

# The relationship between generic strategies and organizational performance: A study of furniture companies in Kurdistan

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**Abstract**— *The main purpose of this research is to examine the relationship between generic strategies and organizational performance in selected furniture companies in Kurdistan. The researcher used quantitative research method to analyze the relationship between generic strategies and organizational performance of furniture companies in Kurdistan. The researcher printed and distributed 100 questionnaires, but received only 76 questionnaires from participants. Accordingly the sample size of this study is 76 units. The findings of this study revealed that the three generic strategies (cost strategy, differentiation strategy and focus strategy) have positive relationship with organizational performance in selected furniture companies in Kurdistan. A research could be completed in different businesses to see if similar outcomes will be gotten. This research likewise recommends that an exploration study could be done to decide factors impacting successful execution of effective strategy in the business.*

**Keyword**— *Generic strategies, Organizational Performance, Furniture companies, Kurdistan.*

## I. INTRODUCTION

In today's marketplace there are many furniture companies, a successful company should be able to implement an effective strategy to attract higher number of customers. Businesses in the Kurdistan are relied upon to react to another market condition coming about because of the entire economy change in 80's. Businesses are compelled to adjust their technique to the requests of a focused market, not just as a prompt response to ecological changes yet particularly with regards to long haul prospects. Globalization has prompted more exceptional rivalry among assembling firms in that capacity, a separation system furnishes more noteworthy degree to deliver items with

more esteem. The main aim of this study is to investigate the relationship between generic strategies and organizational performance in selected furniture companies in Kurdistan.

### 1.1 Statement of the problem

In today's competitive market environment has demanded businesses to search for an effective strategy in order to sustain and gain competitive advantage. For this reason, it is necessary that each business should have an attractive and good strategy to enable surviving in competitive market environment. However, the current strategy for some furniture companies in Kurdistan seems to be weak and not enough effective to attract more customers which leads to decrease company's performance. Therefore, this research concentrates on the organization between businesses performance and competitive strategies.

### 1.2 Purpose of the Study:

The study aims to investigate the relationship between generic strategies and organizational performance in furniture companies in Erbil particularly and Kurdistan Generally. However, the study will focus on three main generic strategies (cost leadership strategy, differentiation strategy and focus strategy) to find the relationship with businesses' performance and how enable furniture companies to gain and sustain organizational performance.

### 1.3 Research questions:

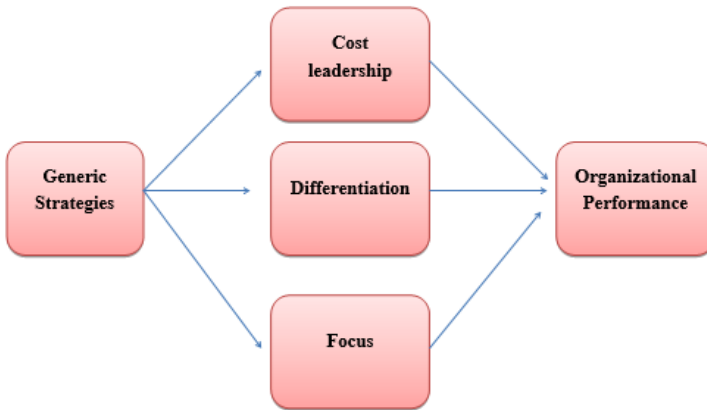
Based on the aim of the study, the author set the following research questions:

Research Question -1-: Is there a significant and positive relationship between cost leadership strategy and furniture companies' performance?

Research Question -2-: Is there a significant and positive relationship between differentiation strategy and furniture companies' performance?

Research Question -3: Is there a significant and positive relationship between focus strategy and furniture companies' performance?

#### 1.4 The relationship between generic strategies and organizational performance



## II. LITERATURE REVIEW

This section compromises of the concept of strategy, theory of strategies, generic strategies and organizational performance.

### 2.1 What is Strategy?

The concept of Strategy has developed generously in the previous century. Businesses have figured out how to examine the competitive marketplace, characterize their marketing position, create focused and corporate competitive advantage, and comprehend challenging to supporting preferred standpoint despite testing focused business's threat (González-Rodríguez, et al. 2018). Various steps including modern businesses, the asset resource-based view, dynamic capacities, and diversion theory have helped academicians and experts comprehend the elements of competition and create suggestions on how firms ought to characterize their competitive marketplace and corporate systems (Davoudi, et al. 2018).

According to Brueller, et al. (2018), it was only that strategies underwent great development within the corporate environment. Phenomena such as corporate restructuring, joint decisions and actions impacting on organizational size, financing and portfolios were driven by the technological advance in means of communication and transport and, since then, an interactive dynamic and integration on a global level have become predominant. This development expanded organizational multifaceted nature and, together with the quickened pace of environmental changes, started requiring ventures send more noteworthy ability to make and oversee procedures

empowering them to address the difficulties of the market, achieving their targets in the short, medium and long term period (Tavitiyaman, et al. 2018).

