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**Faculty of Graduate Studies**

**The effect of strategic risk management on the financial performance of the Palestinian telecommunication sector, and the mediating effect of management strategic awareness.**

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## Thesis Approval

**The effect of strategic risk management on the financial performance of the  
Palestinian telecommunication sector, and the mediating effect of  
management strategic awareness.**

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## DECLARATION

The work provided in this thesis, unless otherwise refereed, is the researcher's own work and has not been submitted for any other degree or qualification.

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## **DEDICATION**

This work is fully dedicated to my parents, Salah Daraghmeh & Diana Nazzal, the thesis is a testament to their unwavering love, sacrifice, and endless encouragement throughout my academic journey. Their support has been my anchor, guiding me through the challenges and triumphs of higher education. It is with immense gratitude and love that I dedicate this work to both of you.

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In addition, many thanks to my friends, colleagues, and to anyone who had a role in achieving this milestone.

**ABSTRACT****The effect of strategic risk management on the financial performance of the  
Palestinian telecommunication sector, and the mediating effect of  
management strategic awareness.**

This research investigates the effect of Strategic risk management on the financial performance, and tests the existence of a mediating effect from strategic awareness on strategic risk management and Financial Performance. To examine these effects, a primary data were collected through questionnaires from Palestinian telecommunication companies' employees, 315 answer were received.

The study found that there is a significant positive relationship between strategic risk management and the financial performance, and that strategic awareness had a mediating positive effect on both strategic risk management and the financial performance, however, the study showed no effect by the demographic variables on the financial performance. These Results provide valuable insights for telecommunication companies in Palestine seeking to enhance their risk management and financial performance strategies.

## Abbreviations

<b>Abbreviation</b>	<b>Definition</b>
<b>DV</b>	Dependent Variable
<b>IV</b>	Independent Variable
<b>MV</b>	Mediating Variable
<b>SRM</b>	Strategic Risk Management
<b>FP</b>	Financial Performance
<b>SA</b>	Strategic Awareness
<b>MCIT</b>	Ministry Of Communication and Information Technology
<b>ROA</b>	Return on assets
<b>ROE</b>	Return on equity
<b>CPI</b>	Consumer purchase index
<b>CSR</b>	Corporate social responsibility
<b>CR</b>	Corporate reputation
<b>ACP</b>	Average collection period
<b>ICP</b>	Inventory conversion period
<b>CCC</b>	Cash conversion period
<b>APP</b>	Average payment period

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## CHAPTER ONE

### The Problem and It's Background

#### 1.1 Structure of the study:

This study has been divided into five chapters to create a good flow of the information.

- **Chapter One: The Problem and It's Background.**

This chapter initiates with the background of the research. It introduces the reader to the research topic. It covers the problem statement, justification of the study, research objectives, questions, hypotheses, research design, and research contribution to knowledge as well as research outline.

- **Chapter Two: Literature Review:**

This chapter is devoted to a review of the literature relevant to the research problem of the study, its define

- **Chapter Three: Research Methodology.**

This chapter dwells on the research design and method. It also details technique used in the analysis and the manner related to data collection

- **Chapter Four: Analysis and Interpretation of Data.**

Chapter four is devoted to the study findings and their discussion. The researcher provides an analysis and discussion of the findings and holds a comparison between them and findings of previous studies.

- **Chapter Five: Findings, Conclusion and Recommendations.**

#### Chapter Overview:

This chapter is the general framework of the study, including an overview of the study, research problem, justifications, importance, objectives, questions, assumptions, structure, and the scope of the study.

## **1.2 Introduction:**

In an era marked by swift technological progress, evolving market dynamics, and geopolitical uncertainties, the telecommunication sector emerges as a crucial player in the global economy (OECD Digital Economy Papers No. 11). Despite confronting unique challenges stemming from its geopolitical context, the Palestinian telecommunication sector remains a crucial component of the region's socio-economic landscape. As organizations within this sector maneuver through a complex terrain, the need to comprehend, evaluate, and strategically manage risks becomes increasingly imperative.

At the core of proficient corporate governance, lies the discipline of strategic risk (SRM) management is the systematic application of principles, approach and processes to the identification, assessment and monitoring of risks (Council, W. B. 2023). In the Palestinian telecommunication sector, where inherent geopolitical and economic uncertainties prevail, the proactive management of strategic risks is deemed essential for sustainable financial performance (FP) and long-term viability.

This study delves into the intricate effect of strategic risk management (SRM) on the FP of companies operating in the Palestinian telecommunication sector. As organizations grapple with the challenges presented by an ever-changing environment, the investigation centers on the impact of SRM practices on financial outcomes. Furthermore, recognizing the nuanced interplay of factors, this research explores the mediating role of management strategic (SA) in shaping the connection between SRM and FP.

However, as a means of communication, information sharing, and technical growth, the telecommunications industry in Palestine plays a crucial part in the social and economic structure of the area. The industry has shown to be very resilient and adaptable despite operating in a unique geopolitical environment and offering vital services to the Palestinian

populace. A mix of regional difficulties, including political unpredictability and regulatory complexity, has influenced the industry's expansion and global trends, like technical advancement and expanding connection needs. This Research digs into the workings of the Palestinian telecommunications companies, examining its SRM, its regulatory framework, and the tactics used to assure its continuing growth in the face of change and hardship.

A few studies conducted on the telecommunication sector in Palestine and non-examining SRM and profitability's relation, which creates a research gap that will be covered in this research.

When reviewing other countries, Omar, M. A., Muturi, W., & Samantar, M. (2018), a study in Somalia showed that efficient risk have an impact on the profitability of telecommunication industry. Also, the findings of Zakari, M., & Saidu, S. (2016) study in Nigeria indicates significant positive relationship between SRM and corporate profitability in telecommunication companies, this motivates the well to have this research in Palestine, since their circumstances is most applicable to Palestinian's market.

However, these variables were conducted globally as well. For example, according to Thirunavukkarasu, V., & Rajendran, K. (2013). In the Sri Lanka telecom plc, cash position ratios have a significant relationship with return on equity and assets. In addition to finding a positive relation between strategic management and profitability in Indian telecommunication sector according to Mahato, J., & Jagannathan, U. K. (2016).

Therefore, this study will imply different factors to determine whether this a connection between SRM and profitability in the Palestinian telecom sector.

### **1.3 Research Problem:**

The study's primary goal is to determine the existence of an effect of SRM on the FP in Telecommunication industry in Palestine. In addition to examining the mediating effect of managers' SA. In addition, since previous studies did not show these factors in the Palestinian context, nor in the aimed relations, it is important to have this research.

In addition, telecommunication sector is considered a new industry in Palestine, and since there is limited companies under this sector, it makes it subjective to a highly competitive market, in addition to that, many political and environmental factors, that make it hard for Telecommunication sector to work without frequent risks.

However, the quest of connectivity and innovation in the dynamic and quick-paced world of communications is entangled with a complicated web of hazards that can determine the fate of industry participants. The telecommunications industry, which is essential to contemporary communication and information sharing, has several difficulties that might impair business operations, financial stability, and organizational resilience. The environment is full of uncertainties that call for strategic insight and adaptive adaptation, from technology changes to regulatory shifts, cyber threats, and intense competition. This conversation goes into the complex world of risk that threatens the telecommunications industry, exposing the nuances of each difficulty and emphasizing the significance of effective risk management tactics for navigating this always-changing industry.

Despite this, effectively mitigating the risk is achieved by implementing SRM within the company, aiming to decrease the likelihood of risks occurring and managing their potential impact. Consequently, the question arises: does SRM enhance the company's FP or not?

However, since managers play a great role in SRM, does the managers' SA represented in the combination of strategic thinking and personal awareness, affect the efficiency of strategic management or not? And does this awareness affect the FP?

This Research will **examine the effect of SRM on FP in Telecommunication sector**. And the mediating effect of the manager's SA on both SRM and FP.

Choosing the Telecommunication sector provides a very big challenge in determining the relationship and finding the best conclusions. Evaluating, assessing, and improving is a process to be conducted while working on this topic.

#### **1.4 Research Significance and Justifications: The importance of the study can be summarized in:**

Telecommunication sector is a competitive sector, and competition include degrees of risk represented in the possibility of incurring losses, as well as the possibility of not achieving a profitability that meets the aspirations of the investors, or not achieving a future cash flow as expected. Thus, risk is always attached to any telecommunication business.

Furthermore, like any other business, telecom companies consistently strive to achieve profitability alongside their broader objectives. Given the inherent high risks in this industry, attaining profit becomes a formidable and challenging task. Therefore, it is imperative to identify the optimal strategies for risk mitigation and enhancing FP within this sector.

In this study, we will find the relationship between expecting and mitigating risks, and increasing the profitability of the company, in horizon with the SA of the managers.

The importance of the study is resembled in finding a new approach to help Telecommunication sector work most efficiently, and since Palestine has newly held this sector, studies and results will be very helpful for developing it.

However, no theoretical studies have been made so far regarding the Telecommunication sector in specific, even though it is needed in Palestine.

Also, no studies have shown this mediating effect between those variables, and that's a reason why these exact variables are chosen.

This study will benefit the telecommunication companies by directing them to the most efficient approach in improving FP and mitigating risk.

### **1.5 Objectives of the Study:**

The main objective of the study is as follows:

**To find the effect of SRM on FP in telecommunication sector, and to examine the mediating effect of the managers' SA.**

**From the main objective, the following sub-objectives are divided:**

1. Determining the level of SRM in the Palestinian Telecommunication sector.
2. Study the effect of SRM implementation on the FP.
3. Knowing the extent of SA the managers have.
4. Assessing the effect of SA on SRM and FP.
5. Demographic variables' effect on the FP.

### **1.6 Research Questions:**

The main question of the Research:

**What is the effect of SRM on the FP of Palestinian telecommunication sector, and the mediating effect of management SA?**

**The sub questions are:**

1. To what extent does telecommunication companies have SRM?
2. What is the effect of SRM implementation on the FP in Palestinian Telecommunication sector?
3. To what extent managers have SA?
4. What is the impact of SA on SRM and FP?
5. Are there any significant differences in the responses of the research participants due to demographic variable on the FP in Telecommunication sector?

