

## The Impact of Porter's General Strategies on Organizational Performance- Case Study of Algeria Telecom-Laghouat.

أثر الاستراتيجيات العامة لبورتر على الأداء التنظيمي - دراسة حالة شركة اتصالات الجزائر - الأغواط.

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**Abstract:** The present study aims to identify the effect of Porter's General Strategies on Organizational Performance of Algeria Telecom employees of Laghouat. The sample of the study included 62 workers, we adopted a descriptive approach and a case study, also the questionnaire has been used as a tool to collect information and the statistical program Spss 23to carry out the treatment of data.

The study had obtained some results the most important: significant impact of the general strategies of Porter on organizational performance, significant impact of the Focus strategy; Cost Leadership Strategy, and the differentiation Strategy on organizational performance.

**Keywords:** Porter's Competitive Strategies; Organizational Performance; Algeria Telecom.

**Jel Classification Codes:** L1; L25; M1; M10

**Résumé :** La présente étude vise à identifier l'effet des stratégies générales de Porter sur la performance organisationnelle des employés d'Algérie Telecom de Laghouat. L'échantillon de l'étude comprenait 62 travailleurs de l'entreprise. Nous avons adopté une approche descriptive et une étude de cas. Le questionnaire a également été utilisé comme outil de collecte d'informations et d'utilisation du programme statistique SPSS 23 pour effectuer le traitement des données.

L'étude avait obtenu certains résultats les plus importants: impact significatif des stratégies générales de Porter sur la performance organisationnelle, impact significatif de la stratégie Focus et de la stratégie de maîtrise des coûts et stratégie de différenciation sur la performance organisationnelle.

**Mots-clés :** Stratégies concurrentielles de Porter ; performance organisationnelle ; Algeria Telecom.

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**ملخص:** تهدف هذه الدراسة إلى تحديد أثر الاستراتيجيات العامة لبورتر على الأداء التنظيمي لموظفي شركة اتصالات الجزائر في الأغواط. شملت عينة الدراسة 62 عاملاً، واعتمدنا منهجاً وصفيًا ودراسة حالة، كما تم استخدام الاستبيان كأداة لجمع المعلومات والبرنامج الإحصائي Spss 23 لتنفيذ معالجة البيانات. حصلت الدراسة على بعض النتائج أهمها: التأثير الكبير للاستراتيجيات العامة لبورتر على الأداء التنظيمي ، التأثير الهام لاستراتيجية التركيز ؛ استراتيجية قيادة التكلفة ، واستراتيجية التمايز على الأداء التنظيمي. **الكلمات المفتاح :** الإستراتيجيات التنافسية لبورتر؛ الأداء المؤسسي؛ مؤسسة اتصالات الجزائر .

**I- Introduction :** The porter's competitive strategy has a high value in the field of strategic management, although it has been criticized, but it was able to limit the most important strategies applied in the institutions. Since the performance is the prime mover of the various activities of current and future institution, includes the actual outputs and results of the institution, it may affect and be affected by several factors and variables, so it determine the position of any institution in the market. This study came to find out the reality of the application of Porter's three competitive strategies of Algeria Telecom in Laghouat and their impact on organizational performance.

### **1.1 problem of the study:**

The study aims at answering the following question: **What is the impact of Porter's Competitive Strategies on the organizational performance of Algeria Telecom in Laghouat?**

The above question will be answered through investigating the following sub-questions:

- What is the impact of the strategy to focus on the organizational performance of Algeria Telecom in Laghouat?
- What is the impact of the cost leadership strategy on the organizational performance of Algeria Telecom in Laghouat?
- What is the impact of the differentiation strategy on the organizational performance of Algeria Telecom in Laghouat?

### **1.2 Hypotheses of the study:**

**The main hypothesis:** There is a statistically significant positive correlation at the level of significant (0.05) in the effect of the Porter's Competitive Strategies on the organizational performance of Algeria Telecom in Laghouat.

