Research

THE IMPACT OF STRATEGIC MANAGEMENT ON ORGANIZATIONAL GROWTH AND DEVELOPMENT AMONG SELECTED MANUFACTURING FIRMS IN UAE

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ABSTRACT

The UAE has a dynamic economy that is always changing, and one of the main drivers of that growth is the manufacturing sector. Maintaining and driving growth in this industry requires an understanding of the function that strategic management plays. This research assesses the impact of strategic management on organizational growth and development among selected manufacturing firms in the UAE. In this study, a positivist research philosophy is used and a quantitative research method is followed. The data is collected through primary methods with the help of surveys. The sample size selected is 450 and the respondents are the employees working in selected manufacturing firms in the UAE. The purposive sampling is used in this study and the results show that product innovation, organizational culture, leadership, and competitive advantage have a significant impact on effective strategic management. Considering the growing emphasis on sustainable business practices worldwide, research could examine how manufacturing companies in the UAE incorporate environmentally conscious strategies into their overall growth and development plans.

Keywords: *Strategic Management; Product Innovation; Competitive Advantage; Organizational Culture; Leadership*

INTRODUCTION

Globalization has evidenced that the economic environment is changing quickly, shifting investor and customer needs, and fiercer competition in the product market. To succeed in this climate, businesses must constantly cut costs, innovate, and enhance productivity, quality, and time to market in addition to increasing processes and products. To determine whether a strategy has been applied successfully or if it needs to be replaced by a new one to address changing circumstances, new competitors, new technology, a new economic environment, or political environment, or a new social, financial, a firm must first control and evaluate its business and the industries in which it opens, assess its competitors, and formulate strategies and goals to meet all potential and existing competitors (Lamb, 1984). Business organizations in particular should aim to achieve two primary goals: gaining a competitive advantage position and improving firm performance in comparison to their competitors (Raduan et al. 2009). The flexibility of an organization's business environment and its scale might have an impact on its strategic management. Because of this, a worldwide transnational organization may use a more formal strategic management model because of its size, breadth of activities, and obligation to take into account the opinions and needs of stakeholders. The way they handle strategic challenges has the potential to impact the organization's overall development and growth. Basic concerns like the availability of resources, the right degree of technology, infrastructural limitations, and the intake of raw materials must also be covered by the strategic framework.

With significant ramifications for the long-term success of manufacturing companies, strategic management is essential to their growth and development. A manufacturing firm's competitiveness, sustainability, and overall performance can all be greatly impacted by the adoption of strategic management practices that work. Strategic management aids manufacturing companies in defining their long-term aims and objectives (Wheelen, 2011). These businesses can focus and coordinate their resources, competencies, and efforts by establishing specific goals. This strategic clarity eliminates duplication and boosts productivity by guaranteeing that every part of the company is working towards the same goal. Moreover, strategic management helps manufacturing companies adjust to a constantly shifting market landscape (Brettel et al. 2014). These businesses can recognize opportunities and dangers at an early stage by carrying out comprehensive competitive and environmental scans. They may remain robust and nimble by using this proactive strategy, which enables them to make well-informed decisions and modify their tactics as necessary. Allocating resources is made easier by strategic management that is effective. By giving priority to investments in areas that are in line with their strategic objectives, manufacturing enterprises can optimize their allocation of resources. Better use of the available financial, human, and technological resources eventually results in increased profitability and production. Strategic management also promotes innovation and ongoing development. Businesses that use strategic thinking are more likely to cultivate an innovative culture, which helps them create new goods and services, enhance current workflows, and anticipate market trends (Chenhall et al. 2011). They can get a competitive advantage and spur growth with this invention.

OBJECTIVES OF THE STUDY

- To examine and quantify the correlation between the adoption of strategic management practices and the subsequent growth of selected manufacturing firms in the UAE.
- To investigate the role of product innovation and competitive advantage in fostering effective strategic management within manufacturing firms.
- To examine the role of organizational culture and leadership in fostering effective strategic management within manufacturing firms.

The UAE has a dynamic economy that is always changing, and one of the main drivers of that growth is the manufacturing sector. Maintaining and driving growth in this industry requires an understanding of the function that strategic management plays (Hunger, 2020). First of all, this study clarifies the significance of strategic management techniques in the manufacturing sector. It assists in identifying the strategic stances taken by UAE-based businesses, providing insights into the elements that propel their expansion and advancement. The evaluation of the study of these tactics' efficacy gives businesses a useful benchmark for improving their strategic decision-making procedures (Chen et al. 2012). Furthermore, the research holds wider consequences for the worldwide commercial landscape. The UAE's manufacturing sector is essential as it seeks to diversify its economy away from oil and gas. Other developing nations looking to develop their manufacturing sectors can use the research's conclusions as a model. It provides a path for long-term, sustainable economic growth by analyzing the particular elements fostering the manufacturing sector's progress and development in the UAE. Moreover, business executives and policymakers in the UAE can benefit from this research. They can create a positive corporate environment by making well-informed decisions by knowing the connection between organizational growth and strategic management (Warrick, 2017).

This research paper is divided into five sections. The first section is about the introduction in which the problem, objectives, and significance of the study are discussed. The second section is about a literature review in which the findings of previous studies are discussed. The third section is based on research methodology and the fourth section is about results and discussion of findings. The last section is about the conclusion and recommendations.

LITERATURE REVIEW

This section discusses the findings of previous studies and identifies the research gap that is filled by this study. Moreover, theoretical underpinnings related to the subject are also discussed in this research.