**1.7 Research Hypotheses:**

Typically, the following hypotheses are tested in this study:

**H1:** There is strong SRM in the Palestinian Telecommunication sector.

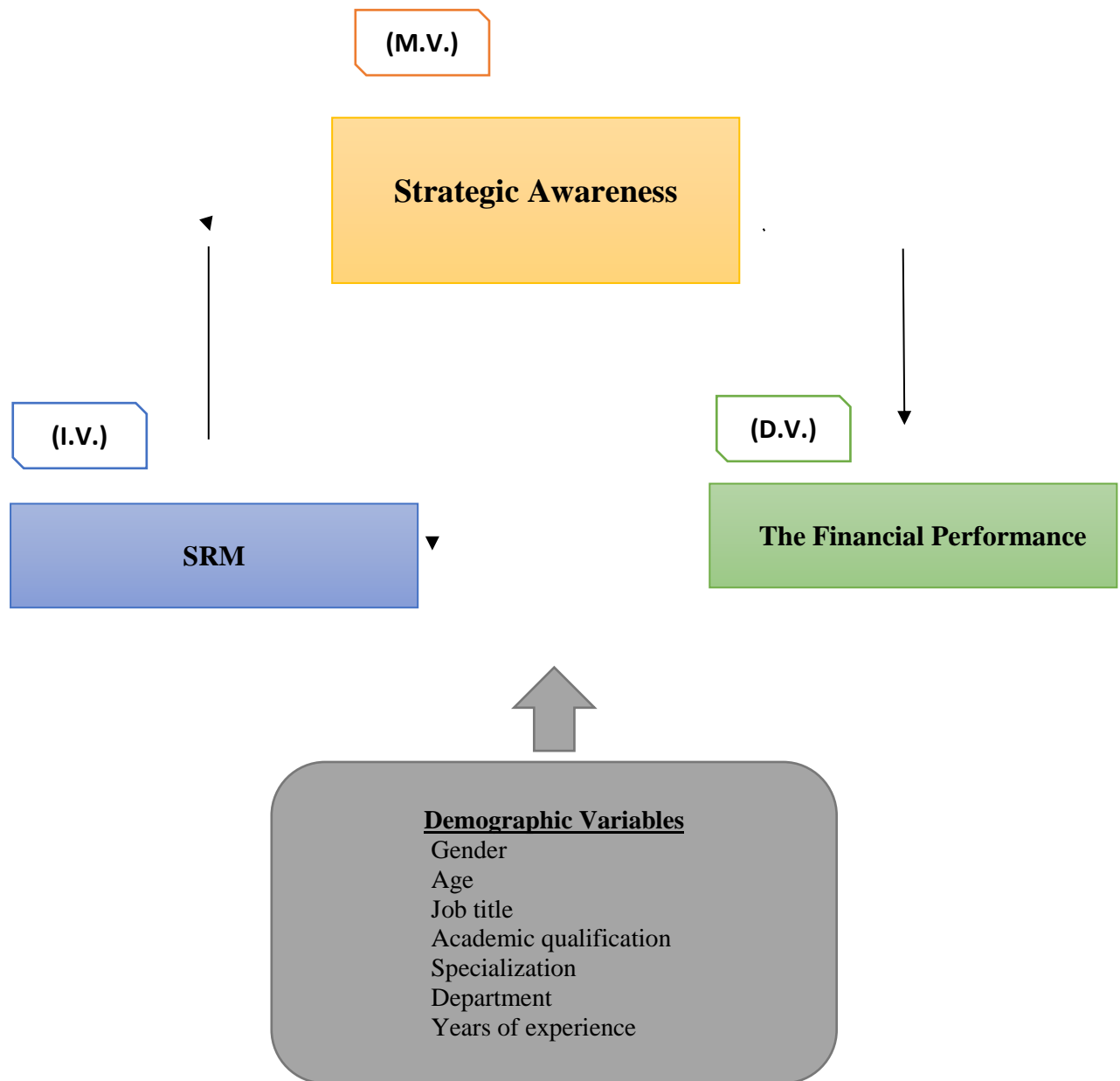
**H2:** There is a significant relationship between the effect of SRM and the FP in Palestinian Telecommunication sector.

**H3:** SA is significantly related to SRM.

**H4:** SA positively effects the FP.

**H5:** There is significant differences between the responses of the research participants due to demographic variable on the strategic planning tool and technique on profitability in telecommunication sector in Palestine.

## 1.8 Model of the Study:



**Figure (1.1): Research Model**

## **1.9 Definitions of Terms:**

To ensure a consistent reading and understanding of this text, the following key terms are defined and simplified to the extent of their usage in this study.

- **SRM:**

It is the procedure for analyzing, rating, and managing risks that might compromise the accomplishment of a company's objectives and strategy. By using this approach, goals will be achieved while risks will be managed.

- **Financial Performance**

FP refers to how an organization or company performs in terms of profits, losses, revenues, expenses, and cash flows. It is applied to evaluate the profitability and effectiveness of financial management.

- **Strategic Awareness**

is the understanding and awareness of the organization's strategic challenges and elements that influence its performance and future course. Making sound strategic decisions requires a high level of SA.

- **Demographic variables**

Are factors related to the composition and characteristics of the population in a particular area, such as age, gender, educational level, income, and nationality. The analysis of demographic variables is used to understand the population, its needs and future directions.

## CHAPTER TWO

### Review of Related Literature and Studies

#### 2.1 Chapter Overview:

In this chapter, the researcher reviews relevant contemporary literature and studies from various sources, including international abstracts and graduate school libraries.

These materials have been instrumental in shaping the research direction and the development of the questionnaire. It's important to note that none of these sources is identical to the current study, and the study itself is not a duplication of any of them.

#### 2.2 Literature Review:

Not many researchers have studied the impact of SRM on the FP in specific, and for managers SA mediating effect, mostly no studies have been made in associations of any of these variables or in this sector. But for what is available, varied outcomes emerged based on factors such as research domains, sectors, timeframes, and geographic regions.

However, specific studies produced consistent results across certain variables. The following outlines some of the findings from the literature review.

**In the literature**, many measures were used to represent the variables. As for SRM, a questionnaire is conducted to measure the risk management in each company. As for measuring the FP, return on assets (ROA) and Return on Equity (ROE) and Capital Ratio were used in most of the studies. Each of the three measures captures specific aspects of the FP. Finally as for the SA, questionnaires will be the source of data.

##### 1. *SRM*

SRM is “a method of analyzing and evaluating the risks, which are associated with the hazard”(Shakatreh, et al. 2023), Only 6% of the time spent by risk management auditors is focused on the type of risk that historically has resulted in 86% of large market value losses for

corporations. This connection highlights the significance of creating an effective SRM. SRM is defined as “an assessment and management of risks and uncertainties with external characterization relatively a company - an activity not many companies manage successfully.” (lesser & Berghult, 2018)

Also, SRM is defined as “a process for identifying, assessing and managing risks and uncertainties, affected by internal and external events or scenarios, that could inhibit an organization’s ability to achieve its strategy and strategic objectives with the ultimate goal of creating and protecting shareholder and stakeholder value” (Frigo & Anderson, 2011). While the AICPCU states that “strategic risk arises from trends in the economy and society including changes in the economic, political, and competitive environments, as well as from demographic shifts” (AICPCU, 2013).

Furthermore, a research shows a positive correlation between the two variables, companies should manage risk effectively. Additionally, they should regularly assess their risk management strategies to evaluate if they remain effective in the face of a continually evolving operational environment. (Tapang et al., 2022)

However, the financial community has increasingly recognized the importance of an integrated model that encompasses both market risk and credit risk, as well as the measurement of operational risk. This recognition has been driven by the realization that losses can result from a combination of credit risk and market risk. They have also come to grasp the limitations and shortcomings of traditional risk management approaches, which often overlook the interplay between risks and the specific characteristics of a company's organizational structure. This understanding has underscored the need for a holistic system-level approach to risk management, focusing on comprehensive risk prevention and management (Wu & Liu, 2022). This underscores the imperative of SRM to ensure a company's success.

Conversely, the telecommunications sector has demonstrated its ability to effectively manage risks and prioritize strategies for establishing robust risk retention and optimizing claim

recovery from reinsurers. They have leveraged insights derived from respondents' experiences, which shed light on both internal and external factors and the company's strategic positioning (Hermawan, Achsani, & Asyanti, 2022). Consequently, the implementation of efficient strategies has the potential to enhance FP significantly.

## 2. *Financial Performance*

“When a business examines its FP, many factors come into play, including measures like profitability, liquidity and efficiency. The business may be profitable, but inefficient accounts receivable processes could leave it without the cash to pay bills on time. So, for example, even with strong growth in sales, a company that lacks efficient cash management may not have the cash on hand to pay employees, restock inventory or pay suppliers. FP takes all these aspects into account when determining a company’s financial strength by analyzing the business’s financial statements and other data.” (Luther, D. 2023)

FP is defined as “the company's ability to manage and control its resources” (IAI, 2016). In addition to that it is “the company's financial condition over a certain period that includes the collection and use of funds measured by several indicators of capital adequacy ratio, liquidity, leverage, solvency, and profitability”. (Fatihudin, D. 2018).

However, There are several ratios to measure the company's FP, among others; solvency ratio, liquidity ratio, leverage ratio, profitability ratio, efficiency ratio. Profitability ratios includes ROI (Return on Investment), ROE (Return on Equity), ROA (Return on Assets), EBIT (Earnings before interest and Tax), profit, and others. Liquidity Ratio consists of; fast ratio, cash ratio, current ratio, net working capital ratio to total assets, DER (Debt to Equity Ratio). (Fatihudin, D. 2018).

