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**INVESTIGATING THE RELATIONSHIP BETWEEN
BUSINESS STRATEGY, DISTINCTIVE CAPABILITIES,
ENVIRONMENT AND PERFORMANCE OF
MANUFACTURING SMES IN PALESTINE**



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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA**

August 2018

**INVESTIGATING THE RELATIONSHIP BETWEEN BUSINESS STRATEGY,
DISTINCTIVE CAPABILITIES, ENVIRONMENT AND PERFORMANCE OF
MANUFACTURING SMES IN PALESTINE**

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UUM
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**Thesis Submitted to
School of Business Management
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**



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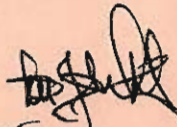
Tarikh: **24 May 2018**
(Date)

Nama Nama Pelajar
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Tajuk Tesis / Disertasi
(Title of the Thesis / Dissertation) : Investigating The Relationship Between Business Strategy, Distinctive Capabilities, Environment And Performance Of Manufacturing SMEs In Palestine

Program Pengajian
(Programme of Study) : Doctor of Philosophy

Nama Penyelia/Penyelia-penyelia
(Name of Supervisor/Supervisors) : Assoc. Prof. Dr. Sa'ari Ahmad


Tandatangan

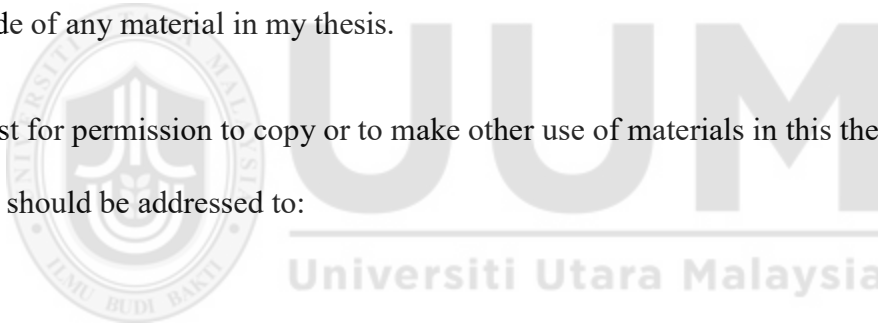


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ABSTRACT

The main objective of this study is to examine the relationship between distinctive capabilities (DC), business strategy (BS), business environment (BE) and performance of manufacturing SMEs in Palestine. Additionally, to investigate the moderating effect of environment uncertainty on the relationship between distinctive capabilities and performance of SMEs. Based on contingency, industrial organization and resource-based view theories, the study explores whether DC (i.e., Administrative activities, Production and Operations activities, Marketing activities, Financing activities and Human Resource activities), BS (i.e., Low cost strategy, Differentiation strategy, Growth strategy, Hold and maintain strategy, Bare bone strategy, Specializing by product type strategy and Specializing by customer type strategy), and BE (i.e., Market environment, Technological environment and Competitive environment) have a significant influence on performance. Data were collected from the manufacturing SMEs operating in West Bank in Palestine, using a cross-sectional study design. The study adopts proportionate stratified random sampling design 341 respondents and questionnaires were distributed and collected through the personally-administered method. Partial Least Squares Structural Equation Modelling (PLS-SEM 3.0) and one-way ANOVA in IBM SPSS statistics 24 was used to test the study hypotheses. The findings indicate that there is a significance difference between the business strategy implemented by the manufacturing SMEs and performance, the proposed relationship between distinctive capabilities and performance was highly significant. Although the performance was not influenced by administration, production, marketing and human resource, while its influenced by finance. Moreover, the strength of business environment had a negative moderating effect on the relationship between distinctive capabilities and performance of manufacturing SMEs in Palestine.

Keywords: small-and-medium enterprises (SMEs), business strategy, distinctive capabilities, environment uncertainty, performance.

ABSTRAK

Objektif utama kajian ini adalah untuk menyelidik hubungan antara keupayaan tersendiri (DC), strategi perniagaan (BS), persekitaran perniagaan (BE) dan prestasi PKS sektor pembuatan di Palestin. Di samping itu, kajian juga bertujuan untuk menyelidik kesan perantaraan ketidakpastian persekitaran terhadap hubungan antara keupayaan tersendiri dan prestasi PKS. Berdasarkan kontinjensi, organisasi industri dan teori pandangan berasaskan sumber, kajian ini menyelidik sama ada DC (iaitu aktiviti pentadbiran, aktiviti pengeluaran dan operasi, aktiviti pemasaran, aktiviti pembiayaan dan aktiviti sumber manusia), BS (iaitu strategi kos rendah, strategi pembezaan, strategi pertumbuhan, strategi memegang dan mengekalkan, strategi minimalis, strategi pengkhususan mengikut jenis produk dan strategi pengkhususan mengikut jenis pelanggan), dan BE (iaitu persekitaran pasaran, persekitaran teknologi dan persaingan yang kompetitif) mempunyai pengaruh yang signifikan terhadap prestasi. Data dikumpulkan daripada PKS pembuatan yang beroperasi di Tebing Barat, Palestin, menggunakan reka bentuk kajian keratan rentas. Kajian ini mengamalkan reka bentuk pensampelan rawak berstrata berkadar dengan 341 responden. Soal selidik diedarkan dan dikumpulkan melalui kaedah yang diberikan secara peribadi. Pemodelan Persamaan Terkecil Separa Berstruktur (PLS-SEM 3.0) dan ANOVA satu arah dalam statistik SPSS IBM 24 digunakan untuk menguji hipotesis kajian. Penemuan menunjukkan bahawa terdapat perbezaan yang signifikan di antara strategi perniagaan yang dilaksanakan oleh PKS pembuatan dan prestasi. Hubungan yang dicadangkan antara keupayaan dan prestasi tersendiri sangat penting. Walaupun tidak dipengaruhi oleh pentadbiran, pengeluaran, pemasaran dan sumber manusia, prestasi banyak dipengaruhi oleh faktor kewangan. Tambahan pula, kekuatan persekitaran perniagaan mempunyai kesan pengantaraan negatif terhadap hubungan antara keupayaan tersendiri dan prestasi PKS sektor pembuatan di Palestin.

Katakunci: perusahaan kecil sederhana (PKS), strategi perniagaan, keupayaan tersendiri, ketidakpastian persekitaran, prestasi.

ACKNOWLEDGMENT

In the name of Allah, the most gracious, and most merciful. Praise be to Allah (SWT), lord of the worlds. My peace and blessing of Allah be upon our prophet Muhammad (SWA) and to his family members, companions and followers.

I would like to thank and place on record my profound gratitude to my supervisor, Associate Professor Dr. Saari bin Ahmad for reading this work, support and guidance throughout this study. It was a great pleasure working under his supervision because his criticisms have been very challenging and have served as a source of inspiration throughout my PhD journey. Special thanks and appreciation to Associate Professor Dr. Mohd. Rashdan Sallehuddin and Professor Dr. Sazali abd Wahab, for their corrections that have contributed enormously to this study.

To my extended family in Palestine, a special thanks and dedication go to my beloved parents for their continuous encouragement, support and prayers, to my father for his faith and wisdom and to my mother for her soft heart and genuine love. Big thanks also are directed to my beloved wife Huda as well as my wonderful children, Ismail, Amnah, Nemah, Layan and Salah Addin who completely supported me in this PhD journey.

I also own a large debt to my brothers Mohammad, Nail, Hammam, Abdull Muttalib and my sister Sana', for their valuable advice, supports and their inspiration and encouragement and prayers.

I also want to extend my thanks to Universiti Utara Malaysia for sponsoring me along my PhD journey. Finally, but not least, I would like to thank all my wonderful friends and to everyone supported me to complete this PhD journey.