#### **Sub – hypotheses:**

**H<sub>0</sub>1:** There is no a statistically significant positive correlation at the level of significant ( $\alpha \leq 0.05$ ) in the effect of the strategy to focus on the organizational performance of Algeria Telecom in Laghouat.

**H<sub>02</sub>:** There is no a statistically significant positive correlation at the level of significant ( $\alpha \leq 0.05$ ) in the effect of the cost leadership strategy on the organizational performance of Algeria Telecom in Laghouat.

**H<sub>03</sub>:** There is no a statistically significant positive correlation at the level of significant ( $\alpha \leq 0.05$ ) in the effect of the differentiation on the organizational performance of Algeria Telecom in Laghouat.

### **1.3 Significance of the study:**

This study derives its importance from the Porter's Competitive Strategies in view of its role in developing and improving the performance of institutions, realization competitive advantage in shade increasing competition; as many studies have indicated Institutions often seek to implementation one or more of Porter's competitive strategies, In order to achieve its goals and reinforcement its performance, this is what we will try to display in the institution under study.

### **1.4 Objectives of the study :**

The purposes of the study are multifold; more specifically the study purports to achieve the following goals:

- Identify the reality of the implementation of Porter's competitive strategies of Algeria Telecom;
- Identify the level of organizational performance in the institution under study;
- It aims at investigating the effect of Porter's competitive strategies on organizational performance;
- It also investigates the effect of the strategy to (focus, cost leadership, differentiation)on organizational performance;
- This study explores the perspective of Algeria Telecom and how they see the relationship between Porter's competitive strategies and organizational performance.

### **1.5 Previous studies:**

- Study(Sharif Abu Karsh & Younis Zain)<sup>1</sup>a Titled:"**The Impact of Porter's Competitive Strategies on the Performance of the Industrial Sector in the city of Hebron**", this study explores the impact of the of the Porter's Competitive Strategies application on the performance of the industrial sector in the city of Hebron. The sample size consists of 40 firms each of which has at least 4 employees, the authors find that there exists a high correlation between the degree of applying Porter's Competitive Strategies in the industrial sector and the financial performance of those firms; the most commonly used Porter's strategies in the order of their usage are: the strategy of differentiation, the Cost strategy, and the Concentration strategy respectively; The study recommends that firms should keep prices as low as possible while promoting their products quality, the industry should also adapt business policies to promote business R&D and human resource quality, the industry must also

obtain a target certain geographic areas to meet their consumers needs all in an attempt to improve the overall industry image gain more industry market share.

- Study(Khelf Bilal Scarna)<sup>2</sup> a Titled:"**Entrepreneurship strategies and their role in achieving competitive Advantages communication companies in Jordan**", This study dealt with the subject Entrepreneurship strategies and their role in achieving competitive Advantages communication companies in Jordan. The researcher had developed a model to examine the relationship between Entrepreneurship strategies (innovation, creativity, risk tacking, proactiveness, uniqueness) and competitive advantage (cost leadership, differentiation), The data were collected from (109) managers working in (4) Jordanian communication companies after submitting (140) questionnaires, The researcher selected (50) questionnaires by random sampling after preparing pilot study including (12) questionnaires and finding same results after analysis The variables analysis was processed by descriptive statistical analysis, means, standard deviation, coefficient variance, and by use of inferential statistics: the correlation, canical correlation, the effects were tested by stepwise and multiple regression and linear regression. The main results of the field analysis: There are positive relations between Entrepreneurship strategies and competitive advantage in communication companies, there are positive relations between elements Entrepreneurship strategies and competitive advantage in communication companies, there are positive effects between the change in Entrepreneurship strategies and competitive advantage in communication companies.
- Study(Maina Nancy Wangui &OlokoMargaret )<sup>3</sup>a Titled: "**The Relationship between Michael Porter's Generic Strategies and Performance of Edible Oil Firms in Kenya** ",The research looked at the relationship between Michael Porter's generic strategies and performance of edible oil firms in Nairobi County and its environments. The objectives of the study were to determine the relationship between cost leadership strategy, differentiation strategy and focus strategy and performance; the research methodology entailed a descriptive research approach. The target population was managers, supervisors and heads of sections of the firms. A sample of 54 employees was drawn from the total population; the research used questionnaires as the data collection instruments. Data was analyzed with the help of statistical packages for social sciences, Correlation analysis was used to establish the relationship between the strategies and performance, based on the findings of the study, there was a positive correlation between cost leadership and focus; and performance of vegetable oil firms and a negative correlation between differentiation and performance of vegetable oil firms. The study concluded that differentiation must be incorporated with other strategies in order to influence the performance of the firms.

