


Impact of Strategic Management on Competitive Advantage

Stratejik Yönetimin Rekabet Avantajına Etkisi

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ABSTRACT

The main study purpose is to determine the effect of strategic management on competitive advantage. In this study, the research strategy was the descriptive and quantitative approach. Research data were collected via a questionnaire, and the sampling includes 200 employees and managers in Somalia. Data were analyzed using Statistical Package for the Social Sciences-19 software. The factor analysis will determine the original dimensions of variables, and the correlation analysis will find the relations among variables and measurements. The regression analysis will evaluate the effects between the obtained dimensions. The results show that there is a positive relationship between strategic management and competitive advantage. The results revealed that strategic management practices allow the organization to be proactive in change and initiate positive changes. It is recommended that organizations continually manage, maintain, and improve strategic management practices as this is an indispensable tool for business performance.

JEL Codes: MO, M1

Keywords: Competitive advantage, small business, strategic management

ÖZ

Amaç: Çalışmanın temel amacı, stratejik yönetimin rekabet avantajı üzerindeki etkisini belirlemektir. Bu çalışmanın araştırma stratejisi, betimsel ve nicel bir yaklaşımdır. Araştırma verileri bir anket yoluyla toplanmıştır, örneklem Somali'deki 200 çalışan ve yöneticiyi içermektedir. Veriler SPSS-19 yazılımı kullanılarak analiz edilmiştir. Faktör analizi değişkenlerin orijinal boyutlarını belirleyecek, korelasyon analizi değişkenler ve ölçümler arasındaki ilişkileri bulacaktır. Regresyon analizi ile elde edilen boyutlar arasındaki etkileri değerlendirilmiştir. Sonuçlar, stratejik yönetim ile rekabet avantajı arasında pozitif bir ilişki olduğunu göstermektedir. Neticede, stratejik yönetim uygulamalarının organizasyonun değişimde proaktif olmasına ve olumlu değişiklikler başlatmasına izin verdiğini ortaya koymuştur. Rekabet Avantajı ve Sürdürülebilir Performans İş performansı için vazgeçilmez bir araç olduğundan, kuruluşların stratejik yönetim uygulamalarını sürekli olarak yönetmeleri, sürdürmeleri ve iyileştirmeleri önerilmektedir.

JEL Kodları: MO, M1

Anahtar Kelimeler: Stratejik yönetim, rekabet avantajı, Küçük işletme

Introduction

Strategic management is a process that organizations use to plan and direct their activities in order to achieve specific goals and objectives. It is often used by larger companies to help them stay competitive in a rapidly changing business environment. Early studies of strategic management focused on identifying the strategies that were most likely to lead to financial success, but over time, the focus has expanded to include other factors such as organizational structure and culture.

However, it is important to note that the concept of strategic management and the theories surrounding it have primarily been developed and studied in the context of large organizations. Small and medium-sized businesses, which are often owned and operated by owner-managers, may not have the same resources or need for formal strategic management processes. Additionally, these businesses may rely more on intuition and experience than on academic principles when making strategic decisions (Ennis, 1998). The shortfall of formal arranging inside this organization describes this instinctive,

logical nature of technique improvement in independent ventures (Unni, 1984). Standard vital administration practice, such as business arranging, has been found to help fire up firms (Castro-giovanni, 1996) and independent companies occupied with fast development times (Robinson et al., 1984). Longitudinal exploration has likewise discovered that disappointment rates among independent ventures that take part in the proper essential arranging conduct are lower than those that do not (Sexton & Van Auken, 1985). What is critical to the independent company is the complexity of the essential administrative practice it embraces instead of whether its proprietor chief has an arrangement or takes part in arranging (Mourn & Ibrahim, 1998).

Demir (2017) accentuated the importance of a holistic approach for the identification of risks and strategic management on competitive advantage in industrial zone company managers and owners in Istanbul. The study in the Quality Accounting Office in Thailand shows that strategic management effectiveness in marketing and human resource management has a positive impact on overall competitive advantage. Business networking, organizational learning, productivity, and entrepreneurship orientation rise customer loyalty and reduce costs (Linjee et al., 2019).

Concept and Definitions of Strategic Management

Chandler's definition of strategic management emphasizes the importance of understanding the underlying goals and objectives of an organization, as well as the plans and resources needed to achieve them. This approach focuses on the long-term direction and vision of the organization, and the allocation of resources to align with that vision.

Mintzberg (1998), on the other hand, highlights that there are no universally accepted definitions of strategic management, and that different authors may have different perspectives on the subject. He also points out that the field of strategic management is constantly evolving and that new theories and concepts are continuously being developed.

