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Impact Of Strategic Management Practices On The Financial Performance In Government Intervention In The Uae Smes

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ARTICLE INFO	ABSTRACT
	The success of SMEs is to obtain useful information related to financial performance, use of performance, financing, as well as performance in addition to motivating managers to make the best choice through an effective strategic vision based on business intelligence in those companies.This study aims to investigate the impact of strategic management practices on financial performance in government intervention in small and medium-sized companies in the United Arab Emirates. The study examined previous literature that dealt with strategic planning practices in the United Arab Emirates and The underpinning theories with supporting arguments, such as strategic management theory and Resource-Based View Theory and it dealt the relation between Government intervention and financial performance and finally the study dealt Research and Instrument Design.
	Key Words: Strategic Management Practices, Financial Performance.

1. Introduction

The pattern of strategies and tactics that management established to generate the financial performance reflects the plan. The plan also demonstrates management's will to follow a specific course of action for growing the business, attracting and also delighting consumers, competing successfully, carrying out operations, and boosting the performance of the organization (Vanhuss, 2020). A cursory examination finds that there is broad consensus about the essential tasks involved in helping strategic management managers simultaneously plan for the organization's long-term future. Setting goals, analyzing the competitive environment, analyzing the internal structure, and evaluating tactics) is the idea of strategic management methods, Strategies Circulation)) has contrasting meanings. The art and science of creating, putting into practice, and evaluating cross-functional choices that help a company achieve its goal may be summed up as strategic management (Mukhtar et al., 2020). The many methods a business uses to achieve its objectives while making broad claims about its objective, vision, and goals are known as strategic management practices .

The company must make sure that it focuses on its areas of strength so that it does not let down its customers. It must also create an organizational profile that reflects its internal issues and abilities to analyze its external environment, including both the fundamental and affordable contextual variables (Park & Mithas, 2020). According to Knight et al. (2020), strategic management includes a number of interconnected actions such as calculated reasoning, tactical knowledge, critical planning, approach execution, and assessment of financial performance. The strategic management process is ongoing and includes attempts to adapt the company to its changing environment in the most practical manner possible. It also includes an integrated strategy that links the firm's strategic advantages to the challenges of business intelligence (Sun et al., 2020). Numerous businesses have been forced to more closely examine their strategic management as a result of the obstacles to financial performance and business intelligence caused by fragmented markets, increased competition, rapid technological advancements, shifting regulatory frameworks, and a growing reliance on non-price competition (Brondoni, 2020).

According to Li, Bouardi, Lami, Trikalinos, Trichakis, and Bertsimas (2022), the term "government intervention" describes the circumstance where a government acting in the capacity of a rule-maker or market regulator is forced to substantially engage in transaction disputes between market players. Government intervention is described as a regulatory action taken by the government to affect choices made by individuals, groups, or organizations in relation to economic and social concerns. Its primary goal is to solve market dysfunction in order to increase social welfare across a country (Mendoza, Dekker & Wielhouwer, 2020). Government intervention is defined as any regulatory action performed by a government that directly affects a market economy in order to change the equilibrium of the free market. It is necessary because of market defects and inefficiencies. To promote certain social and economic goals and improve welfare, the government enacts rules and regulations that would not be feasible in a free market (Bond, P., & Goldstein, 2015). Government intervention is described as a regulatory action taken by the government to affect choices made by individuals, groups, or organizations in relation to economic and social concerns. Its primary goal is to solve market dysfunction in order to increase social welfare across a country.

The phrase "financial performance" can be used to describe past accomplishments, present events, or preparations for future needs, but it does not refer to actual performance .According to Jajja et al. (2020), Cycle time, productivity, and governing conformity are a few examples of standard or recommended measurements of effectiveness, efficiency, and duty that are used to assess an organization's performance. Performance metrics also include assessments of how a particular request is handled, as well as the act of using knowledge rather than just possessing it (Dezi et al., 2019). The creation of a long-term vision for the business, often known as its "strategic intent," is the first step in the strategic management practices search for financial success (Kulkarni et al., 2020). The researcher faced difficulty in obtaining previous studies in the field of study due to the scarcity of these studies. According to Oliva et al. (2019), explained that the strategic management is a management technique, which the organization does the factor for its being as well as its future goals and also decisions and also tasks an organization takes on to produce competitive advantage. Furthermore, the goal of strategic management is to support managers in achieving a sustained competitive advantage for the company (Mavi et al., 2019). Because it aligns the goal and vision with operations, strategic management is crucial for the growth and development of all companies .

