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Organizational Mission Impact on Achieving Competitive Advantage in Jordanian Pharmaceutical Sector

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Abstract

The current study examined the impact of organizational mission's components, quality, research and development (R & D), customer satisfaction, and technology, on achieving a competitive advantage as measured by sales volume, market share, and net financial profit. Five public Jordanian pharmaceutical companies in Amman city were randomly selected from a population of eighteen pharmaceutical industrial companies. Out of two-hundred and fifty surveyed, one hundred and sixty-eight respondents were received with a rate of 67% responses. Different statistical procedures were conducted including analysis of variance and stepwise regression, among others. The results suggested that there was a statistically positive significant impact of organizational mission's components on achieving a competitive advantage in Jordanian pharmaceutical sector with a higher customer satisfaction and R&D effect than quality and technology Components.

Keywords: Organization mission, Competitive advantage, Mission components, Jordan pharmaceutical sector.

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رسالة المنظمة وأثرها في تحقيق الميزة التنافسية في قطاع صناعة الأدوية الأردنية

ياسر مناع العدوان، أستاذ، كلية الأعمال، الجامعة الأردنية، الأردن.

ربا نظمي الهمشري، باحثة، كلية الأعمال، الجامعة الأردنية، الأردن.

ملخص

هدفت الدراسة الحالية الى بيان أثر رسالة المنظمة ومكوناتها في تحقيق الميزة التنافسية في قطاع صناعة الأدوية الأردنية، من خلال دراسة مدى تطبيق مبادئ الجودة والبحث والتطوير وتحقيق رضا العملاء وتطبيق التكنولوجيا الحديثة وأثرها في تحقيق الميزة التنافسية. وقد تكون مجتمع الدراسة من خمس شركات أدوية أختيرت عشوائيا من اصل 18 شركة وتكونت عينة الدراسة من المديرين والمشرفين ورووساء الاقسام. وتم توزيع 250 استبانة وتم استرجاع 168 منها، وبنسبة 3.67% من العينة.

واستخدم أسلوب التحليل الوصفي للعينة وتحليل الانحدار البسيط والمتعدد. وقد تبين من الدراسة وجود أثر لرسالة المنظمة في تحقيق الميزة التنافسية في قطاع صناعة الأدوية الأردني عند مستوى دلالة معنوية (0.05). كما ويوجد أثر ذو دلالة معنوية لعوامل الجودة والبحث والتطوير ورضا العملاء والتكنولوجيا في تحقيق الميزة التنافسية. وحصل كل من رضا العملاء والبحث والتطوير على متوسط حسابي مرتفع، بينما حصلت الجودة والتكنولوجيا على نسب منخفضة نسبيا.

الكلمات المفتاحية: شركات الأدوية الأردنية، مكونات رسالة المنظمة، قطاع صناعة الأدوية، رسالة المنظمة، الميزة التنافسية.

Introduction

Modern organizations function in a highly dynamic competitive global environment. To be successful, the companies should be aware of historical views of strategic management, which fall into two perspectives. The first strategy is planning which involves collection of data/information and analyses to assist top management levels to make the best decisions in terms of achieving goals in the most effective and efficient manner. The second strategy, known as top-down approach which places a management system that facilitates organizational capability to respond to unpredictable environment⁽¹⁾.

For a stable organizational environment that is guided by protocols and rules, the planning strategy fits perfectly, while for a fast-changing organizational environment a top-down flexible strategy is more suitable⁽²⁾. Pharmaceutical industrial belongs to the latter than the former particularly since the late-twentieth century and beyond. In such context to achieve a competitive edge, a sound management should use elements from both strategies. Though it is worth mentioning that strategic management is “the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives”⁽³⁾.

Grace and Sprinkles (1996) assert specific characteristics of effective strategy⁽⁴⁾ that include (i) simple and clear, not complex nor ambiguous, (ii) non-routine, easily to understand, (iii) practical and can be applied in real life, and (vi) encourage learning and rapidly adaptable to a changing environment⁽⁵⁾.

