جـــامـعـــة الـــشـرق الأوسـط
MIDDLE EAST UNIVERSITY
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Dynamic Capabilities and its Impact on Strategic Myopia

Test of the Moderating role of Social Media

A Field Study on the Fuel Distributer Companies in Jordan

القابليات الديناميكية وأثرها على قصر النظر الاستراتيجي

– اختبار الدور المعدل لوسائل التواصل الاجتماعي –

دراسة ميدانية على شركات توزيع المحروقات في الأردن

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Authorization

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Thesis Committee Decision

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I would like to express my sincere gratitude to my supervisor Prof. Ahmad Ali Salih who was a great supporter to me throughout my master's journey.

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Dedication

After achieving this thesis, all what comes into my mind is my mother and how she was waiting for this thesis to be done. I dedicated this study only to her.

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Dynamic Capabilities and its Impact on Strategic Myopia
Test of the Moderating role of Social Media
A Field Study on the Fuel Distributer Companies in Jordan

Prepared by: Rakan Al Sarayreh

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Abstract

The study aims at recognizing the impact of Dynamic Capabilities on the Strategic Myopia with presence of social media as a moderator variable. The field of study was fuel distributor companies in Jordan.

The study field dealt with two out of three companies, (AlManaseer Group and Jordan Petroleum Products Marketing CO.) and reached 220 individuals. Later on, 20 individuals were excluded as they are considered as pilot sample which means that main study sample consists of 200 individuals from top management levels, middle levels and supervisory levels that occupy the following positions (executive's managers, department managers and station managers) in light of a comprehensive survey method.

Moreover, the questionnaire was study's main tool for collecting data; (200) questionnaires were distributed, (190) answers were retrieved and the valid questionnaire for analyses was (157). Analyzing data was conducted using a set of statistical methods including Cronbach's alpha along with a normality test, standard deviation, exploratory factor analysis, confirmatory factor analysis, structural equation model (SEM), hierarchical integration regression and process procedures method.

Additionally, main findings of the study revealed that there is a statistically significant negative impact of the dynamic capabilities on the strategic myopia in the fuel distributor companies, this means that the strategic myopia impact decrease when dynamic capabilities increase. The study also revealed that social media moderates the negative impact of strategic myopia in fuel distributor companies.

Upon above results, the study offers a number of recommendations, most important of them are:

- Encouraging the company to continue adopting the dynamic capabilities through sensing and seizing the opportunities, and regrouping its resources in order to apply new ideas and products.
- Paying more attention to managers' way of thinking that should tend to be more strategic regardless the cost.
- Encouraging the company to adopt strategic decisions that do not create barriers toward using social media applications.

Keywords: Dynamic Capabilities, Strategic Myopia, Social Media, Fuel Distributor Companies.

القابليات الديناميكية وأثرها على قصر النظر الاستراتيجي
-اختبار الدور المعدل لوسائل التواصل الاجتماعي-
دراسة ميدانية على شركات توزيع المحروقات في الأردن

إعداد: ركان الصرايرة

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الملخص

هدفت الدراسة الى معرفة أثر القدرات الديناميكية على قصر النظر الاستراتيجي بوجود وسائل التواصل الاجتماعي متغيرا معدلا، وكان مجال الدراسة شركات توزيع المحروقات في الاردن.

تناول مجال الدراسة شركتين من أصل 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، والإشرافية وهؤلاء يشغلون المراكز الوظيفية الآتية (المديرين التنفيذيين ومديري دوائر ومديري المحطات) وتم اعتمادهم بالكامل كعينة للدراسة بطريقة المسح الشامل، واستخدمت الاستبانة اداه رئيسية لجمع البيانات حيث تم توزيع (200) استبانة وقد بلغ عدد الاستبانات المستردة (190) والاستبانات الصالحة لتحليل بلغ عددها (157) استبانة والتي تم تحليلها من خلال مجموعة من الوسائل الاحصائية (إختبار كرومباخ الفا، الوسط الحسابي والانحراف المعياري، التحليل العاملي التوكيدي، التحليل العاملي الاستكشافي، (اختبار التوزيع الطبيعي، إختبار الالتواء والتفرطح، الاختبار وإعادة الاختبار، تحليل نموذج المعادلة المهيكلة (SEM)، تحليل الانحدار التفاعلي الهرمي.

وتوصلت الدراسة الى عدة نتائج اهمها: وجود أثر سلبي ذات دلالة معنوية للقابليات الديناميكية في قصر النظر الاستراتيجي في شركات توزيع المحروقات وهذا يعني كلما زادت القابليات الديناميكية انخفض قصر النظر الاستراتيجي، كما اظهرت الدراسة ان وسائل التواصل الاجتماعي تعدل من الاثر السلبي لقصر النظر الاستراتيجي في شركات توزيع المحروقات.

في ضوء هذه النتائج قدمت الدراسة مجموعة من التوصيات أهمها:

- تعزيز الاستثمار في القدرات الديناميكية من خلال استشعار واغتنام الفرص واعادة تجميع مواردها لتطبيق الافكار الإبداعية وابتكار المنتجات الجديدة.
- تشجيع المديرين في الشركات المبحوثة على ممارسة التفكير الاستراتيجي من خلال الورش التفاعلية وجلسات العصف الذهني وتحليل قصص النجاح للشركات العالمية.
- تطوير مضامين العلاقة بين القابليات الديناميكية ووسائل التواصل الاجتماعي لأنها علاقة تضيف قيمة للشركة، من خلال تبني ثقافة استخدام وسائل التواصل الاجتماعي لتسريع صناعة واتخاذ القرارات الاستراتيجية، وتحليل المواقف الحرجة، وتشخيص الفرص الرابحة وتقليل مسببات قصر النظر.

الكلمات المفتاحية: القابليات الديناميكية، قصر النظر الاستراتيجي، وسائل التواصل الاجتماعي، شركات توزيع المحروقات بالأردن.

Chapter One

(Background)

Chapter One
Background

Introduction

It is quite important to clearly understand the environment in which organizations compete in global market, and to exactly recognize both; opportunities that offer the chance to increase market share and threats that should be wisely treated. Additionally, organizations, in the process of achieving their mission and vision, have to adopt strategies to minimize fear from the future and to focus on the longer term, trying to rebuild themselves to make competitive advantage, to have technologies contribute in minimizing strategic myopia and to help the organization achieve its goals for survival and growth.

When the organization care too much about short term, it might suffer from Strategic Myopia, According to Mazzarol (2010), strategic myopia is a condition in which the management of a business can see clearly those things that are to take place in the short term as the organization should ask itself if it has a clear vision for the future of the business over the next 5 to 10 years. Also, Levinthal & March (1993) stated that strategic myopia may put the organization in many problems, including the tendency to ignore the long run, as the short run is privileged by organizational learning. As a result, long run survival is sometimes endangered and myopia is the tendency to ignore the larger picture. Furthermore, Prices (2012) said that if the organization has strategic myopia, long-term vision can be lost, while Levinthal et al. (1993) suggested two types of myopia; which are spatial and temporal myopia that, both of them, will cause problems to the organization.

Also, Ridge & Kern & White (2014) in their study examined the effects of temporal and spatial myopia on a firm strategy, and found that the strategy was influenced by both types of myopia. According to Barney (1991) temporal myopia states that the organization focuses on short-term issues when it's seeking making any decisions, while spatial myopia is when the organization does not aware enough about the resources within or outside the organization.

In addition, Samuel (2000) said that if managers make myopic decisions concerned only with short term at the expense of long-term goals, they will have a repeated behavior that focuses on the short term at the expense of long-term growth.

Hence, how the organization can minimize its strategic myopia?

In this regard, it's worth noting that Schoemaker& Heaton & Teece (2018) defined the dynamic capabilities as the collection of knowledge and skills needed to address near-future market opportunities and to develop a viable business model. They also state that these capabilities may enable the firm shape surrounding business ecosystem in its favor by setting standards, influencing the development of regulations, or other means. According to Helfat, Finkelstein, Mitchell, Peteraf, Singh, Teece & Winter (2009) the concept of dynamic capabilities refers to practiced and patterned activities of creating and modifying organizational resources, routines, and competences. However, Zollo &Winter (2002) argue that dynamic capabilities will extend the zero-level capabilities which make the organization care about short-term. And Cavusgil, Seggie & Berk Talay (2007) argue that dynamic capabilities can be used to great long-term competitive advantage similar to Kurtmollaiev, Pedersen, Fjuk & Kvale (2018) who said that the dynamic capabilities may be a point of view to explain the source of the competitive advantage in the organizations that operate in a changing

environment. According to Lawson & Samson (2001) the dynamic capabilities can emphasize focus on several departments and enhance management capabilities in those departments.

Nowadays, the use of social media websites became an essential part of our daily life routine; since individuals find them the easiest source of knowledge from which they can get information that might minimize decision making mistakes. According to Kaplan & Haenlein's (2010) social media is group of applications that allow users to exchange their content. And social networking application includes websites that users recognize as a mean to interact with other people (Correa, Hinsley & De Zuniga ., 2010).

We can use social media in the business, as stated by Smits & Mogos (2013) who also said that one of the benefits of social media is sharing information between groups... and it has impacts on the business capabilities. In this context, Diga & Kelleher (2009) said that social media provides several opportunities for management issues as it can be used to scan the environment and to take part of public relations job; as the advantage of environmental scanning is to make SWOT analysis. Moreover, Scheepers & Stockdalf & Nurdin's (2014) study shows that people used social media for information seeking, which is close to Whiting & Williams (2013) claim stating that one of social media usage is seeking information, self-educating and finding information about sales, deals or products. Furthermore, Bouhnik & Deshen (2014) found that WhatsApp application can be used even in educational organizations to exchange information between teachers and students.

Additionally, a cluster of dynamic capabilities seizes the advantage of external opportunities whose creation could be facilitated by the use of social media, according to Fischer & Reuber (2010).

Form the researcher's point of view, strategic myopia and adopting short term plans in light of focusing only on the current market, will cause problems to the organization including decreasing its goals' survival and competiveness. The researcher is seeking to study how to minimize the strategic myopia if we have dynamic capabilities with the help of social media applications.

The Problem Statement

The previous literature review reflects that there is no enough studies about strategic myopia and the way to minimize problems may arise from it. Ridge et al. (2014) said that there is a need to explore how myopia may influence on the competitiveness on the organizations in the environment.

Furthermore, strategic myopia might cause a big problem to organizations in terms of negatively affecting the survival and competitive advantage in the global markets as it shifts focus to be directed only on the current market. Mudambi & Zahra (2007) present in their study first efforts at examining success factors of international new venture, especially in UK. Samuel (2000) also argues that managerial myopia is a problem for some firms.

Moreover, referring to social media can minimize strategic myopia and thus, it will help the organizations in strategic issues. According to Charest, Bouffardb & Zajmovic (2016), organizations increasingly used social media and planed their strategies in presence in social media.

In order to be certain about dealing with this problem that exists in business reality and is considered the study's main them, the researcher used structural interview style to be applied on a number of top and middle management and supervisory administration managers in two fuel distributor companies (AlManaseer Group and Jordan Petroleum Products Marketing CO.), the interview's questions were as the following (Appendix 1):

- Do you classify the strategic myopia in your organization?
- Do you have any interest in the topic of strategic myopia?
- Do you use any social media apps in your company? Are those applications contribute in decisions' making process?

From the interview, the researcher was able to explore whether managers prefer to deal with short terms or not, and their tendency towards circumstances when risk is low and towards using social media applications in daily basis.

Study's Objectives

The main objective of this study is to identify the impact of dynamic capabilities on strategic myopia in presence of moderate role of social media, through:

- Providing conceptual and intellectual framework for basic study variables (Strategic myopia, Dynamic capabilities, and Social media).
- Describing levels of practice of the three variables (strategic myopia, dynamic capabilities and social media) in previously mentioned fuel distributor companies.
- Determining the impact of dynamic capabilities on strategic myopia in the fuel distributer companies.
- Diagnosing the moderate role of social media and its impact on dynamic capabilities in strategic myopia in the fuel distributer companies.

Study's Importance

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

- The variables which are discussed in this study are very significant and critical for business organizations; they also play a crucial role in its survival and prosperity on the long run.
- The result of this study will help top management to find means to think about long-term situation.
- The study will reveal the impact of moderate variable; social media that presents an essential part of our daily life.
- The study will offer other researchers a fundamental basis for further research related to the study's result since there is no study handle the three variables together and study the relationship between them.

Study's Questions and Hypothesis

Study's Questions

Moreover, study's questions, which are related to the problem's statement, could be summarized as the following:

First Main Question:

1. What is the impact of dynamic capabilities on the strategic myopia in fuel distributer companies?

Based on the component of dynamic capabilities, the main question can be divided into six main questions:

1.1. Is there an impact of sensing capability on spatial myopia?

1.2. Is there an impact of sensing capability on temporal myopia?

1.3. Is there an impact of transforming capability on spatial myopia?

1.4. Is there an impact of transforming capability on temporal myopia?

1.5. Is there an impact of seizing capability on spatial myopia?

1.6. Is there an impact of seizing capability on temporal myopia?

Second Main Question:

2. Do social media moderate the impact of dynamic capabilities on the strategic myopia in fuel marketer companies?

Study Hypothesis

First Main Hypothesis:

H01: There is no statistically significant impact of dynamic capabilities with all its dimensions (seizing, transforming, sensing) in strategic myopia in all dimensions (spatial myopia, temporal myopia) at a level of significance ($\alpha \leq 0.5$) in the fuel distributor companies.

Based on the component of dynamic capabilities, the main hypothesis can be divided into six sub hypotheses:

H01.$_1$ There is no statistically significant impact of seizing on spatial myopia at a level of significance ($\alpha \leq 0.5$) in the fuel distributor companies.

H01.$_2$ There is no statistically significant impact of seizing on temporal myopia at a level of significance ($\alpha \leq 0.5$).in the fuel distributor companies.

H01.$_3$ There is no statistically significant impact of transforming on spatial myopia at a level of significance ($\alpha \leq 0.5$) in the fuel distributor companies.

H01.4 There is no statistically significant impact of transforming on temporal myopia at a level of significance (α≤0.5) in the fuel distributor companies.

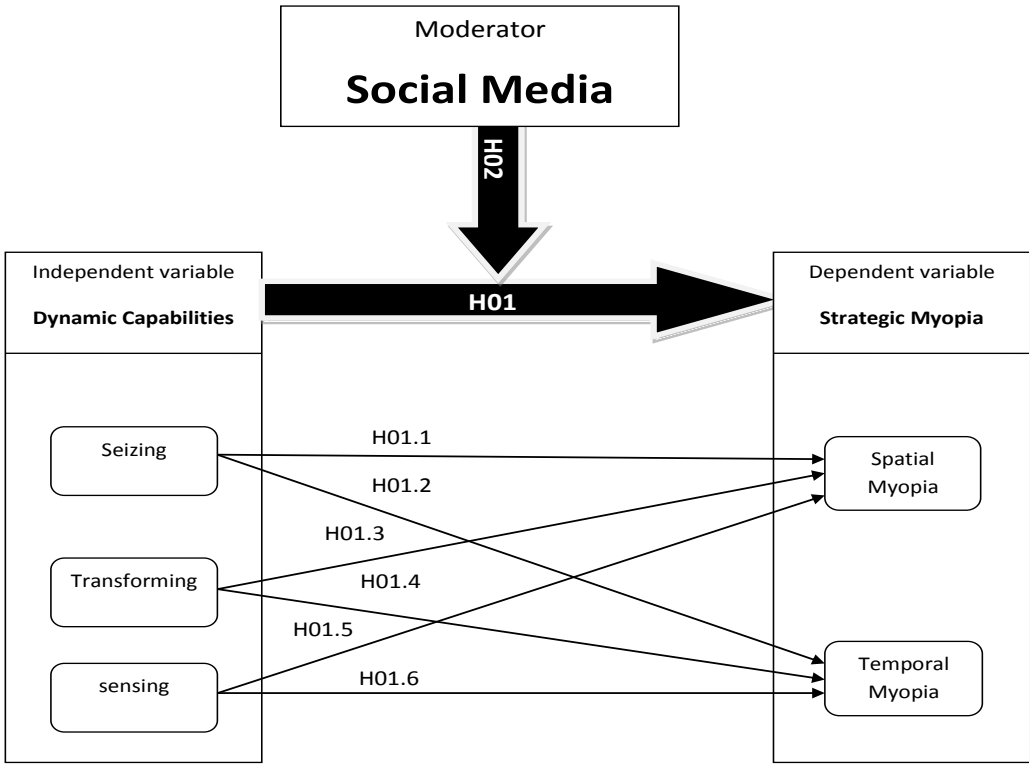
H01.5 There is no statistically significant impact of sensing on spatial myopia at a level of significance (α≤0.5). in the fuel distributor companies.

H01.6 There is no statistically significant impact of sensing on temporal myopia at a level of significance (α≤0.5).in the fuel distributor companies.

Second Main Hypothesis:

H02: social media does not moderate the impact of dynamic capabilities on the strategic myopia at a level of significance (α≤0.5) in fuel distributor companies.

Study Model



Source: prepared by researcher based on:
Dependent: Ridge, Kern&White (2014).
Independent: Kurtmollaiev & Pedersen& Fjuk& Kvale (2018), Schoemaker & Heaton (2018).

