



**THE EFFECT OF STRATEGIC
MANAGEMENT ON PERFORMANCE
EFFICIENCY AND EFFECTIVENESS
(A STUDY OF THE SUDANESE
TELECOMMUNICATION SECTOR)**

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MASTER THESIS
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THESIS APPROVAL PAGE

I certify that in my opinion, the thesis submitted by Khalid Bakri Osman MOHAMMED titled “The Effect of Strategic Management on Performance Efficiency and Effectiveness (in Sudanese Telecommunication Sector)” is fully adequate in scope and in quality as a thesis for the degree of Master of Business Administration.

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This thesis is accepted by the examining committee with a unanimous vote in the Department of Business Administration as a Master of Science thesis. June 15, 2022

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The degree of Master of Science by the thesis submitted is approved by the Administrative Board of the Institute of Graduate Programs, Karabuk University.

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Director of the Institute of Graduate Programs

DECLARATION

I declare that all the information within this thesis has been gathered and presented in accordance with academic regulations and ethical principles and I have according to the requirements of these regulations and principles cited all those which do not originate in this work as well.

Without being bound by a particular time, I accept all moral and legal consequences of any detection contrary to the statement.

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Signature :

FOREWORD

I would like to extend my sincere gratitude to almighty god for what he has for the grace and mercy that has seen me through the process of the master's program. I would like to convey my true thanks and gratitude to my dear parents, and extend my sincere thanks and appreciation to my, PROF.DR.. ELIF ÇEPNI for her kindness in supervising this message since it was an idea until it came to fruition. The entrances to her office were constantly open to me when I needed help or when I needed help. I had questions regarding my exploration, and they have my sincere thanks, appreciation, and gratitude. Likewise, I thank my dear colleagues (Ahmed and Zaid) for their solidarity and motivation in difficult times. And thanks, for my family, my deepest colleagues, and my dear comrades. Finally, I can only extend my thanks, loyalty, appreciation, and gratitude to everyone who contributed and helped make this research see the light, and I did not mention his name. They all have my thanks and appreciation.

Praise be to God first and foremost.

ABSTRACT

Strategic management is a type of management application that contributes to determining the company's position in the market. It has recently been used in business as many studies have indicated that strategic management has positive effects on business performance. Almost all entrepreneurs want their businesses to grow with a high-profit margin. Thus, they develop goals accordingly. In this sense, they are more concerned with the external environment that guides the formation of a strategy for the objectives of the company. Strategic management has a process for setting company goals by considering the opportunities, threats, strengths, and weaknesses of the business to changing environmental conditions. Formation, implementation, and evaluation are the steps of strategic management. Globally, telecommunication companies play an important role in the economy on the country's growth and development, as is the case in Sudan. Since the capital, Khartoum, is the commercial center of Sudan, this study was conducted in the capital, Khartoum, to represent it. The study focused on the impact of strategic management on the efficiency and effectiveness of performance in telecommunications companies in Sudan, when analyzing strategic management.

business demographics were used, to find the relationship between these factors and strategy implementation and control, tests, ANOVA, regression, and correlations were emphasized. Finally, performance measurements were made to achieve the strategy implemented by the telecom companies. The study indicated that this type of research should be carried out regularly due to insufficient information being collected.

Keywords: Strategic; The Effect of Strategic Management on Performance Efficiency and Effectiveness.

ÖZ

Stratejik yönetim, şirketin pazardaki konumunun belirlenmesine katkı sağlayan bir yönetim uygulaması türüdür. Stratejik yönetimin işletme performansı üzerinde olumlu etkileri olduğunu gösteren birçok çalışma olduğu için son zamanlarda iş dünyasında kullanılmaktadır. Hemen hemen tüm girişimciler, işletmelerinin yüksek kar marjı ile büyümesini ister. Böylece buna göre hedefler geliştirirler. Bu anlamda, şirketin hedeflerine yönelik bir stratejinin oluşturulmasına rehberlik eden dış çevre ile daha fazla ilgilenirler. Stratejik yönetim, işletmenin değişen çevre koşullarına karşı fırsatları, tehditleri, güçlü ve zayıf yönlerini göz önünde bulundurarak şirket hedeflerini belirleme sürecine sahiptir. Oluşturma, uygulama ve değerlendirme stratejik yönetimin adımlarıdır. Küresel olarak telekomünikasyon şirketleri, Sudan'da olduğu gibi ülkenin büyümesi ve gelişmesi vesilesiyle ekonomide önemli bir rol oynamaktadır. Başkent Hartum, Sudan'ın ticaret merkezi olduğundan, bu çalışma Sudan'ı temsilen başkent Hartum'da yapılmıştır. Çalışma, stratejik yönetimi analiz ederken, Sudan'daki telekomünikasyon şirketlerindeki performansın verimliliği ve etkinliği üzerindeki stratejik yönetimin etkisine odaklandı.

İş demografisi kullanılmış, bu faktörler ile strateji uygulama ve kontrol arasındaki ilişkiyi bulmak için testler, ANOVA, regresyon ve korelasyonlar üzerinde durulmuştur. Son olarak telekom şirketlerinin uyguladığı stratejiye ulaşmak için performans ölçümleri yapılmıştır. Çalışma, bu tür araştırmaların yeterli bilgi toplanamaması nedeniyle düzenli olarak yapılması gerektiğini göstermiştir.

Anahtar Kelimeler: Stratejik; Stratejik Yönetimin Performansa Etkisi Verimlilik ve Etkinlik.

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ABBREVIATIONS

BCG	: Boston Consulting Group
SWOT	: Strengths, Weaknesses, Opportunities, And Threats
CDMA	: Code-division multiple access
NGN	: Next Generation Network
IP	: Internet protocols
ESADE	: Esade Barcelona Pedralbes Campus

SUBJECT OF THE RESEARCH

Strategic management is a new science in developing countries in general, and it is still ambiguous, so studies and research help to put it into practice and give it importance by identifying strategic management concepts and methods, then practicing and applying them in organizations to see what impact they have.

The subject of strategic management necessitates a large number of applied and scientific studies because research and studies in Sudan, in particular, are few and do not cover all aspects of the subject, and managers' knowledge of strategic management and strategic planning concepts and methods is still limited, implying that some of the studies and research conducted in Sudan are inadequate, this research, in addition to being an academic and applied contribution, may help practitioners and academics, as well as pave the way for future research projects and studies.

To emphasizing the importance of strategic management in the telecommunications sector because it provides benefits and advantages to strategic management that can improve the efficiency and effectiveness of the company's performance area, and the findings of this study may help persuade the management of Sudanese telecommunications companies of the importance of implementing strategic management in their businesses.

The relevance of the telecommunications sector "the subject of the field research" for the services it provides to the national economy, organizations, individuals, and society, as well as what sets it apart from other economic sectors, organizations, individuals, and society. Continuous progress, tough competition, and rapid changes necessitate keeping up with environmental, economic, political, social, technological, technical, and informational developments. These companies, on the other hand, deal with gigantic and advanced global telecommunications companies with high administrative and financial capacity, distributed across a wide number of countries (multinational and activities). She was a pioneer in developing advanced technology and technology, and this necessitates that Sudanese Telecommunications companies consider all these challenges to enable them to achieve their goals and provide distinguished and varied services at an appropriate price for all customers.

PURPOSE AND IMPORTANCE OF THE RESEARCH

Its goal is to determine the extent to which strategic management is used and practiced in the Sudanese telecommunications sector, as well as to assess the performance of telecommunications companies operating in Sudan by comparing senior management's performance to that of competitors, as well as assessing the performance of these companies and the National Telecommunications Authority, and to contribute to the development of the Sudanese telecommunications sector. The study aims to identify the factors and variables that influence strategic management application and practice in the Sudanese telecommunications sector, as well as provide a set of recommendations and proposals for the telecommunications sector and the Sudanese economy in general, as well as suggest future research and studies.

METHOD OF THE RESEARCH

The approach and processes utilized by the researcher to obtain the information needed to answer the study questions are described in the research design. The researcher utilized descriptively in this study. Studies are non-experimental studies that describe the features of a single person or a group of people, it is concerned with the interaction between variables, the formulation of generalizations, and the application of universally true ideas. It also includes past occurrences that may or may not be relevant to current circumstances (Kothari, 2004), descriptive surveys are also used to find causal correlations (descriptive correlation), provide a detailed quantitative description, and watch behavior.

RESEARCH PROBLEM

Telecommunication companies operating in Sudan face many challenges, foremost of which is the administrative challenge which faces the upper management layer in these companies, and the situation becomes more complicated in light of the environment for business which is characterized by constant change, rapid technological and technical development, and intense competition for all types of resources, necessitating the adoption of an advanced management method by these companies' management so that they can deal with the variables efficiently and effectively, given the foregoing, the research problem is divided into the following set of questions:

- Is the management of telecommunications firms aware of and comfortable with strategic management principles and methods?
- How does the management's awareness of strategic management principles and procedures affect the implementation and practice of strategic management in a telecommunications company?
- Does the management of a telecommunications company investigate and assess the external environment to capitalize on opportunities and reduce risks?
- Does the management of a telecommunications firm research and analyze the internal environment to identify performance strengths and weaknesses?
- Can telecommunications businesses use and practice strategic management because of their internal environment (resources and competencies, organizational culture, and organizational structures)?
- Does strategic management in Sudanese telecommunications businesses result in efficient and effective performance?
- Does the use of strategic management lead to the attainment of the Sudanese Telecommunications firms' objectives?
- Are there training programs in the subject of strategy management for all levels of senior and middle management?

POPULATION AND SAMPLE

The random sample approach was chosen by the researcher as the sampling method. This research was carried out in Sudanese telecommunications firms. the study's target demographic was employees from various Sudanese companies in various places, this group was made up of the company's directors, employees, and other employees, the quantitative research method was applied in this study, the December 2021 questionnaire was used to collect data from managers, employees, and other personnel from various organizations for this study (Bell and Bryman, 2011).

The research community consists of the Sudanese telecommunications sector; which includes the National Telecommunications Authority; the government of the telecommunications sector in Sudan and telecommunications companies in Sudan or known as "communications operators" and consists of (Sudatel(telecommunication

Group,)Zain(telecommunication Company, (MTN(telecommunications Company and)Canar(telecommunications Company and this study was conducted on all Sudanese telecommunication companies.

SCOPE AND LIMITATIONS

The study is confined to the republic of Sudan-Khartoum State – Sector Sudanese telecommunications; The companies operating in this sector are: Sudatel telecommunications Group Ltd., which includes a group of companies specialized in telecommunications services, Zain Company, MTN Company , Canar Company , Sudani Company , and in addition to the authority national communications; As the governmental regulatory and supervisory body for the telecommunications sector in Sudan, and therefore it is the body responsible for the performance of telecommunication companies operating in Sudan.

The research data was collected from (4) a Telecommunications company in Sudan – Khartoum, it is worth noting that the telecommunications companies in the research include Sudanese companies and foreign companies

1. INTRODUCTION

1.1 Background of Research

Most businesses today, traditional management, with its operations and means, faces many challenges because of quick and continual changes, whether public or private, production or service, and in front of these frenzied challenges, traditional management, with its operations and means, faces many challenges, has become unable to make the organization capable of competition. Which makes it imperative for these organizations to use administrative methods that are characterized in light of these dynamic changes with wisdom, vitality and permanent development so that they can live up to their actions to the level of developments taking place in their reality, In order for the organization to be able to adapt to and regulate changes in the environment in which it operates, allowing it to maintain its competitive positions, and improve it relative to its competitors or to what it was in the past, it must resort to the application of the strategic management method, as it represents an intellectual approach characterized by modernity and leadership. It is characterized, through its operations and means, by the ability to increase the competitiveness of the organization and develop its performance, it is true that some organizations may succeed because of chance in the short term, without a serious and conscious exercise of strategic management, but in the long term they cannot remain unless they practice this method of management in a serious manner. It is an urgent and imperative necessity, if it wants to increase its competitive capabilities and develop its performance, rather it has become the only way for its survival and continuity in economic markets, especially after the increasing trend towards more openness and globalization (Nelson, 1990).

As for Sudan as one of the developing countries, there are some few studies, according to the researcher's knowledge, that dealt with the subject of strategic management, but they are not sufficient and did not include all aspects of the subject, so this research represents a fertile wealth. A ground for many research and future studies related to management. this research aims to explain the impact of strategic management application and practice on the efficiency and effectiveness of the performance of telecommunications companies operating in Sudan, to learn about the actual strategic management process and to take advantage of the advantages and benefits of the results of strategic management application and practice in this sector, which is vital and

important for the country. To identify, examine, and analyze the factors and causes that affect the implementation and practice of strategic management in the Sudanese telecommunications sector to mitigate their negative consequences. Then offer relevant ideas, comments, and recommendations.

1.2 Research Problem

Telecommunication companies operating in Sudan face many challenges, foremost of which is the administrative challenge which faces the upper management layer in these companies, and the situation becomes more complicated in light of the environment for business which is characterized by constant change, rapid technological and technical development, and intense competition for all types of resources, necessitating the adoption of an advanced management method by these companies' management so that they can deal with the variables efficiently and effectively, given the foregoing, the research problem is divided into the following set of questions:

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- Are there training programs in the subject of strategy management for all levels of

senior and middle management?