Organizational mission statement is the first essential step in strategic management process and the most visible part of the organizational strategy⁽⁶⁾. A mission statement is defined as a declaration of organization’s business or the reason for its being⁽⁷⁾. A clear mission statement of a company is essential to effectively and efficiently articulating and achieving organizational objectives, allocating resources, formulating strategies, and motivating employees.

The current research investigated the impact of organizational mission statement on achieving a competitive advantage. More specifically, Jordanian pharmaceutical companies were chosen to answer such inquiry.

Significance of Study

This study is very invaluable for several reasons. Firstly, the nature and specifics of the chosen industry, pharmaceutical sector. The Jordanian pharmaceutical companies occupy a leading and advance position in the overall manufacturing sphere in Jordan⁽⁸⁾. These pharma companies meet approximately 85% of the country’s pharmaceutical and drug needs⁽⁹⁾. The yearly sale of this industry is over \$1 billion of which 60% is the exports share. Among the twenty-three Arab countries, Jordanian pharmaceutical enterprise ranks the second in terms of production volume⁽¹⁰⁾. It is worth noting that Jordanian pharmaceutical corporations are subject to the regulations and supervision of Jordanian Food and Drug Agency (JFDA). The later must approve the release and use of drugs after passing a thorough battery of tests⁽¹¹⁾.

Study Problem and Inquiry

Although organizational mission statement is a very crucial stride in designing an effective management strategy, literature on its influence on gaining a competitive edge is mixed. For instance, on one hand, Parick and

Vitton⁽¹²⁾ report that having a formalized organizational mission can increase the average rate of return on shareholders’ assets. On the other hand, Yilmazgenes⁽¹³⁾ finds that organizational mission has low or no impact on achieving a competitive advantage. Though, it is noticeable that companies in which managers and employees are involved in developing and articulating the organizational mission statement can success easily in business world⁽¹⁴⁾.

Locally, in Jordan, there is no research on the effect of organizational mission statement on achieving a competitive advantage among the pharmaceutical enterprises, hence, the current research might provide some insights and shed a light on this relationship, organizational mission statement and a competitive advantage.

This investigative inquest attempted to learn if there is a significant meaningful relationship between organizational mission statement and achieving a competitive advantage. More precisely, if there is any influence of the four components of organizational mission statement (namely quality, R & D, customer satisfaction, and technology) on gaining a competitive advantage, (sales volume, market share, net financial profit, in Jordanian pharmaceutical sector). Based on the work of Wheelen & Hunger⁽¹⁵⁾, Stallworth⁽¹⁶⁾ Hoffman, & Bamford⁽¹⁷⁾ David⁽¹⁸⁾, Day and Wensley⁽¹⁹⁾ and Silva, Tadashi & kinko⁽²⁰⁾, the following conceptual and theoretical model of the potential relationship that might exist between organizational mission statement’s components and obtaining a competitive edge. Figure 1 Shows The conceptual model of the impact of organizational mission on comेतative advantage

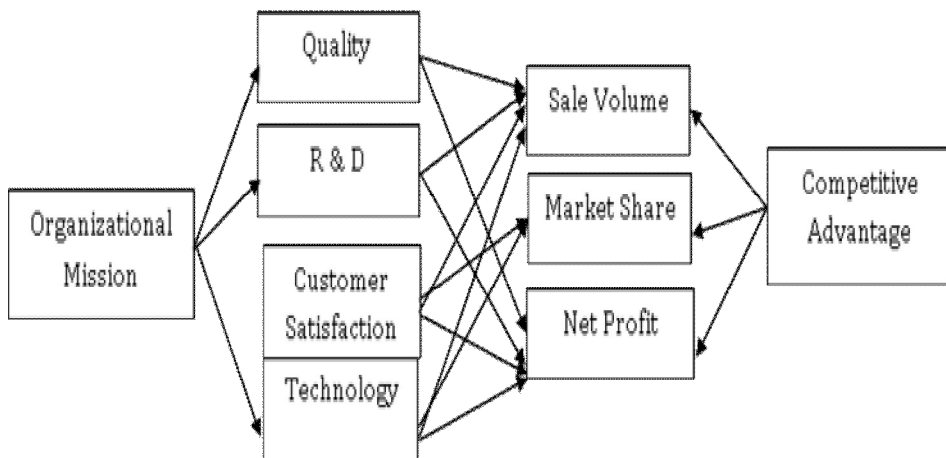


Figure 1: The conceptual Model of the impact of organization mission on competitive advantages Based on: Wheelen & Hunger (2014).