## II. 2. Theoretical background:

### 2.1 Porter's Competitive Strategies:

Michael Porter has described a category scheme consisting of three general types of strategies that are commonly used by businesses to achieve and maintain competitive advantage. These three generic strategies are defined along two dimensions:<sup>4</sup>**strategic scope** and **strategic strength**. **Strategic scope** is a demand-side dimension and looks at the size and composition of the market you intend to target, **Strategic strength** is a supply-side dimension and looks at the strength or core competency of the firm, In particular he identified two competencies that he felt were most important: product differentiation and product cost (efficiency).

The two basic types of competitive advantage combined with the scope of activities for which a firm seeks to achieve them lead to three general strategies for achieving above-average performance in an industry: cost leadership, differentiation and focus, Porter developed these three generic strategies that can be used singly or in combination to create a defensible position and to outperform competitors.<sup>5</sup>

**Types of Porter strategies:** Strategy is about how a company picks which activities it engages in, It is also about how and where management decides to engage in those activities, Success is when that strategy generates a sustainable, above industry average profit. Porter identifies three generic strategies for competitive advantage:

- **Focus Strategy:** It is also called a niche strategy, in this strategy the firm concentrates on a select few target markets, it is hoped that by focusing your marketing efforts on one or two narrow market segments and tailoring your marketing mix to these specialized markets, you can better meet the needs of that target market.<sup>6</sup>

A focus strategy it may be used to select targets that are less vulnerable to substitutes or where a competition is weakest to earn above-average return on investment.

The focus strategy has two variants:

- In cost focus a firm seeks a cost advantage in its target segment;
- Differentiation focus a firm seeks differentiation in its target segment, both variants of the focus strategy rest on differences between a focuser's target segment and other segments in the industry. The target segments must either have buyers with unusual needs or else the production and delivery system that best serves the target segment must differ from that of other industry segments. Cost focus exploits differences in cost behavior in some segments, while differentiation focus exploits the special needs of buyers in certain segments.

- **Cost Leadership Strategy:** put emphasis on organizational efficiency, this strategy involves the process through which the company is able to produce or distribute goods and services at a lower cost than competitors within the industry,

Porter defines strategy of cost leadership as trading standard products combined with aggressive pricing. Cost leadership strategy is proposed by Porter (1985), as a successful way to achieve sustainable competitive advantage by reducing and controlling the costs. Some of the ways to realize low cost strategy and achieving the required performance are: economies of scale, control and reduction of administrative costs, the curve of experience, technology.<sup>7</sup>

▪ **Differentiation Strategy:** differentiation is aimed at the broad market that involves the creation of a product or services that is perceived throughout its industry as unique, the company or business unit may then charge a premium for its product. This specialty can be associated with "design, brand image, technology, features, dealers, network, or customer's service". differentiation is a viable strategy for earning above average returns in a specific business because the resulting brand loyalty lowers customers' sensitivity to price, increased costs can usually be passed on to the buyers. Buyer's loyalty can also serve as entry barrier-new firms must develop their own distinctive competence to differentiate their products in some way in order to compete successfully.<sup>8</sup>

## **2.2 Organizational Performance:**

Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Thus, many economists consider organizations and institutions similar to an engine in determining the economic, social and political progress. Precisely for this reason, in the last 22 years, there were 6 Nobel prizes awarded to researchers who have focused on the analysis of organizations and institutions, continuous performance is the focus of any organization because only through performance organizations are able to grow and progress.<sup>9</sup>

Although the concept of organizational performance is very common in the academic literature, its definition is difficult because of its many meanings.