1.3 Purpose of The Research

Its goal is to determine the extent to which strategic management is used and practiced in the Sudanese telecommunications sector, as well as to assess the performance of telecommunications companies operating in Sudan by comparing senior management's performance to that of competitors, as well as assessing the performance of these companies and the National Telecommunications Authority, and to contribute to the development of the Sudanese telecommunications sector. The study aims to identify the factors and variables that influence strategic management application and practice in the Sudanese telecommunications sector, as well as provide a set of recommendations and proposals for the telecommunications sector and the Sudanese economy in general, as well as suggest future research and studies.

1.4 Importance of The Research

Strategic management is a new science in developing countries in general, and it is still ambiguous, so studies and research help to put it into practice and give it importance by identifying strategic management concepts and methods, then practicing and applying them in organizations to see what impact they have.

The subject of strategic management necessitates a large number of applied and scientific studies because research and studies in Sudan, in particular, are few and do not cover all aspects of the subject, and managers' knowledge of strategic management and strategic planning concepts and methods is still limited, implying that some of the studies and research conducted in Sudan are inadequate, this research, in addition to being an academic and applied contribution, may help practitioners and academics, as well as pave the way for future research projects and studies.

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1.5 Research Question

In this section, the above-mentioned research goal will be highlighted, and relevant research questions will be identified to assist in correcting this message and attaining the aims. The following is how the key research question is phrased:

1. Is the management of telecommunications firms aware of and comfortable with strategic management principles and methods?
2. Does the management of telecommunications businesses' understanding of strategic management principles and processes affect the implementation and practice of strategic management?
3. Does strategic management in Sudanese telecommunications businesses result in efficient and effective performance?

1.6 Scope of The Research

The study is confined to the republic of Sudan-Khartoum State – Sector Sudanese telecommunications; The companies operating in this sector are: Sudatel telecommunications Group Ltd., which includes a group of companies specialized in telecommunications services, Zain Company, MTN Company , Canar Company ,

Sudani Company , and in addition to the authority national communications; As the governmental regulatory and supervisory body for the telecommunications sector in Sudan, and therefore it is the body responsible for the performance of telecommunication companies operating in Sudan.

The research data was collected from (4) a Telecommunications company in Sudan – Khartoum, it is worth noting that the telecommunications companies in the research include Sudanese companies and foreign compani

2. LITERATURE REVIEW

2.1 Definitions of Strategic

The term originates from the Greek strategists, and is interpreted as the overall command of forces, a general's competence, or a strategy for eliminating opponents through resource efficiency (Bracker, 1980: 220). According to (Mintzberg, 1987), the strategy was already considered as an organizational skill meaning management skills such as administrative, leadership, public speaking, and power, Though, it was only after World War II that strategy fully entered the business world, which has since grown significantly and needed guidance, lines and paths to followed by their entire structures (Bracker, 1980: 221). In this regard, strategy instead has a breadth and scope that encircles the concept of operational efficiency (Porter, 1996: 63). And cannot confuse with its tactics. In other words, the strategy is not something static, finished, which renders the concept complex and difficult to grasp (Dess et al., 2007: 202). Collectively, strategy and tactics bridge the gap between ends and means when reviewing strategic thinking, recognize how this peculiarity has gone through different phases and semantic contexts. With a millennium distancing the word from its origins, the word strategy has had several meanings but without ever losing its semantic roots (Ghemawat, 2005: 238). And (Bhalla et al., 2009: 83) argues that the concept of strategy quiet appears to be a very ambiguous concept and subject to various explanations. Also, this term in itself delimited the idea of objectives to achieve and plans for the act to perform in various scenarios, depending on the enemy's behavior (Schnaars, 1991: 281), In strategic management, strategy is very important. Defining and implementing a proper strategy improves a company's performance and gives it a competitive advantage over its competitors. At such time, a strategic management technique is required to implement the appropriate strategy for the benefit of the organization. Strategic management, according to Jeffs (2008). Allows organizations to achieve their goals by correctly creating, evaluating, and executing strategies. Strategic management entails analyzing the current environment in which a firm finds itself, developing (formulating) a strategy, and implementing Henry's strategy (2008). If strategy is vital to an organization's future performance, all procedures should be analyzed separately and thoroughly, according to him.

Hitt et al., (2011) mentioned that defining a strategy for leveraging a company's key skills and establishing a competitive advantage over competitors is critical. When a company's strategy is chosen, it demonstrates what it will or will not do in the future.

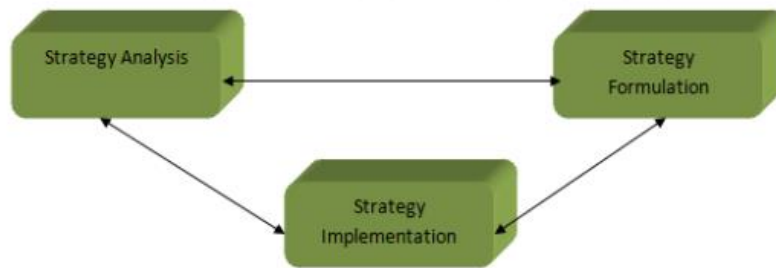


Figure 1: Definitions of Strategic

Source: (alkhafaji, 2003)

The strategy analysis component covers a general scenario analysis of the company, such as internal and external analysis, as shown in (figure 1) It also gives an insight of the business's competitive and general environment. The best strategy decision is made after considering internal and external analysis in the strategy formulation phase, the strategy implementation section describes how the plan worked in practice Alkhafaji (2003), on the other hand, contends that management principles are now more complex than ever; technology is rapidly changing, the workforce is changing, company competitiveness is expanding, and the market is changing immediately. Strategic planning and management, in addition to competitive advantage, is now a requirement for each firm in this century, and The strategy according to Porter (1996) is “the process of creating a single position for the organization that is of value to its customers by designing a set of activities different from that of competitors, As for David (2011) he defined strategy as: "the formulation, implementation and evaluation of actions and actions that would enable the organization to put its objectives into practice , the Strategy is the process of analyzing the current situation and, if necessary, changing it , Finding out what one's resources are or should be is included in this , It is described by Thompson as: “The business plan of the organization's management to manage the work and implement the processes, that is, the competitive moves and business entry points

carried out by the organization's managers in order to grow the business, attract customers, recruiters, and recruiters , And Mintzberg, (1987) formulated the concept of strategy by including the opinions of a large group of researchers, arriving at what is known as Strategy for the Five Ps:

Plan: The strategy is a described plan that defines the contexts for action and its means. It is a guiding function for dealing with a specific situation or situation, and it is designed to achieve the objectives.

Ploy: That is, the strategy is a maneuver intended to deceive competitors and get around them.

Pattern: that is, the strategy is a coherent pattern of behavior through approved and even unauthorized behavior.

Position: A stable position or position in the environment that is achieved, this situation is characterized by dynamism and effectiveness.

Perspective: Strategy is a perspective that gives the ability to see and perceive things according to their correct relationships.

Strategy entails assessing the current situation and, if required, altering it finding out what one's resources are, or should be, is an important part of this process. Strategies are the competitively necessary directional action decisions to attain the company's objective. Strategies are forward-thinking plans that anticipate change and act to capitalize on opportunities that are woven into the company's concepts or mission. Strategies are defined key acts or patterns of actions for achieving a firm's goal. Strategy gives the organization directional cues that allow it to achieve its goals while responding to opportunities and challenges in its environment (Newman & Logan, 1971).

2.2 Strategic Management

Characterized strategic management as a continuous process involving strategic managers' efforts to adapt the firm to its operating environment while building competitive advantages. These competitive advantages allow the organization to take advantage of possibilities while reducing environmental risks (Stead and Stead, 2008).

And stated that strategic management developed as a component of strategic planning and is now considered one of its primary instruments, it became a part of strategic management which brought planning and management together in one process (Porth, 2002: 210).

(Chu and Tse, 1992: 47) strategic management grew rapidly and created both theoretical and practical models. In the 1960s, market analysis spawned a slew of models, including the Boston Consulting Group (BCG) Matrix, the Strengths, weaknesses, opportunities, and threats (SWOT) analysis, and the experience curve. Portfolio Study, as well as key ideas like economic analysis of structure, behavior, and performance, distinct competences, abilities, and so-called strategic planning systems, are all important (Fairholm and Card, 2009: 25) strategic management possesses many of the characteristics of a still developing subject of research, such as a lack of consensus and low output, this finding also explains why there are multiple meanings for the same notion (Boyd et al., 2005: 843), and strategic management entails a complex interaction between the organization's goal, the results gained, and a wide range of external and internal environmental variables (Grant, 2002: 87). Senior management analyzes the external environment's opportunities and constraints, as well as the organization's strengths and weaknesses, defines the mission and goals, and then develops strategies at the organizational, business, and job levels that correspond to the organization's strengths and weaknesses, as well as the external environment's opportunities and threats.

The researcher believes that strategic management is a disciplined approach to administrative activities and actions that determine the organization's long-term performance by directing available resources in an effective and efficient manner in facing the challenges of a changing environment of opportunities and threats to achieve the organization's goals and future goals, based on the concepts presented, and the following are the primary tasks that strategic management entails:

- Examining the organization's internal and external environments.
- Develop and implement long-term strategies.
- Evaluation and constant monitoring to verify that the strategy is being carried out to its full potential.

2.2.1 Strategic Management Process

Environmental Scanning is the process of obtaining, auditing, and disseminating data to achieve strategic goals, it also aids in the investigation of internal and external concerns facing the company. Following the implementation of the environmental analysis process, it should be reviewed on a regular basis to improve management (Hill et al., 2014).

Strategy Formulation: Strategy formulation is the process of determining the optimal course of action for achieving organizational goals and, as a result, achieving the organization's purpose, managers formulate for organizations and businessmen and career strategies after conducting an environmental survey.

Strategy Execution: this refers to putting the organization's chosen strategy into action or carrying out a strategic action strategy as intended. Implementing the organization structure design strategy, allocating resources, implementing decision-making processes, and managing human resources are all part of this.

Strategy Appraisal: the final step in the strategic management process is strategic appraisal. The following key strategic activities are rated: Assess the external and internal variables that are at the base of existing tactics, as well as performance measurement, and take corrective / remedial action. Rating ensures that the organization's strategy, as well as its implementation, is in line with its objectives (Plunket et al., 2008).

2.2.2 Strategic Management Theories

The strategic management process and methodology are used to define the organization's goals, develop policies, and plans to achieve them, and assign the resources needed to put these policies and plans into action. In other words, management strategy is the process of creating, implementing, and assessing a strategy (David, 2011), according to the chart depicting the management theory we discussed before, strategic management theories are frequently founded on a systems approach, contingency approach, and 24 information technology. Profit maximization theory is based on

competition, and the theory, as well as human resources and existing theory, agency theory based on resources, is based on this setting, David (2011), the theory and the theory of emergency have been accepted as viable alternatives by the joint strategic management theories. The profit and expansion idea assume that a company's primary goal is to maximize profits over time while also gaining a competitive advantage over international competitors. The resources hypothesis, on the other hand, assumes that a company's competitive advantage is derived from its internal resources rather than its external environment. Rather than simply examining and evaluating opportunities and risks in the realm of business management, competitive advantage is based on these types of competencies and resources, which the organization holds Barney (1995) as unique, by the end of the year, the company has vowed to provide it with a competitive advantage and superior performance, anticipating the perspective of particular types of resource companies owned and controlled by potential resources (Ainuddin et al., 2007).

However, the organization's current long-term viability premise asserts that to exist, it must adapt to a competitive environment. Finally, the contingency hypothesis claims that there is no such thing as a one-size-fits-all corporate management strategy, organizations should then employ the crises' progression and the suffering management plan (Charles & Gareth, 2011). In short, during the process of strategy formulation, implementation, and evaluation, the main theories of strategic management are applied in the organization tools to help them manage the administrative decision and move towards a strategic decision, and the main theories of strategic management are applied in the organization tools to help them manage the administrative decision and move towards a strategic decision, the most efficient way to communicate these strategic management concepts (David, 2009). As a result, in addition to the above-mentioned perspectives on systems and responses to emergency situations, key theories, and other strategic management, this research was undertaken based on the resources or perception of the company's competitive advantage (David, 2011). The 25 theories will serve as the foundation for the theory of variable and connection application. This was taken into consideration. As a result, to get a competitive advantage, our research will focus on the organization's internal features. Although some external factors must be considered, and these factors are fundamentally embedded in the organization (Flodström, 2006).

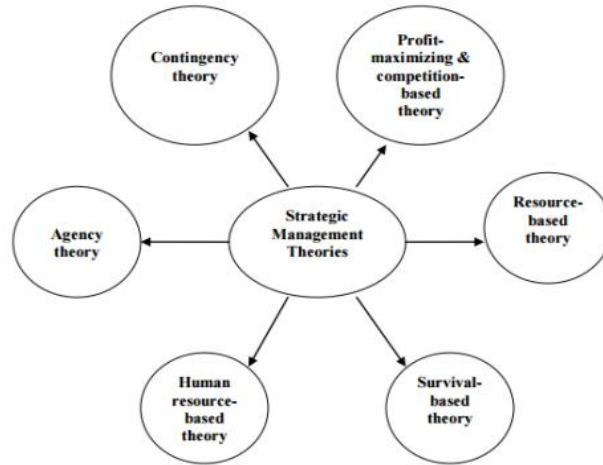


Figure 2: strategic management theories
Source: (Al Suwaidi, 2018).

