The Impact of Business Strategies on Organizational Performance in Public and Private Universities in Yemen

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Abstract:

The current research aimed to examine the impact of the business strategies and its dimensions (cost, leadership strategy, differentiation strategy, and focus strategy) on the organizational performance in the public and private universities in Yemen.

The study used a quantitative research approach which applied a structured questionnaire to collect the data from the respondents. The current study targeted the academic and administrative leaders in the public and private universities in Sana'a city, the capital of Yemen. A total of (384) survey questionnaires were distributed and only (326) questionnaires were received with (309) valid for analysis. The data was analyzed by using IBM SPSS statistics software, version 28.

The results of the study show that there is a high level of application of the business strategies and high level of the organizational performance in public and private universities in Yemen. The results of the study also show that there are positive and significant impact of the dimensions of the business strategies (cost leadership strategy, differentiation strategy, and focus strategy) on the organizational performance in public and private universities in Yemen.

أثر استراتيجيات الأعمال على الأداء المنظمي في الجامعات الحكومية والأهلية في اليمن

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الكلمات المفتاحية	
2. الأداء المنظمي	1. استراتيجيات الأعمال

الملخص:

هدفت الدراسة الحالية إلى دراسة أثر استراتيجيات الأعمال بأبعادها (استراتيجية قيادة التكلفة، استراتيجية التمايز، واستراتيجية التركيز) على الأداء المنظمي في الجامعات الحكومية والأهلية في اليمن.

استخدمت الدراسة المنهج الكمي، حيث تم استخدام استبانة منظمة لجمع البيانات من المستجيبين. استهدفت الدراسة الحالية القيادات الأكاديمية والإدارية في الجامعات الحكومية والأهلية اليمنية في العاصمة صنعاء. تم توزيع (384) استبانة على عينة الدراسة. تم استرداد (326) استبانة، وكانت هناك (309) استبانة صالحة للتحليل.

وأظهرت نتائج الدراسة أن هناك مستوى عالٍ لتطبيق استراتيجيات الأعمال ومستوى عالٍ للأداء المنظمي في الجامعات الحكومية والخاصة في اليمن. وأظهرت أيضاً نتائج الدراسة أن هناك أثر دال إحصائيا لأبعاد استراتيجيات الأعمال (استراتيجية قيادة التكلفة، واستراتيجية التمايز، واستراتيجية التركيز) على الأداء المنظمي في الجامعات الحكومية والخاصة في اليمن.

Introduction

Every organization strives to remain relevant in its sector or environment. As the number of public and private universities in Yemen continues to grow, the organizational performance of the public and private universities is indeed a crucial indicator of their success and relevance.

The performance of any organization is affected by the strategies the organization has chosen (Manyeki, Ongeti & Odiyo, 2019). According to Bekti Karnowati et al. (2023), the organizational performance is the result an organization entity achieves when compared to the stated target with the achievement of the results the organization unit has obtained within a given period of time.

Hence, the organization entities are required to maximize performance both externally and internally in order to enhance their overall success and achieve their strategic objectives. To deal with this, the organization entities need to establish a good business strategy in order to gain competitive advantage to be able to survive and compete in the market as the competitive advantage is crucial for organizations to exist in a market where the ultimate objective is succeeding the organizational performance.

According to Michael Porter (1985), the business competitive strategy refers to the pursuit of a strong and advantageous position within an industry, which is the primary arena where competition takes place. Porter (1985) identified three generic strategies which are the cost leadership, differentiation, focus strategies that defines the purpose of the organization and the plans and actions to achieve performance. The adoption of Porter's Generic Strategies in terms of cost leadership, differentiation, focus strategies leads to high organization performance. Improper considerations in the process of implementation of strategy can act as an impediment to attaining optimal organization performance if not well managed (Manyeki, Ongeti & Odiyo, 2019).

The cost leadership strategy aims to become the lowest-cost producer in the industry while maintaining acceptable quality levels. The differentiation strategy focuses on offering unique and differentiated products or services compared to competitors. The focus strategy involves targeting a specific niche market or customer segment and tailoring products, services, or marketing efforts specifically to their needs. By adopting and implementing these strategies effectively, the public and private universities can enhance the organizational performance.

Problem Statement and Questions

Due to the rapid technological advancement, organizations today are coping with a highly competitive, turbulent, and unpredictable market. Therefore, leaders are focusing on developing a way of strategic development that is appropriate for them as well as enabling them to successfully adapt to those industrial and technological changes.

In every organization, a strategy is an important tool in achieving its goals and objectives. According to Porter (1996), the business competitive strategy is considered as an internal factor that significantly influence organizational performance.

Porter's strategies are highly important for businesses in Yemen as they provide a framework for enhancing the organizational performance in a challenging business environment.

Understanding the importance of the organizational performance can help shed light on how different strategies can influence the overall effectiveness and success of the public and private universities. By understanding the importance of the organizational performance for the universities, the leaders can make informed decisions and implement strategies that enhance the overall effectiveness and impact

of these institutions in serving their students, faculty, and communities.

In Yemen, the universities hold a significant role in providing quality education to students, despite challenges faced by the education system. Strong organizational performance ensures that students receive a valuable educational experience, enhancing the overall quality of education in the country. Moreover, universities in Yemen contribute to the development of human capital by producing skilled graduates who can contribute to the workforce and economic growth. High organizational performance is essential for preparing students to meet the demands of the job market and drive economic development in the country.

Research and innovation are vital for addressing societal challenges and driving economic growth in Yemen. Universities with good organizational performance are better equipped to promote research activities, knowledge creation, and innovation, which are essential for societal progress. Additionally, strong organizational performance in Yemeni universities can help build institutional capacity, improve governance structures, and enhance management practices. This can lead to more efficient resource allocation and better overall governance within these institutions.

