

The Impact of Strategic Orientations on Organizational Innovation at Jordanian Pharmaceutical Companies

Alaa Sameer Sameeh Almahadeen, Dr. Khalid Khalaf Allafi

The World Islamic Sciences & Education University

Email: alaamahadeen95@gmail.com, khaled.allafe@wise.edu.jo

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Abstract

The study aimed to identify the impact of strategic orientations on organizational innovation in Jordanian pharmaceutical companies. The study was conducted on a simple random sample of (138) managers in the companies under study. Data was collected through a developed electronic questionnaire, and the (SPSS) program was used to process the data. The study results indicated a high level of relative importance of strategic orientations and organizational innovation in companies. The results also demonstrated a significant impact of strategic orientations on organizational innovation in Jordanian pharmaceutical companies.

Keywords: Strategic Orientations, Organizational Innovation, Jordanian Pharmaceutical Companies

Introduction

Strategic orientations are a fundamental element of strategic management, the mindset that guides employee behavior. They determine and evaluate the nature of the strategy an organization employs to survive in the market. Defining strategic orientation is the first step in the strategic planning process and is an important part of the organization's vision, mission, or future strategies to achieve its overall goals and objectives (Obulor & Onuoha, 2023). In recent business scenarios, strategic orientations have become a fundamental resource for improving organizational performance and achieving the competitive advantage it seeks. Without a strong and sound strategic orientation framework, success cannot be achieved in constantly changing markets and competitive dynamics (Mukhtar et al., 2024).

Organizational innovation is a source of competitive advantage and superior performance, reflecting an organization's ability to provide new products and services or continuously improve existing ones that meet customer expectations and meet their needs (Manurung & Sudhartio, 2024). This enables the organization to create added value for its

customers and achieve a long-term competitive advantage over its competitors (Haviana & Azis, 2024).

Jordanian pharmaceutical companies are among the most important industrial sectors targeting a large segment of customers, both individuals and organizations. This requires them to be close to their customers and offer the latest products to remain competitive and keep pace with environmental changes and developments by optimally utilizing their resources and capabilities. Based on the significant impact that strategic orientations may have on organizational innovation, the current study sought to verify the impact of strategic orientations on organizational innovation with strategic agility as a moderating variable in Jordanian pharmaceutical companies.

Study Problem and Questions

The problem of the study is organizational innovation in Jordanian pharmaceutical companies. Companies across various sectors face numerous tangible challenges, with the pharmaceutical industry being one of the sectors most affected by these challenges. This is because it is more affected by the changing factors in the business environment than other sectors. This has forced the management of these companies to adopt modern management approaches, most notably strategic orientations that define their overall direction and enable them to overcome challenges and keep pace with and respond to rapid environmental developments. This approach involves exploiting available opportunities, seeking out new opportunities, and continuously improving their products and processes to deliver products that meet their customers' desires and expectations. This enhances their competitiveness and achieves their desired objectives.

Based on the above, the problem of the study revolves around the following questions:

1. What is the impact of strategic orientations in its dimensions (market orientation, digital orientation, and entrepreneurial orientation) on organizational innovation in its dimensions (product innovation and process innovation) at Jordanian pharmaceutical companies?
1. What is the relative importance of strategic orientations in their dimensions (market orientation, digital orientation, and entrepreneurial orientation) at Jordanian pharmaceutical companies?
2. What is the relative importance of organizational innovation in its dimensions (product innovation and process innovation) at Jordanian pharmaceutical companies?

Study Importance

- **Scientific (theoretical) importance:** The importance of the scientific study emerges in providing a conceptual framework regarding its variables. Strategic orientations, with their dimensions (market orientation, digital orientation, and entrepreneurial orientation), are concepts that have received the attention of many researchers and writers as one of the most important means of achieving competitive advantage and ensuring the survival, growth, and sustainability of business organizations. Organizational innovation, with its dimensions (product innovation and process innovation), is an urgent need for all organizations to generate new ideas and continue and prosper in a dynamic and highly competitive environment. The researchers hopes that the current study will enrich libraries and serve as a starting point for future research and studies to develop strategic thinking and understand

how strategic orientations and organizational innovation interact, reflecting on the success and excellence of the organization.