In summary, strategic management is a process that organizations use to plan and direct their activities in order to achieve specific goals and objectives. It involves identifying the long-term direction of the organization, and allocating resources to align with that vision. Different authors may have different perspectives on the subject and the field is constantly evolving. Accordingly, Mintzberg (1994) uncovers technique as an arrangement, a heading, an aide, or game plan into the future, and as an example that is predictable in conduct over the long haul. Then again, Bother et al. (2007) consider the procedure to assure the essential long-haul objectives of an endeavor. The reception of strategies and the allotment of assets are necessary for doing these objectives (Mintzberg 1994).

According to Kazmi (2008), a special fixing missing in business associations today is methodology. Henceforth, the methodology is the fundamental arrangement for any association to achieve its objectives inside expressed periods. The system should be contained to instigate the manageability of the upper hand. The general use of the business technique is an upper hand. The procedure comes from being ordinary to rivalry. The entire pith of vital arranging empowers an association to acquire an economic edge over its rivals. There is an essential need to use an association's courage most efficiently over its competitors.

As per Thompson and Strickland (2003), specific vital administration is the interaction whereby supervisors set up an association's drawn-out course and set actual execution goals and development techniques to succeed in these targets in the light of the multitude of applicable inside and outer conditions and embrace to execute the picked activity plans.

According to Drucker (1974), the primary responsibility of necessary administration is to thoroughly evaluate the comprehensive mission, addressing the question, what is our business? This results in goal setting, method improvement, and settling on the current decision for the desired outcome. It would be accomplished by comparing current goals and requirements to those of the future in light of available human and material resources (both present and future). Additionally, necessary administration has demonstrated that acute administration is concerned with settling on a technique and determining how that methodology will be implemented (Aluko et al., 2004). It is sometimes regarded as having three fundamental components. The first is the critical decision stage, which involves developing future designs, evaluating, and selecting one over the other (Ovedijo & Akinlab, 2008). Finally, a vital execution stage determines how the chosen technique can be implemented (Johnson & Scholes, 2002).

Strategic Management Theory

The essential administration is planning to relate the association to its current circumstance productively. The conditions contain political, social, mechanical, and monetary basics (Sharplin, 1985). A few key administration models were presented by various analysts, including Sharplin (1985), Greenley (1989), Certo and Peter (1991), Stahl and Grigsby (1992), and as indicated by Yearning and Wheelen (2003). Models these scientists propose include procedure detailing, execution of hierarchical systems, and critical control centers in their models (Sharplin, 1985).

The strategic management process can generally be divided into three stages: planning, implementation, and evaluation.

The planning stage is where the organization sets its goals and objectives, and develops a comprehensive plan to achieve them. This stage is also known as the strategy formulation stage, and it typically involves a thorough analysis of the organization's internal and external environment, including a SWOT analysis. This is the stage where the organization identifies the opportunities and threats in the market, and develops a strategy to capitalize on opportunities and overcome threats.

The implementation stage is where the organization puts the plan into action. This stage is also known as the strategy execution stage, and it involves allocating resources, establishing systems and procedures, and communicating the plan to all stakeholders. This stage is crucial for the success of the strategy as it requires effective coordination and execution of the plan.

The evaluation stage is where the organization evaluates the performance of the strategy and the results achieved. This stage is also known as the strategy evaluation stage, and it involves monitoring and assessing the performance of the strategy, and making adjustments as necessary. This stage is important for continuous improvement and for ensuring that the organization stays on track to achieve its goals and objectives.

Overall, the strategic management process is a cycle that includes planning, implementation, and evaluation. The planning stage is where the organization sets its goals and objectives and

develops a comprehensive plan to achieve them. The implementation stage is where the organization puts the plan into action, and the evaluation stage is where the organization evaluates the performance of the strategy and makes adjustments as necessary. According to David (2005), the strategy entails determining which business to pursue, how to divide assets without provoking hostile takeovers, and whether or not to enter international commercial sectors. Furthermore, the procedure definition stage includes developing a statement of purpose, identifying proof of outside promising circumstances and risks, assurance of internal qualities and flaws, establishing long-term destinations, creating a new system, and determining the best methodology to be used (David, 2005).

The Importance of Strategic Management in the Business

According to Thompson et al. (2007), there are two main reasons why the technique is essential in business. The most crucial point regarding the methodology is that management must plan how the organization's operations will be conducted ahead of time. They say that the board's solution for working together, its guide to the upper hand, and its course of action for gratifying clients and working on monetary execution is a reasonable and carefully reviewed methodology.

According to Dyson et al. (2007), the essential administration measure should be renamed an "essential improvement measure." They claim that the critical advancement measure acknowledges the administration interaction that advises, shapes, and supports an organization's crucial decision. Their preference for the phrase "important advancement measure" is based on three significant issues they address.