Study's Limitations

- The study applied in Jordan; it might not be suitable to be applied on companies with same industries outside Jordan.
- Study's results depend on the responsive degree of individual sample's responds and their level of objectivity.
- This study is designed to be applied on the top, middle and supervision levels in fuel distributor companies; it is not true to generalize results on other industrial or service companies.
- Total company initially started cooperating with the researcher, but upon starting applying the study, it refrained from cooperating.

Study's Delimitations

- Spatial: fuel distributor companies (AlManaseer Group and Jordan Petroleum Products Marketing CO.)
- Humanity: a selective sample of managers in top, middle and supervision level.
- Temporal: The year of 2019/2020.

Conceptual and Operational Definitions

Strategic Myopia: a condition in which the management of a business can see clearly those things that are to take place in the short term as the organization should ask itself if it has a clear vision for the future of the business over the next 5 to 10 years (Mazzarol, 2010).

Strategic myopia is defined operationally as a set of dimensions which include spatial and temporal myopia, which are measured by the degree of individual's response to the questionnaire.

Dynamic Capabilities: Schoemaker et al. (2018) defined the dynamic capabilities as the collection of knowledge and skills needed to address near-future market opportunities and development of a viable business model. Also, these capabilities may enable the firm shape the surrounding business ecosystem in its favor by setting standards, influencing the development of regulations, or other means.

Dynamic capabilities is defined operationally as a set of dimensions which include (seizing, transforming, and sensing), which are measured by the degree of individual's response to the questionnaire.

Social media: Wang, Pauleen & Zhang (2016) point of view applications and websites used to facilitate individual communications and in the same thing in the organizations the utilization of the social media as a channel to communicate with their customers.

Social Media is defined operationally as a set of social media applications that are used in the study's sample.

Chapter Two

(Theoretical Framework and Previous Studies)

Chapter Two
Theoretical Framework and Previous Studies

The content of this chapter aims at discussing the following points:

- Studying the main definition of the study and its dimensions (Strategic myopia, Dynamic capabilities, Social Media).
- Discussing the previous studies presented in the study, and their variables.
- Listing the differences between this study and previous ones.

Theoretical Framework

Strategic Myopia

Strategic myopia concept evolution:

Myopia, in medical science, is called a patient who cannot see distant objects. This is also the case when the company does not build a vision that serve the long term which will lead it to suffer from myopia, in a similar situation of the disease that affects human's vision.

The first article in business that expressed the concept of myopia is written by Levitt (1960) and published in Harvard business school, he argues in his article that marketing myopia focuses on immediate needs of companies rather than focusing on customers' changed needs which would cause absence of competitive advantage and lack of knowledge in the regard of existed customers' needs and also attraction of new clients to the company.

Moreover, new marketing myopia concept has been raised to describe the case in which the company focuses on current need of customers that will reduce sustainability in the company because of the effect of technological developments, changing customer

needs, and the nature of needs must be taken into account (Smith, Drumwright & Gentile, 2010).

Levitt highlighted an important term that became, not only related to the marketing but included in all administrative sciences, like strategic decisions. Therefore, when business's management can think and see things in short term manner, the company does not take in consideration its future within next 5-10 years since it shed light only on near future and operational plans (Mazzarol, 2010). According to Cabello (2013), myopia as a term, refers to the thinking in narrow scope, and absence of being concerned with wide interests or long term issues due to putting short term goals on the urgent accomplished tasks list.

According to Cabello (2013), the strategic myopia is the failure in recognizing the future long term consequences because there is a shared short term perspectives in the companies. He also described managers who have short term perspective with the term "blind decision-makers" who may be afraid of the making term decisions.

Wheelen, Hunger, Hoffman & Bamford (2018) in their book "Strategic Management and Business Policy", defined the strategic myopia as the rejection of unfamiliar information.

Effects of strategic myopia:

Strategic myopia may cause unbelievable results to companies; it makes short term decisions in a short term vision without paying attention to long term consequences which will not help the company to survive and prosper due to existing in a dynamic environment and quick changing needs of customers.

Short term preferences will offer companies short term benefits as they are focusing on short term results rather than the long run and ignoring the technological development. Companies may take advantages from competitors' situation due to the environment by building good relationships with them, and exchange information between the company and competitor´s customer. On the other hand, if the company thinks in a short term way, it will ignore available technological opportunities, thus, customers surely will choose another competitor that fulfill their different and changing needs (Cabello, 2013).

Ranasinghe (2015) addressed negative effect of strategic myopia by stating that it can affect profits of organizations if the strategic direction is absent, as if there is no development of long-term plans for the wide future in an active and sustainable way. It is also possible that the company has better products and services than competitors, but in the absence of strategic thinking, it will definitely affect its permanence in the market.

Strategic Myopia versus Strategic Thinking:

When it comes to defining the concept of strategic myopia, there is no agreement in literature. Some scholars say that strategic planning or strategic management, which means that managers have interests in long term benefits and long term positive consequences in the company, is the opposite of short term thinking or strategic myopia.

According to Wilson (1994), the continuing search of improving strategic planning's character and now it is appropriate to refer to it as strategic management or strategic thinking. In opposite to strategic myopia disadvantages, the strategic thinking has benefits to bring to companies, that will provide it with a clearer sense of strategic

vision, planning and implementation of what is really important for the company at the same time of responding quickly to environment's changes.

Strategic myopia as a concept is the management in which managers think and make short term decisions; consequently, organization will suffer from lacking a clear vision for the future and from finding a way to overcome the situation that is not an easy task.

Bonn (2001) argues that since 1993, senior and executive managers' main problem was the strategic thinking. As they lose the strategic perspective and worry about details as they face challenges in thinking in a strategic way rather than the thinking about operation terms. He also argued, in his study, that managers' ability to think in strategic way is a competitive, especially in the global environment.

Salih (2017) also mentioned that 90% of surveyed managers didn't practice strategic thinking because of poor training , while all companies must train managers to think strategically instead of thinking about short term issues.

To avoid the strategic myopia and to think strategically, Bonn (2001) defined three elements related to the understanding of the company´s environment. He also stated that if the company has sensing, creativity and a vision, it will decrease the strategic myopia, similar to the results of this study.

To improve strategic thinking in the company, Bonn (2005) developed a framework that should be followed in organizations, as shown in Figure 2.1

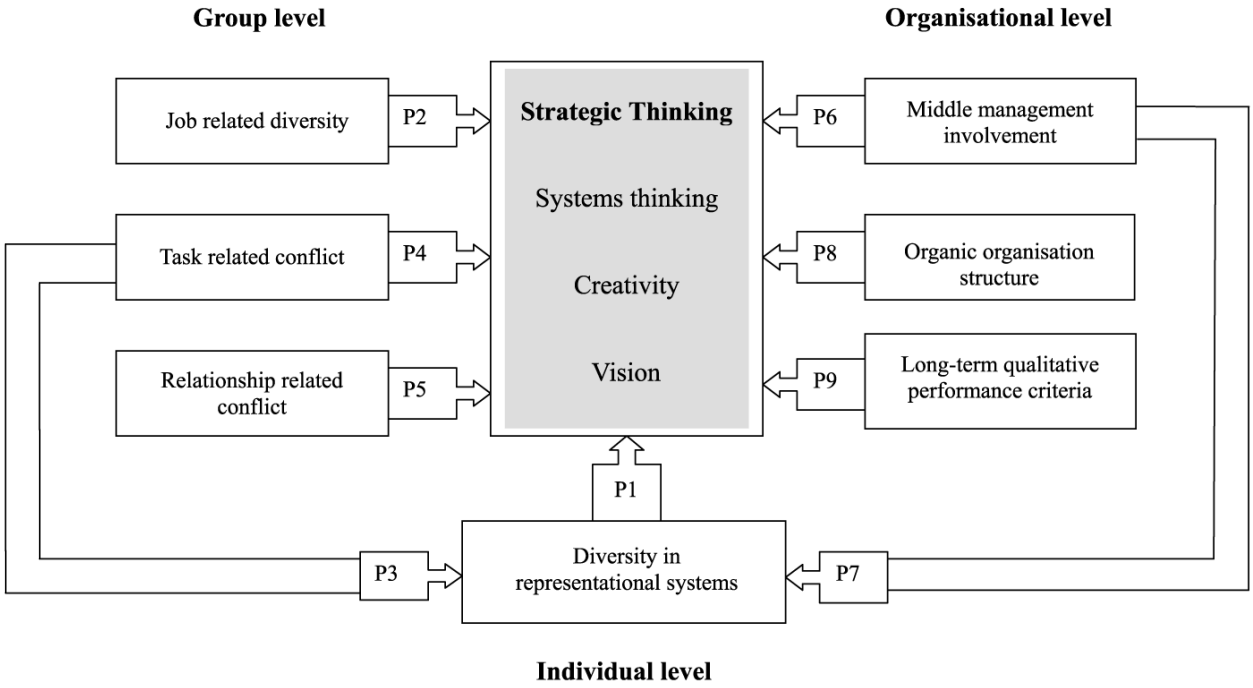


Figure 2.1: Strategic thinking framework

The figure illustrates how all the company´s levels can contribute in enhancing the strategic thinking to be long term, as it starts with the individual level due to author's claim; if decision makers had high strategic thinking abilities, the company will show greater diversity in representational system.

The group level should have diversity in their jobs to make several experiences and to consider more than a single opinion, while the task related conflict will increase both diversity representational systems and strategic thinking.

The relationship related conflict will decrease the strategic thinking as the group members with negative sentiments toward one another or toward the entire group will offer less contribute in the strategic thinking.

Paying attention to the organizational level, and through developing the method of this study, in chapter three, the researcher takes into consideration middle level management in relation to involving middle level management and enhancing the

representational system. Furthermore, the organic structure in the organization will contribute also in strategic thinking, and performance system should follow a long term criteria.

According to Salih (2007), strategic thinking contributes in the organization capabilities, competition, and the future of the company. He also claimed, in his study, that adopting strategic thinking requires the organization to be:

1- Aware of opportunities that add value to the company and make it in competitive advantage position in the market.
2- Aware of relations of overall organization's activities and interactions with changing business environment.

Strategic Myopia Dimensions:

Based on the literature reviews, the researcher puts two dimensions for strategic myopia, first one is focusing on current market without focusing on attractting new customers (Spatial Myopia), and the second dimension is company's focus on the current period without focusing on long term growth (Temporal Myopia).

Spatial myopia

According to Miller (2002), when the organization focuses on the current market, it do not take in the consideration the opportunities existed in external environment. Thus, the spatial myopia focuses on the near space.

Temporal myopia

The organization focuses only on the current period without thinking about long term growth. From the researcher's point of view, this may lead to threat the sustainability of companies. According to Worthy, Otto & Maddox (2012), temporal

myopia is when individuals are able to focus only on the immediate consequences of their actions. According to Sato (2015) temporal myopia occurs when managers have short term orientation which will cause organizations to fail rather than looking at into future and achieving long term stability. Furthermore, according to Mella & Pellicelli, (2017) temporal myopia means the short term preferences and the behavior of seeking short term advantages and immediate results and short sighted.

According to Ridge et al. (2014), both the spatial myopia and temporal myopia can carry out the below mentioned problems to companies:

- The temporal myopia creates focus on the current strategy in the company and the spatial myopia focus on the decision makers on better known technologies and competitors leading to conformity to industry strategic profiles.
- The focus on the near term displayed by temporal myopia discourages long-term investment and favors incremental changes and persistence in the firm's current strategy.
- Spatial myopia is less associated with strategic conformity.

Dynamic capabilities

Dynamic capabilities concept evolution

It is important to companies to compete in complex environment; the company can achieve this when it has a quick responsiveness to changes and an innovation to produce new products, if needed, with the consideration of resources; both internal and external environment for the sake of existing in local and global market.

Dynamic capabilities term consists of two words, the first one is 'dynamic' or in another way, 'shifting' which means response to environment changes and compete in

future market, while ´ ‘Capabilities’ term indicates focusing on the key role of strategic managers in adapting, integrating, and reconfigure internal and external resources toward the environment changes (Teece & Pisano, 1994). Also Teece, Pisano & Shuen (1997) said that dynamic capabilities are company’s ability to use internal and external competencies to handle the rapidly changing in environment.

According to Eisenhardt & Martin (2000), Dynamic capabilities are the antecedent organizational and strategic routines by which managers alter their resource base—acquire and shed resources, integrate them together, and recombine them—to generate new value-creating strategies.

Dynamic capabilities are those profitable competencies that enable the organization to exploit them, doing the right thing at the right time. Additionally, (Kurtmollaiev et al. (2018) mentioned that dynamic capabilities are a set of activities that can create and modify organizational resource, and even explain the source of competitive advantage in changing environment.

The importance of dynamic capabilities:

Upon previous definitions, the researcher concluded that dynamic capabilities are essential for companies since they will offer the ability of taking advantage from competitiveness especially when the company scan external environment to address the opportunities and transform its resources to apply new products. The source of the competitive advantage, in this case, is dynamic capabilities because focus is highlighted on two key aspects; dynamic and capabilities (Teece et al., 1994).

According to Sher &Lee (2004), the dynamic capabilities do not guarantee company´s performance, but without them, it the will not be enhanced as adopting dynamic capabilities means that the company increases its customers' base, therefore increasing the profit and achieving satisfied outcomes to all stakeholders.

Schoemaker et al. (2018) also argues that following this "strategy" in adopting strong dynamic capabilities, allow companies to address near-future market opportunities. Relatively, this study focuses on dynamic capabilities since it helps the firm monitors its external environment.

According to Pedron, Picoto, Colaco &Araújo (2018), this concept was introduced to know how the company makes the competitive advantage that will allow the company to produce good products or services and thus, increase the productivity, generate more sales and increase its strengths and the competitors' threats.

Dynamic Capabilities Dimensions

The researcher has taken into consideration and in light of previous studies, two dimensions for the dynamic capabilities:

Sensing

According to Hou (2008), the dynamic capabilities deploy new competencies by sensing the environment which means achieving the first step in dynamic capabilities that identify external opportunities.

Identification of external opportunities will lead companies to seek competitive advantage (Helfat & Peteraf, 2009).

According to Gathungu & Mwangi (2012), Sensing capability is defined as the ability to spot, interpret, and pursue opportunities in the environment. It is useful in the identification of opportunities and in assessing them.

Teece et al. (2018) also said that sensing the market change before competitors is important and this cluster is considered a focus on external changes.

Another definition of the sensing capability was introduced by Kurtmollaiev et al. (2018) who stated that it is a collection of resources that help to scan the environment. In another words, this capability highlights the external environment.

Cristiane Drebes Pedron, Winnie Ng Picoto, Miguel Colaco & Cintia Cristina Araújo (2018) said that sensing the external environment enable the firm to sense external threat and respond quickly to them.

Seizing

According to Leppo, Ollila, Pe˜na, Wismar & Cook (2013), companies can seize the opportunities only when it has long term vision and strategies, and thus, it can change political and social realities.

According to Schoemaker et al. (2018), the firm must seize opportunities in timely ways and be innovative to take advantages of external changes. Furthermore, Kurtmollaiev et al. (2018) defined the seizing capability by manager's ability to take advantage of external opportunity.

Transforming

After the company achieves sensing and seizing the opportunities, it should transform the resources to address the changes. According to Wu (2006), reconfiguring the resources is a way to address rapid changes in the business environment.

However, transforming the existing resource base and internalizing external resources in order is effective in a rapidly evolving environment (Wu, 2006).

According to Schoemaker et al. (2018), after sensing and seizing the environment, the firm may rebuild or reshape its structure to align itself with the environment.

Social media

Social media evolution:

Boyd & Ellison (2007) defined social media as services that allow individuals to create profiles for themselves and communicate with a list of users to share interests together, some people called it as social networking.

Social media websites and their benefits are not totally new as people might think; the first social media mean appeared in 1997. There was a website called "SixDegrees.com" that allows people to create profiles and make a list of friends, this website was a tool to help people to connect with each other's and exchange messages (boyd et al.,2007).

Social media has exploded as a concept that make people communicate online where they can create content and share it because it is easy and quick to use (Asur &Huberman, 2010), social media users usually can access the tools via web based technologies either on desktops, laptops or recently via smartphones applications .

After three years of the previous study, Leonardi, Huysman & Steinfield (2013) defined social media as web based platforms that allow people to communicate with others and post, edit, files on their or others blogs anywhere and anytime.

Users can create home pages to make announcements or to share texts, images and videos, according to Scheepers et al. (2014) who also recognize social media as tools to rebuild social connection around individuals because it is easy to anyone to contact other people using social media applications and web pages.

Therefore, social media refers to websites and applications designed to allow people to communicate and share their interests together in real time manner and instantly, share several types of multimedia such as photos, videos, texts and files, contacting others with voice or videos by applications on smartphones.

The importance of social media:

Many people use social media applications and websites to share their experiences online where people can interact with each other by sharing posts about their experiences and making public relations with others, as many people can do several things using social media applications starting from sharing texts through creating closed or opened group, not only sharing text, but also share videos (Househ, Borycki & Kushniruk, 2013).

Social media's importance in this days is derived from their important intermediary for interaction between governments, governments and citizens, and governmental agencies and businesses via social media that introduces new challenges related to privacy, security, data management, accessibility, social inclusion, and governance (Khan, Swar & Lee, 2014).

The use of social media in Business:

Several literature reviews recommended that social media applications can offer the company several benefits. They may be used as marketing tools to promote the product to gain more customers (Fischer & Reuber, 2010).

According to Househ et al. (2013), social media can provide a tool for people to gather information, explore more option rather than knowing a single one, and share their experiences. Recently, each company has verified pages on Facebook to receive reviews from customers to measure satisfaction of customers about products.