As known, the company's good FP considerably aids the industry's growth, which in turn boosts the overall health of the economy. (Raval & Joshi, 2022). That's why, a business must always concentrate on providing the best FP, especially in companies where there is always a very high risk that needs to be assessed and mitigated.

Moreover, risks may have a detrimental influence on FP. Since effective management of these risks improves FP, companies should have robust mechanisms in place to manage these risks. The FP of the companies will consequently increase as a result. Therefore, in order to improve FP, it is necessary to put up reliable frameworks for managing risk. (Annah, 2022).

### *3. Strategic Awareness*

"SA" is defined as the degree to which an executive's perception of the organization's strategy fits with both the chief executive's perception and the organization's "realized" strategy. Although there are differences between businesses, SA is positively correlated with hierarchical level. Organizations that recently revised their strategies are more aware than those that haven't. ( Hambrick, 1981).

However, recent study in Palestine recommended the importance of containing a philosophy, premises, objectives, components, and implementation procedures for a proposed vision to raise the level of SA among employees due to weak awareness. (Al Hila & El-massry, 2022) Moreover, Companies should be encouraged to develop their strategic thinking to improve their performance. ( AlQershi, 2021).

However, there is a lack of literature review regarding the effect of SA on the efficiency of SRM and the improvement of FP.

### **2.3 Telecommunication Sector in Palestine**

**This section gives a quick overview around the Telecommunication sector in Palestine:**

The Palestinian National Authority took charge of the communications and information sector, which was managed by the Israeli company Bezeq in the Palestinian territories before the Palestinian National Authority received the reins of governance and administration in accordance with the Oslo Agreement. The Palestinian Authority began developing this sector and restructuring it according to the Palestinian need. Starting with establishing the MCIT, the National Institute for Information Technology, and opened the way for telephone and cellular communication companies to operate in the Palestinian territories under its control, such as the Palestinian Telecommunications Company (Paltel), the Computer and Communication Systems Company (CCS) and other telecommunications companies Cellular, and technology companies.

The telecommunications sector in Palestine consists of the Palestinian MCIT, as the official body that regulates the administrative and legal aspects of the telecommunications and information technology sector in Palestine, in addition to many private communication companies that bear many social, political, economic, developmental and social responsibilities towards the Palestinian society. MCIT was established in 1995, as it is considered the official government agency responsible for regulating, managing and controlling the telecommunications sector in Palestine. ([www.mcit.pna.ps](http://www.mcit.pna.ps))

In Palestine there are many private technical and technological companies that provide services to the Palestinian community at all levels, such as fixed and mobile communication services and postal services. These companies are considered as a partner of the Palestinian

Authority in sustainable development processes in Palestine, so that this sector bears a social and national responsibility in promoting the development and building of the Palestinian society. The following is a summary about the three largest private telecommunication companies that participated in filling out the questionnaire for this research.

#### **2.4.1 Palestinian Telecommunications Group:**

This group is known at the name of **Paltel** it is one of the largest private technology and communication companies in Palestine, it was established in 1995 as a public shareholding corporation to offer fixed and cellular communications and internet services. The Palestinian Telecommunication Group is considered as the first company in Palestine in terms of employment capacity within the private sector institutions, and the main pillar in building the infrastructure of the information network in Palestine.

The telecommunication group includes five companies operating in the Palestinian market:

- The Palestinian Telecommunications Company (Paltel), which offers fixed line services, ADSL services, business sector services, and additional services.
- Jawwal, the Palestinian Cellular Communications Company, is the country's largest cellular operator.
- Hadara Technology Investment Company, Palestine's largest Internet service provider.
- Reach Telecommunication Services Company, which is the first specialized call center in Palestine.

- Jericho Gate Real Estate Investment Company (Jericho Gateway), an integrated real estate project; It will be the first of its kind and size in the country.

The Palestinian Telecom Group, through its five companies, represents an economic entity and a provider of telecommunication and information technology services, with the aim of achieving customer satisfaction always. ([www.paltelgroup.ps](http://www.paltelgroup.ps))

#### **2.4.2 Jawwal:**

Started providing its services to the Palestinian street in 1999 and has spread widely throughout the country, being the first operator of mobile phone services in Palestine, providing mobile and cellular communication services to the Palestinian street and providing Internet packages and other digital services. This company obtained an exclusive concession for 20 years to provide fixed and mobile phone services in the Palestinian territories. Jawwal was subjected to a lot of Israeli harassment during the second intifada in 2001, when the occupation confiscated the company's equipment to impede its work and limit its spread in the homeland. Its exchanges were transferred to the British capital, London, in 2005. The presence of a mobile company in the Palestinian market for a long time alone led to growth in request for it and a growth in the number of subscribers. Jawwal always seeks to provide its subscribers with the modern advances in the world of cellular infrastructures, as it has contracted with international companies to allow its subscribers to use advanced services such as: Google SMS, which allows subscribers to send e-mails between G-mail and Jawwal. The Blackberry service, in cooperation with the international company RIM, which enables subscribers to continuously communicate with their e-mail and arrange their own appointments agenda at any time and from anywhere.

Jawwal:

also has a significant role in supporting the Palestinian economy by investment in a group of important projects in the Palestinian market. Since its establishment, Jawwal has been striving to follow internationally approved environmental standards and apply them in Palestine, and thus it deservedly obtained the ISO 14001 global environmental management system certificate in the first session (from September 2005 to October 2008) and in the second session (from June 2009 to May 2012), to be Jawwal is the fourth cellular communications company in the world and the first in the Middle East to obtain this certificate.([www.jawwal.ps](http://www.jawwal.ps)).

#### **2.4.3 Ooredoo Group - Palestine:**

This group was known as Wataniya Mobile, and it is one of the private Palestinian telecommunication companies that provide mobile, cellular and internet services to the Palestinian community, Al-Wataniya Company obtained acceptance and approval to provide its communication services to the Palestinian community in 2006. It started its work in 2009 in the name of Al-Wataniya Mobile. This company was established in Palestine in partnership between Ooredoo International Group and the Palestine Investment Fund Company to begin its work and provide its services to the Palestinian community.

November 2018 Wataniya Mobile consolidates its brand to become Ooredoo Palestine. This company adopts a set of values, which are summarized in the Palestinian street with a set of communication services and providing the best digital technical services with high quality, and prices that suit the needs of the Palestinian community.

The development of Palestinian governmental policies related to the technical and informational tracks and their alignment with the directions and strategies of the Palestinian official and governmental sectors that supervise the various communications and information

sectors operating in Palestine. In one way or another, increasing the number of ICT service operators in any country enhances the chances of enhanced competition for sustainable development opportunities at the state level in general, and has positive repercussions on society, so that these steps stimulate the country's economic and development path, and develop the capabilities of its members to keep pace with digital developments Informatics.

([www.Ooredoo.ps](http://www.Ooredoo.ps))

## **2.5 Review of Foreign and Local Studies:**

### **2.5.1 Review of Studies:**

Awadie, et al (2023) study seeks to establish the correlation between CSR and the FP of Ghana's telecommunications sector. The study extensively investigates the role of mediating and moderating factors, such as corporate reputation (CR) and consumer purchase intention (CPI). Cross-sectional analysis of Ghana's telecommunications industry is employed for this research. The association between CSR and business financial success is elucidated using structural equation modeling via Smart PLS. The results unequivocally affirm that corporate social responsibility exerts a positive and significant influence on the FP of companies, highlighting the strong interconnection between CSR and business performance.

Furthermore, the study reveals that through the mediating effect of CPI, corporate social responsibility also exerts a favorable and substantial impact on firm performance. In contrast, the findings indicate that CR does not mediate the relationship between CSR and FP. Additionally, the study demonstrates that CPI does not act as a moderator in the relationship between corporate social responsibility and FP.

Abusharbeh M, (2021) research delved into the intermediary function of risk management concerning strategic planning and profitability within the Islamic banking sector in Palestine. The study involved the random distribution of questionnaires to 97 highly experienced directors well-versed in both strategic planning and risk management. A structural equation model was employed to evaluate the research hypotheses.

The study's findings unveiled several significant insights. Firstly, it was determined that both strategic planning and risk management had a notably positive influence on profitability. Furthermore, the research identified a substantial positive correlation between strategic planning and risk management. Additionally, the study established that risk management acts as a partial mediator in the relationship between strategic planning and profitability.

These results offer empirical substantiation for the idea that risk management plays a meaningful mediating role in the nexus between strategic planning and profitability. Furthermore, the study implies that directors of banks who excel in strategic planning and demonstrate effective risk management tend to achieve heightened levels of profitability.

Mushafiq M, et al (2021) primary objective is to explore the relationship between the FP of non-financial organizations and their credit risk. This investigation involves examining the connection between FP, measured by returns on assets and equity, and credit risk, assessed using Altman's Z-score model. Additionally, control variables including debt, liquidity, and business size are considered. The study employs regression analysis utilizing least squares variables. The sample for this research studies 69 non-financial firms listed in the KSE-100 index of the Pakistan Stock Exchange from 2012 to 2017.

The study corroborates the claims that financial leverage and firm size significantly affect the FP of non-financial enterprises in the KSE-100 index. Conversely, this study does not find

liquidity to be a significant factor. It establishes a positive correlation between FP and the Altman Z-score as well as firm size, while revealing a negative correlation with financial leverage

Practically, this study contributes fresh and pertinent insights to the existing body of knowledge regarding the link between credit risk and FP. The findings offer valuable new perspectives on how credit risk impacts the performance of non-financial companies, which can be of significance to investors, businesses, and managers involved in non-financial firms.

Ahmad AM, et al (2018), primary aim was to investigate the impact of internal controls on the FP of Asia Cell, a telecommunications provider operating in Iraq's Kurdistan Region. The study assessed how environmental control, information and communication, risk assessment, control activities, and monitoring influenced the company's return on assets (ROA). Data for the study were collected through a combination of primary and secondary research methods. In the research model, FP was designated as the dependent variable, while the different elements of internal controls were treated as independent variables.

