OF HIGH-PERFORMANCE WORK SYSTEMS”, University of Illinois at Urbana-Champaign
- Proudfit, Charles, “The Open-Book Management Opportunity,” Worldwide web—<http://www.tsbj.com/199603/0396-09.htm>, February 1997.
- Quinn, J. B. (1977). Strategic goals: Process and politics. *Sloan Management Review* (pre-1986), 19(1), 21.
- Robert G. Eccles, Scott C. Newquist, and Roland Schatz, (2007). Reputation and its risks”, *Harvard business review*.
- Rodriguez, E., Edwards, J., & Facundo, A. H. (2011). Strategic and operational risk in an international collaboration agency: a knowledge management solution. Academic conferences.
- Rumelt, R. P. (1974). Strategy, structure, and economic performance.

- Salih, A, AL-Ghalbi, T. (2010). *Organizational development*, 1st. Amman: Awael publishing house.
- Schendel, D. E., & Hatten, K. J. (1972, August). Business policy or strategic management: A broader view for an emerging discipline. In *Academy of management proceedings* (Vol. 1972, No. 1, pp. 99-102). Briarcliff Manor, NY 10510: Academy of Management.
- Sheridan, F, (2008), *Strategic business risk, 2008: the top 10 risks for business*, Ernst & Young LP.
- Slovic, P. (1967). The relative influence of probabilities and payoffs upon perceived risk of a gamble. *Psychonomic Science*, 9(4), 223-224.
- Slywotzky and Drzik 2005 (2005), *countering the biggest risk of all*, *Harvard Business Review*, 83(4):78-88, 133
- Slywotzky, A. J., & Drzik, J. (2005). *Countering the biggest risk of all*. *Harvard Business Review*, 83(4), 78-88.
- Stack, Jack, "The Great Game of Business," New York: Currency Doubleday, 1992.
- Supitchayangkool, S. (2005). *A study of relationships between resources/capabilities, positional advantages, and export venture performance of Thai food exporters*.
- Sylvia J. Long-T, (2000). *A CONCEPTUAL FRAMEWORK AND EMPIRICAL TESTS OF THE ANTECEDENTS AND NSEQUENCES OF CORPORATE REPUTATION: A STUDY OF CONSUMER MARKETS*" The Ohio State University.

- Tatum K, (2010) “THE DEVELOPMENT AND RENEWAL OF STRATEGIC CAPABILITIES” Georgia State University.
- THE ECONOMIC TIMES, 2016, [Online] Available from <https://economictimes.indiatimes.com/definition/open-book-management>
- Thompson, J. L., & Martin, F. (2010). Strategic management: Awareness & change. Cengage Learning EMEA.
- Tilles, S. (1963). How to evaluate corporate strategy. Harvard Business Review. 41. 111-121.
- Tonello, M, (2012), Strategic Risk Management: A Primer for Directors: Harvard Law School Forum on Corporate Governance and Financial Regulation, on December 13, 2017, from <https://corpgov.law.harvard.edu/>
- Trotter, William, D. (1981). “STRATEGIC PLANNING THEORY AND PRACTICE” PACE UNIVERSITY
- Tversky, A., & Kahneman, D. (1974). Judgment under uncertainty: heuristics and biases. *science*, 185(4157), 1124-1131.
- Vlek, C., & Stallen, P. J. (1980). Rational and personal aspects of risk. *Acta psychologica*, 45(1-3), 273-300.
- Weller, N. (2018). STRATEGIC AND OPERATIONAL RISKS, [available online] <http://www.accaglobal.com/africa/en/student/exam-support-resources/professional-exams-study-resources/p1/technical-articles/strategic-operational-risks.html>
- Young, G., & Hasler, D. S. (2010). Managing reputational risks. *Strategic Finance*, 92(5), 37.

