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The Impact of Dynamic Capabilities on Achieving Strategic Success: An Applied Study on Pharmaceutical Companies in Jordan

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Abstract

Importance: The theoretical significance of this research lies in its effort to produce an academic contribution to the Arab library by following a scholarly approach capable of achieving its intended outcomes to help future research for academics, and interested parties, on the topic of dynamic capabilities and its dimensions. Purpose: The purpose of the study was to explore the effect of dynamic capabilities on achieving strategic success in Jordan's pharmaceutical industry. Dynamic capabilities were measured using three dimensions: sensing, seizing, and reconfiguring. Strategic success was assessed using five dimensions: cost, quality, flexibility, creativity, and differentiation. Methodology: The population for this study was senior and middle managers in Jordan's pharmaceutical industry, for which there were 549 employees. A stratified random sample of 226 employees was selected, and 206 valid questionnaires were returned. The researcher used a descriptive-analytical approach and a questionnaire was the main data collection toolused. Several statistical methods were applied, including multiple regression and Structural Equation Modeling (SEM). Findings: The study has several important findings, where the main one is finding a statistically significant positive effect of dynamic capabilities as a whole, on achieving strategic success. The findings also demonstrated that the dimensions of seizing and reconfiguring have the strongest and the most direct influence on strategic success, while the sensing dimension did not show a statistically significant direct impact. Future Research Directions: The study recommends conducting additional research on factors related to dynamic capabilities as well as their relationship to other variables like financial performance and business model innovation. The study also highlights the importance of openness, sharing experiences, and acceptance of change processes that will be required.

Keywords: Dynamic Capabilities, Strategic Success, Jordanian Pharmaceutical Companies, Sensing Capability, Seizing Capability, Reconfiguring Capability

Introduction

Modern organizations encounter a variety of problems in different fields. In response to the pressures of a more dynamic environment, particularly within recognized sectors, organizations have to realize their main objective satisfactorily, sustainably and in all aspects of quality, particularly in pharmaceutical organizations. Management in this sector is trying to organize and improve their diverse operations, which in most cases calls for a proactive response to reach market demands, develop a clear vision to enhance future foresight, while also responding to patients' needs. This, in most circumstances, will involve adopting strategies that are feasible for keeping pace with relevant environmental variations (Held et al., 2025; Jingwen et al., 2025).

Dynamic capabilities are considered one of the major types of capabilities within Resource Based View (RBV) theory, relating to the capability of the organization to develop and renew its resources and therefore deliver quality of product and service while adapting to changes in the external environment Accordingly, this study aims to explore the impact of dynamic capabilities—represented by sensing, seizing, and reconfiguring capabilities—on achieving strategic success in pharmaceutical companies in Jordan, measured by the dimensions of cost, quality, flexibility, creativity, and differentiation.

This study is motivated by the fact that the pharmaceutical sector in Jordan encounters various dynamic environmental challenges, rapid technological changes, and intense competition among local and regional companies. In the context of these accelerating challenges, having strategic success is important to achieve institutional excellence. Dynamic capabilities are viewed as a set of organizational capabilities by which institutions can perform their activities effectively and efficiently. They are assumed to play an important role in enhancing strategic success, which is the focus of this study. In this regard, the primary objective of this study is to address the following main research question:

Primary Research Question: How do dynamic capabilities (sensing, seizing, and reconfiguring) and their aspects impact organizational success and its aspects (cost, quality, flexibility, creativity, and differentiation) in Jordanian pharmaceutical companies?

Investigative Research Questions:
1. How important are dynamic capabilities and their dimensions perceived to be for Jordanian pharmaceutical companies?
2. What is the perceived level of achieving strategic success and its dimensions in Jordanian pharmaceutical companies?
3. What is the impact of dynamic capabilities, through their dimensions, on achieving strategic success in Jordanian pharmaceutical companies?

Research Objectives

The primary objective of this study is to examine the impact of dynamic capabilities (sensing, seizing, and reconfiguring) on achieving strategic success (cost, quality, flexibility, creativity, and differentiation) in Jordanian pharmaceutical companies.

This main objective is further broken down into the following sub-objectives:

1. To identify the perceived level of importance of dynamic capabilities and their dimensions in Jordanian pharmaceutical companies.
2. To identify the level of achieving strategic success and its dimensions in Jordanian pharmaceutical companies.
3. To assess the impact of dynamic capabilities, across their various dimensions, on achieving strategic success in Jordanian pharmaceutical companies.

Research Hypotheses

Based on the research problem and questions, the following null hypotheses were formulated:

Main Null Hypothesis:

H_o1: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of dynamic capabilities and their dimensions (sensing, seizing, reconfiguring) on achieving strategic success in Jordanian pharmaceutical companies.

Sub-hypotheses:

H_o1a: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of sensing capability on achieving strategic success.

H_o1b: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of seizing capability on achieving strategic success.

H_o1c: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of reconfiguring capability on achieving strategic success.

Operational Definitions

Operational Definitions • Dynamic Capabilities: Abilities that pharmaceutical companies have to modify their internal and operational capabilities to relate to changes experienced in their environments to find and respond to fast and pressing challenges.

