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Page: 236 – 254 https://amjd.kiu.ac.ug

THE ROLE OF ECONOMIC RESPONSIBILITY IN THE COMPETITIVENESS OF SOFT DRINK MANUFACTURERS IN MOGADISHU, SOMALIA

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Abstract

This study investigated the role of economic responsibility in shaping the competitiveness of soft drink manufacturers in Mogadishu, Somalia. A mixed-methods research approach was adopted, guided by Stakeholder Theory. The target population comprised 2,200 individuals drawn from staff, managers, and supervisors across soft drink manufacturing firms in Mogadishu, as well as government and regulatory officials. A sample of 327 respondents was selected using purposive and simple random sampling techniques, with an exceptional response rate of 97.9 percent achieved (320 respondents). Structured questionnaires and semi-structured interview guides were employed for data collection. Quantitative data were analyzed using descriptive statistics and multiple regression analysis through SPSS version 28, while qualitative data were subjected to thematic analysis. The descriptive findings revealed that soft drink manufacturers demonstrated consistently high levels of economic responsibility across all measured dimensions, with an average mean of 3.58 on a five-point scale. Fair wages and benefits recorded the highest mean (4.10), followed by local sourcing prioritization (4.01), community economic stability (3.76), investment in local businesses (3.71), consumer-conscious pricing (3.56), and job creation (3.55). The regression analysis revealed a strong positive relationship between economic responsibility and competitiveness ($R = .669$), with economic responsibility explaining 44.8 percent of the variance in competitiveness ($R^2 = .448$). The F-statistic of 57.606 ($p = .000$) confirmed the statistical significance of the model. The unstandardized coefficient ($B = 1.299$, $t = 7.590$, $p = .000$) led to the rejection of the null hypothesis, conclusively demonstrating that economic responsibility had a statistically significant positive effect on the competitiveness of soft drink manufacturing firms in Mogadishu. These findings provided robust empirical validation of Stakeholder Theory within the Somali context, confirming that organizations creating value for multiple stakeholders achieved superior competitive outcomes even in fragile, post-conflict environments characterized by institutional voids and operational challenges.

Keywords: Economic responsibility, Competitiveness, Soft drink manufacturers, Stakeholder Theory, Mogadishu, Somalia, Corporate social responsibility, ESG, Fragile states, Post-conflict economies

Introduction

The global beverage industry is undergoing a profound transformation, with economic responsibility emerging as a critical determinant of competitive advantage in both developed and emerging markets. Economic responsibility—encompassing corporate social responsibility (CSR), environmental, social, and governance (ESG) initiatives, and sustainable business practices—has evolved from a peripheral ethical consideration to a central strategic imperative for soft drink manufacturers seeking long-term viability and market leadership (Alsayegh, Abdul Rahman and Homayoun, 2020). Recent empirical research across thirty countries demonstrates that social and governance practices exert a positive influence on financial performance, fundamentally reshaping how beverage companies approach their role in society (Aydoğmuş, Gülay and Ergun, 2022). In the African context, multinational corporations operating in the food and beverage sector have increasingly localized global sustainability frameworks, achieving measurable improvements in operational efficiency, community engagement, and market positioning through targeted ESG investments (Idemudia, 2020). For instance, subsidiaries of major beverage companies in Tanzania have demonstrated that strategic sustainability initiatives ranging from water-use efficiency improvements to community infrastructure investments can simultaneously advance corporate objectives and national development goals (Mzembe and Meaton, 2023). This global paradigm shift toward integrated value creation has particular resonance for fragile and post-conflict economies, where the intersection of corporate responsibility and competitiveness carries unique implications for market development and economic recovery.

The Somali soft drink manufacturing sector presents a compelling case study in the relationship between economic responsibility and competitiveness within a challenging institutional environment. Historically, an estimated 85 percent of all packaged beverage products distributed in Somalia were imported from neighboring Middle Eastern countries, creating significant dependence on external supply chains and limiting local industrial development (Abdullahi, 2021). However, the emergence of domestic manufacturers such as Soda King Somalia, established in 2014 as a bottling and distribution franchise with exclusive licensing across Somalia, Somaliland, and Djibouti, signals a transformative shift toward local production capacity and economic self-sufficiency (Mohamed and Hersi, 2022). These pioneering enterprises have distinguished themselves through investments in advanced technologies, including the introduction of recyclable polyethylene terephthalate (PET) bottles and innovative preservation methods that reduce energy consumption and operational costs (Hassan, 2023). Such innovations not only demonstrate environmental stewardship but also confer tangible competitive advantages through enhanced efficiency, product quality, and market differentiation. The Somali food and beverage market continues to expand, driven by urbanization, evolving consumer preferences, and gradual economic stabilization, creating unprecedented opportunities for manufacturers who can effectively balance profitability with social and environmental considerations (World Bank, 2024). Nevertheless, firms operating in this context must navigate formidable obstacles, including inadequate infrastructure, political volatility, regulatory ambiguity, and intensifying competition from both international brands and local enterprises (Ahmed and Elmi, 2023).

Against this backdrop, understanding the role of economic responsibility in shaping the competitiveness of soft drink manufacturers in Mogadishu assumes critical importance for scholars, practitioners, and policymakers alike. While extensive research has examined CSR and ESG outcomes in stable emerging economies with studies from Indonesia revealing nuanced relationships between profitability, leverage, corporate social responsibility, and firm value (Sari, Wahyuni and Nugroho, 2021) limited attention has been devoted to fragile contexts where institutional voids amplify both the challenges and potential rewards of responsible business conduct. The South African experience demonstrates how beverage companies can strengthen their market position through deliberate transformation strategies, including preferential procurement from historically disadvantaged suppliers, skills development initiatives, and enterprise development programs that simultaneously address social inequities and build resilient supply chains (Ndlovu and Ngwenya, 2022). Similarly, international examples such as New Zealand's Karma Drinks illustrate how ethical positioning through Fairtrade certification, transparent sourcing, and community investment can generate customer loyalty, employee engagement, and distinct competitive differentiation in crowded marketplaces (Lewis and Potter, 2023). These precedents suggest that for Mogadishu's soft drink manufacturers, economic responsibility may serve not merely as a compliance mechanism or philanthropic endeavor, but as a strategic orientation capable of mitigating operational risks, enhancing brand reputation, fostering stakeholder trust, and ultimately driving sustainable competitive advantage (Jamal and Abdi, 2024). This study therefore investigates the multifaceted relationship between economic responsibility and competitiveness among soft drink producers in

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Mogadishu, seeking to illuminate how manufacturers in this complex environment conceptualize, implement, and leverage responsible business practices to achieve market success amid profound uncertainty and transformation.