Hashem Ramadan

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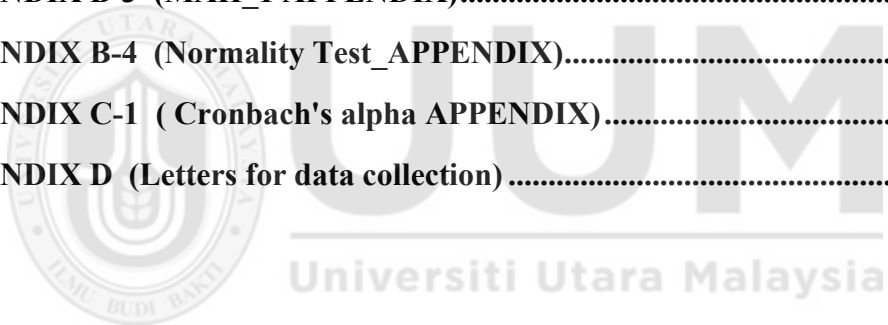
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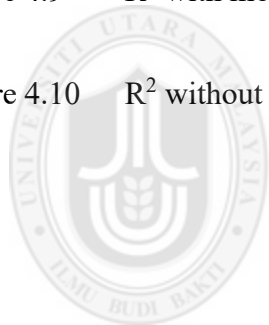
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LIST OF ABBREVIATIONS

BPCI	Business performance composite index
BE	Business Environment
BS	Business Strategy
CLC	Capability lifecycle
CT	Contingency Theory
etc.	Latin for <i>et cetera</i> , "and other things"
DC	Distinctive Capabilities
GDP	Gross domestic product
GoF	Goodness of fit
i.e.	Latin for <i>id est</i> , "that is"
JD	Jordanian dinar currency
IO	Industrial organization Theory
LE	Egyptian pounds currency
n.s.	Not significant
OYAGSB	Othman Yeop Abdullah Graduate School of Business
PCBS	Palestinian Central Bureau of Statistics
PEU	Perceived environmental uncertainty
PLS	Partial Least Squares
PFIU	Palestinian Food Industries Union
PNA	Palestinian National Authority
SWOT	Strengths, Weaknesses, Opportunities, and Threats related to business competition

Q ²	Stone-Geisser Predictive relevance and average of model to estimate PLS path model evolution
q ²	Change in predictive relevance when blindfolding tests are turn
R ² or r ²	Coefficient of determination
RBV	Resource-based view theory
RM	Malaysian ringgit currency
ROA	Return on assets
ROI	Return on investment
ROS	Return on sales
ROE	Return on equity
SD	Standard deviation
SPSS	Statistical Package for the Social Science
SEM	Structural equation modelling
TQM	Total quality management
UNCTAD	United Nations Conference on Trade and Development.
VIF	Variance inflation factor
WB	World Bank
West Bank	The West Bank is a geopolitical area located in Palestine, which is called the West Bank because it lies west of the Jordan River.
€	Euro sign currency
£	United Kingdom currency - The pound sterling

CHAPTER ONE

INTRODUCTION

1. Introduction

1.1 Background and Motivation of the Study

The concept of business strategy was introduced to business firms in the 1950s. Ever since its introduction and adoption in organizations, business strategy has dominated the interest and attention of managers, consultants and scholars (Hashim, 2015b). A review of the business literature in Palestine shows specifically that limited research has surveyed the types of business strategy being adopted by small and medium enterprises (SMEs). Furthermore, only a few of the previous studies have focused on the connection between performance and business strategy, while most of the research has concentrated on large business firms (Hashim, Ahmad, & Zakria, 2015; Jee Gin, Arputhan, & Sentosa, 2016; Ramadan & Ahmad S., 2018a, 2018b). For example, the United States which is considered as a developed country, they have linked performance with strategy in most of the published works and the differences between SMEs and large enterprises are well documented in the literature, but the greater part of strategic studies have concentrated on large enterprises (Parnell, Long, & Lester, 2015).

The literature has proposed that SMEs have major differences according to their strategies and growth modes. Three distinct kinds of SMEs exist, which are: 1) continuous growth innovators; 2) independent stable survivors; and 3) leap wise growth networkers. Success

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APPENDICES

APPENDIX A-1

QUESTIONNAIRE (English Version)



QUESTIONNAIRE

Investigating the Relationship between Distinctive Capabilities, Business Strategy, Environment and Performance of Manufacturing SMEs in Palestine

Dear sirs/madams,

This questionnaire was designed to Investigating the Relationship between Distinctive Capabilities, Business Strategy and Performance of manufactural SMEs in Palestine in partial fulfilment of the requirements for the degree of doctoral of philosophy in management at University Utara Malaysia (UUM). It is hope that the results will contribute to knowledge available to owners and managers of those companies. Therefore, we would like you to spend a little time (approximately 20 minutes) answering questions related to mentioned title above. Your answers are very important to the accuracy of our study.

INFORMATION GATHERED WILL BE KEPT STRICTLY CONFIDENTIAL

Please return the completed questionnaire using the self-addressed envelope enclosed at your earliest possible convenience.

Thank you for your help

SUPERVISOR**ASSOC. PROFESSOR DR. SAARI BIN AHMAD****COLLEGE OF BUSINESS
UNIVERSITI UTARA MALAYSIA****06010 SINTOK KEDAH****MALAYSIA****TEL: (+604)9287429****Email: saari@uum.edu.my****STUDENT****HASHEM ISMAIL RAMADAN****COLLEGE OF BUSINESS
UNIVERSITI UTARA MALAYSIA****06010 SINTOK KEDAH****MALAYSIA****E-mail: hashimramadan@yahoo.com****Mobile at Malaysia: 0060-1128214039****Mobile at Palestine: 00970-599534700****Section 1: SMEs basic information's**

Section A. Background of Owner/Managers: Please circle on the appropriate numbers				
1. Gender	1. Male	2. Female		
2. Age	1. 25-35	2. 36-46	3. Above 46	4. Others
3. Marital status	1. Married	2. Single		
4. Education background	1. School leavers	2. Undergraduate	3. Masters	4. Others specify
5. Number of business owned (if none, go to no 8)	1. 1	2. 2	3. 3	4. Others
	5. None			

6. Reason for starting business	1. Interest	2. Lay-off	3. Family	4. Others
7. Business experience	1. 1-5 years	2. 6-10 years	3. 11-15 years	4. > 16 years
8. Position in the company	1. CEO/MD	2. Manager	3. Others	
9. Managerial decisions	1. Make	2. Share	3. Do not make	4. Do not share
10. Strategic decisions.	1. Make	2. Share	3. Do not make	4. Do not share
11. Breadth of operation	1. National	2. Regional	3. International	4. Israel
12. Duration of business	1. < 5 years	2. 6-10 years	3. 11-15 years	4. Above 15 years
13. Percentage of ownership	1. <30%	2. 30-50%	3. 51-70%	4. >70%
14. Total no. of shareholders	1. <3	2. 3-6	3. 7-10	4. 10<
SECTION B. Firm information: Please attempt all the questions by shading on the appropriate numbers or writing the answers in the blank provided.				
15. Place of Firm	1. Nablus	2. Jenin	3. Tulkarm	4. Ramalla & Al Birih
	5. Bethlehem	6. Jerico	7. Hebron	8. Others (specify)
16- The company's activity (work field)	1. Mining and quarrying	2. Manufacturing	3. Construction	4. Electricity, gas, steam
	5. Water supply; sewerage		6. Other (specify)	

17. Your legal form of operations? 1. Sole proprietorship 2. Partnership 3. Private limited company 4. SMEs company 5. Others (specify)
18. How many products do you produce? __ products. 1. One 2. Two 3. Three 3. More than 3
19. How many of your leading products generate 80% of your dollar volume? ____ products.
20. What was the dollar (USD) volume of your business in the last fiscal year? 1. <USD 75,000 2. USD 75,001 - 150,000 3. USD 150,001 – 300,000 3. Above USD 300,000
21. What was your initial paid-up capital when you started the business? 1. <USD 15,000 2. USD 15,001 - 75,000 3. USD 75,001 – 150,000 3. Above USD 150,000
22. What was the dollar (USD) volume of your business in the first year you started the business? 1. <USD 75,000 2. USD 75,001 - 150,000 3. USD 150,001 – 300,000 3. Above USD 300,000
23. What was the initial number of employees when you first started your business? 1. < 5 2. 5 -19 3. 20 - 49 4. 50 - 99
24. What was the number of full time employees in your organisation at the end last fiscal year? 1. 5 -19 2. 20 - 49 3. 50 - 99
25. Do you have a written business plan? 1. Yes 2. No

Section 2: Business capabilities.

Please tick on the appropriate boxes that best describe the situation at your company.

A. Level of your administrative capabilities.	Low High				
1. Our company attracts high and multi-skill top management.	1	2	3	4	5
2. Our company performance are outstanding than our competitors.	1	2	3	4	5
3. We grab the opportunities and eliminate threats better than our competitions.	1	2	3	4	5
4. Difference in opinions among employer and employees is solve.	1	2	3	4	5
5. We know our identity, vision, mission, objectives, business strategy, policy.	1	2	3	4	5
6. We are able to promote to improve, coordinate an effective collaboration between top management and executives.	1	2	3	4	5
7. We are able to develop a more effective strategic planning for the company to grow and make profit better than our competitors.	1	2	3	4	5
8. We are able to promote and exercise management by objective among the employees successfully.	1	2	3	4	5
9. Our employees are exposed to the latest technological assistance in decision making which is better than our competitors.	1	2	3	4	5

10. Our employees manage to get the job done with the access of efficient management system with minimum cost.	1	2	3	4	5
B. Production and Operations capabilities					
11. Our expansion program is align with our contract out program.	1	2	3	4	5
12. We maintain our work force efficiency.	1	2	3	4	5
13. Modification of machineries result in improving our output.	1	2	3	4	5
14. Our procurement department is very efficient in their job.	1	2	3	4	5
15. Our equipment's are maintain efficiently.	1	2	3	4	5
16. We always provide our customer with high quality product.	1	2	3	4	5
17. One of our priority is efficient output and material handling.	1	2	3	4	5
18. One of our priority is to comply with OSHA.	1	2	3	4	5
19. We are more innovative than our competitors.	1	2	3	4	5
20. Our production technology is the best in the industry.	1	2	3	4	5
21. All our R&D expenses generated value added continuously.	1	2	3	4	5
22. All employees have high team spirit which support our QCC activities.	1	2	3	4	5
C. Marketing capabilities					