Recognizing the importance of the organizational performance for universities in Yemen can provide valuable insights into the role that universities play in shaping the country's educational, economic, and social landscape. It underscores the significance of effective organizational strategies in enhancing the quality of education and the organizational performance, promoting research and innovation, and contributing to the overall development of Yemeni society.

The current study found a research gap in the previous studies that none of them has linked between the business strategies (cost leadership strategy, differentiation strategy, and focus strategy) as an independent variable and the organizational performance as a dependent variable in the public and private universities in Yemen. Therefore, the current study focuses on filling this gap. Consequently, the current study aims to answer the following questions:

Research Question 1: What is the extent of implementation of the business strategies in public and private universities in Yemen?

Research Question 2: What is the level of the organizational performance in public and private universities in Yemen?

Research Question 3: Do the business strategies impact the organizational performance in public and private universities in Yemen?

This research question is broken down into three sub-questions:

RQ3a: Does the cost leadership strategy impact the organizational performance in public and private universities in Yemen?

RQ3b: Does the differentiation strategy impact the organizational performance in public and private universities in Yemen?

RQ3c: Does the focus strategy impact the organizational performance in public and private universities in Yemen?

Research Objectives
The current study aims to achieve the following objectives:

Research Objective 1: To measure the extent of applying of the business strategies in public and private universities in Yemen.

Research Objective 2: To measure the level of the organizational performance in public and private universities in Yemen.

Research Objective 3: To examine the impact of the business strategies on the organizational performance in public and private universities in Yemen.

Research objective 3 is broken down into three sub-objectives:

RO3a: To examine the impact of the cost leadership strategy on the organizational performance in public and private universities in Yemen.

RO3b: To examine the impact of the differentiation strategy on the organizational performance in public and private universities in Yemen.

RO3c: To examine the impact of the focus strategy on the organizational performance in public and private universities in Yemen.

Research Hypotheses

Research Hypothesis 1: There are positive and significant impact of the business strategies on the organizational performance in public and private universities in Yemen.

This research hypothesis is broken down into three sub-hypotheses:

RH1a: There is a positive and significant impact of the cost leadership strategy on the organizational performance in public and private universities in Yemen.

RH1b: There is a positive and significant impact of the differentiation strategy on the organizational performance in public and private universities in Yemen.

RH1c: There is a positive and significant impact of the focus strategy on the organizational performance in public and private universities in Yemen.

Significance of the Study

The contribution of the current research consists of theoretical and practical perspectives as follows:

- Theoretical perspective: This study will make a valuable contribution to the body of knowledge from the theoretical point of view due to some reasons. This study provides a framework to knowledge base by developing a model for the business strategies and the organizational performance in public and private universities in Yemen, and examining

whether or not the business strategies effect the organizational performance.

Furthermore, this study will fill the existing gaps in understanding and open up a broader field of research. The literature review presented in this study will add scientific value to the existing understanding of business strategies, organizational performance, and public and private universities, especially those that operate in the Yemeni context.

- Practical perspective: This study contributes to the practical aspects through different ways. It is anticipated that the findings of this research will help the academic and administrative leaders of the public and private universities to better understand the business strategies and the organizational performance. Subsequently, this study will motivate decision makers in public and private universities in Yemen to review and update their existing practices and strategies to improve the organizational performance.

Moreover, understanding the importance of organizational performance can help shed light on how different strategies can influence the overall effectiveness and success of the public and private universities. By understanding the importance of organizational performance for universities, the leaders can make informed decisions and implement strategies that enhance the overall effectiveness and impact of these institutions in serving their students, faculty, and communities

Furthermore, the results of this study will support decision makers in making the proper strategic decisions regarding the business strategies and the organizational performance.

Scope of the Study

- Content Scope: This study is limited to examine the impact of the business strategies (cost leadership strategy, differentiation strategy, and focus strategy) on the

organizational performance (financial perspective, customer perspective, internal processes perspective, and learning and growth perspective) in the public and private universities in Yemen.

- Geographical Scope: This study was conducted in the public and private universities in Yemen.
- Population Scope: The targeted population of this study were the academic and administrative leaders in the public and private universities in Sana'a city, the capital of Yemen.
- Temporal Scope: The time frame of this study was a cross-sectional design, as the data was only collected just one time and was not repeated in a different time.

Previous Studies

First: Studies Related to the Independent Variable (Business Strategies)
Amalia, Aryati and Delfina (2023) conducted a study which aimed to examine the effect of business strategies (cost leadership strategy and differentiation strategy) and environmental disclosure on firm value. The study used a quantitative research method. The population was the sector Basic Materials, Consumer Non-cyclical, Consumer Cyclical, and Healthcare, and Energy, and the sample was 164 firms. The results of the study showed that the variable cost leadership strategy and differentiation strategy have a positive effect on firm value. Likewise, the environmental variable disclosure has a positive effect on company value.

Mia et al. (2023) also conducted a study which aimed to scrutinize how business strategy helps to increase business sustainability by considering the roles of quadratic effects and students' Innovation in the formation of business. The study used a quantitative research method. The population was the students at Daffodil International

University (DIU) in Bangladesh, and the sample was 218. The partial least Square Structural Equation model was used to analyze the data. The results of this study showed that the business strategy has an impact on the business sustainability.

Moreover, Jordan and Baden horst (2022) conducted a study which aimed to investigate the inter-connected relationships of business strategies, customer satisfaction and business performance. The study used quantitative and qualitative methods. The population was the senior executives in small, medium, large and corporate businesses in South Africa, and the sample was 1,069 business leaders. The results of this study showed that the clarity of a business's purpose, through consistently prioritizing one of Porter's generic strategies, succeeds in satisfying customers.