To survive and expand in this market, start-ups and SMEs need to be anchored in reality while also being forward-thinking and clever about their company strategies. Therefore, this study is considered unique in its contribution to enriching the literature regarding the role of UAE SMEs in the national economy, which requires effective and serious government intervention in this regard, leading to improving the level of influence of strategic management practices on financial management in UAE SMEs, which determines the size and impact of Those practices under business intelligence on government intervention to adjust (Gerth et al., 2021).

1.1Problem Statement

The UAE is a firm believer in the value of entrepreneurship in helping residents realize their potential and become the nation's economic engine through the creation of SMEs in the private sector (Ahmad, Ahmad & Bakar, 2018). Strategic management practices improve an organization's financial performance .Strategic management practices are determined by performance and effectiveness . performance of the organization is the measure of what has been accomplished by the organization showing good conditions for a proven period of time (Zeng et al., 2020). UAE SMEs receive government support from several entities, including the National Program for SMEs, the Emirates Council for Small and Medium SMEs, Project 300 billion, Emirates Industrial Strategy, Khalifa Fund, and Mohammed bin Rashid. Small and Medium Enterprises Development Corporation.

The number of companies classified as SMEs in the country in the middle of 2020 reached about 350,000 companies, constituting more than 94% of all businesses in the nation, with 73% of them being in the trade and retail sector, 16% being in the service sector, and 11% being in the service sector .With ambitions to raise this sector's contribution to reach 70% by 2021, these enterprises already offer employment opportunities to more than 86% of the private sector's workers and contribute more than 60% of the country's GDP (The Official Portal of the UAE Government 2023; Khan, Azharuddin, Khan & Ali, 2021). With ambitions to increase the sector's contribution to 70% by 2021, SMEs now account for more than 60% of the UAE's GDP (The Official Portal of the UAE Government, 2023). In order to improve the contribution and performance of the SMEs sector, the UAE has implemented legislation, initiatives, programs, and other mechanisms that aid in funding small businesses (Abu Daqa, Al-Zahmi, Al-Mujaini & Ahmed, 2022).

The UAE has an independent law that regulates the SMEs sector. Access to finance is facilitated through banking and non-banking institutions, which number 86, comprising 60 banking institutions and 26 non-banking institutions . The percentage of bank credit granted to SMEs constituted 9.5% of the total credit facilities provided by the banking sector until the end of September 2019, compared to about 3.6% for the similar percentage in 2018. This reflects the great interest in this important sector . The state has facilitated the process of issuing loan guarantees for SMEs through a set of initiatives, including Law No. 20 of 2016 that encourages creditors to accept these assets as mortgages .

Government intervention and advocates the use of economic policies such as subsidies, taxes, etc. (Mendoza et al., 2022). Government determines what is best for the economy and allocates available resources accordingly .Governments can help in many different ways, such as granting guarantees, creating and subsidizing specific loans for small and medium-sized businesses, or giving grants to those who satisfy certain requirements, such as raising productivity or hiring more staff. They could also support them tax-wise .Bond and Goldstein (2015) suggest that the government should step in and provide marketing advisory services to SMEs, at a relatively low cost, within the framework of economics and industry projects .

The reason behind the low impact of business intelligence specifically in the UAE is the lack of skills and the unwillingness of SMEs to adapt to this fast-growing innovation due to their lack of trained employees, skills and lack of enthusiasm to adapt to business intelligence. While Mohammed (2019) study indicates that innovation barriers and enablers in strategic performance practices play a major role in terms of contributing to the growth of SMEs. Strategic management and financial performance. The success of SMEs is to obtain useful information related to financial performance, use of performance, financing, as well as performance in addition to motivating managers to make the best choice through an effective strategic vision based on business intelligence in those companies.

