

The Impact of Strategic Success on Organizational Health, An Applied Study, Al-Hikma Pharmaceutical Company

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Abstract- This study aimed at identifying the impact of Strategic Success on Organizational health on Al-Hikma Pharmaceutical Company, In Al-Hikma Pharmaceuticals with its dimensions (investment and exploration) and its regulatory health relationship in Al-Hikma Pharmaceuticals Company. The current study relied on the analytical and descriptive method to transaction with and classify data, and the reading people consisted of all administrative employees of the cellular Hikma Pharmaceutical Company, who numbered (602) workers and workers, while the sample of the study consisted of all directors, their assistants, their deputies and heads of departments In Hikma Pharmaceutical Company, and the researcher used statistical descriptive and analytical methods and regression testing to test hypotheses and extract results using the computer program (SPSS). And reaching a set of conclusions, the most significant of that is he study extended a number of consequences, greatest prominent of that is existence of the statistically important impact on organizational health with its dimensions (communication, adaptation, risk-taking, creativity) on Strategic Success in its dimensions (investment and exploration)

أثر النجاح الإستراتيجي على الصحة التنظيمية "دراسة تطبيقية على شركة الحكمة للأدوية"

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الخلاصة - هدفت هذه الدراسة إلى التعرف على أثر النجاح الاستراتيجي على الصحة التنظيمية في شركة أدوية الحكمة في أدوية الحكمة بأبعادها (الاستثمار والاستكشاف) وعلاقتها الصحية التنظيمية في شركة أدوية الحكمة، إذ اعتمدت الدراسة الحالية على المنهج الوصفي والتحليلي للتعامل مع البيانات وتصنيفها، وتألف مجتمع الدراسة من جميع الموظفين الإداريين في شركة أدوية الحكمة الخلوية وعددهم (٦٠٢) عامل وعامل، بينما تكونت عينة الدراسة من جميع المديرين ونوابهم ومعاونيهم ورؤساء الأقسام في شركة أدوية الحكمة، وإستعمل الباحثون الأساليب الإحصائية الوصفية والتحليلية وإختبار الإنحدار لإختبار الفرضيات وإستخراج النتائج بإستعمال برنامج الكمبيوتر (SPSS) الإستنتاجات، وأبرزها وجود تأثير ذي دلالة إحصائية على الصحة التنظيمية بأبعادها (التواصل، والتكيف، والمخاطرة، والإبداع) على النجاح الإستراتيجي بأبعاده (الإستثمار والإستكشاف).

الكلمات المفتاحية: النجاح الإستراتيجي، الصحة التنظيمية، الحكمة للأدوية

1. Introduction

The changing and renewable needs of customers, the increasing intensity of competition, and the rapid changes and developments in the business environment generated a state of instability in the markets, which prompted business organizations towards strategic success to improve their performance for the purpose of competition, and this is what made strategic success one of the basic concepts in today's world where organizations enable to enhance its performance and organizational competitive advantage as a way to improve the competitiveness of organizations and help them adapt to the turbulent business environment and maintain its sustainability. Although strategic success plays an important and vital role in the success and sustainability of organizations, the study of the factors that contribute to its construction did not receive attention by researchers in the Arab environment, and therefore the process of achieving strategic success appears complex and difficult [1].

Hence, the importance of organizational health to achieving strategic success. Organizational health provides organizations with a set of characteristics, the most important of which is a comprehensive understanding of their environment, focus on creativity, and new ideas for them. Therefore, the objective of present study came to measure effect of planned success on organizational health in Al-Hikma Pharmaceutical Company [2]. The current study has a theoretical and practical importance that can be presented the concepts of strategic success and organizational health, as they are among the most important variables in improving the competitive economic reality of the organization. Furthermore, the researcher hopes that the current study will provide local and Arab scientific libraries with an important theoretical material in management for future researchers to carry out new future studies in this field. The study aimed to:

1. Getting to know the concept of organizational health, and the concept of strategic success in Hikma Pharmaceutical Company.
2. Knowing widely among idea of planned success and its impact on organizational health in Hikma Pharmaceutical Company.
3. Identify the dimensions of strategic success (effective business implementation, business growth, customer satisfaction, adaptation and response) on organizational health (communication / creativity / adaptation / leadership) in Hikma Pharmaceutical Company.

The researchers chose Al-Hikma Pharmaceutical Company, which are among the service companies operating the pharmaceutical sector in Jordan. For the purpose of the research, specifically the following methods were used:

1. Percentages and Frequencies: To show properties of demographic study specimen members.
2. Alpha test of Cronbach: to determine the validity and interior reliability of tool.
3. Descriptive statistics: the arithmetic averages, standard deviations, and to indicate the degree of dispersion of the answers from their arithmetic mean, and to arrange the items according to their degree of importance.