Employees in their working hours also use social media for several reasons, they can use them to gather information and collect data to solve a work-related problems, they also can communicate with existing customers and make long relationships with them, in addition to identifying new ones.

Nowadays, the use of social media makes the exchange of information between employees and between managers and subordinates easier. This type of service introduced from social media is considered as information seeking (Whiting et al., 2013).

Also, companies can take advantage from social media to manage their reputation by handling negative comments (Landers & Callan, 2014).

Social media from Wang, Pauleen & Zhang's point of view(2016) are applications and websites used to facilitate individual communications. At the same time, organizations can utilize social media as a channel to communicate with their customers and to allow users to post and describe their experiences.

As per Mazzuoccolo, Esposito, Luna, Seiref , Dominguez& Echeverria (2019) , social media application can fill the gap of knowledge among departments in the organization. The exchange of information between managers and employees may make them capable of making the job faster and easier.

Social media applications:

The researcher used, in the study, four social media applications that are mostly used; Facebook, WhatsApp, Skype, Viber.

Facebook :

Facebook website was launched in early 2004, it is a website designed to support only college network, after that, Facebook began supporting other platforms; e.g. users must have an email address related to their universities. In 2005, Facebook expanded to include high school students (Boyd et al., 2007) but these days any user can sign up and create a profile on Facebook.

Number of Facebook users is increasing, and **millions** of people use it actively, in other words, according to (Khan et al., 2014), 23% of Facebook users check the application five times or more a day.

WhatsApp:

WhatsApp is a smartphone application used for instant messages privately or by groups. It began in the market since 2010, the idea came to replace SMS platform to send messages instantly and free of charge, it has several features such as text messages, exchange images, audio and video files, and recently it can be linked to websites addresses (Bouhnik et al ., 2014).

Skype：

Skype is a peer to peer application, it was launched in 2003 and designed to protocol voice calling, instant messaging, and to make audio, video conferences and file sharing. Skype application is also considered as VoIP Voice over IP (Ehlert& Petgang, 2006).

Viber :

Viber is an instant **messaging** application available on smartphones that can be used to download, design, make phone calls and send text messages. Users also can download it on desktop and use it to communication. Viber's users can create group chat and free voice and video calls, they also can send and receive videos and audios (Lone, Badroo &Chudhary, 2015).

Most features in WhatsApp are common in Viber (Lone et al., 2015). The table below shows common features between them:

Table 2.1 :Common Fatures Between WhatsApp and Viber

	WhatsApp	Viber
Text Chat	✓	✓
Send & Receive Videos	✓	✓
Send & Receive Audio	✓	✓
Group Chat	✓	✓
Sharing V-Cards & Contact Information	✓	✓
Free Voice Calling	✓	✓

Source: (Lone et al., 2015).

Previous Studies

1- Samuel's Study (2000) entitled: "**Does Shareholder Myopia Lead to Managerial Myopia? A First Look".**This paper examines the relationship between shareholder horizons and managerial horizons for the US by looking at the evidence for a panel of manufacturing firms for the 1972-1990 periods. The sample was collected from 586 US firms for 1982 and 1988. The study concluded that institutions have had a positive effect on liquidity; stocks traded heavily by institutions experienced rising turnover, declining volatility, and narrowing bid-ask spreads.

The result of this study:

- The evidence reported in this paper suggests that shareholder myopia may not necessarily lead to managerial myopia.
- The results in this paper also call into question the viewpoint that faults the short-term orientation of financial markets as contributing to long-term competitiveness problems of economies.

2- Mudambi&Zahra's Study (2007) entitled: "**The Survival of International New Ventures".**This paper empirically examines the survival of international new ventures by comparing them with other sequential modes of international operations (e.g., acquisitions). Data from 275 British firms show that international new ventures have lower unconditional survival probabilities than other modes of foreign market entry.

The result of this study shows that differences in survival probabilities disappear when the firms' competitive strategies are considered.

3- Shang, Lin & Wu's Study (2008) entitled: **Service Innovation Through Dynamic Knowledge Management.** The purpose of this paper is to report findings of a study on the management of intellectual capital in Fortune Motors. It intends to highlight how an automobile service firm apply dynamic knowledge management concept to create new service processes which resulted in breaking through the bottleneck of profit loss. The study is based on an in-depth case study, semi-structured interviews and extensive access to the secondary data on the firm. A qualitative approach was used to analyze the data due to the complexity of contextual content.

The result of this study: As dynamic capabilities, the linkage between the external resources and the internal management for knowledge may lead to enhance the knowledge management. The empirical study proved that innovation can be provided by apply the dynamic capabilities. The study also provided useful guidelines for organizational transformation process and service innovation, including:

- Making profit to customers, firm and employees by managing knowledge.
- Making the organization´s resources unique by synchronizing the internal knowledge and the external knowledge.
- Establishing a knowledge base which dynamically can improve the intellectual capital.

4- Diga & Kelleher's Study (2009) entitled: "**Social Media Use, Perceptions Of Decision-Making Power, And Public Relations Roles".** The study aims at testing if the use of social media sites and tools is associated with public relations practitioners´ and their power inside organizations, the sample for this study consisted of 115 members of the Public Relations Society of America (PRSA),

Hawaii chapter. E-mail invitations to participate were sent to the entire chapter membership by the communication director.

The result of this study**:** There is a relationship between social media and public relation practitioners' power, and this use enhances power in their organization.

5- Fischer& Reuber's study (2010) entitled**:" Social Interaction Via New Social Media: (How) Can Interactions On Twitter Affect Effectual Thinking And Behavior?".** Entrepreneurs who spend time in social media like Twitter may benefit from them when it comes to new insights about resources that are available to be used in different ways. Sample collected from 12 entrepreneurs, all of whom had adopted Twitter within past two years, but varied widely in terms of their levels of usage of the medium and the types their business.

The results of the study**:** The social interactions that entrepreneurs engage in via Twitter can trigger effectual cognitions regarding both the means available to the entrepreneur and the effects that the entrepreneur may be able to bring about with the means that are available.

6- Worthy, Otto& Maddox's study (2012) entitled :"**Working-Memory Load and Temporal Myopia in DynamicDecision Making**". The purpose of this study is to examine the role of working memory (WM) in dynamic decision making by having participants perform decision-making tasks under single-task or dual-task conditions. In two experiments, participants performed dynamic decision-making tasks in which they chose 1 of 2 options on each trial the sample for the first experiment Ninety-eight undergraduate students at Texas A&M University participated in the experiment for course credit. Participants were randomly assigned to one of four between subjects conditions that consisted of the factorial

combination of two WM load conditions (single-task vs. dual task) and two reward structure conditions (increasing-optimal vs. decreasing optimal). The second experimented included Seventy-nine undergraduates from Texas A&M University who participated in the expedient for course credit. Participants were randomly assigned to one of the four conditions that resulted from the factorial combination of two WM load (single- vs. dual-task) and two reward structure (increasing- vs. decreasing-optimal) conditions. The result of this study: behavioral results indicated that dual-task participants selected the immediately rewarding decreasing option more often, and single-task participants selected the increasing option more often, regardless of which option was optimal. Thus, dual-task participants performed worse on the first type of tasks but better on the other type.

7- Whiting & Williams's study (2013) entitled : "**Why People Use Social Media: A Uses And Gratifications Approach".** This paper seeks to demonstrate the importance of uses and gratifications theory to social media. By applying uses and gratifications theory, this paper explored and discussed the uses and gratifications that consumer receive from using social media. Exploratory study was conducted. 25 in-depth interviews were conducted with individuals who use social media.

The results of this study**:** This study identified ten uses and gratifications for using social media. The ten uses and gratifications are: social interaction, information seeking, passes time, entertainment, relaxation, communicatory utility, convenience utility, expression of opinion, information sharing, and surveillance/knowledge about others.

8- **Scheepers, Scheepers, Stockdale& Nurdin's** Study **(2014)** entitled:" **The Dependent Variable In Social Media Use".** The aim of this study is to identify the individuals' use of social media. The sample was collected by a survey of

students at two Indonesian Universities during 2011. Indonesia was specifically chosen for this survey as it has a very high level of social media use particularly in the 18-25 age groups.

The result of this study: Users use the social media for seeking information, hedonic activities, sustaining of strong ties and extending weak ties.

9- Ridge, Kern&White's study (2014) entitled**: "The Influence of Managerial Myopia on Firm Strategy".** The aim of the study is to examine the impact of temporal myopia and spatial myopia on the company strategy. The researchers conducted a manual content analysis of letter to all shareholders for 100 companies. There are two important contributions. First, investigates the differential effects of both spatial and temporal myopia on strategy, topics that have been relatively overlooked in empirical investigations of decision making. Second, the paper develops replicable measures for both temporal and spatial myopia, which have been previously suggested to limit the ability to empirically test the implications of managerial myopia

The results of the study:

- The temporal myopia creates focus on the current strategy in the company and the spatial myopia focus on the decision makers on better known technologies and competitors leading to conformity to industry strategic profiles.
- The focus on the near term displayed by temporal myopia discourages long-term investment and favors incremental changes and persistence in the firm's current strategy.
- Spatial myopia is less associated with strategic conformity.

10- Bouhnik & Deshen's Study (2014) entitled: "**WhatsApp Goes to School: Mobile Instant Messaging between Teachers and Students".**The aim of this study is to know how teachers and students communicate using WhatsApp in the classroom. The sample was twelve half-structured interviews were carried out with teachers who use WhatsApp in order to communicate with their high school students.

The result of this study**:** The study claimed that the WhatsApp is an up-normal tool that has educational and academic potential.

11- Charest, Bouffardb & Zajmovic's study (2016) entitled: "**Public Relations And Social Media: Deliberate Or Creative Strategic Planning".**The subject of the presented exploratory study is the strategic planning of the daily professional activities of managers in social media (SM). Is this planning deliberate, or emergent? Are the strategies prescribed, or creative? To what communication logics must professionals adapt their practices? Following the sociology of uses studied in the approach to SM appropriation in the field of corporate communication, these questions are tackled through a qualitative, descriptive approach. The dual objective is to describe the actual professional practices of SM managers and compare them to the theories found in the literature. To do this, semi-structured interviews were conducted with 12 managers active in SM in North American organizations. During these, practices emerged for which the standards were not always prescribed.

The result of this study**:** The results of the study show tendency on the part of managers to better plan the integration processes and their objectives for their presence in SM by developing increasingly well-articulated monitoring and content strategies aimed at their audiences.

12- Kurtmollaiev, Pedersen, Fjuk& Kvale's study (2018) entitled:" **Developing Managerial Dynamic Capabilities: A Quasi Experimental Field Study Of The Effects Of Design Thinking Training".**This study aims at combining the practical experience of design thinking with the Theoretical advances of the dynamic capabilities framework, and examining how training team leaders in design thinking can develop their managerial sensing, seizing, and transforming capabilities; stimulate innovation in their teams; and influencing team operational capability. The sample was in the form of two groups: the training participants and an additional control group. The training participants comprised 318 team leaders working in product/service development, marketing, and customer interface management, additional control group of 319 team leaders (hereafter "additional controls") who worked in the same business units and performed similar functions (related to technology or customers). But who were not involved in the same projects as the participants' teams.

The results of the study:

- Designing thinking trainings makes managers more capable of sensing and seizing opportunities, which stimulates innovation in their teams.
- Having a positive impact of designing thinking trainings on managerial transforming capabilities, but this effect is indirect.
- Getting rid of negative overall effect of design thinking training on the managers' team operational capabilities.

13- **Pedron, Picoto, Colaco&Araújo's** study **(2018)** entitled**: "CRM System: the Role of Dynamic Capabilities in Creating Innovation Capability".** The main question in this study is "What is the role of Dynamic Capabilities in the creation of

innovation capabilities through CRM usage?" The research was conducted in the three main digital libraries to ensure that we had sufficient relevant papers about the subject in question between 2000 -2014 and with keywords Customer Relationship Management, Innovation Capability and Dynamic Capability. The method of this study was the interview with experts elected based on their knowledge and professional experience on CRM

The results of the study: Innovation may be an important for the business strategy because the innovation is important in the global market and complex environment that challenge the organizations.

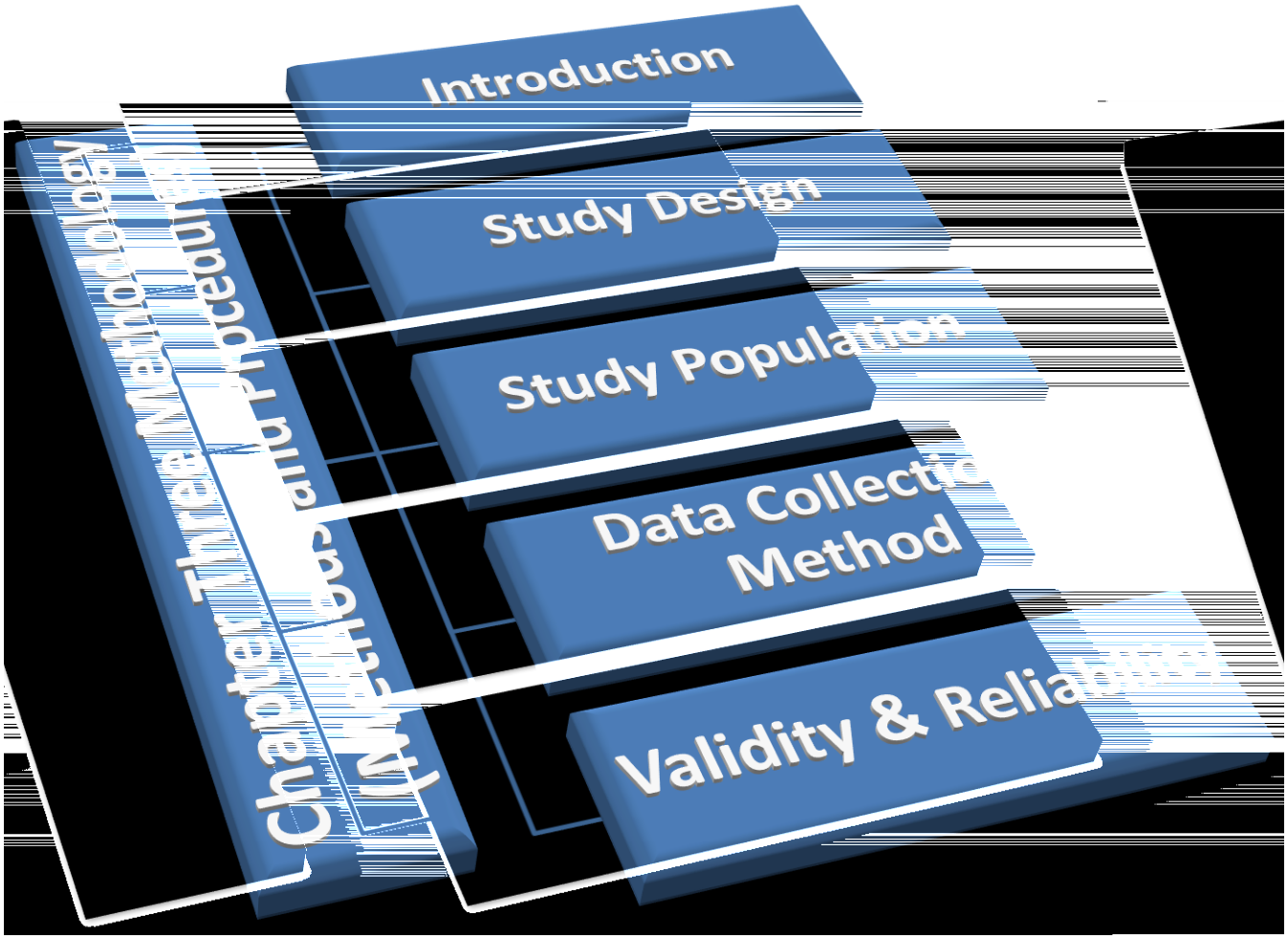
What distinguishes the current study from the previous studies?

1. This study is distinguished from the previous studies by examining three variables that were not previously studied together, which are (dynamic capabilities, strategic myopia, and social media), thus, it will expand the understanding of the research phenomenon and a more accurate interpretation of the results.
2. Previous studies dealt with topics mentioned in various fields, while this study was applied to fuel distribution companies in Jordan which are of a great importance and face great challenges.
3. The current study adopted the introduction of social media, as a moderator variable in the study of the effect of dynamic capabilities on strategic myopia, and this attempt was not previously referred to in previous studies. To the very least in the Arab world - according to the researcher's knowledge -.
4. The current study considered dynamic capabilities as an independent variable that has a significant negative impact on strategic myopia, while social media was considered a moderator variable. Also, the relationship between the two (dynamic

capabilities and social media) is a positive and integrative one that leads to an decrease in the potential negative impact on strategic myopia, while previous studies did not study topics of this positive relationship and its effect on a negative variable for a reduction.

Chapter Three

Methodology (Methods and Procedures)



Chapter Three
Methodology (Methods and Procedures)

Introduction

Our research is about how the existence of dynamic capabilities will reduce the strategic myopia with presence of social media as a moderator variable that will help the dynamic capabilities to reach our goal, we applies this study on fuel distributor companies in Jordan (Manaseer, JoPetrol) .

This chapter will discuss the study design, Validity and Reliability of our sample that collected from the population, after that we will show the procedure and statistical processes which the researcher used in the study.