2. LITERATURE REVIEW

The initial topic of focus and review in this chapter is strategic planning management in the United Arab Emirates, covering the underlying theories, conceptual framework, and development of hypotheses. Strategic management, which is the management of an organization's resources to achieve its goals and objectives, includes setting goals, analyzing the external and internal organizational environments, evaluating strategies, and ensuring that management implements the strategies across the organization. Fundamentally, strategic management is assessing how a company compares to its rivals and identifying the opportunities and dangers it faces, whether they originate from within the business or outside rivals.

2.1 Strategic planning Management in UAE

Over the last 20 years, Abu Dhabi has seen a great change in terms of both economic and social growth, making the UAE one of the world's most dynamic capitals (Elbanna et al., 2020). Spiess et al. (2012) pointed out that the interest of the Abu Dhabi government in the semi-government sector has demonstrated an urgent need to practice strategic management throughout the UAE in general and Abu Dhabi in particular. These factors include globalization, declining oil prices, unrest in the Middle East, and the global financial crisis. Because of this, strategy implementation and assessment are comparatively understudied study areas of the strategic management process in the researched Abu Dhabi in particular and the Arab nations in general . The UAE strategic planning is of highest importance when it comes to boosting the performance of financial institutions generally, those in the UAE in particular, and the impacts of various strategic planning and management on competitiveness and overall performance (Al-Qudah et al., 2020).

The effectiveness of management practices in the UAE, such as long-term thinking and innovation, has a greater impact on strategic planning effectiveness than any other practice, according to Alkheyi et al. (2020), who also claim that this helps organizations gain a sustainable competitive advantage in the market. Al-Mawali et al. (2018) found that while firms in the UAE acknowledged using strategic planning, there was sufficient recording of smart objectives and some respondents believed that strategic planning was a beneficial tool for reaching organizational goals or even for enhancing performance. Additionally, there was no difference in the use of strategic planning by small and big organizations in the UAE, defying the widely held belief that organization size is a crucial factor in an enterprise's adoption of strategic planning (Spontak & Mattheeusen, 2018).

Mohieldin et al. (2011) came to the conclusion that since Emirati organizations are largely new and it would not be fair to compare them to counterparts in other nations where they have existed for centuries, managers' awareness of the advantages of planning needs to be increased. Additionally, businesses and training centers should promote this idea and talk about its importance. The UAE has more stable political affairs, and its diversification initiatives offer comparable settings for research on planning among local organizations (Agrawal et al., 2020). The United Arab Emirates are expanding their economy beyond oil to include services, leisure, and financial sectors while taking advantage of their prime location at the crossroads of the West and the East. These factors may be broken down into three categories: religion, globalization, and culture. Each category includes values and practices in the UAE, and values serve as the underpinning motivations for a culture's economic activities (Wakefield, 2020). The UAE is made up of expats who came from other countries since the indigenous workforce is insufficient to support the country's economy. In reality, they were instrumental in the region's rapid economic development . Thus, in order to manage well in the UAE, one must be aware of and comprehend cultural differences. Diversity may also be sought to encourage creativity and innovation inside the company, thereby improving organizational performance.

2.2 Underpinning Theories

The underpinning theories with supporting arguments, such as theories consist of strategic management theory.

2.2.1 Resource-Based View Theory

The added value of human capital in strategic management studies is clarified by the resource dependency theory (Hamdoun, 2020). According to Yong et al. (2019), the resources acquired by the organization may be