CORRELATION BETWEEN THE ADOPTION OF STRATEGIC MANAGEMENT PRACTICES AND THE SUBSEQUENT GROWTH OF FIRMS

In the fast-paced world of business, strategic management techniques are essential to a company's development and success as a whole (Lynch, 2018). Extensive studies and analyses have been conducted on the relationship between the adoption of strategic management practices and future business growth. The findings of Lynch (2018) indicate complex relationships that underscore the importance of strategic planning in the current competitive landscape. Strategic management is fundamentally about creating and carrying out clear strategies and actions to accomplish organizational goals. Businesses that actively implement strategic management techniques typically approach their operations with greater initiative and forward-thinkingness. They can effectively negotiate uncertainty, seize opportunities, and neutralize possible dangers thanks to their proactive approach (van den Heuvel et al. 2014). Because of this, these businesses are in a stronger position to adjust to the constantly shifting market conditions, promoting sustainability and resilience.

Hill (2022) mentioned that creating a purpose and vision statement for the company is a crucial part of strategic management. Companies with a strong mission and vision statement give their staff a unified direction and help them focus their efforts on shared objectives. A feeling of shared purpose among employees is fostered by this clarity of purpose, which also improves organizational cohesion and guarantees that all strategic activities are in line with the overall objectives. Strategic management procedures also entail a careful examination of both internal and external resources (Ginter et al. 2018). Businesses that invest in thorough environmental scanning procedures learn a great deal about consumer behavior, market trends, and new technology. Equipped with this understanding, they can discern unexplored business niches and adapt to evolving consumer inclinations by making well-informed decisions. By taking a proactive approach to the market, companies can strategically position themselves and obtain a competitive advantage that supports long-term success (Srivastava et al. 2013).

David (2011) stated that effective strategic management necessitates a deep comprehension of internal strengths and limitations in addition to environmental analysis. By utilizing instruments such as SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), companies may pinpoint their strong points and areas in need of development. Organizations may strengthen their flaws and capitalize on their strengths by using this introspective assessment to build a more solid internal foundation (Noe et al. 2014). Businesses can achieve scalable and sustainable growth by improving operational efficiency and effectiveness through process optimization. Practices in strategic management also stress the need for performance evaluation and goal-setting. Businesses that establish SMART goals—specific, measurable, realistic, relevant, and time-bound—build a framework for progress assessment and accountability. In addition to offering a road map for strategic objectives, this goal-oriented strategy enables businesses to monitor their performance against predetermined standards (Babar et al. 2011). Wiliam & Thompson (2017) stated that organizations can discover areas of success and areas that need adjustment through regular performance assessments, which promotes adaptation and ongoing improvement. Furthermore, implementing strategic management techniques frequently calls for a dedication to technical innovation and progress. Businesses are better positioned to take advantage of new possibilities and remain ahead of market trends when they incorporate innovation into their strategic planning processes. Innovative businesses can establish a competitive edge that drives growth and market leadership through a variety of strategies, including process optimization, product innovation, and the application of cutting-edge technologies (Baierle et al. 2020). In the domain of risk management, the relationship between strategic management and company growth is clear. Proactive and strategic management anticipates possible hazards and creates backup plans to lessen their effects. Van Der Vegt et al. (2015) assessed that businesses that manage risks well can weather difficult times with resilience and less operational disruption. This risk-aware approach protects the company's current assets while also enabling it to pursue new growth opportunities without worrying that unanticipated obstacles would impede its progress.

Kafetzopoulos & Katou, (2023) mentioned that adopting strategic management techniques also helps companies develop a culture of ongoing learning and flexibility. Businesses that put learning and flexibility first are more likely to succeed in a business climate that is changing quickly. A mindset that embraces change, values innovation and looks for chances for progress is fostered by strategic management. Employees at all levels are empowered by this cultural orientation to offer suggestions, try out novel strategies, and adjust to changing market situations (Çakar & Ertürk, 2010). The relationship between the implementation of strategic management practices and the ensuing expansion of businesses is complex and emphasizes the significance of an intentional, proactive, and flexible approach to organizational management. Businesses that use strategic management not only put themselves on a path for long-term success but also establish themselves as leaders in their field, able to successfully negotiate the challenges of today's complicated business environment (Kotter, 2017). Strategic management is still essential for businesses hoping to not only survive but also prosper in a dynamic marketplace as the business climate changes. Based on these findings, the first hypothesis is:

H1: There is a correlation between the adoption of strategic management practices and the subsequent growth of selected manufacturing firms in the UAE.

STRATEGIC MANAGEMENT INFLUENCES PRODUCT INNOVATION AND COMPETITIVE ADVANTAGE WITHIN FIRMS

Organizations are propelled towards product innovation and market leadership by strategic management, which acts as a pivotal factor in determining the innovation landscape and competitive advantage of businesses. The dynamic process of strategic management and product creation necessitates a thorough grasp of consumer demands, technical advancements, and market dynamics. According to Melin (2017), the strategic management process, which entails the methodical creation and implementation of plans that direct an organization toward its goals, is at the center of this connection. Businesses that incorporate innovation into their approach to strategic management understand how important it is to have ground-breaking goods and services to obtain a competitive advantage. This proactive approach to innovation is demonstrated by strategic initiatives that give priority to research and development (R&D) activities, distribute resources, and cultivate a creative culture.

Schilling (2013) stated that a key component of strategic management that impacts product innovation is the careful examination of customer and market trends. Companies that integrate comprehensive environmental scanning into their strategic planning can recognize new market opportunities and unfulfilled demands. By taking a market-oriented strategy, companies can better match their innovation efforts to the changing needs of their customers, which guarantees that new goods will not just meet but also surpass their expectations. Moreover, Nadikattu (2020) assessed that strategic management offers the structure for establishing precise goals and objectives for innovation. Firms chart out their innovation path by setting clear goals for R&D investment, product development schedules, and market penetration. These objectives influence the innovation process and help create goods that appeal to the market when they are in line with the organization's overall strategic direction.