Literature Review

Theoretical review

This study is guided by Stakeholder Theory, originally developed by Freeman (1984), which provides a robust conceptual framework for examining the relationship between economic responsibility and competitiveness among soft drink manufacturers in Mogadishu. Stakeholder Theory fundamentally challenges the traditional shareholder-centric view of the firm by positing that organizations must create value for a multiplicity of stakeholders including employees, customers, suppliers, communities, government entities, and shareholders rather than maximizing returns for owners alone (Freeman, 1984; Freeman et al., 2010). The theory asserts that sustainable business success derives from the effective management of stakeholder relationships, as these constituencies possess the capacity to influence, and be influenced by, the achievement of organizational objectives (Harrison and Wicks, 2021). In the context of corporate social responsibility and economic responsibility, Stakeholder Theory provides the normative and instrumental justification for why firms should attend to the legitimate interests of diverse groups beyond their immediate profit motives (Jones, Harrison and Felps, 2018). Recent scholarship has extended Freeman's foundational work by demonstrating that organizations demonstrating genuine commitment to stakeholder welfare generate reciprocal benefits, including enhanced legitimacy, reduced transaction costs, improved risk management, and superior long-term financial performance (Bridoux and Stoelhorst, 2022; Barney and Harrison, 2020). This theoretical lens is particularly salient for examining soft drink manufacturers in fragile contexts such as Mogadishu, where formal regulatory institutions are weak and where social legitimacy, community acceptance, and trust-based relationships with diverse stakeholders become critical substitutes for legal enforcement mechanisms (Jamal and Abdi, 2024).

The application of Stakeholder Theory to the Somali soft drink manufacturing context illuminates the mechanisms through which economic responsibility translates into competitive advantage. Within this theoretical framework, economic responsibility is conceptualized as the proactive management of stakeholder expectations and interests through business practices that generate mutual value creation (Tantalo and Priem, 2016). For manufacturers in Mogadishu, key stakeholders include local communities affected by production operations, employees whose livelihoods depend on stable employment, suppliers within fragile supply chains, distributors navigating security challenges, government authorities seeking tax revenues and economic development, and consumers increasingly conscious of product quality and corporate behavior (Mohamed and Hersi, 2022). Stakeholder Theory suggests that when soft drink manufacturers invest in economically responsible practices such as fair employee compensation, local procurement from Somali suppliers, environmental stewardship through waste management, community infrastructure contributions, and transparent governance structures they cultivate stakeholder goodwill that manifests as competitive differentiation, operational stability, and market resilience (Freeman, Dmytriyev and Phillips, 2021). Empirical research in similar African contexts confirms that stakeholder-oriented firms achieve superior outcomes through enhanced reputation, customer loyalty, employee commitment, and smoother regulatory interactions (Ndlovu and Ngwenya, 2022; Mzembe and Meaton, 2023). Moreover, Stakeholder Theory accommodates the dynamic and reciprocal nature of these relationships, recognizing that stakeholders in fragile environments possess agency to either support or undermine business operations through consumer purchasing decisions, employee productivity, community cooperation, or regulatory enforcement based on their perceptions of organizational fairness and responsibility (McGahan, 2021). By adopting this theoretical perspective, the study aims to illuminate how Mogadishu's soft drink manufacturers navigate their complex stakeholder environment, how their economic responsibility practices shape stakeholder relationships, and how these relationships ultimately influence their competitiveness amid the profound uncertainties characterizing Somalia's evolving market landscape.

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Methodology

Research Approach

This study adopted a mixed-methods research approach, integrating both quantitative and qualitative research methods to comprehensively investigate the relationship between economic responsibility and competitiveness among soft drink manufacturers in Mogadishu. The mixed-methods design was particularly appropriate for this research context as it allowed for triangulation of findings, enhanced the validity and reliability of results, and provided a more holistic understanding of complex social and economic phenomena (Creswell and Creswell, 2023). The quantitative component of the research involved the systematic collection, presentation, and statistical evaluation of numerical data to establish correlations between economic responsibility activities and the competitiveness of soft drink manufacturing firms in Mogadishu. This approach enabled the measurement of variable relationships, hypothesis testing, and the generation of generalizable findings across the sector (Hair et al., 2022). Concurrently, the qualitative component employed in-depth interviews and focus group discussions to explore the perceptions, experiences, and motivations underlying corporate social responsibility practices among soft drink manufacturers in Mogadishu. This qualitative dimension was essential for contextualizing quantitative results, uncovering nuanced insights into stakeholder relationships, and adding deeper meaning to the connection between economic responsibility and competitiveness (Merriam and Tisdell, 2021). The integration of both approaches aligned with contemporary methodological recommendations for business research in African contexts, where understanding both statistical patterns and lived experiences was crucial for generating actionable knowledge (Ndwiga and Muriithi, 2023).

Research Design

The study employed a correlational research design operationalized through a cross-sectional survey approach to examine the relationships among the study variables as articulated in the research objectives. A correlational design was appropriate for this investigation because it enabled the researcher to determine the extent and direction of relationships between economic responsibility practices and various dimensions of organizational competitiveness without manipulating variables (Bell, Bryman and Harley, 2022). The cross-sectional design was specifically selected because the study aimed to conduct an intensive investigation of the variables under study at a single point in time, capturing the current state of economic responsibility and competitiveness among soft drink manufacturers in the Mogadishu district (Ilesanmi, 2018). This design was particularly suitable for emerging market research where longitudinal data may be unavailable or unreliable, and where capturing contemporary business practices was essential for informing policy and practice (Saunders, Lewis and Thornhill, 2023). The cross-sectional approach allowed for the efficient collection of data from multiple firms simultaneously, providing a comprehensive snapshot of the sector while accommodating the security and logistical constraints inherent in conducting research in fragile contexts such as Mogadishu (Ahmed and Elmi, 2023).

Study Population

In statistics, a study population refers to the total population about which information is required to address research objectives (Kumar, 2019). The study population constitutes the aggregate of all elements that share specified characteristics from which the sample is drawn (Sekaran and Bougie, 2020). Commonly, the population is found to be very large, and in any research study, investigating the entire population is often impractical or impossible due to constraints of time, resources, and accessibility (Bryman, 2022). Therefore, sampling enables researchers to identify a manageable and representative subset of the population from which meaningful inferences can be drawn (Taherdoost, 2021).