Second: Studies Related to the Dependent Variable (Organizational Performance)
Sallam and Al-Hakimi (2023) conducted a study which aimed to explore the impact of strategic leadership on the organizational performance in Yemeni private hospitals in Sana'a. The study used a quantitative research method. The population consisted of seven Yemeni private hospitals in Sana'a, and the sample was 270 individuals. The study revealed that there is a statistically significant impact of strategic leadership and its dimensions (strategic direction, core capabilities, human capital development, organizational culture, and balanced organizational control) on organizational performance in Yemeni private hospitals in Sana'a.

Anh, Thu and Hue (2023) also conducted a study which aimed to investigate the correlation between the utilization of cost information and organizational performance of enterprises in Vietnam. The study used qualitative and quantitative methods. The population was the chief executive officers, chief executive officers, managers, board of directors, head of finance and accounting

department of enterprises in Vietnam, and the sample was 380. The study revealed a significant and positive impact of cost information utilization on the organizational performance among the surveyed enterprises in Vietnam.

Moreover, Chukwuka and Eboh (2023) conducted a study which aimed to determine the extent to which green business practices affect the manufacturing firm's productivity in Nigeria. The study used quantitative and qualitative methods. The population was 5705 (management cadre, middle cadre and lower cadre), and the sample was 543. The study found that the green business practices have significant effect on the organizational performance.

Third: Studies Related to the Independent Variable and the Dependent Variable

Manyeki, Ongeti and Odiyo (2019) conducted a study which aimed to establish the influence of Porter's generic strategies on performance of private universities in Kenya. The study adopted a descriptive survey design and targeted registrars, directors, chairpersons of departments and finance officers of the 13-chartered private universities in Kenya. The results showed that differentiation strategy, focus strategy, and cost leadership strategy were positively and significantly related to performance of private universities in Kenya.

Gatimu and Amuhaya (2022) also conducted a study which aimed to examine the effect of cost leadership, differentiation and focus strategies on the performance of SMEs in Kiambu county. The study used a descriptive research design. The population was 889 small and medium enterprises SMEs, and the sample was 268 SMEs. The findings of the study confirmed that differentiation strategy, cost leadership strategy, and focus strategy had a significant influence on the performance of small and medium enterprises in Kiambu county.

Moreover, Mucheru (2018) conducted a study which aimed to establish the role of Porters' strategies on the growth of public universities in Kenya. The study used a descriptive survey method. The targeted population of the study consisted of the academic and administrative staff of Kenyatta University who were 5486, and the sample size to 274 respondents. The data was analyzed by utilizing SPSS. The results of the study showed that the cost leadership strategy, differentiation strategy, and focus strategy have significant role on the growth of public universities in Kenya.

Commentary on Previous Studies

By reviewing the previous studies that are related to the independent variable and the dependent variable of the current study, the researchers found a research gap that all of the previous studies were conducted in the local, Arabic, and foreign countries, in different sectors. None of the previous studies has linked between the business strategies (cost leadership strategy, differentiation strategy, and focus strategy) as an independent variable and the organizational performance as a dependent variable in the public and private universities in Yemen. Therefore, the current study focuses on filling this research gap.

Theoretical Review

The relationship between the business strategies (the independent variable) and the organizational performance (the dependent variable) can be explained in light of the resource-based view theory, the market-based view theory, and the balance scorecard (BSC) model.

According to the Resource-based View Theory, a firm's resources and capabilities are the primary drivers of its performance. Barney (1991) stated that a firm's business strategy must be aligned with its unique

resources and capabilities in order to achieve superior performance. He argues that a firm's strategy should be designed to leverage its unique resources and capabilities, and that a firm's resources and capabilities should be the basis for its strategic choices.

The Market-based View Theory stated that an organization's competitive ability depends more on the external environment and industry attractiveness. According to Porter (1996), the market competition has an influence on companies in determining strategies to maintain and improve organizational performance.

The Balanced Scorecard Model (BSC) is a management system that enables organizations to translate the vision and strategy into action. This system provides feedback on internal business processes and external outcomes to continually improve organizational performance and results (Kaplan & Norton, 1992).

Definitions of Terms
Business Strategies
According to Porter (2008), the business strategy is "the creation of a unique and valuable position, involving a different set of activities" (p. 80).

Peng (2020) also defined the business strategy as "the set of actions, decisions, and resource allocations that enable a firm to achieve its objectives, given the competitive environment in which it operates" (p. 6).

Moreover, Lynch (2015) defined the business strategy as "the plans and actions that an organization undertakes to align its resources and capabilities with the opportunities and challenges in its external environment, aiming to achieve its objectives and create value for stakeholders."

In the context of the public and private universities in Yemen, the business strategies can be defined as the comprehensive plans and actions adopted by universities to achieve their organizational objectives

effectively. These strategies involve making decisions on resource allocation, program development, student recruitment, faculty management, research priorities, and financial sustainability to ensure the long-term success and competitiveness of the university.

Dimensions of Business Strategies
The dimensions of the business strategies were determined by reviewing various of the previous studies, and it was found that most studies focused on three dimensions which are the cost leadership strategy, differentiation strategy, and focus strategy.

Table 1: *Dimensions of Business Strategies*

Author (s) and Year	Dimensions
(Alhosseiny, 2023)	Cost leadership strategy, differentiation strategy, and focus strategy.
(Gatimu & Amuhaya, 2022).	Cost leadership strategy, differentiation strategy, and focus strategy.
(Manzi & Mwanza, 2022).	Cost leadership strategy, differentiation strategy, and focus strategy.
(Abdulwase et al., 2021).	Cost leadership strategy, differentiation strategy, and focus strategy.
(Islami, Mustafa, & Topuzovska Latkovikj, 2020).	Cost leadership strategy, differentiation strategy, and focus strategy.