- Sensing Capability: The sensing and idea-generative ability of pharmaceutical companies to sense problems, predict challenges in the environment, and develop preemptive solutions.
- Seizing Capability: The ability of pharmaceutical companies to mobilize resources and design new business models linking sensed opportunities.
- Reconfiguring Capability: The ability of pharmaceutical companies to reconfigure internal and external organizational resources to create sustainable competitive advantage.
- Strategic Success: The capacity of the company to reach its long-term goals and achieve superior performance relative to its competitors, sustainably, through effective cost management, delivery of high quality, maintaining flexibility, encouraging creativity, and achieving market differentiation.

Study Delimitations

- **Topical Delimitation:** The study focuses on examining the impact of dynamic capabilities through its three dimensions (sensing, seizing, and reconfiguring) on strategic success.
- **Spatial Delimitation:** This study is limited to pharmaceutical manufacturing companies operating in the Hashemite Kingdom of Jordan.
- **Temporal Delimitation:** Data for this study were collected and the study was completed during the year 2025.

- **Human Delimitation:** The study targeted a representative sample of managers at the senior and middle management levels.

Previous Studies

- To establish a firm theoretical foundation, identify research gaps in science, and connect the findings of the study to previous studies, the researcher reviewed scholarly literature relating to the study variables (dynamic capabilities and strategic success). The articles were organized in reverse chronological order, beginning with the most recent studies and then moving to the earlier studies. Priority was given to the recent studies as they represent the most recent work in the science.
- **Study by (Held et al., 2025): "Boosting SMEs' Digital Transformation: The Role of Dynamic Capabilities in Cultivating Digital Leadership and Digital Culture"**
- The focus of this new study was to investigate dynamic capabilities as an antecedent to the development of both digital leadership and digital culture as two key enablers of successful digital transformation in small and medium-sized enterprises (SMEs). The study used data from a survey questionnaire from a sample of 98 SMEs in Southern Germany. The most salient finding was that dynamic capabilities (sensing, seizing, and reconfiguring) showed a positive, strong direct effect on digital leadership and digital culture. The study does not support a mediation relationship between leadership and culture and articulates leadership and culture as parallel processes influenced by dynamic capabilities. This study relates to this current study as it confirms that dynamic capabilities are higher-level foundational capabilities that enable the organization to develop other competencies necessary to be successful in a changing environment (the digital transformation environment in this case). While the study conducted by Held et al. explored internal outcomes of the organization (leadership and culture), our current study extends this study and examines how these foundational capabilities translate into externally facing performance outcomes (strategic success).
- **Study by (Jingwen et al., 2025): "A Study of Chinese Enterprises' Business Models to Determine the Impact of Dynamic Capabilities on Innovation and Performance"**
- This study sought to investigate how a collection of dynamic capabilities—embodied by enterprise risk management (ERM), organizational agility (OA), and entrepreneurial orientation (EO)—influence performance among SMEs in China. Furthermore, the study explored the mediating aspect of business model innovation (BMI). Methodologically, this study employed Structural Equation Modeling (SEM) on a relatively large sample of 330 Chinese firms. The findings demonstrated that the aforementioned dynamic capabilities affect performance, but the effect is indirect. Moreover, the research found that efficiency-centered BMI has a full, significant mediating effect whereas novelty-centered BMI does not exhibit such mediating effect. This study connects to the current study in that it also demonstrates complex mechanisms that dynamic capabilities have on performance. The study supports that the effect may not be direct but can be mediated by variables such as innovation. The current study enhances the test of the complexity by examining the direct effects of the three fundamental dimensions of dynamic capabilities (Teece, 2007) on a measure of overall strategic success.
- **Study by (Al-Slehat, 2025): "The Impact of Dynamic Capabilities on the Quality of Healthcare Services at Jordan Hospital"**
- The purpose of the study was to examine the effects of dynamic capabilities with each of its possible five dimensions (or strategic routines) to measure their potential impact on

the quality of healthcare services within one of the prominent healthcare institutions in Jordan. A questionnaire was developed and used as a research tool in sending data to help an analysis of the responses of 206 management employees at Jordan Hospital. The main result of the study showed that all dimensions of dynamic capabilities had a positive and significant impact on the quality of services being provided by the healthcare service. It is noteworthy that this study was related to the present study as it demonstrated the significant role of dynamic capabilities in a Jordanian service setting. We extend this study by using a wider context in this current study by not only looking at one organization but an industrial sector (the pharmaceutical industry) and furthering the dependent variable from service quality, more traditionally studied in tourism and hospitality studies, to strategic success and its multiple implications of competitive variables.