2.2.3 Strategic Management Objectives:

Strategic objectives are the firm's long-term aims; they outline what the organization will undertake to achieve its mission. Most strategic objectives are performance goals, such as launching a new product, increasing profitability, or increasing market share for the company's product ([shorturl.at/jmxDF](https://www.shorturl.at/jmxDF)).

2.2.4 Strategic Management Levels

The corporate level, the business level, and the functional level are the three levels at which strategy may be developed. At the corporate level, strategy is developed for the entire company. Corporate strategy is concerned with the firm's decisions in many business sectors where it operates and competes. Strategy is developed at the business unit level to bring the corporate vision to life. At the functional level, strategy is developed to achieve business unit-level goals and objectives by using your company's strengths and skills. There is a distinct hierarchy in strategy levels, with corporate level strategy at the top, business level strategy deriving from corporate level strategy, and functional level strategy derived from business level strategy ([shorturl.at/nqFS8](https://www.shorturl.at/nqFS8)).

2.2.4.1 Corporate Level

An organization with more than one production line and one activity requires more strategic management techniques, a clear definition of its goal in the community, and the establishment of distinguishing features or characteristics from other organizations. Setting goals for the organization's strategies, making decisions about the organization's products, and identifying the resources needed to complete the organization's activities, determining market share and its role in determining competitive position, and creating and enhancing the integration of various business activities in the organization (Selatin, 2006).

2.2.4.2 Strategic Business Unit

These strategies are utilized for strategic actions at the organizational or unit level, which can be characterized as an organization with its own composition serving the market with a certain range of associated products. Most organizational strategies, as well as competition strategies, are included in this category (Selatin, 2006).

2.2.4.3 Functional Strategies

The functional strategy is linked to a purposeful technique and related actions, as the name implies. At this level, choices are frequently displayed as ways at intervals throughout the organization. Some general strategic issues guide and constrain these decisions. The purposeful strategy deals with a fairly limited set up that set's goals for a certain job and allocates resources amongst completely various processes in this functional space, all of which are coordinated for maximum input to meet university objectives, there are also techniques for the number of operations under a career level approach, where each operation is broken into several sub-functions, for example, a purposeful selling strategy is separated into promotion, sales, distribution, and evaluation methods, with each sub-branch work strategy contributing to the overall purposeful strategy (Mohammed, 2017).

Mastering Your Enterprise Strategy The Three Hierarchical Levels of Strategy



Figure 3: (Strategic Management Levels)

Source: shorturl.at/uDJMV

2.2.5 Stages of Strategic Management

As there are various models that deal with these stages, strategic management goes through a series of primary stages and procedures that must be used in the business to achieve the goals successfully and efficiently, they concluded that it has the following basic components, which must be followed by people who practice it (Norén and Yining, 2010), and the first stage an environmental survey, the second stage formulation of the strategy, the third stage implementation of the strategy, fourth stage strategic control and evaluation, these stages are overlapping with each other, and researchers have differed in one way or another on the sub-components of each stage. The current research will address the three stages (formulation, implementation, and control) (Aqili and Momani, 2010).

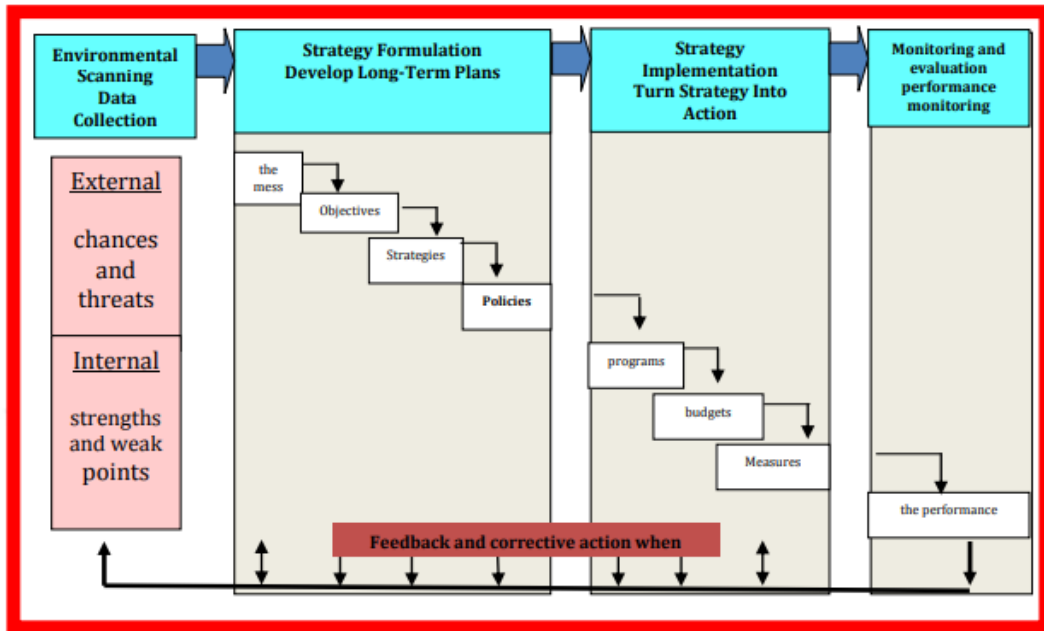


Figure 4: Stages of strategic management

Source: (Wheelen & Hunger, 2004)

2.2.5.1 Strategic Formulation Stage

Although there is no universally accepted definition of strategy, it can be defined as a way or process for an organization to determine its direction and scope to achieve possibilities while meeting market demand and stakeholder expectations. The company's competitive edge a well-crafted strategy aids in the optimal organization and allocation of an organization's resources based on internal competencies, relative inadequacies, anticipated changes in the environment, and unintentional rival moves (Sarbah & Out-Nyarko, 2014).

Indicated its broad meaning as the process that by which organizations and individuals achieve their goals (Grant, 2016), the concept of strategy means that the future is directed, future ideas are presented, and the activities necessary to achieve this idea are created, including operational activities, and the organization strategy is directed in an integrated way towards the future, strategically, since they deal with an insecure and uncertain future that necessitates strategic decisions to ensure the strategy's long-term viability, and strategic formulation develop long-term plans strategy implementation turn strategy into action monitoring and evaluation performance monitoring environmental scanning data collection external chances and threats internal

strengths and weak points feedback and corrective action when needed the message strategies objectives policies programs budgets measures the performance organization from while defining strategic directions (Faraj Allah et al., 2018), the process of creating strategy is represented by a series of activities carried out by strategic leaders in collaboration with the organization's directors to arrive at a set of strategic options that ensure the organization's success. By forming a comprehensive vision from which the mission and goals of the organization operating in its context, as well as the goals it seeks to achieve within its qualitative, quantitative, and temporal standards, the stage of analyzing the environment, both internally and externally, begins, identifying elements of strength and weakness in the first and diagnosing indicators of opportunities and threats in the second, and thus all of these data lead to determine the best method for achieving the organization's objectives, that this phased arrangement symbolizes a creative vision devoid of environmental dangers and capability restrictions, focusing instead on senior management's strong ambition to bring the business to the desirable position that it goals and seeks to attain, this stage includes activities such as defining the organization's mission, policies, and strategic plans, as well as analyzing the internal and external environments, identifying strategic alternatives, and selecting one (Al-Anazi, 2014: 157):

The Message: the organization must define for itself an idea and concept to distinguish it from other organizations and the extent to which the organization possesses effective management that can translate its goals into reality efficiently and effectively by defining the message (Bin Habtoor, 89: 2007), the formation of the organization's message is one of the main points in the strategic formulation process, and it is a reflection or summarization of the organization's vision, the message represents the distinctive framework of the organization from other organizations, and directing all the practices and actions carried out by the organization, as it shows the main objective of its existence, the message is the pillar upon which the goals and objectives are built, and the message is expressed briefly and not in detail, the letter explains the general direction of the organization and the nature of its work (Al-Maghraby, 1999).

Objectives: the objectives must be clear and measurable because any organization needs to define the goals that it seeks to achieve, regardless of the sector to which it belongs and whatever its size or administrative levels, the strategic goals are the long-term objectives that the administration aspires to achieve by maximizing the

use of human and material resources now and in the future, a good target possesses a set of qualities (Al-Karkhi, 2009: 249), to be linked to the mission and future vision of the organization, there are measures to monitor performance, to push the organization towards creativity, attention and focus, and it should be realistic and practical and not imaginary; that is, it can be achieved according to the circumstances and data, and the strategic objectives are formulated on three levels: strategic goals, tactical goals, operational goals.

Strategies: A collection of strategic plans that are created to meet the organization's strategic goals. which works to create interaction between the organization and its external conditions (Jamal and others: 2010), has indicated that the strategy works to define the organization for its purposes, main objectives and long-term goals, and clarify specific work roles, and identify and allocate the resources required to achieve those goals and objectives. It is also known as the comprehensive plan, which outlines how the company will achieve its goals and mission. Geographic expansion and variety may be among the organization's strategies, Griffin (1999) that the administration is supposed to rely on formulating the strategy on determining the gap between the current situation of the organization and the target situation, where the goals are long-term, and then identifying the strategies that stem from it to bridge this gap.

Policies: They represent the means that enable the achievement of the general objectives of the organization and include the rules and procedures established with the aim of reaching the specific objectives (Al-Anazi, 2014), which guide the decision-making process, derive policies from strategies, and represent the framework for the decision-making process within the organization, and accordingly, policies are a tool for linking the process of the formulation of the strategy and the strategic implementation process, as it is a frame of reference that must be adopted by individuals and departments when implementing the strategy. The policies constitute broad guidelines for decision makers, the organization's policy is considered as directives for its members to abide by its strategy, as these policies are carried out through the goals and strategies of the work of each organizational unit and are considered one of the factors affecting the success of the organization's work.

Strategic Formulation Stage Requirements

It is difficult to define acceptable strategic formulation processes by all business organizations in all circumstances and situations, but this process requires, firstly preliminary processes: these are activities centered around the guidelines for the strategy and the policies in the light of which the strategic plans are conceived through four main tasks:

Final review of the current goals and strategy to ensure the objectivity of the goals and the possibility of their implementation and to know the extent of compatibility between means and goals, and determining the strategic issues facing the business organization in the future, marking them and working to meet them with the proposed strategic options, and creating strategic policies and requires discussions of the strategic position, available options, and methods of resource allocation, as well as the organization's functional policies, and carrying out a case study to determine the feasibility of the proposed strategic options, secondly strategic choice: the decision by which the best strategy is selected from among the proposed alternatives to achieve the desired objectives (Alkhafaji, 2003).

2.2.5.2 Strategic Implementation

After the formulation of the strategy is completed, the attention of the senior management is directed to the strategic implementation process and the possibility of its interaction and consistency with the strategy set within the strategic management processes. It is one of the features that help the success of this work, and what completes and confirms this success is the implementation of it (Pearce & Robinson, 2018). The proper implementation of the plan is a very important process. The more the implementation is compatible and stems from the steps drawn by the strategic plan, the more successful this implementation will lead to the success of the organization and the achievement of its goals.

Implementation concept

Specialists defined strategic implementation as the process of putting strategies and policies into practice through setting programs, budgets, and procedures (Wheelen et al., 2007). It is necessary to transfer these strategies to the ground and achieve the targeted results (Ivancevich et al., 1997). As the implementation process is a subsequent process to the strategic formulation process, as it translates the plans that have been approved into actions. Factors or elements represented in the efficiency and effectiveness of those who plan and implementation, the accuracy of planning, clarity of plans, as well as the availability of material capabilities and clarity of operational procedures, inaccurate and correct but effective and efficient implementation can fill some of these gaps in the drafting process, success is achieved when there is a good formulation and implementation of the organization's strategies.

The importance of strategic implementation

The importance of strategic implementation from the researchers' point of view is that it is related to the process of strategic analysis on the one hand, and the strategic options process on the other hand in an interactive relationship and thus gives the implementation process a renewed dynamic dimension (Mohsin et al., 2022). The strategic implementation process is of great importance to business organizations because:

The formulated strategies and produced options are transferred to the ground and to targeted results so that the drafting processes do not remain just meaningless theorizing and a waste of resources, the implementation process gives a specific meaning to the commitment of employees and management to the goals stated in the plans and how to reach them, the implementation process achieves the results of increasing the organization's share in accordance with the elected strategy, helping in building the organization's own experience, as the possibilities available in the field of management skills and human resources can be exploited effectively in light of their status within the approved implementation mechanisms, and implementation helps to develop the

competitive capabilities of the business organization towards other organizations, and it can address in wise ways the failures that may be received during the drafting process (Mohsin et al., 2022).