Study Design

It is a casual study, descriptive analytical approach to study the impact of dynamic capabilities on strategic myopia with presence of social media as a moderator variable in fuel distributor companies in Jordan.

Study Population

We applied our study in two fuel distributer companies (Manaseer, and Jordan petroleum products marketing) two of three main fuel distributors in Jordan.

Total company has refrained to cooperate with the researcher, although a letter submitted from the university presidency to facilitate the research mission.

Manaseer Oil & Gas is the first company in Jordan to manage a chain of modern fuel stations conforming to global standards for technology, health, safety, and environment. Started with two gas stations and have since expanded to a vast network with a plan to open around100 strategically located gas stations covering the country

Its mission:

- Supply the Hashemite Kingdom of Jordan with the best refined petroleum products of gasoline, diesel, kerosene, oil, grease, and jet fuel along with outstanding distribution services following the best health and safety practices.
- Supply alternative fuels such as electric car charging stations when demanded.
- Recruit a national workforce and set strategies to develop and retain them.
- Provide a work environment that incubates high caliber work and motivates creativity.
- Work efficiently and effectively to increase the stakeholders return on investment.

(Source: Manaseer website, 16th of November 2019).

Jordan petroleum products marketing: it started its work in 2013 emerged remarkably in the supply of diversified and developed products for the local market, and activities include supplying aircraft fuel and providing homes, companies, factories, and hotels for heating purposes, operational purposes, and supplying vehicles with fuel.

Its mission:

To take the lead in providing and developing petroleum products, and to achieve our commitment to reward our investments, harnessing the expertise and capabilities of our employees in diversifying our products and finding alternative solutions that are in line with the requirements of our customers to increase our competitiveness. **(Source: JoPetrol website, 16th of November 2019).**

The researcher chosen the population from top and middle managers and supervisors because those people will help to reach our goal, their total number is 220 individuals.

Study sample consists of top and middle management, station managers and account managers with total number of (220). After (20) sample were eliminate by validity test with the concept of stability, and 43 were excluded due to inaccuracy in filling (157) member remain which, Constitute (71%) of the total population that studied all using comprehensive survey method

Demographic data have been showed in the below table.

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

Variable	Category	Count	%
Age	25 - less than 30	58	36.9
	30 - less than 35	56	35.7
	35 - less than 40	25	15.9
	40 - less than 45	8	5.1
	45-less than 50	2	1.3
	50 and above	8	5.1
	Total	157	100
Education	Diploma	25	15.9
	Bachelor	114	72.6
	Master	16	10.2
	Doctorate	2	1.3
	Total	157	100
Position	General Manager	1	0.64
	Deputy General Manager	4	2.5
	Executive Manager	21	13.38
	Station Manager	80	51.0
	Account Manager	51	32.5
	Total	157	100
Experience in fuel company	Less than 10	54	34.4
	10 and above	103	65.6
	Total	157	100
Experience in other sector	Less than 5	82	52.2
	5 – less 10	50	31.8
	10 and above	25	15.9
	Total	157	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 (58) with percentage of (36.9) whereas employee from age 30 – less than 35 years count (56) with percentage of (35.7), while employee from age 35 – less than 40 years count (25) with percentage of (15.9), and number of employee with age of 45 – less than 50 years (2) with percentage of (1.3), employees are above 50 count (8) with percentage of (5.1), finally the employee with age of 45 – less than 50 years taking the less count of (2) employee with percentage of (1.3) and this means that the majority of employee is between 25-45 year old and 50 and above 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 (72.6), while (25) members are holding Diploma degree with percentage of (15.9), whereas (16) are holding Master degree with percentage of (10.2), and finally (2) are holding Doctoral degree with percentage of (1.3). 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 no one from respondents has from 1 to less 5 years' experience in the fuel field while the experience from another sector count to (82) with percentage (52.2%).

Experience in fuel field less than 10 is count to (54) with percentage (34.4) while from other sector less than 5 count (50) with percentage is (31.8). Finally, experience year above 10 years in the fuel field was (103) with percentage of (56.6) while from other field is 25 with percentage (15.9). And this means 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 (1) and with percentage of (0.64%), and deputy general manager with count to (4) with percentage of (2.5%), while executive manager who take the third highest count of (21) and percentage of (10.8%) whereas station manager who took the highest count of (80) with percentage of (51 %) and account manager which is the second highest count to (51) with percentage of (32.5). and this reflect the number of levels and the employee is holding this position.

Data Collection Methods

The researcher collected the data that help to find the result for the purpose of this study from two sources one of them considered secondary and another considered primary will be discussed below.

The below figure prepared by the researcher illustrate the sources of the data uses in this study, the primary data collected from the interviews with the companies and questionnaire distributed to the population, while the secondary data from the annual reports for the Manaseer and JoPetrol companies and Journals, the books and researches and thesis used to understand the study variables.

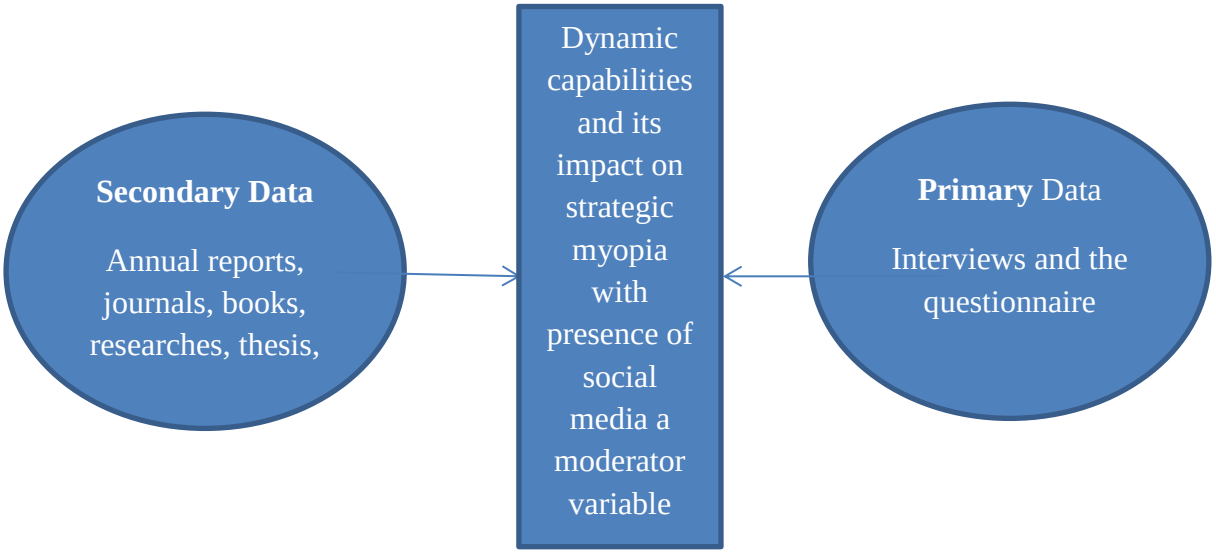


Figure 3.1: Data collection sources

Source: Prepared by the Researcher

Here are the steps in developing the questionnaire as a tool in collecting data from the sample:

- The researcher interviewed people in Appendix 1: The interviews held in their offices and discussed the topic of the study.
- Identifying the demographic variables of samples:
  - Age.
  - Education.
  - Positions.
  - Years of experience in fuel field and in another fields.
- Divided the questionnaire into three parts, each part has some questions that reflect each study variables) Dynamic Capabilities, Strategic Myopia, Social Media) . The division shown in table (3.2).
- One question added to rate the importance of using of social media applications in their companies (Email, Skype, Viber, Facebook, Whatsapp).

Table (3.2) Division of questions by variables

Variables	Reference	Paragraph Number
Strategic Myopia (Independent Variable) -Spatial Myopia -Temporal Myopia	▪ Kyriakopoulos,K & Moorman, C (2004). "Tradeoffs in marketing exploitation and exploration strategies: The overlooked role of market orientation".Department of Marketing, Faculty of Economics and Business Administration, Maastricht University, 6200 MD Maastricht, The Netherlands Fuqua School of Business, Duke University. ▪ Soo,C & Tian, A.M & Cordery, J.L & Kabanoff, B (2013)." Market Turbulence, Temporal Orientation and Firm Performance".University of Western Australia. ▪ Deng,S & Dart, J (1994)." Measuring MarketOrientation: A Multifactor,Multi-itemApproac ". College of Commerce,University ofSaskatchewan, Canada. ▪ Gray,B & Matear, S & Boshoff, C & Matheson, P "Developing a better measure of market orientation "Department of Marketing, University of Otago, Dunedin, New Zealand.	12 12
Social Media (Moderator Variable)	▪ RICE,R (1992) "Task Analyzability, Use Of New Media, And Effectiveness: A Multi-Site Exploration Of Media Richness".School of Communication, Information & Library Studies, Rutgers Uniuersity, New Brunswick, New Jersey. ▪ O'leary,D (2011) "The Use Of Social Media In The Supply Chain: Survey And Extensions". Marshall School Of Business, University Of Southern California, Los Angeles.	13

Dynamic Capabilities (Dependent Variable) -Sensing - Seizing Transforming	▪ Brown, T.E & Davidsson, P & Wiklund, J (2001) "An Operationalization of Stevenson's Conceptualizationof Entrepreneurship as Opportunity-based Firm Behavior". Jönköping International Business School, Sweden. ▪ Chang,C (2012) " Exploring IT entrepreneurs' dynamic capabilities using Q-technique". Department of Information Management, Lunghwa University of Science and Technology, Guishan, Taiwan. ▪ Hana,U (2013) " Competitive Advantage Achievement through Innovation and Knowledge" . Czech University of Life Sciences Prague, Faculty of Economics and Management, Czech Republic. ▪ Madsen,E.L & Borch, O.J (2007) " Dynamic capabilities facilitating innovative strategies in SMEs". School of Business Nordland Research Institute, Norway. ▪ López-Cabrales,A & Bornay-Barrachina , M & Diaz-Fernández.M (2017) "Leadership and dynamic capabilities: the role of HR systems".Spain . ▪ Kotabe, M & Gao,G.Y & Murray,J.Y (2011) "Market orientation and performance of export ventures:the process through marketing capabilities and competitive advantages".USA. ▪ Sigalas, C & Economou.V.P &Georgopoulos,N(2013)" Developing Measure of Competitive Advantage".Greece. ▪ Prastacos, G.P & Spanos Y.E(2004) "The effects of environment, structure, and dynamic capabilities on product innovation strategy".Greece.	9 10 10
Total		**56**

Validity and Reliability

Validity

The validity of the study tool was checked by :

- Face Validity.
- Construct Validity: it includes two methods:
    1. Exploratory Factor Analysis (EFA).
    2. Confirmatory Factor Analysis (CFA).

Face Validity

The questionnaire was presented to seven arbitrators from different universities and majors such as BA, MIS, HR (Appendix1) to give the researcher their opinions if the questionnaire will measure the purpose of the study or not, the clarity of questions, the procedural detentions.

The researcher considered their opinion and their amendments an indicator about the validity if the tool

Construct Validity

The researcher used factor analysis to check the validity of tool of this study. The factor analysis was performed with two different procedures, EFA (The exploratory factor analysis) and CFA (The confirmatory factor analysis).

(EFA) was performed using the principal component method to evaluate the validity of the independent variable (Strategic Myopia), the dependent variable (Dynamic Capabilities) and the moderating variable (Social Media). the factor loadings (which represent the amount of variation an item contributes to the factor's total variation) should not be less that 40 %, (Laher, 2010). The favored case is that all the questionnaire items load on one factor, but in some cases 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 cancelled (deleted). Kaiser suggests the Eigen value as criteria to generate the factors that represent the sum of loadings squares of that factor. If an Eigen value of less than one for a given factor, that factor should be deleted 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.

KMO 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 should be 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 (3.3) EFA analysis for the items representing each dimension of the independent Variable (Dynamic Capabilities)

Dimensions	Code	Factor Loading	Eigen Value	Explained Variance	KMO
Sensing	IV1.1	0.534	4.424	24.579	0.854502
	IV1.2	0.703			
	IV1.3	0.581			
	IV1.4	0.841			
	IV1.5	0.540			
	IV1.6	0.581			
Seizing	IV2.1	0.601	3.701	20.561	
	IV2.2	0.708			
	IV2.3	0.654			
	IV2.4	0.534			
	IV2.5	0.675			
	IV2.6	0.673			
Transforming	IV3.1	0.572	2.826	15.703	
	IV3.2	0.581			
	IV3.3	0.581			
	IV3.4	0.743			
	IV3.5	0.689			
	IV3.6	0.529			

From the above table we noticed that for the dynamic capabilities the KMO test value is 0.854502 . So the value of KMO suggests an acceptable data adequacy for the purpose of factor analysis.

And the Sphericity test (Barlets) is 1761.124 with sig 0.000.

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 table shows that 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. 6 in the transforming (IV 3.6) which was (0.529) and that the maximum loading value was assigned to the item no. 4 in the sensing (IV 1.4) which was (0.841) so these values were above the minimum required (0.40 or greater) suggesting reasonable convergent validity.

Table (3.4) EFA analysis for the items representing each dimension of the Dependent Variable (Strategic Myopia)

Dimensions	Code	Factor Loading	Eigen Value	Explained Variance	KMO
Spatial Myopia	DV1.1	0.81	4.878	27.101	0.758
	DV1.2	0.746			
	DV1.3	0.71			
	DV1.4	0.682			
	DV1.5	0.84			
	DV1.6	0.68			
	DV1.7	0.858			
	DV1.8	0.850			
	DV1.9	0.556			
Temporal Myopia	DV2.1	0.675	4.280	23.777	
	DV2.2	0.531			
	DV2.3	0.652			
	DV2.4	0.791			
	DV2.5	0.651			
	DV2.6	0.763			
	DV2.7	0.777			
	DV2.8	0.791			
	DV2.9	0.823			

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. From the above table we noticed that for the strategic myopia the KMO test value is 0.758. So the value of KMO suggests an acceptable data adequacy for the purpose of factor analysis.

And the Sphericity test (Barlets) is 1085.548 with sig 0.000.

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. 2 in the Temporal myopia (DV2.2) which was (0.531) and that the maximum loading value was assigned to the item no. 7 in the spatial myopia (DV1.7) which was(0.858) so these values were above the minimum required (0.40 or greater) suggesting reasonable convergent validity.

Table (3.5) EFA analysis for the items representing each dimension of the Moderator Variable (Social Media)

Dimensions	Code	Factor Loading	Eigen Value	Explained Variance
Social Media	MV1.1	0.621	6.226	47.894
	MV1.2	0.603		
	MV1.3	0.624		
	MV1.4	0.762		
	MV1.5	0734		
	MV1.6	0.701		
	MV1.7	0.779		
	MV1.8	0.729		
	MV1.9	0.798		
	MV1.10	0.652		
	MV1.11	0.761		
	MV1.12	0.553		
	MV1.13	0.626		

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. For the social media the KMO test value is 0.855. So the value of KMO suggests an acceptable data adequacy for the purpose of factor analysis.

And the Sphericity test (Barlets) is 1085.548 with sig 0.000 .

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 (MV1.12) which was (0.553) and that the maximum loading value was assigned to the item (MV1.9) which was(0.798) so these values were above the minimum required (0.40 or greater) suggesting reasonable convergent validity.

Confirmatory factor analysis (CFA)

This analysis was performed using PLS Version 3 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 ($\chi 2$), 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 (Dynamic Capabilities), the dependent variable (Strategic Myopia) and the moderator variable Social Media are provided in the upcoming tables.

Table (3.6) CFA analysis for the independent variable (Dynamic Capabilities)

Dimensions	Code	Factor Loading	AVE	$\chi 2$	Sig	GFI (0 – 1.00)	CFI (0 – 1.00)	RMSEA (0 – 0.08)
Sensing	IV1.1	0.859	0.774	1286.694	0.000	0.919	0.905	0.0237
	IV1.2	0.639						
	IV1.3	0.716						
	IV1.4	0.570						
	IV1.5	0.632						
	IV1.6	0.764						
Seizing	IV2.1	0.617	0.597					
	IV2.2	0.739						
	IV2.3	0.782						
	IV2.4	0.636						
	IV2.5	0.732						
	IV2.6	0.788						
Transforming	IV3.1	0.766	0.910					
	IV3.2	0.729						
	IV3.3	0.782						
	IV3.4	0.795						
	IV3.5	0.790						
	IV3.6	0.697						

The table (3.6) show that it can be seen that the minimum loading being obtained was assigned to item no. 4 in the sensing (IV1.4) which was (0.570) and that the maximum loading value was assigned to the item no. 1 (IV1.1) which recorded a loading of (0.859) 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 Seizing has recorded the minimum observed AVE (0.597) noting that this value is considered to be relatively low.

Concerning the model fitting indicators obviously the chi square test value (1286.694) showed a significant difference (sig = 0.000) was < 0.05 resulting a bad indication, further, the CFI (0.905) and GFI value (0.919) are within the acceptable range indicating good fitting indicators. The RMSEA indicator was greater than the desired value (0.0237) suggesting a suitable fitting.