Study Variables

The following conceptual and theoretical definitions of the study variables were adopted. Mission statement can be defined as a description of the organization's purpose by answering the question of why are we here?⁽²¹⁾. In other words, it is the firm's reason for existing and the starting point for recognizing the future direction, hence it requires strategic developments⁽²²⁾.

Quality: is *"the characteristics of a product or service that bear on its ability to satisfy stated or implied needs"*⁽²³⁾. In pharmaceutical companies, quality has two part: quality control and quality assurance.

Research and Development refers to *"standard research and development activity devoted to increasing scientific and application of knowledge to create of new and improved products or processes"*⁽²⁴⁾.

Customer satisfaction: describes *"serving customers, before, during, and after a purchase. It is satisfying customer needs and measures how well the expectations of a customer have been met"*⁽²⁵⁾.

Technology: *"is the collection of techniques, skills, methods, and processes used in the accomplishment of objectives or in the production of goods or services, such as scientific investigation"*⁽²⁶⁾.

Competitive advantage: *"is a business concept describing how organization outperform its competitors"*⁽²⁷⁾, *"gained by offering customers with great value"*⁽²⁸⁾.

Market-share is *"sales portion of company within entire market in which company operates. It gives indication about the size of the company within its market"*⁽²⁹⁾.

Net profit: *"represents the number of total revenues of a specific company minus total expense of the same company at s specific period of time"*⁽³⁰⁾.

Role of Mission Statement in Organizations

Every business has a purpose to serve. Some businesses, for instance, try to fill an essential gap in the community local services while others seek to position itself in the market share of existing business. Regardless, clarifying the purpose of organizational existence and its long-term goals are the core of any business mission⁽³¹⁾. Harrison⁽³²⁾ argued that organizational mission statements should answer questions such as what does the business look like? what is it going to be? and what should it be?

Stallworth⁽³³⁾ suggests that mission statement is very vital for all stakeholders as it helps them to determine the interests and concerns of

management, workers, clients, shareholders, customers, residents of communities, and the world where the business takes place. The current study adopts David’s view⁽³⁴⁾ that mission statement is more than a statement of specific details. It is a declaration of attitude and outlook. A good mission statement should provide direction and achieve clarity of purpose among all managers and employees.

The following are two examples of pharmaceutical companies’ mission statements that can explain the concept in a clearer way. The first company is ACADIA Pharmaceuticals Co., located in San Diego and uses a unique approach to manufacture drugs to the treatment of central nervous system diseases.

“Our mission is to improve patients’ lives by developing innovative treatments that address unmet medical needs in neurology and related central nervous system disorders”⁽³⁵⁾.

The second is a local international company in Amman city, Al-Hikmah pharmaceutical company, which has many other branches in South Africa, Middle East, and most recently Canada and the United States of America.

“We are committed to improving people’s lives, through our existing products and pending approvals across our markets, our aim is to provide patients with better access to high-quality, cost-effective medicines in key therapeutic areas”⁽³⁶⁾.

Mission statement is strongly related to strategy development and implementation, organizational development, internal and external communication, leadership, and organizational culture. Table 1 presents the different roles of mission as suggested in the body of literature.

Table 1: Mission Statement Roles in Companies

1. Increasing employee commitment and directing their behavior to improve overall organizational performance.
2. Reducing ambiguities, conflicts, and uncertainty.
3. Influencing positively organizational culture and climate by inspiring enthusiasm.
4. Improving strategic decision making by saving the time and allocating resources rationally.
5. Assessing leadership and serving public image.
6. Achieving stability in organization and unifying total effort.

King and Cleland⁽³⁷⁾ argue that organizations are interested in writing their mission in order to accomplish several benefits. The mission statement can be utilized internally and/or externally. Internally, a mission statement might guide

management thinking on strategic issues, especially during times of significant change.