divided into three categories: organizational, human, and physical resources. Organizations do, however, have access to a variety of tangible resources, including offices, land, buildings, technology, and some raw materials. Relationships between organization members, training, managerial and staff skills, experience, and traits are additional human capital resources (Clarke & MacDonald, 2019).
Whereas the organizational resources that organizations obtain include planning strategies, whether formal or informal, the structure of the reporting process and the entire enterprise process (Zhuang & Lederer, 2006). In addition, another additional category was included in the assets that the company has, sometimes referred to as financial assets (Clarke & MacDonald, 2019). This category consists of debt, revenue, equity capital, stocks, and other previously mentioned entrepreneurial resources, including entrepreneurial vigilance, the enterprise's ability to manage all of these resources, and knowledge.
Adding a category to apply the theory of resource-based presentation and including additional resources for an organization known as reputation resources that are reflected in stakeholders' perceptions of the organization is a recent addition to the list of resources in any organization (Dubey et al., 2019). When a business uses technology resources, such as processes, technological systems, and other physical changes, to gain a competitive edge (Wong & Karia, 2010). However, Different assumptions are made by the theory, and one of the primary assumptions of the resource-based vision is that understanding the competitive performance of the organization depends on knowing the intangible resources acquired inside the internal environment of the company (Kozlenkova et al., 2014). It is notable that an organization's talents have a much greater impact on its performance than either intangible or tangible assets. Whereas, according to the resource dependency hypothesis, leadership is a valued hiring. Because the organization may accomplish outcomes and performance that beyond its expectations thanks to the leader's proper conduct (Wong & Karia, 2010).
To function at a higher level, organizations require effective management strategies and strong leadership. The resource-based theory of supply states that if certain structured resources are valued, rare, unmatched, and irreplaceable, you may be able to gain a competitive advantage. Numerous scholars have looked at tools that provide a business a long-term competitive edge (Zhuang & Lederer, 2006). Today's fast-changing competitive climate in which all businesses must function makes it essential for these firms to be able to manage knowledge-based ideas. Organizations' capacity to generate income depends on the skills and knowledge of their workforce (Almarri & Gardiner, 2014).
The expansion of the resource-based presentation theory of the enterprise discusses that when knowledge, experiences and creative abilities are exchanged among the members of enterprise, Everyone will have access to their knowledge repositories, which encourages the development of fresh concepts and aids in the innovation and product development processes.

2.2.2 Strategic Management Theories

An organization's primary goal is to grow profits, according to the profit-maximizing and competition-based strategic management theories while simultaneously gaining a competitive edge over its rivals (Langabeer & Napiewocki, 2000). This theory's premise is that developing and sustaining competitive advantage is severely hampered by external market positioning (Kaleka, 2002). A strategic management theory is a hypothesis, a recommendation, or a group of concepts that aim to investigate the historical evolution, underlying principles, and practical applications of strategic management. The majority of strategic management concepts actually come from the systems perspective, backup technique, and information technology approach to corporate management (Drejer, 2002). To put it another way, these fundamental theories of strategic management will surely be used to monitor businesses as tools to help them make strategic as well as directed managerial decisions throughout the method creation, analysis, and implementation processes .
The underlying academic foundation used as well as the the variables' underlying principles and the relationships that will arise between them, examined will be this strategic management theories systems viewpoint, backup technique, and other main strategic management theories of the organization competitive advantage (Priem & Butler, 2001). The implementation of resource-based approaches on strategy in turbulence and change-prone environments has also been a challenge for the strategic management theory .Recent research on dynamic, co-evolving organizational processes is particularly pertinent to the difficulties a company faces in maintaining its the primary drivers underlying offshore include competitive advantage in the face of pressures to reduce costs and transfer production brought on by evolving technology, markets, and competition.
Among the theoretical perspectives in strategic management theory, the resource-based view of the company (RBV), transaction cost economics (TCE), organizational learning theory, and social capital theory may be particularly applicable and effective for strategic management . A supply chain strategy taxonomy and a basic resource-based perspective were developed, with an emphasis on some of the most recent research obtained from the RBV, resource orchestration, and dynamic capabilities, according to Ferreira et al. (2013). pointed out that several academics in the discipline had become interested in the strategic management theory .Resource management, formerly known as resource orchestration but now more commonly called resource orchestration, is concerned with how managers organize, bundle, and utilise the resources of the company (Hitt, 2011).

The fundamental tenet of this study is that how a corporation uses its resources is as least as significant as the resources themselves. By outlining managerial efforts to coordinate resources in ways that assist organizations establish a competitive advantage, strategic management theories broaden the RBV (Ferreira et al., 2013). The framework that had been developed, according to Sirmon et al. (2011), addressed the process-oriented management behaviors required to develop a competitive advantage and, as a consequence, aid the business in creating value. Strategic management theories do recommend acquiring, developing, and, when required, divesting resources that are no longer beneficial for the firm's strategy even if possessing precious and uncommon resources is a necessary but not sufficient condition for obtaining a competitive advantage (Hitt, 2011).