Sources of Competitive Advantages

As business sectors become more violent and eccentric, reaction speed through more prominent adaptability is progressively significant as a wellspring of benefit. This outcome from a similar meaning of hierarchical systems best fits the association's current circumstance, which is turning out to be increasingly violent. It is not another issue in writing. The idea of dynamic capacities fosters an asset-based industry (see cf., Eisenhardt & Martin, 2000; Teese et al., 1997; Teese, 2007). There is still no agreement on the plan of the center qualities of functional capacities, even though there is a pressing requirement for training specialists in this field (Barrales-Molina et al., 2013).

Indeed, there is no agreement in writing about how powerful abilities should be perceived and broken down. As a rule, dynamic capabilities center around how organizations can change their important assets over the long run and work reliably (cf., Ambrosini & Bowman, 2009). As I would see it, the third definition says dynamic capacity is the capacity of an association to assemble, grow, or alter its assets effectively. There has been a new expansion in interest in subjects, including freedoms to utilize dynamic abilities, yet not restricted.

Competitive Advantages for the Small and Medium enterprises (SME) Sector

Portraying the mission is particularly significant for small firms, which unavoidably end up in moderately slender market segments or specialties. They ought to determine the sort of upper hand produced by their thing, which in this manner relates to their cutthroat position. The advancement of the upper hand is one of the primary parts of crucial conduct. As a result of the developing revenue in business systems, the bases and organization of upper

hands are a significant part of examining essential hypotheses. Superiority can be defined as a unique position in which a firm turns its competitors upside down (Bamberger, 1994). The outward proof of superiority is a place of dominion in a place. Harari (1994) also suggests that robust procedure detailing and execution relies upon ideas of uniqueness and separation, promoting the economic upper hand, while customary cutthroat investigation advances conventionalism, alert, and impersonation of the key, regularly grounded majorly. Major parts in the business. They were supporting around a similar thought (Bamberger & Bonacker, 1994).

Personal Characteristics of Small Business Entrepreneurs

Regardless of the various studies that have attempted to discover if any reasonable characteristics distinguish entrepreneurs, the overall conclusion appears to be that there is no simple example, but rather an intricate arrangement of interrelated elements that increase or decrease the likelihood that an individual will become the owner of a private company, and regardless of whether or not an individual will become the owner of a private company. A few studies have focused on the segment and character traits of business people. They examined socioeconomic factors such as class and educational attainment and age and sex (Hornday, 1990). The majority of those who entered business did so due to pre-existing family interests, which is provable (Bolton, 1971). However, some business analysts believe that specific attributes define a successful entrepreneur (Chell et al., 1991; Digger 1997; Excavator, 1997; Sullivan et al., 1998; Ward, 1992).

Arranging and Coordinating Business

Lack of vision, helpless administration, and promotion are all said to be standard references. Numerous reasons are mentioned, but it is difficult to determine why a firm failed unless you investigate each situation. For a private company to prosper, it is a good idea to think beyond the box. These include conducting statistical surveys, identifying the critical crowd/buyer, and developing a 5-year strategy that addresses revenue, funding, and development challenges. Most businesses focus on the "push" of advertising, but just a few focus on the "pull," which is one of the trade tricks (Ansoff, 1965).

Monetary Administration

A typical issue that many private ventures encounter is a dearth of assets necessary to build a solid financial basis. At first, a business's capital may be limited to what its proprietors can raise from reserve funds, the sale of the family home, or borrowing from family members. Numerous studies have demonstrated the critical nature of financial issues for both new and established business owners (Bevan et al., 1987; Lussier, 1996; Roughage & Kamshad, 1994; Sullivan et al., 1998). In terms of money, entrepreneurs lamented the difficulty of acquiring capital/finance, income issues, and guaranteed pay during the first year of operation and their lack of understanding about the costs (Bevan et al., 1987).

Financial and foundation factors

The vast majority of new small and independent firms are created in their founders' neighborhoods, and success is highly related to topographical location (Lussier 1996; Stanworth, 1991; Sullivan et al., 1998). Additionally, there will be a general shortage of suitable start-up space for small and private firms in topographical zones dominated by massive plant enterprises. In this respect, economic revival will most likely be most noticeable in locations with a small number of large industrial plants and a significant population of independent entrepreneurs. Similarly, several

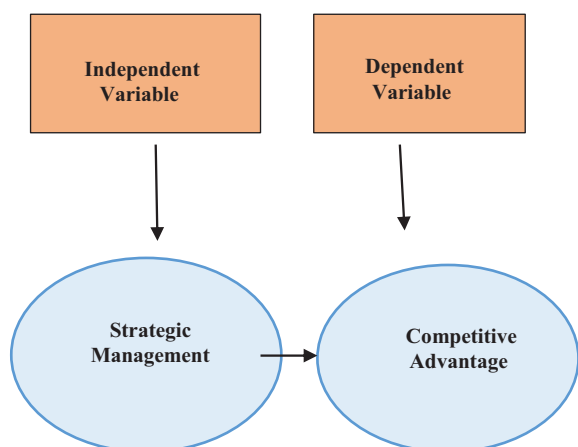


Figure 1.
Conceptual Framework.