Strategic Implementation Requirements

The establishment of an acceptable organizational structure, the development of organizational culture, and the allocation of sufficient resources are all critical prerequisites for the strategic implementation process to succeed, whether tangible or intangible (Pearce & Robinson, 2018). The consulting company "McKins" presented a model that includes seven administrative and organizational elements necessary for the success of the strategic implementation process and called it the seven elements model where Each of these elements begins with the letter (S), as the appropriate entrance is chosen for the implementation of the strategy and the setting of standards for the control process, regardless of the details and privacy of each organization, Barnat, (2014) pointed out these elements are:

Common goals and values: which represent the aspirations and ambitions of the members of the organization and what they would like to achieve and reach, and this is difficult to express in the goals.

Strategy: It is a set of practices practiced by the organization with the aim of achieving precedence over competitors. Through that practice, the organization's vision, mission and goals are determined and within the framework of evaluating those opportunities, environmental threats, and internal strengths and weaknesses, in a manner that achieves a balance in meeting the interests of all parties.

Skills: that is, the capabilities, capabilities and competencies possessed by the organization's employees, which enable them to transform ideas and information into practical reality. Skills are what distinguish the organization from the other and make it able to compete better than before.

Regulations: They are a set of instructions under which the organization operates, which often refer to how the organization performs its various work and includes control systems, information systems and other systems.

Employees: They are considered the important element of the strategy

implementation, with their skills and capabilities, and the organization should pay great attention to the characteristics of these workers, especially the characteristics that benefit the effective implementation of the approved strategy.

Management style: the thinking methodology adopted by the organization's management in performing its various operations, as it shows the basic and core values that the organization should adopt.

Organizational Structure: The organizational structure embodies the set of organizational relationships specified by organizational charts, outlining lines of authority, responsibility, and clarifying the coordination processes that occur between the many activities in the organization.

2.2.5.3 Strategic Control

Many academics dealt with the concept of control and developed many concepts, including that it is a system to identify the extent to which the organization's strategies are implemented and the extent of its success in reaching its strategic goals and objectives by comparing what has actually been implemented (Jannesson et al., 2011), with what is planned, and modifying the strategy on the basis of implementation results and thus improving the organization's ability on the achievement of its goals and objectives (Al-Salem, 2005), and it is also defined as the continuous organizational control processes over the implementation of the organization's strategy in an effective and efficient manner and in a manner that ensures the achievement of the organization's mission and strategic goals without wasting resources and material and organizational capabilities (Yassin, 2010: 193).

Strategic Control Levels

In large organizations, control operations are exercised by various administrative levels, and they aim to implement work regulations and achieve the organization's strategic goals: Strategic control: It is exercised by the senior management in the organization, and within its framework, the focus is on the effectiveness of the organization in general, as well as the main works and functions to ensure that the strategy set for various levels has achieved its goals through effective implementation

processes and that this control focuses mainly on the nature of the organization's interaction with its surroundings foreign affairs and the society it wants to serve, and the structural (tactical) control: Some may call it tactical control, which is mainly concerned with accomplishing the various aspects related to planning at the level of middle management, and which is concerned with the elements of the organizational structure and its tasks to reach the goals to be achieved within the framework of the distribution of roles, powers and responsibilities within the framework of the structure, also the operational control: This level of control is considered more detailed, as it is exercised by the lower and supervisory management (Griffin, 1999). It is necessary to control the control process on detailed activities and short-term plans, that is, implemented within a framework not exceeding one year, as shown in Figure (2.5).

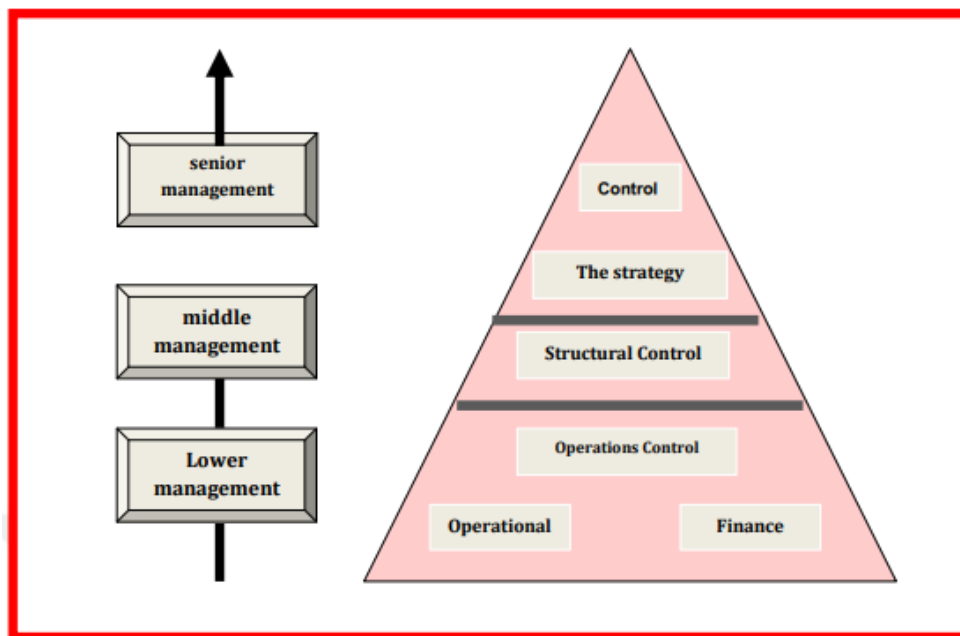


Figure 5: Levels of control

Source: (Griffin, 1999)

Strategic Control Requirements

The control system requires the achievement of its desired objectives, and the following conditions must be met (Al Qattamin, 1996) first: If the focus is on the vital and basic issues of the organization, second: Provides administrative decision-makers

with the required information in a timely manner and within the framework of strategic control , third the strategic control indicators are considered interrelated and consistent with performance, medium and short term, fourth moving away from the traditional and related perceptions that the control system gives a huge and large amount of information, while this matter needs the information to be focused and useful as it gives the management accurate judgments about the position to be taken or the case to be corrected.

2.2.6 Strategic Management Models

One of the most difficult tasks for academics is to create a framework or model that reflects the logical linkages between multiple processes while maintaining the features of a good strategy, the easiest method to study and apply the basic steps of the strategic management process is to use a model. According to the literature, several frameworks and models have been established that provide diverse normative approaches to strategy determination. However, a review of the best strategic management models demonstrates that they always include the following features (Barnat, 2014):

Analyzing the environment, Determine the organizational direction, developing an organizational plan, putting the company's strategy into action, developing and implementing a strategy for evaluating and controlling the situation.

They differ in degree of explicitness, richness, and complexity, however, as a result of the authors' backgrounds and experiences, some prominent models are briefly described below: Kenneth Andrews created a model in 1965 that included strategy selection but left out execution and evaluation, in 1971, he finished his model, but left out the strategy appraisal stage, strategic management is viewed as an ongoing process in the thompson and Strickland model, which emphasizes the organization's mission, long and short-term objectives and strategy, Environmental scanning, which is one of the most important jobs in strategic management, is not included in Thompson's approach, the Wheelen et al., (2007) Model involves four essential strategic management principles (environmental scanning, formulation, implementation and evaluation of strategies), and it was thought that those four elements interacted with one another; However, in the real world, purpose and objectives, or organizational orientations, must be clearly stated prior

to the formation of strategy, strategic management is viewed as a process or sequence of steps in Certo and Peter's concept, SWOT analysis is not clearly performed in this paradigm in order to build the strategic vision, both planning and control functions are included in the Schendel and Hofer (1979) Model, Jauch's et al., (1980) approach is based on the general decision-making process, and they emphasize that strategic management is an 11-step process that results in the formulation of successful strategies to help achieve set goals, this model ignores the critical medium- and short-term planning tasks of strategy execution, and provides a number of unneeded steps in a risky manner. Academics and practicing managers have produced a number of models and frameworks to aid strategic decision-making in the face of complicated surroundings and competitive dynamics (Ghemawat, 2005), model is one of the greatest conceptual models since it does not dispute about a step-by-step procedure but rather draws a conceptual framework for strategy formulation, the nature of the "strategic management" notion is fluid; models frequently contain a feedback loop to monitor performance and guide the next cycle of planning (Abosedo et al., 2016), as Lu et al., (2013) point out, strategy research in emerging economies faces four major challenges:

Less efficient markets, and government dominance as both rule makers and players in economic activities, and preference for network-based behaviors, and high risk and uncertainty resulting from high volatility of key economic, political, and institutional variables.

They're all linked to components that are ingrained in societal contexts and are interrelated. Institutional arrangements, for example, shape and elaborate business strategy formation and implementation through representing institution-based preferences and processes for resource allocations and management of organizational activities Lu et al., (2013).

2.2.7 Purpose and Benefits of Strategic Management

Why does a corporation require a plan and add to its workload? Strategic management seeks to address the ever-increasing threat to businesses posed by greater uncertainties, complexities, and competition (Chak, 1988). "Without a strategy, a manager has no thought-out route to pursue, no roadmap to manage by no coherent

action program to accomplish the expected results. Craig and Grant (1993) clarify the use of strategies to get consistency in decision making within firm as many people takes thousands of decisions under uncertainty and incomplete information by considering many decision variables, there must be a referenced and all believed (through involvement in the process) to achieve consistency in decision-making, apply the strategy to different organizational members and over time. Even in a decentralized organization, chaos can arise if the organization "let a thousand flowers grow." Organizations that are considering decentralizing the strategic-management process more, acknowledging that lower-level managers and employees must be involved in planning, David (2011) divides strategic management benefits into two categories, with communication being a fundamental to good strategic management: financial benefits (profitable and successful), and nonfinancial benefits, (exploitation of opportunities, coordination and control of activities, encourages forward thinking, there will be fewer resources and effort given to correcting erroneous or haphazard decisions, reduced resistance to change, and etc).

2.3 Efficiency, Effectiveness and Performance

Organizational performance is evaluated and measured using the words efficiency and effectiveness (Mouzas, 2006). Performance can be described as an optimal blend of efficiency and effectiveness in both business and nonprofit companies. However, in the extant literature on the issue, there appears to be some discrepancy in the use of these terms. These terminologies may be interchangeable among managers, but each has its own specific meaning, by linking efficiency with "doing things well" and effectiveness with "doing the right things," Drucker (1977) distinguished efficiency and effectiveness. A measure of efficiency, in his words, it examines a company's ability to provide the needed output(s) with the fewest possible inputs. It is not a measure of market performance, but rather a statistic of operational excellence in the resource utilization process, more specifically, efficiency is concerned with lowering costs and dealing with resource allocation across several purposes (Achabal et al., 1984), when discussing effectiveness, (Keh et al. 2006) a measure of effectiveness, according to the author, assesses an organization's ability to meet its predetermined goals and objectives. Simply said, the efficiency of an organization is determined by how well it achieves its goals

(Asmild et al., 2007), in a nutshell, efficacy is the extent to which an organization's policy objectives are met. It's worth noting, however, that while efficiency and effectiveness are two mutually independent components of the overall performance metric, efficacy is the degree to which an organization's policy objectives are met, they can influence one another. More specifically, efficiency can influence or be affected by effectiveness, as well as have an impact on overall performance (Ozcan, 2008), it is conceivable for an organization to be efficient in its use of inputs but ineffective in its outputs; it is also possible for an organization to be effective but inefficient.

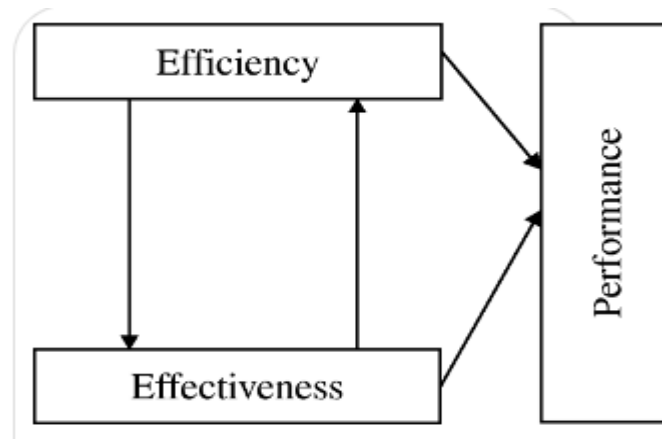


Figure 6: Components of performance

Source: Ozgan (2008)

2.4 The Strategic Management Method

External analysis: examination of opportunities, dangers, or constraints in the corporate's external environment, as well as a business and forces inside that environment.

Internal analysis: an examination of the Organization's internal strengths and weaknesses. Consider management ethics and corporate social responsibility in this perspective.

Strategy formulation: Develop methods for generating and maintaining a competitive advantage by aligning the organization's strengths and weaknesses with

environmental opportunities and threats.

Execution of the strategy: the use of the approaches that have been devised.

Strategic control: monitor progress and adjust if approaches fail to produce the desired results (Parnell, 2013: 2).