Additionally, it may well help in defining the performance standards, inspiring employee to work, providing focus and common goals, directing the decision making of employees and managers, and establishing a framework for ethical behavior⁽³⁸⁾. Externally, it can assist in enlisting external support and communicating with customers and suppliers and serving public relation aspect of the company⁽³⁹⁾.

Robinson⁽⁴⁰⁾ suggests a general framework in formulating organizational mission. Table 2 displays different necessary components as presents in the body of literature.

Table 2: Mission Statement Components ORDER?

Author(s)	Year	Mission Component
Barney & Hesterly	2010	Technology, quality, & customer satisfaction
Hill & Jones	2007	Technology, customer satisfaction, & employee performance
Gregory, Lumpkin & Taylor	2005	Customer satisfaction, quality, & teamwork
Pearce & Robinson	2005	Customer satisfaction Quality of product or service Commitment to human resources
Thompson, Strickland, & Kramer	1998	Development, quality, profit, & R&D
Centro & Peter	1995	Innovation, quality of service, & productivity
Smith, Arnold, & Bizzell	1992	Quality, innovation, & customer satisfaction

Competitive Advantage

Porter the father of competitive advantage construct in modern organization, defines a competitive advantage as *"it is what distinguished a business from other same business in market. It is a set of unique characteristics of company product or service that attract customer to buy its product"*⁽⁴¹⁾. He develops three strategies that are useful for any organization to stand out in a business market which are cost leadership, differentiation, and focus strategy.

Cost leadership is the first strategy to gain competitive advantage. It is suitable for a broad-range and large-scale businesses as it focuses on offering a standard product with a minimum differentiation. Therefore, the cost should be

accepted to most customers. Many large companies such as the industrial manufacturer, use reengineering technique to produce more efficient cost product⁽⁴²⁾.

The second strategy is differentiation leadership⁽⁴³⁾. Differentiation can be realized by innovation or providing a unique or high-quality product to the customers, or by marketing it in a true way to reach target customers, or by exceptional speedy delivery. With such strategy, a company can increase its profit margin. One of the best examples on differentiation strategy is the global brand of shoes and clothes Nike, which tries to persuade their customers to pay for product and become brand loyal client⁽⁴⁴⁾.

The final strategy is known as focus or niche market strategy. The strategy centers on just one or small number of target markets in the business where all resources are directed to serve them better than anyone. Niche strategy has two main types⁽⁴⁵⁾. The first type is cost oriented in which a firm is looking for a cost advantage in its target. The second type is differentiation-oriented strategy in which the organization seeks to serve target clients with unexpected and/or special needs. Hence, it reflects higher price and undifferentiating product⁽⁴⁶⁾.

Maintaining a Competitive Advantage

Achieving a competitive advantage is not always permanent or long lasting. A company is said to have a sustainable competitive advantage when the competitors cannot duplicate the benefits of having a competitive edge⁽⁴⁷⁾. In order to do so, a strategy must be grounded in traits that meet four criteria⁽⁴⁸⁾ which are (i) valuable by adding a value to consumers, (ii) rare or non-ordinary or easily obtained, (iii) imitable-should not be easily replicated by competitors, and (vi) non-substitutable where buyers cannot substitute another item or quality for the one provided by the company⁽⁴⁹⁾.

Mosaddegh and Elrayah⁽⁵⁰⁾ examine the impact of the mission statement on bank's sustainable competitive advantage. It was shown that banks without a clear mission statement do not achieve competitive advantage in their business market. Further, Jubran and Yasin⁽⁵¹⁾ studied the extent to which banks' employees and managers applied the concept of strategic management. It was suggested that almost all employees from different managerial levels have a very good knowledge and information about the basics of management and strategic management concepts and rules. To the contrary, Potjanaruwit⁽⁵²⁾ found a positive relationship between the organizational mission and the company performance.

Methodology of Study

Survey descriptive research design was chosen for the current study. Descriptive research involves collecting data in to test hypotheses or to answer questions concerned with the state of the subject of the study at the time of collecting the data.

Typical descriptive studies are concerned with the assessment of attitudes, opinions, demographic information, conditions, and procedures. Survey research of knowledge at its best can provide very valuable data. It involves a careful design and execution of each of the components of the research process.