Let's look at the meaning of the two words: **Organizational** is the adjective of organization, an organization is an organized group of individuals with a specific purpose; **Performance** is the process or action of performing a function or task, we perceive it regarding how successfully the person carries out that function.

The authors "Lebans&Euske" provide a set of definitions to illustrate the concept of organizational performance:<sup>10</sup>

- Performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results;
- Performance is dynamic, requiring judgment and interpretation;
- Performance may be illustrated by using a causal model that describes how current actions may affect future results;
- Performance may be understood differently depending on the person involved in the assessment of the organizational performance (e.g. performance can be

understood differently from a person within the organization compared to one from outside);

- To define the concept of performance is necessary to know its elements characteristic to each area of responsibility;
- To report an organization's performance level, it is necessary to be able to quantify the results.

The ability to assess and demonstrate organizational performance is a key issue in most organizations, Organizational performance may be defined as the ability of an organization to use its resources efficiently and to produce outputs that are consistent with its objectives and relevant for its users.<sup>11</sup>

### **III– Methods and Materials:**

**3.1 Conceptual framework:** a conceptual framework is a diagrammatic representation of the relationship between variables in a study, the conceptual framework was based on three (3) independent variables that were presumed to affect performance of Telecom Algeria in Laghouat. The independent variables were, focus strategy and cost leadership strategy, differentiation strategy.

**Figure 1:Study Model**



**Source: Prepared by the researchers.**

**3.2 The Experimental Design of the Study:** This study adopted a descriptive survey design. The descriptive survey method was preferred because it ensures complete description of the situation, making sure that there is minimum biasness in the collection of data. target population for this study was Algeria Telecom employees of Laghouat. The researchers used stratified random sampling, the study adopted questionnaire as a data collection instrument. The questions were then coded for easier data compilation. Data was analyzed with the help of the Statistical Packages for Social Sciences (SPSS 23) package, Correlation analysis was used to establish the relationship between the strategies and performance.

- **Problem of the study:** is there a statistically significant positive correlation at the level of significant (0.05) in the effect of the Porter's Competitive Strategies on the organizational performance of Algeria Telecom in Laghouat?

- **Sub – problems:**

- Is there a statistically significant positive correlation at the level of significant (0.05) in the effect of the Focus strategy on the organizational performance of Algeria Telecom in Laghouat?
- Is there a statistically significant positive correlation at the level of significant (0.05) in the effect of the cost leadership strategy on the organizational performance of Algeria Telecom in Laghouat?
- Is there a statistically significant positive correlation at the level of significant (0.05) in the effect of the differentiation strategy on the organizational performance of Algeria Telecom in Laghouat?

- **Field of the study:**

**Time Limits:** From 20/02/2019 to 10/03/2019;

**Spatial Limits:** Algeria Telecom employees of Laghouat

- **Sample of the study:** The study population is represented by Algeria Telecom employees in Laghouat (300 Workers), where 80 questionnaires were distributed to a random sample of which 62 were retrieved.
- **Instruments of Collecting Data:** For answering the research questions, the following instruments were used:
  - **Cronbach's Alpha coefficient** for testing the validity of the study instrument;
  - **Duplicates and percentages** in order to present the characteristics of the sample and to identify the extent to which its members agree on the questionnaire statements;
  - **Means (SMA) and standard deviations** to know the trends of the answers of the respondents;
  - **Regression model** to test the relationship between independent and dependent variables.

### **III- Results and discussion :**

- **Validity of the test:** As the rest of the tests, in other words, the validity of the test was assessed by university professors to determine whether it is suitable for the current study or not. Their suggestions and comments were taken into account.