2.5 Introduction to The Media and Telecommunications

This century is characterized as the century of information and communication because the media, as it is known, is a means of education, guidance, publication, awareness, and culture. Political borders and globalization became one of its features. Communication has become its most important pillar because of its leading role in providing information and knowledge and its ability to mobilize the masses and link them to the events of interest to them and interact with them, whether at the national or international level. More clearly and privately, the Ministry of Information and Communications, in both parts, represented by its bodies and institutions, has drawn up a plan that keeps pace with the developments of media and communications. This plan also included projects and programs that lead to the development of work in all administrative units concerned with covering and disseminating news internally and externally in an effort to raise performance efficiency, and to rationalize human resources and capabilities with a view to That these units become a base for providing information and carrying the message of Sudan and introducing it and seeking to create a global opinion that supports Sudan's issues, and gives impetus to the continuity and consolidation of the values of peace and achieving stability, development and development in the country. The plan also seeks to raise rates of radio and television broadcasting hours, publish means of communication, and expand its networks. It also aims to achieve high rates of cooperation and coordination between the center and the states and control the official discourse (<https://tpira.gov.sd>).

2.6 Responsibilities of The Ministry of Media and Telecommunications

1- Taking care of the media functions in planning, rooting, and promoting their performance in accordance with their activities at the private and official levels. Introducing Sudan (its components - characteristics - orientation), communicating,

directing, and preserving the nation's principles and values in confirmation of its mission.

2- Renewing the state's speech and using it to serve the public interest.

3- Upgrading information systems and means of preserving and circulating them and investing their technologies to develop research and science and all activities of the state and society. Defend Sudan's image, values, and interests against media aggression against it and protect its peace, economic prosperity, security, and global relations. Developing relations between media professionals, individuals, institutions, and currents, as well as with communications institutions inside and outside Sudan, and investing those relations to develop Sudan's interests.

4- Regional and global human rights protection in the realm of media and communications through bilateral and multilateral accords.

5- Documenting and publicizing the contributions of the state and society in public life.

2.7 The Procession of Media and Telecommunication Sector

Sudan has known communications since the mid-nineteenth century. The first telegraphic link was established between Suakin and Cairo in 1859, followed by a telegraphic connection between Suakin and kassala in 1871, and the telegraph line reached Khartoum in 1873, with which a small post and telegraph administration was established.

In the city of Khartoum, Sudan's first telephone exchange was constructed in 1892. Al-Dibba and khartoum's first telephone exchange was created in 1903. The post, telegraph, and telephone department were founded in 1910, And it held this name until 1971, when it was divided into two departments: a postal and telegraph department, and a telecommunications department. In 1978, the two departments were transformed into two public institutions based on the Public Institutions Law of 1976, with the aim of operating on commercial and economic bases. Despite the multiple phases that the facility responsible for telecommunications has gone through, it has remained a government facility that does not enjoy any sufficient degree of administrative and financial autonomy or possesses real power over its destiny. Therefore, despite the development plans and efforts exerted, the telecommunications sector has fallen to a

terrible degree and devices, equipment and networks have been worn out, and as a result the rate of penetration of telephone services has become one of the weakest rates even by regional standards, not to mention international standards, and this rate at that time was about (0.2%), i.e. two phones per thousand inhabitants, compared to the average prevalence rate in the region (0.6%) at that time.

Realizing the obstacles and obstacles facing the public sector facilities and institutions, and convinced that these facilities, especially the facility based on telecommunications, must operate as commercial and economic institutions under the umbrella of open and fair competitive market systems, it developed an economic rescue program that was implemented during the period 1990-, the importance of communications in social and economic growth was underlined as part of this economic rescue plan, the program called for lifting the state's monopoly in the telecommunications sector and working to encourage the private sector's contribution to it, either alone or in partnership with the state, in addition to many other economic sectors, lifting the state's monopoly in the field of subscribers' devices, communication materials and accessories ,the National Information Center was established, the privatization of the sector began, and accordingly the Public Corporation for Telecommunication was transformed into a public company, this culminated in the establishment of the Sudanese telecommunications Company Sudatel in April 1993, Complete separation between regulatory and supervisory tasks and between operational and service-providing tasks, this resulted in the establishment of an independent regulatory authority, the National Telecommunications Council in 1996, entering the mobile phone service by establishing the Sudanese Mobile Phone Company (Mobitel - Zain currently) and the Internet service by establishing the Sudanet Company in 1997, the "Telecommunications Law of 2001," which changes the name of the "National Telecommunications Council" to the "National Telecommunications Authority," is passed, in mid-2001, the national plan for the information industry was approved, Issuance of the Public Authorities Law of 2003, licensing a second mobile phone operator currently Ariba-MTN in 2003, licensing a second fixed-line operator Canar Company in 2004, issuance of a cabinet decision to establish an informatics support fund in 2004, editing the international exits of the major operators in 2005, licensing a third mobile phone operator Sudanese in 2006, signing of a memorandum of understanding on the twenty-ninth of May 2008 between the government of National

Unity's Ministry of Information and Communications and the government of Southern Sudan's Ministry of Communications and Postal Services, which approved the following:

Sudatel, Zain, MTN and Canar work to spread their services across the country in accordance with the licensing agreements concluded with them, GEMTEL now working to publish their services in South Sudan only in accordance with the agreements entered into with them, and reconciling their situations in accordance with the provisions of the Local Communications Law (2001) and in accordance with separate agreements that give them the right to work, numbering, the required frequencies and global exits, and approval of the applicable licensing agreements in the field of value-added services and the provision of the Internet and private networks, and establishment of a branch of the National Commission for Communications in South Sudan, and review all applicable telecommunications laws and the regulations issued thereunder in order to arrive at a comprehensive unified law and regulations governing the work of the telecommunications sector across the country.

2.8 National Telecommunications Authority

2.8.1 About the National Telecommunications Authority

The National Communications Authority has adopted a method of complete separation between regulatory and supervisory tasks and between operational tasks and service provision, and this is the main building block in reforming, liberating, and restructuring the service and economic sectors in Sudan, including the information and communications sector. To achieve this, the year 1994 witnessed the issuance of the first law regulating the sector Communications in Sudan under the name "National Communications Council" and the Council began its duties in practice in September 1996.

The Authority's Vision and Message

Creating a knowledge society through a lawful and level playing field, as well as sophisticated communication and information systems, and to provide a communications service and information base with up-to-date technologies, high quality

and dependability, as well as reasonable costs, in collaboration with all parties involved in a healthy, autonomous, and transparent regulatory environment that promotes investment and free competition.

Aspirations of The Authority

In 2001 the issuance of the first Telecommunications Law under the name "Telecommunications Law of 2001". This law included the cancellation of the National Communications Council Law of 1994 and the establishment of the National Communications Authority within the framework of that law as an alternative to the National Communications Council. At present, a comprehensive review of the Telecommunications Law of 2001 is underway to make it more comprehensive and to keep pace with the steady organizational and technical developments and to meet the requirements at the start of 2005, the Government of the Republic of Sudan and the Sudan People's Liberation Movement signed a Comprehensive Peace Agreement. The National Authority is under the supervision of the Minister in charge of the telecommunications industry (Minister of Information and Communications). The Authority is governed by a ten-member Board of Directors, which includes the Authority's Director General by virtue of his office. The Board of Directors is chaired by the Minister of Information and Communications. The authority's executive body consists of a general manager and a deputy director, who are supported by four main departments, each with multiple departments and divisions.

The Mission and Authorities

Laying down plans, policies and systems for providing and establishing telecommunication services at the national level, considering balanced development and serving national and social goals, approving the systems and cost of telecommunication services and regulating the tariff of services in coordination with the entities providing those services and monitoring them, and licensing work in the field of various telecommunication services and activities, laying the groundwork for regulating, distributing, and licensing the usage of frequencies, wireless devices, and broadcasting stations, while considering the security implications, coordination with the competent

authorities regarding the assembly, import and manufacture of devices, equipment and materials for various communication systems, specifying the systems, devices, and equipment utilized in the field of communications, as well as the measurement methods and tests required for them, working with telecommunication service providers to protect the state's obligations and requirements in the areas of security, national defense, disaster preparedness, and regional and international policy (<https://tpra.gov.sd>).

2.9 Telecommunication Companies Operating in Sudan

2.9.1 Sudatel Telecommunication Group Limited

"The National Rescue Revolution has adopted a unique approach to economic track in its tripartite program, which has been launched in its initial years since 1990. The comprehensive rescue led by the rescue revolution in March 1993, the Public Corporation for telecommunications was transformed into a public shareholding company in the name of the Sudanese telecommunications Company Limited Sudatel, and then the process of major transformation in the country's telecommunications sector began".

Sudatel has benefited from the privileges granted to it during the period of monopoly in the provision of telecommunications services and expanded its activity and was able to achieve a steady growth in profits and sales, and entered into Its structure and activity, and consequently it has become composed of a group of companies specialized in the field of telecommunications, Information and Technical Support The company raised the capital (authorized capital of \$2.50 billion - and paid-in capital of \$893,915,388) and the total number of shares reached 893,915,388 shares (until the end of the year 2008) and the total number of shareholders reached 10,000 Shareholder, and added to its name the term “Group” to express this transformation, so the new name became (Sudatel Group for Telecommunications Limited (Sudatel) (<https://www.sudatel.sd/>).

The Company Vision and Message

Every Sudanese household should have a Sudanese phone, using the spirit of communication to enrich the African continent's economic, cultural, and social life, and

replacing the heat of battle with the warmth of connection, and bring the darkness of ignorance into the light of knowledge by making Internet and information services accessible to everyone.

The Company Goals

Disseminate communication services and advanced data information using the most up-to-date technology and in accordance with software development specifications, and using sophisticated technology to expand reach, improve network operating efficiency, and develop globally effective people resources, upgrading the company for continuing success, profitability, and worldwide competition, and transformation as a vector of regional movement between Africa and the Arab world, also using space technology expand the base of services to faraway places.

2.9.2 (Sudani) Mobile Phone Company

“The Sudanese Company is one of the companies of the Sudatel Telecommunication Group, which was established in the year 2005 to work in the field of mobile phones. And the Sudanese network represents the wireless Telecommunication expert in the Sudatel Telecommunication Group in Sudan, as it is the leading company in the field of mobile phone, data services and broadband (<http://www.sudani.sd>).

The Company Vision

We aspire to be the leading company in the field of wireless communication services in the country, to our customers: We are committed to providing the latest and best services, at the lowest prices, and to our employees: Encouraging a spirit of challenge and an atmosphere of motivation to enrich the work environment, and to our shareholders: We promise to always be their financial indicator that stimulates investment, and towards our community: We are committed to carrying out our social duties, and to be the cornerstone of its development, the wireless network (Sudani), which works with the Code-division multiple access (CDMA) system, has launched the

latest mobile phone technology It is distinguished by the provision of third-generation telecommunications services, enabling Sudatel to strengthen its competitive position through the high-quality telecommunications services provided by this network, pre-payment services, the Internet, SMS, and voice mail and non-voice mail.

2.9.3 (Thabit) Telecommunications Company

It is one of the Sudatel telecommunications group companies established in 2009 and is based on providing fixed telephone, data and networking services through copper cables, providing services to all communication operators in Sudan and the company will provide its services on sophisticated techniques through copper cables, which are about 10,000 kilometers in addition to continental cables and satellite stations such as (Intelsat and Arabsat) and others (<http://www.thabit.sd>).

The Company Vision

Thabit Company was established from Sudatel's beating heart and from the soil of this proud homeland, which overflows with springs of goodness and blessing. The eager and the support of the weak, this good legacy has shaped a vision and a date since its foundation and early beginnings. Its concern was not limited to developing the telecommunications sector only, but it also sought to build a benevolent partnership with the community in which it sets an example and seeks through it to satisfy people's needs and has set itself the goal of being the most successful telecommunication company in the world. The region, according to a criterion: Achieving the benefit of the community in which it operates. Providing all subscribers' requirements. Achieving steady growth in revenues and achieving job satisfaction for employees.

The Company Goals

Disseminate advanced data information and telecommunications services in accordance with current technologies and development program requirements. Also, sophisticated technologies are being used to expand outreach, improve network operational efficiency, and develop highly trained human resources. The network as a

whole and in its quality has improved, and transformation as a regional movement vector between Africa and the Arab world, improving the company to ensure its long-term success, profitability, and worldwide competitiveness, and using wired technology, expand the service base to faraway places.

2.9.4 (Canar) Telecommunication Company

Canar telecommunication Company, Sudan, was established in April 2005 to provide telephone, data, and high-speed Internet services; Its network uses the so-called Next Generation Network (NGN) applications that depend on the Internet protocols (IP), and it also relies on other advanced technologies to provide its services, including optical and optical cables (<http://canar.sd/>).

The Company Vision

Canar Company aspires to become the first choice for the Sudanese citizen in the field of telecommunications, through diligent thinking and using the best methods to develop the subscribers' business.

The Company Goals

The company aims to create a strong and continuous partnership relationship with its clients, to open a wide scope for benefiting from the company's network in providing distinguished, high-quality services to the various social, multi-disciplinary and multi-sectarian segments of the society.

2.9.5 (MTN) Telecommunication Company

MTN is a modern international company launched its activities in the Sudanese telecommunications market in July 2005, with its legal entity (Bishair telecommunication) by the second license of the world mobile telecommunication system in Sudan in September. telecommunication in Ghana in 1990, followed by Ariba's presence in Benin in 1999, in Syria in 2001, in Liberia in 2002, in Yemen in

2003, In 2004, Cyprus and Guinea Bissau were visited; in 2006, Guinea Conakry and Afghanistan were visited (<https://www.mtn.sd/home/home/>).