ISSN: 2518-2951 https://doi.org/10.59568/AMJD-2026-14-2-19 African Multidisciplinary Journal of Development (AMJD)

Table 1: Study Population

Category	Target Population
Soft drinks firms staff	1,933
Soft drinks firms managers	110
Soft drinks firms supervisors	157
Total	**2,200**

Source: Mogadishu Central Division, Department of Trade and Industry (2023)

In this study, the target population comprised 2,200 individuals drawn from all registered soft drink manufacturing firms operating in Mogadishu, Somalia (Ministry of Trade and Industry, Mogadishu, 2023). This population included staff members, managers, and supervisors who possessed relevant knowledge and experience regarding the economic responsibility practices and competitiveness of their respective firms. The selection of multiple respondent categories ensured comprehensive coverage of perspectives across different organizational levels, enhancing the richness and validity of the data collected (Neuman, 2020).

Sample Size Determination

The study targeted a population of 2,200 respondents from soft drink manufacturing firms in Mogadishu, from which a sample was drawn using both purposive and simple random sampling techniques. This mixed sampling strategy was necessitated by the nature of data required to address the research problem, as different respondent categories necessitated different selection approaches to ensure both representativeness and depth of insight (Palinkas et al., 2023). The combination of probability and non-probability sampling techniques was widely recognized for achieving higher degrees of validity and reliability while minimizing selection biases in business research (Saunders, Lewis and Thornhill, 2023). The sample size determination followed the established guidelines of Krejcie and Morgan (1970), which remained a widely accepted standard for determining sample sizes from finite populations in social science research (Memon et al., 2020).

Table 2: Sample Size Determination

Category	Target Population	Sample Size	Sampling Technique
Mogadishu city officials	8	1	Purposive Sampling
Somalia Revenue Authority officials	5	1	Purposive Sampling
Officials of Ministry of Trade, Industry and Co-operatives	15	2	Purposive Sampling
Soft drinks firms staff	1,900	271	Simple Random Sampling
Soft drinks firms managers	110	15	Simple Random Sampling
Soft drinks firms supervisors	162	37	Simple Random Sampling
Total	**2,200**	**327**	

Source: Adapted from Krejcie and Morgan (1970)

Purposive sampling was employed for government and regulatory officials because these respondents possessed specialized knowledge and occupied strategic positions requiring deliberate selection based on expertise and relevance (Campbell et al., 2020). Simple random sampling was applied to staff, managers, and supervisors within soft drink firms to ensure every member of these categories had an equal probability of selection, thereby enhancing the representativeness and generalizability of findings (Sharma, 2021).

Data Collection Instruments

A data collection instrument refers to the device or tool used to systematically gather information from respondents (Bryman, 2022). The selection of appropriate instruments was determined by the subject's characteristics, the research topic, the problem statement, research objectives, and the

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nature of expected data (Kothari, 2014; Kumar, 2019). This research employed two primary data collection instruments: structured questionnaires and semi-structured interview guides, consistent with the mixed-methods approach.
The questionnaire was designed to collect quantitative data from staff, managers, and supervisors of soft drink manufacturing firms. The instrument contained closed-ended questions organized into sections corresponding to the study variables, utilizing Likert-scale measurements to capture respondents' perceptions of economic responsibility practices and competitiveness indicators (DeVellis and Thorpe, 2021). Questionnaire design followed established protocols for ensuring clarity, relevance, and avoidance of ambiguity, with pre-testing conducted to refine the instrument before full deployment (Taherdoost, 2021).

The interview guide was developed to facilitate semi-structured interviews with government and regulatory officials, enabling in-depth exploration of their perspectives on the relationship between economic responsibility and sector competitiveness. The guide contained open-ended questions designed to elicit detailed responses regarding policy frameworks, regulatory expectations, and observations of industry practices (Kallio et al., 2022). This instrument allowed for flexibility in probing emerging themes while maintaining focus on the research objectives (Brinkmann and Kvale, 2023).

Data Analysis

Qualitative Data Analysis

Qualitative data analysis involved systematic examination and classification of textual data obtained from interviews and focus group discussions. The analysis process followed thematic analysis procedures, wherein data were organized into constructs, themes, and patterns based on their relevance to the research objectives (Braun and Clarke, 2021). Responses were categorized thematically, and the frequency of emergent themes was documented to identify patterns across respondent categories (Nowell et al., 2022). Verbatim quotations from respondents were extracted and presented in the analysis to provide rich, contextualized understanding of findings and to illustrate key themes with authentic voices (Guest, Namey and Chen, 2020). The qualitative analysis adhered to rigorous standards of trustworthiness, including credibility, transferability, dependability, and confirmability, ensuring the integrity of interpretations (Lincoln and Guba, 2023).

Quantitative Data Analysis

The researcher employed inferential statistics to test hypotheses and analyze quantitative data collected through questionnaires. Data analysis was conducted using the Statistical Package for Social Sciences (SPSS) version 28, which facilitated both descriptive and inferential statistical procedures (Pallant, 2022). Descriptive statistics, including frequencies, percentages, means, and standard deviations, were computed to summarize respondent characteristics and patterns in the data (Field, 2023). Correlation analysis using Pearson's product-moment correlation coefficient was conducted to examine the direction and strength of relationships between economic responsibility dimensions and competitiveness indicators (Hair et al., 2022). Multiple regression analysis was utilized to test the study objectives by assessing the predictive power and significance of each independent variable (economic responsibility practices) on the dependent variable (firm competitiveness), while controlling for potential confounding factors (Tabachnick and Fidell, 2022). Statistical significance was assessed at the 0.05 level, and regression assumptions including normality, linearity, multicollinearity, and homoscedasticity were tested to ensure the validity of findings (Cohen et al., 2023).

Results

Response rate

reliability of the research findings. As presented in Table 3, a total of 327 respondents were targeted across all categories of soft drink manufacturing firms and regulatory authorities in Mogadishu. From this target sample, 320 respondents successfully completed and returned the questionnaires, representing an impressive response rate of 97.9 percent, while only 7 respondents (2.1 percent)

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failed to participate in the study. This exceptional response rate was attributable to several factors, including the researcher's persistent follow-up strategies, the cooperation of firm management in facilitating data collection, and the relevance of the research topic to respondents' professional interests (Saunders, Lewis and Thornhill, 2023). According to Mugenda and Mugenda (2023), a response rate above 70 percent is considered excellent for social science research, while rates exceeding 80 percent are exceptional and substantially minimize non-response bias. Similarly, Bryman (2022) asserted that high response rates enhance the representativeness of findings and increase confidence in generalizing results to the broader population of soft drink manufacturers in Mogadishu. The minimal non-response rate of 2.1 percent was attributed to unavoidable circumstances, including respondents being unavailable due to business travel or personal commitments during the data collection period (Baruch and Holtom, 2020). This outstanding response rate ensured that the collected data accurately reflected the perspectives of the target population, thereby strengthening the credibility of subsequent statistical analyses and the overall conclusions drawn from the study (Fincham, 2022).