Organizational Performance
According to Khalid, Akhtar, and Hussain (2021), the organizational performance is defined as "the ability of a firm to achieve its strategic objectives and goals, taking into account a range of financial and non-

financial indicators such as profitability, growth, market share, innovation, and customer satisfaction" (p. 595).

Brouthers, Gao, and Napshin (2020) also defined the organizational performance as "the degree to which a firm achieves its financial and non-financial objectives, such as profitability, growth, market share, customer satisfaction, and social responsibility, as measured by a range of quantitative and qualitative indicators" (p. 1). Moreover, Neely, Gregory, and Platts (1995) defined the organizational performance as "the measurable results and outcomes achieved by a company in relation to its strategic objectives and goals. It encompasses financial metrics, such as revenue, profit margins, and return on investment, as well as non-financial indicators, such as customer satisfaction, employee productivity, and market share."

In the context of the public and private universities in Yemen, the organizational performance can be defined as the measurement and evaluation of how well a university is achieving its strategic objectives and goals. It involves assessing four perspectives which are financial perspective, customer perspective, internal processes perspective, and learning and growth perspective.

Dimensions of Organizational Performance
The dimensions of the organizational performance were determined by reviewing various of the previous studies, and it was found that most studies focused on four dimensions which are the financial perspective, customer perspective, internal business perspective, innovation and learning perspective.

Table 2: *Dimensions of Organizational Performance*

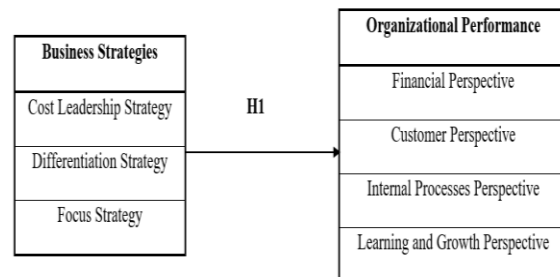| Author (s) and Year	Dimensions
(G. Kimiti, M. A. Muathe, & M. Murigi, 2020).	financial perspective, customer perspective, internal processes perspective, and learning and growth perspective.
(Mkakile & Shillingi, 2022).	Financial perspective and non-financial perspectives.
(Islami, Mustafa, & Topuzovska Latkovikj, 2020).	Financial perspective and non-financial perspectives.

Research Framework

Figure 1: Research Framework

Research Methodology
In order to achieve the research objectives and verify the research hypotheses, the casual research method was used in the current research. According to Cooper and Schindler (2019), the causal research method is a systematic and scientific approach used in research to investigate cause-and-effect relationships between variables. The main purpose is to determine the causal relationships between variables, examine the direct and indirect effects, and understand how the independent variable, which is the business strategies, impacts the dependent variable, which is the organizational performance.

Data Collection
The current study was relied on both primary and secondary sources of data in order to collect the data that are related to the business

strategies and the organizational performance.

Primary data sources:

Based on the research methodology of this study and according to the objectives and questions of the current study, the primary type of data was found to be the good choice to collect the data of this study by using the survey method (survey-based questionnaire).

Secondary data sources:

The secondary data were collected from the published data of various sources, such as articles, internet, academic and technical journal sources, such as Google Scholar, Science Direct, Emerald Insight, and different online libraries, and offline libraries, such as the library in the National Information Center, the central library in Sana'a University, the library of Lebanese International University, and the library of the University of Science and Technology. In addition, the government publications, such as the reports and publications from the Yemen Center for Information Technology in Higher Education (YCIT-HE), reports and publications related to the variables of this study and the public and private universities in Yemen, where the information is historical and has already been collected, and does not need participation from the respondents.

Research Population

The current research targets the public and private universities located in Sana'a city, the capital of Yemen. According to the Yemen Center for Information Technology in Higher Education (YCIT-HE, 2023), there are 15 public universities and 45 private universities in Yemen. In Sana'a city, the capital of Yemen, there are 2 public universities and 33 private universities. Therefore, the population of the current study are the academic and administrative leaders in the public and private universities located in

Sana'a city, the capital of Yemen. The total population of the current study is (1,310).

Research Sample

Based on the Krejcie & Morgan (1970) guidelines for determining sample size by the formula, the required sample size for the current study is (298) academic and administrative leaders in the public and private universities. In order to solve the non-response issue and to reduce error, the initial sample size was increased to be (384) according to the researchers' potentials and based on the theoretical notion that "at least 384 sampling units need to be included in most studies to have a sampling error of 5%" (Hair et al., 2012, p. 148). Based on the research problem and objectives, the researcher used the probability sampling design by applying the stratified random sampling technique. As shown in the table below, the population was divided into different subgroups or strata (President, Vice President, Faculty Dean, Vice Faculty Dean, Head of Academic Department, Dean of Student Affairs, Dean of Graduate Studies and Scientific Research, Dean of Center of Academic Development and Quality Assurance, Secretary General, Finance Manager, Human Resources Manager).

Table 3: *Research Population*

Strata	Population in each Stratum
President	35
Vice President	35
Faculty Dean	160
Vice Faculty Dean	160
Head of Academic Department	735
Dean of Student Affairs	35
Dean of Graduate Studies and Scientific Research	10
Dean of Center of Academic Development and Quality Assurance	35
Secretary General	35
Finance Manager	35
Human Resources Manager	35
Total	**1,310**

Source:(YCIT-HE, 2023).

Instruments

The questionnaire is the primary instrument used in survey research, and it was also used in the current study. The instrument of this study was adapted from previous studies in order to measure the variables of the current research. For testing the developed hypotheses of the current research, the questionnaire covers all the variables in the research framework. The questionnaire was constructed and classified into three parts, as follow:

- Part 1: General information. There are six general information questions which are about university, gender, age, education level, position, and experience.