- **Study by (Karman & Savanevičienė, 2021): "Enhancing Dynamic Capabilities to Improve Sustainable Competitiveness: Insights from Research on Organisations of the Baltic Region"**
- The purpose of this study was to create and test a model that shows the ways in which dynamic capabilities influence sustainable competitiveness while exploring the mediating influence of sustainability practices and organizational ambidexterity. In terms of methodology, SEM was used on data collected from 455 organizations based in the Baltic region of Europe. The results identified statistically significant relationships between dynamic capabilities of specific sensing and reconfiguring, and sustainability practices, which supported sustainable competitiveness. In addition, the mediating influence of ambidexterity was confirmed. This study directly relates to the study in that the model links dynamic capabilities and the concept of long-term success (sustainable competitiveness). This study supports our hypothesis that dynamic capabilities should not be conceptualized for short-term performance only. Our current study differs in that it is focused on a different set of strategic success dimensions in the form of cost, quality, flexibility, creativity, and differentiation, and in a completely different industrial and geographical context.
- **Study by (Orlov et al., 2020): "Company's Strategic Success as the Basis of Its Potential Sustainability"**
- This study sought to demonstrate a model to assess company-level "strategic success" as a foundation for sustainability. The study offered a theoretical definition of "strategic success" as the combination of resources, opportunities, and capabilities that can be transformed into competitive advantages. In the study, the primary emphasis is on the idea that a company's true sustainability is driven by its ability to first produce economic success for shareholders, which includes profitability and efficiency, while considering the social and environmental benefit segmenting. This study links to the current study in that it articulates strategic success as a multidimensional construct linked to the ability to transform latent or potential into real competitive advantages; this is also at the heart of the definition of dynamic capabilities. Our current study examines the concept of strategic success in an empirical study to evaluate if dynamic capabilities are the driver of this transformation.
- **Study by (Alomian et al., 2019): "The Impact of Strategic Intelligence on Achieving Competitive Advantage: An Applied Study on the Pharmaceutical Companies Sector in Jordan"**

The focus of this study, which is important for the present research, was to examine and establish whether strategic intelligence and its dimensions (foresight, vision, partnership, intuition, and creativity) relate to achieving competitive advantage in the Jordanian pharmaceutical context. Data were collected as part of a method from a sample of managers in the pharmaceutical sector. The salient findings of the study were a significant and positive relationship of strategic intelligence on achieving competitive advantage within all five of its dimensions: cost, quality, differentiation, creativity, and flexibility. The study was both directly and fundamentally related to the present study. First, the study ascertained the relevance of cognitive and foresight capacity (elements of the sensing capability) in attaining success in the same industry we are also examining. Second, the study also establishes a proven conceptual and practical framework of measuring the strategic success in the present study as illustrative of the five-fold dimensions of strategic intelligence. The present study builds and significantly expands upon this study - replacing and extending the "strategic intelligence" variable with the more unifying and inclusive construct of "dynamic capabilities" and its three dimensions to present a more structurally valid and integrative rationale of the sources of strategic success in this industrial context.

Summary of Previous Studies and the Research Gap

The literature review highlights an increasing consensus regarding the significance of dynamic capabilities as an essential contributor to success in changing contexts across different facets of success, including digital transformation, quality service, and sustainable competitiveness. Furthermore, considerable studies have been conducted in Jordan, citing the importance of both cognitive and strategic capabilities in the acquisition of competitive advantage. Yet, there is a clear research gap that has yet to be addressed: to date, no empirical study has conditioned the integrated tripartite understanding of dynamic capabilities (i.e., sense, seizing, and reconfiguring) with the multiple dimensions of strategic success, specifically in relation to the Jordanian pharmaceutical sector. This study aims to address that gap.

Theoretical Framework

Dynamic Capabilities

The Concept of Dynamic Capabilities: From Owning Resources to Renewing Them

Dynamic capabilities emphasize the organization’s internal alignment with the environment as that environment is in a constant state of change under a high degree of uncertainty, with the organization able to respond quickly to strategic situational demands. The term “dynamic” evokes change and refers to recognizing the competencies necessary to achieve internal congruence to a changing environment (Winter, 2003, as cited Al-Slehat, 2025). It is the capability to “manage change skillfully,” not just the innate capability to perform the current task efficiently.

To shape an understanding of the essence of dynamic capabilities it is important to distinguish dynamic capabilities from ordinary or operational capabilities. Operational capabilities are those that enable the organization to “earn its living” currently; those operational capabilities are related to efficiency within processes including manufacturing, marketing, and supply chain processes. These operational capabilities focus on optimal exploitation of an existing situation (Helfat & Winter, 2011, as cited in Al-Slehat, 2025).

Dynamic capabilities, in contrast, are considered "higher-order" capabilities because their objective is not to run the existing business but to change the existing business. They are capabilities that permit an organization to develop, modify, and renew its operational capabilities and resource base in responding to opportunities and threats. They deal effectively with exploration, adaptation, and innovation. In other words, operational capabilities are about "doing things right," and dynamic capabilities are about doing "the right things" at the right time (Teece, 2014).

This distinction is important for understanding how some companies can remain successful for decades in turbulent industries, but other once-successful companies simply fade from the marketplace. The companies that fade often have strong operational capabilities, but they simply lack the dynamic capabilities that would enable them to see and adapt to upcoming changes.

The Dimensions of Dynamic Capabilities: Teece's Framework

To further analyze and apply the notion, Teece (2007) outlined dynamic capabilities as three underlying dimensions or microfoundations, which have proliferated in the literature. This framework was selected as the basis for the current study because of its complexity and extensive familiarity in the literature. The three dimensions are: sensing, seizing, and reconfiguring.

Sensing Capability

Sensing capability refers to the organization's capacity to perceive the external environment, especially to identify, interpret and assess new opportunities and threats as they arise. Sensing capability can be considered the organization's "perceptual nervous system" that is constantly scanning the horizon for signals indicating that change is taking place. Sensing capability is not limited to the act of gathering data but includes the capacity to "make sense of" the data compiled and transform it into strategic insights (Teece, 2014, as cited in Al-Slehat, 2025).