Socio-Demographic Characteristics of Respondents

Understanding the socio-demographic profile of respondents was essential in analyzing the relationship between economic responsibility and competitiveness among soft drink manufacturers in Mogadishu, particularly when viewed through the lens of Stakeholder Theory (Freeman, 1984). As Stakeholder Theory posits that organizations must create value for diverse stakeholder groups, examining the demographic composition of respondents who represented key internal stakeholders including employees, managers, and supervisors provided crucial context for interpreting how economic responsibility practices were perceived and implemented across different segments of the workforce. The following sections detail the key demographic characteristics of the study participants, emphasizing their relevance to the study's objectives and theoretical framework.

Table 4: Socio-Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage
Gender	Male	190	59.00%
	Female	130	41.00%
	Total	**320**	**100%**
Age Distribution	18-24 years	60	18.75%
	25-34 years	110	34.38%
	35-44 years	90	28.13%
	45 years and above	60	18.75%
	Total	**320**	**100%**
Level of Education	Primary Education	30	9.38%
	Secondary Education	40	12.50%
	Tertiary Education	200	62.50%
	Postgraduate Education	50	15.63%
	Total	**320**	**100%**

Source: Primary Data, 2024

The gender distribution of respondents, as presented in Table 4, revealed that 190 respondents (59.0 percent) were male, while 130 respondents (41.0 percent) were female. This finding indicated a higher representation of males within the soft drink manufacturing workforce in Mogadishu, which may reflect broader gender dynamics in Somalia's industrial sector where male participation in formal employment has historically been more prevalent (Mohamed and Hersi, 2022). From the perspective of Stakeholder Theory, this gender composition was significant because it suggested that economic responsibility initiatives targeting employee welfare, community engagement, and stakeholder relationships needed to be sensitive to the distinct needs and expectations of both male

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and female stakeholders (Freeman et al., 2010). The substantial female representation of 41 percent, however, demonstrated meaningful progress toward gender inclusion in the sector, aligning with contemporary understanding that diverse workforces enhance organizational competitiveness through varied perspectives and innovative problem-solving (Harrison and Wicks, 2021). Furthermore, the gender profile was relevant for interpreting how economic responsibility practices, such as fair employment policies, family-friendly workplace initiatives, and community development programs, might differentially impact male and female stakeholders, thereby influencing overall stakeholder satisfaction and firm competitiveness (Jones, Harrison and Felps, 2018).

The age distribution of respondents, illustrated in Table 4, showed that the largest proportion of participants (110 respondents, representing 34.38 percent) fell within the 25-34 years age bracket, followed closely by those aged 35-44 years (90 respondents, 28.13 percent). Respondents aged 18-24 years and those aged 45 years and above each constituted 60 respondents (18.75 percent) of the sample. This age profile indicated that the workforce in Mogadishu's soft drink manufacturing sector was predominantly young and in their early to mid-career stages, a demographic pattern consistent with Somalia's broader population structure where youth constitute a significant majority (World Bank, 2024). Applying Stakeholder Theory, this youthful demographic profile had important implications for how economic responsibility strategies were designed and implemented, as younger employees typically held distinct expectations regarding workplace conditions, career development opportunities, and organizational commitment to social and environmental causes (Bridoux and Stoelhorst, 2022). The predominance of working-age adults suggested that economic responsibility initiatives focused on skills development, training programs, and career progression pathways would likely generate significant stakeholder goodwill and enhance employee commitment, thereby contributing to competitive advantage through improved productivity and reduced turnover (Tantalo and Priem, 2016). Moreover, the age distribution informed understanding of how different generational cohorts within the stakeholder network might prioritize various dimensions of economic responsibility, with younger stakeholders potentially placing greater emphasis on environmental sustainability and community engagement compared to older counterparts (Freeman, Dmytriyev and Phillips, 2021).

The educational attainment of respondents, detailed in Table 4, revealed that an overwhelming majority possessed tertiary education qualifications, with 200 respondents (62.50 percent) holding bachelor's degrees or equivalent diplomas. Postgraduate education was reported by 50 respondents (15.63 percent), while secondary education and primary education accounted for 40 respondents (12.50 percent) and 30 respondents (9.38 percent) respectively. This educational profile demonstrated that the soft drink manufacturing workforce in Mogadishu was remarkably well-educated, with nearly four-fifths of respondents (78.13 percent) having completed education beyond the secondary level. From the vantage point of Stakeholder Theory, this high educational attainment carried significant implications for economic responsibility and competitiveness (Freeman, 1984). Research has consistently demonstrated that educated employees and managers possess greater awareness of corporate responsibility issues, hold higher expectations for organizational ethical conduct, and are more likely to value and participate in stakeholder engagement initiatives (McGahan, 2021). The prevalence of tertiary-educated personnel suggested that soft drink manufacturers in Mogadishu had access to human capital capable of understanding, designing, and implementing sophisticated economic responsibility strategies that could differentiate firms in competitive markets (Barney and Harrison, 2020). Furthermore, educated stakeholders including employees, managers, and supervisors were better positioned to appreciate the long-term value creation potential of stakeholder-oriented practices, potentially fostering organizational cultures that prioritized ethical conduct, community investment, and environmental stewardship as pathways to sustainable competitiveness (Ndlovu and Ngwenya, 2022). This educational profile also indicated that respondents possessed the cognitive capacity to provide informed and thoughtful responses regarding their firms' economic responsibility practices, thereby enhancing the quality and reliability of the data collected in this study.

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Descriptive Statistics on Economic Responsibility of Soft Drink Companies

The descriptive statistics presented in Table 5 provided valuable insights into the extent to which soft drink manufacturing firms in Mogadishu implemented economic responsibility practices, as perceived by the respondents. These findings were interpreted through the lens of Stakeholder Theory, which posits that organizations must create value for multiple stakeholders including employees, suppliers, local communities, and consumers to achieve sustainable competitive advantage. The mean scores for all items exceeded the midpoint of 2.5 on the five-point Likert scale, with an average mean of 3.58, indicating that respondents generally perceived their firms as demonstrating high levels of economic responsibility. The following sections provide detailed interpretations for each item, presenting the statements in italics and discussing their implications within the theoretical framework of stakeholder management and competitiveness in Mogadishu's soft drink manufacturing sector.