- Part 2: The dependent variable which is the organizational performance and its dimensions are the financial perspective, customer perspective, internal processes perspective, and learning and growth perspective. The measurement of the dimensions of the organizational performance provides (24) questions related to measuring the organizational performance factor.

- Part 3: The independent variable which is the business strategies and its dimensions are the cost leadership strategy, differentiation strategy, and focus strategy. The measurement of the dimensions of the business strategies provides (12) questions related to measuring the business strategies factor.

A survey questionnaire of (384) copies were distributed to the academic and administrative leaders in the public and private universities in Sana'a in order to get the required samples size. (326) questionnaires were received and (309) questionnaires were complete with no invalid data. Based on (309) samples, and using IBM SPSS statistics software, version 28, the data was analyzed by using many proven statistical methods.

Data Analysis

The study data was analyzed by using statistics software, version 28. Several statistical techniques were employed to ensure a comprehensive analysis of the data. Reliability was assessed using Cronbach's Alpha, while validity was evaluated through Pearson Correlation Coefficients. Descriptive statistics, including frequencies, means, and standard deviations, were used to summarize the data and provide insights into the distribution of responses. To examine relationships and the impact of independent variables on dependent variables, simple linear regression and multiple linear regression were utilized. These methods provided robust insights into the study's hypotheses and supported the interpretation of the results.

4) **Scale Validity**

Table 4: *Scale Validity*

Variable	Dimension	Correlation
Organizational Performance	Financial Perspective	.621
	Customer Perspective	.593
	Internal Processes Perspective	.556
	Learning and Growth Perspective	.631
Business Strategies	Leadership Cost Strategy	.655
	Differentiation Strategy	.577
	Focus Strategy	.696

The scale validity shown in Table 4 was confirmed through correlation analysis, showing strong positive relationships between the constructs and their respective dimensions. Organizational Performance exhibited significant correlations with the Balanced Scorecard perspectives, with the Learning and Growth Perspective having the strongest correlation (r = 0.631), followed by the Financial Perspective (r = 0.621), Customer Perspective (r = 0.593), and Internal Processes Perspective (r = 0.556).

Similarly, the Business Strategies dimensions demonstrated high validity, with Focus Strategy showing the strongest correlation (r = 0.696), followed by Leadership Cost Strategy (r = 0.655) and Differentiation Strategy (r = 0.577). These results confirm that the scales effectively measure their intended constructs, ensuring the validity of the study's measurement framework.

5) **Scale Reliability**

Table 5: *Scale Reliability*

Dimension	Cronbach's Alpha
Financial Perspective	0.686
Customer Perspective	0.823
Internal Processes Perspective	0.778
Learning and Growth Perspective	0.762
Leadership Cost Strategy	0.738
Differentiation Strategy	0.600
Focus Strategy	0.804

As shown in Table 5, most of the scales used in the study exhibit good reliability, with Cronbach's Alpha values exceeding the commonly accepted threshold of 0.7. The Customer Perspective, Internal Processes Perspective, Learning and Growth Perspective, and Focus Strategy scales demonstrate particularly strong reliability, with values ranging from 0.762 to 0.823. The Financial Perspective (0.686) and Cost Leadership Strategy (0.738) scales show acceptable reliability, though the Financial Perspective scale could benefit from refinement to enhance consistency. However, the Differentiation Strategy scale, with a Cronbach's Alpha of 0.600, falls below the optimal threshold. However, it is still acceptable.

6) **Sample General Information**

Table 6: *Sample General Information*

	Category	N	%
Gender	Female	64	20.70%
	Male	245	79.30%
	Less than 30 years	1	0.30%
	30-40 years	33	10.70%

	41-50 years	151	48.90%
	More than 50 years	124	40.10%
Education	Bachelor	3	1.00%
	Master	23	7.40%
	Doctorate	283	91.60%
Position	Secretary General	9	2.90%
	President	10	3.20%
	Finance Manager	10	3.20%
	Head of Academic Department	148	47.90%
	Dean of Graduate Studies and Scientific Research	3	1.00%
	Faculty Dean	46	14.90%
	Dean of Student Affairs	9	2.90%
	Dean of Center of Academic Development and Quality Assurance	10	3.20%
	Human Resources Manager	10	3.20%
	Vice President	10	3.20%
	Vice Dean	44	14.20%
Experience	Less than 1 year	0	0.00%
	1-5 years	26	8.40%
	6-10 years	102	33.00%
	More than 10 years	175	56.60%

As shown in Table 6, the sample consists of 309 participants, with the majority being male (79.3%) and a smaller proportion female (20.7%). This gender distribution indicates a predominantly male representation in the study. In terms of age, most participants are within the 41-50 years category (48.9%), followed by those over 50 years (40.1%). Younger participants aged 30-40 years make up a smaller portion (10.7%), and those under 30 years are almost absent from the sample (0.3%). Regarding education, the vast majority of participants hold a doctorate (91.6%), reflecting a highly educated sample. A smaller proportion holds a master's degree (7.4%), and very few have a bachelor's degree (1.0%). The positions held by participants demonstrate a diverse range of academic and administrative roles. The majority are Heads of Academic Departments (47.9%), followed by Faculty Dean (14.9%) and Vice Deans (14.2%). Other roles, such as Presidents, Finance Managers, Human Resources Managers, and Vice Presidents, Dean of Center of Academic Development and Quality Assurance are evenly distributed at 3.2% each, with fewer participants occupying positions such as Secretary General and Dean of Graduate Studies and Scientific Research (2.9% and 1.0%, respectively). In terms of experience, most participants have extensive experience, with 56.6% having more than 10 years of experience and 33.0% with 6-10 years of experience. Fewer participants have 1-5 years of experience (8.4%), and none reported less than 1 year of experience. Overall, the sample is characterized by a majority of male participants, middle-aged professionals, highly educated individuals (predominantly with Doctorates), and experienced leaders in academic and administrative roles. This composition suggests a well-qualified and experienced group, which is likely to provide valuable insights for the study.