After analyzing audited financial statements and conducting employee surveys, the study uncovered a significant correlation between internal controls and FP. Specifically, it revealed that environmental control, information and communication, risk assessment, and control activities all exhibited a positive association with FP, whereas monitoring displayed a negative relationship with it. Furthermore, the study demonstrated that Asia Cell's investment in robust internal control systems enabled it to outperform companies with weaker internal control systems in terms of FP.

Omar M, et al (2018) clarified that efficient credit management is an essential prerequisite for achieving stability and sustainable profitability across all industries. Deterioration in credit

quality is a common factor contributing to poor FP. This study aims to conduct an analysis of how credit management practices impact the profitability of the telecommunications industry in Garowe, Somalia. The primary objective of this research is to assess the influence of credit management practices on the profitability of telecommunications companies in Garowe, Puntland, Somalia.

The researcher aimed to investigate how customer ratings, credit risk monitoring, and debt collection policies affect the profitability of telecommunications companies in Garowe. Research findings indicate that customer reviews and credit risk monitoring play pivotal roles in determining business profitability. Additionally, the study identified a positive relationship between the development and implementation of pricing policies and the profitability of telecommunications companies in Garowe, Somalia.

Based on the research, it is suggested that companies consider adopting more flexible customer review and credit collection policies to foster future customer loyalty, a recommendation that extends to government regulators as well. Furthermore, it is essential to monitor and enhance policies related to credit recovery activities among telecommunications companies operating in Garowe, Puntland.

Zakari M, et al (2016) primary goal is to examine the influence of the cash conversion cycle on the profitability of ICT companies that are publicly listed on the Nigerian Stock Exchange. Data were gathered from telecom firms listed in Nigeria, spanning the period from 2010 to 2014. Multivariate linear regression analysis was employed to analyze the data, and reliability testing confirmed that the data followed a normal distribution. The findings indicate a statistically significant and positive impact of the cash conversion cycle on company profitability.

Mahato et al (2016) aims to explore the influence of working capital management on the profitability of the telecommunications industry in India. The study is grounded in five years of secondary data spanning from 2010 to 2015 and incorporates both dependent and independent variables.

Profitability is quantified using Return on Assets (ROA), while Average Collection Period (ACP), Inventory Conversion Period (ICP), Average Payment Period (APP), and Cash Conversion Cycle (CCC) serve as proxies for working capital management. Control variables encompass debt ratio, current ratio, sales growth, and firm size. Data was sourced from eight telecommunications companies operating in India. The research methodology employed in this study encompasses descriptive statistics, correlation analysis, and ordinary least squares regression analysis to assess the impact of these variables on profitability. The results from the correlation analysis reveal a negative relationship between ROA and ICP, ACP, CCC, and current ratio, while ROA exhibits a positive correlation with APP, debt ratio, and firm size. This study establishes a foundation for future research in this area of business.

Velampy et al (2013) study delves into the relationship between cash position and profitability within the telecommunications sector in Sri Lanka, spanning the years from 2005 to 2011. The primary objective of this research was to analyze the connection between profitability and cash position.

The research involved a comparative examination of the profitability of two businesses, as measured by ROA and ROE. These profitability metrics were assessed in relation to various independent variables, including sales, total assets, and current liabilities. Cash position, indicative of liquidity, served as a key measure.

The interrelationships between these variables were scrutinized through Pearson correlation analysis, and the impact of cash position on profitability was assessed using regression analysis.

The study relied on SPSS as a tool to support and underpin its findings.

The descriptive analysis revealed no significant disparities between Dialog Telecom Plc and Sri Lanka Telecom Plc in terms of their cash position ratios, returns on equity, or returns on assets. However, the correlation analysis uncovered a noteworthy association between the cash position ratios of Sri Lanka Telecom Plc and their returns on equity and assets. In contrast, for Dialog Telecom Plc in the Sri Lankan context, there was no substantial correlation between cash position ratios and returns on equity or assets. Furthermore, the study indicated that the cash position ratios of Sri Lanka Telecom Plc, in comparison to Dialog Telecom Plc in Sri Lanka, had an impact on profitability indicators.

### 2.5.2 Research Gap:

While the review of related studies involved examining and summarizing existing studies on the topic, a research gap refers to the areas within that body of literature where additional research is required

**Table (2.2) shows the research gap between the current study and previous studies**

	<b>Research Gap</b>	<b>Recent Study</b>
<b>Terms of Purpose</b>	The current study differs in terms of purpose and field of application, No previous studies had studied the iimpact of Strategic Management Activities on financial performance in the Palestinian telecommunications sector.	The current research is in the Palestinian telecommunications sector.
<b>Palestinian Literature Review</b>	There are no Palestinian, studies that dealt with this topic upon the researcher's knowledge	The goal of this study is to determine the relationship between the variables in the Palestinian telecommunications sector .

<b>Limited Research on the Telecommunication Sector:</b>	There is a scarcity of research specifically focused on the Palestinian telecommunication sector in the context of strategic risk management and financial performance. This gap highlights the need for empirical studies in this particular industry.	This Study will Lead the road to this topic.
<b>Lack of Attention to Strategic Awareness:</b>	While the study considers the mediating effect of management strategic awareness, there may be a shortage of research exploring the role of strategic awareness in mediating the relationship between strategic risk management and financial performance, particularly in the Palestinian context.	This Study will concentrate on figuring out strategic awareness effect on both strategic risk management and financial performance.
<b>Integration of Qualitative Data:</b>	While quantitative data can provide valuable insights, the research gap might involve the integration of qualitative data, such as interviews or case studies, to gain a deeper understanding of the perceptions and experiences of managers in the telecommunication sector.	Qualitative data was implemented in this study using questionnaires.

### 2.5.3 Handling the research gap:

1. The chosen sector is the telecom sector, where it is subject to high risks.
2. This research studies the SA, and its effect on the other variables.
3. Qualitative data was transferred to numerical data for easier analysis.

## **CHAPTER THREE**

### **Research Methodology**

#### **3.1 Chapter Overview**

This chapter elucidates and deliberates on the research methodologies and procedures employed, data sources, instruments utilized, sampling methodology, data collection processes, and the statistical techniques applied to analyze the collected data.

#### **3.2 Research Method:**

The results of this study will be analyzed using pertinent inferential statistical techniques. The goal of this study is to produce knowledge and foster awareness regarding SRM and SA and their effects on FP in Palestinian Telecommunication sector.

The following steps summarize the methodological framework for conducting this research:

1. Literature review is conducted to identify the most important concepts and to find the most crucial contributions in this subject as well as investigating the various researchers' arguments of the relationship between SRM and FP in addition to SA.
2. Identifying the research problem, objectives and questions through a deep evaluation of the current situation in the Palestinian Telecommunication sector. This step will be conducted on samples of the population through questionnaires and interviews, and collecting secondary data from financial reports.
3. Data Collection will be primary data, using questionnaires, some questions will concentrate on discovering the SA of the managers. While other questions will be directed to determine the level of SRM in the sector in accordance with the FP. Data collected from questionnaires will be analyzed using SPSS, Factor analysis, correlations, and regression techniques.

### **3.3 Population Respondents:**

The Targeted sector is: The Palestinian Telecommunication companies “PALTEL, JAWWAL, & OOREDOO”.

Targeted Respondents are: employees to fill questionnaires regarding SRM, and Managers for questionnaires to measure SA.

Total Number of targeted population is 1500.

### **3.4 Sample size and type:**

Sample size is calculated using Stephen Thompson’s equation, so the number of responds targeted is 306 respond. Out of the 400 questionnaires administrated by the researcher, 315 responds are collected, so response rate is 79%.And since it’s above 50%, it’s approved and appropriate for analysis. (Babbie (2002)).

#### **Sample type used:**

Since measurements is identified as quantitative research, the method in sampling will be Probability sampling, using the simple random sampling where every member of the population has an equal chance of being selected.

### **3.5 Instrumentation:**

Primary data and observations were used to accumulate the necessary information, including the respondent, company publications, brochures, and other publications related to the Palestinian Telecommunication sector, using the different data collection instruments listed and detailed in the following discussions.

The study will follow the quantitative approach by using four types of the quantitative tools which are:

- Questionnaire includes four sections
  1. Personal questions: about experiences and positions; to know the experience level of each respondent, and to ensure that the information is reliable.
  2. FP questions: concerns with some indicators to determine the FP of the company using the Likert scale.
  3. SRM questions: concerns with the respondent point of view about the SRM implementation in the company using the Likert scale.
  4. Quality section: to examine the respondent's awareness of strategies implemented in the company using the Likert scale.
  
- ❖ The questions of the questionnaire are designed based on the study objectives, hypothesis, study questions, and results of previous literature reviews.

The quantitative approach that will use the data taken from outputs of the questionnaire analysis as inputs for the SPSS software to come up with an analytical result of a correlation test and regression analysis. The logical tests should come up with a conclusion whether there is an impact of applying SRM on FP in telecommunication sector or not, and SA mediating effect.

### **3.6 Survey Questionnaire:**

The creation of the survey questionnaire necessitated careful planning and design to guarantee that the queries posed are clear, relevant, and in harmony with the research aims. The following

is a systematic breakdown of the process for crafting the survey questionnaire, encompassing details about the questions, format, and the approach used for survey administration:

**1. Defined The Research Objectives:**

- Started by defining the goals and objectives of the research clearly. The specific information trying to gather through the survey, and research questions aiming to answer.

**2. Identified Target Audience:**

- Determined the demographic and psychographic characteristics of the respondents who will participate in the survey.

**3. Brainstorm Question Topics:**

- Identified the key topics that the survey will cover. These topics were aligned with the research objectives and addressed the issues to investigate.

**4. Created Clear and Concise Questions:**

- Developed individual survey questions that are clear, concise, and free from ambiguity. Avoided jargon or technical language that may confuse respondents.
- Used closed-ended questions (multiple-choice, Likert scale) for quantitative data.
- Ensured that questions are relevant to the research objectives and will provide actionable insights.