23. Continuous research on all or our marketing function.	1	2	3	4	5
24. Our major customers are highly reputable organizations.	1	2	3	4	5
25. Our price strategy is more effective than our competitor.	1	2	3	4	5
26. We have effective sales promotion and advertising campaigns.	1	2	3	4	5
27. Our distributions channels are the most effective.	1	2	3	4	5
28. We have efficient and effective product-line.	1	2	3	4	5
29. We have highly skilled and dynamic marketing sales teams.	1	2	3	4	5
D. Financing capabilities					
30. Our company capital structure is the best in the industry.	1	2	3	4	5
31. We are innovative to meet needed working capital growth.	1	2	3	4	5
32. Our working capital position is better than our competitors.	1	2	3	4	5
33. Our short-term capital cost is the lowest in the industry.	1	2	3	4	5
34. Our company tax management is effective.	1	2	3	4	5
35. We manage our financial risk efficiently.	1	2	3	4	5
36. We have business opportunities with less risk and high return.	1	2	3	4	5

37. Our ROI, ROE, ROS indicate excellence company performance.	1	2	3	4	5
E. Human Resource capabilities					
38. We experience manufacturing harmony in the company.	1	2	3	4	5
39. Our term and condition of employment is effective.	1	2	3	4	5
40. We have effective recruitment, and career development program.	1	2	3	4	5
41. HRD functions are efficiently managed.	1	2	3	4	5
42. Collective bargaining and agreement satisfy our needs.	1	2	3	4	5
43. Our employees are committed with quality programs.	1	2	3	4	5
44. Incentive are provided to creativity and innovative employees.	1	2	3	4	5
45. Effective grievance procedures compared to our competitors.	1	2	3	4	5
46. We received our ISO certification for our Q system.	1	2	3	4	5
47. Training programs for staff consistently implemented.	1	2	3	4	5

Section 3: Environment

In general, how much do you disagree or agree with each of the following statements characterizing the business environment or conditions in the primary markets your SMEs currently serves? Please indicate the degree to which you agree or disagree with the following statement regarding this selected business

unit (anchors: 1 = strongly disagree / 5 = strongly agree)

A. Market environment	Strongly disagree		Strongly agree		
	1	2	3	4	5
48. In our kind of business, customers' product preferences change quite a bit over time	1	2	3	4	5
49. Our customers tend to look for new products all the time	1	2	3	4	5
50. Sometimes our customers are very price-sensitive, but on other occasions, price is relatively unimportant	1	2	3	4	5
51. New customers tend to have product-related needs that are different from those of our existing customers.	1	2	3	4	5
52. We cater to many of the same customers that we used to in the past	1	2	3	4	5
53. it is very difficult to predict any changes in this marketplace	1	2	3	4	5
B. Technological environment					
54. The technology in our industry is changing rapidly.	1	2	3	4	5
55. Technological changes provide big opportunities in our industry.	1	2	3	4	5

56. It is very difficult to forecast where the technology in our industry will be in the next two to three years.	1	2	3	4	5
57. A large number of new product ideas have been made possible through technological breakthroughs in our industry.	1	2	3	4	5
58. Technological developments in our industry are rather minor.	1	2	3	4	5
59. The technological changes in this industry are frequent.	1	2	3	4	5
C. Competitive environment					
60. Competition in our industry is cutthroat.	1	2	3	4	5
61. There are many 'promotion wars' in our industry.	1	2	3	4	5
62. Anything that one competitor can offer, others can match readily.	1	2	3	4	5
63. Price competition is a hallmark of our industry.	1	2	3	4	5
64. One hears of a new competitive move almost every day.	1	2	3	4	5
65. Our competitors are relatively weak.	1	2	3	4	5

Section 4: SMEs Business Strategy

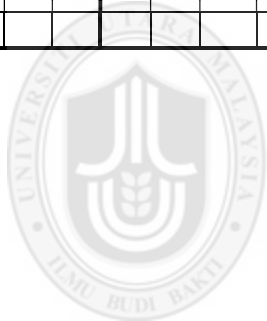
71. Listed below are common business strategies adopted by SMEs. Please circle the business strategy that best describe the strategy that your company adopted.

<p>1. Low cost strategy</p>	<p>High productivity, low margin products, budget price and cheapest product.</p>
<p>2. Differentiation strategy</p>	<p>Best product, best quality, great image, best service, premium price and intensive campaign.</p>
<p>3. Growth strategy.</p>	<p>Risk taking, expansion, aggressive search for market share, use price cuts, promotional campaign.</p>
<p>4. Hold and maintain strategy.</p>	<p>Continuing the present strategy and scrounging up enough resources to keep sales, market share, profitability, and competitive position at survival levels.</p>
<p>5. Bare bone strategy.</p>	<p>Base on low overhead, use of low-wage labor, tight budget control and rigid to a no-frills expenditure policy.</p>
<p>6.Specializing by product type strategy</p>	<p>Specialize in only one product</p>
<p>7. Specializing by customer type strategy</p>	<p>By specializing in serving customers who are the least price sensitive, going after those buyers who are interested in additional services or product attributes or other extras, serving customers who place custom orders and targeting buyers who have special needs or tastes.</p>
<p>8. Others (please specify)</p>	

SECTION 5:

72. Please fill in the table below base on your financial records.

Year	% RETURN ON ASSET (USD)					% RETURN ON INVESTMENT (USD)					% RETURN ON SALES (USD)					NET PROFIT (USD)				TOTAL NO. OF EMPLOYEES
	0 TO 10%	11 % To 20%	21 % TO 30%	31 % TO 40%	> 40 %	0 TO 10%	11 % To 20%	21 % TO 30%	31 % TO 40%	> 40 %	0 TO 10%	11 % To 20%	21 % TO 30%	31 % TO 40%	> 40 %	0 TO 10%	11 % To 20%	21 % TO 30%	> 40 %	
2016																				
2015																				
2014																				
2013																				
2012																				



UUM
Universiti Utara Malaysia

APPENDIX A-2

QUESTIONNAIRE (Arabic Version)





إستبيان

التحقق من العلاقة بين الكفاءات المميزة، استراتيجيات الأعمال والغموض في البيئة مع الأداء في الشركات الصغيرة والمتوسطة في القطاع الصناعي في فلسطين

حضرات السادة / السيدات،

تم تصميم هذا الاستبيان من أجل التحقق من العلاقة بين القدرات الداخلية، استراتيجيات الأعمال والغموض في البيئة وتأثيرها على الأداء في الشركات الصغيرة والمتوسطة في القطاع الصناعي في فلسطين، وذلك من أجل إكمال متطلبات الحصول على درجة الدكتوراه في إدارة الأعمال من جامعة اوتارا الماليزية (UUM). ويحدونا الأمل بأن النتائج سوف تسهم في زيادة المعرفة المتاحة لأصحاب ومديري تلك المصانع والشركات وصانعي القرارات الاقتصادية. وبناء عليه، نطلب من حضرتكم قضاء بعض الوقت (حوالي 20 دقيقة) في الإجابة على الأسئلة التالية. إجابتك مهمة جدا لدقة الدراسة.

ملاحظة: المعلومات التي يتم جمعها سيتم التعامل بها بسرية تامة ولأغراض البحث العلمي فقط.

مع الشكر الجزيل لكم ولحسن تعاونكم

الباحث: هاشم إسماعيل رمضان

المشرف : بروفيسور شعاري بن أحمد

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الجزء الأول: معلومات عامة

يرجى وضع دائرة حول الإختيار المناسب		أ- خلفية المالك / المدير			
1	الجنس	1- ذكر	2- أنثى		
2	العمر	1- أقل من 25	2- 25-40	3- 41-55	4- فوق 55
3	الحالة الاجتماعية	1- متزوج	2- أعزب	3- مطلق	4- أرمل
4	المستوى التعليمي	1- توجيهي فما دون	2- دبلوم	3- بكالوريوس	4- دراسات عليا
5	عدد المشاريع التي تملكها (في حالة لا يوجد انتقل للسؤال رقم 8)	1- 1	2- 2	3- 3	4- 4 فأكثر
6	الهدف من انشاء المشروع	1- تحقيق الربح المالي	2- الاستقلالية والتحكم في الذات		