The Company Vision

The company's releases indicate that the company's philosophy is actively invested and increased our reputation, our earnings, and participants, we want to be here with success in the future, so we believe that as we must achieve profits, it is on the development and development of communities.

2.9.6 (Zain) Telecommunication Company

The journey of Zain (formerly Mobitel) began at the end of 1996 as the first mobile operator in Sudan, and the start of its commercial activity was in February of the year 1997, when it took its first steps on Greater Khartoum via the GSM network, Sudan has become the fourth country in North Africa to introduce an automobile phone service. It was founded as a joint stock corporation by Sudanese Telecommunications Company Limited (Sudatel) and other stockholders, notably (Celtel) Company until 2006. when its ownership became Complete to the Mobile Telecommunications Group (MTC) within its strategy to reach global via local and regional. With this acquisition, Zain Group strengthened its presence in the Middle East and Africa when it made (Mobitel), at the time, the pioneer of mobile Telecommunications in Sudan, the contract mode in its system. Stretching across the Asian and African continents. And On the ninth of September 2007, the Sudanese Mobile Telephone Company changed its brand from Mobitel to Zain - Sudan at the same time with all the operating group companies. In: Kuwait, the Kingdom of Bahrain, and the Hashemite Kingdom of Jordan, then (Zain) became the brand name for the group's businesses in Africa and the Middle East, including Kuwait, Bahrain, Saudi Arabia, Iraq, Jordan, Lebanon, Sudan, and southern Sudan.

The company's objective has been, and continues to be, to deliver services that exceed subscribers' expectations, to build society, to promote the national economy, and to provide the best value to all partners and stockholders since its foundation. Zain Sudan now has a market share of 42 percent and a subscriber base of more than 12 million active subscribers. Zain has succeeded in deepening its connection with the Sudanese

community by adhering to all of its activities, providing innovative services, and contributing to the country's development and progress, in addition to expanding national coverage to cover more than 90 percent of the country's population. The Sudanese Mobile Phone Company (Zain) Ltd. is a private company based in Sudan, Under the license granted by the National telecommunications authority in line with the telecommunications Law of 2001, works in the field of public mobile phone services using GSM, 2G, and 3G technologies. The company was the first in the country to debut fourth generation (4G) technology at the start of 2016, becoming the first in the country to do so (<https://www.sd.zain.com/arabic/about/pages/overview-tab.aspx>).

The Company Vision

A culture of diversity and inclusion by adopting a series of carefully prepared programs and initiatives in more than one field, and where Zain believes that its employees represent the greatest distinguishing element to it, it is proud of its continuous efforts to support and raise the level of employees. While the Zain Group continues its programs and initiatives to enhance its workforce, it seeks at the same time to harness the power of this diversity to build a business model that inspires others, while at the same time emulating in the labor markets looking for change.

The Company Goals

(WE), Zain's Gender Diversity & Inclusion project, was established in 2017 because of (Bader AlKharafi), our Vice Chairman and Group CEO's vision. It was originally known as Women Empowerment, but it was later changed to WE, which is a more inclusive term. WE set a goal of increasing women leadership to 25% by the end of 2025, with women accounting for 14.5 percent of Zain's leadership pool. (WE) have developed several projects that encourage the development of a more diverse and inclusive Zain with the help of our change agents, our WE Champions. Whether it's implementing Blind Hiring in operations, where CVs are sent to recruiters without a name, photo, or mention of the candidate's gender; anti-harassment policies; leadership development programs; or sponsoring four women to complete their MBAs at the prestigious Esade Barcelona Pedralbes Campus (ESADE) Business School, WE's main

goal is to create an environment that is empowering for all and equally inclusive and diverse to both men and women.

3. RESEARCH METHODOLOGY

3.1 Introduction and Conceptual Framework of the Study

This study's analysis is split into two parts. a demographic analysis is the initial stage, the report's first section provides an overview of the respondents, while the second section focuses on the study questions. Through the evaluation of the demographic profiles of the respondents in the first segment, the study is able to discover where respondents came from, how many Respondents, what types of people answered, and which Emphasis on the reliability of the results of this survey, the second component of the questionnaire was examined, which has 30 items, 10 of which pertain to the independent variable and 20 to the dependent variable, following the demographic analysis, the study performs a reliability test to determine the veracity of the researcher's data, the Cronbach's alpha test was employed to achieve the same goal. Finally, the information may be trusted, the questions are evaluated based on how descriptive they are, the study's objectives were satisfied, and multiple regression is explored in this chapter. The dependent variable in this study is the firm's performance efficiency and effectiveness, while the independent variable is strategic management (Saunders and Bezzina, 2015).

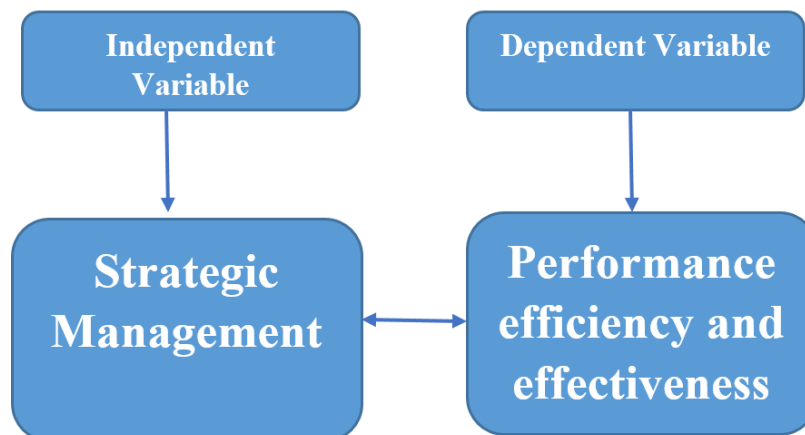


Figure 7: Conceptual Framework

3.2 Research Approach

A quantitative research approach was applied in this investigation, the use of this method was useful to ensure that the data collection process is efficiently interpreted and analyzed using descriptive research. the quantitative approach uses cross-sectional or longitudinal surveys using structured, self-administered questionnaires. therefore, the well-intentioned and implemented quantitative research approach has the advantage of generalizing to employees from the sample (Burney and Saleem, 2008).

3.3 Research Design

The approach and processes utilized by the researcher to obtain the information needed to answer the study questions are described in the research design. The researcher utilized descriptively in this study. Studies are non-experimental studies that describe the features of a single person or a group of people, it is concerned with the interaction between variables, the formulation of generalizations, and the application of universally true ideas. It also includes past occurrences that may or may not be relevant to current circumstances (Kothari, 2004), descriptive surveys are also used to find causal correlations (descriptive correlation), provide a detailed quantitative description, and watch behavior.

3.4 Sampling Method and Sample Design

3.4.1 Sampling

The statistical process of picking a subset (called a "sample") from a population of interest is known as sampling. Because the population is the focus of the population, it is vital to properly define the research population to make statistical observations and conclusions about it, investigate (Bhattacharjee et al., 2017), the exploratory design of this study poses a hurdle because obtaining a list of all responders is not impossible. the primary data from the questionnaire was used in this investigation., to achieve a fair sampling procedure, data collecting is essential, the sample selection approach in this study is heterogeneous intentional sampling, this is a non-probability sampling

technique, the goal of using this type of sampling approach is to look at the case from several angles and gain a full grasp of it by analyzing the information gathered, this sort of sampling is also known as judgmental sampling since defendants are forced to judge various parts of the case in this type of sampling (Mangal, 2019), as a result, the researcher in this study attempted to select an educated sample to make it easier for respondents to judge the level of importance and knowledge of strategic management, as well as to make judgments about strategic management and its effectiveness in company continuity and presentation. High data consistency, Then, when it comes to selecting a sampling technique, knowing which population is best for fulfilling research aims and objectives, as well as conforming to the research questions, is crucial (Abu-Arja, 2019), variables such as expert knowledge about strategic management have been considered in the research below, based on the thesis's major goal, which is to investigate the effects of strategic management on the efficiency and effectiveness of performance in Sudan's telecommunications sector as a result, eligible participants were required to have a professional background in Sudan's telecommunications sector.

3.4.2 Sample Size and Population

The random sample approach was chosen by the researcher as the sampling method. This research was carried out in Sudanese telecommunications firms. the study's target demographic was employees from various Sudanese companies in various places, this group was made up of the company's directors, employees, and other employees, the quantitative research method was applied in this study, the December 2021 questionnaire was used to collect data from managers, employees, and other personnel from various organizations for this study (Bell and Bryman, 2011).

The research community consists of the Sudanese telecommunications sector; which includes the National Telecommunications Authority; the government of the telecommunications sector in Sudan and telecommunications companies in Sudan or known as "communications operators" and consists of (Sudatel) telecommunication Group, (Zain) telecommunication Company, (MTN) telecommunications Company and (Canar) telecommunications Company and this study was conducted on all Sudanese telecommunication companies.

3.5 Data Collection Method

This research gathered both primary and secondary data. In addition to the study that collected secondary data from many other studies connected to strategic management, secondary data is used to support these research goals. Second, the primary data was collected using a survey questionnaire, as previously indicated. Employees were given copies of the questionnaire, and the responses served as the foundation for the major data needed to achieve the research objectives (Mangal, 2019), a survey was conducted to establish the level of strategic management awareness among Sudanese enterprises for this study.

3.5.1 Data Collection Instrument

We used and relied on the questionnaire to collect data (Johari et al., 2015). There are 34 questions in this survey, because the group was created using a Google form, the questionnaire is an important data tool, it was developed to elicit thoughts from the respondents in terms of their expertise and awareness of strategic management. In addition, the questionnaire was created in accordance with the research objectives to answer the research questions.

3.6 Questionnaire Design

A four-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 the respondents (job location, company age, company name, number of company employees). The questionnaire contained a total of 34 structured items, of which 30 were related to the independent variable (strategic management) and the dependent variable (performance efficiency and effectiveness).

The design asks questions regarding the variables discovered during the literature research and aids in the establishment of causal linkages between them, as specified in the conceptual notion. action-plan framework a complete cover letter is included to the questionnaire as the first page, and it explains the basic goal of the study, as well as the study's goals and questions the participants are informed about the study's objectives,

according to Stern et al (2014), cover letters are beneficial because they provide a clear introduction to the research and the researcher(s), allowing for a higher response rate by reducing misconceptions and confusion about the research's purpose and the academic or professional body conducting the study, respondents have the option of answering one of three sorts of questions. In the first section, respondents are asked to fill out general information. General information includes questions about the job location, the company's age, the number of employees, and the company's name, these two variables constitute the study's controls, and they will be discussed in depth in the findings and discussion chapters, the usage of the 5-point Likert scale in section 2 of the questionnaire is vital to clarify; also, Marton-Williams (1986) claimed that respondents are empowered to express their thoughts using the 5-point Likert scale more than a 7-point or 9-point scale using the 5-point Likert scale. As a result, throughout this thesis' survey questionnaire, the 5-point Likert scale will be used in real time. Respondents are asked to assess the likelihood of using a variety of strategic response management information as proposed in the research mentioned in the conceptual Framework chapter in the next portion of the questionnaire (section 2), this part activates the dependent variable as a performance efficiency and effectiveness through a variety of characteristics that describe and explain each variable. Respondents are asked to rate each item on a scale of 1 to 5, with 1 representing "strongly disagree" and 5 representing "strongly agree," on a Likert scale of 1 to 5. In addition, because the questions in this part represent the study's dependent variables, the regression analysis answers will be used in Chapter 2 to analyze the relationship between the dependent and independent variables, Furthermore, the survey questionnaire's final portion is (section 3), participants are asked to judge the application of strategic management in their workplace on a scale of 1 to 5, with 1 indicating "strongly disagree" and 5 indicating "strongly agree." Throughout the entire thesis, the relationship between strategic management and performance efficiency and effectiveness is investigated.

3.7 Data Collection Process

As we discussed in the sample method section, the researcher picked a deliberate sampling approach based on the research objectives, this study picked Sudan to determine the level of understanding about the relevance of strategic management, as

indicated in the study's objectives, several hurdles confronted us during the data collection procedure, including the global epidemic, Covid-19, and the country's terrible circumstances, first, the poll was conducted using Google Forms, and URLs were given to anyone who had access to social media or the Internet. The distribution of roughly 417 questionnaires took 34 days to complete (December 19, 2021, to January 22, 2022). A total of 417 questionnaires were distributed, with 283 being returned due to 138 questionnaires not being returned by the relevant authorities within the given time frame.

4. RESEARCH FINDINGS

4.1 Introduction

This chapter examines the data and summarizes the study's findings, the analysis of this study is divided into two parts, the first half of the report is devoted to demographics and respondent profiles, while the second half is devoted to the study questions, the study can determine where the respondents came from, the number of respondents, and their demographic profiles, as we saw in the first phase of the analysis of the demographic profiles of the respondents, and any emphasis on the trustworthiness of the conclusions of this study and influences the research purpose, the second section of the questionnaire, which consists of 30 items, 10 of which are related to the first variable and 20 of which are related to the second variable, was analyzed. After doing demographic analysis, the study conducts a reliability test to confirm the researcher's data's authenticity. For the same reason, the Cronbach alpha test was used. finally, the information is a trustworthy granulator. The descriptive analysis of the questions is carried out in terms of where the study's objectives were met, and multiple regression is a process in this chapter.