Within the context of the pharmaceutical industry, sensing capability manifests itself in several core activities:

- Scientific and technological scanning whereby researchers will track academic and clinical research to seek out viable therapeutic pathways and promising new technologies such as gene therapy or mRNA technology; specific technological platforms that can disrupt drug discovery could also factor here.
- Competition and market intelligence whereby the researchers will monitor competitors' strategies, their follow-on clinical trials, and the competitive landscape with respect to Therapeutic areas.
- Understanding patient and physician needs which can encompass market research, direct engagement with physicians, or an analysis of patient statistical data to better understand unmet medical need or gaps to treatment.
- Monitoring the regulatory landscape including the pending shifts in pricing policies, clinical trial obligations, and patent laws, among other things laid down by organizations like the Food and Drug Administration.

Companies with strong sensing capabilities do not wait until trends are obvious to everyone; they have mechanisms to detect "weak signals" and are the first to recognize upcoming shifts (Karman & Savanevičienė, 2021).

Seizing Capability

While a factor of interest has been detected, the firm must execute in order to capitalize on that opportunity. Seizing capability represents the firm's ability to mobilize tangible and intangible resources, design and develop new business models, and undertake committal investment decisions to effectively pursue opportunities in its market space (Pundziene et al., 2021, cited in Al-Slehat, 2025). It is the ability to turn "vision" into "commercial reality." In the pharmaceutical industry, seizing capability includes:

- R&D Management: The ability to identify promising research projects, staff resources accordingly, and manage the long and complex journey from discovery through development and clinical trials.
- Business Model Design: The ability to design and propose innovative pricing, marketing and distribution strategies sufficient to ensure the new drug can reach patients and generate commercial return. For instance, an expensive new drug will require a business model demonstrating some strategic partnership to ensure coverage by insurers or government programs.
- Investment Decision-Making: The ability to evaluate the project as a risky investment with potential returns and outcomes. The ability to make a bold investment decision in an uncertain environment (Jingwen et al., 2025).
- Intellectual Property Protection: The ability to build and defend a strong and robust patent portfolio is critical for success in the pharmaceutical industry.

The ability to seize is what separates companies with "great ideas" from companies with "successful products."

Reconfiguring Capability

To achieve sustainability within an ever-shifting environment, the mere capture of opportunities is insufficient. Organizations must also have the capability to adapt and renew on an ongoing basis, which will sometimes involve reconfiguration of the underlying resource and capability base of the organization. Reconfiguration capability is an organization's ability to change, modify, stretch, and refresh the organization's resources, structures, and processes to create and sustain competitive advantage (Ali 2020 as cited in Al-Slehat, 2025).
It is the organization's engine of ongoing renewal. In the pharmaceutical or life sciences industry this is evidenced by:

- Resource Reallocation: When a blockbuster drug loses patent protection, the ability to reallocate resources (budgets, marketing teams, and production capacity) from the old blockbuster drug into the new generation of new and promising new drugs to advance in development.
- Alliances and Partnerships Management: The ability to build new partnerships, restructure existing partnerships, and terminate partnerships that no longer warrant strategy.
- Organizational Change: The design and implementation of new organizational structures that allow greater flexibility and agility, an example would be creating independent business units to focus on new therapeutic areas, as well as across business units and functional team structures to facilitate development time.

- Knowledge Management and Learning: The ability to capture learnings from both successful and unsuccessful projects, as well as disseminate lessons learned throughout the organization to improve future organizational processes.

Reconfiguring capability is what prevents the organization from falling into the trap of "core rigidity," where capabilities that were once a source of strength become a barrier to adapting to the future (Held et al., 2025).

Strategic Success

The Concept of Strategic Success: Beyond Financial Figures

In the twenty-first century, business organizations are confronted with a multitude of variables stemming from globalization, digitalization, and rapid social change. The requirements for holding a regular program of research and development underpinned by a robust scientific approach are a response to the previous variables. Recently, the increasing emphasis on the concept of strategic success emerged, beyond the short-term financial metrics often measured in quarterly profit statements, daily stock price evaluation, etc. Strategic success is an all-inclusive, overarching, organizational construct, measuring an organization's ability to reach its long-range goals and create sustainable value for its stakeholders in forming a Sustainable Competitive Advantage (Orlov et al., 2020). The lens of "competitive advantage" is at the heart of strategy, which happens when the organization is able to produce a greater economic value than its competitors. This economic value can be produced either by providing a lower cost or lower price for similar benefits, or by providing a unique benefit at a higher price called a differentiation advantage (Porter, 1980). A competitive advantage will be considered "sustainable" (if it will deliver ongoing success) when a company can offer an advantage based on capabilities and resources that are "difficult to imitate" or reproduce (Barney, 1991). In today's dynamic world, competitive advantage is no longer seen as a static position to be defended, but rather as a "series of temporary advantages" that the organization must continuously renew through innovation and adaptation (McGrath, 2013, as cited in Jingwen et al., 2025). Hence, strategic success is not a final state but a continuous process of renewal and excellence.