As per Ceptureanu, et al. (2017), the techniques experienced awesome advancement inside the professional workplace. Wonders, for example, corporate rebuilding, joint choices and activities affecting on authoritative size, financing and portfolios were driven by the innovative progress in methods for correspondence and transport and, from that point forward, an intelligent dynamic and combination on a worldwide level have turned out to be prevalent. These days, thinking deliberately has gained the status of an imperative factor in driving and overseeing organizations, regardless of whether for benefit or something else. All things considered, system tends to the connection between the internal universe of business and its outside condition.

### 2.2 Theories

This section presents an overview of important theories in the field of strategic management, these theories are: Configuration theory, resource based view and market based view:

#### 2.2.1 Configuration Theory

Theory of configuration can be seen as events of the activities a simultaneous framework may perform, while an arrangement models a steady condition of the framework, spoke to as the arrangement of occasions happened amid calculation up to that point. The predominant research worldview inside the IS space has been isolated into Configuration theory and process speculations (Bayraktar, et al. 2017).

Configuration theory is one of most vital commitments to Social Sciences. It centers on the comprehension of the structures that commonly subordinate people build up, and the changes they endure, both independently and in gatherings, because of the expansion or lessening of their interdependencies and angles of energy. In this way, rather than examining the behaviors of disengaged people – on occasion embodied as masters, saints, prophets or sages – ,and Configuration Sociology goes for the comprehension of networks of social statuses (Banker, et al. 2014).

The Configuration theory has a place with the sort of strategies described by terms, for example, all encompassing, universalistic, integrative, synergetic, fundamental, and so forth. The foundations of the setup approach can be found in more established methodologies which were cleared far from the standard of business

organization for best in class quantitative strategies (Parnell, et al. 2015).

As a summary of configuration theory, "the idea of individual referred to related people; the idea of society to associated people in the plural shape". The overcoming of these sorts of polarizations would make the conditions for everybody to perceive himself/herself as a person among others "and society as a figuration developed by various associated people" (Rosenberg & Ferlie, 2016).

### **2.2.2 Resource-based View**

The improvement of RBV was a divided procedure with commitments from different creators and various distinctive orders. These commitments incorporate standards from real research streams, for example, hierarchical financial matters ideal models, standard procedure investigate and mechanical organization (Zehir, et al. 2015). The early sources were centered on the particular resource profiles of heterogeneous firms and why a few firms reliably beat others. The absolute most essential research molding RBV is established in the exploration on particular skills, the financial aspects, and the theory of firm development proposed by Penrose (1959). Ideas from these chronicled works impacted the central presumptions of the model (Brenes, et al. 2014).

The resource based view (RBV) stresses the company's resources as the essential determinants of upper hand and execution. The resource based view includes a rising and predominant zone of the procedure writing which tends to the topic of an organization's character and it is essentially worried about the source and nature of vital capacities (Bamiatzi & Kirchmaier, 2014). The resource based point of view has an intra-hierarchical concentration and contends that performance is an aftereffect of firm-particular resources and abilities (Bagnoli & Vedovato, 2014). In the resource based view (RBV) of the firm, an organization's performance is influenced by firm-particular resources and capacities. Organizations along these lines must know about their qualities and shortcomings, as they need to create procedures on the most proficient method to outflank contenders with the given resources groups and abilities (Zehir, et al. 2015).

### **2.2.3 Market based view**

The issue of business performance has been focal in methodology examine for a considerable length of time and envelops most different inquiries that have been brought up in the field, concerning occurrence, why firms contrast, how they carry on, how they pick methodologies and how they are overseen (Úbeda, et al. 2015). The most

vital commitments to the Market-based View are to be found in work by Porter (1980, 1985), who obtained certain ideas of Industrial Organization, for example, industry powers and hindrances to passage. He adjusted these ideas to the field of key administration, with suggestions for strategists.

Resources refer to structural qualities that an organization can secure, create, support, and use for both interior (authoritative) and outside (commercial center) purposes (Parnell, et al. 2015). Market-based resources are chiefly of two related writes: social and scholarly.

The results of procedures give the fundamental measurements to decide the nearness and similar worth of abilities (González-Rodríguez, et al. 2018). Advertising particular abilities in this way catch and reflect how well a firm plays out each key client associating process and in planning and overseeing sub-forms inside the client relationship administration process (Brueller, et al. 2018).

### **2.3 Competitive strategy**

The present businesses need to manage dynamic and indeterminate conditions. Keeping in mind the end goal to be effective, businesses must be deliberately mindful. They should see how changes in their focused condition are unfurling. Choices by supervisors have a vital effect and add to vital change. The organization is appeared as one of various rivals in an industry; and to a more prominent or lesser degree these contenders will be influenced by the choices, competitive procedures and advancement of the others. These between conditions are essential and subsequently key choices ought to dependably include some evaluation of their effect on different business, and their conceivable response (Bayraktar, et al. 2017). To succeed long term period, businesses must contend successfully and out-play out their opponents in a dynamic domain. To achieve this they should discover appropriate routes for making and including an incentive for their clients. Vital administration is an exceptionally vital component of authoritative achievement. The need to comprehend what the business is about, what it is endeavoring to accomplish and which way it is going, is an exceptionally fundamental prerequisite deciding the viability of each part's commitment. Each effective business visionary has this business mindfulness and each fruitful business appears to have this clearness of vision, despite the fact that it doesn't emerge from a formal arranging process (González-Rodríguez, et al. 2018).