Schilling (2013) mentioned that allocating resources is another important function of strategic management, which makes sure that enough money, people, and technology are going toward innovative projects. Businesses that put innovation at the top of their business agenda are more likely to invest in cutting-edge R&D skills, attract top people, and foster an environment that encourages experimenting. Organizations are in a position to explore bold and imaginative projects that have the power to upend entire markets and sectors thanks to this smart resource allocation. Furthermore, distinctiveness and the competitive advantage that results from strategic product innovation are closely related. Businesses that strategically innovate provide goods and services that differentiate themselves from rivals by providing special features, higher standards of quality, or improved functionality (Prajogo, 2016). This distinction strengthens the company's position in the market by drawing in clients and creating a barrier to entrance for rivals. Strategic alignment of product innovation with overarching business objectives guarantees that the acquired distinction directly enhances the organization's competitive edge.

According to De Clercq et al. (2011), a company's several functional groups can collaborate more effectively when strategic management is in place, which promotes a comprehensive approach to product innovation. When directed by a unified strategic vision, cross-functional teams consisting of specialists from marketing, R&D, operations, and other pertinent areas can collaborate effectively. A complete and well-coordinated strategy for introducing novel items to the market is made possible by this cooperative effort, which guarantees that innovation is not isolated but rather integrated into the larger organizational fabric. Furthermore, the timing and velocity of product innovation are influenced by strategic management. Businesses that proactively integrate innovation into their strategy goals are better able to predict changes in the market and quickly adapt to the preferences of their customers (Day & Schoemaker, 2016). Adapting quickly to changing consumer preferences and new technological advancements gives businesses the benefit of being the first to market with innovative products, which can be critical for long-term success.

Furthermore, Edmondson (2018) examined that a culture of constant learning and adaptation is promoted by strategic management, creating an atmosphere in which staff members feel empowered to participate in the innovation process. When included in the organization's strategy framework, this cultural orientation guarantees that staff members at all levels are motivated to think creatively, collaborate, and support the innovation agenda. Consequently, companies gain proficiency in harnessing the combined knowledge of their employees, which fosters a constant flow of creative ideas. The complex interplay among competitive advantage, product innovation, and strategic management highlights the critical role that strategic thinking plays in the success of contemporary businesses. Businesses that include innovation in their strategy not only develop ground-breaking goods but also build a long-lasting competitive edge that helps them win over customers (Thompson et al. 2013). Strategic management is still essential for businesses hoping to adapt and grow by creating cutting-edge products that disrupt market standards and capture consumers as the business landscape changes. Based on analysis, the hypothesis is:

H2: There is an impact of product innovation and competitive advantage in fostering effective strategic management within manufacturing firms.

ROLE OF ORGANIZATIONAL CULTURE AND LEADERSHIP IN FOSTERING EFFECTIVE STRATEGIC MANAGEMENT WITHIN FIRMS

Leadership and organizational culture have a significant impact on how well strategic management works in businesses. How these two aspects interact determines how an organization develops, implements, and modifies its strategy to successfully navigate a changing business environment. Organizational culture is fundamentally the set of accepted standards, attitudes, and ideas that make up a company's identity. It acts as the unifying factor and behavioral compass for staff members. Strong and supportive organizational cultures provide alignment toward shared aims and objectives in the context of strategic management (Shao, 2019). Employees are more inclined to actively participate in the strategy process when they are part of an organization that encourages creativity, teamwork, and adaptability. However, a mismatch between the strategic objectives and organizational culture can cause misunderstandings, and resistance, and eventually get in the way of good strategic management.

Conversely, according to the study of Mayfield & Mayfield, (2017), leadership serves as the impetus for putting strategic intent into practice. Setting the direction, outlining strategic priorities, and motivating the staff to strive towards shared goals are all characteristics of effective leaders. They inspire workers to focus their efforts in a coordinated manner by giving them a feeling of direction and purpose. Transformational leaders are renowned for their capacity to establish a common goal, stimulate creativity, and cultivate an environment of ongoing enhancement—essential components of effective strategic management (Andriani et al. 2018). Furthermore, in today's dynamic corporate environment, where plans must change quickly to accommodate new possibilities and problems, adaptable and responsive leadership is crucial.

Organizational culture and leadership are intertwined at every stage of the strategic management process. Leaders' strategic priorities are influenced by how opportunities and risks are identified during the formulation phase, which is shaped by the dominant culture. It is easier for leaders to create strategies that complement the organization's strengths and values when they are aware of and respectful of the current culture (Fullan, 2011). On the other hand, attempts to enforce tactics that are at odds with the dominant culture could encounter opposition and difficulties in putting them into practice. Davis et al. (2016) stated that a staff that is capable and motivated is necessary for the execution of strategies. Fostering a friendly environment is greatly aided by strong leadership. It is imperative for leaders to effectively explain the strategic goals, allocate required resources, and enable people to make significant contributions. Employee engagement and commitment to the strategic objectives are, in turn, determined by the organizational culture. A culture that prioritizes staff growth, cooperation, and responsibility increases the probability of a strategy being implemented successfully (Rodriguez & Walters, 2017).

