

THE IMPACT OF STRATEGIC MANAGEMENT ON ACHIEVING SUSTAINABLE DEVELOPMENT IN UAE GOVERNMENT INSTITUTIONS: SYSTEMATIC REVIEW

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Abstract : This study aims to explore the impact of strategic management on achieving sustainable development in government institutions in the United Arab Emirates, through a systematic review of previous research and analyzing the role of government policies and strategies in promoting sustainability. In light of the UAE Vision 2030 and 2071, strategic management has become a pivotal tool in formulating and implementing development plans that balance economic, social, and environmental dimensions. Strategic management relies on long-term planning, effective governance, and the use of technology to improve institutional performance and ensure the achievement of sustainable goals. Sustainable development in the UAE stands out as a major goal pursued by the government through multiple programs, such as the “National Strategy for Sustainable Development” and the “UAE Energy Strategy 2050,” which aim to achieve a balance between economic growth, social justice, and environmental sustainability. The study also shows that strategic management plays a crucial role in enhancing corporate governance, developing human capital, adopting technology, and encouraging innovation to support sustainable development. However, government institutions face challenges such as the need for policy coordination, sustainable financing, and external influences such as economic crises. The study proposes future research that includes quantitative analysis to measure the impact of strategic management on sustainability, comparison with other countries, and studying the impact of digital transformation on the implementation of sustainable strategies.

Keywords: Strategic management, sustainable development, government institutions, governance, government strategies, UAE Vision 2030.

1. Introduction:

Strategic management and sustainability are closely linked concepts.(Kulkarni et al., 2020) Strategic management is the process of planning, organizing, and directing the resources of an organization towards the achievement of long-term goals and objectives, while sustainability is the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs (Masa'deh et al., 2017). By integrating sustainability into strategic management, organizations can ensure that their actions align with the principles of sustainable development, which include economic growth, social inclusion, and environmental protection. One of the main ways that strategic management and sustainability are linked is through the setting of targets and objectives (Dzwigol & Dzwigol-Barosz, 2020) . Organizations can use strategic management to set sustainability targets, such as reducing their carbon emissions or increasing the

use of renewable energy. By setting these targets, organizations can then develop a plan of action to achieve them, such as investing in clean energy technologies or implementing energy-efficient practices (Tayebi Abolhasani & Rahmanseresht, 2020). In this way, strategic management helps organizations to identify and prioritize the actions necessary to achieve their sustainability goals. Another way that strategic management and sustainability are linked is through the allocation of resources (Tzavlopoulos et al., 2019). By using strategic management to allocate resources effectively, organizations can ensure that their efforts to achieve sustainability are as efficient and effective as possible (Aydin et al., 2020). For example, an organization might choose to invest more resources in renewable energy and energy efficiency, rather than in traditional fossil fuels, in order to reduce its carbon emissions (Tzavlopoulos et al., 2019). Strategic management and sustainability are also closely linked through the promotion of social equity and the support of economic growth (Imankhan et al., 2014). By identifying and addressing key sustainability challenges such as poverty, inequality, and unemployment, organizations can help to create a more sustainable society (Sakas et al., 2021). Additionally, by supporting economic growth, organizations can create jobs and help to reduce poverty, which in turn can support sustainable development. Furthermore, sustainable strategic management should aim to ensure that the company continues to operate in a sustainable manner for the long-term (Madhani, 2009). A company operating in a sustainable way will be more attractive to customers and stakeholders, and thus it will be more successful in the long run. Sustainable strategic management includes considering the economic, social and environmental impact of the company's operations and taking actions to mitigate any negative effects (Tanwar, 2013). The company should also seek to promote sustainable practices across its entire value chain, encouraging suppliers and partners to act in a more sustainable way.