Competitiveness is the capacity to give items and administrations, as adequately as, or more successfully and productively than the applicable contenders. Measures of intensity incorporate firm gainfulness, the company's fare

remainder (sends out or remote deals partitioned by yield), and provincial or worldwide piece of the pie. Performance in the worldwide commercial center gives an immediate measure of a company's intensity. Competitiveness is likewise the capacity to coordinate or even beat the world's best firms in cost and nature of merchandise or administrations (Parnell, et al. 2015).

Competitive procedure is the look for an ideal focused position in an industry, the basic field in which competition happens (Micheli & Mura, 2017). Competitive procedure means to set up a beneficial and feasible position against the powers that decide industry rivalry. Competitive procedure is worried about how a business can pick up a contending advantage through an unmistakable method for contending. Having an upper hand is essential for a firm to contend however what is more critical is whether the upper hand is feasible (Tavitiyaman, et al. 2018).

#### **2.4 From competitive advantage to competitive strategy**

Competitive is at the center of the achievement or disappointment of firms. Competition decides the propriety of a company's exercises that can add to its execution, for example, advancements, a firm culture, or great usage. Competition methodology is the look for a great focused position in an industry, the basic field in which competition happens. Focused methodology expects to build up a productive and feasible position against the powers that decide industry rivalry (Brenes, et al. 2014).

The focused procedures received by a firm outcome in a maintainable competitive advantage. As indicated by (Parnell, et al. 2015) competition procedure includes wide assortment of vital and strategic basic leadership, from evaluating of items to interest underway and appropriation offices to contracting rehearses with clients and info providers to innovative work consumptions. Competitive advantage develops from esteem that a firm can make for the purchaser that surpasses the organization's cost of making it. A viable focused system makes either hostile or protective move with a specific end goal to make a defensible position against the five powers and along these lines yield a prevalent profit for the firm (Arasa & Gathinji, 2014). A methodology should be liquid as the opposition will in all likelihood adjust to the best organization in your industry, so will the procedure need to change keeping in mind the end goal to meet this adjustment (Bagnoli & Vedovato, 2014).

A competitive advantage is preference increased over contenders by offering clients more prominent esteem, either through lower costs or by giving extra advantages and administration that legitimize comparative, or conceivably

higher, costs. This reality sheet takes a gander at what characterizes competitive advantage and talks about systems to consider when constructing a competitive advantage, and approaches to evaluate the competitive advantage of a wander (Banker, et al. 2014).

#### **2.5 Supply/demand and competitive advantage**

In many businesses demand chain management (DCM) and supply and demand management (SCM) are managed independently and one of them is generally organized (Brouthers, et al. 2015). Subsequently, the client arranged plan of action isn't extremely normal as a general rule. Rather a request and supply-drove plan of action can be recognized in many businesses. Organizations grasping the request drove plan of action (request chain aces) center on DCM, and subsequently have qualities in overseeing and planning the request forms. In these organizations the request side sets the business system (what to pitch, where to offer and how to offer) while the supply-side just executes it by working up proper store network abilities and points of interest (Rosenberg & Ferlie, 2016).

Demand chain management (SCM) is conceptualized as the system of organizations, connected upstream and downstream in procedures and exercises, creating items and administrations which are conveyed under the control of a definitive client (Micheli & Mura, 2017). SCM competency is observationally connected to enhanced firm performance and impacts consumer loyalty. Demand chain management (DCM) perceives client request and conveys that request through to providers, displaying the progression of the deceivability of client request (Rosenberg & Ferlie, 2016).

The world is in the period of store network rivalry, where organization never again acts in disengagement as an autonomous substance, yet as a production network to make esteem conveyance frameworks that are more receptive to quick evolving markets, more steady and solid (Brenes, et al. 2014). Modern management practices and exceptional plans of action rise and blur continually as chiefs endeavor to enable their organizations to prevail in this less-kind, less delicate and less unsurprising world (Brueller, et al. 2018). The best word to portray the worldwide market today is unpredictability. Organizations need to create systems to react to consistently expanding levels of unpredictability sought after. In spite of the conspicuous advantages of spryness, organizations are looked with challenges in executing the measures important to build their dexterity (Micheli & Mura, 2017).