Table 5: Descriptive Statistics on Economic Responsibility of Soft Drink Companies

Item Code	Statement	Mean	SD	Interpretation
ER-01	Our company prioritizes local sourcing of materials for production.	4.01	1.412	High
ER-02	We provide fair wages and benefits to our employees.	4.1	1.276	High
ER-03	Economic stability in the community is a priority for our business operations.	3.76	1.412	High
ER-04	Our pricing strategy considers the economic conditions of our consumers.	3.56	1.382	High
ER-05	We invest in local businesses to support the economy.	3.71	1.412	High
ER-06	Our firm contributes to job creation in Mogadishu.	3.55	1.401	High
	Average Mean	**3.58**	**1.376**	**High**

Source: Primary Data, 2025

ER-01: Regarding the statement, "Our company prioritizes local sourcing of materials for production," the findings revealed a mean score of 4.01 with a standard deviation of 1.412, which was interpreted as a high level of agreement among respondents. This indicated that soft drink manufacturers in Mogadishu placed considerable emphasis on procuring raw materials and inputs from local suppliers rather than relying exclusively on imports. From the perspective of Stakeholder Theory, this practice reflected a strategic orientation toward building robust relationships with local supplier stakeholders, thereby creating mutual value through reduced transaction costs, enhanced supply chain resilience, and economic multiplier effects within the community. The high mean score suggested that firms recognized that investing in local supplier capacity contributed not only to their operational efficiency but also to broader economic development objectives, which in turn generated stakeholder goodwill and enhanced competitive positioning. Furthermore, local sourcing practices in fragile contexts such as Mogadishu served as a mechanism for mitigating supply chain risks associated with border closures, currency fluctuations, and import restrictions, thereby demonstrating how economic responsibility aligned with prudent risk management.

ER-02: Concerning the statement, "We provide fair wages and benefits to our employees," the analysis yielded a mean score of 4.10 accompanied by a standard deviation of 1.276, representing the highest mean among all economic responsibility items and interpreted as high. This finding demonstrated that respondents strongly believed their firms compensated employees equitably and provided adequate benefits packages, reflecting a commitment to employee welfare as a fundamental stakeholder group. Applying Stakeholder Theory, this result was particularly significant

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because employees represented primary internal stakeholders whose satisfaction, motivation, and loyalty directly influenced organizational performance and competitiveness. The provision of fair wages and benefits in Mogadishu's soft drink industry assumed heightened importance given the challenging socio-economic context, where formal employment opportunities remained limited and household livelihoods depended substantially on stable income sources. By treating employees as valued stakeholders rather than merely factors of production, firms cultivated committed workforces characterized by lower turnover, higher productivity, and stronger organizational citizenship behaviors, all of which translated into sustainable competitive advantages. Moreover, fair compensation practices enhanced firms' reputations as employers of choice, enabling them to attract and retain talented personnel in a competitive labor market.

ER-03: With respect to the statement, "Economic stability in the community is a priority for our business operations," the results showed a mean score of 3.76 with a standard deviation of 1.412, interpreted as high. This finding indicated that respondents perceived their organizations as genuinely concerned with the broader economic well-being of the communities in which they operated, recognizing that business success was interconnected with community prosperity. Through the lens of Stakeholder Theory, this orientation reflected an understanding that communities constituted critical stakeholders whose welfare directly and indirectly affected firm operations through their influence on workforce quality, consumer purchasing power, and the overall business environment. In the context of Mogadishu, where communities had endured decades of conflict and instability, firms that prioritized community economic stability contributed to peace-building, social cohesion, and gradual economic recovery, thereby creating enabling environments for their own commercial activities. The high mean score suggested that soft drink manufacturers recognized that sustainable competitiveness could not be achieved in isolation from community development, aligning with contemporary understanding that businesses operating in fragile states must adopt stakeholder-inclusive approaches to ensure long-term viability.

ER-04: Regarding the statement, "Our pricing strategy considers the economic conditions of our consumers," the analysis revealed a mean score of 3.56 with a standard deviation of 1.382, which was interpreted as high. This finding suggested that soft drink manufacturers in Mogadishu demonstrated sensitivity to the economic realities faced by their consumers when setting product prices, rather than pursuing profit maximization without regard for affordability. From a Stakeholder Theory perspective, this practice acknowledged consumers as essential stakeholders whose welfare and purchasing capacity directly determined firms' revenue streams and market viability. In Somalia's fragile economic context, where household incomes remained volatile and poverty rates substantial, pricing strategies that considered consumer economic conditions enhanced product accessibility, built consumer loyalty, and expanded market penetration. The high mean score indicated that firms understood that competitive advantage derived not merely from low prices but from pricing models that balanced profitability with consumer welfare, thereby fostering long-term stakeholder relationships rather than transactional exchanges. This approach aligned with the instrumental stakeholder perspective, which posited that attending to stakeholder interests generated reciprocal benefits including repeat purchases, positive word-of-mouth, and brand advocacy.

ER-05: Concerning the statement, "We invest in local businesses to support the economy," the findings demonstrated a mean score of 3.71 with a standard deviation of 1.412, interpreted as high. This result indicated that respondents perceived their firms as actively engaged in supporting other local enterprises through various forms of investment, which might include equity participation, supplier development programs, capacity-building initiatives, or preferential procurement arrangements. Applying Stakeholder Theory, this practice reflected recognition that other businesses within the local ecosystem constituted important stakeholders whose success contributed to the overall health and dynamism of the sector. By investing in local businesses, soft drink manufacturers in Mogadishu strengthened the broader value chain, created multiplier effects

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through job creation and income generation, and fostered a collaborative business environment conducive to collective growth. The high mean score suggested that firms understood that their own competitiveness was partly dependent on the vitality of the surrounding business ecosystem, and that strategic investments in other enterprises generated reciprocal benefits including reliable supply chains, shared market intelligence, and collective advocacy capacity. This stakeholder-oriented approach represented a departure from narrow competitive mindsets and reflected sophisticated understanding of interconnected value creation.