Organizations frequently run into unanticipated possibilities or obstacles as their plans develop, necessitating change. In these situations, adaptive leadership becomes essential. Leaders must possess agility and responsiveness, enabling them to steer the organization through strategic changes without causing substantial disturbance. This adaptability is facilitated by an organizational culture that is adaptable and willing to change. Organizations that foster a culture that values innovation, learning from mistakes, and ongoing development are better suited to handle uncertainty in the strategic environment (Teece et al. 2016). Furthermore, how accomplishments and failures are acknowledged or handled shows the feedback loop between culture and leadership. A cycle of reinforcement is facilitated by leaders who emphasize the compatibility of the organization's cultural ideals with the results attained. Good outcomes that fit the culture help to further ingrain strategic management techniques into the structure of the company. On the other hand, leaders who fail to recognize the significance of cultural reinforcement run the risk of causing dissonance that reduces the potency of their strategic objectives (Argyris, 2010). Buchanan et al. (2015) mentioned that leadership and organizational culture support each other in the critical task of promoting innovation, which is a hallmark of strategic management. Innovation may thrive in a culture that values creativity, taking calculated risks, and learning from errors. Leaders have to encourage and support these cultural attributes at the same time by providing resources, praising creative efforts, and making sure that the organizational structure allows for the free exchange of ideas (Van Velsor et al. 2010). Innovation-friendly cultures and leadership support work together to create breakthrough tactics and long-lasting competitive advantages.

A major factor in the field of strategic management is ethical considerations. The moral compass for decision-making is established by the organizational culture, which is governed by ethical standards and shared values (Basalla, 2022). As the ones who set the bar for moral behavior, leaders are essential in maintaining and advancing an integrity-based culture. When leadership allows or ignores unethical behavior, it can undermine trust both internally and outside, endangering strategic efforts' long-term success. Thus, ethical leadership and ethical culture need to work together harmoniously to ensure that strategic management techniques meet both legal and societal requirements. It is impossible to overestimate the importance of organizational culture and leadership in promoting successful strategic management inside businesses. Collectively, they mold the environment in which tactics are developed, implemented, and modified (Mintzberg, 2017). A robust and affirmative corporate culture unites workers towards shared objectives, and proficient leadership furnishes the direction and inspiration required to convert strategic intent into reality. Culture and leadership interact in a dynamic way that changes as the strategic management process progresses. Businesses are better equipped to negotiate the intricacies of the business environment and achieve long-term success when they acknowledge and take advantage of this dependency (Rodriguez-Melo & Mansouri, 2011). Based on the above analysis, the hypothesis of this study is:

H3: There is an impact of organizational culture and leadership in fostering effective strategic management within manufacturing firms.

THEORETICAL UNDERPINNINGS

The Resource-Based View (RBV) theory can theoretically support the research objectives outlined, which include exploring the relationship between the adoption of strategic management practices and subsequent growth in manufacturing firms in the UAE. It analyzes the effect of strategic management on product innovation and competitive advantage and analyzes the role of organizational culture and leadership in fostering effective strategic management.

A theoretical framework for comprehending how strategic management techniques impact product innovation, foster business expansion, and create competitive advantage is the RBV. According to RBV, a company's ability to maintain a competitive edge is derived from its special combination of resources and skills that are rare, valuable, hard to replicate, and non-replaceable (Sadeghian Esfahani et al. 2013). This viewpoint is especially pertinent when evaluating the relationship between strategic management techniques and the expansion of industrial companies in the UAE. First, the RBV highlights the strategic importance of both tangible and intangible resources when analyzing the relationship between the adoption of strategic management practices and ensuing growth (Alkhafaji & Nelson, 2013). Techniques of strategic management entail the purposeful distribution of resources, including cash, people, technology, and information. Businesses may efficiently identify and utilize their current resources by using a strategic management approach, which also guarantees that these resources are in line with the competitive environment and market dynamics (Alkhafaji & Nelson, 2013). Implementing strategic planning procedures and setting performance criteria, for example, can improve resource allocation and utilization, which will ultimately aid in the expansion of the company.

Second, examining the relationship between strategic management competitive advantage and product innovation is consistent with RBV's focus on the importance of special and valued resources. In addition to making the most of already available resources, strategic management techniques also actively seek out and develop new skills. Firms that engage in strategic management procedures are better positioned to recognize emerging industry trends, customer needs, and technical breakthroughs (Priem et al. 2012). Businesses can set aside funds for R&D through strategic planning, encouraging an innovative culture that results in the production of original products. Strategic management drives this innovation, which turns into a source of competitive advantage when the company's products set it apart in the market. Finally, considering how leadership and organizational culture support successful strategic management is directly related to RBV's assessment of human and cultural capital as important resources (Fareed et al. 2016). RBV recognizes that efficient resource leveraging depends on a company's human resources, especially its organizational culture and leadership. Employee perception and implementation of strategic initiatives are influenced by the leadership's adherence to strategic management concepts, which are conveyed through the organizational culture. An atmosphere that supports flexibility, taking calculated risks, and teamwork is favorable to efficient strategic management (Fareed et al. 2016). As a result, RBV provides a cogent theoretical framework for comprehending how growth, product innovation, competitive advantage, organizational culture, and leadership all interact with strategic management practices in UAE manufacturing companies. Researchers can investigate how the strategic management of resources and capabilities affects the overall performance and sustainability of manufacturing firms by taking an RBV perspective (Priem et al. 2012). This approach allows researchers to gain valuable insights that can be applied both in academic scholarship and in the real-world context of the UAE's dynamic business environment.