4. Multiple reversion examination: to assessment main and secondary hypotheses of the study.

However, the community consists of all the administrative employees of Al-Hikma Pharmaceutical Company and the adult, and table (1) shows the size of the community:

Table (1) Number of study community members by company

The Company's name	No. of sample members
Al-Hikma Pharmaceutical Co	168

The study sample consists of all (186) managers, their assistants, their deputies, and heads of departments in Al-Hikma Pharmaceuticals. Furthermore, Figure (1) shows the hypothetical research model, through which the independent and dependent variables are identified, and the figure aims to chart the course of the relationship between both strategic renewal and organizational health.

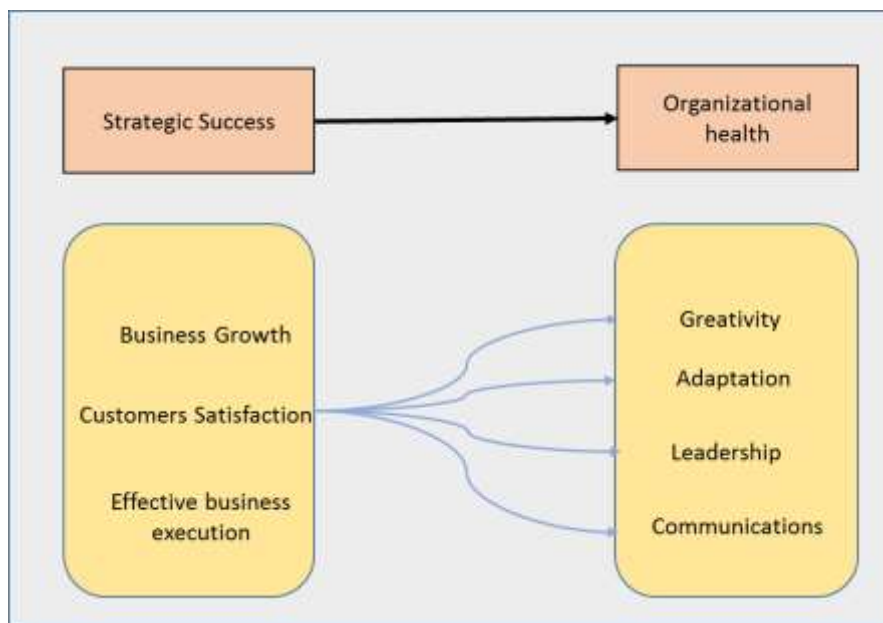


Figure 1. Default search form

For the study to achieve its objectives, it was necessary to formulate the main hypotheses and the sub-hypotheses that emerged from them, in line with the research model, as follows:

H0: The main hypothesis: There is no statistically important impact at level of importance ($0.05 \geq \alpha$) for strategic success in its dimensions (effective business implementation, business growth and customer satisfaction) on organizational health with its dimensions (creativity / adaptation / leadership / communication) in Al-Hikma Pharmaceutical Company. Several the following hypotheses are derived from it.

H01: First sub-hypothesis: There is no statistically important impact at level of importance ($0.05 \geq \alpha$) for planned success in its dimensions (effective business implementation, business growth, customer satisfaction, adaptation and response) on (creativity) in Al-Hikma Pharmaceutical Company.

H02: The second sub-hypothesis: There is no statistically important impact at level of importance ($0.05 \geq \alpha$) for strategic success in its dimensions (effective business implementation, business growth, customer satisfaction, adaptation and response) on (adaptation) in Al-Hikma Pharmaceutical Company.

H03: The third sub-hypothesis There is no statistically important impact at level of importance ($0.05 \geq \alpha$) for strategic success in its dimensions (effective business implementation, business growth, customer satisfaction, adaptation and response) on (leadership) in Al-Hikma Pharmaceutical Company.

H04: Fourth sub-hypothesis: There is no statistically important impact at level of importance ($0.05 \geq \alpha$) for strategic success in its dimensions (effective business implementation, business growth, customer satisfaction, adaptation and response) on (communication) in Al-Hikma Pharmaceutical Company.