According to Sharma et al., (2021) sustainable strategic management also includes considering the company's entire life cycle, from sourcing raw materials to the disposal of products, and taking actions to minimize the negative impact on the environment (Krzymowski, 2020b). The company should also consider the ethical implications of its actions and seek to act in a responsible and transparent manner. Add to Strategic management and sustainability are closely linked concepts that organizations must take into consideration (Krzymowski, 2020a). By integrating sustainability into strategic management, organizations can ensure that their actions align with the principles of sustainable development (Dzwigol & Dzwigol-Barosz, 2020). A sustainable strategic management ensures that the company continues to operate in a sustainable way for the long-term, promotes sustainable practices across the entire value chain and consider the entire life cycle of the products and services, with the goal of achieving long-term success (Madhani, 2009).

LITERATURE REVIEW

Strategic Management and Sustainable Development

Strategic management influence local, provincial, or regional economic growth, different and conflicting transitions in the business sector (Alsharari, 2024). As a result, firms were playing an

active role in managing their activities, seeking growth & efficiency factors. Most business firms need to shape but also develop an appropriate management solution for company encouragement, particular attention is paid to adopting standard leadership tools and procedures, as well as carrying out measures to make sure a reliable operation of good to move to enhance one's stances in a rapidly changing developmental growth (Ovchinnikov et al., 2015). Hence, the constantly shifting growth of firms, which have been influenced by a mix of international and domestic elements, highlights the necessity to examine the factors impacting economic sustainability in a company's strategy implementation (Hambrick & Wowak, 2021). To enhance the systems of insuring and preserving an industry's economy, it is required to apply strategic management tools and build methodologies, or change quantitative methods, among sustainability and strategic management. As defined first by Brundtland Commission, sustainable development addresses awareness of global difficulties and tries to get a basic framework for the creation of workable solutions (Andersen, 2006). Yet the idea of sustainable development and in most policy requirements and moral form provides no clear instructions about which policies, programs, or actions should be undertaken. As a result, a slew of associated rules and terminology sprung up. Collaboration from a variety of players at all strata of organizations is essential in order is for the concept to become even more binding, tangible, or practical. People, companies, regions, nations, and communities all have an important role to play in whatsoever type of sustainability (Ahammad et al., 2020).

Gaining Advantages from the Strategic Management:

Strategic management is the administration of the organization's assets to attain its mission and targets. It is a strategy for ensuring that performance objectives are reached and indeed the firm keeps growing. Strategy formulation gives future guidance by formulating policies to attain goals and then distributing funds to put those visions into practice. Finally, management is used by businesses to acquire a competitive edge (Brown, 2016). Strategic management seems to have its origins in 1950s modern economics, which was centered on industrial-organizational techniques. Peter Drucker, commonly regarded as the "Father of Modern Strategic Management," thought that defining goals and tracking firm progress must penetrate a whole organization from beginning to end. Once it comes to product managing, the size of an organization is unimportant. Indeed the tiniest businesses must understand their industry in terms of effectiveness and take the necessary steps to attain their targeted situation in the future (Petera et al., 2020). As noted by (OECD, 2014), integrating environmental economic and social objectives for the sustainable development require strategic management as the core approach. These management techniques not only help to improve the opportunities to avail sustainable development, also they are helpful in coping with the challenges and removing the barriers to avail sustainable development goals.

A study conducted by (Bradutan & Sarbu, 2014) also affirmed the role of strategic management in bring sustainable development. The researchers adopted literature review approach. Results revealed that, organizations where strategic management is practiced are comparatively more successful and having good reputation where other management techniques are practiced. Despite

strategic management also have some basic limitations, it overall usage is fruit and ensures constructive outcomes. Similarly, strategic management could become the way of establishing a stable fact of the matter in a world that workers are constantly being transformed by technological innovation. Corporate leaders that have a thorough understanding of their potential buyers, as well as an in-depth understanding of just what their big rivals would do next, can foresee and make appropriate company operations. It also implies that they should prepare for potential possibilities and hazards (Akyuz & Gursoy, 2020). According to (Asante Boakye Elijah & Millicent, 2018), strategic management provides us with many strategic advantages to materialize the desired goals and avail competitive advantage. All the efforts eventually lead to sustainable development, as the capability to coordinate the interrelationships between the organizations, achieving competitive advantage and ease the pathway to sustainable development is only possible when strategic development is adopted and incorporated successfully.