**5. Organized Questions:**

- Organized questions logically and coherently. Grouped all related questions together to maintain an organized flow within the survey.
- Started with easy, straight to the point questions to engage respondents before moving on to more complex or sensitive topics.

**6. Pilot Test the Questionnaire:**

- Before finalizing the questionnaire, conducted a pilot test with a small group of individuals similar to the target audience. This helped editing some question wording, response options, and survey flow where needed.
- Revised and refined the questionnaire based on feedback from the pilot test.
- The questionnaire was subject to a revision by a List of Academic and Professional Referees.

**7. Determined the Survey Format**

- Will it was administered online, through google forms.

**8. Implement Data Collection:**

- Administered the survey to the selected sample according to the chosen methodology.
- Kept track of response rates and considered follow-up strategies to improve participation.

## **9. Analyze and Interpret Results:**

- After data collection, data analysis was performed using SPSS.

### **3.7 Demographic Characteristics of Participants:**

Demographic characteristics used in the questionnaire are: gender, age, academic qualification, Specialization, Job title and position, and finally Years of Experience.

### **3.8 Validity of the Study Questionnaire:**

#### **3.8.1 Criterion- related Validity**

Analysis of SRM & FP was conducted to test the validity of the survey using secondary data from the financial reports, and results were in accordance with the research results.

#### **3.8.2. Structure Validity of the Study Questionnaire:**

- ✓ The questions followed a logical sequence, starting with the demographic variables, followed by questions testing the FP, SRM, and SA.
- ✓ The questionnaire was divided into four groups, each group included related questions.
- ✓ Used same points for the Likert scale.
- ✓ Responses consistent throughout the questionnaire.
- ✓ Included clear introductory and transition Statements.
- ✓ The questionnaire had appropriate length for the target audience.
- ✓ The layout enhance readability and usability.
- ✓ Considered cultural nuances and language preferences when structuring the questionnaire.

✓ The questionnaire was approved by a List of Academic and Professional Referees.

### 3.8.3 Reliability Analysis

*Table 3.1 Reliability Analysis*

Reliability Statistics	
Cronbach's Alpha	N of Items
.799	3

The "Reliability Statistics" table furnishes details regarding the questionnaire's reliability. In this instance, it presents Cronbach's Alpha and the item count within the scale.

The reliability coefficient, denoted as Cronbach's Alpha, for this scale approximates 0.799. It serves as an indicator of internal consistency, gauging the degree of interrelatedness among the scale's items. It evaluates whether all the items in the questionnaire effectively measure the same underlying construct or concept.

Number of Items: The scale comprises three items used in the computation of Cronbach's Alpha.

Interpretation:

Cronbach's Alpha values span from 0 to 1, with higher values signifying stronger internal consistency. In this scenario, it's around 0.799, which indicates a moderate to high level of agreement among the three items in assessing the underlying construct. This implies that they measure either the same aspect or closely related facets of the construct.

A Cronbach's Alpha of 0.799 is generally considered quite robust for most research applications. It signifies that the developed questionnaire reliably captures the intended

construct. Researchers typically aim for values exceeding 0.70 to demonstrate satisfactory internal consistency.

### **3.11 Data Gathering Procedures:**

- Informing targeted population, throughout direct contact with the HR department of each telecommunication company in Palestine.
- Data collection environment: the data was collected during work time.
- Data collection schedule: data collection started on the 16<sup>th</sup> of August 2023, and ended on the 6<sup>th</sup> of September 2023.
- Data collection methods: online forms, and observations.
- Data recording: data was recorded using google forms and Microsoft Excel.
- Data Monitoring: continuous contact with HR departments through data recording period.

### **3.12 Statistical Treatment of Data:**

The data was collected, examined and processed statistically to address the issues. The Statistical instruments included:

#### **Data Preprocessing:**

- ✓ All datasets merged together.
- ✓ Organizing variables.
- ✓ Defining demographic variables responses into specific groups.

#### **Data Transformation:**

- ✓ Converting Likert scale responses into quantitative data.

**Statistical Methods:**

- ✓ Frequencies analysis.
- ✓ Descriptive statistics: Concisely summarizing and illustrating essential data characteristics, including measures such as the mean and standard deviation.
- ✓ Correlation Analysis using Pearson correlation.
- ✓ Inferential statistics: Making conclusions regarding the population based on sample data. This involving examining the hypothesis and using regression analysis.

**Software Tools:**

- ✓ SPSS.

**Data Visualization:**

- ✓ Charts.
- ✓ Tables.

**3.14 Decision Criterion:**

## A. Standard Deviation

- It's the average amount of variability in the dataset. So when Std is Less than 1 it's considered acceptable.

## B. Pearson Correlation

- Magnitude: A correlation close to 1 or -1 indicates a strong relationship. A correlation close to 0 suggests a weak relationship.
- Significance: Use a significance level (0.01) to determine if the correlation coefficient is statistically significant. If the p-value is below this threshold, the correlation is considered significant.

## C. Reliability

- Cronbach's Alpha is greater than 70%.

#### D. Significance

- Highly significant when p-value is less than 0.05 and closer to zero.

## **CHAPTER FOUR**

### **Analysis and Interpretation of Data**

#### **4.1 Chapter Overview:**

In this chapter, the data obtained from various data collection instruments are showcased. The primary source of information is the completed questionnaires from the respondents, which served as the principal data collection tool.

Before presenting the data, a topical guide briefly outlines the sub-problems that were introduced in Chapter One, and these sub-problems are addressed through the data presentation. To simplify the presentation of data, only the rankings of the various items in the subsequent tables are displayed. These rankings reflect the frequency with which executive respondents concurred on various issues that pertain to their perceptions and positions. Furthermore, the total scores and overall rankings are included to provide additional context to the presented data.

#### **4.1.1 Frequency Analysis**

**Table 4.1 (Frequency Analysis)**

Categories		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Gender</b>	Female	130	41%	41%	41%
	Male	185	59%	59%	100%
	Total	315	100%	100%	0%
<b>Age</b>	< 30	134	43%	43%	43%
	30-40	148	47%	47%	90%
	41-50	23	7%	7%	97%
	51-60	10	3%	3%	100%
	Total	315	100%	100%	0%
<b>Degree</b>	Bachelor's	215	68%	68%	68%
	Diploma	6	2%	2%	70%
	High Diploma	5	2%	2%	72%
	Masters	89	28%	28%	100%
	Total	315	100%	100%	0%
<b>Specilization</b>	Engineering	65	21%	21%	21%
	Finance	89	28%	28%	49%
	IT	36	11%	11%	60%
	Marketing	99	31%	31%	92%
	Others	26	8%	8%	100%
	Total	315	100%	100%	0%
<b>Job level</b>	Entry-level	55	17%	17%	17%
	Intermediate	191	61%	61%	78%
	Management	69	22%	22%	100%
	Total	315	100%	100%	0%
<b>Departement</b>	Customer care & Others	87	28%	28%	28%
	Finance	87	28%	28%	55%
	HR	31	10%	10%	65%
	IT	82	26%	26%	91%
	Legal	10	3%	3%	94%
	Strategy & Risk	18	6%	6%	100%
	Total	315	100%	100%	0%
<b>Years of Experience</b>	< 5	73	23%	23%	23%
	> 15	40	13%	13%	36%
	10 - 15	44	14%	14%	50%
	5 - 9	158	50%	50%	100%
	Total	315	100%	100%	0%
<b>Company</b>	Jawwal	99	31%	31%	31%
	Ooredoo	107	34%	34%	65%
	Paltel	109	35%	35%	100%
	Total	315	100%	100%	0%

The information presented in the frequency distribution table indicates the following:

**Gender:**

The table shows that there were 130 female respondents, constituting 41% of the total, and 185 male respondents, making up 59% of the total. This information indicates a fair gender distribution within your sample.

**Age:**

The age distribution of respondents is divided into four categories: less than 30, 30-40, 41-50, and 51-60. The largest group falls into the "30-40" category, accounting for 47% of the total, followed by the "less than 30" category at 43%. This suggests that the majority of respondents are in their thirties and forties.

**Degree:**

In terms of educational background, the majority of respondents (68%) hold a BA degree. A less percentage have a Master's degree (28%), while Diplomas and High Diplomas make up a combined 4% of the sample.

**Specialization:**

The respondents' specializations vary, with the most significant percentage (31%) in the "Marketing" category, followed by "Finance" at 28%. "IT" and "Engineering" make up 11% and 21%, respectively, of the total respondents. "Others" contribute 8% to the sample.

**Job Level:**

The data indicates that the majority of respondents (61%) are in intermediate-level positions, followed by management (22%) and entry-level (17%). This provides insights into the samples' job roles' distribution.

**Department:**

The respondents are distributed across various departments, with "Customer care & Others" and "Finance" each accounting for 28%. "IT" represents 26%, and the other departments have smaller percentages, with "Strategy & Risk" at 6%.

### **Years of Experience:**

The respondents' years of experience are divided into four categories. The largest group (50%) falls into the "5 - 9 years" category, followed by "less than 5 years" at 23%. "10 - 15 years" represents 14%, and "greater than 15 years" is 13% of the total.

### **Company:**

The data indicates that the respondents are associated with three different companies: "Jawwal" (31%), "Ooredoo" (34%), and "Paltel" (35%).

These frequency distributions provide very important insights into the demographics, qualifications, and characteristics of the respondents in the study. They help in understanding the composition of the sample, which is essential for drawing meaningful conclusions and making analysis about the larger population. These findings can also be used for further analysis and segmentation in the research.

#### 4.1.2 Descriptive Statistics

*Table 4.2 (Descriptive Statistics 1)*

	N	Minimum	Maximum	Mean	Std. Deviation
<b>FP</b>	315	1.0	5.0	4.077	.4954
<b>SRM</b>	315	2.0	5.0	4.054	.4524

These descriptive statistics provide a summary of the central tendency (mean) and the variability (standard deviation) of the variables FP and SRM in the dataset.