Table (3.7) CFA analysis for the dependent variable (Strategic Myopia)

Dimensions	Code	Factor Loading	AVE	$\chi 2$	Sig	GFI (0 – 1.00)	CFI (0 – 1.00)	RMSEA (0 – 0.08
Spatial Myopia	DV1.1	0.808	0.692	1821.003	0.000	0.963	0.907	0.0684
	DV1.2	0.851						
	DV1.3	0.858						
	DV1.4	0.853						
	DV1.5	0.825						
	DV1.6	0.852						
	DV1.7	0.812						
	DV1.8	0.619						
	DV1.9	0.820						
Temporal Myopia	DV2.1	0.727	0.590					
	DV2.2	0.729						
	DV2.3	0.709						
	DV2.4	0.591						
	DV2.5	0.608						
	DV2.6	0.747						
	DV2.7	0.741						
	DV2.8	0.710						
	DV2.9	0.939						

Inspecting the results provided by table (3.7) it can be seen that the minimum loading being obtained was assigned to item no. 4 in the temporal myopia (DV 2.4) which was (0.591) and that the maximum loading value was assigned to the item no. 9 in the temporal myopia (DV 2.9) which recorded a loading of (0.939) 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 Temporal Myopia has recorded the minimum observed AVE (0.590) noting that this value is considered to be relatively low.

Concerning the model fitting indicators obviously the chi square test value (1821.003) showed a significant difference (sig = 0.000) was < 0.05 resulting a bad indication, further, the CFI (0.907) and GFI value (0.963) are within the acceptable range indicating good fitting indicators. The RMSEA indicator was greater than the desired value (0.0684) suggesting a suitable fitting.

Table (3.8) CFA analysis for the dependent variable (Social Media)

Dimensions	Code	Factor Loading	AVE	$\chi 2$	Sig	GFI (0 – 1.00)	CFI (0 – 1.00)	RMSEA (0 – 0.08
Social Media	MV1.1	0.582	0.876	300.339	0.000	0.901	0.923	0.0412
	MV1.2	0.762						
	MV1.3	0.698						
	MV1.4	0.565						
	MV1.5	0.669						
	MV1.6	0.786						
	MV1.7	0.793						
	MV1.8	0.639						
	MV1.9	0.526						
	MV1.10	0.811						
	MV1.11	0.677						
	MV1.12	0.628						
	MV1.13	0.754						

Inspecting the results provided by table (3.8) it can be seen that the minimum loading being obtained was assigned to item no. 9 in the social media (MV1.9) which was (0.526) and that the maximum loading value was assigned to the item no. 10 (MV1.10) which recorded a loading of (0.811) 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 Temporal Myopia has recorded the minimum observed AVE (0.876) noting that this value is considered to be relatively low.

Concerning the model fitting indicators obviously the chi square test value (300.339) showed a significant difference (sig = 0.000) was < 0.05 resulting a bad indication, further, the CFI (0.923) and GFI value (0.901) are within the acceptable range indicating good fitting indicators. The RMSEA indicator was greater than the desired value (0.0412) 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 below is the result sketched in Smart PLS

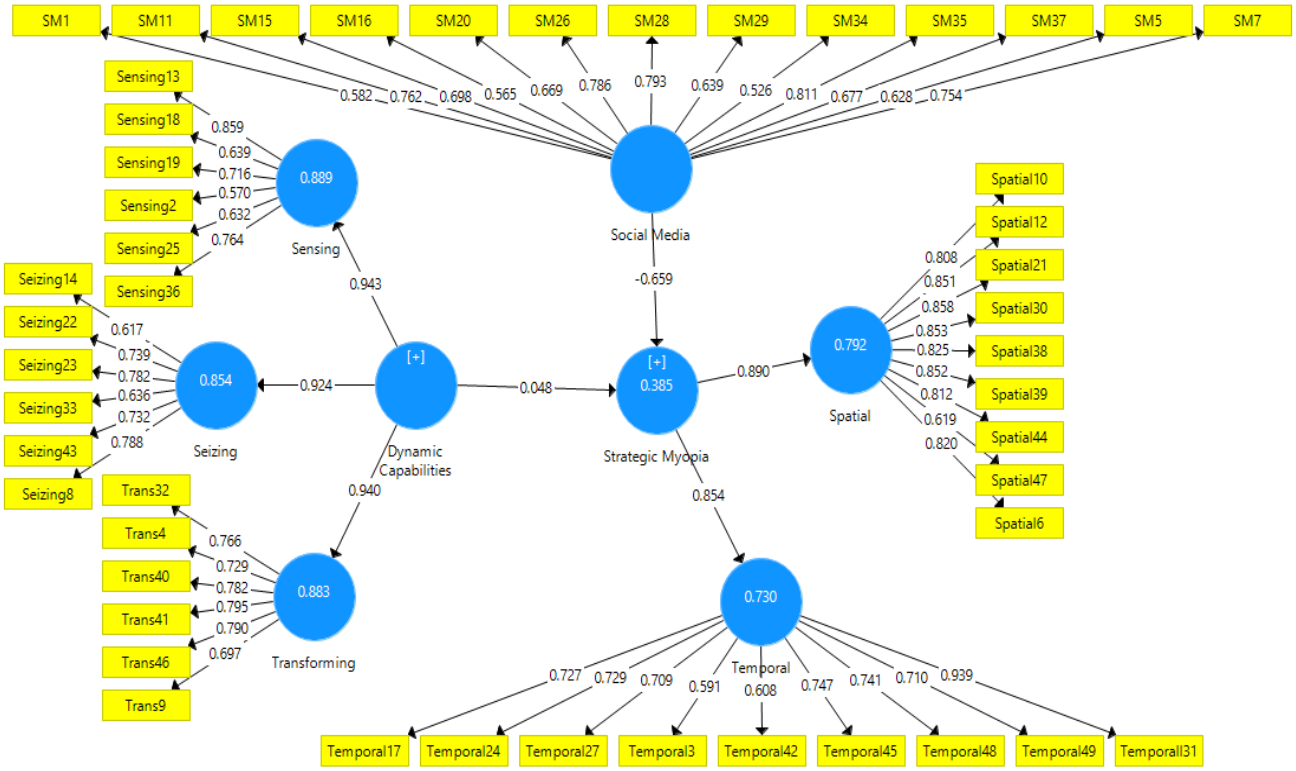


Figure 3.2: Smart PLS Sketch

Reliability

Reliability was detected in two different approaches :

- Test re Test reliability analysis
- Cronbach alpha reliability analysis

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 was three weeks. It's. A sample of 20 subjects participated in a pilot study for this purpose. The results are included in the next table.

Table (3.9) reliability of the study variables using the approach of test re test (n=20)

Variables		Test – Retest	r	sig
IV	Sensing	0.887	0.852	0.000
	Seizing	0.926	0.864	0.000
	Transforming	0.846	0.892	0.000
	Dynamic Capabilities	0.802	0.939	0.000
DV	Spatial Myopia	0.849	0.946	0.000
	Temporal Myopia	0.743	0.909	0.000
	Strategic Myopia	0.754	0.935	0.000
MD	Social Media	0.938	0.921	0.000

Table (3.9) reflects the reliability results of the study variables using the approach of test re test.

Where an exploratory sample of 20 individuals from the original population was taken from outside the main research sample, in order to ensure the stability of the

sample responses between two time periods with a difference of 15 days between the first test and the test preparation.

According to the results concerning reliability of the independent it was noted that the minimum value obtained was in the sensing dimension (0.852), 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 (0.939).

Considering the reliability values obtained for the dependent variable strategic Myopia, the minimum value obtained was observed in the Temporal Myopia (0.909) 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 (0.935) and considered to be high.

For the moderator variable it was noticed that the reliability value representing the overall degree of the moderator variable was (0.921) 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

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 (3.11) below:

Table (3.10) reliability analysis results for the study variables

Variables		No. of items	Reliability
IV	**Sensing**	6	0.790
	Seizing	6	0.811
	Transforming	6	0.854
	Dynamic Capabilities	0.930	
DV	**Spatial Myopia**	9	0.935
	Temporal Myopia	9	0.886
	Strategic Myopia	0.925	
MD	**Social Media**	13	0.908

Table (3.10) indicates the results of cronbach alpha reliability analysis. The minimum value obtained was (0.790) for Sensing items, while the maximum value which obtained was (0.935) for the Spatial Myopia items, 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).

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 (3.11) Questionnaire variables and questions numbers

Paragraph numbers for questionnaire respond measurement			
Main variables	Sub variables	Items counts	Item numbers
Independent Variable : Strategic Myopia	- Temporal Myopia.	9	3 17 24 27 31 42 45 48 49
	- Spatial Myopia.	9	6 12 21 10 38 30 39 44 47
Dependent Variable : Dynamic Capabilities	- Sensing.	6	18 2 19 25 13 36
	- Seizing.	6	14 22 23 8 33 43
	- Temporal.	6	9 40 4 32 41 46
Moderator Variable :Social Media		13	1 16 29 11 15 20 26 7 35 37 28 34 5

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

- Measuring the independent variable (Dynamic capabilities) and the moderator variable (social media) as follows:

1	2	3	4	5
لا أتفق بشدة **Strongly Disagree**	**لا أتفق** **Disagree**	**أتفق إلى حد ما** **Agree to some extent**	**أتفق** **Agree**	**أتفق بشدة** **Strongly Agree**

- Measuring the dependent variable (strategic myopia) as follows:

1	2	3	4	5
أتفق بشدة **Strongly Agree**	**أتفق** **Agree**	**أتفق إلى حد ما** **Agree to some extent**	**لا أتفق** **Disagree**	**لا أتفق بشدة** **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 Dynamic capabilities and social media

1- Less than 2.33 (low positive)

2.33- less than 3.67 (middle positive)

3.67 -5 (high positive)

While for Strategic, myopia the scale has been reverse as below:

1- less than 2.33 (high negative)

2.33- less than 3.67 (middle negative)

3.68-5 (low negative).

Study Variables

Dependent (Strategic Mypoia): Through literature review, the researcher has identified two dimensions that contribute to fuel distributors sector (Temporal Myopia), (Spatial Myopia).

Independent Variable (Dynamic Capabilities): The dependent variable of the study is related to fuel distributors sector, and will be measured via four dimensions (Sensing), (Seizing), (Transforming).

Moderate Variable (Social Media).

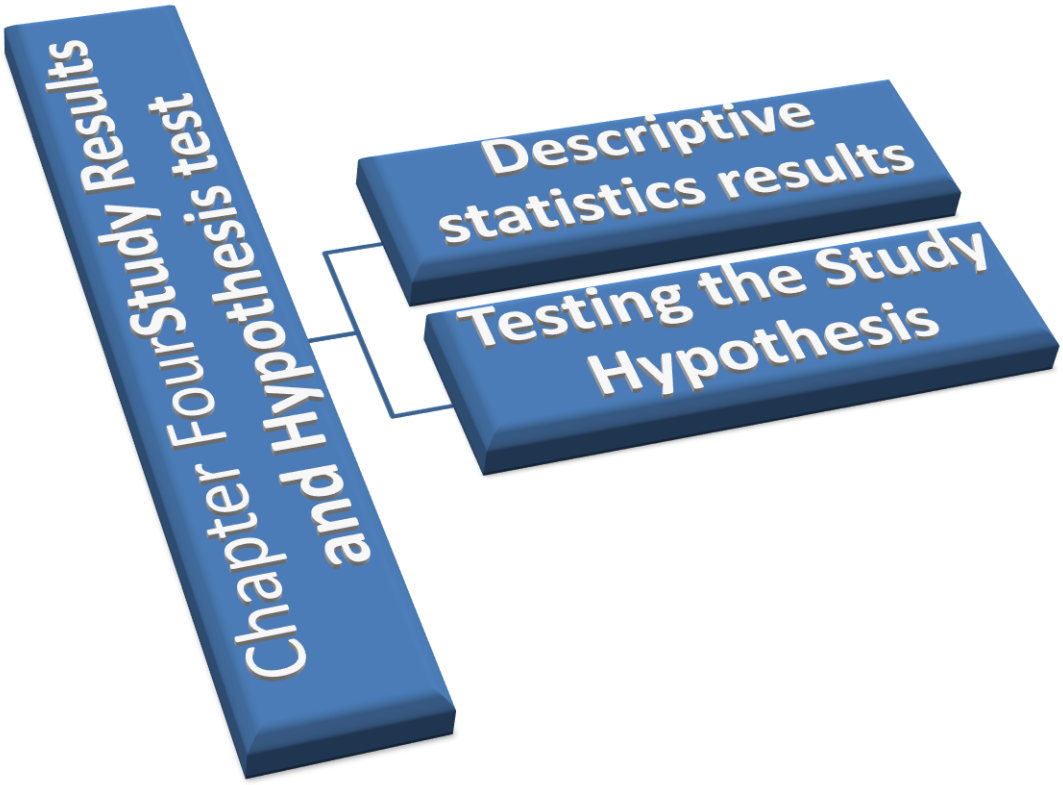
Statistical tools and Analysis Method

After data collection it was analyzed using the SMART pls-3 the topics with the objectives of the study were used

- Frequencies and percentages to explain the characteristics of sample.
- Means: to evaluate the degree of agreement on the sub questions of the independent, dependent and mediator variables.
- Standard deviations to explain the variability of the respondents' answer to the sub questions of the independent, dependent and mediator variables.
- Cronbach's alpha to evaluate the reliability of every item of the independent, dependent and mediator variables and therefore the composite reliability (CR).
- Person correlation to assess the reliability using the test re test approach.
- Exploratory Factor analysis to explore the factor 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 collected compared to the normal distribution curve.
- Normal distribution tests Kolmogorov-Smirnova VIF, tolerance.
- Test the first hypothesis and its sub-hypotheses using the structural equation model by using SMARTPLS 3 software
- Test the second hypothesis and its sub-hypotheses using Hierarchical multiple regression analysis.

Chapter Four

(Study Results and Hypothesis test)



Chapter four

Study Results and Hypothesis test

The aim of this study is to identify the impact on Dynamic capabilities on strategic myopia in presence of the social media as a moderator variable, the study applied in two fuel distributer companies in Jordan. To achieve the goal of this study questions and hypothesis have been developed.

The first part of this chapter will discuss the answers of the questions (descriptive statistics)and then to test the formulated hypotheses in the second part the study.

At what level do the fuel distributer companies rate the study variables?

To answer the above questions means and standard deviations were conducted in addition of t test and the results will be represented in the below tables :

Analyzing the Dynamic Capabilities

Table (4.1) means for the dimensions of Dynamic capabilities

No.	Dimensions	m	Level	Rank
1	sensing	4.0467	High	2
2	seizing	4.0329	High	3
3	transforming	4.0839	High	1
4	Dynamic Capabilities	4.0545	High	

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

Table 4.1 represented the values of mean for the dimensions of the independent variable Dynamic capabilities, we noticed that the transforming has the highest dimension being rated in dynamic capabilities with the rank 1 and the mean is 4.0839 while the seizing is the least one with rate 3 and mean 4.0329 .

Analysis the items of the sensing item

Table (4.2) Means, standard deviations and mean index for the items of sensing

No.	Items	m	Sd	Level	t	Rank
IV 1.1	Our company senses the potential opportunities to the external environment.	3.8535	0.79916	High	13.382	2
IV 1.2	Our company has the knowledge to sense opportunities.	4.0828	0.75074	High	18.072	1
IV 1.3	Our company has the ability to take advantage of opportunities that are valuable.	3.6178	0.86628	Moderate	8.936	6
IV 1.4	Our company holds continuous meetings to analyze the implications of environmental opportunities.	3.8153	0.93932	High	10.875	3
IV 1.5	Our company uses systematic mechanisms to identify opportunities	3.7134	0.89192	High	10.022	4
IV 1.6	Our company follows the movements of competitors to create value.	3.6497	0.83870	Moderate	9.706	5

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

Table 4.2 shows the values of mean and standard deviations and mean index in percentage for sensing items. The sensing dimension was mostly addressed by Item code IV 1.2, the rank is 1 and the highest mean 4.0828.

While the item IV 1.3 expressed the lowest rate, 6 with the lowest mean with value of 3.6178.

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 =156 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.

From the above results we conclude that, the fuel companies have the sufficient knowledge to sense the opportunities that exist in the external environment to be in a competitive advantage with the competitors.

Analysis the items of the seizing item

Table (4.3) Means, standard deviations and mean index for the items seizing

No.	Items	m	sd	Level	t	Rank
IV 2.1	Our company seeks to acquire new ideas regardless of cost	3.3758	0.97672	Moderate	4.821	6
IV 2.2	Our company aligns new service offerings with our customers' requirements.	3.4777	1.07170	Moderate	5.585	4
IV 2.3	Our company exploits all market opportunities offered by its industry.	3.7707	0.92593	High	10.429	2
IV 2.4	Our company is interested in creating new services.	3.6178	0.88096	Moderate	8.788	3
IV 2.5	Our company seeks to derive opportunities from market fluctuations.	3.4459	1.02779	Moderate	5.436	5
IV 2.6	Our company treats emergency conditions as opportunities.	4.0828	0.80830	High	16.785	1

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

Table 4.3 shows the values of mean and standard deviations and mean index in percentage for seizing items. The seizing dimension was mostly addressed by Item code IV 2.6, the rank is 1 and the highest mean 4.0828.

While the item IV 2.1 expressed the lowest rate 6 with the lowest mean with value of 3.3758.

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 =156 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.

From the above results we conclude that, the fuel companies always look at the emergency conditions that happened in the external environment as an added value opportunity to make from these conditions first mover values.