7) Descriptive Statistics Analysis
The Dependent Variable: Organizational Performance

Table 7: *Descriptive Statistics of Organizational Performance*

	Mean	SD	RII	Label
Financial Perspective	5.703	0.757	81.5%	High
Customer Perspective	6.164	0.743	88.1%	Very High
Internal Processes Perspective	6.141	0.608	87.7%	Very High
Learning and Growth Perspective	6.141	0.586	87.7%	Very High
Organizational Performance	6.037	0.405	86.2%	High

The analysis of organizational performance in Table 7 across different perspectives reveals high to very high perceptions. The Financial Perspective scored a mean of 5.703, an SD of 0.757, and an RII of 81.5%, categorized as high. The Customer Perspective achieved a mean of 6.164, an SD of 0.743, and an RII of 88.1%, reflecting a very high level of perception. Similarly, both the Internal Processes Perspective and the Learning and Growth Perspective received a mean score of 6.141, with SDs of 0.608 and 0.586, respectively, and RIIs of 87.7%, categorized as very high. Overall, the Organizational Performance variable scored a mean of 6.037, an SD of 0.405, and an RII of 86.2%, indicating a high level of organizational performance perception across all perspectives.

First Dimension: Financial Perspective

Table 8: *Descriptive Statistics of Financial Perspective*

No	Item	Statement	Mean	SD	RII	Label
1	DV1.1	The amount spent on research development is satisfactory.	5.580	1.215	79.7%	High
2	DV1.2	The amount spent on staff development is satisfactory at the university.	5.510	1.260	78.7%	High
3	DV1.3	The university pays sufficient scholarships to the students.	5.930	1.272	84.7%	High
4	DV1.4	Operating costs are managed effectively to optimize financial performance.	5.750	1.088	82.1%	High
5	DV1.5	The university has consistently met its annual financial targets.	5.790	1.068	82.7%	High
6	DV1.6	The university's revenue growth has been improving over the past three years.	5.680	1.187	81.1%	High
	Financial Perspective		5.703	0.757	81.5%	High

The analysis of the financial perspective reveals that all items were perceived at a high level, as indicated by their Relative Importance Index (RII) values. Among the items, DV1.3 achieved the highest level of perception, with a mean of 5.930, a standard deviation (SD) of 1.272, and an RII of 84.7%.

Conversely, DV1.2 had the lowest level of perception, with a mean of 5.510, an SD of 1.260, and an RII of 78.7%. Overall, the financial perspective dimension recorded a mean score of 5.703, an SD of 0.757, and an RII of 81.5%, reflecting a consistently high perception level across all items.

Second Dimension: Customer Perspective
Table 9: *Descriptive Statistics of Customer Perspective*

No	Item	Statement	Mean	SD	RII	Label
1	DV2.1	The university has consistently met the expectations of students in terms of academic services.	6.350	0.985	90.7%	Very High
2	DV2.2	The university responds effectively to student and faculty feedback.	6.280	1.058	89.7%	Very High
3	DV2.3	There has been an increase in student enrollment and retention rates.	6.250	1.127	89.3%	Very High
4	DV2.4	The university offers adequate induction and training opportunities for the new faculty.	6.020	1.050	86.0%	High
5	DV2.5	Research papers published by faculty members are sufficient and contribute to enhancing the university's reputation.	5.990	1.099	85.6%	High
6	DV2.6	The university provides each member of the faculty and staff with the opportunity to participate in a variety of seminars, faculty development programs, conferences, and workshops to keep up with current events.	6.090	0.978	87.0%	High
	Customer Perspective		6.164	0.743	88.1%	Very High

The analysis of the customer perspective shows that perception levels varied from high to very high across all items. Among these, DV2.1 ranked the highest with a mean of 6.350, an SD of 0.985, and an RII of 90.7%, reflecting a very high perception level. On the other hand, DV2.5 ranked the lowest, with a mean of 5.990, an SD of 1.099, and an RII of 85.6%, categorized as high. Overall, the customer perspective dimension achieved a mean score of 6.164, an SD of 0.743, and an RII of 88.1%, indicating a very high level of overall perception.

Third Dimension: Internal Processes Perspective
Table 10: *Descriptive Statistics of Internal Processes Perspective*

No	Item	Statement	Mean	SD	RII	Label
1	DV3.1	The university's internal processes ensure high-quality education delivery.	6.130	0.960	87.6%	High
2	DV3.2	The university has been achieving most of its goals.	6.020	0.963	86.0%	High
3	DV3.3	Our academic programs are regularly reviewed and updated to meet the quality assurance and academic accreditation standards.	6.290	0.840	89.9%	Very High
4	DV3.4	Instructors teach as per the specialization.	6.060	1.055	86.6%	High
5	DV3.5	The university's resource allocation process is optimized to enhance operational efficiency.	6.180	0.898	88.3%	Very High
6	DV3.6	Internal communication and collaboration across departments are effective.	6.160	0.891	88.0%	Very High

Internal Processes Perspective	6.141	0.608	87.7%	Very High

The analysis of the internal processes perspective demonstrates that perception levels ranged from high to very high across all items. Among these, DV3.3 achieved the highest level of perception, with a mean of 6.290, an SD of 0.840, and an RII of 89.9%, categorized as very high. In contrast, DV3.2 ranked the lowest, with a mean of 6.020, an SD of 0.963, and an RII of 86.0%, categorized as high. Overall, the internal

processes perspective dimension recorded a mean score of 6.141, an SD of 0.608, and an RII of 87.7%, reflecting a very high level of perception.