For both FP and SRM, the mean scores are around 4, showing a relatively high level of satisfaction or agreement within the dataset for these variables. The standard deviations show the degree of variability around the mean scores, with a standard deviation less than one, this imply that data is not much dispersed.

**Table 4.3 (Descriptive Statistics 2)**

	N	Minimum	Maximum	Mean	Std. Deviation
<b>FP</b>	69	3.3	5.0	4.114	.3966
<b>SRM</b>	69	3.1	5.0	4.032	.4381
<b>SA</b>	69	2.7	5.0	3.965	.4477

When measuring SA, only management answers is taken into consideration for analysis, thus the above descriptive analysis is conducted.

For all three variables, the mean scores are generally above 3.0, indicating a tendency toward higher values, which could suggest positive perceptions or responses.

The standard deviations for these variables are relatively low, showing that the responses tend to cluster closely around the mean. This suggests that there is less variability or dispersion in the responses for these variables.

These statistics are useful for understanding the distribution and characteristics of the data and can serve as a basis for further analysis and interpretation of the research findings.

## 4.2. Analysis of the Research Questions: Research Questions:

### 4.2.1 Correlation Analysis

In this Analysis, Pearson correlation is employed to measure both the intensity and direction of the linear association between the variables (SRM & FP).

*Table 4.4 (Correlation Analysis 1)*

	FP	SRM
<b>FP</b> Pearson Correlation	1	.530**
Sig. (2-tailed)		.000
N	315	315
<b>SRM</b> Pearson Correlation	.530**	1
Sig. (2-tailed)	.000	
N	315	315

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### FP and SRM:

- ✓ The Pearson Correlation coefficient between FP and SRM is 0.530.
- ✓ The statistical significance (Sig. or p-value) for this correlation is less than 0.01, as indicated by "0.000." This means that the correlation is **highly significant**.
- ✓ The sample size (N) for both variables is 315.

### Interpretation:

The positive correlation coefficient, measuring 0.530, indicates a moderately strong positive link between the FP and SRM variables.

Given that the p-value is below 0.01, this correlation attains statistical significance at the 0.01 level (two-tailed), signifying that the association between FP and SRM is improbable to have arisen randomly.

In practical terms, this implies that when FP values rise, SRM also tends to increase, and conversely, when FP values decrease, SRM is likely to decrease as well.

*Table 4.5 (Correlation Analysis 2)*

	FP	SRM	SA
<b>FP</b> Pearson Correlation	1	.500**	.472**
Sig. (2-tailed)		.000	.000
N	69	69	69
<b>SRM</b> Pearson Correlation	.500**	1	.577**
Sig. (2-tailed)	.000		.000
N	69	69	69
<b>SA</b> Pearson Correlation	.472**	.577**	1
Sig. (2-tailed)	.000	.000	
N	69	69	69

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4.5 illustrates the Pearson correlation coefficients among three variables: FP, SRM, and SA. Each cell within the matrix displays the correlation coefficient between two variables. The primary diagonal of the matrix (running from the upper-left corner to the lower-right corner) showcases the correlations of each variable with itself, consistently equal to 1, signifying a perfect positive correlation.

### **Interpretation:**

#### **FP and SRM:**

The Pearson correlation coefficient ( $r$ ) between FP and SRM approximates 0.500.

The associated p-value (Significance or Sig.) for this correlation is less than 0.01 (0.000), signifying high significance at the 0.01 level (two-tailed).

This indicates a **moderately strong positive linear relation between FP and SRM**. When FP values increase, SRM also tends to increase, and conversely, when FP values decrease, SRM tends to decrease.

#### **FP and SA:**

The Pearson correlation coefficient ( $r$ ) between FP and SA is approximately 0.472.

The associated p-value for this correlation is likewise less than 0.01 (0.000), denoting high significance at the 0.01 level (two-tailed).

This suggests a **moderately strong positive linear relation between FP and SA**. When FP values rise, SA tends to rise as well, and conversely, when FP values decline, SA tends to decline.

#### **SRM and SA:**

The Pearson correlation coefficient ( $r$ ) between SRM and SA is roughly 0.577.

The associated p-value for this correlation is less than 0.01 (0.000), indicating high significance at the 0.01 level (two-tailed).

This implies a **relatively strong positive linear relationship between SRM and SA**. As SRM values increase, SA tends to increase, and vice versa.

In summary, the correlation matrix demonstrates positive associations among all three variables: FP, SRM, and SA. These associations are statistically significant at the 0.01 level, suggesting that these relationships are unlikely to occur by random chance.

#### **4.2.2 Regression Analysis**

*Model: FP = f(SRM, SA)*

The analysis was directed to build up the connection between SRM and FP and SA of telecommunication companies in Palestine.

#### A) SRM & FP

##### 1- Model Summary

**Table 4.6 (Regression Analysis 1)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.530 <sup>a</sup>	.281	.279	.4208

a. Predictors: (Constant), SRM

Table 4.6 shows information about the goodness-of-fit for a regression model.

**R:** The correlation coefficient (R) for Model 1 is approximately 0.530. This represents the correlation between the FP and the SRM. It indicates the strength and direction of the linear relationship between the two variables.

**R Square (R<sup>2</sup>):** The coefficient of determination (R<sup>2</sup>) for Model 1 is approximately 0.281. This statistic tells us the proportion of the variance in the FP that is explained by the SRM. In this case, SRM explains approximately 28.1% of the variance in the FP.

**Adjusted R Square:** The adjusted R<sup>2</sup> accounts for the number of predictors in the model and adjusts the R<sup>2</sup> accordingly. In Table 1.6, with only one predictor (SRM), the adjusted R<sup>2</sup> is approximately 0.279.

**Std.:** This statistic, with a value of approximately 0.4208, represents the regression's standard error. It quantifies the mean separation between the actual values of the dependent variable and

the anticipated values determined by the regression model. A smaller standard error signifies a more precise fit of the model to the data..

Overall, Table 5.6 suggests that SRM has a **moderate positive linear relationship** with the FP. Approximately 28.1% of the variance in the FP can be explained by SRM.

## 2- Coefficients

**Table 4.7 (Coefficients)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.724	.214		8.052	.000
	SRM	.580	.052	.530	11.056	.000

a. Dependent Variable: FP

The above table shows information about the coefficients of the variables in the regression model.

Dependent Variable: FP

SRM (Predictor Variable):

**B (Unstandardized Coefficient):** The unstandardized coefficient for the predictor variable SRM is approximately 0.580. This represents the estimated slope (regression coefficient) of SRM in the model.

**Std. Error:** The standard error associated with SRM is approximately 0.052.

**Beta (Standardized Coefficient):** The standardized coefficient (Beta) for SRM is approximately 0.530.

**t-value (t):** The t-value for SRM is 11.056. It assesses whether the estimated slope is significantly different from zero.

Significance (Sig.): The p-value associated with the t-value for SRM is 0.000, which is less than 0.05. This indicates that SRM is highly significant in predicting FP.

Interpretation:

The constant term (intercept) of approximately 1.724 is statistically significant, suggesting that even when SRM is zero, there is a positive contribution to FP.

The predictor variable SRM has a **statistically significant and positive effect on FP**. For every one-unit increase in SRM, FP is estimated to increase by approximately 0.580 units.

The standardized coefficient Beta (0.530) indicates the strength of the relationship, with a positive value suggesting a positive linear association between SRM and FP.

B) Mediating Variable Regression Analysis:

1- SRM & SA

*Table 4.8 (SRM & SA Regression)*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.590	.414		3.844	.000
	SRM	.589	.102	.577	5.778	.000

a. Dependent Variable: SA

This analysis gives insights into the correlation between SRM and SA and helps understand how changes in SRM are associated with changes in SA in the regression model.

SRM (Predictor Variable):

B (Unstandardized Coefficient): The unstandardized coefficient for the predictor variable SRM is approximately 0.589. This represents the estimated slope (regression coefficient) of SRM in the model.

Std. Error: The standard error associated with SRM is approximately 0.102.

Beta (Standardized Coefficient): The standardized coefficient (Beta) for SRM is approximately 0.577.

t-value (t): The t-value for SRM is 5.778.

Significance (Sig.): The p-value associated with the t-value for SRM is  $0.000 < 0.05$ . This indicates **that SRM is highly significant in predicting SA.**

Interpretation:

SRM has a statistically significant and positive effect on SA. For every one-unit increase in SRM, SA is estimated to increase by roughly 0.589 units.

The standardized coefficient Beta (0.577) proves the strength of the relationship, with a positive value suggesting a **positive linear association between SRM and SA.**

## 2- SA & FP

*Table 4.9 (SA & FP Regression)*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.457	.381		6.452	.000
	SA	.418	.095	.472	4.378	.000

a. Dependent Variable: FP

This analysis shows insights into the relationship between SA and FP and helps understand how differences in FP are related to changes in SA in the regression model.

SA (Predictor Variable):

B (Unstandardized Coefficient): The unstandardized coefficient for the predictor variable SA is approximately 0.418. This represents the estimated slope (regression coefficient) of SA in the model.

Std. Error: The standard error associated with SA is approximately 0.095.

Beta (Standardized Coefficient): The standardized coefficient (Beta) for SA is approximately 0.472.

t-value (t): The t-value for SA is 4.378

Significance (Sig.): The p-value associated with the t-value for SA is  $0.000 < 0.05$ . This indicates that **SA is highly significant in predicting FP.**

Interpretation:

**SA has a statistically significant and positive effect on FP.** For every one-unit increase in SA, FP is estimated to increase by approximately 0.418 units.

The standardized coefficient Beta (0.472) indicates the strength of the relationship, with a positive value suggesting a positive linear association between SA and FP.

### 4.3.3 Demographic variable analysis.

(Table 4.10) Demographic Variables 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.156 <sup>a</sup>	.024	-.001	.4957

a. Predictors: (Constant), Company, Years of Experience , Departement, Job level, Gender, degree, Specilization, Age

Model Summary:

The R-squared value ( $R^2$ ) stands at 0.024, signifying that the collective impact of the included independent variables explains around 2.4% of the variance observed in 3FP (FP).