Population and Research Sample

From a population of eighteen Jordanian pharmaceutical organizations a sample of five randomly selected companies were drawn. The targeted respondents have had general managers, head departments, unit managers, and supervisors working in Amman. Two hundred and fifty questionnaires were personally delivered to the five pharmaceutical companies. One hundred and sixty-eight completed surveys were returned with a response rate of sixty-seven percent.

Data Collection Method

A questionnaire with three sections was constructed and administered where the first focused on demographics. Closed-ended questions were used to collect information from the study sample on six demographic variables, age, gender, educational level, job position, and experience.

The second section had a twenty-two five-point Likert items that addressed the mission statement and its four components, quality, R & D, customer satisfaction, and technology. The first two components, quality, and R & D, were measures by five items each, however, twelve items were administered to measure the last two elements, customer satisfaction and technology, six each. The items range from strongly agree to strongly disagree.

Another twenty-two items composed the third and final section of the survey. This subscale was targeting the competitive advantage construct with its three elements, sales volume, market-share, and net profit. A five-point Likert survey was constructed and administrated to the study sample to collect data on employees' attitudes toward strategic agility and operative competitive capabilities. The items range from strongly agree to strongly disagree.

Characteristics of sound measurement of the survey were assessed, reliability and validity, and established. Internal consistency test using Cronbach Alpha coefficient was calculated ranging between 0.88-0.97, which is within the

acceptable range of recommended reliability ⁽⁵³⁾. Content or face validity was judged by a group of specialized panelists who were expert in the research area.

Data Analysis

The Statistical Package of Social Studies-SPSS (Version 25; IBM, 2017) was employed to conduct different statistical analytical procedures to answer the research question. Different exploratory data analyses were conducted such as descriptive statistics including measures of central tendency, measures of dispersion, surveying the data for outliers or any other anomalies, the tests of normality in addition to skewness and kurtosis, pictorial depiction of different variables (plotting and graphing), testing for multicollinearity.

Research Findings

The descriptive statistics (table 3) show several observations related to demographics or the characteristics of the sample. Nearly 24% of the respondents have a postgraduate certification in different fields, which might indicate that pharmaceutical companies do encourage continuing education. Moreover, Customer satisfaction and R&D have higher average, 3.90 and 3.64, respectively, than the other two variables which are Quality and technology with means of 4.35 and 3.54 respectively, indicating that pharmaceutical companies do value or agree more with those two variables.

Table 3: Descriptive Statistics of the sample characteristics

Variable	Category	Frequency	Percentage
Gender	Male	112.00	66.60
	Female	56.00	33.30
Age	< 30	21.00	12.50
	30-40	54.00	32.14
	41-50	65.00	38.69
	> 50	28.00	16.66
Position	General manager	2.00	0.011
	Supervisor (vice president)	4.00	0.029
	Unit manager	75.00	44.64
	Head department	87.00	51.78
Educational level	Diploma	11.00	0.07%
	Bachelor	97.00	57.73 %
	Master	38.00	22.61 %
	Doctorate	22.00	13.09 %
Experience years	< 5 years.	26.00	15.47%
	5-10 years	35.00	20.83%
	11-15 years	76.00	45.23 %
	> 15	31.00	18.45

Assumptions of regression were examined and were all met. Those assumptions are:

1. The prediction errors are independent over cases.
2. The prediction errors follow a normal distribution.
3. The prediction errors have a constant variance (homoscedasticity).
4. All relations among variables are linear and additive.

To test for multicollinearity, variance inflation factor (VIF) index and tolerance test (TT) were used. The VIF for regression coefficients were calculated and range between 1.61 and 1.85, implying no multicollinearity. The value of tolerance stretches between 0.54 and 0.62. Neither of these tests indicate multicollinearity. Further skewness was computed to check for normality, in addition to other tests and graphs. The latter was between -0.69 and -0.18, indicating normal distribution.