#### **2.6 Generic Strategies**

Michael Porter has showed a classification comprising of three general sorts of strategies that are regularly utilized by organizations to accomplish and keep up upper hand. These three generic strategies are characterized along two measurements: strategic strength and strategic scope. Strategy scope is the degree is a request side measurement (Porter was initially an architect, at that point a financial expert before he represented considerable authority in methodology) and takes a gander at the size and structure of the market you plan to target. Key quality is a supply-side measurement and takes a gander at the quality or center competency of the firm. Specifically he distinguished two skills that he felt were most critical: item separation and item cost (Micheli & Mura, 2017).

**2.6.1 Cost Leadership:** endeavoring to accomplish bring down general expenses than competitors to an expansive range of clients, for the most part by underpricing competition.

- This strategy implies having the most reduced per-unit (i.e., normal) cost in the business – that is, least cost with respect to your adversaries.
- This could mean having the most minimal per-unit cost among rivals in profoundly focused businesses, in which case returns or benefits will be low yet regardless higher than contenders
- This could mean having most minimal cost among a couple of adversaries where each firm appreciates estimating force and high benefits.
- Notice that this strategy is characterized freely of market structure.

**2.6.2 Differentiation:** looking to separate the organization's item offering from adversaries' in ways that will speak to a wide range of purchasers.

- This strategy the item offering of a firm means making something that is seen industry wide as being special.
- It is a method for making your own particular market to some degree.

**2.6.3 Focus:** giving clients more incentive for their cash by joining great to-incredible item properties at a lower cost than rivals; the objective is to have the most minimal expenses and costs contrasted with rivals offering items with practically identical traits.

- Here we center on a specific purchaser gathering, item fragment, or land market.
- Whereas ease and separation are gone for accomplishing their destinations industry wide, the concentration or specialty methodology is based on

servicing a specific target (client, item, or area) exceptionally well.

- Note, be that as it may, that a concentration system implies accomplishing either an ease preferred standpoint or separation in a restricted piece of the market. For reasons examined over, this makes a defendable position inside that piece of the market.

## 2.7 Organizational performance

Performance is a logical idea related with the marvel being considered (Hofer, 1983). With regards to authoritative money related execution, performance is a measure of the difference in the monetary condition of an organization, or the budgetary results that outcomes from administration choices and the performance of those choices by individuals from the organization (Tavitiyaman, et al. 2018).

Zehir, et al. (2015), believed that the performance comprises in "achieving the objectives that were given to you in merging of big business orientations". As he would see it, performance is certifiably not a negligible finding of a result, but instead it is the consequence of a correlation between the result and the target. Not at all like different creators, considers that this idea is really a correlation of the result and the goal. The creator's definition is a long way from clear, as the two results and destinations change, regularly, starting with one field of movement then onto the next.

Performancesreferred to as being tied in with taking every necessary step, and in addition being about the outcomes accomplished. It can be characterized as the results of work since they give the most grounded linkage to the key objectives of an organization, consumer loyalty and financial commitments. It is, in a perfect world, the methods through which representatives' performance can be enhanced by guaranteeing fitting acknowledgment and reward for their endeavors, and by enhancing correspondence, learning and working courses of action (Davoudi, et al. 2018).

## 2.8 Relationship between generic strategies and organizational performance

According to Arasa and Gathinji, (2014), contend that Porter gives little confirmation to help the U-formed connection between rate of profitability and piece of the pie, which is utilized by Porter to outline the threats of being stuck in the center. They stated that Porter refers to just two illustrations, the US partial strength electric engine business, where the connections "seem to hold", and the worldwide car markets, where it "likely likewise generally hold".



Udeba, et al. (2015), inspected the performance effect of generic strategies procedures in managing an account. Their investigation demonstrated that banks fall into five bunches in view of the kind of system they utilized: general separation methodology, center procedure, stuck in the center, cost authority technique, and client benefit separation technique. They found that, general firms utilizing a technique perform better (as far as profit for resources) than ones that are stuck in the center. The performance of cost authority adherents was altogether higher than that of stuck in the center firms. In any case, other technique devotees couldn't increase noteworthy performance advantage over the stuck in the center gathering.

### III. METHODOLOGY

#### 3.1 Research design

The researcher used quantitative research method to analyze the relationship between generic strategies and organizational performance of furniture companies in Kurdistan. Quantitative research design is study approaches allocating numbers as well as all quantifiable in a methodical technique of examination of phenomena and its associations (Hammersley, 2017).

Quantitative research design is utilized to find an effective answer on associations within quantifiable factors with a purpose to clarify, calculate and manage phenomena. The whole quantitative research design generally ends with support or non-support of the research hypotheses verified (Nardi, 2018).

Scholars applying the quantitative research design classify at least one factor or more than a factor that they propose to utilize in their study and continue with gathered information associated to these factors. In the social science filed, quantitative research design frequently works with consequences calculation and scheme examination or analysis utilizing a technical or academic method.

The main purpose of the quantitative research design is to employ and grow models according to the mathematical or scientific method, theories and hypotheses relating to the field of social science. The method of measurement is the concentrate of quantitative research design because of the relation between mathematical calculation and empirical study of quantitative associations (Hammersley, 2017).