Then, in order to ascertain the reliability of the study instrument (questionnaire), the coefficient (Cronbach's Alpha) was used.

From the table (01) above, the overall alpha-Cronbach coefficient is (0.962), which is greater than (0.6), this of the study indicates that tool is consistent with the sample.

**Internal consistency:** From the table (02) above, the correlation coefficients for Pearson between the independent variables and the dependent variables are statistically significant, where the minimum correlation coefficients were (0.432), while the upper limit was (0.568), which indicates that the correlation is



somewhat mediocre and that the relationship between the independent variables and the dependent variable is direct.

### **3.3 Data Analysis and Discussion of Results:**

The above table(03) shows that (58.1%) of the study sample are males, (41.9%) females, (53.2%) of the study sample are university students, (30.6%) are employees in the institution, (41.9%) have experience of 6%. To 10 years. and the same ratio also represents more than 10 years' experience.

**Results of the study:** From the table(04) above, it is clear that all the statements of the first axis have obtained mean indicating the approval of the members of the statistical sample in relation to the concentration strategy. Through, standard deviations we find that the statements of the axis are identical and convergent, the third and fifth phrase more identical.

According to the previous table (05) results show that there is an agreement that the axis of cost leadership. Through, the standard deviation we find that the terms of this axis are identical and convergent, the phrase (12) is the most homogeneous, where the standard deviation was (0.689).

According to the table(06) above, the mean of this axis related to the strategy of excellence been have approved, this approval explains that Algeria Telecom always strives for excellence. The standard deviation has shown that the terms are less homogeneous and more dispersed.

From the previous table (07), the overall mean of Porter's strategies was estimated at 3.78 from five points, this value indicates the consent of individuals for the statements related to this axis, and these phrases were characterized by homogeneity and convergence.

From the previous table (08), the overall mean of the organizational performance axis (3.91) shows that the attitudes of the sample towards approval. the general standard deviation showed that the responses were characterized by great homogeneity.

- **Test hypotheses:**

- **The main hypothesis:**

- H<sub>0</sub>:** There is no a statistically significant positive correlation at the level of significant (0.05) in the effect of the Porter's Competitive Strategies on the organizational performance of Algeria Telecom in Laghouat?

- H<sub>1</sub>:** There is a statistically significant positive correlation at the level of significant (0.05) in the effect of the Porter's Competitive Strategies on the organizational performance of Algeria Telecom in Laghouat?

- **Sub – hypothes :**

➤ **Sub – hypothesis 01:**

**H<sub>01</sub>:** There is no a statistically significant positive correlation at the level of significant ( $\alpha \leq 0.05$ ) in the effect of the strategy to focus on the organizational performance of Algeria Telecom in Laghouat.

**H<sub>11</sub>:** There is a statistically significant positive correlation at the level of significant ( $\alpha \leq 0.05$ ) in the effect of the strategy to focus on the organizational performance of Algeria Telecom in Laghouat.

➤ **Sub – hypothesis 02:**

**H<sub>02</sub>:** There is no a statistically significant positive correlation at the level of significant ( $\alpha \leq 0.05$ ) in the effect of the cost leadership strategy on the organizational performance of Algeria Telecom in Laghouat.

**H<sub>12</sub>:** There is a statistically significant positive correlation at the level of significant ( $\alpha \leq 0.05$ ) in the effect of the cost leadership strategy on the organizational performance of Algeria Telecom in Laghouat

➤ **Sub – hypothesis 03:**

**H<sub>03</sub>:** There is no a statistically significant positive correlation at the level of significant ( $\alpha \leq 0.05$ ) in the effect of the differentiation on the organizational performance of Algeria Telecom in Laghouat.

**H<sub>13</sub>:** There is a statistically significant positive correlation at the level of significant ( $\alpha \leq 0.05$ ) in the effect of the differentiation on the organizational performance of Algeria Telecom in Laghouat.