A stepwise multiple regression was carried out to investigate the impact of the four independent variables, namely Quality, Research and Development, Customer Satisfaction, and Adopting Technology on the dependent variable which is Achieving Competitive Edge. The results of the regression indicate that the overall model explained 7.0% of the variance and the model was a significant predictor, where the predictor is organization mission, of achieving competitive edge, $F(4,140) = 3.69, p < .01$.

While the first three independent variables, Quality, R & D, and Customer Satisfaction, contributed significantly to the model, however, Adopting Technology did not. The R-square differences or the deviances are shown in Table (3) below.

The final predictive model is Achieving Competitive Edge = Constant + (0.15*Quality) + (0.17*R & D) + (0.18*Customer Satisfaction)

Table 4: A stepwise multiple regression of organization mission components' effects on achieving competitive edge

no	Model	T	B	R ²	Sig*
1	Quality	9.9	0.15**	0.21	0.001
2	R & D	10.52	0.17**	0.23	0.000
3	Customer	11.53	0.18**	0.231	0.000
4	Adopting tech	-0.43	-2.91*	0.02	0.004

*A = .05 *p ≤ 01 **p ≤ 001*

As shown in Table 4 three components of organization mission do have a statistically significant impact on Achieving Competitive Edge. Quality was one of these components where most pharmaceutical companies in Jordan applies

Good manufacturing practices (GMP) to produce a high-quality product compatible with international standard. Research& development was the component, which is consistent with Hana⁽⁵⁴⁾ findings as she stated that research and development and innovation is a way and key sources to achieve competitive advantage. Customer Satisfaction was the third component, which is harmonious with the literature as it implies that pharmaceutical companies, which are classified as profit organizations focused on satisfying customer needs to increase its total profit⁽⁵⁵⁾.

However, the fourth component, Adopting Technology, was not statistically significant in the model where all components are entered. It is worth noticing that when it was alone in the model the coefficient was negative (-0.43) indicating that pharmaceutical companies used the same tools and techniques in their production process of medicine like high performance liquid chromatography (HPLC) and (UV_spectrophotometer).

Table 5: Determination coefficient of stepwise regression

Model	R	R square
A	0.146	0.021
B	0.210	0.044
C	0.260	0.067
D	0.263	0.069

A: Quality, B: Quality +R & D, C: Quality +R&D+ customer satisfaction
 D: Quality+ R&D+ customer satisfaction + technology.

Table 5 showed that determination coefficient value (R2) increase as more variables added, and the coefficient value lays between (0.146 - 0.263) Which means that the four variables determine the dependent variable.

Table 6: Multiple regression: the impact of organization mission on achieving competitive advantage

	Sum of Square	DF	Mean square	F-value	Significance
Between group	3.35	4	0.8375	3.689	O. 053
Within group	31.894	140	0.227		
Total	35.244	144			

As shown in Table 6, There is a significant effect of organization mission at achieving competitive advantage in Jordanian pharmaceutical sector at significant level equal or less 0.05 with F-value 3.689.

Table 7: Impact of organization mission variables on achieving competitive advantage

	T	B	R2	SIG
Quality	9.986	0.153	0.21	0.001
R&D	10.523	0.166	0.23	0.000
Customer Satisfaction	11.5317	0.1812	0.231	0.000
Technology	-0.43	-2.905	0.02	0.004

In Table 7, The negative impact of technology (-0.43) can be explained by the fact that most pharmaceutical companies use the same tools and techniques in their production process of medicine and they tend to not buy new technology equipment's.

Conclusion

The study findings suggest that organizational mission with its four components: quality, Research and development, Customer Satisfaction, and Adopting Technology have a statistically significant impact on achieving Competitive Advantage in the Jordanian pharmaceutical industry, which is compatible with the findings of Musaddeg an Elrayah⁽⁵⁶⁾ The average of agreement on Quality and R & D was higher than the average of Customer Satisfaction and Adopting Technology.

Thus, it is recommended that Top management of Jordanian pharmaceutical companies review and update their mission statements regularly and try to make sure that these missions are cascading to all employees in different managerial level in their respective company. Jordanian pharmaceutical companies need to translate their organizational mission into practice in order to enhance their impact on operational level and encourage employees to learn and develop their abilities to attain main objectives of the company's strategy.

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