		3- تحقيق الرضا الوظيفي	4- الاستفادة من الخبرة	5- آخر (حدد)
7	نسبة الملكية	1- >30%	2- 30-50%	3- 51-70% 4- <70%
8	عدد سنوات الخبرة	1- أقل من 5 سنوات	2- 6 - 10	3- 11 - 15 4- أكثر من 16
9	الوظيفة الحالية	1- مدير مالك	2- شريك	3- مدير عام 4- مدير اداري
		5- مدير تنفيذي	6- أخرى	
10	الدور في اتخاذ القرارات	1- متخذ قرارات	2- مشارك في اتخاذ القرارات	3- لا دور في اتخاذ القرارات
11	الدور في الخطة الاستراتيجية	1- معد للخطة	2- مشارك في إعداد الخطة	3- لا دور في اعداد الخطة
12	مجال النشاط (بيع المنتجات)	1- محلي	2- اقليمي	3- دولي 4- إسرائيل
13	عمر المصنع أو المؤسسة	1- > 5 سنوات	2- 5-10 سنوات	3- 11-15 سنة 4- أكثر من 16
14	عدد الشركاء الاجمالي	1- > 3	2- 2-3	3- 3-7 4- < 10
ب - خلفية المشروع : الرجاء الاجابة عن جميع الأسئلة باختيار الاجابة المناسبة أو تعبئة الفراغ.				
15	موقع الشركة / لمصنع (حسب المحافظة)	1- نابلس	2- جنين	3- رام الله والبييرة 4- الخليل
		5- طولكرم	6- أريحا	7- بيت لحم 8- أخرى (حدد)
16	نشاط المشروع (مجال العمل)	1- تعدين واستغلال المحاجر	2- صناعات تحويلية	3- الإنشاءات 4- امدادات المياه والكهرباء والغاز
		5- إمدادات المياه والصرف الصحي	6- أخرى (حدد)	

17	الشكل القانوني للمؤسسة: 1- ملكية شخصية 2- شراكة 3- شركة خاصة محدودة 4- أخرى (حدد)
18	كم عدد المنتجات التي تنتجونها؟منتجات 1- منتج واحد 2- اثنان أو ثلاثة 3- أكثر من ثلاثة
19	ما عدد المنتجات التي تولد 80% من إجمالي الانتاج لديك؟ منتجات.
20	ما حجم اعمالكم بالدولار للسنة الماضية؟ 1- أقل من 75,000 2- 75,001 – 150,000 3- 150,001 - 300,000 4- < 300,000
21	ما هو مقدار رأس المال الأولي بالدولار المستثمر عند تأسيس المشروع؟ 1- أقل من 15,000 2- 15,001 – 75,000 3- 75,001 - 150,000 4- < 150,000
22	كم كان حجم الأعمال بالدولار في السنة الأولى للتأسيس؟ 1- أقل من 75,000 2- 75,001 – 150,000 3- 150,001 - 300,000 4- < 300,000
23	ما عدد العاملين عندما بدأت لأول مرة عمالك؟ 1- أقل من 5 موظفين 2- 5 – 19 موظف 3- 20 – 49 موظف 4- 50- 99 موظف
24	ما عدد العاملين بدوام كامل في المؤسسة الخاصة بك في نهاية السنة المالية الماضية؟ 1- 5 – 19 موظف 2- 20 – 49 موظف 3- 50- 99 موظف
25	هل لديك خطة عمل (Business Plan) مكتوبة؟ 1- نعم 2- لا

الجزء الثاني: الأنشطة الإدارية

يرجى وضع دائرة على الاختيار المناسب لأفضل وصف في شركتك						
أ- مستوى الأنشطة الإدارية					غير موافق بشدة	موافق بشدة
1	2	3	4	5		
1					تجذب شركتنا أصحاب أفضل وأعلى مهارات متعددة.	
2					مستوى أداء شركتنا أفضل من منافسينا.	
3					نحن نستفيد من الفرص ونقل التهديدات أفضل من منافسينا.	
4					الاختلاف في وجهات النظر بين الموظفين وأصحاب العمل يتم حلها.	
5					نحن نعرف هويتنا، رؤيتنا، رسالتنا، استراتيجيتنا وسياستنا.	
6					نحن قادرون على رفع التعزيز والتنسيق الفعال بين الإدارة العليا والمدراء التنفيذيين.	
7					نحن قادرون على تطوير خطط استراتيجية أكثر فعالية للشركة لتحقيق نمو وربح أفضل من منافسينا.	
8					نحن قادرون على تعزيز وممارسة الإدارة من خلال الهدف بين الموظفين بنجاح.	
9					يتمتع موظفونا بأفضل مساعدة تكنولوجية في صنع القرار أفضل من منافسينا.	
10					موظفينا يتمكنون من انجاز المهام باستخدام أنظمة إدارة فعالة وبأقل تكلفة.	
ب- أنشطة الإنتاج والعمليات						

5	4	3	2	1	11	برنامجنا التوسعي يتماشى مع العقود المبرمة خارجيا.
5	4	3	2	1	12	نحافظ على كفاءة القوى العاملة لدينا.
5	4	3	2	1	13	صيانة وتعديل الأجهزة والماكينات يؤدي إلى تحسين انتاجنا.
5	4	3	2	1	14	قسم المشتريات لدينا فعالين جدا في عملهم.
5	4	3	2	1	15	صيانة الماكينات لدينا تتم بفعالية.
5	4	3	2	1	16	نحن نقدم لزيائنا دائما منتجات ذات جودة عالية.
5	4	3	2	1	17	واحدة من أهم أولوياتنا هو كفاءة الإنتاج ومناولة المواد.
5	4	3	2	1	18	واحدة من أهم أولوياتنا هو الامتثال لإجراءات السلامة والصحة المهنية (OSHA)
5	4	3	2	1	19	نحن أكثر إبداعا من منافسينا.
5	4	3	2	1	20	تكنولوجيا الإنتاج لدينا هي الأفضل في هذه الصناعة.
5	4	3	2	1	21	جميع النفقات على البحث والتطوير لدينا ترفع من القيمة المضافة باستمرار
5	4	3	2	1	22	جميع العاملين لديهم روح الفريق العالية التي تدعم أنشطة فريق ضبط الجودة (QCC).
د- الأنشطة التسويقية						
5	4	3	2	1	23	نحن نقوم بأبحاث مستمرة على جميع أنشطتنا التسويقية.
5	4	3	2	1	24	زيائنا الرئيسيين هم من المنظمات المرموقة.
5	4	3	2	1	25	استراتيجية التسعير لدينا أكثر فعالية من منافسنا.

5	4	3	2	1	26	الحملات الاعلانية والترويجية للمبيعات فعالة عندنا.
5	4	3	2	1	27	قنوات التوزيع لدينا هي الأكثر فعالية.
5	4	3	2	1	28	خطوط الانتاج لدينا تعمل بكفاءة وفعالية.
5	4	3	2	1	29	فرق المبيعات والتسويق لدينا من ذوي المهارات العالية والحيوية.
و - الأنشطة التمويلية						
5	4	3	2	1	30	هيكل رأس المال لدينا هو الأفضل في هذه الصناعة.
5	4	3	2	1	31	نحن نعتبر مبتكرين في مواجهة الحاجة لنمو رأس المال العامل اللازم.
5	4	3	2	1	32	رأس المال العامل لدينا هو الأفضل مقارنة مع منافسينا.
5	4	3	2	1	33	تكلفة رأس المال على المدى القصير لدينا هي الأدنى في هذه الصناعة.
5	4	3	2	1	34	الإدارة الضريبية لدينا فعالة.
5	4	3	2	1	35	إدارتنا للمخاطر المالية تعمل بكفاءة.
5	4	3	2	1	36	لدينا فرص أعمال أقل مخاطرة مع عائد مرتفع.
5	4	3	2	1	37	العائد على الاستثمار، العائد على حقوق المساهمين، والعائد على المبيعات تعكس أدائنا المتميز.
هـ - أنشطة الموارد البشرية						
5	4	3	2	1	38	يتوفر لدى موظفينا الخبرة والإنسجام في الشركة.
5	4	3	2	1	39	مواصفات وشروط التوظيف لدينا تعتبر فعالة.

5	4	3	2	1	برامج التوظيف والتطوير الوظيفي لدينا تعتبر فعالة.	40
5	4	3	2	1	وظائف تنمية الموارد البشرية تدار بكفاءة.	41
5	4	3	2	1	النقاشات الداخلية المشتركة وما يتفق عليه تلبي احتياجاتنا.	42
5	4	3	2	1	موظفينا ملتزمون ببرامج الجودة.	43
5	4	3	2	1	يتم توفير حوافز الإبداع للموظفين المبتكرين.	44
5	4	3	2	1	إجراءات التظلم لدينا فعالة بالمقارنة مع منافسينا.	45
5	4	3	2	1	نحن نتبنى متطلبات شهادة نظام الأيزو ISO لدينا.	46
5	4	3	2	1	نفذ برامج تدريبية لموظفينا باستمرار.	47

الجزء الثالث: البيئة

بشكل عام، كم أنت تختلف أو تتفق مع كل من العبارات التالية التي تميز بيئة الأعمال أو الظروف السائدة في السوق و يخدم الشركات الصغيرة والمتوسطة لديك حالياً؟ في العبارات التالية يرجى الإشارة إلى الدرجة التي تتفق أو تختلف فيها فيما يتعلق بهذه الأعمال المختارة.