**Table:Mean and standard deviation for organizational performance**

Independent variables )X1 to x3(	Dependent variable(Y)	R Square	R	Sig.	Relationship model
Focus strategy	organizational performance	27.7%	0.567	0.000*	$Y= 0.227X_1+3.089$
Cost leadership strategy.	organizational performance	32.3%	0.526	0.000*	$Y=0.256X_2+ 2.960$
Differentiation strategy.	organizational performance	18.7%	0.568	0.000*	$Y=0.201X_3+3.106$
Porter's Competitive Strategies	organizational performance	32.2%	0.432	0.000*	$Y=0.283X+2.84$

**Source: Prepared by the researchers using outputs Spss 23.**

**Correlation coefficient (R):** The type of relationship between independent variables and the dependent variable, The correlation coefficient between Porter strategies and organizational performance was  $R = 0.567$ . This shows that Model is a statistically significant.

**Coefficient of determination:** Expresses the amount of change in organizational performance caused by the independent variable, Porter's strategies with dimensions are (focus strategy; cost leadership strategy; differentiation strategy).

(\*)There is statistically significant at the level of significance (0.05).

21.1% of the change in organizational performance is due to Porter's strategies and the rest is due to other variables.

- **Test sub-hypotheses:**

**Since(sig=0.000<0.05)accept the alternative hypothesis H<sub>1</sub>:**There is no a statistically significant positive correlation at the level of significant (0.05) in the effect of the strategy to focus on the organizational performance of Algeria Telecom in Laghouat.

**Since(sig=0.000<0.05) accept the alternative hypothesis H<sub>1</sub>:**There is no a statistically significant positive correlation at the level of significant (0.05) in the effect of the cost leadership strategy on the organizational performance of Algeria Telecom in Laghouat.

**Since(sig=0.000<0.05) accept the alternative hypothesis H<sub>1</sub>:**There is no a statistically significant positive correlation at the level of significant (0.05) in the effect of the differentiation on the organizational performance of Algeria Telecom in Laghouat.

Through the relationship between Porter's strategies and organizational performance we note that (sig=0.000<0.05), so we can ruling the validity of the main hypothesis"**There is a statistically significant positive correlation at the level of significant (0.05) in the effect of the Porter's Competitive Strategies on the organizational performance of Algeria Telecom in Laghouat.**"

**IV- Conclusion:**

Michael Porter's generic strategies are ways of gaining competitive advantage and developing the edge that gets the organization the sale and takes it away from its competitors. The study came out with Regarding differentiation strategy, a firm seeks to be unique in its industry along some dimensions that are widely valued by buyers. It selects one or more attributes that many buyers in an industry perceive as important, and uniquely positions it to meet those needs. It is rewarded for its uniqueness with a premium price. The study concluded that differentiation strategies are important tin the organization because they helped the firm to maintain its market share and gain a competitive advantage. Differentiation can be achieved through competitive pricing, enhancements to functional design or features, distribution timing, expanded distribution channels, distributor location, brand reputation, product customization, and enhanced customer support. A result test done concluded that:

- significant impact of the general strategies of Porter's on organizational performance;
- significant impact of the Focus strategy on organizational performance;
- significant impact of the Cost Leadership Strategy on organizational performance;
- Significant impact of the differentiation Strategy on organizational performance.

### RECOMMENDATIONS:

The following recommendations were made in line with the findings:

- the company should focus its efforts on cost leadership strategies which included introducing low priced products to catch the attention of customers and creating customer loyalty;
- The study recommended that differentiation must be incorporated with other factors in the firm in order to influence the performance of the organization.
- The necessity to adopt a focus strategy with differentiation or focus with cost leadership, in the absence of competition because it's convenient for the institution in the current situation;
- The necessity to adopt strategic thinking and orientation towards strategic management (Stages and levels), because of their importance in reinforcement organizational performance.