4.2 Demographic Characteristics of Respondents

What is your position in the company?					
(Table 1)					
	Demographic	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	owner	58	20.5	20.5	20.5
	Manager	58	20.5	20.5	41.0
	Owner manager	55	19.4	19.4	60.4
	Employee	50	17.7	17.7	78.1
	Other	62	21.9	21.9	100.0
	Total		283	100.0	100.0

It critical to confirm the respondent's function and if it had any administrative duties inside their business, this was critical since the many types and subtypes of strategic responses contained in the survey and over which the heart of this research is formed required the knowledge of employees who are anticipated to encounter such exercises and methods while executing their jobs. Furthermore, inside expertise of a firm's plans necessitates engagement in managerial roles, particularly when it is assumed that stakeholder demands drive strategy execution. However, it was judged necessary to do a consistency check to guarantee that the sample included replies from employees of the top-level management in every organization or other members with directorial and managerial parts. Consequently, dependent on the 283 answers the percentage of owners constituted 20.5% at the company level, and 20.5% at the level of managers, the proportion of owner-managers was 19.4%, the proportion of employees was 17.7%, and the proportion of other jobs was 21.9%. This indicates that there is a convergence in the ratios of owners and managers of companies.

Table (2) How long has the company been operating

Table (2) How long has the company been operating					
	Demographic	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	62	21.9	21.9	21.9
	5-10 years	58	20.5	20.5	42.4
	10-15 years	56	19.8	19.8	62.2
	15-20 years	48	17.0	17.0	79.2
	More than 20 years	59	20.8	20.8	100.0
	Total	283	100.0	100.0	

According to the pre-tests and the outliers check, 283 answers have been included in the univariate analysis. In this regard, and based on the 283 replies, (Canar)Company formed the highest percentage of modern companies in less than 5 years with 62% It is followed by (Sudatel), aged between 5-10 years, at 58%, then (MTN), aged between 10-15 years, at 56%, and then a Sudanese company, aged between 15-20 years, at 48%, and the oldest Sudanese company is (Zain), aged more than 20 year at 59%.

Table (3) The number of employees in the company

Demographic	Frequency	Percent	Valid Percent	Cumulative Percent
Valid micro company {up to 9 employees}	61	21.6	21.6	21.6
Small company {10 – 50 employees}	63	22.3	22.3	43.8
Medium company {50 – 250 employees}	56	19.8	19.8	63.6
Large company {250 – 500 employees}	58	20.5	20.5	84.1
More than {500 employees}	45	15.9	15.9	100.0
Total	283	100.0	100.0	

Table (3) explain there are branches of telecommunications companies with more than 9 employees and 21.6% of them, These companies are located under the name of a small company, and there are also branches of telecommunications companies, which also fall under the name of a small company because it includes a number of employees ranging from 10- 50 employees with a rate of 22.3%, followed by medium-sized companies in the field of communications in Sudan, with a number of employees ranging between 50-250 employees in the company, representing 19.8% of companies, and then there are larger companies located under the name of a large company with employees ranging between 250-500 employees In the company, it came with a rate of

20.5%, and finally there are huge or very large companies with more than 500 employees, and it came in at a rate of 15.9%. It was found from the questionnaire and responses that there are many Sudanese companies working in the field of small-sized telecommunications.

Table (4) which company do you work for					
	Demographic	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ZAIN	60	21.2	21.2	21.2
	MTN	81	28.6	28.6	49.8
	SUDANI	69	24.4	24.4	74.2
	CANAR	73	25.8	25.8	100.0
	Total	283	100.0	100.0	

Table (4) explain the questionnaire was distributed to the telecommunications companies mentioned above, and this table shows the responses and responses that were taken from the company. 283 of the total questionnaires that the researcher distributed to the companies were answered. After analyzing the responses, it became clear that there are 60 employees from (Zain) Telecommunication, with a percentage of 21.2%, followed by a company (Sudani) Telecommunication, with 69 employees, or 24.4%, and thirdly, (Canar) telecommunication, with 73 employees from the company, who responded with a rate of 25.8%, and finally,(MTN) comes with the most number of employees, 81 employees who responded and was 28.6%, which means that it is the most cooperative company with the researcher.

4.3 Findings and Discussion

4.3.1 Reliability Test

Table (5) Reliability Statistic			
Variables	Chronbach's Alpha	N of Item	Interpretation
Strategic management	0.735	10	Good
PERFORMANCE EFFICIENCY	0.850	20	Good
Total	0.897	30	Good

The same test was performed separately for each variable to guarantee the data's reliability and consistency, and the table shows the mean score and Cronbach's alpha coefficient for each variable separately. The data is deemed to be reliable and recognized if the reliability score is more than or equal to 0.70, or if the data collection acquires a data range that is acceptable (Nunnally and Bernstein, 1967), the test was finished, and the findings were completely satisfactory, indicating that all items (questions) in each variable are consistent and reliable in the range given, the coefficient must be more than 0.7, according to Cronbach, thus they are all greater than that score.

4.3.2 Cronbach's Alpha Test

Cronbach's alpha tests of reliability are presented in table 4.6 Cronbach's Alpha Tests of Reliability Table 4.6 presents descriptive statistics for two variables used in the study along with Cronbach's alpha measure of the reliability of the scale. Strategic management and performance efficiency variables indicate high reliability (alpha = 0.897).

Table (6) Reliability Statistic		
Chronbach's Alpha	N of Item	Interpretation
.735	10	Good

Using SPSS, the researcher calculated reliability scores for each of the variables individually. The dependent variable of 10 questions. The scale had a high level of internal consistency, as indicated by a Cronbach's alpha of .735. Table 4.6 shows the

scores for this dependent variable. coefficient of 0.735. This presented a level of validity and reliability to presume the sufficiency of the second-order composite model for the purposes of this study.

Table (7) Reliability Statistic		
Chronbach's Alpha	N of Item	Interpretation
.850	20	Good

The reliability of the survey was tested based on the consistency of the number of participants' responses to the survey questions comprising each construct. represented reliability of the survey instrument using Cronbach's alpha reliability coefficients. Independent variables were tested resulting in Cronbach's alpha reliability constituting 0.850, which indicates accepted reliability

4.3.3 Correlation Results

Correlation analysis is a sort of statistical analysis that looks at whether two or more variables have a relationship and, if so, how strong that relationship is. Even though the correlation coefficient ranges from -1 to +1 (-1 r +1), the value is exceedingly weak between 0.00 and 0.25,' and between 0.26 and 0.49, the value is ' This indicates that a figure between 0.50 and 0.69 is regarded as 'medium,' 0.70 to 0.89 as 'high,' and 0.90 to 1.00 as 'very high.' A positive correlation coefficient implies that there is a linear relationship between two variables, whereas a negative correlation coefficient shows that there is an inverse relationship (Gogtay and Thatte, 20

Table (8) Correlation			
		Performance Efficiency	Strategic Management
Performance Efficiency	Pearson Correlation	1	.828**
	Sig. (2-tailed)		.000
	N	283	283
Strategic Management	Pearson Correlation	.828**	1
	Sig. (2-tailed)	.000	
	N	283	283

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

The Pearson correlation matrix depicts the inter-related correlation of each variable; this correlation is defined by the correlation coefficient "r," which ranges from - 1 to 1 in value (Mangal, 2019). Furthermore, when the 'r' is close to 1, it denotes a close link between two variables, whilst positive (+) and negative (-) marks denote whether variables are positively or negatively correlated. All variables, whether independent or dependent, exhibit a positive association, according to table 4.8. The correlation coefficient ranges from 0.828 to 0.828, indicating that all variables are closely associated at the 0.01 level (Helwig, 2017).

4.3.4 Normality Tests

The normality tests were used to determine whether the data was distributed normally. Normalcy tests, on the other hand, use several approaches to determine the data's normality, in this investigation, the following two normality tests will be computed:

Table (9) Descriptive				
Items		Statistic	Std. Error	
PERFORMANCE EFFICIENCY	Mean		78.7173	.61789
	95% Confidence Interval for Mean	Lower Bound	77.5010	
		Upper Bound	79.9336	
	5% Trimmed Mean		79.2992	
	Median		80.0000	
	Variance		108.047	
	Std. Deviation		10.39459	
	Minimum		48.00	
	Maximum		95.00	
	Range		47.00	
	Interquartile Range		14.00	
	Skewness		-.775-	.145
	Kurtosis		.009	.289

4.3.4.1 Skewness and Kurtosis

When data is normally distributed, it takes the shape of a bell curve, with all three measurements (mean, mode, and median) distributed equally (Das & Imon, 2016). When all three measures are disturbed, the distribution is symmetric, however when the mean, mode, and median are disturbed, the distribution is asymmetric, and the data is skewed to one side. Skewness can be either beneficial or bad. According to Joseph et al., (2009). Further examination of the standard deviation statistic for the second variable showed that the standard deviation for ten indicators was approximately (10.39459).

Table (10) KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	324.222
	df	1
	Sig.	.000

The Kaiser-Meyer-Olkin (KMO) method is used to assess the appropriateness of the sample variance and offers an index of the variables fraction that may have the same variances. The KMO index ranges from 0 to 1, and sample adequacy less than 0.5 is unlikely to be relevant for factor analysis. The sample size of 283 firms in this study has high sampling adequacy and is judged adequate for factor analysis. For component analysis to be appropriate, Bartlett's test of sphericity must be significant ($p < 0.05$) (Dastane & Fazlin, 2017), and Bartlett's Test for this study is and regarded acceptable.

4.3.5 Linear Regression Statistic

The relationship between one dependent variable and several other independent variables is determined through regression. When some of the independent variables change, regression analysis can help you understand how the dependent variable changes, this strategy is used to uncover and estimate cause-and-effect correlations between variables. The following are the test results for the variables and hypotheses that affect strategic management:

Table (11) Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.828 ^a	.685	.684	5.84230

a. Predictors: (Constant), STRATEGIC MANAGEMENT

b. Dependent Variable: PERFORMANCE EFFICIENCY

In the model summary table above, R-square is .685, meaning .68% of the variation from the dependent can be explained by variation in the independent variables, the remaining can be explained by other factors that are not in the model.

Table (12) ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20878.156	1	20878.156	611.680	.000 ^b
	Residual	9591.229	281	34.132		
	Total	30469.385	282			

a. Dependent Variable: PERFORMANCE EFFICIENCY

b. Predictors: (Constant), STRATEGIC MANAGEMENT

The form's F-value is 611,680, and the signature mark is 611,680. The model parameters are statistically significant if they have a value of 0.000 0.05. 0.685 is the model interpretation ratio, the competitive advantage variable has a coefficient of equation of 0.828, which is positive and statistically significant. Strategic management is becoming increasingly influenced by this element, the basic hypothesis is supported in this example.

Table (13) Coefficient's test						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.845	2.446		7.706	.000
	STRATEGIC MANAGEMENT	1.527	.062	.828	24.732	.000

a. Dependent Variable: PERFORMANCE EFFICIENCY

After finding the regression between the Strategic management and organizational structure, the researcher concluded that the beta coefficient is 82.8 % at a significance = 0.00, which indicates the correlation between the Strategic management and performance efficiency and effectiveness, so that strategic management affects the performance of efficiency and effectiveness.

H1: The practice of strategic management leads to performance efficiency and effectiveness in Sudanese telecommunications companies.

The hypothesis decision is to accept hypothesis H1, which means of the role of strategic management has a positive and significant influence on performance efficiency and effectiveness on telecommunications sector in Sudan.

CONCLUSIONS

The researcher arrived at various conclusions from the statistical test and the research hypothesis after studying the literature and analyzing the data from the field study and the analytical results:

It was discovered by evaluating the personal and demographic data of senior management responders. And the median is that most respondents only hold management positions, indicating that Sudanese telecommunication companies are moving toward appointing managers who are not company owners, with the percentage of owners at the company level being 20.5%, and 20.5% percent at the manager level. Owner-managers made up 19.4% of the workforce, employees made up 17.7%, and other occupations made up 21.9%. This suggests that the ratios of owners and managers in senior and middle management roles are convergent, and when looking at the age of telecommunication firms in Sudan, according to the study, (Canar) has the largest percentage of modern enterprises under 5 years old, with 62%, followed by (Sudatel), Their ages ranged between 5-10 years with 58%, and (MTN) company aged between 10-15 years with 56%, then (Sudani) company aged between 15-20 years with 48%, and the oldest Sudanese company is (Zain) which is more than 20 years old with 59%, and in terms of company size and employee count, it was discovered that there are branches of telecommunications companies with more than 9 employees with 21.6 %, and the oldest Sudanese which are also included in the name of a small firm because it has a number of employees ranging from 10 to 50, with a rate of 22.3%, followed by medium-sized telecommunications companies in Sudan, with a number of employees ranging from 50 to 250, with a rate of 22.3%. It accounts for 19.8% of all businesses, followed by larger businesses that fall under the category of large businesses, with employees ranging from 250 to 500, accounting for 20.5% of all businesses, and finally, massive or very large businesses, which employ more than 500 employees .and it came with 15.9% success rate. According to the questionnaire and responses, there are a considerable number of Sudanese telecommunications enterprises that are classed as small or medium businesses. (Zain) telecommunication company had 21.2% of employees react, (Sudani) Telecommunication Company had 69 employees respond with 24.4%, and thirdly

(Canar) Telecommunication Company had 73 employees respond with 25.8%, and finally (MTN) has 73 employees respond. With 81 employees, (MTN) had the most responses and a percentage of 28.6%, indicating that all organizations cooperated in an appropriate manner, but (MTN) was the most cooperative with the researcher.