يرجى وضع دائرة على الاختيار المناسب لأفضل وصف في شركتك							
					أ- البيئة السوقية		
موافق بشدة		غير موافق بشدة					
5	4	3	2	1	في عملنا هذا، تفضيلات الزبائن للمنتجات تتغير بشكل بطيء مع الوقت		48
5	4	3	2	1	عملاتنا يميلون للبحث عن منتجات جديدة بشكل مستمر.		49

5	4	3	2	1	في بعض الأحيان الزبائن لدينا حساسين جدا للسعر، ولكن في مناسبات أخرى، السعر يكون غير مهم نسبيا.	50
5	4	3	2	1	احتياجات الزبائن الجدد من المنتجات تختلف أحيانا عن متطلبات الزبائن الحاليين.	51
5	4	3	2	1	نحن نلبي احتياجات العديد من الزبائن أنفسهم الذين كنا نخدمهم في الماضي.	52
5	4	3	2	1	من الصعب جدا التكهن بأي تغييرات في هذا السوق.	53
ب- البيئة التكنولوجية						
5	4	3	2	1	التكنولوجيا في صناعتنا تتغير بسرعة.	54
5	4	3	2	1	توفر التغييرات التكنولوجية فرصا كبيرة في هذه الصناعة.	55
5	4	3	2	1	من الصعب جدا التنبؤ أين ستكون التكنولوجيا في صناعتنا في السنتين أو الثلاث سنوات القادمة.	56
5	4	3	2	1	عدد كبير من أفكار المنتجات الجديدة أصبحت ممكنة من خلال التقدم التكنولوجي في الصناعة.	57
5	4	3	2	1	التطورات التكنولوجية في هذه الصناعة هي بسيطة إلى حد ما.	58
5	4	3	2	1	التغييرات التكنولوجية في هذه الصناعة متكررة.	59
ج - البيئة التنافسية						
5	4	3	2	1	المنافسة في صناعتنا قاسية جدا.	60
5	4	3	2	1	هناك العديد من " الحروب الترويجية" في صناعتنا.	61
5	4	3	2	1	أي منتج جديد يقدم من قبل المنافسين، يمكن للآخرين أن يطابقوه بسهولة.	62

5	4	3	2	1	63	الأسعار المنافسة هي السمة المميزة لهذه الصناعة.
5	4	3	2	1	64	نسمع أخبار تنافسية جديدة كل يوم تقريبا.
5	4	3	2	1	65	منافسينا ضعاف نسبيا.

الجزء الخامس : الاستراتيجيات المتبعة في المشاريع الصغيرة والمتوسطة.

71- فيما يلي استراتيجيات الأعمال المعمول بها في المشاريع الصغيرة والمتوسطة. يرجى وضع دائرة حول استراتيجية العمل التي تصف أفضل الإستراتيجيات التي اعتمدهتموها لديكم.

1- استراتيجية التكلفة المنخفضة Low cost strategy	إنتاجية عالية، توافر اقتصاديات الحجم، سعر الميزانية وأرخص المنتجات. High productivity, low margin, and cheapest product.
2- استراتيجية التمايز Differentiation strategy	أفضل المنتجات، وأفضل نوعية، صورة منتج مميزة، أفضل خدمة، أسعار متميزة، وحملة دعايات مكثفة. Best product, best quality, great image, best service, premium price and intensive campaign.
3- استراتيجية النمو. Growth strategy	المخاطرة، والتوسع، بذل أكبر جهد ممكن في البحث عن حصة في السوق، واستخدام خفض الأسعار، حملات ترويجية. Risk taking, expansion, aggressive search for market share, use price cuts, promotional campaign.
4- استراتيجية الامساك والاحتفاظ. Hold and maintain strategy.	استمرارا للاستراتيجية الحالية ويقومون بجمع موارد كافية للحفاظ على المبيعات، والحصة السوقية والربحية، والوضع التنافسي والهدف هو البقاء في السوق (البقاء على قيد الحياة).

Continuing the present strategy and scrounging up enough resources to keep sales, market share, profitability, and competitive position at survival levels.		
تخفيض المصاريف الغير مباشرة، واستخدام العمالة ذات الأجور المنخفضة، رقابة مشددة على الميزانية وتخفيض النفقات على الكماليات. Base on low overhead, use of low-wage labor, tight budget control and rigid to a no-frills expenditure policy.	استراتيجية العظام العارية Bare bone strategy.	-5
متخصصون في منتج واحد فقط Specialize in only one product	استراتيجية نوع المنتج Specializing by product type strategy	-6
متخصصين في خدمة العملاء الذين لا يهتمو بالسعر، البحث عن المشتريين الذين يرغبون في خدمات إضافية أو مواصفات معينة للمنتجات، وخدمة الزبائن الذين لديهم طلبات واحتياجات وأذواق خاصة. By specializing in serving customers who are the least price sensitive, going after those buyers who are interested in additional services or product attributes or other extras, serving customers who place custom orders and targeting buyers who have special needs or tastes.	استراتيجية التخصص حسب نوع الزبون Specializing by customer type strategy	-7
	أخرى (يرجى التحديد)	-8

الجزء السادس:

72. يرجى ملء الجدول أدناه بناء على السجلات المالية الخاصة بكم.

Year العام	% RETURN ON ASSET (USD) نسبة العائد على الأصول				% RETURN ON INVESTMENT (USD) نسبة العائد على الاستثمار				% RETURN ON SALES (USD) نسبة العائد على المبيعات				NET PROFIT (USD) صافي الربح				عدد العاملين
	0 TO 10%	11 % To 20%	21 % TO 30%	31 % TO 40%	> 40 %	0 TO 10%	11 % To 20%	21 % TO 30%	31 % TO 40%	> 40 %	0 TO 10%	11 % To 20%	21 % TO 30%	31 % TO 40%	> 40 %		
2016																	
2015																	
2014																	
2013																	
2012																	

APPENDIX B-1

(Test of Non-Respondent Bias)

Group Statistics

	Bias	N	Mean	Std. Deviation	Std. Error Mean
sum_DCfina	Early	176	35.8068	3.46033	.26083
	late	72	36.0139	3.52254	.41513
sum_DChr	Early	176	46.3807	4.09285	.30851
	late	72	46.1528	3.92055	.46204
Sum_EnTech	Early	176	22.4716	5.02102	.37847
	late	72	23.5417	4.53760	.53476
Sum_EnComp	Early	176	18.4261	6.85984	.51708
	late	72	19.1806	7.36441	.86790
Sum_Perf	Early	176	11.4485	2.34688	.17690
	late	72	11.2407	2.04930	.24151

Sum_DCmark	Early	176	31.9659	3.12391	.23547
	late	72	31.5972	2.78153	.32781
Sum_ENmark	Early	176	18.2500	7.10694	.53571
	late	72	21.4444	6.32653	.74559
Sum_DCadm	Early	176	46.3920	3.98709	.30054
	late	72	46.0694	3.54181	.41741
Sum_DCpro	Early	176	56.0341	4.43479	.33429
	late	72	55.4583	4.12118	.48569
BS71	Early	176	2.06	1.236	.093
	late	72	2.15	1.431	.169

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Differ ence	Std. Error Differ ence	95% Confidence Interval of the Difference	
									Lower	Upper
sum_D Cfina	Equal variances assumed	.143	.706	-.426	246	.671	-.20707	.48661	-.16553	.75139
	Equal variances not assumed			-.422	129.908	.673	-.20707	.49028	-.17703	.76289
sum_D Chr	Equal variances assumed	1.080	.300	.403	246	.687	.22790	.56572	-.88637	1.34217
	Equal variances not assumed			.410	137.346	.682	.22790	.55557	-.87068	1.32648
Sum_E nTech	Equal variances assumed	1.595	.208	1.565	246	.119	1.07008	.68359	2.41650	.27635
	Equal variances not assumed			1.633	145.165	.105	1.07008	.65514	2.36493	.22477
Sum_E nComp	Equal variances assumed	1.327	.250	.769	246	.442	.75442	.98055	2.68577	1.17693
	Equal variances not assumed			.747	124.010	.457	.75442	1.01026	2.75401	1.24517
Sum_P erf	Equal variances assumed	.396	.529	.656	246	.513	.20774	.31686	-.41637	.83186
	Equal variances not assumed			.694	150.095	.489	.20774	.29937	-.38378	.79927

Sum_D Cmark	Equal variances assumed	.996	.319	.870	246	.385	.36869	.42375	-	1.2033
	Equal variances not assumed			.913	147. 268	.362	.36869	.40361	-	1.1663
Sum_E Nmark	Equal variances assumed	1.789	.182	-	246	.001	-	.96399	-	-
	Equal variances not assumed			3.31 4			3.1944 4		5.0931 7	1.2957 2
Sum_D Cadm	Equal variances assumed	1.843	.176	.597	246	.551	.32260	.54053	-	1.3872
	Equal variances not assumed			.627	147. 603	.531	.32260	.51435	-	1.3390
Sum_D Cpro	Equal variances assumed	1.637	.202	.947	246	.345	.57576	.60807	-	1.7734
	Equal variances not assumed			.977	141. 334	.330	.57576	.58961	-	1.7413
BS71	Equal variances assumed	2.429	.120	-	246	.597	-.096	.181	-.453	.261
	Equal variances not assumed			.530						
				.498	116. 584	.619	-.096	.193	-.477	.286