Quantitative research design normally starts with gathering information or data according to the research hypotheses set or developed by the researchers or based on theories then following by the process of inferential statistics or descriptive. Questionnaire is a good example that is extensively utilized with statistical relationship. In this study, the researcher used questionnaire in order to gather information regarding the relationship between generic strategies and organizational performance in furniture companies in Kurdistan.

#### 3.2 Sample size

The researcher selected furniture companies in Kurdistan, to carry out this research and investigate the relationship between generic strategies and organizational performance. The researcher printed and distributed 100 questionnaires, but received only 76 questionnaires from participants. Accordingly the sample size of this study is 76 units.

#### 3.3 Data collection

The researcher employed quantitative research technique to measure the relationship between generic strategies which consists of cost leadership strategy, focus strategy and differentiation strategy with organizational performance in selected furniture companies in Kurdistan. The researcher printed questionnaires, and distributed in hard copy to several furniture companies including Ikhlas furniture company, Zozan Furniture Company, Sadaf Furniture Company, SamFurniture Company and Erbil Furniture Company.

### IV. ANALYSIS

#### 4.1 Demographic analysis

Table 1-Demographic analysis

Parameters		Frequency	Percentage
Gender	Male	51	67.1
	Female	25	32.9
Age	20-25	7	9.2
	26-30	14	18.4
	31-35	22	28.9
	36-40	16	21.1
	41-45	7	9.2

	46-50	5	6.6
	51-55	5	6.6
<b>Marital Status</b>	Married	23	30.3
	Separated	6	7.9
	Widowed	4	5.3
	Single	42	55.3
	Divorced	1	1.3
<b>Education</b>	High School	9	11.8
	College	9	11.8
	University	41	53.9
	Graduate School	15	19.7
	Other	2	2.6

Table (1) shows the demographic analysis, the finding of demographic analysis demonstrated that 51 male participants participated in the current research and 25 participants participated in the current research. Concerning participants' age participated in the current research, 7 participants were from 20 to 25 years old, 14 participants were from 26 to 30 years old, 22 participants were from 31 to 35 years old, 16 participants were from 36 to 40 years old, 7 participants were from 41 to 45 years old, 5 participants were from 46 to 50 years old, and 5

participants were from 51 to 55 years old. Concerning participants' marital status, the findings demonstrated that 23 participants were married, 6 participants were separated, 42 participants were single and only one participant was divorced. Concerning participants' educational background, the findings demonstrated that 9 participants finished high school, 9 participants finished college, 41 participants finished university, 15 participants finished graduate school and only two participants had other.

**4.2 Items Description**

Table 2-Items Description

<b>Parameters</b>		<b>Frequency</b>	<b>Percentage</b>	<b>Range</b>	<b>Median</b>	<b>Mean</b>	<b>St. deviation</b>
Developing brand identification	Strongly disagree	5	6.6	4(1-5)	4	3.78	1.115
	Disagree	5	6.6				
	Neutral	12	15.8				
	Agree	34	44.7				
	Strongly agree	20	26.3				
Refining existing products/services	Strongly disagree	8	10.5	4(1-5)	3	2.86	1.230
	Disagree	29	38.2				
	Neutral	15	19.7				
	Agree	14	18.4				
	Strongly agree	10	13.2				
Developing a broad range of new products/services	Strongly disagree	4	5.3	4(1-5)	4	3.87	1.112
	Disagree	6	7.9				
	Neutral	10	13.2				
	Agree	32	42.1				

	Strongly agree	24	31.6				
Forecasting new market growth	Strongly disagree	7	9.2	4(1-5)	3	3.42	1.192
	Disagree	7	9.2				
	Neutral	25	32.9				
	Agree	21	27.6				
	Strongly agree	16	21.1				
Forecasting existing market growth	Strongly disagree	5	6.6	4(1-5)	4	3.68	1.110
	Disagree	6	7.9				
	Neutral	14	18.4				
	Agree	34	44.7				
	Strongly agree	17	22.4				
Improving operational efficiency	Strongly disagree	8	10.5	4(1-5)	3	3.20	1.132
	Disagree	9	11.8				
	Neutral	28	36.8				
	Agree	22	28.9				
	Strongly agree	9	11.8				
Partnering with supplier	Strongly disagree	4	5.3	4(1-5)	4	3.88	1.095
	Disagree	5	6.6				
	Neutral	11	14.5				
	Agree	32	42.1				
	Strongly agree	24	31.6				
Extensive training of marketing personnel	Strongly disagree	12	15.8	4(1-5)	3	3.09	1.397
	Disagree	18	23.7				
	Neutral	13	17.1				
	Agree	17	22.4				
	Strongly agree	16	21.1				
Building a positive reputation within the industry	Strongly disagree	4	5.3	4(1-5)	4	3.84	1.046
	Disagree	4	5.3				
	Neutral	12	15.8				
	Agree	36	47.4				
	Strongly agree	20	26.3				
Providing specialty products/services	Strongly disagree	13	17.1	4(1-5)	3	3.05	1.295
	Disagree	12	15.8				