Appendix (1)

اسماء المدراء التي تمت مقابلتهم

الاسماء	المنصب الوظيفي	مدة المقابلة	اسم الشركة
ثائر بطارسة	مدير عمليات المحطات	45 دقيقة	شركة تسويق المنتج الاردنية
عصام ابزاخ	مدير الموارد البشرية	45 دقيقة	شركة تسويق المنتج الاردنية
الدكتور رامت خوري	نائب المدير العام	20 دقيقة	شركة المناصير
زاهر صفا	رئيس قسم التدريب	150 دقيقة	شركة المناصير
هشام اللبدي	مدير الموارد ابشرية	90 دقيقة	شركة المناصير
	المجموع	350 دقيقة (5.83) ساعة	

رتبت اسماء السادة المدراء حسب الترتيب الابجدي

لجنة الحكام

الاسماء	الدرجة العلمية	الجامعة
أ.د. ابتسام جواد مهدي	أستاذ	جامعة الشرق الاوسط
أ.د. شوقي ناجي جواد	أستاذ	جامعة عمان العربية
أ.د. عباس الشريفي	أستاذ	جامعة الشرق الاوسط
أ.د. محمد التميمي	أستاذ	الجامعة الاردنية
أ.د. محمد مطر	أستاذ	جامعة الشرق الاوسط
د. أمجد الطويقات	أستاذ مشارك	جامعة الشرق الاوسط
د. فراس سليمان الشلبي	أستاذ مشارك	جامعة البلقاء التطبيقية
د. غسان العمري	أستاذ مشارك	جامعة عمان العربية
د. ياسر المنصور	أستاذ مشارك	جامعة البلقاء التطبيقية

رتبت اسماء السادة الخبراء محكمي الاستبانة الجدول اعلاه (حسب الدرجة و العلمية والحروف الأبجدية).

Appendix (2)



Dears Sirs,

Fuel industry is very sensitive sector to the changes in the market which cause strategic risks that affect company's performance, capability to compete, and survival in the market.

From this perspective the researcher is conducting a study entitled **Strategic Awareness and its Impact on Strategic Risks, Moderating role of open book management practices (OBMp)**. Afield study on the Fuel Distributer Companies in Jordan. in order to complete the master's degree in Business Administration (MBA) from the Middle East University, Faculty of Business- Business Administration Department, Amman-Jordan.

Since you are a staff member of the fuel distributior companies, you are more able to give your opinion in this field. Therefore, the researcher request you to read the attached questionnaire carefully and answer each paragraph by marking an (x) in the box that corresponds to your opinion in each paragraph.

The researcher is confident that you will be a good help for the service of scientific research and to contribute in your company development. The information contained in the questionnaire is only for the purpose of scientific research and will be treated with complete confidentiality.

With sincere thanks and appreciation.

Researcher:
Muna Mahmoud AL-Khatib

Supervised by:
Prof. Dr. Ahmad Ali Salih

March, 2018

السادة المحترمون...

يعتبر قطاع المحروقات قطاعاً حساساً جداً للتغيرات في السوق التي تتسبب في مخاطر إستراتيجية تؤثر على أداء الشركة وقدرتها على المنافسة والبقاء في السوق.

ومن هذا المنظور، تقوم الباحثة بإجراء دراسة بعنوان "الوعي الاستراتيجي وأثره على المخاطر الاستراتيجية، اختبار الدور المعدل لممارسات الإدارة على المكشوف، دراسة ميدانية على شركات توزيع الوقود في الأردن. وذلك من أجل استكمال الحصول على درجة الماجستير في إدارة الأعمال (MBA) من جامعة الشرق الأوسط، كلية إدارة الأعمال.

وبما أنكم من العاملين في شركات توزيع المحروقات فإنكم الاقدر من غيركم على الادلاء برأيكم في هذا المجال وعليه، ترجو منكم الباحثة قراءة الاستبانة المرفقة بعناية والإجابة على كل فقرة بوضع علامة (×) في المربع الذي يتوافق مع رأيك في كل فقرة.

تثق الباحثة بأنك ستكون عوناً جيداً لخدمة البحث العلمي وللمساهمة في تطوير شركتك. المعلومات الواردة في الاستبيان هي فقط لغرض البحث العلمي وسيتم التعامل معها بسرية تامة.