Strategic success is a concept that business establishments in all its forms seek to possess, as research and scientific studies have focused on it due to its significance in the existence and development of the society. To motivate employees to attain the goals, mission and vision of the organization. The researchers in [3] mentioned that strategic success is the organization's ability to form a strategy characterized by clarity and flexibility for variables and its ability to implement it in an effective manner. When looking at the study in [4], we find that the organization's ability to use its available resources efficiently and effectively, which achieves results that exceed the capabilities of its competitors in the market. Whereas, the researchers in [5] mentioned that strategic success is the organization's ability to meet the desires of customers and achieve profits at the same time. However, the dimensions of strategic success are summarized as bellow:

- 1- Customer satisfaction: It is a concept that organizations rely on through the quality of the service provided to the customer to earn his loyalty to the organization [3].
- 2- Effective implementation of work: a series of interrelated processes and activities related to translating the chosen strategic alternatives into plans and policies of appropriate organizational structures [6], and the researchers defined it [7].
- 3- Business growth: the organization's ability to work in order to obtain an advanced strategic position through which it achieves an increase in its size, investments and resources, as it ensures a better future among business organizations [8].

2. Organizational Health

2.1. The concept of organizational health

When looking at the term organizational health, we find that it consists of two parts. Health means that something is free of any defect or problem. The other part is organizational, which is taken from the organization or organization, which means a

group of individuals and groups that have a relationship and a link between them with the aim of achieving a specific goal. The term organizational health is an important term. In organizations, the researchers in [9] defined organizational health as the ability of the organization to perpetuate work effectively in order to avoid future difficulties in the organization. An organizational structure that helps the organization achieve its goals [10], He also introduced it to the strategy that organizations have, through which it enables them to preserve workers from a health, physiological and psychological point of view and work to motivate them, whether morally or materially, which helps the company to improve their productivity, and the researcher in [11] defined it as a concept through which the organization is able through Its internal and external systems from adapting to the internal environment and contact with the organization, which strengthens its organizational immunity, which will reduce the problems it faces with the workers. Cooperation between workers with each other, which develops a sense of belonging to them, which benefits the organization.

2.2.The Importance of Organizational Health

Many researchers agreed on the importance of organizational health, as it is one of the modern terms in the science of organizational behaviour in organizations, as it is a term characterized by comprehensiveness in terms of giving an appropriate perception of the organization and its organizational climate and describing the relationship between employees and senior management [11], [12]. Organizational health is important in the organization's possession of the concept of organizational health, which helps adapt to the external environment and raise its ability to exploit opportunities and invest the available resources. Organizational health gives an accurate and comprehensive description of the prevailing climate in the organization and its surrounding environment.

2.3. Levels Of Organizational Health

Many researchers mentioned that organizational health passes at different levels, according to the dimensions of organizational health appropriate to it. In the work of Mohamed and Mohamed [13], mentioned that the levels of organizational health are:

- 1) A missing level of organizational health: one of the levels in which organizational health is absent, as it is characterized by the organizational level in which individuals are not respected, their values or ideas are not respected, and there is no opportunity to develop themselves. Trust and work for personal interests only.
- 2) A weak level of organizational health: a level characterized by tyranny in decision-making by the management and in which workers feel disrespect in all respects, whether value or taking opinions, and it is one of the levels characterized by lack of cooperation between individuals.
- 3) The limited level of organizational health: the administration's attention at this level is focused on its interest, so it works on training Employees to increase

their performance and develop their market value, and all-important decisions are in the hands of the higher management, as this level is characterized by a negative leadership style.

- 4) A medium level of organizational health: one of the appropriate levels for workers, where there is motivation and attention to their morale. Communication between senior management and workers is characterized by openness, where there is limited dialogue between them and there is real cooperation between them.
- 5) An excellent organizational health level: the positive level of the employees in the organization in all respects is high. Participation with the senior management in decisions is present, and the communication channels are open between them. Just as the employees have their value in the organization, and at this level the tendency is to attract highly motivated employees.
- 6) An ideal organizational health level: the best organizational level for employees where the high morale prevailing in the organization is a motive for achievement, and the high and flexible behavior of the senior management has a role in achieving the goals and the organization is characterized by positive.

3. Elements of Organizational Health

In this section several points have been covers as follows:

1. Creativity: It is the birth of something new and unfamiliar, or even looking at phenomena and things in a new way [14]. Creativity from the vision of [5] Creativity is that idea that has developed and embodied on the basis that it is a good or service that has emerged in a new and unfamiliar way [9].
2. Communication: a vital process in the organization represented in the process of exchanging information between management and workers without any confusion, which leads to the achievement of organizational goals in the highest quality standard [15]. Get complete and correct information through it without a misunderstanding with management, which increases the productivity and efficiency of the organization.
3. Adaptation: It represents the individual's desire to follow up on changes in work and the ability to follow up on new ideas and the ability to develop them. It represents the individual's ability to discuss the upper or middle management in matters related to work and convince them to change and work to find new ways of working [16]. The researcher defines it as the individual's ability to realize the changes that have occurred and find a way to solve them.
4. Leadership: Leadership refers to the moral and inspirational influence of the leader on his subordinates to overlook their personal interests in favor of the organization in addition to the personal characteristics of the leader, which increase the subordinates' admiration, trust and loyalty to the leader, which motivates them to make double efforts to implement the work required of them [10].