- **Practical (applied) importance:** The practical significance of this study lies in its ability to draw the attention of decision-makers in Jordanian pharmaceutical companies to the strategic directions and their impact on organizational innovation within the companies. This is achieved by reaching conclusions and presenting a number of recommendations that will guide and assist managers and decision-makers in Jordanian pharmaceutical companies in adopting strategies that suit their businesses and enhance their ability to innovate to meet the needs of their customers. It also provides mechanisms that enable them to achieve strategic objectives efficiently and effectively when implemented. Its practical significance also lies in the importance of the sector under study, represented by Jordanian pharmaceutical companies, which occupy a prominent and leading position in the region and constitute a success story in and of themselves, given the achievements and development they have achieved over the past years, and their contribution to the development of the Jordanian economy.

Study objectives

The current study aims to achieve the following objectives:

1. Identify the impact of strategic orientations in its dimensions (market orientation, digital orientation, and entrepreneurial orientation) on organizational innovation in its dimensions (product innovation and process innovation) at Jordanian pharmaceutical companies.
1. Identify the relative importance of strategic orientations in their dimensions (market orientation, digital orientation, and entrepreneurial orientation) at Jordanian pharmaceutical companies.
2. Identify the relative importance of organizational innovation in its dimensions (product innovation and process innovation) at Jordanian pharmaceutical companies.

Theoretical Framework

Strategic Orientations

In general, strategy refers to identifying the main paths that can be followed to achieve a goal. It defines an organization's areas of work and provides rules for the flow of work that must be followed (Sonmez Cakir et al., 2024). According to Ahlemann et al. (2021, 184), strategy represents the actions, choices, and action plans that organizations adopt to achieve their established goals.

The term "strategic orientation" was first mentioned in Venkatraman (1989) study, "Strategic Orientation of Business Organizations: Constructs, Dimensions, and Measurements." The study aimed to conceptualize and develop valid measurements for the main dimensions of strategy construction, called the strategic orientation of organizations' businesses. These dimensions are: aggressiveness, analysis, defensiveness, futility, proactiveness, and riskiness. The concept of strategic orientations has witnessed significant development in the business field, gaining widespread popularity as a focal point for decision-making and enabling organizations to achieve their long-term plans and aspirations. Strategic orientations are defined as instructions on how an organization should proceed to achieve its

overall goal. Terms used to express these orientations include strategic inclination, strategic thrust, and strategic fit (Mwangi et al., 2023).

Margaretha and Suryana (2023) described strategic orientations as an organization's overall approach and mindset when formulating and implementing its strategic decisions and actions. They reflect the organization's core beliefs, values, and guiding principles regarding how to compete, create value, and achieve its long-term goals.

Zhou et al. (2021) defined strategic orientations as an organization's strategic position related to generating new ideas, developing them into products or services, and being able to market them.

Strategic Orientations Dimensions

The dimensions of strategic orientations adopted by business researchers are diverse and varied. Some have used market orientation, learning orientation, entrepreneurial orientation, and cost orientation as dimensions of strategic orientations (Al-Hayasat & Al-Shawabkeh, 2021). Badarneh and Al-Kassasbeh (2021) addressed the following dimensions in their study: market orientation, learning orientation, innovation orientation, and entrepreneurial orientation. Al-Mamun et al.'s (2022) study adopted the following dimensions: market orientation, customer orientation, and entrepreneurial orientation. Muafi's (2020) study focused on resource orientation and market orientation. In the current study, the researcher relied on market orientation, digital orientation, and entrepreneurial orientation as dimensions of strategic orientations.

Market Orientation

Market orientation means focusing on the competitive market and responding to customer needs in order to make sound strategic decisions (Tu & Chi, 2023, 255). The first to define market orientation were Kohli and Jaworski (1990), who defined it as an organization's ability to gather information related to current and future customer needs and have this information responded to by relevant departments. Market orientation enables organizations to better serve customers and enhance their competitiveness in the market, leading to improved and superior performance (Khizar et al., 2023).