Analysis the items of the transforming item

Table (4.4) Means, standard deviations and mean index for the items transforming

No.	Items	m	sd	Level	t	Rank
IV 3.1	Our company is rethinking the investment mechanisms in its technological resources according to the competitive position.	3.8535	0.79916	High	13.382	2
IV 3.2	Our company is regrouping its resources to better suit our market areas.	4.0828	0.75074	High	18.072	1
IV 3.3	Our company has the ability to reconfigure resources in time to meet environmental change.	3.6178	0.86628	Moderate	8.936	6
IV 3.4	Our company constantly checks its resources to better suit new products.	3.8153	0.93932	High	10.875	3
IV 3.5	Our company constantly emphasizes policies that respond quickly to change.	3.7134	0.89192	High	10.022	4
IV 3.6	Our company supports innovative behaviors to maintain competitiveness.	3.6497	0.83870	Moderate	9.706	5

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

Table 4.4 shows the values of mean and standard deviations and mean index in percentage for seizing items. The seizing dimension was mostly addressed by Item code IV 3.2, the rank is 1 and the highest mean 4.0828.

While the item IV 3.3 expressed the lowest rate 6 with the lowest mean with value of 3.6178.

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 =156 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.

From the above results we conclude that, the fuel companies if anything changed in the market it can make their resources fit with these changes.

Analyzing the Strategic Myopia

The Strategic Myopia 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 (4.5) means for the dimensions of Strategic Myopia

No.	Dimensions	m	Level	Rank
1	Temporal Myopia	2.4381	Moderate	1
2	Spatial Myopia	2.4020	Moderate	2
3	Strategic Myopia	2.4200	Moderate	

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

Table (4.5) indicates the values of means for the dimensions of strategic Myopia. The Temporal Myopia was the most dimensions recognizing Strategic Myopia according to the ratings of the study sample as it ranked the first by the greatest negative mean of (2.4381) while spatial myopia was the lowest mean among the strategic myopia dimensions as it was rated by the least mean (2.4020)

Analysis the items of the Spatial Myopia item

Table (4.6) Means, standard deviations and mean index for the items Spatial Myopia

No.	Items	m	Sd	Level	t	Rank
DV 1.1	Our company is interested in meeting the needs of our existing customers.	2.7325	1.34633	Moderate	-2.490	4
DV 1.2	Our company collects market data to help guide our current product plans for the same markets.	2.6815	1.37299	Moderate	-2.906	8
DV 1.3	Our company discovers lucrative opportunities late.	2.6752	1.38312	Moderate	-2.943	9
DV 1.4	Our company promotes our current products.	2.7197	1.34848	Moderate	-2.604	5
DV 1.5	Our company is slowly reviewing the potential effects of changes in the competitive environment	2.7006	1.43877	Moderate	-2.607	7
DV 1.6	Our company focuses on competitors' campaigns targeting our existing customers	2.7516	1.34763	Moderate	-2.310	3
DV 1.7	Our company spends time discussing the needs of our existing customers.	2.7070	1.36936	Moderate	-2.681	6
DV 1.8	Our company needs more time to know what is happening in the competitive environment	3.2229	1.22264	Moderate	2.285	2
DV 1.9	Our company ignores spatial changes in our customers' needs.	3.2994	1.14615	Moderate	3.273	1

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

Table 4.6 shows the values of mean and standard deviations and mean index in percentage for spatial myopia items. Spatial myopia dimension was mostly addressed by Item code DV 1.9, the rank is 1 and the highest mean 3.2994.

While the item IV 1.3 expressed the lowest rate 9 with the lowest mean with value of 2.6752.

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 =156 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.

From the above results we conclude that, the fuel ignore the changes that effect on the customer needs specially the changes that related in the place.

Analyzing the items of temporal myopia item

Table (4.7) Means, standard deviations and mean index for the items Temporal Myopia

No.	Items	m	sd	Level	t	Rank
DV 2.1	Our company encourages tactical thinking.	2.7389	1.35470	Moderate	-2.415	2
DV 2.2	Our company devotes most attention to think about the company present.	2.7197	1.34848	Moderate	-2.604	4
DV 2.3	Our company operates within the framework of short-term plans being the least dangerous.	2.6879	1.38144	Moderate	-2.831	6
DV 2.4	Our company focuses on actions that improve short-term budget performance rather than long-term financial goals.	2.7325	1.34633	Moderate	-2.490	3
DV 2.5	Our company focuses on operating budgets.	2.7389	1.44624	Moderate	-2.263	2
DV 2.6	Our company has the ability to understand the current working environment with the changes that will be in the coming years.	2.7134	1.36368	Moderate	-2.634	5
DV 2.7	Our company focuses mainly on the urgent issues that the company has to deal with.	2.7389	1.35942	Moderate	-2.407	2
DV 2.8	Our company spends a lot of time thinking about the company's current position.	2.7197	1.34848	Moderate	-2.604	4
DV 2.9	Our company is more concerned with routine decisions than with strategic decisions.	3.2739	1.16911	Moderate	2.935	1

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

Table 4.7 shows the values of mean and standard deviations and mean index in percentage for temporal myopia items. Temporal myopia dimension was mostly addressed by Item code DV 2.9, the rank is 1 and the highest mean 3.2739.

While the item DV 2.3 expressed the lowest rate 6 with the lowest mean with value of 2.6879.

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 =156 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.

From the above results, we conclude that, the fuel companies pay more attention on the routine decisions which means that the managers make short term decisions there are not looking for long term thinking.

Analyzing the Social Media.

In the survey, we put a question to help the fuel distributors companies to determine which the most application used and the result as the below table:

Table (4.8) social media usage in fuel distributions companies

Social Media Application	Repetition	%
Whatsapp	149 Respondents	94.9%
Facebook	151 Respondents	96.2%
Skype	117 Respondents	74.5%
Viber	129 Respondents	82.2%

We noticed that from the above table is the most application used in the fuel distributors companies in Jordan is the Facebook with the percentage of (96.2%) while the second social media application is whatsapp application with the percentage of (94.9%) and the Viber take the third rank with the percentage of (82.2%) while the Skype using percentage is (74.5%) and the least social media application that used in the fuel distributors.

Table (4.9) means, standard deviations test for the Social Media

No.	Items	m	sd	Level	t	Rank
MV 1.1	Our company uses social media to better understand business performance.	3.8535	0.81505	High	13.121	3
MV 1.2	Our company uses social media to enhance its organizational reputation with suppliers.	4.0828	0.76763	High	17.675	2
MV 1.3	Allows our company to share information with customers through social media	3.6242	0.87276	Moderate	8.961	9
MV 1.4	Our company utilizes social media technologies (such as file sharing and scheduling functions) to accomplish tasks at work.	3.8153	0.95287	High	10.721	4
MV 1.5	Our company uses social media to accomplish tasks faster.	3.7134	0.90618	High	9.864	7
MV 1.6	Our company communicates with employees using social media.	3.6497	0.85385	Moderate	9.534	8
MV 1.7	Our company relies on social media to keep time in making decisions.	3.3758	0.98978	Moderate	4.757	13
MV 1.8	Our company uses social media to facilitate supply chain management events.	3.4777	1.08360	Moderate	5.524	11
MV 1.9	Our company encourages the exchange of information related to work using social media.	3.7707	0.93967	High	10.277	6
MV 1.10	Our company has the organizational culture that creates barriers to the sharing of knowledge using social media.	3.6178	0.89539	Moderate	8.646	10
MV 1.11	Our company encourages managers to make important decisions using social media outside the company.	3.4459	1.04019	Moderate	5.371	12
MV 1.12	Our company receives customer feedback about products using social media.	4.0892	0.81158	High	16.816	1
MV 1.13	Our company encourages employees to help each other when they face a problem using social media	3.7898	0.89178	High	11.097	5
Total		3.7158	0.63065	Hight	14.222	

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

Table 4.9 shows the values of mean and standard deviations and mean index in percentage for social media items. Social media as a one package was mostly addressed by Item code MV 1.12, the rank is 1 and the highest mean 4.0892.

While the item MV 1.7 expressed the lowest rate 13 with the lowest mean with value of 3.3758.

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 =156 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.

From the above results we conclude that, the fuel companies use the social media as platforms to receive the customer's feedback.

Testing the study hypothesis:

In this section we will test the study hypotheses and we have two main hypotheses and six sub hypotheses from the first main one.

Multiple linear regressions applied to test our hypothesis, but before that we need to check the normality of the distribution of the independent variable after that the level of multi co linearity between the independent variables.

The below table include the results:

Table (4.10) skewness and co linearity among the independent variables using VIF test

variables		skewness	kurtosis	VIF	tolerance
Dynamic capabilities	Sensing	-0 .408	0.485	4.256	0.235
	Seizing	-0.244	0.473	2.495	0.401
	Transforming	-0.592	0.350	1.922	0.520
Strategic Myopia	Spatial Myopia	-0.678	-0.310	-	-
	Temporal Myopia	-0.998	0.240	-	-
Social Media	Social Media	-0.341	0.158		

The table (4.10) has shown the results of Skewness that will be an indicator of the closeness of the study data to the normal distribution and as we see in the table all the result ranged between (-0.244) for the seizing dimension and (-0.998) for the temporal myopia. All these result within the acceptable range (in most studies) between (-1 and 1).

Table (4.11) normal distribution of dependent variable.

Dependent variable	Kolmogorov-Smirnov[a]		
	Statistic	df	Sig.
Spatial	0.069	157	0.063
Temporal	0.049	157	0.200
Strategic Myopia	0.037	157	0.200

It is noted that the distribution of the dependent variable and its dimensions are all normal, as the ratios of the answers were (0.05), which is the level approved in the statistics.

The First Hypothesis Test:

H01: There is no statistically significant impact of dynamic capabilities with all its dimensions (seizing, transforming, sensing) in strategic myopia with all its dimensions (spatial myopia, temporal myopia) at a level of significance ($\alpha \leq 0.5$) in the fuel distributer companies.

We used SME (Equation Modeling model) to test this hypothesis and its sub dimension by Smart PLS 3 to verify the direct impact of Dynamic capabilities on Strategic myopia.

Table (4.12) SEM analysis for testing the impact of Dynamic capabilities on Strategic myopia

Variables	Direction		β	T	Sig.	R^2	Adjusted R^2
sensing	→	Strategic Myopia	-0.170	-2.331	0.020	0.923	0.922
Seizing	→	Strategic Myopia	-0.529	-6.783	0.000		
Transforming	→	Strategic Myopia	-0.315	-7.904	0.000		

The table (4.12) shows the result of SEM analysis for testing the impact of dynamic capabilities on Strategic myopia. The sensing effect by a value (-0.170) while the seizing effect by a value of (-0.529), moreover the transforming effects by a value (--0.315).

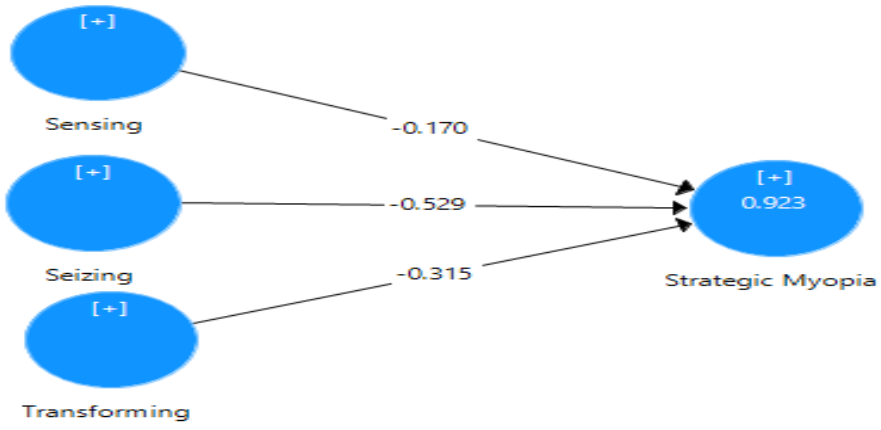


Figure (4.1) the impact of dynamic capabilities on strategic myopia

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 because the probability of t statistics were < 0.05 for the mentioned impact (beta) values.

R2 (coefficient of determination) expresses the percentage of variability observed within the dependent variable when using the independent variable to predict it. R2 was found to be (0.841) expressed as a percentage.

H01.1 There is no statistically significant impact of seizing on spatial myopia at a level of significance (α≤0.5).

We used SME (Equation Modeling model) to test this hypothesis and its sub dimension by Smart PLS 3 to verify the direct impact of seizing on spatial myopia.

Table (4.13) SEM analysis for testing the impact of seizing on spatial myopia

Variables	**Direction**		**β**	**T**	**Sig.**	R^2	**Adjusted** R^2
Seizing	→	Spatial Myopia	-0.918	-76.438	0.000	0.842	0.841

The table (4.13) shows the result of SEM analysis for testing the impact of seizing on spatial myopia. The seizing effect by a value (-0.918).

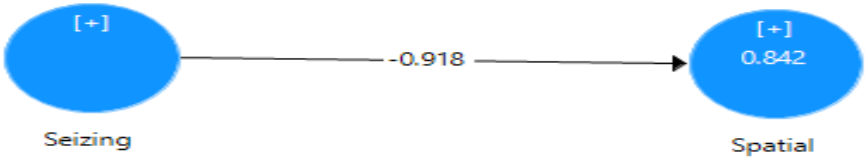


Figure (4.2) the impact of seizing on spatial myopia

H01.2 There is no statistically significant impact of seizing on temporal myopia at a level of significance (α≤0.5).

We used SME (Equation Modeling model) to test this hypothesis and its sub dimension by Smart PLS 3 to verify the direct impact of seizing on spatial myopia.

Table (4.14) SEM analysis for testing the impact of seizing on temporal myopia

Variables	**Direction**		**β**	**T**	**Sig.**	R^2	**Adjusted** R^2
Seizing	→	Temporal Myopia	-0.914	-83.396	0.000	0.835	0.834

The table (4.14) shows the result of SEM analysis for testing the impact of seizing on temporal myopia. The seizing effect by a value (-0.914).

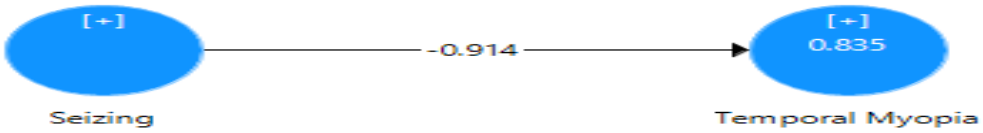


Figure (4.3) the impact of seizing on temporal myopia.

H01.3 There is no statistically significant impact of transforming on spatial myopia at a level of significance (α≤0.5).

We used SME (Equation Modeling model) to test this hypothesis and its sub dimension by Smart PLS 3 to verify the direct impact of seizing on spatial myopia.

Table (4.15) SEM analysis for testing the impact of transforming on spatial myopia

Variables	**Direction**		**β**	**T**	**Sig.**	R^2	**Adjusted** R^2
transforming	→	Spatial Myopia	-0.831	-39.497	0.000	0.690	0.688

The table (4.15) shows the result of SEM analysis for testing the impact of seizing on temporal myopia. The transforming effect by a value (-0.831).

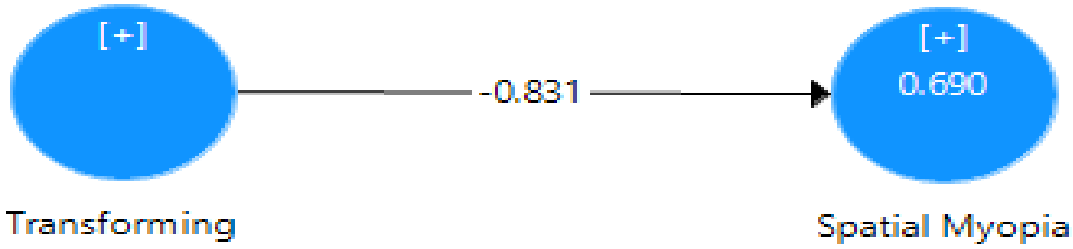


Figure (4.4) the impact of transforming on spatial myopia

H01.4 There is no statistically significant impact of transforming on temporal myopia at a level of significance ($\alpha \leq 0.5$).

We used SME (Equation Modeling model) to test this hypothesis and its sub dimension by Smart PLS 3 to verify the direct impact of seizing on spatial myopia.

Table (4.16) SEM analysis for testing the impact of transforming on temporal myopia

Variables	**Direction**		**β**	**T**	**Sig.**	R^2	**Adjusted** R^2
transforming	→	Temporal Myopia	-0.878	-56.337	0.000	0.771	0.769

The table (4.16) shows the result of SEM analysis for testing the impact of seizing on temporal myopia. The transforming effect by a value (-0.878).

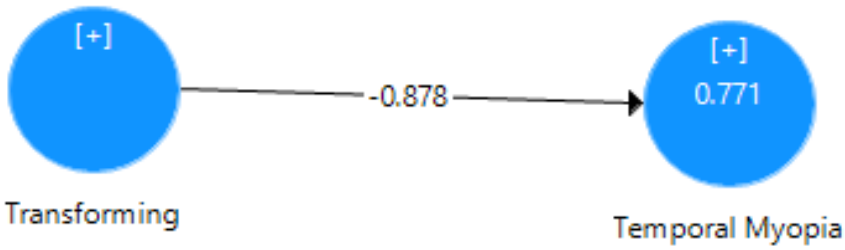


Figure (4.5) the impact of transforming on temporal myopia

H01.5 There is no statistically significant impact of sensing on spatial myopia at a level of significance (α≤0.5).

We used SME (Equation Modeling model) to test this hypothesis and its sub dimension by Smart PLS 3 to verify the direct impact of seizing on spatial myopia.