The adjusted R-squared value, however, registers as negative (-0.001), indicating that the model does not offer an improved fit compared to a model devoid of predictors.

The standard error of the estimate approximates 0.4957.

(Table 4.11) Demographic Variables 2

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.334	.197		21.962	.000
	Gender	-.099	.058	-.099	-1.699	.090
	Age	.027	.048	.040	.567	.571
	degree	.005	.022	.013	.209	.835
	Specilization	-.023	.027	-.055	-.856	.392
	Job level	.052	.052	.065	.986	.325
	Departement	-.005	.020	-.015	-.238	.812
	Years of Experience	-.012	.031	-.022	-.380	.704
	Company	-.095	.060	-.091	-1.577	.116

a. Dependent Variable: FP

Discussion:

The R-squared value, standing at 0.024, indicates that the collective impact of the incorporated independent variables accounts for only a very marginal fraction of the variance observed in (FP). This implies that the model does not offer an effective explanation or prediction of FP based on the demographic variables.

Upon examining the coefficients, it becomes evident that none of the individual predictor variables (Gender, Age, Degree, Specialization, Job level, Department, Years of Experience, or Company) exhibit statistically significant associations with FP. All of their corresponding p-values surpass the 0.05 threshold.

To sum up, based on the provided results, it appears that the analysis of the included variables inadequately accounts for the fluctuations in (FP). None of the individual predictor variables display a positive relationship with FP within this model.

## CHAPTER FIVE

### Findings, Conclusions, and Recommendations

#### 5.1 Chapter Overview

This section offers a concise overview of the discoveries addressing the inquiries posited in Chapter One, alongside the drawn conclusions and the ensuing recommendations. The primary findings are promptly summarized thereafter.

#### 5.2 Findings:

##### 5.2.1 To what extent does telecommunication companies have SRM?

**The findings suggest that, on average, telecommunication companies in our study have a relatively high SRM score**, with a mean score of 4.054, indicating a strong presence of SRM practices. However, there is some variability among companies, as evidenced by the standard deviation of 0.4524, which implies that while the mean score is high, some companies may have lower SRM scores, potentially indicating room for improvement in SRM.

##### 5.2.2 What is the effect of SRM implementation on the FP in Palestinian Telecommunication sector?

The findings suggest that a strong and positive relationship exists between the adoption of SRM practices and the FP of companies operating in the Palestinian Telecommunication sector. Businesses implementing SRM tend to exhibit superior FP, and this relationship carries significant statistical weight. Consequently, SRM appears to play a valuable role in augmenting financial outcomes for telecommunication firms in Palestine.

### **5.2.3 To what extent managers have SA?**

**The findings suggest that, on average, managers in the sample demonstrate a moderate level of SA**, with a mean SA score of 3.965. The range of scores from 2.7 to 5.0 indicates that there is variation in the extent of SA among managers, with some scoring lower and others scoring higher. The standard deviation of 0.4477 further confirms this variation, suggesting that while the average is moderate, there are differences in individual levels of SA.

Interpreting these findings can be contextual. Managers with higher SA scores are likely more attuned to strategic considerations, which can positively impact decision-making and organizational performance

### **5.2.4 What is the impact of SA on SRM and FP?**

**The findings suggest that there is a significant and positive mediating effect of SA on both SRM and FP**. Organizations with higher levels of SA tend to have stronger SRM practices and better FP. This indicates that cultivating SA can be beneficial in improving both risk management and financial outcomes.

### **5.2.3 Are there any significant differences in the responses of the research participants due to demographic variable on the FP in Telecommunication sector?**

The results indicate that, based on the demographic variables considered in this analysis, **there are no significant differences in the responses of research participants related to their FP in the Telecommunication sector**.

### 5.2.4 Hypothesis Findings

**H1:** There is strong SRM in the Palestinian Telecommunication sector.

- This hypothesis is accepted, where the answers showed a strong ARM in the Palestinian telecom sector.

**H2:** There is a significant relationship between the effect of SRM and the FP in Palestinian Telecommunication sector.

- According to the findings provided, it is clear that there is a significant and positive relationship between the implementation of SRM (SRM) practices and (FP) in the Palestinian Telecommunication sector.
- The findings strongly support the hypothesis (H2) and provide clear evidence that there is a significant and positive relationship between the implementation of SRM practices and FP in the Palestinian Telecommunication sector. This suggests that SRM practices play a valuable role in enhancing financial outcomes for telecommunication companies in Palestine.

**H3:** SA is significantly related to SRM.

- The findings strongly support the hypothesis (H3) and provide clear evidence that SA is significantly related to SRM. This implies that organizations that focus on cultivating SA are more likely to have better SRM practices. This is an important finding because effective risk management is crucial for organizational success, and SA appears to be a contributing factor in achieving this.

**H4:** SA positively effects the FP.

- The findings provide strong evidence in support of H4. They indicate that there is indeed a significant and positive relationship between SA and FP. This means that as organizations increase their SA, they are more likely to achieve better financial outcomes.

**H5:** There is significant differences between the responses of the research participants due to **demographic variable** on the strategic planning tool and technique on profitability in telecommunication sector in Palestine.

- In the context of the hypotheses mentioned, the findings reject hypothesis (H5), which means that there are no significant differences due to demographic variables.

## **Conclusions:**

Based on the findings presented in the research, several key conclusions can be drawn:

- **SRM (SRM) Practices:** Telecommunication companies in Palestine, on average, a relatively high SRM score, with a mean score of 4.054. This indicates a strong presence of SRM practices within the industry.
- **Variability in SRM:** Despite the high mean SRM score, there is some variability among companies, as evidenced by the standard deviation of 0.4524. This suggests that while the average SRM score is high, some companies may have lower SRM scores, indicating room for improvement in SRM.

- Impact of SRM on FP: There is a significant and positive relationship between the implementation of SRM practices and FP in the Palestinian Telecommunication sector. Companies that implement SRM tend to have higher FP, indicating that SRM plays a valuable role in enhancing financial outcomes in this industry.
- SA: Managers in the sample exhibit a moderate level of SA, with a mean score of 3.965. While the average is moderate, there is variation in the extent of SA among managers, as indicated by the range of scores (2.7 to 5.0) and the standard deviation of 0.4477.
- Impact of SA: There is a significant and positive impact of SA on both SRM and FP. Organizations with higher levels of SA tend to have stronger SRM practices and better FP. Cultivating SA can be beneficial in improving both risk management and financial outcomes.
- Demographic Variables and FP: Based on the demographic variables considered in the analysis, there are no significant differences in the responses of research participants related to their FP in the Telecommunication sector. This suggests that, within the scope of the variables examined, demographics do not significantly affect FP.

**In conclusion, the research findings suggest that SRM practices are a significant factor in enhancing FP within the Palestinian Telecommunication sector. SA among managers also plays a crucial role in improving SRM and financial outcomes. While there is room for improvement in SRM among some companies, the overall industry**

**demonstrates a strong presence of these practices. Additionally, demographic variables, as analyzed in the study, do not appear to have a significant impact on FP within the sector. These conclusions provide valuable insights for telecommunication companies in Palestine seeking to enhance their risk management and FP strategies.**

#### **5.4 Recommendations:**

Based on the research findings presented, several recommendations can be made to guide telecommunication companies in Palestine and organizations in general in enhancing their SRM (SRM) practices and overall performance:

1. Strengthen SRM (SRM):

Given the high average SRM score, telecommunication companies should continue to prioritize and enhance their SRM practices. This includes identifying and addressing specific areas of risk, monitoring risk factors, and implementing risk mitigation strategies.

2. Address Variability in SRM:

Recognizing the variability in SRM scores among companies, organizations should conduct a thorough assessment of their SRM practices. Companies with lower SRM scores should analyze their risk management processes and consider improvements to align with industry best practices.

#### Leverage SRM for FP:

Telecommunication companies should recognize the significant and positive relationship between SRM implementation and FP. Leveraging SRM practices can contribute to improved financial outcomes. Organizations should consider investing in SRM training, tools, and resources.

#### 3. Foster SA:

Organizations should focus on cultivating SA among their managers and employees. This can be achieved through training, workshops, and promoting a culture of strategic thinking. Enhancing SA can positively impact both SRM and FP.

#### 4. Benchmarking and Best Practices Sharing:

Companies with strong SRM practices and high FP can serve as benchmarks for others. Sharing best practices and experiences can help organizations learn from one another and adopt effective strategies.

#### 5. Continuous Improvement:

Recognize that risk management and SA are ongoing processes. Regularly assess and update risk management strategies, considering evolving industry and external factors. Encourage continuous learning and development of SA.

#### Demographic Considerations:

- While the study did not find significant differences in FP based on demographic variables, organizations should continue to monitor and analyze how demographic factors may impact various aspects of their operations. This includes potential differences in customer preferences, market dynamics, and employee demographics.

#### 6. Tailored Strategies:

Develop strategies and interventions tailored to specific organizational needs and challenges.

One-size-fits-all approaches may not be as effective as targeted solutions.

#### 7. Data-Driven Decision-Making:

Continue to collect and analyze data related to SRM, SA, and FP. Data-driven decision-making can help organizations identify trends, areas for improvement, and opportunities for growth.

#### 8. Collaboration and Industry Networking:

Encourage collaboration and networking within the telecommunication sector. Sharing knowledge and experiences with peers in the industry can lead to collective improvements in SRM and overall performance.

In conclusion, the research findings provide very important insights into the relationship between SRM, SA, and FP in the telecommunication sector. Implementing these

recommendations can help organizations further strengthen their risk management practices, enhance their SA, and ultimately achieve better financial outcomes.