CONCEPTUAL FRAMEWORK

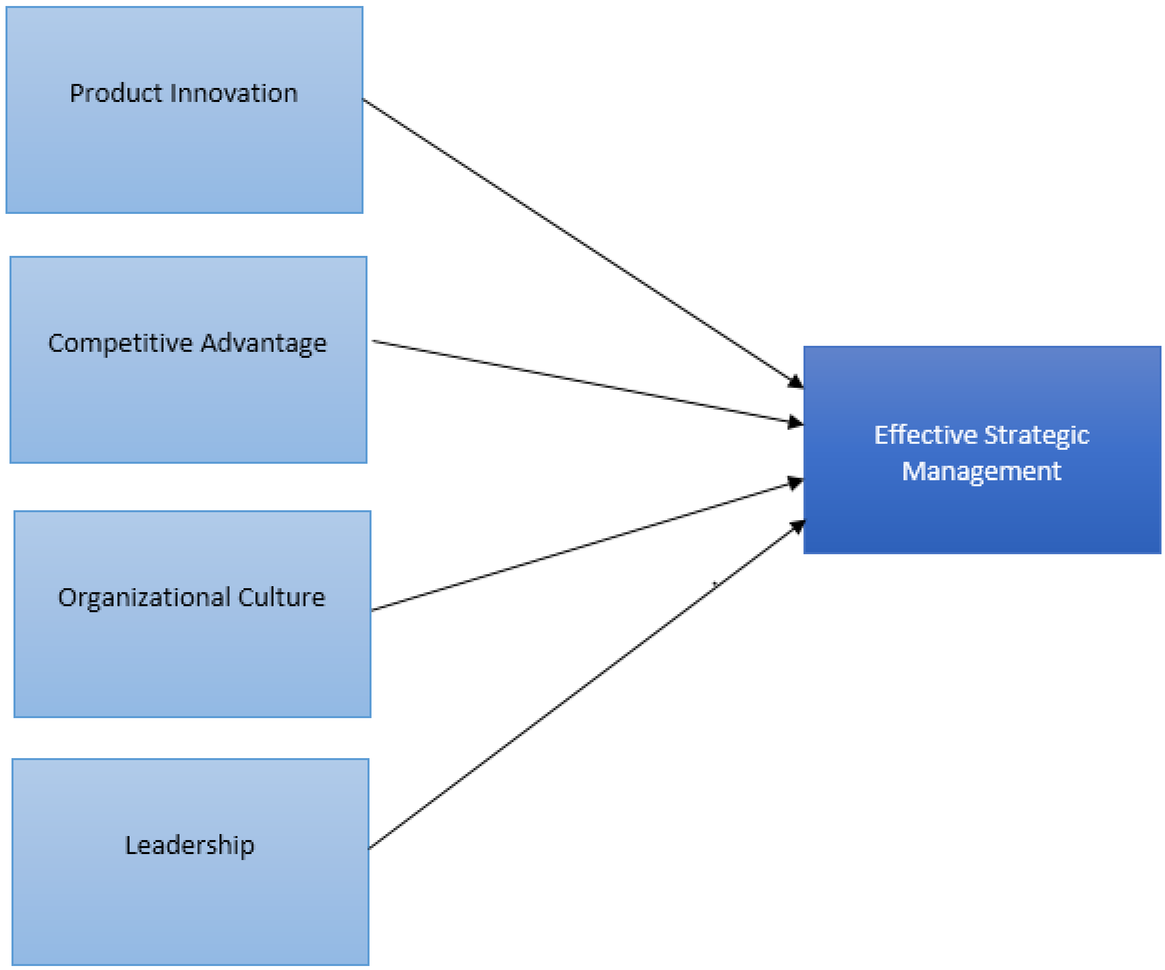

Figure 1: Conceptual Framework Source: Author's illustration

RESEARCH METHODOLOGY

RESEARCH DESIGN

The framework of presumptions and convictions around the advancement of knowledge forms the foundation of the research philosophy. When a researcher does study and advances knowledge in a certain field that is precisely what they are doing. The researcher's research philosophy in this work is positivism. The foundation of positivism is an observable social reality that gives rise to laws similar to generalizations. As the researcher is creating hypotheses for this study by utilizing current theory, positivist philosophy was chosen for this investigation. Furthermore, because the researcher is working with measurable and quantifiable data, positivist philosophy is applied in this study (Saunders et al., 2015).

Research

The present investigation has employed a quantitative methodology to gather and examine data. The quantitative approach is based on quantifiable numbers and offers a methodical way to look at events and their connections. During the quantitative investigation, the investigator took into account the validity and reliability tools that guarantee the accuracy of the data. Because the data used in this study are first-hand, the main approach is employed (Thawrani, 2021).

SAMPLES AND SAMPLING TECHNIQUES

The researcher employed purposive sampling in this investigation. With this strategy, a limited sample of respondents is asked to take the survey, and their responses are considered to be representative of the entire population (Davies & Hughes, 2014). One well-known non-probabilistic sampling technique is called "purposive sampling," in which the respondents are chosen by the researcher based on the goals of the study (Guest, 2014). In this study, the sample size taken is 450 and according to Delice (2010), in the quantitative study, the sample size should be from 30 to 500. In this research, initially, 500 responses were taken from respondents, and out of that 450 responses were filled and were included in this study. The respondents are the employees working in the manufacturing sector of the UK. The employees are selected from United Iron and Steel Company LLC, Dar Al Khaleej Steel Factory LLC, Rashid Metallic Industries, Abdul Monem Al-Rashed Steel Industries, and Hadeed Steel Industries. These companies were selected because they are steel manufacturing companies in the UAE.

MEASURES

The questions are taken from a questionnaire associated with research, and all the measurements have been validated. There are two sections to the questionnaire. The initial section of the survey comprised demographic inquiries about age, gender, work history, title of the company, and position. Five distinct constructs were covered in the second section of the questionnaire: organizational culture, leadership, product innovation, competitive advantage, and effective strategic management.