crucial regional variables that appear to have a sizable influence on the course of events and the development of small enterprises (Keeble & Walker, 1994) are historical population growth, financial availability via lodging wealth, adjacent undertaking communities, and expert expertise. Additionally, nearby market demand has an effect, but it is less significant in influencing small and private firms' longevity and demise rates (Aluko et al., 2004).

Research Methodology

Conceptual Framework of the Study

The dependent variable for this study is the firm's competitive advantage, while the independent variable is strategic management. Figure 1 illustrates the conceptual framework of the study.

Statement of the Problem

This study aims to solve a variety of issues. It is agreed upon by particular experience that the inability of small-scale firm management to identify causes of failure may have resulted in unproductive behavior.

Furthermore, it is believed that management's inability to advance policies to resolve small-scale businesses has lowered their profitability. Nothing undermines a company more than when management improves a negative attitude toward employee training. Small-scale businesses' prospects of survival may have been harmed by the government's inadequate approach toward the creation of business-friendly conditions, according to experience.

Poor financial management tactics, as well as management's apparent inability to engage talented staff, may have exacerbated the problem and resulted in unproductivity. As history has shown, most organizations' weak marketing techniques have not improved. This study is being carried out as a result of this issue.

Research Questions

1. What is the relationship between strategic management and competitive advantage?
2. What is the effect of strategic management on competitive advantage?
3. How strategic management can deal with a competitive advantage?

Research Objectives

- To understand the relationship between strategic management and competitive advantage.

- To investigate the effect of strategic management on competitive advantage.
- To assess phases of strategic management that can deal with a competitive advantage.

Research Approach

In this study, the researchers used a quantitative research approach. This method was helpful to make sure that the data collection was efficiently interpreted and analyzed using descriptive research. The quantitative approach uses cross-sectional or longitudinal surveys using self-administered structured questionnaires to generalize a sample to a population. So well-intended and implemented quantitative research approach has the advantage of generalizing to people from the sample.

Research Design

Research design presents the method and processes used by the researcher to collect information required to answer the research questions. In this research examines strategic management and competitive advantage. Studies are non-experimental researches that describe the characteristics of a particular individual or a group. It deals with the relationship between the variables, the development of generalizations, and the use of theories with universal validity. It also involves events that have already taken place and may be related to present conditions (Kothari, 2004). Further, descriptive surveys are used to discover causal relationships (descriptive correlation), provide precise quantitative descriptions, and observe behavior.

Sample and Procedure

The researcher chose random sampling as the sampling method. The study was conducted in Somalian companies in Somalia. The target population of this study was 280 employees from select Somalian companies in different cities. This population consisted of managers, employees, and other staff selected from the organization. This research utilized a quantitative method of analysis. This study used a questionnaire to collect primary data from 200 respondents' managers, employees, and other staff selected from different organizations using a questionnaire in May 2021.

Instruments

A three-page survey is created to obtain information about the impact of strategic management on competitive advantage. The survey is divided into three main parts: The first section of the survey includes questions about the demographic characteristics of respondents (age, gender, education level, etc.). The questionnaire had 27 structured items, with 21 relating to the independent variable (strategic management) and the dependent variable (competitive advantage).

Measurement of strategic management scale (Borges and Gaia, 2010). To measure strategic management, 11 items are rated on a 5-point Likert scale (1 = disagree entirely, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = agree fully).

Measurement of competitive advantage (Sigalas et al., 2013). To measure competitive advantage, 10 items are rated on a 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree).

Research Hypothesis

The research hypothesis would be the following

- H_0 : There is no positive effect on strategic management and competitive advantage.
- H_1 : There is a positive effect on strategic management and competitive advantage.

Data Analysis and Scales

The data obtained from the internet via the questionnaire were analyzed using the ship’s 26 program. The research analyses were interpreted to achieve the desired result. Some results have been obtained using statistics appropriate for the research purpose. The participants’ demographic information was obtained using the questionnaire form, and the scale judgments were requested to be assessed. Scale dimensions were determined by using factor analysis on the scales. The scales and obtained measurements were subjected to a reliability analysis to determine their suitability for research. It is concluded that the rankings and dimensions have a high degree of reliability. Following these steps, correlation and regression analysis and the relationship and effect values between measurements were performed. Hypotheses were tested by determining which dimensions affect each other and to what extent they affect each other. The results of the hypothesis are interpreted.