مع خالص الشكر والتقدير.

الباحثة: منى محمود الخطيب

اشراف: الأستاذ الدكتور: أحمد علي صالح

آذار/2018

التعريفات الاجرائية لمتغيرات الدراسة

Independent Variable: Strategic Awareness - المتغير المستقل: الوعي

الاستراتيجي

Methodology to assess the strategic position of the company and relative success of the organization. Knowing how it is doing, why and how- relative to its competitors- and appreciating the nature of the external environment and the extent of any need to change things. It consists of four dimensions: (internal strategic awareness, external strategic awareness, current strategic awareness and prospective strategic awareness)

منهجية لتقدير الموقف الاستراتيجي للشركة ونجاحها النسبي، وكيفية اداءها بالنسبة للمنافسين مع الأخذ بعين الاعتبار البيئة الخارجية والتغيرات النسبية التي تحدث فيها. وهي تتألف من اربعة ابعاد (الوعي الاستراتيجي الداخلي، الوعي الاستراتيجي الخارجي، الوعي الاستراتيجي الحالي، الوعي الاستراتيجي المحتمل).

Dependent Variable: Strategic Risks - المتغير التابع: المخاطر الاستراتيجية

Group of risks that are most consequential to the organization's ability to execute its strategies and achieve its business objectives. It consist of four dimensions: (brand erosion, competitors' strengths, customer priority shift, and Reputational capital).

مجموعة المخاطر التي تؤثر على الشركة وتعيق قدراتها على تنفيذ استراتيجياتها وتتألف من أربعة مخاطر (تآكل العلامة التجارية، نقاط قوة المنافسين، تحول اولوية العملاء، راس المال السمعة).

Moderator Variable: Open Book Management Practices (OBMp)

المتغير المعدل: ممارسات الادارة على المكشوف

Scientific methodology emphasizes the sharing of financial and non-financial information and share price profits and necessary information in the company. And announced in prominent places in it for everyone to see. It consists of four practices: (information sharing, employee training, employee empowerment, and employee reward).

منهجية علمية تؤكد على تقاسم المعلومات المالية وغير المالية وسعر السهم والارباح والمعلومات الضرورية في الشركة. وتعلن في اماكن بارزة فيها ليطلع عليها الجميع. وتتكون من أربع ممارسات: (مشاركة المعلومات، وتدريب الموظف، تمكين الموظف، مكافأة الموظف)

Demographic Data

Age (years): 25 – less than 30 30 – less than 35
 35 – less than 40 40 – less than 45
 45 – less than 50 50 and above

Education: Diploma Bachelor Master Doctorate

Position: General Manager Deputy General Manager
 Executive Manager Station Manager
 Account Manager

Years of Experience in fuel company: 1 – less than 5 5 – less than 10 10
and above

Years of Experience in other sector: 1 – less than 5 5 – less than 10 10
and above

المعلومات العامة (الخصائص الديمغرافية)

- العمر:
- 25- الى اقل من 30
- 30- الى اقل من 35
- 35- الى اقل من 40
- 40- الى اقل من 45
- 45 الى اقل من 50
- أكثر من 50

التعليم: دبلوم بكالوريوس ماجستير دكتوراه

المنصب: مدير عام نائب مدير عام مدير تنفيذي

مدير محطة مدير حساب (مسؤول حساب)