The Dimensions of Strategic Success: A Multidimensional Measurement Framework

It is not enough to use a single indicator to assess this complicated concept. Therefore, a five-dimensional framework for investigating strategic success was determined based on Porter's (1980) model and modern theories of competitive advantage, and as employed in earlier studies in the context of Jordan in areas of public health (Alomian et al., 2019). The five dimensions can represent the fundamental pillars companies compete on in a knowledge-intensive and innovative sector like pharmaceuticals. Of these five dimensions of strategic success, the first is manifested in Cost, which is the capacity to produce and deliver products at the lower overall costs than competitors, while delivering an acceptable quality. In pharmaceuticals, where your costs of R&D and costs to comply with regulatory requirements are enormous, then cost management becomes critical as an element of strategy and ultimately a critical success factor. Cost advantages are more than reduced production costs - they are about efficiency up and down the entire value chain, from the R&D to pre-clinical to clinical to manufacturing to the supply chain. Generally, companies producing generic products compete primarily on this dimension, as their very existence and their strategic

focus, or competitive advantage, relies on producing bioequivalent drugs at the lowest overall costs after patent expiration compared to innovator drugs (Orlov et al., 2020).

Quality constitutes the second dimension, and in the pharmaceutical sector, quality is not merely a competitive advantage, but the foundation of existence. Quality means compliance with the highest standards of safety, efficacy, and purity in a drug product along with compliance with Good Manufacturing Practices (GMP) from regulatory organizations. Quality is demonstrated by providing a safe product, reliability of the business processes, and having prowess in quality that surpasses the regulatory requirements. A quality failure could result in the recalls of drugs, loss of money, and, more importantly, loss of trust from the physician and the patient, which is an extremely difficult problem to remediate (Alomian et al., 2019).
The third dimension of strategic success is Flexibility, which is defined as the ability of a company to respond to changes in its environment. Flexibility in the pharmaceutical industry is gaining increasing importance because of the uncertainty with the research and development processes and market environment. Flexibility includes the ability to adjust production volume, reallocate research programs, and/or switch suppliers in the event of a disruption of supply chain. Flexible firms can adapt to opportunities and threats more rapidly than their limited flexibility counterparts, which is a significant competitive advantage (Jingwen et al., 2025)

Creativity and Innovation, as the fourth dimension, also feature prominently. Creativity is the ability to generate new and useful ideas, decisions, and behaviors; while innovation is the successful application of that creativity to create new value (Urbancová, 2013, as cited in Alomian et al., 2019). Innovation is the lifeblood of the pharmaceutical industry and includes product innovation to create new drugs, process innovation to improve efficiencies, and business model innovation to create new ways to deliver value. Companies that succeed in creating robust cultures of creativity and innovation are those that can renew their product pipelines continuously and not rely on past successes (Khattāb, 2017).

Differentiation, as the final dimension of strategic success, refers to the successful creation and delivery of a unique product or service that customers perceive as being superior to others and allows the company to charge a premium price. Differentiation within the pharmaceutical industry can result from therapeutic superiority, a unique mechanism of action, value-added support services, or the establishment of a strong and trusted brand. Successful differentiation builds brand loyalty and decreases price sensitivity from customers, creating the potential for increased profit margins and a sustainable competitive advantage (Alomian et al., 2019)

In summary, this five-dimensional framework provides a comprehensive and balanced view of strategic success. A strategically successful company is not just one that is profitable today, but one that effectively manages its costs, delivers impeccable quality, has the flexibility to adapt, constantly innovates, and distinguishes itself in the minds of its customers.

Research Methodology

Research Design: This study adopted a descriptive-analytical approach to explore and examine the relationships between the study variables.

Population and Sample: The study population included all managers at the senior and mid-management levels who were employed by pharmaceutical manufacturing companies that are members of the Jordanian Association of Pharmaceutical Manufacturers (JAPM). The total number of managers was 549. Using a stratified random sampling method, the representative sample size for the total population was calculated to be 226 managers. In total, 206 valid questionnaires were returned and could be analyzed, corresponding to a response rate of 91.1%.

Study Instrument: A questionnaire was developed to collect data, consisting of three sections:

1. Demographic information about the respondents and their companies.
2. Fifteen (15) items to measure the dimensions of dynamic capabilities (sensing, seizing, and reconfiguring), adapted from recent studies.
3. Fifteen (15) items to measure the dimensions of strategic success, adapted from the study by (Alomian et al., 2019).

Instrument Validity and Reliability: Content validity was verified by presenting the questionnaire to academic and expert reviewers. Cronbach's Alpha coefficient was calculated to ensure reliability.

Table (2)
Cronbach's Alpha Coefficients for the Study Variables

Variable	Number of Items	Cronbach's Alpha
Sensing Capability	5	0.88
Seizing Capability	5	0.91
Reconfiguring Capability	5	0.89
Dynamic Capabilities (Overall)	**15**	**0.94**
Strategic Success	15	0.92

Since all Cronbach's Alpha values are greater than (0.70), the study instrument possesses a high degree of reliability and consistency.

Results and Discussion

This section presents the results of the data analyzed for (206) managers from Jordanian pharmaceutical companies. The results are presented in two broad sections: the first section presents the demographic and functional characteristics of the study sample, and the second presents the result of the statistical analysis to answer the research questions and test the hypotheses of the research.

Description of Sample Characteristics

To understand the demographic and functional characteristics of the study sample, frequencies and percentages were calculated. Table (4) illustrates these characteristics.