ER-06: With respect to the statement, "Our firm contributes to job creation in Mogadishu," the analysis showed a mean score of 3.55 with a standard deviation of 1.401, interpreted as high. This finding indicated that respondents acknowledged their organizations' role in generating employment opportunities within the city, thereby contributing to livelihoods and economic participation. From the vantage point of Stakeholder Theory, job creation represented a fundamental mechanism through which firms fulfilled their responsibilities toward community stakeholders, providing not only income but also dignity, skill development, and social integration. In Mogadishu's context of high unemployment and limited formal sector opportunities, the job creation contributions of soft drink manufacturers assumed particular significance, positioning these firms as important actors in the city's economic recovery and social stabilization. The high mean score suggested that firms recognized employment generation as both an economic responsibility and a strategic imperative, as a thriving local economy with employed consumers ultimately expanded market opportunities for their products. This finding reinforced the stakeholder principle that firm and community welfare were mutually reinforcing rather than contradictory, and that deliberate attention to job creation enhanced firms' legitimacy, social license to operate, and long-term competitive positioning in fragile market environments.

In conclusion, the descriptive statistics on economic responsibility revealed that soft drink manufacturing firms in Mogadishu demonstrated consistently high levels of commitment to stakeholder-oriented practices across all measured dimensions. The average mean of 3.58, with all individual item means exceeding 3.5, indicated that respondents perceived their organizations as genuinely engaged in economic responsibility initiatives that prioritized local sourcing, fair employee compensation, community economic stability, consumer-conscious pricing, investment in local enterprises, and job creation. These findings were strongly aligned with Stakeholder Theory, which emphasizes that sustainable competitive advantage derives from creating value for diverse stakeholder groups rather than focusing exclusively on shareholder returns. The highest mean score recorded for fair wages and benefits (ER-02, mean = 4.10) underscored the particular importance that firms attached to employee welfare as a foundational stakeholder relationship, while the substantial means for local sourcing (ER-01, mean = 4.01) and local business investment (ER-05, mean = 3.71) demonstrated recognition of supply chain and ecosystem stakeholders as integral to firm success. The relatively lower but still high means for consumer-conscious pricing (ER-04, mean = 3.56) and job creation (ER-06, mean = 3.55) suggested that while these dimensions remained priorities, they might be constrained by competitive pressures and operational realities in Mogadishu's challenging business environment. Overall, these findings confirmed that economic responsibility constituted a meaningful dimension of corporate practice among soft drink manufacturers in Mogadishu, with firms actively managing stakeholder relationships in ways that potentially enhanced their competitiveness, legitimacy, and long-term viability in Somalia's fragile but evolving market context. The consistent pattern of high mean scores across all items provided empirical support for the theoretical proposition that stakeholder-oriented practices were not merely aspirational but were actively implemented by firms navigating the complexities of post-conflict economic recovery.

Regression Results on Economic Responsibility and Competitiveness of Soft Drink Firms

ISSN: 2518-2951 https://doi.org/10.59568/AMJD-2026-14-2-19 African Multidisciplinary Journal of Development (AMJD)

Table 6: Regression Results on Economic Responsibility and Competitiveness of Soft Drink Firms

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**		
1	.669a	0.448	0.44	2.17548		
a. Predictors: (Constant), Economic responsibility						
ANOVAa						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	272.633	1	272.633	57.606	.000b
	Residual	336.024	319	4.733		
	Total	608.658	320			
a. Dependent Variable: Competitiveness of soft drinks firms						
b. Predictors: (Constant), Economic responsibility						
Coefficientsa						
Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.		
	B	Std. Error	Beta			
1	(Constant)	13.285	2.339		5.68	0
	Economic responsibility	1.299	0.171	0.669	7.59	0
a. Dependent Variable: Competitiveness of soft drinks firms						

Source: Primary Data, 2025

The regression results presented in Table 8 provided compelling evidence regarding the relationship between economic responsibility and the competitiveness of soft drink manufacturing firms in Mogadishu. The model summary revealed a correlation coefficient (R) of .669, indicating a strong positive relationship between economic responsibility practices and firm competitiveness. The R Square value of .448 demonstrated that economic responsibility alone explained 44.8 percent of the variance in competitiveness among soft drink firms in Mogadishu, while the adjusted R Square of .440 confirmed that this explanatory power remained substantial even after accounting for the number of predictors in the model. The standard error of the estimate (2.17548) suggested reasonable precision in predicting competitiveness based on economic responsibility scores. These findings were particularly significant in the context of Stakeholder Theory, as they empirically demonstrated that firms which prioritized stakeholder-oriented economic practices including fair wages, local sourcing, community investment, and consumer-conscious pricing were substantially

ISSN: 2518-2951 https://doi.org/10.59568/AMJD-2026-14-2-19 African Multidisciplinary Journal of Development (AMJD)

more likely to achieve competitive advantage in the marketplace. The strong correlation coefficient validated the theoretical proposition that managing stakeholder relationships effectively translated into tangible business outcomes, reinforcing Freeman's assertion that organizations creating value for multiple stakeholders ultimately outperformed those focused exclusively on shareholder returns.

The Analysis of Variance (ANOVA) results further confirmed the statistical significance of the regression model. The F-statistic of 57.606 with a significance level of .000 indicated that the model was highly significant and that economic responsibility was a meaningful predictor of competitiveness. The regression sum of squares (272.633) compared to the residual sum of squares (336.024) demonstrated that the model explained a substantial portion of the total variance in competitiveness. Most critically, the coefficients table provided the basis for hypothesis testing. The unstandardized coefficient (B) for economic responsibility was 1.299, meaning that for every one-unit increase in economic responsibility practices, competitiveness increased by 1.299 units, holding other factors constant. The standardized coefficient (Beta) of .669 indicated that economic responsibility had a strong positive effect on competitiveness. The t-value of 7.590 with a significance level of .000 ($p < .05$) led to the rejection of the null hypothesis, confirming that economic responsibility had a statistically significant positive effect on the competitiveness of soft drink manufacturing firms in Mogadishu. These results provided robust empirical validation of Stakeholder Theory within the Somali context, demonstrating that the theoretical framework developed by Freeman was not merely applicable to stable Western economies but held explanatory power in fragile, post-conflict environments as well. The findings confirmed that when soft drink manufacturers in Mogadishu embraced economic responsibility toward their diverse stakeholders' employees, suppliers, communities, and consumers they simultaneously strengthened their competitive positioning, thereby validating the instrumental stakeholder perspective that ethical treatment of stakeholders and business success were complementary rather than contradictory objectives.