### V- Appendices:

**Table 1 :Alpha Cronbach test results**

N	Variable	Number of phrases	Cronbach's Alpha
01	Focus strategy	7	0.933
02	cost leadership strategy	8	0.946
03	differentiationstrategy	8	0.946
04	Porter's Competitive Strategies	23	0.880
05	organizational performance	14	0.882
<b>Total</b>		37	0.962

Source:Prepared by the researchers using outputs Spss 23.

**Table2 :Internal consistency**

Axes	Number of phrases	Correlation coefficient	level of significance
Focus strategy	7	0.526**	0.000
cost leadership strategy	8	0.568**	0.000
differentiationstrategy	8	0.432**	0.000
Porter's Competitive Strategies	23	0.567**	0.000

\*\*There is statistically significant at the level of significance (0.05)

**Table 3 :Characteristics of the study sample**

Variable	Category	Frequency	Percent
Type	Male	36	%58.1
	Female	26	%41.9
Age	Less than 30 years	18	%29
	30 to 40 years	28	%45.2

	41 to 50 yearsold	7	%11.3
	51 years and over	9	%14.5
<b>Qualification</b>	Secondary	10	%16.1
	Collectors	33	%53.2
	Postgraduate	19	%30.6
<b>Professional Experience</b>	less than one year	4	%6.5
	1 to 5 years	6	%9.7
	6 to 10 years	26	%41.9
	More than 10 years	26	%41.9
<b>Job</b>	Framework	19	%30.6
	Aoun Control	26	%41.9
	Aoun implementation	17	%27.4

Source:Prepared by the researchers using outputs Spss 23.

**Table 4:Mean and standard deviation for Focus strategy**

N	Item	Mean	Std. Deviation	towards
1	The organization focuses on a specific market in order to meet its demands at the lowest cost	3.56	0.969	agree
2	In its activities, the organization focuses on specific customers.	3.44	1.154	agree
3	The organization meets the specific needs of a particular market segment faster than competitors.	3.66	0.867	agree
4	the organization conducts research for new markets.	3.68	0.901	agree
5	the organization competitive weapon is quality.	3.81	0.846	agree
6	the organization competitive weapon is price.	3.66	0.957	agree
7	The organization focuses on specific aspects of the market (region, customers, service).	3.56	1.081	agree
<b>medium phrases for (focus strategy)</b>		3.6244	0.82177	agree

Source:Prepared by the researchers using outputs Spss 23.

**Table 5:Mean and standard deviation for Cost leadership strategy**

N	Item	Mean	Std. Deviation	towards
8	Price is one of our most important strategic factors.	3.65	0.907	agree
9	The pricing process is one of the most sensitive elements for management.	3.76	0.881	agree
10	The organization uses price to overcome market competition.	3.60	1.093	agree
11	When pricing the products, the organization shall take into account the consumer acceptance of the price.	3.60	1.047	agree
12	The organization seeks to reduce the high utilization of energy.	3.98	0.689	agree
13	The organization works to reduce the cost of distribution (as much as possible).	3.76	0.803	agree
14	The organization seeks to reduce production costs.	3.68	0.919	agree
15	The organization practices strict control over spending in general.	3.77	0.999	agree
<b>medium phrases for (Cost leadership strategy)</b>		3.7238	0.78834	agree

Source:Prepared by the researchers using outputs Spss 23.

**Table 6:Mean and standard deviation for differentiationstrategy**

N	Item	Mean	Std. Deviation	towards
16	The organization is interested in adding certain services to customers to meet their wishes.	4.00	0.830	agree
17	When providing services, the organization shall Consider with international standards	4.06	0.787	agree
18	Quality is a key factor in the face of competition.	4.06	0.885	agree
19	The organization trains employees to achieve excellence.	4.03	0.940	agree
20	The organization prepares training programs and training courses for workers.	4.08	0.836	agree
21	The organization seeks to attract individuals with high technical qualifications	4.05	0.895	agree
22	The organization provides exceptional services to its customers (justify the high prices).	3.74	0.991	agree
23	The organization uses modern executive assistance programs to innovate.	4.00	0.958	agree
<b>medium phrases for (differentiationstrategy)</b>		4.0040	0.76118	agree

Source:Prepared by the researchers using outputs Spss 23.