Before the actual data collection, the questionnaire was pilot-tested on a sample of 20 employees to improve the validity and reliability of the results. A few minor revisions have been made to the item phrasings following the acquisition of some of the pre-test results. Every item on the survey uses a 5-point Likert scale, with 1 denoting the least agreement and 5 denoting the greatest agreement, to collect responses from the respondents. The Cronbach's Alpha test is employed to assess the dependability of items belonging to distinct constructs. To determine the relationship between the variables, the inter-correlation is also computed among the various variable dimensions. Additionally, the researcher in this study employed the multi-linear regression technique to evaluate the hypothesis.

RESULTS AND DISCUSSION

The collected data is analyzed with the help of different statistical techniques including descriptive statistics, reliability, correlation, and regression. The results are shown below:

RELIABILITY TEST

The consistency of a measure is the foundation of its reliability. Using Cronbach's Alpha test, a reliability test is also carried out to guarantee the reliability of each variable. According to standards, the data gathering instrument is considered credible if Cronbach's Alpha findings are 0.6 or higher (Sekaran & Bougie, 2012). The Cronbach's Alpha results are displayed in the table below:

Table 1: Reliability Test

Variables	**Number of Items**	**Chronbach Alpha**
Effective Strategic Management	3	0.84
Product Innovation	5	0.82
Competitive Advantage	4	0.80
Organizational Culture	5	0.69
Leadership	5	0.84

Based on the above table, it is assessed that the higher reliability is of effective strategic management and leadership and the lower reliability is 0.69. The results show that all the variables have high reliability and that is ideal to conduct further analysis.

DESCRIPTIVE STATISTICS

Giving an overview of the measurements and samples used in the study is the main goal of descriptive statistics. Furthermore, the behavior of sample data is also described using descriptive statistics. Additionally, it is utilized to present quantitative analysis for the specified dataset (Thawrani, 2021). ESM refers to effective strategic management, PI refers to product innovation, OC refers to organizational culture, OL refers to organizational leadership, and CA refers to competitive advantage. The following table presents the findings from descriptive statistics:

Table 2: Descriptive Statistics

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
ESM	450	1.50	5.00	3.7211	.82739	-.362	.115	-.908	.230
PI	450	2.00	5.00	3.8500	.68815	-.731	.115	.404	.230
OC	450	2.00	5.00	3.7044	.79269	-.061	.115	-.510	.230
OL	450	1.40	5.00	3.8080	.67782	-.875	.115	.219	.230
CA	450	1.00	5.00	3.7861	.77219	-.254	.115	-.451	.230

The results show that the sample size is 450 in this study and the mean values show that the mean value is around 3.7-3.8 and this shows that average values are around the agreement side. The standard deviation (SD) value is less than 1 and that indicates that there is less deviation in the data and there is less variability. Moreover, the skewness and kurtosis show that the data is normally distributed because the values of these indicators lie within the range of -2 to +2.

CORRELATION TEST

The degree of association and relationship between two or more quantitative variables is represented by correlation. A correlation coefficient, with values ranging from -1 to +1, illustrates the outcome of the correlation analysis. A correlation coefficient of -1 denotes a negative relationship between the two variables, whereas a value of +1 indicates that the two variables are entirely correlated favorably. Furthermore, according to Gogtay & Thatte (2017), a value of zero denotes the absence of a linear association between the two variables. A correlation test between the variables is shown in the table below:

Table 3: Correlation Test

Correlations						
		ESM	PI	OC	OL	CA
ESM	Pearson Correlation	1	.804**	.701**	.785**	.728**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	680	680	680	680	680
PI	Pearson Correlation	.804**	1	.722**	.879**	.888**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	680	680	680	680	680
OC	Pearson Correlation	.701**	.722**	1	.796**	.828**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	680	680	680	680	680
OL	Pearson Correlation	.785**	.879**	.796**	1	.802**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	680	680	680	680	680
CA	Pearson Correlation	.728**	.888**	.828**	.802**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	680	680	680	680	680

In this test, ESM and PI, ESM and OC, ESM and OL, and ESM and CA have higher correlation values because the values are more than 0.7 and they are closer to 1. Additionally, the relationship between PI and OC, PI and OL, and PI and OC have higher correlation values because the values are closer to 1. Additionally, the relationship between OC and OL, OC and CA, and OL and CA have higher correlation values because they are closer to 1 and that shows a strong relationship.

REGRESSION ANALYSIS

Regression analysis is used to find the link between two or more constructs that have a cause-and-effect relationship and to forecast utilizing that relationship. Multiple linear regression (MLR) refers to regression models with one dependent variable and multiple independent variables, as mentioned by Uyanık, & Güler (2013) in their work. The goal of this kind of regression analysis is to evaluate the synchronic fluctuation of independent variables on the dependent variable. The results are shown below:

Adjusted R-Square	F-value	P-value
0.90	1041.16	0.00

Table 4: Regression Analysis

Beta values	T-values	P-values
PI	-3.50	0.001
OC	-4.75	0.000
OL	14.87	0.000
CA	18.39	0.000

The above regression results show that the adjusted R-square value is 0.90 which means the explanatory power of the model is 90%. Additionally, the f-value and p-value of the f-test are statistically significant because (p-value < 0.05) which means the overall model is significant. Additionally, as far as individual parameters are concerned, it is assessed that there is a significant impact of PI, OC, OL, and CA on ESM because the p-values are less than 0.05.