The theories of strategic management Research demonstrates the significance of management activities in managing resources to improve financial performance, and that managers must allocate resources in ways that are consistent with the strategies adopted by the company in order to have a positive impact on performance (Sirmon & Hitt, 2009). The strategic management theories broaden the research on the RBV because most businesses also have weaknesses that they must overcome by implementing strategies that only use their strengths and work to strengthen their weak capabilities (Ferreira et al., 2013). This is because the majority of research on the RBV has largely concentrated on resource and capability strengths. The effectiveness of the resources retained and the coordination of the management techniques utilized determine the outcomes of resource management. Important materials supplies may be given by internal divisions in vertically integrated enterprises, but the bulk of suppliers are external to the company .

Organizations must efficiently manage the resources offered by their suppliers. When supplies are acquired from within the company's walls, management procedures may be difficult, but they are probably simpler than when they are sourced from outside providers . In particular, More empirical study on resource management and the movement of resources from suppliers to the target organization would be beneficial, and the integration of strategic management theories would follow. The strategic management might be advanced by study and effort on resource orchestration (Schulz & Jobe, 2001). Strategic management is the concept and process of identifying the objectives of an organization, formulating plans and policies to achieve these objectives, and allocating resources to carry out the plans and policies . According to Peppard & Ward (2004), who contend that the term "strategic management theories" can be understood as a combination of strategy formulation, implementation, and evaluation as well as management theory discussed earlier, it can be seen that the strategic management theories primarily derive from the systems perspective, contingency approach, and information technology approach.

Some of the popular strategic management theories mentioned and pertinent include profit-maximizing and competition-based theories, resource-based theories, survival-based theories, human resource-based theories, agency theories, and contingency theories .The major objective of business organizations is to maximize long-term profit and establish durable competitive advantage over rivals in the external market, according to the profit-maximizing and competition-based philosophy, which was its foundation . The survival-based approach is predicated on the notion that in order for businesses to survive, they must continuously adapt to their competitive environment. According to the resource-based perspective of the company, some resources that companies own and control have the potential to produce a competitive advantage and, ultimately, superior firm performance (Kersten et al., 2007).

2.3 Business intelligent and financial performance

A startup is a company that an entrepreneur starts in order to investigate, develop, and assess a scalable business model, according to Rouhani et al. (2018). Although entrepreneurship is dedicated to new businesses, including self-employment and corporations that never seek to become registered, startups are contracted new businesses that aspire to develop beyond the sole founder. One of the principles of entrepreneurship is the ability to offer unique, workable answers to problems that others face (Llave, 2018).

Entrepreneurs can be effective in producing market value and enhancing both financial and non-financial performance, particularly when integrating resources in novel and unconventional ways to achieve a competitive edge over rivals (Sen et al., 2019). Business intelligence, on the other hand, is crucial for today's organizations because it gives them the capacity to track market trends, the moves of rivals, and the behavior of customers (Wazurkar et al., 2017). It is crucial to research how business intelligence influences people's capacity for learning and creativity when beginning a firm, which ultimately has an impact on how profitable it is.

Business intelligence, according to Vallurupalli & Bose (2018), is a priceless and irreplaceable internal resource that aids startupsin growing and diversifying their managerial knowledge base. According to Eidizadeh et al. (2017), business intelligence aims to integrate and automate as many processes and operations as feasible. Business intelligence system deployment and execution have recently risen to the top of CIOs' organizational priorities lists. Business intelligence is a top issue for many firms since it may significantly affect their performance.

70% of the enterprises surveyed by the Cutter Consortium (Khan et al., 2019) have employed data warehousing and business intelligence. But as Wagonfeld's study (O'Leary, 2011) showed, not all businesses reap the rewards of business intelligence as they should. Insufficient planning, poor project management, and unmet business needs caused 60% of business intelligence initiatives to fail or be of low quality.

2.4 Government intervention and financial performance

From ancient times to the present, economists have investigated and examined the problem of governmental interference in financial activity (Li et al., 2022). Due to the state's function as the mastermind and organizer of its operations and the penetration of its apparatus into many realms of political, economic, and social life, it has become clear that the state plays a significant role in guiding and directing the economy financially to reach development goals. This is what occurred in several countries that used planning as a tool to enhance financial performance in the years following World War II, whether it was capitalism, like England, France, Holland, and Germany (Xie et al., 2022).