APPENDIX B-2
(Treatment of Missing data)

DCadm4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	89	35.3	35.5	35.5
	Strongly agree	162	64.3	64.5	100.0
	Total	251	99.6	100.0	
Missing	System	1	.4		
Total		252	100.0		

DCpro12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	.4	.4	.4
	Agree	89	35.3	35.5	35.9
	Strongly agree	161	63.9	64.1	100.0
	Total	251	99.6	100.0	
Missing	System	1	.4		
Total		252	100.0		

DCpro22

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	76	30.2	30.3	30.3
	Strongly agree	175	69.4	69.7	100.0

Total	251	99.6	100.0
Missing System	1	.4	
Total	252	100.0	

DCmar29

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	.8	.8	.8
	Neutral	9	3.6	3.6	4.4
	Agree	99	39.3	39.4	43.8
	Strongly agree	141	56.0	56.2	100.0
	Total	251	99.6	100.0	
Missing System		1	.4		
Total		252	100.0		

APPENDIX B-3**(MAH_1 APPENDIX)**

(MAH_1 appendix B-3)					
<i>Removing Outliers (Mahalanobis)</i>					
N	Mah_1	N	Mah_1	N	Mah_1
1	2.52018	85	3.09102	169	9.56205
2	18.75910	86	2.76861	170	3.75905
3	5.81516	87	5.44391	171	6.65627
4	4.81192	88	5.40903	172	8.68896
5	11.66574	89	5.51101	173	7.31412
6	6.48423	90	10.15003	174	8.03771
7	6.52604	91	5.56927	175	7.77427
8	8.05673	92	5.74444	176	8.22227
9	7.28235	93	7.02263	177	12.17109
10	6.07305	94	8.48092	178	5.29254
11	5.69609	95	7.65910	179	15.77381
12	3.20683	96	5.21686	180	5.48900
13	5.45087	97	11.55233	181	12.98981
14	9.13143	98	12.83490	182	3.74242
15	1.40641	99	4.26276	183	4.42097
16	12.74839	100	5.01366	184	7.96560
17	6.51621	101	3.67343	185	5.37617
18	4.18819	102	8.88607	186	5.17307
19	5.14840	103	9.77207	187	7.74085
20	5.52113	104	3.97157	188	6.16697

21	3.50432	105	6.24791	189	2.51642
22	6.46530	106	5.33543	190	13.45122
23	5.86380	107	11.99479	191	8.28459
24	6.01299	108	7.86866	192	5.82337
25	7.30146	109	9.40352	193	2.97281
26	9.23829	110	12.65920	194	14.69311
27	3.28314	111	2.00634	195	5.23525
28	4.14454	112	7.09454	196	2.75902
29	4.74987	113	3.86415	197	5.03565
30	9.87553	114	6.86841	198	5.17610
31	7.76068	115	5.23665	199	2.40727
32	9.81016	116	9.82909	200	9.02744
33	9.17950	117	8.24657	201	6.31228
34	7.50266	118	2.75832	202	6.70988
35	5.26767	119	6.27260	203	5.92073
36	4.45769	120	4.45765	204	4.99004
37	5.63838	121	2.14849	205	11.88165
38	5.36752	122	12.06931	206	3.18636
39	5.23213	123	13.30810	207	6.08464
40	9.94897	124	4.09787	208	11.91151
41	5.82101	125	10.48767	209	10.40743
42	7.31171	126	2.37068	210	11.14933
43	5.63373	127	9.37449	211	8.74944
44	5.62232	128	10.81016	212	4.98494
45	7.37423	129	6.16095	213	9.17221
46	4.96256	130	7.20043	214	23.08654
47	3.69169	131	7.03082	215	2.83600

48	5.95900	132	6.28063	216	4.51344
49	6.88438	133	3.13350	217	35.40774
50	5.51075	134	8.39199	218	10.48673
51	6.72449	135	3.15573	219	7.69051
52	15.88405	136	8.34655	220	16.92415
53	4.31812	137	6.94390	221	9.33356
54	9.95813	138	5.89475	222	38.58042
55	5.20874	139	18.06690	223	17.66137
56	4.83342	140	4.66539	224	21.39368
57	7.51430	141	3.26707	225	6.60422
58	5.55788	142	9.43664	226	12.63041
59	6.92322	143	12.47981	227	7.56905
60	4.19902	144	6.99854	228	15.37507
61	3.67028	145	4.92576	229	13.56457
62	3.94363	146	6.87447	230	33.80586
63	6.06880	147	5.19896	231	17.20394
64	6.76081	148	5.98489	232	6.46680
65	3.99813	149	1.91162	233	12.65910
66	4.42521	150	2.70516	234	51.47769
67	10.48377	151	3.20348	235	7.62830
68	6.23117	152	2.68446	236	5.70675
69	9.94704	153	5.84034	237	12.07510
70	5.40998	154	3.72737	238	7.84779
71	14.09019	155	6.86486	239	12.28342
72	6.51300	156	15.52386	240	16.16089
73	5.51450	157	5.57078	241	11.00499
74	7.28097	158	9.24093	242	9.81491

75	13.75264	159	7.07663	243	2.96115
76	7.52571	160	8.00735	244	15.21983
77	4.47859	161	3.91630	245	20.24395
78	6.13432	162	3.08162	246	5.51091
79	6.63205	163	5.84096	247	11.55324
80	9.87449	164	6.52580	248	8.32155
81	5.61946	165	11.88360	249	4.96535
82	3.16292	166	3.09102	250	10.77943
83	4.45048	167	2.76861	251	10.71696
84	6.76475	168	5.44391	252	7.20213



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APPENDIX B-4

(Normality Test_APPENDIX)

Descriptives

		Statistic	Std. Error
AVG_ROA	Mean	2.3516	.04016
	95% Confidence Interval for Mean		
	Lower Bound	2.2725	
	Upper Bound	2.4307	
	5% Trimmed Mean	2.3391	
	Median	2.4000	
	Variance	.400	
	Std. Deviation	.63239	
	Minimum	1.00	
	Maximum	4.60	
	Range	3.60	
	Interquartile Range	.80	
	Skewness	.384	.155
	Kurtosis	.807	.308
AVG_ROI	Mean	2.2024	.03529
	95% Confidence Interval for Mean		
	Lower Bound	2.1329	
	Upper Bound	2.2719	

	5% Trimmed Mean		2.1982	
	Median		2.2000	
	Variance		.309	
	Std. Deviation		.55572	
	Minimum		1.00	
	Maximum		4.00	
	Range		3.00	
	Interquartile Range		.80	
	Skewness		.197	.155
	Kurtosis		.510	.308
AVG_ROS	Mean		2.4218	.04834
	95% Confidence Interval for Mean	Lower Bound	2.3266	
		Upper Bound	2.5170	
	5% Trimmed Mean		2.3961	
	Median		2.4000	
	Variance		.579	
	Std. Deviation		.76121	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.00	
	Skewness		.516	.155
	Kurtosis		.649	.308
AVG_NetProfit	Mean		2.0871	.04184

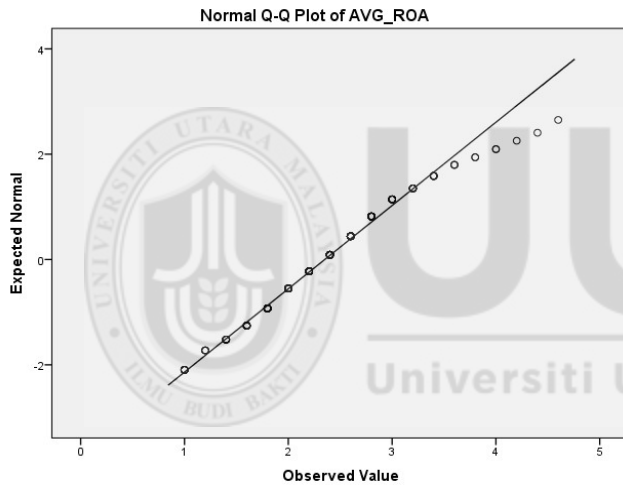
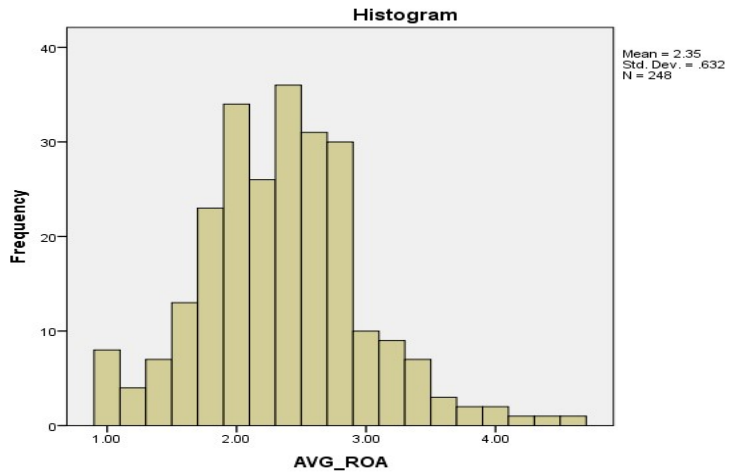
	95% Confidence Interval for Mean	Lower Bound	2.0047	
		Upper Bound	2.1695	
	5% Trimmed Mean		2.0620	
	Median		2.0000	
	Variance		.434	
	Std. Deviation		.65891	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.00	
	Skewness		.755	.155
	Kurtosis		1.286	.308
BPCI	Mean		2.3253	.03227
	95% Confidence Interval for Mean	Lower Bound	2.2617	
		Upper Bound	2.3888	
	5% Trimmed Mean		2.3293	
	Median		2.3333	
	Variance		.258	
	Std. Deviation		.50815	
	Minimum		1.00	
	Maximum		4.20	
	Range		3.20	