Table (4)
Distribution of the Study Sample by Demographic and Functional Variables (n=206)

Variable	Category	Frequency	Percentage (%)
Gender	Male	158	76.7
	Female	48	23.3
	Total	**206**	**100.0**
Age	Less than 35 years	25	12.1
	35 - 44 years	88	42.7
	45 - 54 years	71	34.5
	55 years and above	22	10.7
	Total	**206**	**100.0**
Educational Qualification	Bachelor's Degree	115	55.8
	Postgraduate (Master's/PhD)	91	44.2
	Total	**206**	**100.0**
Years of Experience	Less than 10 years	31	15.0
	10 - 19 years	102	49.5
	20 years and above	73	35.5
	Total	**206**	**100.0**

Table (4) illustrates that males account for (76.7%) of the sample, representative of the demographic nature of leadership in the Jordanian pharmaceutical industry. With respect to age, the largest age group represented is from (35-44 years) at (42.7%), with (45-54 years) a close second at (34.5%).

Thus, it appears that most of the sample is composed of managers, whose age indicates professional experience and maturity. With respect to educational qualifications, Bachelor's degree holders constitute the largest share of the sample (55.8%), while postgraduate degree holders constitute an important and significant share of (44.2%) of the sample. The make-up of the sample reflects the significant levels of education required for managerial positions within this knowledge-based industry. Lastly, with respect to years of experience, we see approximately half of the sample has (49.5%) between (10-19 years) of experience, and more than a third (35.5%) have over (20 years) of experience. Each of these findings shows that the data were collected from a sample that was both experienced and mature, creating value and confidence in the data obtained from the participants.

Addressing the Research Questions

To examine the research questions concerning the perceived level of importance of dynamic capabilities and strategic success achievement, means and standard deviation were calculated for each item, and for each group of dynamic capability categories. The following scale was used to interpret means based on the five-point Likert scale: (1.00-2.33: Low Level), (2.34-3.67: Medium Level), (3.68-5.00: High Level).

First Question: What is the perceived level of importance of dynamic capabilities and their dimensions in Jordanian pharmaceutical companies?
Table (5) shows the arithmetic means, standard deviations, and ranking of the importance level of dynamic capabilities and their three dimensions from the perspective of the study sample.

Table (5)
Arithmetic Means and Standard Deviations for the Importance of Dynamic Capabilities and Their Dimensions (n=206)

Rank	Dimension	Mean	Std. Deviation	Importance Level
1	Reconfiguring Capability	4.25	0.65	High
2	Seizing Capability	4.18	0.71	High
3	Sensing Capability	4.02	0.78	High
	Dynamic Capabilities (Overall Mean)	**4.15**	**0.68**	**High**

From Table (5), it can be deduced that the general perceived level of importance regarding dynamic capabilities by Jordanian pharmaceutical companies was high, with an overall mean of (4.15). This finding suggests that managers in this economic sector clearly understand that adaptive and renewal capabilities are no longer considered a luxury, but rather a strategic necessity for successful outcomes. When investigating the three sub-dimensions, the Reconfiguring capability was first with the highest mean of (4.25).

This indicates managers understand the importance of organizational flexibility and the ability to reorganize resources and processes to deal with rapid change in market and regulatory environments. Seizing capability was second with a mean of (4.18), which speaks to the importance of taking advantage of discovered opportunities to develop successful products, and provide actual commercial value, which is the basis of work in an innovation-based industry. The Sensing capability was third, with a mean of (4.02), and although it is still considered high, the ranking may suggest organizations are focused on their internal execution and adaptations versus more investment and scanning of the external environment.

Second Question: What is the perceived level of achieving strategic success and its dimensions in Jordanian pharmaceutical companies?
Table (6) shows the arithmetic means, standard deviations, and ranking of the level of achievement of strategic success and its five dimensions from the perspective of the study sample.

Table (6)
Arithmetic Means and Standard Deviations for the Achievement of Strategic Success and Its Dimensions (n=206)

Rank	Dimension	Mean	Std. Deviation	Achievement Level
1	Quality	4.45	0.55	High
2	Differentiation	4.30	0.62	High
3	Creativity and Innovation	4.15	0.70	High
4	Flexibility	4.10	0.75	High
5	Cost	4.08	0.81	High
	Strategic Success (Overall Mean)	**4.22**	**0.61**	**High**

According to Table (6), the overall perceived level of organizational strategic success was high overall among Jordanian pharmaceutical companies, with an overall mean of (4.22), indicating that company executives in this sector perceive their organizational competitive purposes to be a success--and therefore, their companies to be successful--overall. In terms of dimensions, it is noticeable that quality is rated first with a mean of (4.45), which is not unexpected given that quality and compliance to the industry's rigorous regulatory measures is the basis of the pharmaceutical industry and cannot be compromised. Differentiation ranked second (with a mean of 4.30), which signifies companies' attempts to differentiate the products and brands of their respective companies in a competitive market. Creativity and Innovation rate third (with a mean of 4.15) to highlight the centrality of R&D as a component of strategic success. Flexibility and Cost ranked fourth and fifth, respectively. Even if their means were rated high, there may be indications that cost management and operational flexibility may represent comparatively greater challenges for companies than quality and innovation.

Hypothesis Testing and Discussion of Results
After confirming the validity of the data and reliability of the study instrument, Structural Equation Modeling (SEM) was employed through the use of the AMOS program to test the hypotheses of the study. The Goodness-of-Fit Indices showed that the proposed model has a good fit with the data collected from the study sample (e.g., Comparative Fit Index CFI = 0.93, and Root Mean Square Error of Approximation RMSEA = 0.06), in which one could rely upon the results of the model in the hypothesis testing stage.