Table 1.1: Summary of the Literature Regarding Strategic Management and Sustainable Development:

Source	Methods	Journal/Book/Repository	Description
(Sharabati et al., 2024)	Policy Report	OECD Policy Briefs	Strategic management not only helps to improve the opportunities to avail sustainable development, also it is helpful in coping with the challenges and removing the barriers to avail sustainable development goals.
(Alhantoobi et al., 2024)	Literature Review Approach	The Bucharest Academy of Economic Studies	Organizations where strategic management is practiced are comparatively more successful and having good reputation where other management techniques are practiced. Despite strategic management also have some basic limitations, it overall usage is fruit and ensures constructive outcomes

(Alsharari, 2024)	Case Study	Sustainability	Organizations may increase protracted international competitiveness by strategic decision-making or committing to strategy implementation. In this regard, it is also notable that the concept of strategic management has long been introduced in the management arenas, yet this concept is topical
(Malik et al., 2023)	Literature Review Approach	Revista Eletrônica de Estratégia & Negócios	New models, new strategic standard, designing new plans, and their strategic implementation, all are necessary factors that ensure competitive advantage and sustainable development.
(Deslatte & Swann, 2017)	Case Study , Bayesian Analysis	Public Administration	While setting the most favorable policy goals, these organizations keep all the important steps under consideration. Here the role of strategic management again weighs much importance as the objective is to attain mutual interest and sustainable development.
(Salhab et al., 2023)	Cross Sectional Design, Survey Method	Global Journal of Human Resource Management	Achieving competitive advantage and ease the pathway to sustainable development is only possible when strategic development is adopted and incorporated successfully.

(Denys et al., 2020)	Literature Review Approach	International Journal of Economics and Business Administration	Ensuring strategic management and planning provides a pathway to avail sustainable development in different contexts. As strategic development involves long-term navigation, that provides guidelines for potential advantages and opportunities to enhance strategic management achievability.
(Wang, 2021)	Review of Statistical Data	E3S Web of Conferences	As a continuously evolving management paradigm, strategic management requires workable and practical plans and policies that may ensure competitive advantage that eventually result into sustainable growth and development.

Creating a long-term vision necessitates an understanding of international patterns, the competitive analysis, including customer requirements. Once a company determines its objective, adequate funds may be deployed to fulfill that goal. Organizations may increase protracted international competitiveness by strategic decision-making or committing to strategy implementation.

2. Challenges for the Strategic Management

According to (Grewatsch et al., 2021), organizations face several challenges during the execution of strategic approaches. Sometimes these challenges are internal and sometimes external, demanding tactful techniques to cope with them. In such a situation, resorting to strategic changes in the policies, design, implementation, and further monitoring process can be ideal to deal with the challenges. It is important for the managers to keep in mind all the potential that can halt the organizational functioning and materializing the goals. First of all, organizational culture and employees' behavior are the major concern for the managers. They should make sure that employees behavior has a strong and consistent conformity with the organizational culture that would help them to work effectively to attain the common goals. Second, then organizational changes are made, their relevance with the organizational rules should be carefully checked. If they are consistent and compatible with the organizational culture, they will bring a fruit result. Finally, the third issue is about changing the people/ workforce individuals. When the managers

want the employees to comply with the organizational norms and goals, they have to make sure that these changes also ensure equal benefits for the workforce (Naghibi & Baban, 2013).

Similarly, strategic researchers and critics are continuously searching for even more effective solutions to cope with the business and environmental challenges regarding the implementation of the strategic management. Some scholars suggest the same solutions with these issues as they are dealt concerning the business problems that mainly involve building causal models for the optimization of the organizational success (Grewatsch et al., 2021). For example, in terms of metal markets, the increased environmental changes are also affecting the natural resources of metal mines. Considerably many countries including United States are using several strategies including workforce management, their requirements, and even all the environmental changes to further cope with the challenges