	Neutral	19	25.0				
	Agree	22	28.9				
	Strongly agree	10	13.2				
Producing products/services for high price markets	Strongly disagree	4	5.3	4(1-5)	4	3.84	1.120
	Disagree	6	7.9				
	Neutral	12	15.8				
	Agree	30	39.5				
	Strongly agree	24	31.6				
Intensive training of marketing personnel targeting a specific market	Strongly disagree	12	15.8	4(1-5)	3	3.22	1.382
	Disagree	12	15.8				
	Neutral	16	21.1				
	Agree	19	25.0				
	Strongly agree	17	22.4				
Improve Inventory Management	Strongly disagree	22	28.9	4(1-5)	2	2.37	1.231
	Disagree	25	32.9				
	Neutral	13	17.1				
	Agree	11	14.5				
	Strongly agree	5	6.6				
Continuous improvement in supervisor skills	Strongly disagree	12	15.8	4(1-5)	3.5	3.32	1.426
	Disagree	11	14.5				
	Neutral	15	19.7				
	Agree	17	22.4				
	Strongly agree	21	27.6				
Efficiency Improvement	Strongly disagree	20	26.3	4(1-5)	2	2.45	1.280
	Disagree	26	34.2				
	Neutral	14	18.4				
	Agree	8	10.5				
	Strongly agree	8	10.5				
Effectiveness of components of primary value chain	Strongly disagree	7	9.2	4(1-5)	4	3.61	1.212
	Disagree	7	9.2				
	Neutral	13	17.1				
	Agree	31	40.8				
	Strongly agree	18	23.7				
Effectiveness of	Strongly	15	19.5	4(1-5)	2	2.66	1.252

components of secondary value chain	disagree						
	Disagree	24	31.2				
	Neutral	18	23.4				
	Agree	12	15.6				
	Strongly agree	8	10.4				
Increased value of assets due to regular good	Strongly disagree	12	15.8	4(1-5)	3	3.13	1.350
	Disagree	13	17.1				
	Neutral	19	25.0				
	Agree	17	22.4				
	Strongly agree	15	19.7				
Satisfaction of shareholders with company's performance	Strongly disagree	17	22.4	4(1-5)	2	2.58	1.257
	Disagree	25	32.9				
	Neutral	13	17.1				
	Agree	15	19.7				
	Strongly agree	6	7.9				
Good profit margin on sales	Strongly disagree	7	9.2	4(1-5)	4	3.63	1.187
	Disagree	5	6.6				
	Neutral	15	19.7				
	Agree	31	40.8				
	Strongly agree	18	23.7				
Marketing Effectiveness	Strongly disagree	11	14.5	4(1-5)	3	2.95	1.315
	Disagree	20	26.3				
	Neutral	21	27.6				
	Agree	10	13.2				
	Strongly agree	14	18.4				
Maintenance of market share for products	Strongly disagree	10	13.2	4(1-5)	4	3.45	1.360
	Disagree	9	11.8				
	Neutral	15	19.7				
	Agree	21	27.6				
	Strongly agree	21	27.6				
Return on total assets exceeds the return from the capital market	Strongly disagree	18	23.7	4(1-5)	2	2.46	1.113
	Disagree	22	28.9				
	Neutral	21	27.6				
	Agree	13	17.1				
	Strongly	2	2.6				

	agree						
Effective debt control systems	Strongly disagree	4	5.3	4(1-5)	4	3.59	1.122
	Disagree	9	11.8				
	Neutral	18	23.7				
	Agree	28	36.8				
	Strongly agree	17	22.4				
Collection of account when due	Strongly disagree	19	25.0	4(1-5)	3	2.89	1.484
	Disagree	15	19.7				
	Neutral	12	15.8				
	Agree	15	19.7				
	Strongly agree	15	19.7				
Payment of accounts due	Strongly disagree	6	7.9	4(1-5)	4	3.74	1.182
	Disagree	5	6.6				
	Neutral	14	18.4				
	Agree	29	38.2				
	Strongly agree	22	28.9				

Table (2) shows item description for each question stated in the questionnaire. Concerning first question which identified brand development, the findings showed that 5 participants rated as strongly disagree, 5 participants rated as disagree, 12 participants rated as neutral, 34 participants rated as agree, and 20 participants rated as strongly agree, it can be seen that the majority of respondents rated as agree of the importance of brand development. The mean is 3.78 and St. Deviation is 1.115, this mean that the majority of respondents believed the importance of identified brand development. Concerning second question which identified developing the current service or current product in the market, the findings showed that 8 respondents rated as strongly disagree, 29 respondents rated as disagree, 15 respondents rated as neutral, 14 respondents rated as agree, 10 respondents rated as strongly agree, it can be seen that the majority of respondents rated as disagree of developing the current service or current product. The mean is 2.86 and St. Deviation is 1.230, this means that the majority of respondents did not believe that it is important to develop the current service or current product. Concerning third question which identified the growth of new service or growth of new product, the findings showed that 4 respondents rated as strongly disagree, 6 respondents rated