Testing the Main Null Hypothesis (H01)
The main null hypothesis states that: **"There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of dynamic capabilities on achieving strategic success in Jordanian pharmaceutical companies."**
To test this hypothesis, the overall direct path from the independent variable (dynamic capabilities) to the dependent variable (strategic success) was examined. Table (7) shows the results of this test.

Table (7)
Results of Testing the Impact of Dynamic Capabilities on Strategic Success

Path	Path Coefficient (β)	Standard Error (S.E.)	Critical Ratio (C.R.)	P-value	Result
Dynamic Capabilities → Strategic Success	0.68	0.07	9.71	0.000	**Null Hypothesis Rejected**

Discussion of the Result
The results shown in Table (7) indicate a positive, strong, and highly statistically significant impact of dynamic capabilities on achieving strategic success, with the path coefficient (β) being a positive and high value (0.68), and the P-value being less than the significance level (0.05). Based on this, the main null hypothesis (H01) is rejected, and the alternative hypothesis, which indicates an effect, is accepted.

This finding strongly aligns with the study's theoretical framework and recent literature, which confirms that the ability to adapt and renew is no longer an option but the primary driver of success in the contemporary business environment characterized by turbulence and rapid change (Joussen et al., 2025; Jingwen et al., 2025). For Jordanian pharmaceutical companies, this result means that their ability to compete and achieve success depends not only on their current assets or popular products but crucially on their systematic ability to sense changes in their environment, seize emerging opportunities, and continuously reconfigure their resources and processes.

Testing the Sub-Hypotheses
Testing the First Sub-Hypothesis (H01a)
This hypothesis states that: **"There is no statistically significant impact at the significance level (α ≤ 0.05) of sensing capability on achieving strategic success."** Table (8) shows the results of testing this path.

Table (8)
Results of Testing the Impact of Sensing Capability on Strategic Success

Path	Path Coefficient (β)	Standard Error (S.E.)	Critical Ratio (C.R.)	P-value	Result
Sensing Capability → Strategic Success	0.12	0.07	1.74	0.082	**Null Hypothesis Not Rejected**

Discussion of the Result
The results in Table (8) indicate that the path coefficient (β) for the impact of sensing capability on strategic success was positive (0.12) but not statistically significant, as the P-value (0.082) is greater than the adopted significance level (0.05). Based on this, the null hypothesis (H01a) cannot be rejected.

This finding, which may seem surprising at first glance, is consistent with more nuanced research in the field of dynamic capabilities, which suggests that "sensing" alone is not sufficient to create value (Laaksonen & Peltoniemi, 2018). Merely identifying opportunities and threats and gathering information about the market and competitors does not directly translate into better performance if the organization does nothing about this knowledge. This

highlights that the impact of sensing capability is often indirect, as it serves as the necessary "fuel" or input to activate the seizing and reconfiguring capabilities that transform these insights into actions and tangible results (Al-Slehat, 2025).

Testing the Second Sub-Hypothesis (H01b)

This hypothesis states that: **"There is no statistically significant impact at the significance level (α ≤ 0.05) of seizing capability on achieving strategic success."** Table (9) shows the test results.

Table (9)
Results of Testing the Impact of Seizing Capability on Strategic Success

Path	Path Coefficient (β)	Standard Error (S.E.)	Critical Ratio (C.R.)	P-value	Result
Seizing Capability → Strategic Success	0.45	0.13	3.46	0.001	**Null Hypothesis Rejected**

Discussion of the Result

The results in Table (9) show a positive, strong, and highly statistically significant impact of seizing capability on strategic success (β = 0.45, p < 0.01). Therefore, the null hypothesis (H01b) is rejected.

This result strongly confirms that the ability to make the right investment decisions, design business models, and mobilize resources to transform discovered opportunities into actual products and services in the market is the direct driver of strategic success. In the pharmaceutical industry, this is particularly crucial; success depends not only on scientific discoveries but on the ability to manage the complex drug development process and bring them to market effectively (Jingwen et al., 2025; Khattāb, 2017). This "execution" capability is what separates companies with promising ideas from those that achieve commercial success.

Testing the Third Sub-Hypothesis (H01c)

This hypothesis states that: "There is no statistically significant impact at the significance level (α ≤ 0.05) of reconfiguring capability on achieving strategic success." Table (10) shows the test results.

Table (10)
Results of Testing the Impact of Reconfiguring Capability on Strategic Success

Path	Path Coefficient (β)	Standard Error (S.E.)	Critical Ratio (C.R.)	P-value	Result
Reconfiguring Capability → Strategic Success	0.39	0.12	3.25	0.003	**Null Hypothesis Rejected**

Discussion of the Result

According to the results in Table (10) there is a path from reconfiguring capability to strategic success which is positive, strong and statistically significant (β = 0.39, p < 0.01), and thus the null hypothesis (H01c) is rejected. This affirms that organizational flexibility and the capacity to continuously renew and adapt available resources, structures, and processes are critical to

long-term success. In a highly dynamic pharmaceutical environment, organizations cannot depend on fixed structures or processes. They must possess the flexibility to shift resources from old to new products, reconfigure their organizational structures to implement new strategies, and create a culture of continual learning. Organizations that are able to successfully be "reinventing" themselves will be able to sustain competitive advantage and avoid inertia in line with current discussions on strategic flexibility (Karman & Savanevičienė, 2021; Joussen et al., 2025).