Research Findings

Of the study respondents, 43% of the participants are male and 57% are female. Almost half of the participants are between the ages of 26 and 35, with 50%. Twenty-six percent are under the age of 36–45, and the lowest rate is 1%, the people under 56 and more. When the participants’ education levels are analyzed, it is seen that 40.5% of them are at a level of undergraduate education. Persons at the secondary education level constitute 34.5%. There are 18 people at the higher education level. The participants were asked about working experience, and it is seen that 46.5% are under 5 years of experience, and the small aggregate is above 21-year experience, in percentage, it is 16.5% of total respondents. Also, respondents were asked about their monthly income. 40.5% of respondents’ monthly income is \$700, which is the highest percentage and the lowest percentage is 9% of the total respondents of the study. The participants also were asked the job sector, and it seems the highest percentage, that is 61%, in aggregate of respondents are working in transportation and the low rate of the respondents are working in the production sector, and they constitute 3.5% of the total participants.

Normal Distribution Analysis of Scales

The normal distribution for both scales was examined in the examinations. It was understood that the data were distributed normally, and parametric test applications were continued. The normality test results are shown in Table 1. Table 2 shows the descriptive statistics.

Table 1.
Normality Test Table

Scales	Kolmogorov–Smirnov		Shapiro–Wilk	
	Statistic	Significance	Statistic	Significance
Strategic management	.108	.001	.960	.01
Competitive advantage	.109	.001	.952	.01

Lilliefors significance correction, $p = .01$.

Table 2.
Descriptive Statistics

Scales	Skewness	Standard Error	Kurtosis	Standard Deviation
Strategic management	-.781	.517	1.078	7.312
Competitive advantage	-.822	.483	0.635	6.834

In cases where the chi-square test cannot be performed, the Kolmogorov–Smirnov test can be examined. It is also possible to do instances where the sample volume is small. According to the normality examination, it was seen that the sample distributions in the table were following the normal. Another test was the normality in the table “Shapiro–Wilk” Scale. Since their values were more significant than .01, the data were considered to be normally distributed.

Descriptive Statistics

The following tables show the results after evaluating the scale judgments of the individuals. The options range from strongly agree to strongly disagree and allow participants’ opinions to be interpreted with this option point averages.

1 – Strongly disagree; 2 – Disagree; 3 – Neither agree nor disagree; 4 – Agree; 5 – Strongly agree.

Table 3 shows the average responses of the participants to the judgments. Judgments with high averages show that people’s participation in those judgments is high. According to this, the process can only be carried out by those with access to the information and a lack of judgment on the other side. The first two processes yield critical information that has never been identified previously within the company.

In Table 4, it is seen that the averages of judgment in the table are pretty high. People broadly agree with the decisions against them. According to this, exploitation of market opportunities to the fullest extent is possible; exploitation of additional market chances is created by competitors. Additionally, operating expenses as a percentage of revenue were reduced to a greater level than competitors.

Reliability Analysis

For reliability analysis, the Cronbach’s alpha coefficient is widely used in the measurement of internal consistency, which is one of the indicators of reliability is seen. Although Cronbach’s alpha coefficient is commonly used in the questionnaire to measure the interior surface of questions or answer choices with more than two answer options, it has two answer options, in other words, true and false, gender (male, female), marital status (married, single) can also be used in scales with dichotomous response options (Nunnally & Bernstein, 1994).

The Cronbach’s alpha coefficient, which measures the internal consistency of the items, is used to explain or question the homogeneous structure of the items in the scale. It is interpreted that the items in the scale with a high Cronbach’s alpha coefficient consist of things that are consistent with each other and that measure the same feature. Cronbach’s alpha Likert-type scales are frequently used. Cronbach’s alpha is expressed as follows: Nartgün (2015),

If $0 < R^2 < .40$, it is not reliable

Table 3.
Descriptive Statistics for Strategic Management Scale

	Mean	Standard Deviation	Variance
	Statistic	Statistic	Statistic
The suggested strategic management process is simple to comprehend.	3.27	1.074	1.153
The process steps are ordered in such a way that the current step may be performed using the information from previous phases.	3.45	1.120	1.254
The process can only be carried out by individuals who have access to the data.	3.49	1.160	1.347
The approach encourages increased connection and dedication on the part of all those involved.	3.49	1.139	1.296
The process is practical and does not require significant capital expenditure to operate.	3.47	1.107	1.225
The technique enables the organization to keep an eye on the market and respond fast in the event of an emergency.	3.54	1.070	1.144
Generally, the processes adapt to the business.	3.59	1.062	1.128
The first two steps are time-consuming and require the highest level of dedication from the executors.	3.51	1.134	1.286
The first two processes yield significant information that has never been identified previously in the company.	3.59	1.033	1.067
The approach enables the organization to retain a laser-like focus on its "business" in order to minimize unwarranted losses.	3.71	1.091	1.190
The procedure enables businesses to develop strategies for achieving their objectives.	3.60	1.075	1.156

Sample (n): 200.
1 – strongly disagree; 2 – disagree; 3 – neither agree nor disagree; 4 – agree; 5 – strongly agree.