سنوات الخبرة في قطاع المحروقات: 1- اقل من 5 5- اقل من 10 أكثر من 10

سنوات الخبرة في قطاع اخر: 1- اقل من 5 5- اقل من 10 أكثر من 10

Paragraphs		5	4	3	2	1
		أُتفق بشدة	أُتفق	اتفق الى حد ما	لا أُتفق	لا أُتفق بشدة
		Strongly Agree	Agree	Agreed to some extent	Disagree	Strongly Disagree
1	The company reviews client's feedback. تستطلع الشركة آراء العملاء.					
2	The variance of product quality is reflected on attracting new clients. تفاوت جودة المنتجات ينعكس على استقطاب عملاء جدد.					
3	Training improves the employee's ability to understand financial indicators. يسهم التدريب في تحسين مقدرة الموظف على فهم المؤشرات المالية.					
5	The company takes into account the prevailing political climate in society تتسبب الشركة للمناخ السياسي السائد في المجتمع					
6	The company invests its experience in developing its products. تستثمر الشركة حصيلة خبرتها في تطوير منتجاتها.					
8	It is difficult for Clients to distinguish quality of the Products. يصعب على العملاء تمييز مستوى جودة المنتجات					
9	The employee will discuss all information with the administration in a transparent manner يناقش الموظف جميع المعلومات مع الادارة بشكل شفاف					

Paragraphs		5	4	3	2	1
		أُتفق بشدة	أُتفق	اتفق الى حد ما	لا أُتفق	لا أُتفق بشدة
		Strongly Agree	Agree	Agreed to some extent	Disagree	Strongly Disagree
12	The company uses the scenario approach in the strategic planning process. تستخدم الشركة أسلوب السيناريوهات في عملية التخطيط الاستراتيجي.					
13	The employee is accountable when errors occur for decisions that are delegated to him. يخضع الموظف للمساءلة عندما تحدث الأخطاء في القرارات المفوض بها					
14	The company is valued by society. تحظى الشركة بتقدير المجتمع					
15	The opinion of the client affects the assessment of the company's position in the market. يؤثر رأي العميل على تقييم مركز الشركة بالسوق.					
16	Lack of coordination between internal units weakens the efficiency of the company's outputs يُضعف عدم التنسيق بين الوحدات الداخلية من فاعلية مخرجات الشركة					
17	The company provides services in line with energy alternatives توفر الشركة الخدمات بما يتماشى مع بدائل الطاقة					
18	The company's training specialists use continuous training techniques to develop the capabilities of the trainees. يستخدم متخصصو التدريب في الشركة تقنيات تدريب متطورة باستمرار في سبيل تطوير قدرات المتدربين.					
19	The clients uses the nearest provider of the product. يستعين العملاء اقرب مزود للمنتج.					
20	The company develop future strategies to improve the performance. تطور الشركة استراتيجيات مستقبلية لتحسين الاداء					

21	The company senses changes in the market (competitors). تستشعر الشركة التغييرات الحاصلة بالسوق مثل (المنافسين)					
22	The manager develops the employee's perception level يطور المدير مستوى الإدراك عند الموظف					
23	The company and its competitors share the type of products offered تتشارك الشركة ومنافسيها بنوع المنتجات المقدمة.					
Paragraphs		5	4	3	2	1
		أُتفق بشدة	أُتفق	اتفق الى حد ما	لا أُتفق	لا أُتفق بشدة
		Strongly Agree	Agree	Agreed to some extent	Disagree	Strongly Disagree
24	The employee is informed of all information (financial and non-financial) in a transparent manner. يطلع الموظف على المعلومات كافة (المالية وغير المالية) بشكل شفاف.					
25	The system of bonuses and wages depends on the policy of performance evaluation يعتمد نظام المكافآت والاجور على سياسة تقييم الاداء					
26	Difficulty convincing stakeholders of the company's progress in the market صعوبة اقناع اصحاب المصالح بدرجة تقدم الشركة بالسوق					
27	The company has the ability to adapt to changes in the turbulent environment. تمتلك الشركة المقدرة على التكيف مع التغييرات في ظروف البيئة المضطربة					
28	The staff member participates in administrative decision-making in light of available information يشترك الموظف في صناعة القرارات الادارية في ضوء المعلومات المتاحة					
29	The results of bad news will affect the company's competitive position. تؤثر نتائج الاعلام السيء في المركز التنافسي للشركة.					
30	The company is keen to follow the legislations issued تحرص الشركة على متابعة التشريعات الصادرة					