HYPOTHESES ASSESSMENT SUMMARY

Hypothesis	Retain/Reject
H1: There is a correlation between the adoption of strategic management practices and the subsequent growth of selected manufacturing firms in the UAE.	Retain
H2: There is an impact of product innovation and competitive advantage in fostering effective strategic management within manufacturing firms.	Retain
H3: There is an impact of organizational culture and leadership in fostering effective strategic management within manufacturing firms.	Retain

DISCUSSION

According to the findings of Naranjo-Valencia et al. (2011) product innovation, organizational culture, competitive advantage, and leadership, all have a complex interaction that affects strategic management and has a big impact on an organization's ability to succeed and last over time. As the cornerstone of strategic management, product innovation can transform markets, establish new sectors, and propel company expansion. Businesses that place a high priority on fostering a culture of ongoing product innovation position themselves as industry leaders, able to adapt to changing customer needs and maintain an advantage over rivals (Dereli, 2015). The capacity to launch innovative products improves a company's standing in the market and influences its strategic choices, which in turn shapes the organization's future.

Conversely, Zheng et al. (2010) found that organizational culture serves as the connecting factor between the many components of strategic management. An atmosphere that is supportive of creativity, teamwork, and strategic alignment is created by a positive and flexible culture. The experimentation that is a necessary part of product creation is supported when the culture promotes taking risks and learning from mistakes. Furthermore, from senior management to front-line staff, a robust organizational culture guarantees that strategic objectives are supported across the whole company. This cultural congruence fosters a shared awareness of strategic goals and a group commitment to attaining them, which is essential for successful implementation and long-term success (Ravishankar et al. 2011). The findings of Shafie et al. (2014) are aligned with the results of our study and the author found that to drive product innovation and shape organizational culture, leadership is essential. Teams led by visionary leaders are motivated and guided toward a future that welcomes change and actively seeks innovation. They provide the standard for a culture that honors innovation, adaptation, and constant progress. Product innovation thrives in environments where leaders support and prioritize research and development, promote cross-functional collaboration, and provide a psychologically secure area for staff members to share ideas. Effective leadership is also necessary to ensure that creative ideas are translated into strategic activities and that the company can use its creative capacity to obtain a competitive advantage.

Dereli (2015) found that a key idea in strategic management, competitive advantage is closely related to leadership, organizational culture, and new product development. A distinct competitive advantage that enables businesses to stand out from the competition and take market share is provided by the capacity to regularly introduce innovative items to the market. A robust organizational culture fosters staff engagement, loyalty, and a shared commitment to provide consumers with value, all of which contribute to a prolonged competitive advantage. On the other hand, recognizing, and seizing chances for a competitive edge requires leadership (McGrath, 2013). Leaders who are well-versed in the market, foresee future developments in the business and make wise strategic decisions put their companies in a position to beat rivals.

According to the findings of Ugboro et al. (2011), strategic management is the coordination of these components to meet organizational objectives. Product innovation, organizational culture, leadership, and competitive advantage are all dynamically related, which emphasizes the importance of using an integrated and comprehensive strategy when making strategic decisions. Organizations must understand how these components are interrelated and how they all work together to influence the company's strategic direction. It is insufficient for them to concentrate only on one component. Moreover, companies looking to improve their strategic management should approach product innovation with a forward-thinking mindset. This entails making R&D investments, cultivating a culture that encourages trial and error and learning, and giving executives the authority to support creative endeavors. Organizations should simultaneously foster a positive and flexible organizational culture that supports their strategic objectives (Kafetzopoulos & Katou, 2023). This could entail evaluating and improving current cultural norms, boosting departmental collaboration, and fostering open communication.

Goleman et al. (2013) identified that as the engine of strategic management, leadership should be typified by a forward-thinking perspective that foresees changes in the industry and steers the company toward long-term success. Leaders must adopt a transformational leadership style that stimulates people's creative contributions, cultivates a culture of ongoing enhancement, and strategically places the company for sustained success. Leaders must also possess the ability to identify and capitalize on the unique qualities that provide a company a competitive edge, whether those qualities are derived from superior technology, effective operations, or distinctive market positioning. There are many different facets and nuanced interactions between competitive advantage, organizational culture, leadership, product innovation, and strategic management (Wei et al. 2014). These components are essential to a coherent framework that determines the course and success of organizations; they are not stand-alone aspects. Businesses are better positioned to negotiate the intricacies of the business environment and achieve sustainable growth when they recognize and take advantage of the synergies between organizational culture, competitive advantage, leadership, and product innovation. A comprehensive approach to strategic management transforms it into a dynamic process that drives businesses toward innovation, quality, and long-term success in a constantly changing global marketplace (Wei et al. 2014).

RECOMMENDATIONS AND CONCLUSION

RECOMMENDATIONS

The first recommendation is that developing a clear and flexible strategic vision is the first and most important step toward the success of an organization. UAE-based manufacturing companies must have a distinct vision that fits both their long-term goals and the demands of the market. This vision should act as a beacon of guidance, helping those in charge make decisions that will propel the company toward long-term, sustainable growth (Niven & Lamorte, 2016). In addition to promoting internal unity, a comprehensive strategic vision enables businesses to meet external threats head-on.

The second recommendation is maximizing organizational potential requires efficient resource allocation. Strategic management is the process of determining and distributing resources—financial, human, or technological—judiciously. To maintain efficiency and competitiveness in the market, manufacturing companies must carefully allocate resources to areas that give the highest return on investment (Harrison et al. 2010). Promote flexibility and resilience, entails routine evaluations and reallocation depending on changing market conditions and internal capabilities.