UAE Strategic management

Strategic management plays a crucial role in achieving sustainable development in the United Arab Emirates (UAE). Through the process of strategic planning, organizations and government agencies can identify and prioritize the actions necessary to meet their sustainable development goals (Krzymowski, 2020a). This includes setting targets and objectives, allocating resources, and implementing policies and programs that support sustainable development (Krzymowski, 2020b). For example, the UAE has set ambitious targets for reducing carbon emissions and increasing the use of renewable energy. Through strategic management, the government and private sector can work together to achieve these goals by investing in clean energy technologies and implementing energy-efficient practices (Krzymowski, 2020a). In addition, strategic management can also help organizations and government agencies to manage their social and economic impacts, by identifying and addressing key sustainability challenges such as poverty, inequality, and unemployment, as well as preserving the country's cultural and natural heritage. Furthermore, United Arab Emirates also has national strategy plan called "UAE Vision 2021" which has Sustainable development as one of its core area and set specific targets, plans and programs to achieve it. The government continuously use strategic management to align their policies and actions to achieve these targets. Strategic management plays a critical role in achieving sustainable development, It is the process of planning, organizing, and directing the resources of an organization towards the achievement of long-term goals and objectives. By using strategic management, organizations can identify and prioritize the actions necessary to meet their sustainable development goals, such as reducing their environmental footprint, promoting social equity, and supporting economic growth (Krzymowski, 2020b). One of the main ways that strategic management contributes to sustainable development is by helping organizations set clear targets and objectives. For example, an organization might set a target to reduce its carbon emissions by a certain percentage over the next five years. By setting this target, the organization can then develop a plan of action to achieve it, such as investing in renewable energy or implementing energy-efficient practices (Subhan & Don Jae, 2012). In this way, strategic

management helps organizations to identify and prioritize the actions necessary to achieve their sustainable development goals (Alawaysheh et al., 2020).

Another way that strategic management contributes to sustainable development is by allocating resources effectively (Khraim, 2020). By identifying the most important areas for investment and allocating resources accordingly, organizations can make sure that their efforts to achieve sustainable development are as efficient and effective as possible. For example, an organization might choose to invest more resources in renewable energy and energy efficiency, rather than in traditional fossil fuels, in order to achieve its target of reducing carbon emissions (Davies & Al, 2022).

sustainable development in UAE

Strategic management also plays an important role in promoting social equity and supporting economic growth. By identifying and addressing key sustainability challenges such as poverty, inequality, and unemployment, organizations can help to create a more sustainable society. Additionally, by supporting economic growth, organizations can create jobs and help to reduce poverty, which in turn can support sustainable development (Krzymowski, 2020b). Moreover, strategic management helps organizations and government agencies to manage their social and economic impacts, by identifying and addressing key sustainability challenges such as poverty, inequality, and unemployment, as well as preserving the country's cultural and natural heritage. (Krzymowski, 2020a). For example, the UAE has set ambitious targets for reducing carbon emissions and increasing the use of renewable energy. Through strategic management, the government and private sector can work together to achieve these goals by investing in clean energy technologies and implementing energy-efficient practices (Khraim, 2020). In conclusion, strategic management is an essential tool for achieving sustainable development. By setting clear targets and objectives, allocating resources effectively, and promoting social equity and economic growth, organizations can identify and prioritize the actions necessary to meet their sustainable development goals. It is crucial for organizations and government agencies to continuously use strategic management to align their policies and actions to achieve sustainable development. The relationship between strategic management and sustainability is particularly important in UAE government institutions as they play a key role in driving sustainable development in the country (UAE Government, 2020). Through the use of strategic management, government institutions can identify and prioritize the actions necessary to achieve sustainable development goals, such as reducing carbon emissions, promoting social equity, and supporting economic growth. One of the main ways that strategic management is used in UAE government institutions to promote sustainability is through the development of national sustainable development plans. The UAE has a national strategy plan called "UAE Vision 2021" which has sustainability as one of its core areas, with specific targets, plans, and programs to achieve it. Through the use of strategic management, government institutions can align their policies and actions with these targets and work towards achieving them (Byat & Sultan, 2014).