31	The manager deals with employees on the basis of mutual trust. يتعامل المدير مع الموظفين على اساس الثقة المتبادلة					
32	Clients are rushing towards lower costs of products more than adequate quality. يبدفع العملاء نحو التكاليف المنخفضة للمنتجات اكثر من الجودة الملائمة.					
33	The company maintains the quality of its products. تحافظ الشركة على مستوى جودة منتجاتها.					
34	The company suffers from acquiring a new market share تعاني الشركة من الحصول على حصة سوقية جديدة					
35	Training develops the employee's ability to read financial reports ينمي التدريب مقدرة الموظف على قراءة النشرات المالية					
Paragraphs		5	4	3	2	1
		أتفق بشدة	أتفق	اتفق الى حد ما	لا أتفق	لا أتفق بشدة
		Strongly Agree	Agree	Agreed to some extent	Disagree	Strongly Disagree
36	The company meets the client requirements by adding value to him. تتلبى الشركة متطلبات العميل من خلال اضافة قيمة له .					
37	The bad reputation reduces customers' interests in company's products تخفض السمعة السيئة من اقبال الزبائن على منتجات الشركة					
38	There is a place to report information يوجد مكان لوضع التقارير حول المعلومات المعلن عنها					
39	The company monitors population growth rates. تراقب الشركة معدلات نمو السكان بالمجتمع					
40	The manager is keen to make the employee sense of a degree of appreciation يحرص المدير على اشعار الموظف بدرجة من التقدير					
41	The company sets an estimated budget for the development of its future activities. تضع الشركة موازنات تقديرية لتطوير أنشطتها المستقبلية .					

42	Damage affects the reputation of the company يؤثر حدوث الاضرار بسبب منتجات الشركة على سمعتها.					
43	The company has the ability to invest the best knowledge تملك الشركة المقدرة على الاستثمار الافضل للمعرفة					
44	Training helps staff to analyze cost reports. يساعد تدريب العاملين على تحليل التقارير المتعلقة بالتكاليف.					
45	The company has difficulty developing new products تواجه الشركة صعوبة بتطوير منتجات جديدة.					
46	The manager stimulates innovation in the staff يحفز المدير الابتكار عند الموظفين					
48	The employee of the company very diverse. تمتاز الشركة بتنوع الموظفين					
49	Training professionals continuously evaluate training يقيم متخصصو التدريب اساليب التدريب باستمرار.					
Paragraphs		5	4	3	2	1
		أتفق بشدة	أتفق	اتفق الى حد ما	لا أتفق	لا أتفق بشدة
		Strongly Agree	Agree	Agreed to some extent	Disagree	Strongly Disagree
50	The company invests its various resources to develop its activities that achieve added value. تستثمر الشركة مواردها المختلفة لتطوير انشطتها التي تحقق قيمة مضافة.					
51	The company faces a high degree of competition in the market. تواجه الشركة درجة عالية من المنافسة بالسوق					
52	The company raises wages as a kind of incentive تعمل الشركة على زيادة الاجور كنوع من الحوافز					

53	<p>The company anticipates its future objectives realistically.</p> <p>تستشرف الشركة أهدافها المستقبلية بواقعية .</p>					
54	<p>The exaggerated estimate of the company's reputation weakens the company's position in the market</p> <p>يُضعف التقدير المبالغ به لسمعة الشركة من مكانة الشركة بالسوق.</p>					
55	<p>The manager gives the staff space to show their abilities</p> <p>يفسح المدير المجال للموظفين لإظهار مقدراتهم</p>					
56	<p>Clients focus on short-term priorities rather than long-term ones</p> <p>يركز العملاء على الأولويات قصيرة المدى أكثر من طويلة المدى.</p>					
57	<p>The company ensures to market studies continuously</p> <p>تحرص الشركة على اجراء دراسات للسوق بشكل مستمر</p>					
58	<p>The company provides employees with information regarding their financial performance</p> <p>يُزوّد الموظف بالمعلومات المتعلقة بالاداء المالي</p>					
59	<p>Many complaints limit the company's entry into new markets.</p> <p>تحد كثرة الشكاوي من دخول الشركة لاسواق جديدة.</p>					
60	<p>The company analyzes wage levels for all segments of society.</p> <p>تحلل الشركة مستويات الاجور لفئات المجتمع كافة.</p>					