**THE END.**

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## Appendix A: Questionnaire

**Arab American  
University**



الجامعة العربية الأمريكية

كلية الدراسات العليا

Faculty of Graduate Studies

المحور الأول: البيانات الأساسية

الخصائص الديموغرافية ( ارجو وضع رقم الاجابة في المكان المخصص):

الخيارات	الخصائص	الرقم
1.ذكر 2. انثى	الجنس	1
1. اقل من 30 سنة 2. 30-40 سنة 3. 41-50 سنة 4. 51-60 سنة	العمر	2
1.بكالوريوس 2. دبلوم 2. دبلوم عالي 4. ماجستير 5.4. دكتوراه	المؤهل العلمي	3
1.ادارة 2. اقتصاد 3. محاسبة 4. حقوق 5.أخرى.....	التخصص	4
1. مدير 2.خبير 3.مشرف 4.مختص 5.مساعد 6.أخرى ...	المسمى الوظيفي	5

6	الدائرة	1. التخطيط الاستراتيجي 2. إدارة المخاطر 3. الموارد البشرية 4. الدائرة المالية 5. الدائرة القانونية 6. المبيعات 7. التسويق 8. تكنولوجيا المعلومات 9. غير ذلك...
7	سنوات الخبرة	1. أقل من 5 سنوات 2. 5-9 سنوات 3. 10-15 سنة 4. أكثر من 15 سنة
8	اسم المؤسسة:	1. شركة أوريدو 2. شركة جوال 3. شركة بالتل

المحور الثاني: الأداء المالي للشركة

وعليه يتمنى الباحث عليكم وضع إشارة (X) مقابل كل فقرة وتحت درجة موافقتك عليها.

#	الفقرة	أوافق			لا أوافق بشدة
		أوافق بشدة	أوافق	محايد	
9	يساهم الأداء المالي للشركة في مكافئة الموظفين وزيادة رواتبهم				
10	تظهر نتائج الأداء المالي للشركة في بداية كل سنة للاستفادة منها للسنة المقبلة				
11	يساعد الأداء المالي على تنمية وتطوير أداء الموظفين				
12	يسهل الأداء المالي من عملية اتخاذ القرارات الاستراتيجية				
13	يساهم الأداء المالي بوضع أهداف قابلة للتنفيذ				
14	يساعد الأداء المالي في تخفيض تكاليف الشركة				

المحور الثالث: إدارة المخاطر الاستراتيجية في الشركة

وعليه يتمنى الباحث عليكم وضع إشارة (X) مقابل كل فقرة وتحت درجة موافقتك عليها.

ملاحظة: يقصد بالمخاطر أنها المخاطر التنافسية الاستراتيجية التي تتعرض لها الشركة بالسوق.

#	الفقرة	أوافق بشدة	أوافق	محايد	لا أوافق بشدة	لا أوافق بشدة
15	تمتلك الشركة استراتيجية واضحة لمواجهة المخاطر					
16	تقوم الشركة بتعيين فريق مختص لتقييم وإدارة المخاطر					
17	تعمل إجراءات ادارة المخاطر المتبعة في الشركة على تقييم كافة أنواع المخاطر					
18	تتوافق حدود المخاطر التي تحددها الشركة مع المخاطر التي تتعرض لها					
19	يتم اتخاذ إجراءات للحد من تأثير المخاطر على الشركة					
20	توجد خطة طوارئ لمواجهة المخاطر غير المتوقعة في الشركة					
21	توجد عمليات مراقبة لتحديد ومتابعة المخاطر في الشركة					
22	تخضع عملية مراقبة ادارة المخاطر في الشركة إلى المراقبة المستمرة					

				تخضع عملية مراقبة ادارة المخاطر في الشركة إلى المراقبة الفعالة	23
				تساهم إدارة المخاطر في تعزيز نجاح الشركة على المدى الطويل	24
				تزيد إدارة المخاطر من قدرة الشركة على تسديد التزاماتها	25
				تأخذ الشركة المخاطر بعين الاعتبار قبل القيام بقرارات استراتيجية	26
				يتم تحليل الحوادث والخسائر المسجلة لتحسين إدارة المخاطر التنافسية	27
				تقلل إدارة المخاطر من احتمالية حدوث خسائر في الشركة	28
				تزيد إدارة المخاطر من كفاءة الشركة	29
				يتم توفير التدريب والتوعية للموظفين بشأن المخاطر التنافسية	30

المحور الثالث: الوعي الاستراتيجي لدى موظفي الشركة

وعليه يتمنى الباحث عليكم وضع إشارة (X) مقابل كل فقرة وتحت درجة موافقتك عليها.

#	الفقرة	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
31	يوجد لدى الموظف معرفة برؤية الشركة					
32	يمتلك الموظف المعرفة الكافية برسالة الشركة					
33	يستطيع الموظف تحديد الأهداف الاستراتيجية الخاصة بالشركة					
34	يعرف الموظف العوامل التي تؤثر على نجاح الشركة					
35	يدرك الموظف التحديات التي تواجه الشركة في السوق					
36	يوجد لدى الموظف معرفة بالفرص المتاحة للشركة					
37	يدرك الموظف المنافسين للشركة ونمط عملهم					
38	يمتلك الموظف القدرة على تحديد نقاط القوة للشركة					
39	يمتلك الموظف القدرة على تحديد نقاط الضعف للشركة					
40	يوجد لدى الموظف معرفة باستراتيجيات الشركة الحالية للنمو والتوسع					
41	يدرك الموظف كيفية تقييم الأداء الاستراتيجي للشركة					
42	يحسن وعي الموظف الاستراتيجي من ربحية الشركة					
43	يؤيد الموظف أهمية الوعي الاستراتيجي لدى موظفين الشركة					

انتهت الاستبانة

شاكرًا لكم حسن تعاونكم

### Appendix B: Questionnaire (in English)

Number	Demographics	Options	Answer
1	Gender	Male / Female	
2	Age	< 30 / 30 - 40 / 41 - 50 / 51 - 60	
3	Qualification	BA / Diploma / High Diploma / MSc / PHD	
4	Specialization	Engineering / Finance /HR / IT/ Marketing / others..	
5	Job title	Entry- Level /Intermediate / Mnagement	
6	Department	Cutomer care / Finance / HR / Legal / Startegy / Others	
7	Years of Experience	< 5 / 5- 9 / 10- 15/ > 15	
8	Company name	Paltel / Jawwal / Ooredoo	

	FP	Strongly Disagree	Disagree	Neither Agree OR Disagree	Agree	Strongly Agree
9	The company's financial performance contributes to rewarding employees and increasing their salaries					
10	The company's financial performance results appear at the beginning of each year to benefit from them for the coming year					
11	Financial performance helps grow and develop employee performance					
12	Financial performance facilitates the process of making strategic decisions					
13	Financial performance contributes to setting executable goals					
14	Financial performance helps reduce company costs					

	SRM	Strongly Disagree	Disagree	Neither Agree OR Disagree	Agree	Strongly Agree
15	The company has a clear strategy to confront risks					
16	The company appoints a specialized team to evaluate and manage risks					
17	The company's risk management procedures evaluate all types of risks					
18	The risk limits set by the company are consistent with the risks to which it is exposed					
19	Actions are taken to reduce the impact of risks on the company					
20	There is a contingency plan to confront unexpected risks in the company					
21	Control processes are in place to identify and monitor risks in the company					
22	The company's risk management process is subject to continuous monitoring					
23	The company's risk management process is subject to effective monitoring					
24	Risk management contributes to enhancing the company's long-term success					
25	Risk management increases the company's ability to pay its obligations					
26	The company takes risks into consideration before making strategic decisions					
27	Recorded incidents and losses are analyzed to improve competitive risk management					
28	Risk management reduces the possibility of losses in the company					
29	Risk management increases company efficiency					
30	Training and awareness are provided to employees on competitive risks					

	SA	Strongly Disagree	Disagree	Neither Agree OR Disagree	Agree	Strongly Agree
31	The employee has knowledge of the company's vision					
32	The employee has sufficient knowledge of the company's mission					
33	The employee can determine the company's strategic goals					
34	The employee knows the factors that affect the success of the company					
35	The employee is aware of the challenges facing the company in the market					
36	The employee has knowledge of the opportunities available to the company					
37	The employee is aware of the company's competitors and their work style					
38	The employee has the ability to identify the company's strengths					
39	The employee has the ability to identify the company's weak points					
40	The employee has knowledge of the company's current strategies for growth and expansion					
41	The employee understands how to evaluate the company's strategic performance					
42	Employee strategic awareness improves company profitability					
43	The employee supports the importance of strategic awareness among the company's employees					

**Appendix C: Questionnaire Revision****List of Academic and Professional Referees:**

<b>No.</b>	<b>Refree</b>	<b>Place of work</b>
<b>1</b>	<b>Dr. Sharif M Abu Karsh</b>	<b>Arab American University</b>
<b>2</b>	<b>Dr. Raed Iriqat</b>	<b>Arab American University</b>
<b>3</b>	<b>Dr. Zahran Daraghma</b>	<b>Arab American University</b>
<b>4</b>	<b>Dr. Moamar Shabib</b>	<b>Arab Road for Consulting &amp; Training</b>

### المخلص

يدرس هذا البحث العلاقة بين إدارة المخاطر الإستراتيجية والأداء المالي، ويختبر وجود تأثير وسيط من الوعي الاستراتيجي على إدارة المخاطر الإستراتيجية والأداء المالي. ولفحص هذه العلاقات، تم جمع البيانات الأولية من خلال استبيانات تم توزيعها على موظفي شركات الاتصالات الفلسطينية، وتم الحصول على 315 إجابة.

توصلت الدراسة إلى وجود علاقة إيجابية قوية بين إدارة المخاطر الإستراتيجية والأداء المالي ، وأن الوعي الاستراتيجي كان له تأثير إيجابي وسيط على كل من إدارة المخاطر الإستراتيجية والأداء المالي، إلا أن الدراسة لم تظهر أي تأثير للمتغيرات الديموغرافية على الأداء المالي. توفر هذه النتائج رؤى قيمة لشركات الاتصالات في فلسطين التي تسعى إلى تعزيز استراتيجيات إدارة المخاطر والأداء المالي لديها.

مع الشكر.