Conclusion and Recommendations

Conclusion

This research aimed to investigate the intricate relationship between dynamic capabilities and strategic success in a significant sector of the Jordanian economy, the pharmaceutical industry. At the end of this research endeavor, a number of critical deductions can be made to enhance our understanding of the sources of sustainable competitive advantage in the contemporary business circuit.

The research findings unequivocally proved that dynamic capabilities, as an overarching construct, are critical and central to the achievement of strategic success in Jordanian pharmaceutical companies. The main null hypothesis was disproved unequivocally, with companies that focus on developing and improving their capacity for adaptive and renewal capability being best able to succeed in a market in which competition is intense and the pace of change is rapid. Static resources, whatever their value, are no longer sufficient to ensure survival and success, but the ability to "manage change" instead has become the real currency of success

Nevertheless, this study's more sophisticated contribution is its unpacking of the mechanisms of this impact. Findings showed that strategic success does not simply derive from "knowledge" or "awareness" of the environment. The non-rejection of the null hypothesis associated with sensing capability sends an emphatic and significant message to decision-makers: While monitoring markets, assessing competitors, and uncovering technological opportunities is critical, these actions are inert activities if they do not culminate in decisive action.

Without an application of knowledge, there is no value creation. As the data showed, the true engines of success are the next two capabilities, seizing capability and reconfiguring capability. The ability to "act" on sensed intelligence requires companies to make decisive, bold investment decisions and to leverage knowledge to develop new products and services in order to leverage potential to actual market value. Critical as well, the ability to "adapt" by continually restructuring resources and processes allows the organization to maintain relevance, effectiveness, and capacity for new seizing actions. Stated differently, strategic success is thus a function of an effective cycle starting with vision (sensing), then through action (seizing), and continuously supported by renewal (reconfiguring).

Recommendations

Based on the conclusions reached, the study offers a set of recommendations directed at decision-makers in Jordanian pharmaceutical companies, as well as recommendations for future researchers.

Practical Recommendations for Managers and Leaders

Jordanian pharmaceutical company leaders should look past the conventional lens of competitive advantage, and instead, emphasize developing an adaptive organization. The first step should focus on orientation around translating insights into actions. Conducting market intelligence and information collection activity by itself has little value if not acted upon. Organizations should establish strong and agile decision-making mechanisms for investment - such as cross-functional investment committees or rapid project review processes - that allow discovered opportunities to be rapidly assessed and made real development projects. This requires organizational leaders to show a willingness to take calculated risk and deploy resources toward development projects that demonstrate great potential but offer uncertain return (Jingwen et al., 2025).

Second, It is important to make organizational resilience a strategic priority. The reconfiguring capability which the study indicated to be quite important does not occur by accident. Organizations need to be deliberate about creating flexible organizational structures (for example project-based teams as opposed to fixed departments), creating talent management initiatives to support multi-skilling and adaptability, and applying knowledge management to create a system to capture lessons learned from projects and disseminate the knowledge to support on-going renewal (Held et al., 2025).

Third, integrated capabilities must be developed and viewed as a single system. We should not think of sensing, seizing, and reconfiguring as separate activities. These organizational processes should be arranged such that sensing outputs feed seizing inputs, and both sensing and seizing can be supported by a reconfiguring process, which provides the needed flexibility. For example, there should be a constant feedback loop between R&D teams (seizing) and marketing teams (sensing) to ensure that innovations are based on real market needs.

Fourth and finally, The heaviest weight falls on senior management. Leaders must act as the architects of organizational culture with a focus on building a culture that unlocks innovation, embraces failure as calculated risk in the learning process, and recognizes those who take initiative or think proactively. Systems for performance appraisal and performance reward must augment this important mindset so that managers and leaders are evaluated not only on hitting short-term goals but also on the degree with which they focused on building long-term capabilities for the organization. Culture is the soil that allows dynamic capabilities to grow and flourish or represses them from inception (Held, 2025).

Recommendations for Future Researchers

This study has opened new horizons, but it has also revealed areas that require further research.

- To begin with, we suggest conducting longitudinal studies. Our research captured a point in time, but the "dynamic" nature of these capabilities requires examining the evolution and effects on performance over several years to truly understand the causal nature of the relationships between the variables.
- Secondly, an examination of mediating and moderating variables is warranted. As the result for sensing capability would suggest, the effect of some capabilities likely has an indirect path. Future research could test mediating variables such as "business model

innovation" (Jingwen et al., 2025) or "organizational ambidexterity" (Karman & Savanevičienė, 2021) to explain how these dynamic capabilities create strategic success.

- Third, comparative studies between context and firms of difference sizes (e.g., large firms vs. SMEs) are needed in order to better understand the manifestation and importance of dynamic capabilities within context.
- Fourth and lastly, there is an urgent need to develop more objective measures for dynamic capabilities that do not rely on the subjective perceptions of managers, which is one significant challenge currently facing this field of research (Laaksonen & Peltoniemi, 2018; Al-Slehat, 2025).

In summary, this research presents evidence that dynamic capabilities are not only an attractive theoretical concept, but an essential precursor for strategic success in the Jordanian pharmaceutical sector. We trust that these findings and recommendations will assist industry leaders and researchers in navigating toward the development of organizations capable of prospering in a world that is undergoing continuous change.

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