الرقم، در/خ/25/ 439

التاريخ، 2017/12/12

عطوفة المدير العام لشركة المناصير المحترم

تحية طيبة وبعد،

يسعدني أن أبعث لعطوفتكم بأطيب التحيات وأصدق الأمنيات، راجياً الإلتزام بالإيعاز لمن يلزم بتقديم كل التسهيلات الممكنة للطلبة منى محمود الخطيب من طلبة الجامعة تخصص ماجستير إدارة أعمال لإجراء مقابلات مع السادة مدراء الإدارة الوسطى والعليا. شاكرين ومقدرين لكم حسن تعاونكم واهتمامكم.

وتفضلوا بقبول هائق الاحترام...

رئيس الجامعة

أ.د. محمد محمود الحيلة
12.12.2017



الرقم، در/خ/25/ 440

التاريخ، 2017/12/12

عطوفة المدير العام لشركة جو بترول المحترم

تحية طيبة وبعد،

يسعدني أن أبعث لعطوفتكم بأطيب التحيات وأصدق الأمنيات، راجياً الالتزام بالإيعاز لمن يلزم بتقديم كل التسهيلات الممكنة للطالبة منى محمود الخطيب من طلبة الجامعة تخصص ماجستير إدارة أعمال لإجراء مقابلات مع السادة مدراء الإدارة الوسطى والعليا. شاكرين ومقدرين لكم حسن تعاونكم واهتمامكم.

وتفضلوا بقبول فائق الاحترام...

رئيس الجامعة

أ.د. محمد محمود الحيلّة
2017.12.12



الرقم: در/خ/25/1222

التاريخ: 10/03/2018

عظوفته المدير العام لشركة تسويق منتجات البترول الأردنية المحترم

تحية طيبة وبعد،

يسعدني أن أبعث لعظوفتكم بأطيب التحيات وأصدق الأمنيات، راجياً التكرم بالإيعاز لمن يلزم بتسهيل مهمة الطالبة منى محمود أحمد الخطيب، ماجستير/ إدارى أعمال ورقمها الجامعي (401610068) وذلك لتوزيع استبانة مع المدراء في الإدارة العليا والوسطى ومدراء محطات الوقود لإتمام رساله المعنونه "الوعي الاستراتيجي وأثره على المخاطر الاستراتيجية".

راجياً التكرم بتقديم كل التسهيلات الممكنة لها علماً بأن المعلومات التي ستحصل عليها

ستبقى سرية ولن تستخدم إلا لأغراض البحث العلمي فقط.

شاكرين ومقدرين لكم حسن تعاونكم واهتمامكم.

وتفضلوا بقبول فائق الاحترام...

رئيس الجامعة

أ.د. محمد محمود الحيلتي



الرقم، در/خ/25/1221

التاريخ، 10/03/2018

عطوفة المدير العام لشركة المناصير المحترم

تحية طيبة وبعد،

يسعدني أن أبعث لعطوفتكم بأطيب التحيات وأصدق الأمنيات، راجياً التكرم بالإيعاز لمن يلزم بتسهيل مهمة الطالبة منى محمود أحمد الخطيب، ماجستير/ إدارة أعمال ورقمها الجامعي (401610068) وذلك لتوزيع استبانة مع المدراء في الادارة العليا والوسطى ومدراء محطات الوقود لإتمام الرسالة المعنونة "الوعي الاستراتيجي واثرة على المخاطر الاستراتيجية".

راجياً بتقديم كل التسهيلات الممكنة لها علماً بأن المعلومات التي ستحصل عليها ستبقى سرية ولن تستخدم إلا لأغراض البحث العلمي فقط.

شاكرين ومقدرين لكم حسن تعاونكم واهتمامكم.

وتفضلوا بقبول فائق الاحترام...

رئيس الجامعة

7.3.2018

أ.د. محمد محمود الحيلة