as disagree, 10 respondents rated as neutral, 32 respondents rated as agree, 24 respondents rated as strongly agree. The mean is 3.78 and St. Deviation is 1.112, this means that the majority of respondents believed that it is important to grow your new product or new service. Concerning fourth question which identified the prediction of market growth, the findings showed that 7 respondents rated as strongly disagree, 7 respondents rated as disagree, 25 respondents rated as neutral, 21 respondents rated as agree, 16 respondents rated as strongly agree. The mean is 3.42 and St. Deviation is 1.192, this means that the majority of respondents believed that it is important to predict the market growth. Concerning fifth question which identified predicting the current market development, the findings showed that 5 respondents rated as strongly disagree 6 respondents rated as disagree 14 respondents rated as neutral 34 respondents rated as agree, 17 respondents rated as strongly agree. The mean is 3.68 and St. Deviation is 1.110, this means that the majority of respondents believed that it is important to predict the current market development. Concerning sixth question which identified enhancing the efficiency and effectiveness of market operation, the findings showed that 8 respondents rated as strongly disagree, 9 respondents rated as disagree, 28

respondents rated as neutral, 22 respondents rated as agree, 9 respondents rated as strongly agree. The mean is 3.20 and St. Deviation is 1.132, this means that the majority of respondents believed that it is important to enhance the efficiency and effectiveness of market operation. Concerning seventh question which identified working as a team with supplier, the findings showed that 4 respondents rated as strongly disagree, 5 respondents rated as disagree, 11 respondents rated as neutral, 32 respondents rated as agree, 24 respondents rated as strongly agree. The mean is 3.88 and St. Deviation is 1.095, this means that the majority of respondents believed that it is important to work as a team with suppliers. Concerning eighth question which identified providing effective marketing training for employees, the findings showed that 12 respondents rated as strongly disagree, 18 respondents rated as disagree, 13 respondents rated as neutral, 17 respondents rated as agree, 16 respondents rated as strongly agree. The mean is 3.09 and St. Deviation is 1.397, this means that the majority of respondents believed that it is important to provide effective marketing training for employees. Concerning ninth question which identified creating a significant image for the business, the findings showed that 4 respondents rated as strongly disagree, 4 respondents rated as disagree, 12 respondents rated as neutral, 36 respondents rated as agree, 20 respondents rated as strongly agree. The mean is 3.84 and St. Deviation is 1.046, this means that the majority of respondents believed that it is important to create a significant image for the business. Concerning tenth question which identified offering special service or special product, the findings showed that 13 respondents rated as strongly disagree, 12 respondents rated as disagree, 19 respondents rated as neutral, 22 respondents rated as agree, 10 respondents rated as strongly agree. The mean is 3.05 and St. Deviation is 1.295, this means that the majority of respondents believed that it is important to offer special service or special product. Concerning tenth question which identified offering high price of service or product, the findings showed that 4 respondents rated as strongly disagree, 6 respondents rated as disagree, 12 respondents rated as neutral, 30 respondents rated as agree, 24 respondents rated as strongly agree. The mean is 3.84 and St. Deviation is 1.12p, this means that the majority of respondents believed that it is important to producing high quality product or service with high price. Concerning eleventh question which identified providing effective marketing training for employees, the findings showed that 12 respondents rated as strongly disagree, 12 respondents rated as disagree, 16 respondents rated as neutral, 19

respondents rated as agree, 17 respondents rated as strongly agree. The mean is 3.22 and St. Deviation is 1.382, this means that the majority of respondents believed that it is important to provide effective marketing training for employees. Concerning twelfth question which identified enhancing management of the inventory, the findings showed that 22 respondents rated as strongly disagree, 25 respondents rated as disagree, 13 respondents rated as neutral, 11 respondents rated as agree, 5 respondents rated as strongly agree. The mean is 2.37 and St. Deviation is 1.231, this means that the majority of respondents did not believe that it is important to enhance the management of the inventory. Concerning thirteenth question which identified enhancing managers' skills, the findings showed that 12 respondents rated as strongly disagree, 11 respondents rated as disagree, 15 respondents rated as neutral, 17 respondents rated as agree, 21 respondents rated as strongly agree. The mean is 3.32 and St. Deviation is 1.426, this means that the majority of respondents believed that it is important to enhance managers' skills. Concerning fourteenth question which identified efficiency and effectiveness enhancement, the findings showed that 20 respondents rated as strongly disagree, 26 respondents rated as disagree, 14 respondents rated as neutral, 8 respondents rated as agree, 8 respondents rated as strongly agree. The mean is 2.45 and St. Deviation is 1.280, this means that the majority of respondents did not believe the importance of efficiency and effectiveness enhancement. Concerning fifteenth question which identified efficiency and effectiveness value chain elements, the findings showed that 7 respondents rated as strongly disagree, 7 respondents rated as disagree, 13 respondents rated as neutral, 31 respondents rated as agree, 18 respondents rated as strongly agree. The mean is 3.61 and St. Deviation is 1.212, this means that the majority of respondents did not believe the importance of efficiency and effectiveness value chain elements. Concerning sixteenth question which identified efficiency and effectiveness of the secondary value chain elements, the findings showed that 15 respondents rated as strongly disagree, 24 respondents rated as disagree, 18 respondents rated as neutral, 12 respondents rated as agree, 8 respondents rated as strongly agree. The mean is 2.66 and St. Deviation is 1.252, this means that the majority of respondents did not believe the importance of efficiency and effectiveness secondary value chain elements. Concerning seventeenth question which identified increasing value of products, the findings showed that 12 respondents rated as strongly disagree, 13 respondents rated as disagree, 19 respondents rated as neutral, 17 respondents