Table (4.17) SEM analysis for testing the impact of sensing on spatial myopia

Variables	**Direction**		**β**	**T**	**Sig.**	R^2	**Adjusted** R^2
sensing	→	Spatial Myopia	-0.889	-63.301	0.000	0.790	0.789

The table (4.17) shows the result of SEM analysis for testing the impact of seizing on temporal myopia. The sensing effect by a value (-0.889).

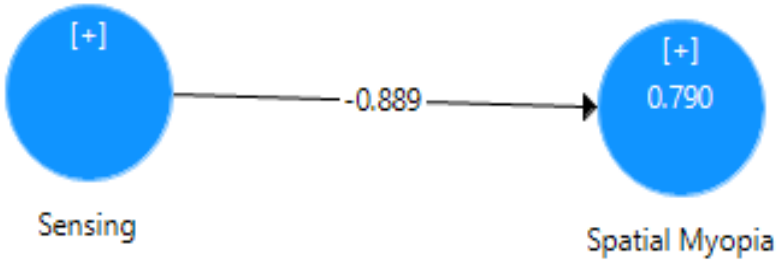


Figure (4.6) the impact of sensing on spatial myopia

H01.6 There is no statistically significant impact of sensing on temporal myopia at a level of significance (α≤0.5).

We used SME (Equation Modeling model) to test this hypothesis and its sub dimension by Smart PLS 3 to verify the direct impact of seizing on spatial myopia.

Table (4.18) SEM analysis for testing the impact of sensing on temporal myopia

Variables	**Direction**		**β**	**T**	**Sig.**	R^2	**Adjusted** R^2
sensing	→	Temporal Myopia	-0.894	-48.029	0.000	0.799	0.798

The table (4.18) shows the result of SEM analysis for testing the impact of seizing on temporal myopia. The sensing effect by a value (-0.894).

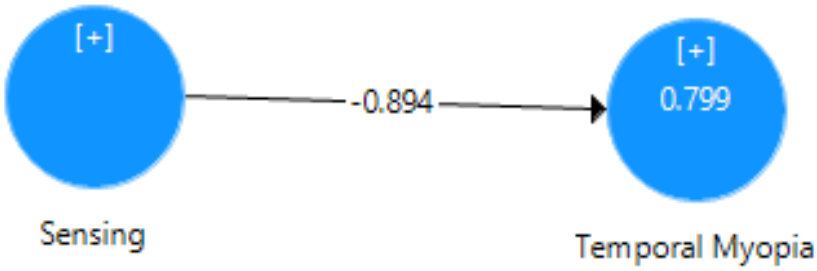


Figure (4.7) the impact of sensing on temporal myopia.

The second hypothesis test:

H02: social media does not moderate the impact of dynamic capabilities on the strategic myopia at a level of significance (α≤0.5) in fuel distributer companies.

To test this hypothesis with its sub dimensions hierarchical multiple regression analysis was used to measure dynamic capabilities on strategic myopia in existence of social media as moderator in fuel distributer companies (4.18)

Table (4.19) Results of hierarchical multiple regression analysis to show the impact of dynamic capabilities on strategic myopia in existence of social media

Second Model			**First Model**			**Independent variable**	**Dependent variable**
Sig.*	T	β	Sig.*	T	B		
-			0.00	-10.55	-0.646	Dynamic Capabilities	Strategic Myopia
0.00	-6.52	-0.647	-			Dynamic capabilities * Social Media	
0.737			0.646			R	
0.544			0.418			R2	
0.126			0.418			ΔR^2	
42.505			111.274			ΔF	
0.00			0.00			Sig. ΔF	

The distribution is normal when the significance level (< 0.05)

The results of hierarchical multiple regression analysis based on two models, as the results of the first model based on the correlation coefficient value was (R=- 0.646) and this indicates a negative correlation between dynamic capabilities and strategic myopia.

The results also showed that there was a statistically significant effect of the variable dynamic capabilities on strategic myopia which is the F value (111.274) at significant level (0.00) was (<0.050). to the value of the coefficient of determination expresses the variability observed in the dependent variable when using the independent variable to predict it, R2 was found to be (0.418) That's mean, the value of (0.418) of the changes in dynamic capabilities is the result of the change in strategic myopia. As well as the B result was (-0.646) which means increasing in Dynamic capabilities lead to decrease Strategic myopia by value (-0.646), this indicate that the dynamic capabilities explained percentage 64.6% of variance in strategic myopia.

In the second model the moderator variable (Social media) for the regression model was entered as the value of the correlation coefficient increased to R = (0.737-)

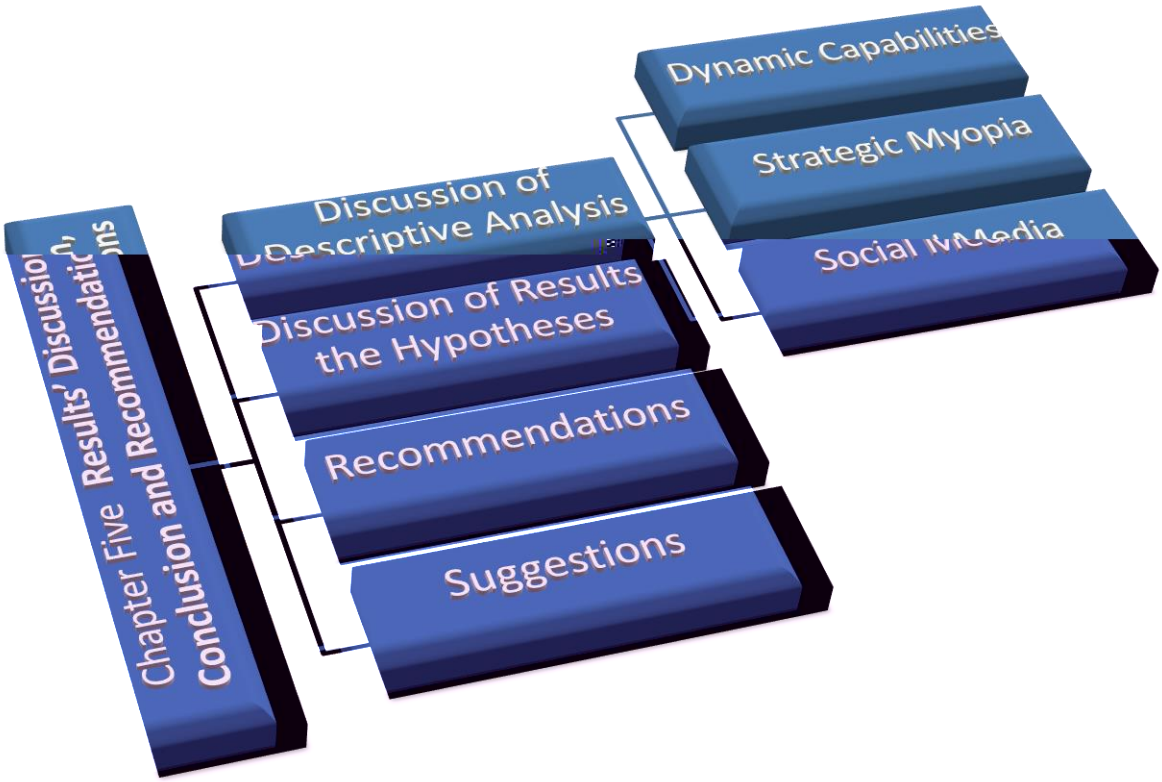
As well as the value of the coefficient determination R2 become (0.544), this percentage is statistically significant, as the change was in value (Δ F =42.505) at a level of significance ($\alpha \leq 0.05$). The value B become (-0.647) at the moderator variable (Social media), t value (-6.52) at Significance level (0.00). This confirms the role of the moderator variable in improving the impact of Dynamic capabilities on Strategic myopia, as the percentage of explanation for the variance in strategic myopia has improved by (0.126) to increase from (0.418) to (0.544).

Based on the sig value (0.000) of the moderation effect, the null hypothesis is rejected and the alternative one is accepted at that state:

There is statistically significant impact of Dynamic capabilities negatively on Strategic myopia in the existence of social media as moderator variable at a level of significance ($\alpha \leq 0.05$) Which mean that there is an impact on reducing the strategic myopia effect in the existence of social media as a moderator in fuel distribution companies

Chapter Five

Results' Discussion, Conclusion and Recommendations



Chapter Five

Results' Discussion, Conclusion and Recommendations

Introduction

This chapter will discuss and make a descriptive analysis of study's variables and hypotheses test in light of what previously mentioned of last chapters.

The researcher will discuss the result and provide a conclusion followed by recommendations in a form of suggestions listed based on the results.

Discussion of descriptive analysis

Dynamic capabilities:

The Results shows that the dynamic capabilities which are dimensions are (Sensing, Seizing, Transforming) in fuel distribution companies in Jordan is High; (4.0545) which means that the fuel distribution companies are able to sense the external environment opportunities and find which opportunity will be an added value to their business to re-structure their resources and apply this opportunity for the sake of taking a step into pioneering the sector in a specific direction.

Based on this result, there is an indicator that presents the thinking design in fuel distributions companies' manager that can make them more capable to be innovators, and to launch a role model in their teams, improving the operational capabilities (Kurtmollaiev et al., 2018).

Dynamic capabilities Dimensions :

1- Sensing

The study reveals that, the level of sensing in fuel distribution in Jordan from analysis' perspective is high with means of (4.0467).

This indicates that fuel distribution companies in Jordan are able to sense and make an excellent environmental scanning in order to be in a competitive manner with competitors to know new trends in the market of their sector. This result reflects situation in two companies in Jordan, which make it easy for them to lead the local market. This indicator can present that companies encourages the innovation which is the reason behind companies' scanning external environment continually to improve their business strategy according to Pedron et al. (2018) who revealed similar results.

2- Seizing

The study reveals that level of seizing in fuel distribution in Jordan from analysis' perspective is high with means of (4.0329).

Seizing means that the company exploits the opportunities that add value to company's work. From this result that has been found in chapter three, the fuel distribution companies are able to seize the opportunities and exploit it to the level of leading the market, this result also is compatible with Pedron et al . study (2018 .

3- Transforming

The study reveals that level of transforming in fuel distribution in Jordan from analysis' perspective is high with means of (4.0839).

The fuel distribution companies can reconfigure core, complementary resources and capabilities in order to be in an argument with the market, and invest in opportunities.

From respondents, the researcher noticed that companies moderate to support innovation behaviors to maintain the competitiveness and to moderate in its ability for reconfiguring its resources that match environment changes, but if the company reconfigures its resources, it should ensure that it can easier apply new products that will fulfill new customers´ requirements.

The change in company´s policies means that the company responses quickly in environment changes, thus, all employees will work under the changed policies.

Strategic Myopia:

The results show that strategic myopia with its dimensions (Spatial Myopia, Temporal Myopia) is moderate with means of (2.4200).

The managers with all levels; top, middle, supervision should pay more attention to long-term decisions and improve thinking skills in their sector to be in parallel with market innovation and technologies. Short term thinking may lead to competitiveness problems in the future and this result is agreed with Samuel (2000).

Strategic Myopia dimensions :

1- Temporal Myopia

The study reveals that level of sensing in fuel distribution in Jordan from analysis' perspective is moderate with means of (2.4381).

The fuel distribution companies focus on dealing with the circumstances and variables of the current period in terms of plans, budgets, and decisions, without thinking about future growth for the next period. Moreover, managers encourage tactical thinking that only focuses on current period to make routine decisions, but still, something should to be enhanced in their thinking strategy in time manner.

2- Spatial Myopia

The study reveals that, the level of sensing in fuel distribution in Jordan from analysis' perspective is moderate with mean (2.4020). The fuel distribution companies have problems and limited awareness in dealing with opportunities in multiple locations of company´s external environment.

This result appeared when respondents showed that fuel distributor companies ignore changes in customers´ needs because they need more time to know what happened in the competitive environment, focusing only on campaigns that support existing customers' needs by promoting the current products.

Even spatial and temporal myopia will put the company in a risk position in the competitiveness and this agreed with White et al. (2014).

Social Media :

Companies' employees use WhatsApp to make work faster and easier via exchanging information and taking instructions from managers, even if they are out of their working hours, e.g. vacations. The same thing applies to using Facebook which is also used to take feedback about their business from customers by groups and official pages of companies.

They also used Viber and Skype for conducting video calls and free calls in if the manager was traveling and something crucial emergent.

The fuel distribution companies in Jordan have high mean in using social media applications in their work to do their jobs. The result was 3.7158.

This is an indicator to say that fuel distribution companies in Jordan use social media applications to exchange information between them, and the culture, generally, encourages using of social media.

Social media is used in all types of business to make life easy and fast through information seeking, making decisions and contacting each other, this is also agreed with (Whiting et al., 2013).

Discussion of the result of the study hypotheses

First Hypothesis:

H01: The study result revealed that the null Hypothesis is rejected and the alternative hypothesis accepted is the one which states: There is statistically significant impact of Dynamic capabilities with all its dimensions (Sensing, Seizing, Transforming) on Strategic Myopia at a level of significance ($\alpha \leq 0.05$) in the fuel distribution companies in Jordan, the hypotheses is accepted and this shows that the dynamic capabilities does decrease the effect of Strategic myopia in fuel distribution companies in Jordan. So the dynamic capabilities with its three dimension (sensing, seizing, transforming) will handle this negative phenomenon and adopt the strategic thinking in the manager's thoughts.

When managers in all levels realize the role that dynamic capabilities play in their thinking design and how dynamic capabilities will help them to think more about external environment, they will be aware of quick changes and competitiveness among companies in the same sector, and they will stretch their thoughts to think about next years, which is agreed with the result of Kvale et al . (2018).

H01.1: The study result revealed that the null Hypothesis is rejected and the alternative hypothesis is accepted, which states: There is statistically significant impact of seizing on spatial myopia at a level of significance ($\alpha \leq 0.05$) in the fuel distribution companies. Because if the company had the ability to exploit the opportunity that will make the company look outside and scan the environment searching for added value opportunity.

H01.2: The study result revealed that the null Hypothesis is rejected and the alternative hypothesis accepted which states: There is statistically significant impact of seizing on temporal myopia at a level of significance ($\alpha \leq 0.05$) in the fuel distribution companies, which means when the company tries to find the opportunity that will be an added value to it which is also thinking of next period not only in near scopes.

The two above hypotheses results claimed that seizing will impact in reducing the temporal and spatial myopia, however, seizing is about the way in which the organization can know which opportunity is considered an added value for its work and can be a competitive advantage at the same time of dealing with emergency conditions to introduce something creative and new. Additionally, talking about innovation and how the company can be innovation and the dynamic capabilities can introduce the innovation to the company, this statement was also introduced in (Pedron et al., 2018).

H01.3: The study result revealed that the null Hypothesis is rejected and the alternative hypothesis is accepted, which states: There is statistically significant impact of transformation on spatial myopia at a level of significance ($\alpha \leq 0.05$) in the fuel distribution companies. This means that the company has the ability to reconfigure resources in time to meet environmental change, and consequently, will make the company be aware about the opportunities that exist in the external environment.

Transformation comes after the company senses and seizes the opportunity from external environment, reconfiguring its resources to apply the opportunity in the company to make new service and find other markets, and this is compatible with (Shang et al ., 2008).

H01.4: The study result revealed that the null Hypothesis is rejected and the alternative hypothesis is accepted, which states: There is statistically significant impact of transformation on temporal myopia at a level of significance ($\alpha \leq 0.05$) in the fuel distribution companies. In other words, the company has the ability to reconfigure resources in time to meet environmental change and to shed focus on dealing with circumstances and variables of next period and future growth.

H01.5: The study result revealed that the null Hypothesis is rejected and the alternative hypothesis is accepted, which states: There is statistically significant impact of sensing on spatial myopia at a level of significance ($\alpha \leq 0.05$) in the fuel distribution companies. This result is due to the statement; if the company is able to sense the opportunities regardless of opportunity's nature (technology or new working method),

this will lead the company on better known technologies and competitors, coming to conformity in industry strategic profiles which was stated in (Ridge et al .,2014)

H01.6: The study result revealed that the null Hypothesis is rejected and the alternative hypothesis is accepted, which states: There is statistically significant impact of sensing on temporal myopia at a level of significance ($\alpha \leq 0.05$) in the fuel distribution companies.

Second hypothesis:

H02: The study result revealed that the null Hypothesis is rejected and the alternative hypothesis is accepted, which states: There is statistically significant impact of dynamic capabilities (sensing, seizing, transforming) on strategic myopia in the existence of social media as moderator variable at a level of significance ($\alpha \leq 0.05$), the hypotheses is accepted, showing that social media work in line with dynamic capabilities to decrease the effect of strategic myopia in fuel distributors companies in Jordan . Hence, there is an impact on reducing the strategic myopia effect the fuel distributors in Jordan.

Based on the second hypothesis test, there is a role of social media in reducing strategic myopia, if we will get back to first chapters, the strategic myopia was defined as managers who have short term thinking design and they do not have clear vision for the next five years, and do not think about the position of the company in the next period.

As per previous studies about the strategic myopia, findings show consensus about two dimensions for the strategic myopia; the first one is spatial myopia which means the company’s focus on the current market without being interested in

opportunities that exist on other markets, and temporal myopia which means company's focus only on current period without paying attention to the next period.

Moreover, there is a question that requires an answer; how will the company know opportunities that exist in another market and that may meet new and change customer requirements to satisfy its customers and gain competitive advantage in order to survive…? Necessarily, modern tools like social media are needed to fill aspects mentioned in the question, know customers' needs, take feedback from customers, scan the external environment, and make job tasks easier which agreed with (Whiting et al. , 2013) and (Scheepers et al .,2014).