**Table 7:Mean and standard deviation for Porter's Competitive Strategies**

N	Item	Mean	Std. Deviation	towards
1	<b>Focus strategy</b>	3.6244	0.82177	agree
2	<b>Cost leadership strategy.</b>	3.7238	0.78834	agree
3	<b>Differentiationstrategy.</b>	4.0040	0.76118	agree
<b>medium phrases for (Porter's Competitive Strategies)</b>		3.7841	0.71033	agree

Source:Prepared by the researchers using outputs Spss 23.

**Table 8:Mean and standard deviation for organizational performance**

N	Item	Mean	Std. Deviation	towards
24	The differentiation strategy helps to quickly serve the customers.	4.11	0.655	agree
25	Focus helps to accurately provide service to the customers.	4.21	0.631	agree
26	Cost leadership helps develop new products.	3.90	0.593	agree
27	The organization communication system contributes to providing the necessary information.	3.97	0.542	agree
28	The focus strategy improves the effectiveness of the management process.	3.92	0.489	agree
29	The focus strategy facilitates decision-making.	4.03	0.442	agree

30	Cost leadership strategy contributes to the development of the organization.	3.85	0.596	agree
31	The company offers products with new features different from those of competitors.	3.79	0.681	agree
32	he intensity of competition Reduces our sales	3.74	0.626	agree
33	The intensity of competition reduces our market share	3.82	0.463	agree
34	The intensity of competition reduces the profits of the institution	3.84	0.518	agree
35	he intensity of competition attracts customers to us	3.76	0.564	agree
36	The company offers excellent services compared to competitors	3.92	0.417	agree
37	The organization offers lower prices than competitors	3.90	0.620	agree
<b>medium phrases for (organizational performance)</b>		3.9124	0.35501	agree

Source:Prepared by the researchers using outputs Spss 23.

## **VI- Referrals and references:**

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<sup>2</sup> Khelf Bilal Scarna, Entrepreneurship strategies and their role in achieving competitive Advantages communication companies in Jordan, Journal of Baghdad College of Economic Sciences University, N (17), Iraq, 2008, pp(77-112).

<sup>3</sup>Maina Nancy Wangui & OlokoMargaret, The Relationship between Michael Porter's Generic Strategies and Performance of Edible Oil Firms in Kenya, International Journal of Management and Commerce Innovations, Vol (4), N (1), 2016, pp (240-249).

<sup>4</sup>Tanwar Ritika, Porter's Generic Competitive Strategies, Journal of Business and Management, Vol (15), N (1), 2013, p.11.

<sup>5</sup> Maina Nancy Wangui & OlokoMargaret, Op.Cit, p. 242.

<sup>6</sup>Tanwar Ritika, Op.Cit, p. 15.

<sup>7</sup> Enida Pulaj; Vasilika Kume & Amali Cipi, THE Impact of Generic Competitive Strategies on Organizational Performance. The Evidence from Albanian Context, European Scientific Journal, Vol(11), No(28), 2015, p. 274.

<sup>8</sup>Tanwar Ritika, Op.Cit, p. 13.

<sup>9</sup> Corina Gavrea ;Liviullies& Roxana Stegorean, Determinants of Organizational Performance: The Case of Romania, Management & Marketing Challenges for the Knowledge Society, Vol (6), No (2), 2011, p. 286.

<sup>10</sup> - M. Lebas&K. Euske, A conceptual and operational delineation of performance, Business Performance Measurement, N.A, 2007, p.71.

<sup>11</sup> Warren Peterson; Govert Gijsbers &Michèle Wilks, An Organizational Performance Assessment System for Agricultural Research Organizations: Concepts, Methods, and Procedures, International Service for National Agricultural Research(ISNAR), 2003, p.13.