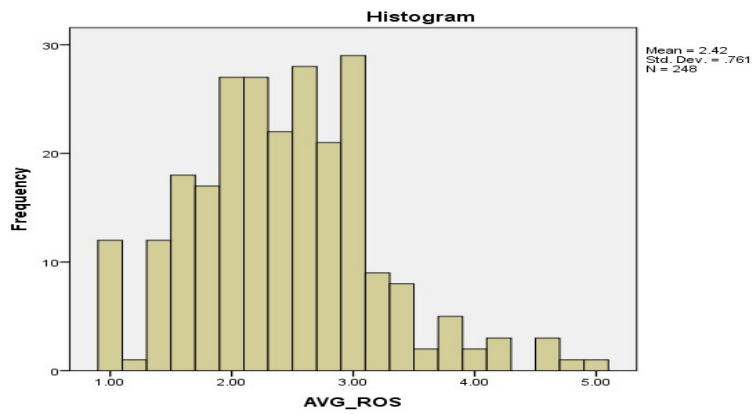
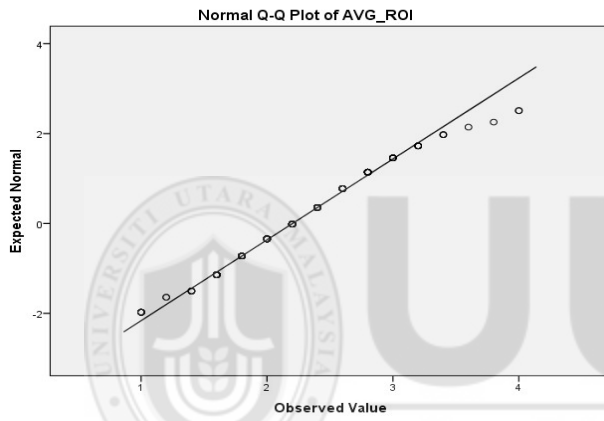
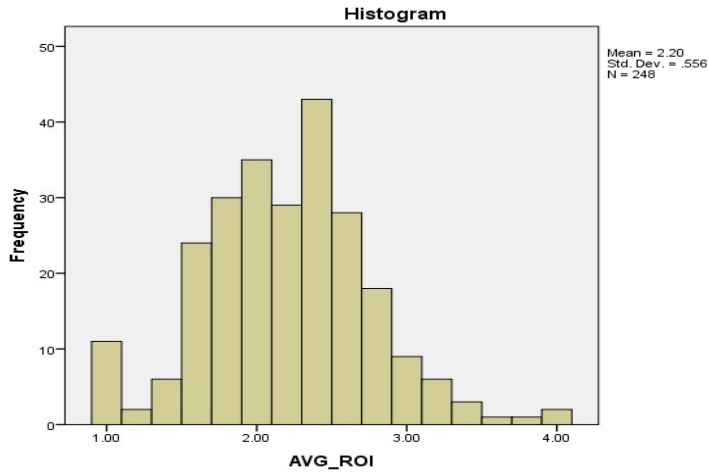
Interquartile Range	.67	
Skewness	-.028	.155
Kurtosis	1.303	.308

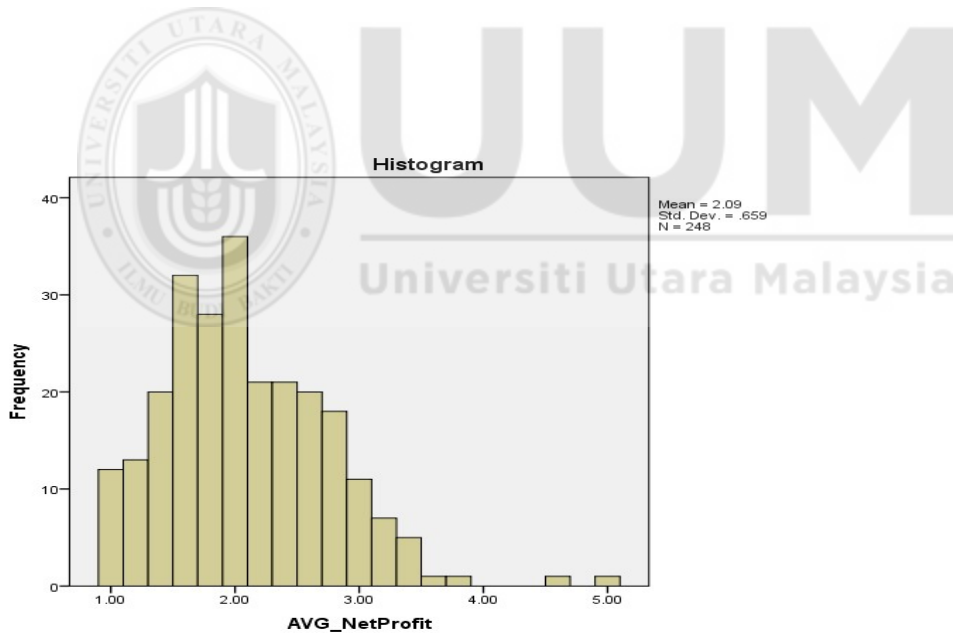
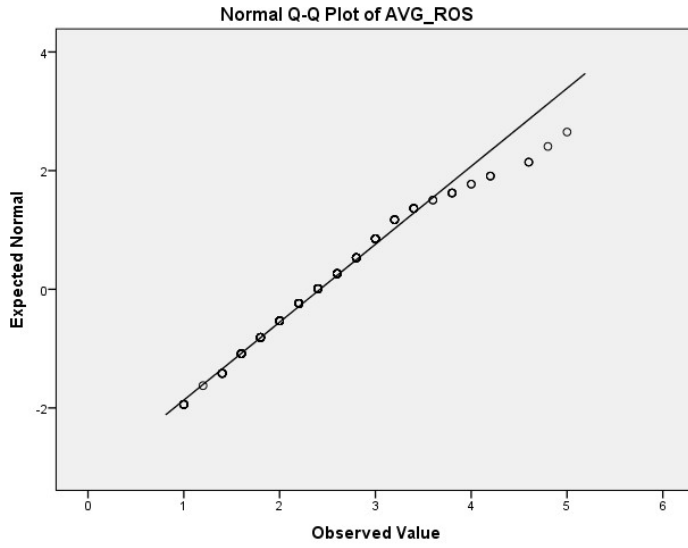
Tests of Normality

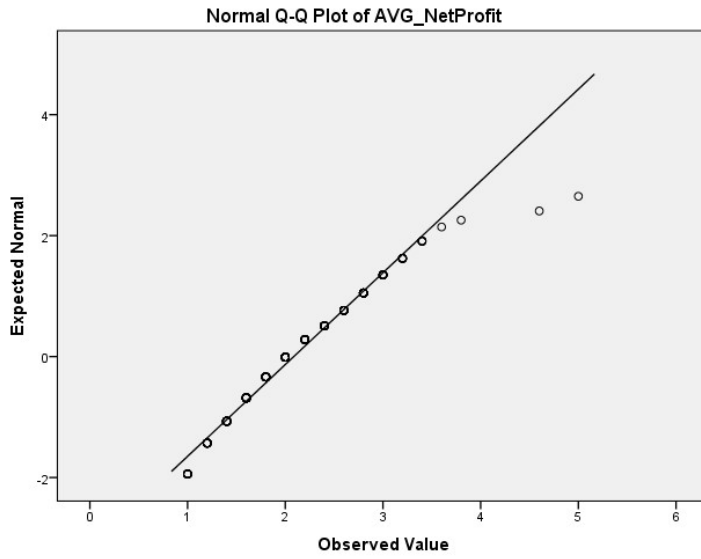
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
AVG_ROA	.094	248	.000	.975	248	.000
AVG_ROI	.087	248	.000	.976	248	.000
AVG_ROS	.087	248	.000	.970	248	.000
AVG_NetProfit	.121	248	.000	.956	248	.000
BPCI	.078	248	.001	.974	248	.000