Recommendation

- Encouraging companies to continue adopting dynamic capabilities through sensing and seizing opportunities and transforming resources to apply added value opportunities.
- Encouraging companies to continue in sensing opportunities from external environment by holding continuous meeting to analyze implications of environmental opportunities.
- Encouraging companies to pick only opportunities that will add value to them.
- Encouraging the companies to seize opportunities that come from the emergency conditions through creating new services that are aligned with customer requirements.
- Encouraging companies to regroup and rethink about their resources by checking resources' fit in applying new products.
- Encouraging companies to pay more attention to the way that managers think through offering them strategic thinking regardless the cost.

- Paying attention to spatial changes in customers' needs by focusing on campaigns that target new customers.
- Promoting companies to think in the future of the company through developed long term plans and improve the long term financial goals rather than the operational budgets.
- Promoting companies' usage of social media by encouraging employees to help each other when they face working-related problems.
- Encouraging companies to adopt cultures that do not build barriers regarding using social media by taking strategic decisions via social media applications.
- Using social media to work with dynamic capabilities in decreasing strategic myopia since it plays a big role in our days in the working environment, to make decisions' making process and customers' feedback taking easier.
- Increasing interest in using social media because it has a negative impact on reducing the phenomenon of strategic myopia, and this could be done through extensive training on these methods in the course of working along with conducting trainings in ethics of their usages.
- Enhancing relationship between dynamic capabilities and social media because it is a positive and influential relationship through which we can make sound decisions, direct work properly and achieve outstanding performance through the use of social media applications in every dimension of dynamic capabilities; it also worth noting that this requires developing capabilities of all the upper, middle, and executive management levels of companies that have been studied in this regard.

Suggestions

- Carry out a similar study on a different industrial or service sector in Jordan.
- Conducting more studies related to the impact of dynamic capabilities on strategic myopia with new variables.
- Conducting a study with the same variables and difference moderator variable.
- Studying the impact of dynamic capabilities on strategic myopia in other sectors like banking sector or telecommunication.

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Appendixes

Appendix 1

The names of interviewees

Names	Position	Duration	Company Name
Mr. Zaher Safa	**Head of Training**	**53 Mins**	**Al Manaseer**
Issam Abzakh	**HR Manager**	**30 Mins**	**Jo Petrol**
Rasha Al Shunnaq	**HR Section Head**	**1 Hr and 45 Mins**	**Jo Petrol**

Interview 1 :

Was held with Mr.Zaher Safa at his office:

1. Do you classify the strategic myopia in your company?

Yes, set monthly and yearly plans through meeting with managers of Department to determine the challenges and environmental change.

2. Do you have any interest in strategic myopia subject?

Yes it's an Important issue Important for survival and continuity and be first mover.

3. Do you use any social media apps in your company and are those applications contributed in your manager's decisions?

Yes facebook, whatsapp, viber because it gives us idea about customer behavior and we can contact the employees even if we were in vacation.

Interview 2:

Was held with Mr.Issam Abzakh at his office:

1. Do you classify the strategic myopia in your company?

Yes we try to classify it, but we have governmental and global price changes affect our decision.

2. Do you have any interest in strategic myopia subject?

Yes, it's difficult to specify long term strategies, because we don't have accurate prediction for the future.

3. Do you use any social media apps in your company and are those applications contributed in your manager’s decisions?

Social media starts internally by emails and deal on specific strategy, then try to increase marketing of our Company and we use whatsapp to contact each other.

Interview 3:

Was held with Mrs Rasha Al Shunnaq at her office:

1. Do you classify the strategic myopia in your company?

It's challenging to predect of customers behavior and set plans for more than five years because of golbal changes

2. Do you have any interest in strategic myopia subject?

It's Important to consider strategic thinking, and notice other fuel companies to be first mover.

3. Do you use any social media apps in your company and are those applications contributed in your manager’s decisions?

Yes we use social media by providing offers on our fuel and facilities and use viber to contact my employees when I was traveling and skyoe.

Appendix 2

Referees Committee

Names	Degree	University
Prof.Mohamed A.A. Al nuaimi	Professor	University of Jordan
Dr. Khaled Bani Hamdan	Associate Professor	Amman Arab University
Dr Firas Al shalabi	Associate Professor	Balqa Applied University
Dr. Mohamed Al maaitah	Associate Professor	Balqa Applied University
Dr Dujana Bader	Associate Professor	Balqa Applied University
Dr Adel al Hashem	Associate Professor	Balqa Applied University
Dr Nidal Al Salhi	Associate Professor	Petra University

Appendix 3

جـــامـعـــة الـــشـرق الأوسـط
MIDDLE EAST UNIVERSITY
Amman - Jordan

Dears Managers in top management, middle management, and supervisory departments .

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 **Dynamic Capabilities and its Impact on Strategic Myopia Test of the Moderating role of Social Media A Field 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 manager and participants in the strategic decision-making and taking in fuel distribution companies, you are more able to give your opinion in this field. Therefore, the researcher requests you to read the attached questionnaire carefully and answer each paragraph by marking an (√) 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: Supervised by:

RakanSalem Al-Sarayreh Prof. Ahmad Ali Salih

September 2019

جـــامـعـــة الـــشـرق الأوسـط
MIDDLE EAST UNIVERSITY
Amman - Jordan

السادة المديرين في الإدارة العليا، الإدارة الوسطى، والإدارات الإشرافية المحترمون

يعتبر قطاع المحروقات قطاعًا مهماً جدًا لأنه يساهم في ديمومة جميع الانشطة والعمليات ولمختلف القطاعات الانتاجية والخدمية، وبالتالي فأن اي اخفاق في توفير الوقود وتوزيعها قد يسبب توقف العديد من المنظمات عن العمل.

ومن هذا المنظور، يقوم الباحث بإجراء دراسة بعنوان " القابليات الديناميكية و اثرها على قصر النظر الاستراتيجي – اختبار الدور المعدل لوسائل التواصل الاجتماعي – دراسة مدانة على شركات توزيع المحروقات 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، يرجو منكم الباحث قراءة الاستبانة المرفقة بعناية والإجابة على كل فقرة بوضع علامة (×) في المربع الذي يتوافق مع رأيك في كل فقرة.

الباحث على ثقة بأنكم ستكون عونا جيدا لخدمة البحث العلمي وللمساهمة في تطوير شركتك. المعلومات الواردة في الاستبانة هي فقط لغرض البحث العلمي وسيتم التعامل معها بسرية تامة.

مع خالص الشكر والتقدير.

اشراف: أ. د أحمد علي صالح　　الباحث: ركان سالم صرايرة

ايلول 2019

التعريفات الاجرائية لمتغيرات الدراسة

Independent Variable: (Dynamic Capabilities): The company's skills in coordinating its various resources and putting them into productive use within a set of organizational rules and procedures that enable the company to perceive and seize external opportunities, and then rebuild it to address the dynamic market environment that is always dynamic

المتغير المستقل:(القابليات الديناميكية): مهارات الشركة في تنسيق مواردها المختلفة ووضعها موضع الاستخدام الإنتاجي ضمن مجموعة من القواعد والإجراءات التنظيمية التي تمكن الشركة من إدراك الفرص الخارجية واغتنامها، ثم إعادة بنائها لمعالجة بيئة السوق الديناميكية التي تتسم دائمًا بالديناميكية.

Moderate Variable: (Social Media): Applications and websites used to facilitate individual communications for operations management, decision-making and decision-making and to maintain communication with customer.

المتغير المعدل: (وسائل التواصل الاجتماعي): التطبيقات ومواقع الويب المستخدمة لتسهيل الاتصالات الفردية لأغراض إدارة العمليات وصناعة القرارات واتخاذها وادامة التواصل مع العملاء.

Dependent Variable :(Strategic Myopia): Focusing the managers of the company on short-term decisions without a long-term vision for the company's future.

المتغير التابع: (قصر النظر الاستراتيجي): تركيز مديري الشركة على القرارات قصيرة الأجل دون رؤية طويلة الأجل لمستقبل الشركة.

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 الىاقل من 50 □ 50 و أكثر

التعليم:□ دبلوم □ بكالوريوس □ ماجستير □ دكتوراه

المنصب:□ مدير عام □ نائب مدير عام □ مدير تنفيذي

□مدير محطة □ مدير حساب (مسؤل حساب)

سنوات الخبرة في قطاع المحروقات: □اقل من 10 □10 و اكثر

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

	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
1	Our company uses social media to better understand business performance. تقوم شركتنا بإستخدام وسائل التواصل الاجتماعي لمعرفة اداء العمل بشكل أفضل.					
2	Our company has the knowledge to sense opportunities. تمتلك شركتنا المعرفة باستشعار الفرص.					
3	Our company encourages tactical thinking. تشجع شركتنا على التفكير التكتيكي.					
4	Our company has the ability to reconfigure resources in time to meet environmental change. تمتلك شركتنا القدرة على إعادة تكوين الموارد في الوقت المناسب لمواجهة التغيير البيئي.					
5	Our company encourages employees to help each other when they face a problem using social media. تقوم شركتنا بتشجيع الموظفين على تقديم المساعدة لبعضهم عند مواجهة مشكلة في العمل بإستخدام وسائل التواصل الاجتماعي.					
6	Our company is interested in meeting the needs of our existing customers. تهتم شركتنا بتلبية احتياجات عملائنا الحاليين.					
7	Our company uses social media to facilitate supply chain management events. تستخدم شركتنا وسائل التواصل الاجتماعي لتسهيل احداث ادارة سلسلة التوريد.					
8	Our company is interested in creating new services. تهتم شركتنا بابتكار خدمات جديدة.					

	Paragraphs	5 أتفق بشدة Strongly Agree	4 أتفق Agree	3 اتفق الى حد ما Agreed to some extent	2 لا أتفق Disagree	1 لا أتفق بشدة Strongly Disagree
9	Our company is rethinking the investment mechanisms in its technological resources according to the competitive position. تعمل شركتنا بإعادة التفكير في آليات الإستثمار في مواردها التكنولوجية وفقاً للموقف التنافسي.					
10	Our company promotes our current products. تروج شركتنا لمنتجاتنا الحالية.					
11	Our company utilizes social media technologies (such as file sharing and scheduling functions) to accomplish tasks at work. تقوم شركتنا بالاستفادة من تقنيات وسائل التواصل الإجتماعي (مثل مشاركة الملفات ووظائف الجدولة) لإنجاز المهمات في العمل.					
12	Our company collects market data to help guide our current product plans for the same markets. تجمع شركتنا بيانات السوق للمساعدة في توجيه خطط منتجاتنا الحالية لذات الاسواق.					
13	Our company uses systematic mechanisms to identify opportunities. تستخدم شركتنا آليات منهجية لتحديد الفرص.					
14	Our company seeks to acquire new ideas regardless of cost تسعى شركتنا لامتلاك الأفكار الجديدة بغض النظر عن كلفتها.					
15	Our company uses social media to accomplish tasks faster. تقوم شركتنا باستخدام وسائل التواصل الاجتماعي لإنجاز المهمات في العمل بشكل أسرع.					
17	Our company devotes most attention to think about the company present. تكرس شركتنا معظم الإهتمام للتفكير في حاضر الشركة.					

	Paragraphs	5 أتفق بشدة Strongly Agree	4 أتفق Agree	3 اتفق الى حد ما Agreed to some extent	2 لا أتفق Disagree	1 لا أتفق بشدة Strongly Disagree
18	Our company senses the potential opportunities to the external environment. تستشعر شركتنا بالفرص المحتملة بالبيئة الخارجية.					
19	Our company has the ability to take advantage of opportunities that are valuable. تمتلك شركتنا القدرة على الإستفادة من الفرص التي تشكل قيمة.					
20	Our company communicates with employees using social media. تقوم شركتنا بالتواصل مع الموظفين بإستخدام وسائل التواصل الاجتماعي					
21	Our company discovers lucrative opportunities late. تكتشف شركتنا الفرص المربحة بشكل متأخر.					
22	Our company aligns new service offerings with our customers' requirements. تقوم شركتنا بربط عروض الخدمات الجديدة مع متطلبات عملائنا.					
21	Our company exploits all market opportunities offered by its industry. تنقب شركتنا عن الفرص التي تضيف قيمة .					
25	Our company holds continuous meetings to analyze the implications of environmental opportunities تعقد شركتنا اجتماعات مستمرة لتحليل مضامين الفرص البيئية.					
26	Our company relies on social media to keep time in making decisions. تعتمد شركتنا على وسائل التواصل الإجتماعي في الحفاظ على الوقت في اتخاذ القرارات.					
27	Our company focuses on actions that improve short-term budget performance rather than long-term financial goals. تركز شركتنا على الإجراءات التي تعمل على تحسين أداء الموازنة على المدى القصير بدلاً من الأهداف المالية طويلة الأجل.					

	Paragraphs	5 أتفق بشدة Strongly Agree	4 أتفق Agree	3 اتفق الى حد ما Agreed to some extent	2 لا أتفق Disagree	1 لا أتفق بشدة Strongly Disagree
28	Our company encourages managers to make important decisions using social media outside the company. تشجع شركتنا المديرين على اتخاذ القرارات المهمة بإستخدام وسائل التواصل الإجتماعي خارج الشركة.					
29	Allows our company to share information with customers through social media تسمح شركتنا في مشاركة المعلومات مع العملاء من خلال وسائل التواصل الاجتماعي.					
30	Our company focuses on competitors' campaigns targeting our existing customers تحلل شركتنا حملات المنافسين التي تستهدف عملائنا الحاليين.					
31	Our company focuses on operating budgets. تركز شركتنا على الاهتمام بالموازنات التشغيلية.					
32	Our company constantly checks its resources to better suit new products. تقوم شركتنا بتدقيق مواردها بشكل مستمر لتتناسب بشكل أفضل مع المنتجات الجديدة.					
33	Our company seeks to derive opportunities from market fluctuations. تسعى شركتنا لاستخلاص الفرص من التقلبات السوقية.					
34	Our company receives customer feedback about products using social media. تستقبل شركتنا آراء العملاء حول المنتجات بإستخدام وسائل التواصل الاجتماعي					
35	Our company encourages the exchange of information related to work using social media. تشجع شركتنا تبادل المعلومات المتعلقة بالعمل بإستخدام وسائل التواصل الإجتماعي.					
36	Our company follows the movements of competitors to create value. تتابع شركتنا تحركات المنافسين لخلق القيمة.					

	Paragraphs	5 أتفق بشدة Strongly Agree	4 أتفق Agree	3 اتفق الى حد ما Agreed to some extent	2 لا أتفق Disagree	1 لا أتفق بشدة Strongly Disagree
37	Our company has the organizational culture that creates barriers to the sharing of knowledge using social media. تمتلك شركتنا الثقافة التنظيمية التي تضع حواجز أمام مشاركة المعرفة بإستخدام وسائل التواصل الاجتماعي.					
38	Our company is slowly reviewing the potential effects of changes in the competitive environment. تراجع شركتنا ببطء الآثار المحتملة للتغيرات في البيئة التنافسية					
39	Our company spends time discussing the needs of our existing customers. تقضي شركتنا وقتا في مناقشة احتياجات عملائنا الحاليين.					
40	Our company is regrouping its resources to better suit our market areas. تعيد شركتنا تجميع مواردها لتتناسب بشكل أفضل مع مناطق سوق منتجاتنا.					
41	Our company constantly emphasizes policies that respond quickly to change. تؤكد شركتنا بشكل مستمر على السياسات التي تستجيب بشكل سريع للتغيير.					
42	Our company has the ability to understand the current working environment with the changes that will be in the coming years. تمتلك شركتنا القدرة علة فهم بيئة العمل الحالية مع التغييرات التي تكون في السنوات القادمة.					
43	Our company treats emergency conditions as opportunities. تتعامل شركتنا مع الظروف الطارئة على أنها فرص					
44	Our company needs more time to know what is happening in the competitive environment. تحتاج شركتنا وقتا أطول لمعرفة ما يحدث في البيئة التنافسية.					
45	Our company focuses mainly on the urgent issues that the company has to deal with. تركز شركتنا اهتمامها بشكل رئيسي على القضايا العاجلة التي يتعين على الشركة التعامل معها.					

	Paragraphs	5 أتفق بشدة Strongly Agree	4 أتفق Agree	3 اتفق الى حد ما Agreed to some extent	2 لا أتفق Disagree	1 لا أتفق بشدة Strongly Disagree
46	Our company supports innovative behaviors to maintain competitiveness. تدعم شركتنا السلوكيات التي تدعو الى التجديد للحفاظ على قدرتها على المنافسة.					
47	Our company ignores spatial changes in our customers' needs. تتجاهل شركتنا التغييرات المكانية في احتياجات عملائنا.					
48	Our company spends a lot of time thinking about the company's current position. تقضي شركتنا الكثير من الوقت في التفكير في مركز الشركة الحالي.					
49	Our company is more concerned with routine decisions than with strategic decisions. تهتم شركتنا بالقرارات الروتينية أكثر من اهتمامها بالقرارات الاستراتيجية.					

Rank the use of social media according to its importance in your work, since 1 is most important, 5less important:

رتب استخدام وسائل التواصل الاجتماعي من حيث اهميتها في عملك، حيث ان 1 الاكثر أهمية، 5 أقل اهمية:

وسائل التواصل الاجتماعي	الأهمية
Whatsapp	
Facebook	
Skype	
Viber	