Market orientation includes three sub-dimensions: the first dimension: customer orientation, which refers to understanding customers, maintaining them, and continuously creating value for them; the second dimension: competitive orientation, which represents the organization's ability to recognize its short-term strengths and weaknesses and its long-term capabilities, as well as understanding its competitors' strategies in the market; and the third dimension: coordination between functions, which represents the organization's ability to utilize its resources to create added value for customers (Camison & González, 2020, 52).

Digital Orientation

Digital orientation is a strategic approach to addressing the changing competitive landscape caused by digitization and digital transformation. The first clear conceptualization of digital orientation was presented by Quinton et al. (2018), who defined it as an organization's adopted strategic position to capitalize on the opportunities offered by digital technologies. Park et al. (2021, 77) stated that digital orientation relates to an organization's

ability to utilize digital technology and applications in its business to create value for itself and its customers.

Furthermore, Mukhtar et al. (2024) defined digital orientation as an organization's tendency to use new technologies and embrace innovation to develop new products that enhance its competitiveness. Digitally oriented organizations approach innovation by prioritizing the needs and expectations of their customers and possess the resources necessary to improve organizational performance and profitability.

Entrepreneurial Orientation

The concept of entrepreneurship originated with Miller (1983) who defined entrepreneurial organizations as organizations that engage in product market innovation, undertake relatively risky ventures, and are the first to come up with innovations that significantly outperform their competitors.

From the perspective of Lumpkin and Dess (1996), entrepreneurial orientation refers to the practices, processes, and decision-making activities that lead to new entry and is characterized by one or more of the following dimensions: a tendency toward independence, a desire to innovate and make decisions, risk-taking, a tendency toward aggressiveness toward competitors, and proactiveness regarding market opportunities. This means that any organization that engages in an effective combination of independence, innovation, risk-taking, proactiveness, and competitive aggressiveness is an entrepreneurial organization. Under these concepts, entrepreneurial orientation is a strategic construct that reflects an organization's innovativeness, proactivity, risk tolerance, and management philosophy (Anderson, 2021, 3).

Organizational Innovation

Researchers and writers have paid significant attention to the topic of innovation in general, and organizational innovation in particular, due to its significant role in the survival and success of organizations. Innovation was first emphasized in 1942 by Schumpeter (Hjorth, 2012, 38). He used the term "creative destruction" to describe how innovative capital products and methods continually replace old ones and methods (McCraw, 2007, 3). Schumpeter viewed the entrepreneur as the "agent of creativity," describing him as the axis around which everything revolves. He explained that the entrepreneur does not invent, but rather innovates. He explained that the quality of entrepreneurial activities determines the speed of capital growth and whether this growth includes innovation and change (Ziemnowicz, 1942).

Lumpkin and Dess (1996) stated that innovation reflects an organization's tendency to engage in support of new and innovative ideas, good training, and the creative process that leads to new products, services, or technological processes. Innovation is an idea, practice, or something that is considered new. It can be divided into two distinct activities in terms of when and where it occurs. One type of innovation occurs in the development of a new product or process, and the other occurs in improvements to a product or process (Piperopoulos, 2016, 6). Regarding organizational innovation, studies have expanded and saturated with numerous definitions.

Salem (2024) indicated that organizational innovation is anticipating an organization's future by generating new and appropriate ideas and plans that help it create benefit and achieve a competitive advantage. Olaleye et al. (2021) explained that organizational innovation is an organization's ability and willingness to engage with new concepts and creative processes by efficiently exploiting its existing knowledge and capabilities in product or service development or in the field of technological advancement.

Organizational Innovation Dimensions

By reviewing previous studies that addressed organizational innovation, it became clear that these studies addressed multiple dimensions, such as (Salem, 2024; Alabedullah & Blelo, 2023) studies, which adopted administrative innovation, technical/technological innovation, and incremental innovation as dimensions of organizational innovation. (Al Mamun et al., 2022; Olaleye et al., 2021) studies, used the dimensions: process innovation and product innovation. The dimensions: launching new products, the degree of innovation differentiation, and the degree of new product success were adopted by Ramírez-Solis et al. (2022) study for organizational innovation. Meanwhile, in the current study, the researcher adopted product innovation and process innovation as dimensions of organizational innovation.