a. Lilliefors Significance Correction

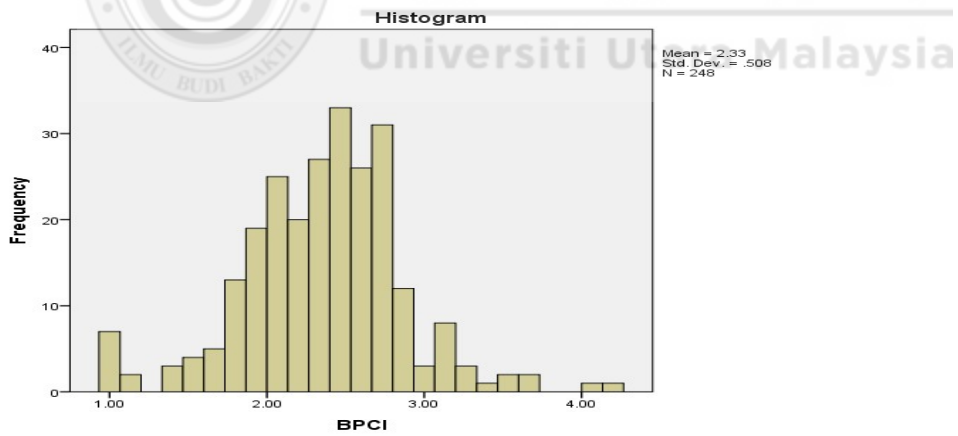


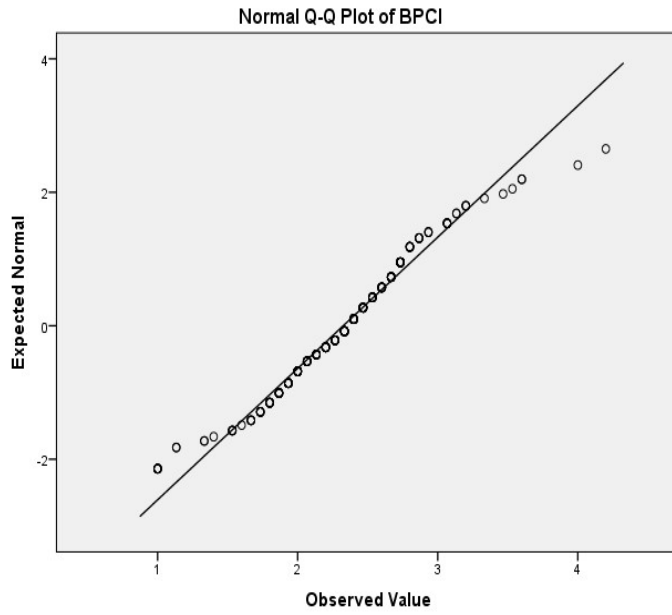






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APPENDIX C-1

(Cronbach's alpha APPENDIX)

Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	34	100.0
	Excluded ^a	0	.0
	Total	34	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.801	96

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q01	442.2941	13848.638	.393	.800
Q02	441.7353	13903.231	.249	.801

Q03	441.9706	13910.635	.269	.801
Q04	442.0882	14006.083	-.313	.802
Q05	441.9706	13950.272	.018	.801
Q06	442.4412	13929.345	.092	.801
Q07	442.2059	13949.078	.021	.801
Q08	441.8529	13918.675	.244	.801
Q09	442.4412	13873.951	.398	.800
Q10	442.3529	13921.811	.151	.801
Q11	442.4412	13898.618	.231	.801
Q12	441.7647	13916.064	.265	.801
Q13	441.3235	13955.619	-.006	.801
Q14	441.8235	13951.180	.020	.801
Q15	441.5294	13922.620	.242	.801
Q16	441.3235	13917.680	.301	.801
Q17	441.6471	13947.447	.038	.801
Q18	441.6765	13974.407	-.121	.802
Q19	441.6471	13969.750	-.105	.802
Q20	442.0588	13885.693	.385	.800
Q21	442.3824	13891.213	.249	.801
Q22	442.1471	13935.220	.096	.801
Q23	442.3529	13882.357	.335	.800
Q24	442.8529	13847.038	.380	.800
Q25	442.0588	13936.663	.069	.801
Q26	442.8235	13817.241	.464	.799

Q27	442.1765	13921.968	.148	.801
Q28	441.6765	13947.680	.043	.801
Q29	442.0000	13928.182	.140	.801
Q30	442.1471	13922.129	.162	.801
Q31	442.2059	13957.199	-.013	.802
Q32	442.2647	13897.898	.250	.801
Q33	442.5588	13940.375	.052	.801
Q34	441.6765	13960.589	-.039	.802
Q35	441.7647	13907.276	.302	.801
Q36	442.3235	13909.135	.220	.801
Q37	441.8235	13922.695	.253	.801
Q38	442.0294	13881.060	.365	.800
Q39	442.0294	13873.181	.468	.800
Q40	442.4412	13891.102	.280	.801
Q41	442.3235	13931.922	.101	.801
Q42	442.1471	13888.978	.293	.801
Q43	441.8824	13910.228	.202	.801
Q44	442.0588	13931.936	.088	.801
Q45	442.2941	13898.396	.317	.801
Q46	443.6765	13750.892	.521	.799
Q47	443.2353	13779.276	.525	.799
Q48	443.2059	13972.956	-.064	.802
Q49	442.7353	13892.564	.212	.801
Q50	442.2353	13944.488	.050	.801

Q51	442.5588	13900.799	.221	.801
Q52	441.7353	13945.837	.046	.801
Q53	442.6471	13873.932	.301	.800
Q54	442.7647	13859.216	.330	.800
Q55	442.6765	13871.195	.348	.800
Q56	442.7941	13832.047	.403	.800
Q57	442.2059	13859.381	.391	.800
Q58	443.2059	13969.381	-.057	.802
Q59	442.8235	13851.483	.420	.800
Q60	441.9412	13922.360	.135	.801
Q61	442.2353	13883.398	.254	.800
Q62	442.5000	13946.803	.027	.801
Q63	442.5588	13911.345	.189	.801
Q64	442.6176	13933.213	.082	.801
Q65	443.2941	13905.668	.171	.801
Q66	441.9412	13931.815	.156	.801
Q67	441.9706	13964.151	-.058	.802
Q68	442.0000	13941.273	.067	.801
Q69	442.1471	13932.735	.093	.801
Q70	442.0294	13957.908	-.018	.802
Q71	434.2647	13206.019	.056	.826
Q72	444.0882	13908.022	.172	.801
Q73	444.0000	13911.758	.149	.801
Q74	443.7353	13954.564	-.003	.802

Q75	443.7647	13932.852	.091	.801
Q76	414.8529	9020.008	.880	.760
Q77	444.1765	13908.089	.186	.801
Q78	444.1176	13917.561	.139	.801
Q79	443.7647	13959.640	-.021	.802
Q80	443.8235	13929.119	.108	.801
Q81	418.2941	9480.517	.928	.755
Q82	444.2353	13918.004	.152	.801
Q83	444.1176	13920.228	.136	.801
Q84	443.8529	13959.523	-.021	.802
Q85	443.9118	13935.962	.079	.801
Q86	420.8529	9936.553	.880	.760
Q87	444.3529	13917.387	.165	.801
Q88	444.2059	13909.623	.210	.801
Q89	443.9118	13961.477	-.031	.802
Q90	443.9118	13927.234	.109	.801
Q91	423.1176	10291.865	.836	.764
Q92	444.4118	13926.128	.135	.801
Q93	444.2941	13921.668	.176	.801
Q94	443.8824	13962.471	-.033	.802
Q95	443.9706	13941.666	.054	.801
Q96	424.1176	10295.440	.812	.766

APPENDIX D

(Letters for data collection)

 **OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS**
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Laman Web (Web): www.oyagsb.uum.edu.my

"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/4/1
31 May 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Hashem Ramadan (Matric No: 901122)** is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing his Doctor of Philosophy (PhD). He is conducting a research entitled "**Investigating the Relationship Between Discriminative Capabilities, Business Strategy, Environment and Performance of SME's in Palestine**" under the supervision of Assoc. Prof. Dr. Sa'ad bin Ahmad.

In this regard, we hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"
"ILMU, BUDI, BAKTI"

Yours faithfully,


FADHLINA BINTI MD PUDZI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c - Supervisor
- Student's File (901122)

Universiti Pengurusan Terkemuka
The Eminent Management University





التاريخ: 2017/07/6

حضرة السادة اعضاء الهيئة العامة المحترمين

الموضوع: تسهيل عمل حامل هذا الكتاب

تحية طيبة،،،

يهدىكم اتحاد الصناعات الغذائية الفلسطينية لجمال التحيات ونود إعلامكم ان السيد هاشم اسماعيل رمضان يقوم بعمل رسالة النكتوراه في إدارة الأعمال من جامعة اوتارا الماليزية (UUM) في مجال التحقق من العلاقة بين الكفاءات المميزة، استراتيجيات الأعمال والخموض في البيئة مع الأداء في الشركات الصغيرة والمتوسطة في القطاع الصناعي في فلسطين، لذا هو بحاجة للحصول على بعض البيانات بالخصوص، يرجى من حضرتكم مساعدته، علماً بأن هذه البيانات والمعلومات التي سيحصل عليها ستستخدم لأغراض البحث العملي فقط .

مع فائق الاحترام والتقدير

المدير العام

نصر عطياتي



Universiti Utara Malaysia