The statistical analyses, tests, and statistical measurements utilized in this study demonstrated the validity of the research hypotheses, and the majority of the respondents had a strong comprehension of strategic management concepts and procedures, according to the findings. This is an important indicator that must be reinforced in Sudanese telecommunications companies through specialized training courses and postgraduate programs in order to reduce the percentage of those who do not know or agree that they have a good understanding of strategic management concepts, especially since the majority of those who responded are from management classes, and according to the findings, the vast majority of employees understand the importance, advantages, and benefits of strategic management in telecommunications firms, and that the majority of employees are convinced that strategic management is essential in Sudanese telecommunications companies.

The study found that strategic management had a positive impact on the efficiency and effectiveness of the telecommunications sector's performance, as evidenced by what has been accomplished and clear progress in this sector, and that some respondents reported having a good understanding of how to use strategic management methods. However, the study decisively demonstrated their lack of understanding of (SWOT) analysis and, as a result, inadequate use of it in Sudanese telecommunications enterprises. Prior study has indicated that senior and middle management in Sudanese companies have a weak comprehension of the strategic analysis process, and that Sudanese telecommunications companies use the strategic planning process in a moderate manner, workers' participation in strategic planning at Sudanese telecommunications businesses was found to be low, according to the study. Sudanese telecommunications companies have sufficient resources and capabilities to help them implement their strategic plans, and they also stated that strategic management contributes to the quality of services they provide to Sudanese telecommunications companies, and that Sudanese telecommunications companies possess advanced technology and technology in the field of telecommunications that contributed to providing distinguished and advanced services, and that Sudanese telecommunications

companies possess advanced technology and technology in the field of telecommunications that contributed to providing distinguished and advanced define and assist in the implementation and practice of management strategy in the Sudanese telecommunications sector, with the study concluding that strategic management leads to increased company efficiency and effectiveness. Sudanese telecommunications companies, Sudanese telecommunications firms were investigated, and it was discovered that the Sudanese telecoms sector's overall performance is efficient and effective, and that most workers foresee a positive development in this sector and a profit growth rate in the following years.

According to the report, Sudanese telecommunications businesses use strategic control in the same way that a medium-sized firm does, by regularly monitoring and examining plans and strategies at all stages to change or adjust them as needed. I discovered that there are some barriers and restrictions that affect the application and practice of strategic management in the Sudanese telecommunications sector, such as a lack of administrative capabilities and competencies, as well as a lack of strategic management training in these companies and organizational structure flaws.

Recommendations

The study's findings led to several recommendations, the most notable of which are:

The study's findings revealed that telecommunications companies are concerned about training deficiencies and weaknesses in the field of strategic management. As a result, efforts should be made to raise awareness and work in the field of strategic management in general, with a particular focus on the flaws and weaknesses identified in strategic planning, strategic analysis, and strategic control. Similarly, awareness and action should be tailored to each job's functional requirements and guided by a well-defined strategic strategy.

According to the study, Sudanese telecommunication firms have written strategic goals and objectives, but these goals and objectives are not known or understood by all employees. These companies must work to ensure that all employees are aware of their company's goals, objectives, and mission. Employee performance improves when all employees are aware of the company's goals, objectives, and mission.

According to the survey, Sudanese telecommunication businesses do not involve workers in the planning process, and this is an indicator that needs to be assessed and remedied. Workers' participation in the strategic planning process must be activated because their involvement in the strategy planning process has numerous benefits that will positively impact their performance and morale.

The study's findings revealed a lack of understanding of the use of specialists in SWOT analysis, this is one of the most essential sorts of analysis used to comprehend the internal and external environment's strengths, weaknesses, opportunities, and dangers, necessitating more effort to improve employees' knowledge and application of strategic analysis methods.

The study's findings revealed that Sudanese telecommunication businesses use the strategic management process in a moderate way, implying that to reap, Strategic management must be practiced and applied throughout all operations and activities to reap the benefits of strategic management.

The study found that there are several barriers and restrictions in the Sudanese telecommunications sector that hinder the adoption and practice of management

strategy. There is no need to deal with it or find appropriate solutions for this sector to reap the benefits of strategic management when it comes to attaining its objectives.

The study's findings supported the benefits and advantages of strategic management, as well as its impact on performance efficiency and effectiveness. As a result, workers at Sudanese telecommunication businesses must apply strategic management in all operations and activities in a systematic and scientific manner, with the assistance of professionals with expertise in this area.

The study recommends the necessity of paying attention to, encouraging, and sponsoring scientific research, and establishing units Specialized within these companies within the planning and projects department dealing with this matter and the necessity of cooperating with researchers and providing them with assistance, and this will reflect positively on the development and progress of these companies.

The researcher suggests that many more studies and research be conducted in the subject of management strategy in general, and mentions a few themes, the role of the National council for strategic planning in implementing strategic management in Sudan, the impact of strategic control on performance, the role of environmental analysis in developing communications strategies in Sudan, and the use of balanced scorecards in the communications sector and their impact on performance efficiency and effectiveness are just some of the topics covered.

This thesis is an academic work that serves as a reference or source for students and scholars in the subject of strategic management, especially since this field is characterized by a scarcity of sources and references. Also, as a handbook that informs and gives literature to management practitioners, this thesis is considered an applied contribution. Strategic management, in addition to the study's findings and recommendations, if work is completed, it will add to the application and practice of strategic management in Sudanese corporate organizations.

It is vital to point out the flaws in this thesis at the conclusion of this study, as no human action is without flaws or flaws, and this is the essence of human effort. this investigation was hampered by numerous barriers and challenges faced by the researcher. the majority of these roadblocks stemmed from the researcher's inability to secure the necessary cooperation from the companies, which impacted the information needed for this study, as a result, due to the apology of these organizations under the

pretext of confidentiality of information and competition, it was not feasible to access some crucial information and data from their records, thus the questionnaire was primarily depended on despite its faults in collecting field research data. In the subject of strategic management, the researcher also had to contend with the inferiority of the Sudanese library as well as a paucity of references and sources.

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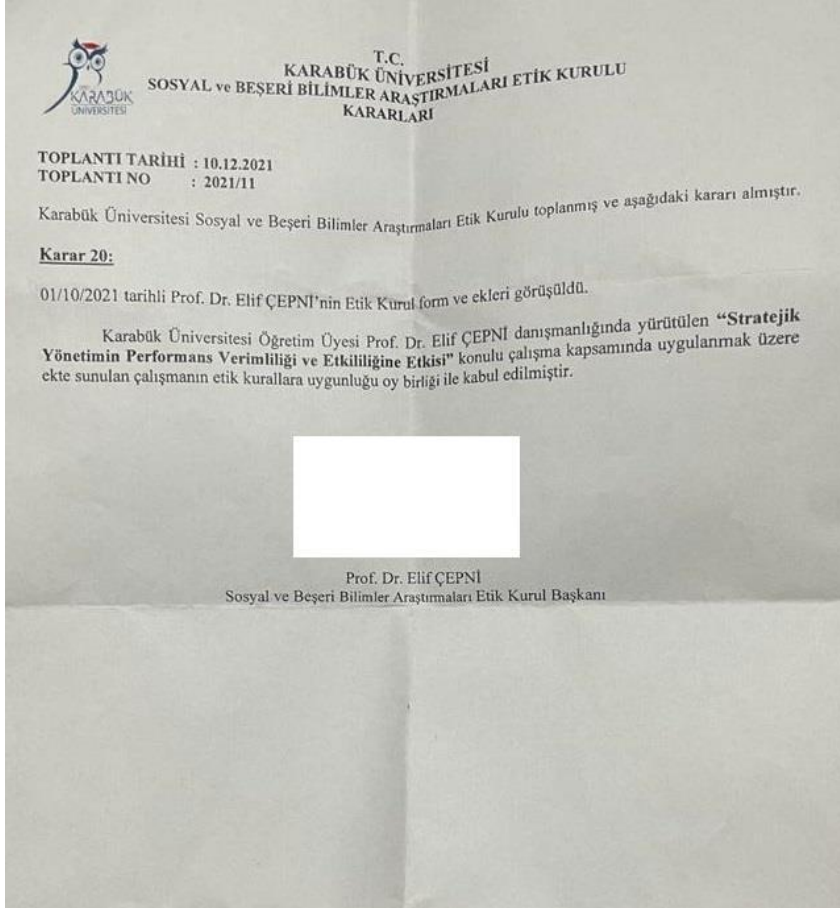
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LIST OF ATTACHMENTS





**Survey On the Impact of Strategic Management on Performance, Effectiveness
and Efficiency
(A Study of The Sudanese Telecommunication Sector)**

The researcher is preparing a thesis for a master's degree in business administration entitled:

The Impact of Strategic Management on Performance, Effectiveness and Efficiency, a case study for telecommunications companies Sudanese". Contribute to the development of the telecommunications sector in Sudan through a presentation The results of this search. The success and completion of this research depends on your help with an accurate answer and explicitly all the questions contained in the attached questionnaire, with the addition of all the obstacles that you face in performance and your suggestions to overcome these obstacles and any suggestions you see working to develop performance in this sector Biography.

The researcher confirms his full commitment that all data that will be obtained from you will be treated confidentially Complete and used for the purposes of this research only.

Thank you very much for your time and cooperation.

Khalid Mohammed

Master Researcher

Faculty of Business Administration

University of KARABÜK

SECTION A: Demographic Questions: -

**1/ What is your position in the company:
company been**

**2/ How long has the
operating?**

owner	Less than 5 years
manager	5-10 years
employee	10-15 years
Owner manager	15-20 years
Other...	More than 20 years

**3/ The number of employees in the company:
work for:**

4/ which company do you

micro company {up to 9 employees}	Zain
Small company {10 – 50 employees}	Mtn
Medium company {50 – 250 employees}	Sudani
Large company {250 – 500 employees}	Canar
More than {500 employees}	Other

SECTION B: Strategic management:

	Strongly Agree	Agree	Undecided	Strongly Disagree	Disagree
You have knowledge of the concept of strategic management and its components.					
Your company's message is specific.					
Your company's letter is written.					
Your company's message is published.					
Your company's message is within the reach of all stakeholders with it.					
Your company uses the ratio method to identify its strengths and weaknesses.					
Your company uses the management review method to identify its					

weaknesses and strengths.					
Your company uses the brainstorming method to identify its strengths and weaknesses.					
The company uses one of the business portfolio analysis models as an aid to generate strategic alternatives.					
The company uses the core competencies portfolio approach as an aid to generate strategic alternatives.					

SECTION C: performance efficiency and effectiveness:

	Strongly Disagree	Disagree	Undecided	Strongly agree	agree
Your knowledge of the concept of strategic management is good					
The company's external environment is characterized by the acceleration of quantitative and qualitative changes					
The competition that your company faces is intense					
Environmental changes in general affect a lot on the company's goals and strategies					
You participate in the formulation of the company's message					
The company's mission serves as a guide and general framework for managers, through which various strategies are taken within the company.					
The company uses effective methods to reveal its strengths and points.					

The company uses auxiliary tools in the process of generating strategic alternatives at the company level.					
The company is based when choosing (company-wide strategies) on the background of past or current strategies.					
The company seeks for the strategic alternative to achieve a competitive advantage.					
The company has managers with experience in designing strategies.					
The company uses consultants specialized in designing strategies when needed.					
The company has the material resources necessary for the strategy design process.					
There is compatibility between strategies at the company level and its organizational structures.					
The company has the necessary administrative skills to implement strategies at the company level.					
The company takes corrective measures, if necessary, to create the conditions to achieve its goals at the career level.					
There is compatibility between the strategies at the functional level and its control system.					
The incentive system is applied to all employees of the company					
The criteria of good goals in the company's strategic goals provide an urgent necessity for it, and it has a significant positive impact on its performance.					
The process of implementing strategies in its scientific sense is an urgent necessity for the company, and has a significant positive impact on its performance.					

Source: Soma Selatin, (2006). Management strategy and impact on the performance of business organizations. <http://dr-ama.com/?p=3238>.

CURRICULUM VITAE

Khalid Mohammed graduated from primary and basic education from Khartoum - Sudan, completed his secondary education at Khartoum International Preparatory School (KIPS), after which he completed a bachelor's program in the Department of Economics and Administrative and Financial Sciences, Faculty of Economics, National Ribat University 2018, then in 2019 a graduate student was accepted at Karabuk University Department of Business Administration in Turkey.