If $.40 < R^2 < .60$, it is low reliability

If $.60 < R^2 < .80$, it is quite reliable

If $.80 < R^2 < 1.00$, it is high reliability

The Cronbach's alpha value calculated for the strategic management in Table 5 is .92, and the scale is highly reliable. The value of the competitive advantage is .860, which is very reliable for research. Reliability values for the sub-dimensions of the scales were above .80, and the suitability of the calculated Cronbach's alpha values was determined.

According to Table 6 there is a correlation between strategic management and competitive advantage. The regression analysis shows that the strategic management tools are rising the competitive advantage of the company's according to Table 7.

Table 4.
Descriptive Statistics for Org. Identification Scale

	Mean	Standard Deviation	Variance
	Statistic	Statistic	Statistic
Exploitation of all market opportunities.	3.61	1.314	1.727
Full exploitation of market opportunities.	3.50	1.360	1.849
Exploitation of more market opportunities from competitors.	3.40	1.330	1.769
Neutralization of all competitive threats.	3.66	1.214	1.473
Full neutralization of all competitive threats.	3.48	1.326	1.758
Average annual increase in neutralization of more competitive threats than competitors.	3.28	1.304	1.700
Reduction of total expenses at a higher rate than competitors.	3.77	1.151	1.324
Reduction of operating expenses at a higher rate than competitors.	3.42	1.229	1.511
Reduction of total expenses divided by revenue to a higher extent than competitors.	3.73	1.185	1.404
Reduction of operating expenses divided by revenue to a higher extent than competitors.	3.61	1.314	1.727

Sample (n) = 200.
1 – strongly disagree 2 – disagree 3 – neither agree nor disagree 4 – agree 5 – strongly agree.

Table 5.
Reliability Analysis Results

Variables	Cronbach's Alpha Value	Number of Items
Strategic management	.920	11
Competitive advantage	.860	10

n = 200.

Correlation Analysis

Correlation analysis is a type of statistical analysis that examines whether or not two or more variables have a link and, if so, the strength of that association. Even though the correlation coefficient has a range of values from -1 to +1 (-1 or +1), between .00 and .25, the value is fragile. Between .26 and .49, the value, this means that a number between .50 and .69, is considered "medium," 0.70–0.89 is considered "high," and 0.90–1.00 is considered "very high." A positive correlation coefficient suggests a

Table 6.
Correlation Analysis Results

	Mean	Standard Deviation	Strategic Management	Competitive Advantage
Strategic management	36.13	7.312	1	237**
Competitive advantage	34.03	6.834	237**	1

**Correlation is significant at the .01 level (two-tailed).

Table 7.
Linear Regression Model for Strategic Management and Competitive Advantage

Dependent Variable: Strategic Management		Unstandardized Coefficient		Standardized Coefficient		
		B	Standard Error	Beta	T	Significance
1	Constant	27.492	2.563		10.725	.000
	Competitive advantage	.254	.074	.237	3.437	.001

F: 11.812; Significance .001
R: .237
R²: .056

Table 8.
ANOVA Analysis

Model		Sum of Squares	df	Mean Square	F	Significance
1	Regression	598.899	1	598.899	11.812	.001 ^b
	Residual	10039.275	198	50.703		
	Total	10638.174	199			

^aDependent variable: strategic management.

^bPredictors: (constant), competitive advantage.

linear link between two variables, whereas a negative correlation indicates an inverse relationship (Gogtay & Thatte, 2017).

Correlation values between variables are given in the tables. Correlation values between all variables were calculated and compiled in the table. When the correlation values between variables are examined, it is seen that Cronbach's alpha value between strategic management and competitive advantage has a positive relationship with power. 237* and is statistically significant.

Regression Analysis

Regression determines the relationship between one dependent variable and several other independent variables. Regression analysis helps to understand how the dependent variable changes when some of the independent variables change. This method is used to estimate and find cause-and-effect relationships between variables.

The test results of the variables and hypotheses that affect strategic management are explained below.

The *F* value of the model is 11.812. The significance level is 0,000. The value of .000 < .05 means that the model parameters are statistically significant. The explanation ratio of the model is .056. The equation coefficient of the competitive advantage variable is .237 and is positive and statistically significant. As shown in Tables 8 and 9, the variable has an increasing effect on strategic management. In this case, the H₁ hypothesis is supported.