Product Innovation

Product innovation involves creating new products and bringing them to market at the right time. It is considered a key tool in growth strategies for entering new markets, increasing existing market share, and enhancing an organization's competitive advantage (Yildiz & Aykanat, 2021). Product innovation is often referred to as the perceived quality, difference, or uniqueness of products, offering entirely new benefits to customers and unique to the world. It involves the successful dissemination and exploitation of new knowledge that organizations integrate into their businesses (Sonmez Cakir et al., 2024).

Process Innovation

Process innovation is the development of new production methods, management techniques, and technologies to improve production and management processes (Yildiz & Aykanat, 2021). Process innovation involves the use of technology to change production processes or provide innovative services. It relies on marketing intelligence and improved product and process design while enhancing an organization's competitiveness. It is considered a brand strategy and streamlined operations to achieve efficiency and effectiveness and leverage the organization's competitive position in the market (Al Mamun et al., 2022).

The Relationship between Strategic Orientations and Organizational Innovation

Several previous studies have investigated the relationship between strategic orientations and organizational innovation, which has received widespread attention from researchers. Muafi (2020) demonstrated that strategic orientation, social networks, and knowledge sharing have a positive impact on organizational innovation in Indonesian MSMEs.

The results of Al Mamun et al. (2022) study showed that strategic orientations—market orientation, customer orientation, and entrepreneurial orientation—strongly influence product innovation (53.1%) and process innovation (54.9%) in Malaysian manufacturing SMEs.

Ramírez-Solis et al. (2022) study demonstrated a direct positive correlation and impact of strategic orientations—market orientation, learning orientation, and entrepreneurial orientation—on innovation in terms of new product launch, innovation differentiation, and new product success. However, technological orientation does not affect innovation in Mexican service SMEs.

Study Hypotheses

Based on the main question of the study and the sub-questions, the study hypotheses can be determined as follows:

H1: There is an impact at a significance level ($\alpha \leq 0.05$) of strategic orientations in its dimensions (market orientation, digital orientation, and entrepreneurial orientation) on organizational innovation at Jordanian pharmaceutical companies.

H2: There is an impact at a significance level ($\alpha \leq 0.05$) of strategic orientations on product innovation at Jordanian pharmaceutical companies.

H3: There is an impact at a significance level ($\alpha \leq 0.05$) of strategic orientations on process innovation at Jordanian pharmaceutical companies.

Methodology

Study Sample

The study population included 210 managers at all administrative levels in Jordanian pharmaceutical companies. A simple random sample of 138 managers was selected and distributed an electronic questionnaire. A total of 113 valid questionnaires were retrieved for statistical analysis.

Study tool

To collect the necessary data, the researchers relied on a questionnaire which developed based on previous studies that examined strategic orientations and organizational innovation, with a number of modifications made to suit the nature of the researched community. (15) items were selected for strategic orientations, distributed with (5) items for each dimension (market orientation, digital orientation, and entrepreneurial orientation), and (10) items were distributed with (5) items for the two dimensions of organizational innovation (product innovation and process innovation).

Results

Table (1) presents the results of the statistical analysis of the study data related to the dimensions of strategic orientations and organizational innovation, as well as the values of the alpha Cronbach's coefficient, arithmetic mean, and standard deviation for items of the independent and dependent variables.

Table 1

Reliability, mean and standard deviation

Dimension	Items	Alpha	Mean	Std. deviation
market orientation	5	0.88	4.28	0.66
digital orientation	5	0.84	4.11	0.64
entrepreneurial orientation	5	0.87	4.18	0.68
product innovation	5	0.82	4.11	0.66
process innovation	5	0.77	4.19	0.56

The results in table (1) indicate high reliability for all items of the dimensions, ranging between (0.77 and 0.88), with all values exceeding the minimum of (0.70) according to (Sekeran & Bougie, 2016, 289), the means of all dimensions were also high, ranging between (4.11 and 4.28) on a five-point Likert scale.