Another way that strategic management is used in UAE government institutions to promote sustainability is through the allocation of resources (Almarzooqi, 2019). Government institutions can use strategic management to allocate resources effectively to the most important areas for investment, such as renewable energy and energy efficiency, in order to achieve sustainable development goals (Bird & Kirira, 2009). In addition, strategic management can also help government institutions to manage their social and economic impacts, by identifying and addressing key sustainability challenges such as poverty, inequality, and unemployment, as well as preserving the country's cultural and natural heritage. Through the use of strategic management, government institutions can develop policies and programs to support sustainable development in these areas (United Arab Emirates Ministry of Climate Change & Environment, 2021). Furthermore, UAE government institutions can use strategic management to identify and address sustainability challenges specific to the country, such as water scarcity and conserving local biodiversity and rich culture. They can also collaborate with private sector, NGO's, and international organizations to achieve these goals (Abarca, 2021). The relationship between strategic management and sustainability is crucial in UAE government institutions. Through the use of strategic management, government institutions can align their policies and actions with national sustainable development plans, allocate resources effectively, and manage their social and economic impacts to promote sustainable development in the country. The government institutions also have a key role in identifying and addressing sustainability challenges specific to the UAE and implementing policies that will create a more sustainable future for the country (Kaur & Lodhia, 2019).

Conclusion

This study aims to provide a systematic review of previous research that addressed the relationship between strategic management and sustainable development in UAE government institutions. The study highlights how strategic management is used as a tool to promote sustainable development, through analyzing policies, regulatory frameworks, and challenges facing government institutions in this context. Sustainable development has become a fundamental goal that countries and institutions seek to achieve to ensure the sustainability of resources and achieve a balance between economic, social, and environmental dimensions. Strategic management plays a pivotal role in achieving this goal, as it enables institutions to effectively plan and implement policies and programs that promote sustainable development. In the United Arab Emirates, strategic management is an essential part of the state's vision to achieve sustainable development and enhance government efficiency. Strategic management is a comprehensive planning process that aims to define the future vision of the institution, formulate policies and programs to achieve the desired goals. Strategic management relies on analyzing the internal and external environment of the institution, evaluating potential opportunities and challenges, and developing implementation plans to ensure that goals are achieved efficiently and effectively. In government institutions, strategic management contributes to promoting good governance, raising the level of institutional performance, and improving the provision of public services. In the UAE, the government is

adopting a strategic approach that focuses on innovation, digital transformation, and enhancing resource sustainability. The UAE Vision 2030 and 2071 aim to achieve sustainable development by adopting strategic plans that are aligned with global goals, such as the United Nations Sustainable Development Goals. The results of this review indicate that strategic management is a key tool for achieving sustainable development in government institutions in the UAE. Through effective planning, good governance, and optimal resource allocation, strategic management can contribute to achieving a balance between the economic, social, and environmental dimensions of sustainable development. As government policies continue to evolve and invest in innovation and sustainability, the future of sustainable development in the UAE looks promising, making it a global model to be emulated in this field.

Limitations and future research

Despite the importance of this study in highlighting the relationship between strategic management and sustainable development in government institutions in the United Arab Emirates, there are some limitations that must be taken into consideration. First, this study focused on government institutions in the UAE, which may limit the possibility of generalizing the results to other countries with different administrative and political systems. Second, the study relied on published research and reports, and there may be information that is not publicly available or not updated that reflects recent developments in government policies. Third, the study did not extensively address the impact of global economic crises, epidemics, or geopolitical changes on sustainable development strategies in the UAE. Finally, there is a great focus on quantitative measurements to assess the extent of the impact of strategic management on achieving sustainable development, as the study was a systematic review and not an experimental study. As for future research, there are experimental studies that rely on quantitative data to measure the direct impact of strategic management on achieving sustainable development, by analyzing indicators of institutional performance and sustainability and a comparative study between the UAE and other countries to determine the effectiveness of sustainable development strategies and identify the factors that distinguish the Emirati experience, and study the impact of modern technologies such as artificial intelligence, big data, and the Internet of Things on improving implementation Sustainable development strategies. This research can contribute to providing new insights to support decision-makers and develop more effective policies to achieve sustainable development in government institutions.

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