Discussion

The results show that there is a significant relationship between strategic management and competitive advantage. Regression

Table 9.
Hypothesis Analysis

Hypothesis	Results
H ₀ : There is no positive effect on the strategic management and competitive advantage	Not supported
H ₁ : There is a positive effect on the strategic management and competitive advantage	Supported

analysis confirms this result by ensuring an effect on the strategic management of the competitive advantage. The result is significant theoretical, and other scholars found a similar result (Damilola et al., 2015). The impact of strategic management on competitive advantage and organizational performance found a positive correlation between strategic management and competitive advantage. Businesses that employ such tactics emphasize ongoing development, are optimistic about new solutions, and actively seek lucrative prospects. Complex and dangerous development strategies may necessitate investments in products or markets and the acceptance of risks and uncertainties (Shulman, Cox, Stallkamp, 2011).

The second hypothesis shows that there is a significant and positive relationship between competitive advantage and strategic management. Regression analysis confirms this result by demonstrating an effect on the competitive advantage of strategic management, similar to the result by Sołoducho-Pelc (2014). They found a positive relationship between competitive advantage and strategic management. This means that when the scope for developing new industry standards expands (technology, product, and organizational measures, for example), the importance of the primary competitive advantage based on innovation and technology also expands. We can presume that establishing a competitive advantage through the application of current, innovative, and technological solutions is closely related to being a technology and innovation leader. It is effective in establishing such an advantage that requires solutions that redefine industry standards. Additionally, when success is defined as changes in competition rules linked with the establishment of new standards, it implies creating a competitive advantage based on generally recognized inventions.

There is another scholar who found the same results (Demir 2021). They found a high and meaningful relationship between this ratio and the positive direction between strategic management and competitive advantage. Vital administration contends that there is a requirement for associations that can continually control the changing climate and adjust to this change. The critical administration system lays out objectives for the functional

environment. This ought to be finished by cognizant, arranged strategies as opposed to by setting a responsive purpose. Today, albeit vital administration has been perceived for its far-reaching dynamic and arranging strategies, sociological methodologies have acquired significance as of late.

Vital administration ought to be seen as an element of the top administration in the association. Since essential administration is about the eventual fate of the business, it grows dependable objectives, and it, at last, prompts what should be done to show up. Alnan considers the connection of the whole part with the impacts of vital choices. For essential administration, the business is an open framework. Hence, the climate is a firmly observed factor. Simultaneously, it makes the best designation of assets to acknowledge the essential targets of the business. Key administration idea provides the industry with specific guidance in a questionable, variable, and exceptionally unsafe climate. In any case, since acute administration, subjective and quantitative data are coordinated, and compelling dynamic is conceivable under unsure conditions, these choices lead to administrative and natural perspectives when contrasted with drive choices. It is essential to foster the market, to plan the future, to catch new freedoms, to make unique qualities from these chances, to present a new and very much planned mission and vision to acquire the upper hand with the new cooperative energy that will be shaped with the danger insight and essential administration thinking together. It is feasible to get the upper hand by variables like being available to freshness, looking basically, and following the day beyond the opposition. It is possible to pass the fantasies of proper methodologies toward this path.

Conclusion and Recommendations

Strategic management can have a significant impact on a company's competitive advantage. By setting clear goals and objectives, developing a comprehensive plan to achieve them, and regularly evaluating and adjusting the plan as needed, a company can gain a competitive edge over its rivals. This can be achieved through various strategic management techniques such as identifying and leveraging the company's unique strengths and resources, identifying and responding to industry changes and trends, and implementing effective tactics to gain market share and increase brand awareness. Additionally, strategic management can help a company to innovate and stay ahead of the competition by continuously improving its products, services, and processes. Overall, strategic management plays a vital role in helping a company to achieve and sustain a competitive advantage in today's fast-paced business environment.

From the examination, it is clear that the purpose of the study is to determine and evaluate the impact of strategic management on competitive advantage in small businesses in Mogadishu, Somalia. The study uses a linear regression model and ANOVA analysis to examine the relationship between strategic management and competitive advantage. The study also takes into account factors such as the age, sex, capability, and context of the respondents.

The study concludes that there is a positive effect on strategic management and competitive advantage in small businesses in Mogadishu, Somalia. The study's hypothesis is supported by the data, and it is concluded that the implementation of strategic management can lead to an increase in competitive advantage for small businesses in Mogadishu, Somalia. The study also notes

that there is a lack of research on strategic management and competitive advantage in under-developed countries, and that this study fills a gap by being the first to examine this relationship in Mogadishu, Somalia.