Fourth Dimension: Learning and Growth Perspective

Table 11: *Descriptive Statistics of Learning and Growth Perspective*

No	Item	Statement	Mean	SD	RII	Label
1	DV4.1	The university provides sufficient opportunities for staff development and career growth.	6.210	0.753	88.7%	Very High
2	DV4.2	Our academic staff is equipped with the latest tools and resources to enhance student learning.	6.130	0.913	87.6%	High
3	DV4.3	The university encourages innovation and research activities among faculty members.	6.180	0.901	88.3%	Very High
4	DV4.4	Staff turnover is low due to high employee satisfaction and engagement rate.	6.070	0.918	86.7%	High
5	DV4.5	Our faculty and administrative staff are well-prepared to adapt to new technologies and teaching methods.	5.930	1.116	84.7%	High
6	DV4.6	The library possesses digital data and access to e-journals.	6.330	0.861	90.4%	Very High
	Learning and Growth Perspective		6.141	0.586	87.7%	Very High

The analysis of the learning and growth perspective indicates that perception levels range from high to very high across all items. Among these, DV4.6 ranked the highest, with a mean of 6.330, an SD of 0.861, and an RII of 90.4%, categorized as very high. Conversely, DV4.5 ranked the lowest, with a mean of 5.930, an SD of 1.116, and an RII of

84.7%, categorized as high. Overall, the learning and growth perspective dimension achieved a mean score of 6.141, an SD of 0.586, and an RII of 87.7%, reflecting a very high level of perception.

The Independent Variable: Business Strategies

Table 12: *Descriptive Statistics of Business Strategies*

	Mean	SD	RII	Label
Leadership Cost Strategy	6.121	0.674	87.4%	High
Differentiation Strategy	6.228	0.572	89.0%	Very High
Focus Strategy	5.981	0.760	85.4%	High
Business Strategies	6.110	0.434	87.3%	High

The evaluation of business strategies in Table 12 highlights strong performance across the different strategy types. The Cost Leadership Strategy received a mean score of 6.121, an SD of 0.674, and an RII of 87.4%, categorized as high. The Differentiation Strategy achieved the highest score, with a mean of 6.228, an SD of 0.572, and an RII of 89.0%, reflecting a very high level of perception. The Focus Strategy scored a mean of 5.981, an SD of 0.760, and an RII of 85.4%, categorized as high. Overall, the Business Strategies dimension had a mean of 6.110, an SD of 0.434, and an RII of 87.3%, indicating that the business strategies are perceived as highly effective, with differentiation standing out as the most impactful strategy.

First Dimension: Cost Leadership Strategy

Table 13: *Descriptive Statistics of Cost Leadership Strategy*

No	Item	Statement	Mean	SD	RII	Label
1	IV1.1	The university continuously seeks to reduce prices without sacrificing its learning services, essential features or acceptable quality.	6.190	0.965	88.4%	Very High
2	IV1.2	The university lowers prices for courses in order to maintain cost leadership and high student turnover.	5.920	0.931	84.6%	High
3	IV1.3	The university offers price-sensitive tuition fees solutions to students' academic needs.	6.060	0.895	86.6%	High
4	IV1.4	By dividing the students into different segments, the university minimizes its cost of operations as tuition fees match the different segments.	6.310	0.981	90.1%	Very High
		Cost Leadership Strategy	6.121	0.674	87.4%	High

The analysis of the cost leadership strategy reveals varying levels of perception, categorized as high to very high across all items. Among these, IV1.4 ranked the highest, with a mean of 6.310, an SD of 0.981, and an RII of 90.1%, reflecting a very high level of perception. In contrast, IV1.2 ranked the lowest, with a mean of 5.920, an SD of 0.931, and an RII of 84.6%, categorized as high. Overall, the leadership cost strategy dimension achieved a mean score of 6.121, an SD of 0.674, and an RII of 87.4%, indicating a high level of perception.

Second Dimension: Differentiation Strategy

Table 14: *Descriptive Statistics of Differentiation Strategy*

No	Item	Statement	Mean	SD	RII	Label
1	IV2.1	The university adopts technological leadership in its learning operations.	6.260	0.956	89.4%	Very High
2	IV2.2	The university offers services and products that are different from those of its competitors.	6.180	0.880	88.3%	Very High
3	IV2.3	The university maintains a learning service quality that sustains its ability to remain ahead of competitors.	6.260	0.888	89.4%	Very High

| 4 | IV2.4 | The university has a desired brand position that is differentiated enough to compete in a saturated market. | 6.210 | 0.789 | 88.7% | Very High |
| | **Differentiation Strategy** | | 6.228 | 0.572 | 89.0% | Very High |

The analysis of the differentiation strategy reveals consistently high levels of perception, with all items categorized as very high. IV2.1 and IV2.3 both ranked the highest, each with a mean of 6.260, an SD of 0.956 and 0.888, respectively, and an RII of 89.4%. Meanwhile, IV2.2 ranked the lowest, with a mean of 6.180, an SD of 0.880, and an RII of 88.3%. Overall, the differentiation strategy dimension recorded a mean score of 6.228, an SD of 0.572, and an RII of 89.0%, reflecting a very high level of perception.

Third Dimension: Focus Strategy

Table 15: *Descriptive Statistics of Focus Strategy*

No	Item	Statement	Mean	SD	RII	Label
1	IV3.1	The courses offered at this university are aligned with the interests of students and the general public.	6.100	0.888	87.1%	High
2	IV3.2	The university conducts regular media advisements and open days that enlighten the public about its services and products.	6.060	0.869	86.6%	High
3	IV3.3	The university has a focus on local and international students and their preferences.	5.940	1.047	84.9%	High
4	IV3.4	The university discovers and adopts new market trends as they emerge.	5.810	1.170	83.0%	High
	Focus Strategy		5.981	0.760	85.4%	High

The analysis of the focus strategy indicates a high level of perception across all items. Among these, IV3.1 ranked the highest with a mean of 6.100, an SD of 0.888, and an RII of 87.1%. Conversely, IV3.4 ranked the lowest, with a mean of 5.810, an SD of 1.170, and an RII of 83.0%. Overall, the focus strategy dimension achieved a mean score of 5.981, an SD of 0.760, and an RII of 85.4%, reflecting a high level of perception.