China, and despite the difference between economists The forms, nature, and amount of this intervention varied from one case to another and from one period of time to another because they believe that there is a minimum degree of involvement that the state must carry out, given the Developments that took place in the international arena, as well as due to the actions of many (Möllers et al., 2022).

From intellectual variables and economic facts, followers of economic thought literature note that since then Keynesian ideas have emerged, and countries have begun to interfere more in economic activity, including capitalist countries (Gao & Hafsi,2015). The state has acquired some important industries, and public spending on social services has increased. Food supplies have been subsidized. Low income, increased investment spending in public works, Public expenditure as a percentage of GDP increased, and these concepts even had an impact on developing nations .

Although its role in achieving the best financial performance in various institutions has diminished with the rise of capitalism, the state still plays a crucial role in eradicating underdevelopment and achieving economic development (Bond & Goldstein, 2015). Even in the face of this decline, the state cannot be neutral in the fight against underdevelopment and the pursuit of economic development. Even in the most capitalist systems of the modern world, as proven by several current worldwide phenomena, such as economic and financial crises and the expansion of new fields as a result of the phenomenon of globalization .

3. Research Design

A research question is investigated using a framework and technique called research design. This study's methodology is quantitative in nature. Business research may be divided into three categories, according to Sekaran and Bougie (2016): exploratory, descriptive, and causal. While descriptive aims to systematically characterize phenomena, issues, information, or programs concerning data, information, and sources important to the research, heuristic refers to the exploration of descriptive topics of study. In addition, the question of whether one variable will teach another is investigated through the concept of causation. The illustration research upon which this study is based. This study makes use of exploratory research and a few rules that are chosen based on the issue description. Exploratory research is conducted in order to make the study more intelligible, not to produce definitive proof .

The research hypotheses were based on earlier studies that looked at the relationship between strategic management practices (such as goal-setting, competitive environment analysis, internal organization analysis, strategy evaluation, and strategy circulation) and the financial performance of SMEs in the UAE. For the study, the survey approach will be used. Previous studies where the items will be utilized to address the study questions are given as the source of the measure employed on each variable. The research issues will be addressed using a one-time or sectional study design in which data will only be gathered once, maybe over the course of several days, weeks, or months. All responders will get the questionnaire, and measurements will be taken when all questions have been answered. Data will only be dispersed and gathered once. The advantage makes use of a quick and cost-effective sectional investigation.

The scientific method is frequently used in quantitative research as a guide for the research process. The systematic phases of this approach include developing the research topic and putting forward desired assumptions as hypotheses, moving on to include the financial performance in the UAE of a proposed mode and data collection tool, and typically concluding with a discussion based on numbers to determine whether the commenced assumptions are agreed upon or not .

3.1 Scientific Approach

This study adopts a scientific methodology, which includes a series of methodical processes that begin with issue identification and definition, develop a tentative hypothesis, and conclude with a determination of whether the hypothesis is correct, along with an analysis of the findings and a conclusion. And it is typical for this strategy to include certain particular stages .

Establishing the research subject is the first step in every study. In addition to the researcher's experience and norm, a literature review aids in identifying the main issue of this study. Determining the research problem is the next stage. Academic research has to be driven by knowledge gaps that define and support the issue statement. Theoretical and practical gaps are identified from prior studies, official suggestions from leading authorities, and trends backed by data. Clarifying research objectives is the third stage. The general problem statement is converted into operational objectives that are related to the study phases. Formulating the conceptual and theoretical framework using literature is the fourth phase. There must be an explanation of the key ideas and a discussion of the underlying theories. Choosing sample and data gathering methods is the sixth phase. The formulation of the research proposal model and research hypothesis is the seventh phase. The variable and its relationships will be examined through a thorough examination of the literature, and the recommended model will be created. Building the questionnaire and ensuring its reliability and validity is the eighth stage. The ninth phase involves gathering data using the appropriate methods, which might include direct collection or electronic collection. The tenth step is to analyze the data using the appropriate methods and procedures. Finally, data analysis findings will be examined in relation to several hypotheses, along with a discussion of the model's and the hypothesis' success or failure, followed by a conclusion .