Another recommendation is to welcome technological advancement. Automation, AI, and data analytics are transforming the manufacturing scene in the UAE and changing industry standards. To improve overall competitiveness, product quality, and operational efficiency, strategic management must place a strong emphasis on the integration of these technologies. Businesses may establish themselves as leaders in their field, spur innovation, and satisfy changing consumer needs by making investments in state-of-the-art technology. Moreover, another recommendation is that for manufacturing companies in the UAE, cooperation and partnerships constitute the fourth important suggestion. Strategic collaborations with suppliers, distributors, and research institutes can open up growth-promoting synergies in the current globalized period (Wangwe et al. 2014). Manufacturing companies can take advantage of complementary capabilities, share risks, and enter new markets through joint ventures. Thus, building a network of alliances that promotes a collaborative ecosystem and allows businesses to access a variety of resources and competencies should be a key component of strategic management.

Another recommendation focuses on having a strong mechanism in place for measuring and evaluating performance. Establishing key performance indicators (KPIs) to measure the success of strategies put into action is essential to strategic management. Frequent assessments enable data-driven decision-making by offering insightful information about the accomplishment or failure of strategic projects (Wangwe et al. 2014). Because of this constant feedback loop, manufacturing companies may adjust their plans quickly to take advantage of market changes and maintain their growth and development.

CONCLUSION

In conclusion, the research on how strategic management affects organizational development and growth in a subset of UAE manufacturing companies shows how important strategic decision-making is to these companies' long-term viability and sustainability. The suggestions made highlight how crucial strategic management is for negotiating the intricate and ever-changing environment of the UAE manufacturing industry. Developing a clear, flexible strategic vision is essential for organizational success because it gives decision-makers a clear path forward and promotes internal cohesion. In addition, efficient resource management becomes crucial, guaranteeing that monetary, human, and technological assets are used wisely to optimize productivity and competitiveness. The incorporation of technological innovation is recognized as a crucial factor for the advancement of organizations, highlighting the necessity for manufacturing companies to adopt state-of-the-art technologies like automation, artificial intelligence, and data analytics. This improves operational effectiveness and establishes companies as market leaders able to adapt to changing consumer needs. Partnerships and joint ventures are strategically necessary because globalization demands a network of alliances that allows businesses to enter new markets, share risks, and take advantage of complementary capabilities.

It also emphasizes how crucial it is to have a strong system in place for measuring and evaluating performance if strategic efforts are to succeed. Regular evaluations based on KPIs offer priceless insights that enable businesses to react proactively to changes in the market and modify their plans in real-time. All things considered, these suggestions help create a thorough framework for strategic management that is suited to the particular opportunities and difficulties that the manufacturing industry in the UAE presents. These findings have practical ramifications that go beyond theoretical discussions and have an immediate impact on the strategic choices made by industrial companies in the UAE. The corporate landscape is being shaped by factors such as globalization, technology breakthroughs, and market instability. In this dynamic environment, strategic management has become an essential process for firms seeking to not only survive but also grow. The study's conclusions highlight the necessity for manufacturing companies to see strategic management as a continuous, flexible process rather than as a fixed idea. Crucially, the conclusions also emphasize how important it is for leaders to support strategic efforts. Steering firms through the intricacies of a quickly changing marketplace, developing an innovative and adaptable culture, and converting strategic visions into workable plans all depend on effective leadership. Leaders must acknowledge the interdependence of the recommendations and their combined influence on the advancement and expansion of their organizations. Manufacturing companies in the United Arab Emirates may establish themselves as flexible, resilient, and forward-thinking players in the global economy by coordinating their leadership, strategy, and execution.

Furthermore, the study emphasizes how important it is for firms to constantly learn and adapt. Because of changes in customer preferences, global economic dynamics, and technical breakthroughs, the manufacturing scene in the United Arab Emirates is always changing. Therefore, strategic management needs to be an ongoing process of learning, adaptation, and improvement rather than a one-time event. Companies that place a high value on strategic agility and a continuous improvement culture will be better able to manage uncertainty and seize new possibilities. Strategic management has a significant and wide-ranging influence on organizational growth and development among industrial companies in the UAE. The study's suggestions give firms a road map for navigating the difficulties and seizing the possibilities that come with operating in the UAE's changing business climate. By putting these suggestions into practice, manufacturing companies improve their ongoing operations and provide the foundation for long-term success, resilience, and innovation. When adopted as a guiding concept, strategic management serves as the foundation for organizational success in the dynamic manufacturing sector of the UAE.

FUTURE RESEARCH AREAS

Subsequent investigations into the influence of strategic management on organizational growth and development within a subset of manufacturing enterprises in the UAE have the potential to greatly broaden our comprehension and facilitate practical progress in this area. Examining the function of advanced analytics and artificial intelligence (AI) in manufacturing-related strategic decision-making is one interesting line of inquiry. It will be critical to comprehend how industrial companies use AI for strategic goals, such as demand forecasting through predictive analytics or production process optimization, as the UAE positions itself as a center for technological innovation. Furthermore, considering the growing emphasis on sustainable business practices worldwide, research could examine how manufacturing companies in the UAE incorporate environmentally conscious strategies into their overall growth and development plans. This would allow researchers to examine the relationship between sustainability practices and strategic management.

It would also be beneficial to investigate how geopolitical and economic issues affect strategic decision-making in the manufacturing sector of the United Arab Emirates. Moreover, viewing how businesses manage and modify their strategy in response to geopolitical upheavals and economic fluctuations will help us gain a more nuanced view of the possibilities and problems these organizations confront. The geopolitical landscape in the region is dynamic. Additionally, given the distinct cultural setting of the UAE, research might examine the efficacy of various leadership styles in advancing strategic projects. Examining the influence of leadership attributes like adaptability, visionary thinking, and cross-cultural communication on the effective application of strategic management practices would provide insight into how leadership shapes organizational development and growth in the UAE manufacturing sector. All things considered, these new fields of study have the potential to advance our knowledge of strategic management in the manufacturing sector of the United Arab Emirates and offer practical advice to scholars and industry professionals.

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