Table 2

Impact of Strategic Orientations on Organizational Innovation

Variable	B	T	Sig.
market orientation	0.27	3.10	0.002
digital orientation	0.33	3.87	0.000
entrepreneurial orientation	0.11	1.48	0.142
$R^2=0.56$	$F=46.65$	$Sig.=0.000$	

The data presented in Table (2) is for testing (H2) which is concerns the impact of strategic orientations on organizational innovation. the standard multiple linear regression coefficient was used to test this hypothesis,

The test results showed a significant impact of strategic orientations on organizational innovation, as the value of R^2 (0.056), which indicates that (56%) of the variance in organizational innovation is due to strategic orientations, as F value (46.65) at a significance level of (0.000).

Regarding the dimensions of strategic orientations, Table (2) indicates that market orientation and digital orientation were significant on organizational innovation, with a B Value (0.27) at a significance level of (0.002) for market orientation, and (0.33) at a significance level of (0.000) for digital orientation. entrepreneurial orientation, however, was insignificant, with a B value (0.11) at a significance level of (0.142), which is greater than the assumed (0.05).

In light of these results, there is a significant impact of strategic orientations on organizational innovation at Jordanian pharmaceutical companies.

Table 3

Impact of strategic orientations product innovation and process innovation

Hypothesis	R^2	B	F	Sig.
H2	0.51	0.80	113.29	0.000
H3	0.39	0.60	70.61	0.000

Table (3) present results of testing (H2) and (H3) for the impact of strategic orientations on dimensions of organizational innovation (product innovation, and process innovation). a simple linear regression coefficient was used to test these hypotheses.

The results in Table (3) indicate a significant impact of strategic orientations on product innovation, as the value of R^2 (0.51), which indicates that (51%) of the variance in product innovation is due to strategic orientations, as F value (113.29) at a significance level of (0.000).

The results of the analysis also indicate that there is a significant impact of strategic orientations on process innovation, the value of R^2 (0.39), which means that (39%) of the variance in process innovation is due to strategic orientations and F value (70.61) at a significance level of (0.000).

Discussion

The current study examined the impact of strategic orientations on organizational innovation in Jordanian pharmaceutical companies. The study results showed a high level of relative importance of strategic orientations in the companies under study, which indicate a growing awareness among these companies' management of the importance of adopting modern strategies to address market challenges and enhance their competitiveness. These strategies are pivotal factors influencing their success and sustainability in a complex and changing competitive environment.

The results showed a high level of relative importance of organizational innovation in the companies under study, which indicate that these companies focus on developing and improving the products and services they offer, as well as improving production and operational processes, this finding demonstrates that innovation has become a vital component of companies' strategies for survival and growth in the pharmaceutical market, which is witnessing increasing competition and rapid technological and market development.

The results of the hypothesis testing revealed a significant impact of strategic orientations on organizational innovation at Jordanian pharmaceutical companies. This impact is attributed to market orientation and digital orientation, while entrepreneurial orientation had no significant impact on this impact. which indicate that these companies focus on customer needs and monitor market and competitor movements to develop innovative products and services, these companies also rely on digital tools in manufacturing, distribution, and marketing, enabling to achieve operational flexibility and respond more quickly to market demands, thereby enhancing companies' ability to innovate, while entrepreneurial orientation had no significant impact on this impact, this may indicate a weak culture of initiative and risk-taking within these companies, or perhaps the presence of regulatory or funding constraints that limit the adoption of new entrepreneurial projects.

Recommendations

1. Enhance entrepreneurial orientation, as it represents the primary driver of advanced and transformative innovation, not just incremental improvement, by establishing internal units or teams specialized in innovation and entrepreneurship, encouraging a culture of initiative, and providing incentives for employees to present new ideas.
2. Continuing to emphasize the importance of adopting a strategic, market-oriented approach and keeping pace with the digital transformation to achieve innovation.
3. Fostering an environment that supports creativity and innovation within companies through training, motivating employees to propose new ideas, and supporting internal initiatives.

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