8) **Testing the Main Hypotheses**

Table 16: *Simple Linear Regression Analysis*

Model Summary		ANOVA		Coefficients		
R	R ^{2}	F-statistic	P	B	t-value	p-value
0.502	0.252	103.355	< 0.001	0.468	10.166	< 0.001
IV: BSs DV: OP						

The results in Table 16 indicate a moderate positive relationship between business strategies (BSs) and organizational performance (OP), as reflected in the correlation coefficient (R = 0.502). This suggests that improvements in business strategies are associated with better organizational performance. The coefficient of determination ($R^2 = 0.252$) shows that 25.2% of the variation in organizational performance can be explained by business strategies. While this is a significant contribution, it also implies that other factors influence organizational performance.

The analysis of variance (ANOVA) confirms the model's overall significance, with an F-statistic of 103.355 and a p-value < 0.001. These results demonstrate that the relationship between business strategies and organizational performance is not due to random chance. The statistical significance validates the model's ability to predict organizational performance based on business strategies.

The regression coefficients further highlight the strength of this relationship. The findings showed that BSs has impact on OP (B = 0.468) which indicates that for every one-unit increase in business strategies, organizational performance improves by 0.468 units. The high t-value (10.166) and its associated p-value (< 0.001) confirm that business strategies are a strong and reliable predictor of organizational performance.

9) Testing the Sub-hypotheses:

Table 17: Multiple   Linear Regression Analysis

Model summary			ANOVA		Dimension	Coefficients		
R	R^2	Adj R^2		P		Beta	T	p
.545ᵃ	.297	.290	F 43.023	<.001ᵇ	Cost Leadership Strategy	.195	3.989	<.001
					Differentiation Strategy	.414	8.510	<.001
					Focus Strategy	.194	3.996	<.001
DV: Organizational Performance								

As presented in Table 17 The results reveal a moderate positive relationship between the three business strategies (Cost Leadership Strategy, Differentiation Strategy, and Focus Strategy) and organizational performance. The correlation coefficient (**R = 0.545**) indicates this relationship, while the coefficient of determination (**R^2 = 0.297**) shows that 29.7% of the variance in organizational performance can be explained by the combined influence of the three strategies. The adjusted R^2 value (**0.290**) confirms the robustness of the model when accounting for the number of predictors. The standard error of the estimate (**0.34086**) reflects the average deviation of observed values from the predicted values, indicating reasonable predictive accuracy. The analysis of variance (ANOVA) supports the overall significance of the model. The F-statistic (43.023, p < 0.001) indicates that the predictors—Cost Leadership Strategy, Differentiation Strategy, and Focus Strategy—collectively have a statistically significant impact on organizational performance. The results clearly demonstrate that the three business strategies—Cost Leadership, Differentiation, and Focus—are significant predictors of organizational performance, each contributing positively and meaningfully to enhancing performance. The results show that the three business strategies (Cost Leadership, Differentiation, and Focus) are significant predictors of organizational performance. Differentiation Strategy contributes the most to performance (Beta = 0.414, t = 8.510, p < 0.001), followed by Cost Leadership Strategy (Beta = 0.195, t = 3.989, p < 0.001) and Focus Strategy (Beta = 0.194, t = 3.996, p < 0.001).

Findings

The findings of the current study show the following:

- There is a high level of applying of the business strategies in public and private universities in Yemen.
- There is a high level of the organizational performance in public and private universities in Yemen.
- There is a positive and significant impact of the business strategies on the organizational performance in public and private universities in Yemen.
- There are positive and significant impact of the dimensions of the business strategies (cost leadership strategy, differentiation strategy, and focus strategy) on the organizational performance in public and private universities in Yemen.

Recommendations

- The public and private universities should continue evaluating and refining their existing business strategies. Despite the high level of application, continuous assessment and refinement are essential to ensure alignment with changing market dynamics and organizational goals.
- The public and private universities should invest in training programs for faculty and staff to enhance their understanding of the university's strategy and the methods of its implementation within the university setting.
- The public and private universities should implement regular performance reviews and evaluation processes based on the Balanced Scorecard indicators to assess the impact of their business strategies on organizational performance and to identify areas for enhancement and successes.

Future Research

- This study was carried out in Sana'a city, the capital of Yemen, so the findings could be different from other studies conducted in other countries. Hence, there is a need for future researchers to expand the scope of the current study.

- There is still a need for future researches to determine the other variables that impact the organizational performance in the public and private universities in Yemen.
- There is a need for future researches to examine the impact of business strategies on the organizational performance through a mediating variable such as the competitive advantage and knowledge management.

Conclusion

The current research shows a significant contribution in both theoretical and practical perspectives. The framework of the current research was developed based on scientific foundation. By reviewing and analyzing the previous studies, the researchers found a gap in the previous studies that none of them has examined the impact of the business strategies on the organizational performance in the public and private universities in Yemen. It is anticipated that the findings of this research will help the academic and administrative leaders of the public and private universities to better understand the business strategies and the organizational performance. Subsequently, this study will motivate decision makers in public and private universities in Yemen to review and update their existing practices and strategies to improve the organizational performance. Furthermore, the results of this study will support decision makers in making the proper strategic decisions regarding to the business strategies and the organizational performance.

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