3.2 Instrument Design

There are seven key constructs in the study, and it is crucial to utilize the right tool to measure each one. In this specific study, a questionnaire that was modified from earlier investigations was employed. Reliability and validity procedures are used to ensure the survey's quality and applicability. The survey's equipment was modified to include the following:

Whereas the initial survey was designed to ascertain how the technology and business analytics interacted with the relationship between financial performance and strategic management practices. The original questionnaire from the "literature review," as revised to achieve the study's goals.

There were two primary elements to the survey's equipment. Section one provides general information on respondents and their organizations, while Section two discusses the items for the study's variables. Scale elements were changed to be on an interval scale. Five-point scales were used in this investigation. Strongly disagree, disagree, neither disagree nor agree, agree, and strongly agree are the five anchors of opinion are used specifically in the interval scale known as the Likert scale . This scale has benefits since it is simple to create, use, and score. Following completion of the questionnaire, statistical software will be used to examine each item individually or collectively to produce a score for a collection ofitems. The advantage of using a Likert scale to evaluate the dependent and independent variables is that it condenses the responses into a single statement, which can then be changed to provide the appropriate results in relation to the study's objectives.

In this specific study, the focus is on the strategic management elements that have an influence on SMEs' financial performance in the UAE. Some items have been utilized for the constructions, which were primarily adapted from earlier research, to achieve the objectives of the study. Below are the items for these constructions and their suppliers. The Likert scale, which has a maximumscore of five and a minimum score of one, is employed.

3.3 Instruments Development, Validity, and Reliability

Well-structured questionnaires are the primary tool used to get original data from selected people. To be effective, valid, and trustworthy, the questionnaire must ask the right questions, gather sufficient data, be simple to use, and maintain participant anonymity. The design of the questionnaire, creation of the items, validity, and reliability are covered in the following parts.

3.3.1 Questionnaire Design

The survey's context is divided into two primary sections that ask for demographic information about the respondents and questions concerning personal profile information such gender, age, income, positions, and qualifications. Since there are six subsections in the second part, which is the major one (as mentioned in the conceptual framework), each subsection is related to one of the proposed variables. Before moving on with the gathering of empirical data, each variable is examined using a number of questions that were gathered and modified from earlier research and shown to be valid and reliable.

The survey instrument's validity is determined by its content, and one way to do this is to use the face validity approach, which involves judging a test's coverage of the idea it is intended to assess. It speaks about a test's objectivity and applicability for gathering information from the targeted responders .

On a five-point ordinal scale, 1 represents a strong disagreement (very disagree), and 5 represents a strong agreement (very agree), the answers to the questions on various views are to be supplied.This scale goes by the name of the Likert-5 scale, which is frequently employed by academics in social science research.A five-point Likert-type scale.

3. 3.2 Questionnaire Development

The questionnaire asks participants about their perceptions of the following factors using eight primary sets (scales):

- ❖ Setting objectives
- ❖ Analyzing the competitive environment
- ❖ Analyzing the internal organization
- ❖ Evaluating strategies
- ❖ Strategies Circulation
- ❖ Business Intelligence
- ❖ Government Intervention

Every variable's components have been modified from some similar earlier research to fit the target demographic of SMEs employees in the UAE.

3.3.3 Questionnaire Validity and Reliability

Through expert consultation, a panel of three experts was able to guarantee the authenticity of the survey used for this research. Every expert was asked to study and comment on the preliminary poll results, with the goal of establishing the panelists' points of view in order to decide the results. The three experts were really chosen from a variety of professional disciplines; two are management professors and one is a senior manager in human resources. To clarify the second draft before it was actually submitted to the face validity assessment group, opinions on terminology, sequencing, wording, and usefulness were obtained.

Whether or not the second draft of the study examination looks to be a good procedure depends on context validity. For this study, face validity was tested using 10 UAE residents (who were not among the final sample and came from another urban region). This testing group will undoubtedly not take part in the real research study testing. The following criteria were applied: (1) The test was really administered concurrently, and students were asked to complete the survey. (2) Actual monitoring was done of actions, response time, and the issue at hand. (3) The questionnaire included an informal conversation. In order to clarify the third draft and make it relevant to the aviator research study, comments and remarks were signed up for.

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