rated as agree, 15 respondents rated as strongly agree. The mean is 3.13 and St. Deviation is 1.350, this means that the majority of respondents believed the importance of product value increase. Concerning eighteenth question which identified the importance of shareholder satisfaction, the findings showed that 17 respondents rated as strongly disagree, 25 respondents rated as disagree, 13 respondents rated as neutral, 15 respondents rated as agree, 6 respondents rated as strongly agree. The mean is 2.58 and St. Deviation is 1.257, this means that the majority of respondents did not believe the importance of shareholders' satisfaction. Concerning nineteenth question which identified the importance of profit, the findings showed that 7 respondents rated as strongly disagree, 5 respondents rated as disagree, 15 respondents rated as neutral, 31 respondents rated as agree, 18 respondents rated as strongly agree. The mean is 3.63 and St. Deviation is 1.187, this means that the majority of respondents believed the importance of profit. Concerning twentieth question which identified the importance of effectiveness and efficiency of the marketing, the findings showed that 11 respondents rated as strongly disagree, 20 respondents rated as disagree, 21 respondents rated as neutral, 10 respondents rated as agree, 14 respondents rated as strongly agree. The mean is 2.95 and St. Deviation is 1.315, this means that the majority of respondents did not believe the importance of effectiveness and efficiency of the marketing. Concerning twenty first question which identified the importance of sustaining the marketing, the findings showed that 10 respondents rated as strongly disagree, 9 respondents rated as disagree, 15 respondents rated as neutral, 21 respondents rated as agree, 21 respondents rated as strongly agree. The mean is 3.45 and St. Deviation is 1.360, this means that the majority of respondents believed the importance of sustaining the marketing. Concerning twenty second question which identified the importance of ROI, the findings showed that 18 respondents rated as strongly disagree, 22 respondents rated as disagree, 21 respondents rated as neutral, 13 respondents rated as agree, 2 respondents rated as strongly agree. The mean is 2.46 and St. Deviation is 1.113, this means that the majority of respondents did not believe the importance of ROI. Concerning twenty third question which identified the importance of controlling debt, the findings showed that 4 respondents rated as strongly disagree, 9 respondents rated as disagree, 18 respondents rated as neutral, 28 respondents rated as agree, 17 respondents rated as strongly agree. The mean is 3.59 and St. Deviation is 1.122, this means that the majority of respondents believed the importance of

controlling debt. Concerning twenty third question which identified the importance of gathering credit and debt, the findings showed that 19 respondents rated as strongly disagree, 15 respondents rated as disagree, 12 respondents rated as neutral, 15 respondents rated as agree, 15 respondents rated as strongly agree. The mean is 2.89 and St. Deviation is 1.484, this means that the majority of respondents did not believe the importance of gathering debt and credit. Concerning twenty third question which identified the importance of payment, the findings showed that 6 respondents rated as strongly disagree, 5 respondents rated as disagree, 14 respondents rated as neutral, 29 respondents rated as agree, 22 respondents rated as strongly agree. The mean is 3.74 and St. Deviation is 1.182, this means that the majority of respondents believed the importance of payment

## V. CONCLUSIONS

The accomplishment of a business is for the most part exemplified in execution and focused strategies empowering it to meet partner commitments and survive aggressive market powers. The investigation infers that low cost strategy influences execution of furniture companies in Kurdistan through accomplishing economies of scale, limit use of assets, lessening activities time and costs, productivity and cost control, large scale manufacturing, shaping linkages with specialist organizations, providers and other supplementary foundations and mass conveyance. The findings of this study revealed that the cost leadership strategy and differentiation strategy are the main two strategies that furniture companies can implement in order to improve organizational performance. Furthermore, the findings answered three research questions as follow; as for first research question it was found that there is a positive relationship between cost leadership and furniture companies' performance, as for second research question it was found that there is a positive relationship between differentiation and furniture companies' performance, and as for first research question it was found that there is a positive relationship between focus and furniture companies' performance.

## VI. FURTHER RESEARCH

A research could be completed in different businesses to see if similar outcomes will be gotten. This research likewise recommends that an exploration study could be done to decide factors impacting successful execution of effective strategy in the business.

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