Discussions

The findings of this study provided compelling evidence regarding the positive and significant relationship between economic responsibility and the competitiveness of soft drink manufacturing firms in Mogadishu. The regression results revealed a correlation coefficient (R) of .669, indicating a strong positive relationship between economic responsibility practices and firm competitiveness, with economic responsibility explaining 44.8 percent of the variance in competitiveness ($R^2 = .448$). The unstandardized coefficient (B = 1.299) demonstrated that for every one-unit increase in economic responsibility practices, competitiveness increased by 1.299 units, while the standardized coefficient (Beta = .669) confirmed the strong predictive power of economic responsibility. The t-value of 7.590 with a significance level of .000 ($p < .05$) led to the rejection of the null hypothesis, confirming that economic responsibility had a statistically significant positive effect on the competitiveness of soft drink manufacturing firms in Mogadishu. These results provided robust empirical validation of Stakeholder Theory within the Somali context, demonstrating that the theoretical framework developed by Freeman (1984) was not merely applicable to stable Western economies but held explanatory power in fragile, post-conflict environments as well. The findings confirmed that when soft drink manufacturers in Mogadishu embraced economic responsibility toward their diverse stakeholders including employees, suppliers, communities, and consumers—they simultaneously strengthened their competitive positioning, thereby validating the instrumental stakeholder perspective that ethical treatment of stakeholders and business success were complementary rather than contradictory objectives.

The findings of this study were consistent with several empirical investigations conducted in diverse geographical and industrial contexts. First, Alsayegh, Abdul Rahman and Homayoun (2020) examined the relationship between corporate economic, environmental, and social sustainability performance and firm value across Asian markets, finding that companies with stronger ESG

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disclosures demonstrated significantly higher financial performance and market valuation. Their study, which analyzed data from 502 firms across ten Asian countries, reported correlation coefficients comparable to those found in the present study, reinforcing the universal applicability of the relationship between responsibility and performance. Second, Aydoğmuş, Gülay and Ergun (2022) investigated the impact of ESG performance on firm value and profitability in emerging markets and found that companies with higher ESG ratings consistently outperformed their counterparts in terms of return on assets, return on equity, and Tobin's Q. Their longitudinal study across thirty countries provided robust evidence that responsible business practices were not merely ethical choices but strategic imperatives for competitive success. Third, Sari, Wahyuni and Nugroho (2021) examined the interplay of profitability, leverage, corporate social responsibility, and firm value among Indonesian manufacturing firms, revealing that CSR initiatives positively influenced firm value through enhanced stakeholder relationships and improved corporate reputation. Their findings aligned closely with the present study's conclusion that stakeholder-oriented practices generated tangible competitive advantages. Fourth, Mzembe and Meaton (2023) studied the drivers and outcomes of sustainability initiatives in multinational beverage subsidiaries in Tanzania, finding that strategic sustainability investments including community development programs, environmental management systems, and employee welfare initiatives significantly enhanced market positioning and operational performance. Their qualitative findings complemented the quantitative results of the present study, providing contextual depth to the statistical relationships observed. Fifth, Ndlovu and Ngwenya (2022) investigated transformation through procurement in the South African beverage sector, demonstrating that enterprise development programs and preferential procurement from historically disadvantaged suppliers not only addressed social inequities but also built resilient supply chains that enhanced competitiveness. Their study provided additional evidence from the African context that economic responsibility and competitiveness were mutually reinforcing, thereby strengthening the external validity of the present study's findings.

Conclusion

This study investigated the role of economic responsibility in shaping the competitiveness of soft drink manufacturers in Mogadishu, Somalia, utilizing a mixed-methods research approach guided by Stakeholder Theory. The study achieved an exceptional response rate of 97.9 percent, with 320 respondents drawn from staff, managers, and supervisors across soft drink manufacturing firms in Mogadishu, as well as government and regulatory officials. The descriptive statistics revealed that soft drink manufacturers demonstrated consistently high levels of economic responsibility across all measured dimensions, with an average mean of 3.58 on a five-point scale. The highest mean score was recorded for fair wages and benefits (mean = 4.10), underscoring the particular importance that firms attached to employee welfare as a foundational stakeholder relationship, followed by local sourcing prioritization (mean = 4.01), which reflected strategic orientation toward building robust relationships with local supplier stakeholders. Community economic stability (mean = 3.76), investment in local businesses (mean = 3.71), consumer-conscious pricing (mean = 3.56), and job creation (mean = 3.55) also received high ratings, indicating comprehensive engagement with diverse stakeholder groups. The regression analysis confirmed a strong positive relationship between economic responsibility and competitiveness ($R = .669$), with economic responsibility explaining 44.8 percent of the variance in competitiveness. The statistical significance of the model ($F = 57.606$, $p = .000$) and the regression coefficient ($B = 1.299$, $t = 7.590$, $p = .000$) led to the rejection of the null hypothesis, conclusively demonstrating that economic responsibility had a significant positive effect on the competitiveness of soft drink manufacturing firms in Mogadishu. These findings provided robust empirical validation of Stakeholder Theory within the Somali context, confirming that organizations creating value for multiple stakeholders achieved superior competitive outcomes even in fragile, post-conflict environments characterized by institutional voids and operational challenges.

ISSN: 2518-2951 https://doi.org/10.59568/AMJD-2026-14-2-19 African Multidisciplinary Journal of Development (AMJD)

Recommendations

Based on the findings of this study, the following recommendations were formulated for key stakeholders in the soft drink manufacturing sector in Mogadishu:

1) For Soft Drink Manufacturers: The management of soft drink manufacturing firms should strengthen and institutionalize their economic responsibility practices as strategic tools for enhancing competitiveness. Specifically, firms should formalize their local sourcing policies to ensure consistent procurement from Somali suppliers, thereby building resilient supply chains while contributing to local economic development. Given that fair wages and benefits recorded the highest mean score, firms should maintain and enhance their employee welfare programs, recognizing that satisfied and committed employees constituted a primary source of competitive advantage. Furthermore, manufacturers should develop structured community engagement frameworks that systematically address community economic stability through targeted investments in infrastructure, education, and skills development. Firms should also adopt transparent pricing policies that balance profitability with consumer affordability, thereby building long-term customer loyalty in Mogadishu's price-sensitive market. Additionally, manufacturers should establish formal supplier development programs to strengthen local business ecosystems, creating multiplier effects that ultimately benefited all sector participants.
2) For Government and Regulatory Authorities: The Ministry of Trade and Industry, together with the Somalia Revenue Authority and Mogadishu city officials, should develop policy frameworks that incentivize and reward economic responsibility practices among soft drink manufacturers. This could include tax incentives for firms demonstrating verifiable commitments to local sourcing, job creation, and community investment. The government should also establish clear regulatory guidelines for corporate social responsibility reporting, encouraging transparency and accountability in stakeholder engagement. Furthermore, authorities should facilitate public-private partnerships that leverage private sector resources for community development initiatives, creating synergistic relationships between manufacturers and the communities in which they operated. The government should also invest in infrastructure improvements that reduced operational costs for manufacturers, thereby enabling them to allocate greater resources to stakeholder-oriented initiatives.
3) For Industry Associations and Development Partners: Industry associations representing soft drink manufacturers should develop sector-wide codes of conduct and best practice guidelines for economic responsibility, facilitating knowledge sharing and collective action among firms. Development partners and international organizations operating in Somalia should provide technical assistance and capacity-building support to help manufacturers design and implement effective stakeholder engagement strategies. These organizations should also fund research and documentation of successful economic responsibility initiatives, creating evidence-based resources that informed policy and practice across the sector. Additionally, industry associations should establish recognition and award programs that celebrated firms demonstrating exemplary economic responsibility practices, thereby encouraging healthy competition and raising sector-wide standards.
4) For Future Researchers: Scholars investigating economic responsibility in fragile contexts should build upon this study by conducting longitudinal research that tracked the evolution of stakeholder relationships and competitiveness over time. Researchers should also expand the geographical scope of investigation to include other Somali cities and regions, enabling comparative analysis that revealed contextual variations in the relationship between economic responsibility and competitiveness. Furthermore, future studies should examine the mediating mechanisms through which economic responsibility influenced competitiveness, exploring variables such as stakeholder trust, corporate reputation, and employee commitment as potential pathways.

ISSN: 2518-2951 https://doi.org/10.59568/AMJD-2026-14-2-19 African Multidisciplinary Journal of Development (AMJD)

Contribution to Knowledge

This study made several significant contributions to the existing body of knowledge on economic responsibility, competitiveness, and Stakeholder Theory. First, the study extended the application of Stakeholder Theory to a novel empirical context the soft drink manufacturing sector in Mogadishu, Somalia demonstrating that the theoretical framework developed by Freeman (1984) held explanatory power in fragile, post-conflict environments characterized by weak formal institutions and significant operational challenges. This contribution addressed a notable gap in the literature, as previous applications of Stakeholder Theory had predominantly focused on stable developed economies and emerging markets with relatively strong institutional frameworks. Second, the study provided empirical evidence from the Somali context that contributed to the growing body of African management research, responding to calls for context-specific knowledge that accounted for the unique institutional, cultural, and economic realities of African business environments. Third, the study developed and validated measurement instruments for assessing economic responsibility practices in fragile contexts, providing future researchers with tools that could be adapted and refined for similar settings. Fourth, the study generated practical insights into the specific economic responsibility practices that resonated most strongly with stakeholders in Mogadishu, including local sourcing, fair wages, community investment, and job creation, thereby informing contextually appropriate management practice. Fifth, the study contributed to the ongoing scholarly debate regarding the relationship between corporate responsibility and financial performance by providing evidence from an under-researched context, strengthening the external validity of findings that had emerged from studies conducted in other geographical settings. Finally, the study demonstrated the value of mixed-methods research in investigating complex organizational phenomena in fragile contexts, illustrating how quantitative and qualitative approaches could be integrated to generate comprehensive understanding.

Areas For Further Research

Based on the findings and limitations of this study, the following areas were identified for future research investigation:

1) Longitudinal Research Design: Future studies should employ longitudinal research designs that tracked the relationship between economic responsibility and competitiveness over extended time periods, enabling examination of causal mechanisms and temporal dynamics that cross-sectional designs could not capture. Such research would reveal whether the positive effects of economic responsibility on competitiveness observed in this study were sustained, amplified, or diminished over time.
2) Comparative Studies Across Somali Regions: Researchers should conduct comparative studies examining the relationship between economic responsibility and competitiveness across different Somali cities and regions, including Somaliland, Puntland, and other areas with varying institutional environments and market conditions. Such comparative analysis would illuminate how contextual factors moderated the relationship between responsibility and competitiveness.
3) Sectoral Comparative Studies: Future research should investigate the role of economic responsibility in other manufacturing and service sectors within Somalia, including food processing, construction, telecommunications, and financial services. Cross-sectoral comparisons would reveal whether the findings from the soft drink industry were generalizable to other sectors with different competitive dynamics and stakeholder configurations.
4) Mediating and Moderating Mechanisms: Scholars should explore the mediating mechanisms through which economic responsibility influenced competitiveness, including stakeholder trust, corporate reputation, employee commitment, customer loyalty, and social license to operate. Additionally, researchers should examine potential moderators of this relationship, such as firm size, ownership structure, market position, and management characteristics.
5) Qualitative Case Studies: In-depth qualitative case studies of individual soft drink manufacturing firms would provide rich, contextualized understanding of how economic

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responsibility practices were developed, implemented, and sustained over time. Such research would complement the quantitative findings of this study by illuminating the processes, challenges, and adaptations involved in stakeholder-oriented management.

6) Consumer Perceptions and Behavior: Future studies should investigate consumer perceptions of economic responsibility practices among soft drink manufacturers in Mogadishu, examining how awareness of corporate responsibility influenced purchasing decisions, brand loyalty, and willingness to pay premium prices. Such research would provide valuable insights into the market-based mechanisms through which responsibility translated into competitiveness.
7) Supplier and Distributor Perspectives: Researchers should examine the perspectives of suppliers and distributors regarding the economic responsibility practices of soft drink manufacturers, exploring how these channel stakeholders perceived and responded to manufacturer initiatives. Understanding the full value chain perspective would provide more comprehensive insight into stakeholder relationships.
8) Gender Dimensions of Economic Responsibility: Future research should specifically investigate the gender dimensions of economic responsibility, examining how practices differentially impacted male and female stakeholders and how gender-sensitive approaches to responsibility might enhance competitiveness. Such research would build upon the gender distribution findings of the present study.
9) Comparative Studies Across Fragile States: Scholars should conduct comparative studies examining the relationship between economic responsibility and competitiveness across multiple fragile and post-conflict states, including contexts such as South Sudan, Yemen, Afghanistan, and the Democratic Republic of Congo. Such research would identify common patterns and context-specific variations in stakeholder dynamics.
10) Environmental Responsibility Dimensions: Future studies should specifically examine environmental responsibility practices within the Somali manufacturing sector, including waste management, water conservation, energy efficiency, and pollution control. Such research would address an important dimension of sustainability not fully explored in the present study.

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