The National Legislature of Somalia and part states have taken measures to control the coronavirus disease 2019 pandemic. Although regulation measures have diminished the spread of coronavirus, they have additionally harmed a generally delicate economy. The public authority forced lockdown and flight boycott brought about a deficiency of government income. The pandemic has smothered Somalia's monetary recuperation, turning around long stretches of financial development. Gross domestic product development has declined, and different development areas have encountered severe effects. The movement and transportation area, exchange, schooling, and settlements have been exceptionally influenced by the pandemic, while media communications and money have been decently affected. Government reactions to the pandemic, including the aeronautics lockdown, business terminations, and curfews, have squeezed government funds at the administrative and part state levels, decreasing incomes and changing consumption designs.

While coronavirus has influenced organizations in all areas, the nature and seriousness of the pandemic's effect have varied considerably. Most overviewed organizations were not completely working during information assortment, and many had shut because of a decrease in clients, store network interruptions, and benefit misfortunes. This brought about a portion of the organizations' laborers losing their positions. More than 66% of import and fare organizations have been affected by the coronavirus pandemic. The market costs of merchandise, administrations, and materials have expanded because of disturbances in supply chains. Almost 80% of instruction laborers have lost their positions. Over 90% of the studied firms did not know about the state or public government support programs. Just a tiny portion announced applying for such help, recommending that the public authority grow its efforts and embrace a more comprehensive bundle of help programs.

The supporting system recommends that the most noteworthy administration present non-centrality as a method and instrument. However, supplementary estimates will be taken to guarantee fruitful utilization of regulatory tasks, for example, the production of extra learning assets for the individuals who are persuaded to engage them to utilize the control effectively.

By changing calculated and specialized techniques, an association's possession system can adapt to HR as an asset and achieve its objectives. As opposed to unreasonable centrality and day-to-day administration and management designs, strengthening frees and reinforces the engaged individuals, empowering them to look for development as an objective.

- The government ought to support the proprietors of private ventures in Mogadishu.
- Regular preparation of the private company staff is essential to hone their abilities to execute crucial practices.
- Management ought to spur staff of a private company to execute independent venture exercises painstakingly.
- Owners should co-work with private venture staff to advance the viability of the different control estimates set up.
- The proprietors of the private venture should rouse workers to build the creations.

- The government ought to empower the advancement of a continually including plan of action to create supported benefit for the independent company.
- To get the most elevated business advantage, proprietors should take a stab at preparing staff to expand workers' abilities, for example, client care.
- To decline the disappointment of private ventures, the public authority should contribute to the proprietors of an independent company.

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Geniřletilmiř zet

Ama

alıřmanın temel amacı, Stratejik Ynetimin Rekabet Avantajı zerindeki etkisini arařtırmaktır. Bu alıřmada, arařtırma stratejisi betimsel ve nicel bir yaklařımdır.

Metdoloji

Arařtırma verileri bir anket aracılıęıyla toplanmıřtır. rnekleme, Somali'deki 200 alıřan ve yneticiden oluřmaktadır. Veriler SPSS-19 yazılımını kullanarak analiz edilmiřtir. Faktr analizi deęiřkenlerin orijinal boyutlarını belirleyecek, korelasyon analizi deęiřkenler ve boyutlar arasındaki iliřkileri bulacak, regresyon analizi elde edilen boyutlar arasındaki etkileri belirleyecektir.

Bulgular

Sonular, stratejik ynetim ile rekabet avantajı arasında pozitif bir iliřki olduęunu gstermektedir ve sonular, stratejik ynetim uygulamalarının sadece organizasyonun deęiřimde proaktif olmasına deęil, aynı zamanda olumlu deęiřiklikler bařlatmasına da izin verdięini ortaya koymuřtur. Rekabet Avantajı ve Srdrlebilir Performans iř performansı iin vazgeilmez bir ara olduęundan, kuruluřların stratejik ynetim uygulamalarını srekli olarak ynetmeleri, srdrmeleri ve iyileřtirmeleri nerilmektedir.

Yapılan analizler sonucunda kk ve orta boydaki iřletmelerde stratejik planlama ve ynetim konusuna nem verildięi ve bunun da rekabet avantajını etkiledięi bulunmuřtur. Korona virs pandemisinin getirdięi zorluklar ve yasaklar, iř sonlandırmaları ve sokaęa ıkma yasakları da dahil olmak zere pandemiye ynelik hkmet tepkileri, hkmet fonlarını idari ve kısmi devlet seviyelerinde sıkıřtırarak, gelirleri dřrmř ve tktim tasarımlarını deęiřirmiřtir. Stratejik planlama ve ynetim sayesinde iřletmenin i ve dıř faktrleri bir btn olarak ele alınmaktadır. Riskler de ngrlmeye alıřılarak iřletmenin rekabet avantajını, piyasa konumunu, uzun vadeli performansı olumsuz etkileyebilecek etkenleri tespit ederek nlemler alınmaktadır.