4. Applied Aspect of Research

The researcher used each of the: "**Reliability**" test to measure stability to test the impact of strategic renewal on organizational health in (Al-Hikma Pharmaceutical Company).

4.1 Stability Test

Using the (Kronach alpha) test to measure the stability of the measuring instrument, its internal consistency, and its ability to measure dimensions, and the table indicates the test consequences. The adjacent table indicates the results of the test, where we note through the table that the constancy factors for all analysis axes were larger as compared to (50%), Which indicates that there is interior constancy between the researcher and the sections of all of the fields, concludes from this that there is interior constancy between the paragraphs of the field, that endorses the significance and validity of survey in testing hypotheses. The table shows the level of research variables related to the components of strategic prowess by removing the standard deviations and arithmetic means and also percentages. The order of comparative significance of the average responses of the research sample for the variables of strategic dexterity, arranged in descending order.

Table (2) the level of research variables related to the components of strategic prowess

No.	Strategic Success	Arithmetic Average	Standard Deviation	Percentage	Verification Degree	Correlation Coefficient
1	business growth	3.52	1.112	87.2%	Very good	0.517
2	customers satisfaction	4.33	1.32	72.7%	Good	0.78
3	Effective business execution	4.37	1.542	72%	Good	0.542

It is clear from table (3) that the indicators of strategic success were with a varying degree of achievement between good and very good. Business growth ranked first with a very good degree and a percentage of (87.2%), a standard deviation of (1.112) and an arithmetic mean of (3.52) and a correlation coefficient The customer satisfaction index came in second place, with a relative importance of (72.7%), an arithmetic mean of (4.33), a standard deviation of (1.32), and a correlation coefficient (R) of (0.78), and the implementation indicator came The effective business ranks third, with a relative importance of (72%), an arithmetic mean of (4.37), a standard deviation of (1.542), and a correlation coefficient (R) of (0.542), and this is evidenced by the table that the views of each of the managers in the company in question were Positive with regard to indicators of strategic success because most of the averages are generally higher than the hypothetical mean of (3).

Table (3) the indicators of strategic success

Field	Cronbach's Alpha	N of Items
Effective business execution	0.872	6

customers satisfaction	0.883	5
business growth	0.775	5
creativity measure	0.61	5
adaptive scale	0.794	6
communication meter	0.835	6
driving scale	0.759	7

Table (4) shows the order of the relative importance of the mean of the answers of the research sample for the variables of organizational creativity, arranged in descending order.

Table (4) the answers of the research sample

No	organizational health	Arithmetic mean	standard deviation	percentage	Verification degree	correlation coefficient (R)
1	Telecommunications	3.652	0.942	%81	very good	0.648
2	Creativity	3.615	1.053	%80	very good	0.700
3	Leadership	3.583	0.861	%73	good	0.445
4	Adaptation	3.57	1.306	%71	good	0.641

It is clear from Table (4) that the indicators of organizational health were with a very good and good degree of achievement. Communications ranked first with a very good degree, with a percentage of (81%) and an arithmetic mean of (3.652), with a standard deviation of (0.942) and a correlation coefficient ((R by (0.648), as for the creativity indicator, it ranked second with a percentage of (80%), an arithmetic mean of (3.615), a standard deviation of (1.053), and a correlation coefficient ((R) of (0.70). The relative importance was (73%), the arithmetic mean was (3.583), the standard deviation was (0.861), and the correlation coefficient ((R) was (0.445). (3.57) and a deviation of (1.306) and a correlation coefficient ((R) of (0.641), and this indicates from the table that the views of each of the managers in the company in question were positive regarding the indicators of organizational health because most of the averages are generally higher than the hypothetical mean of (3) of the test scale.

4.2. Testing the correlation hypotheses (Main premise)

H0: There is no statistically important impact at level of importance ($0.05 \geq \alpha$) for strategic success in its extents (business growth, customer satisfaction, effective business implementation) on organizational health with its dimensions (communication, creativity, leadership, adaptation).

To examination the hypothesis of main study, a numerous reversion test was conducted for show extent to which there is an important and statistically significant influence of strategic success with its dimensions (business growth, customer

satisfaction, effective business implementation) on organizational health with its dimensions (communication, creativity, leadership, adaptation), the following are the test consequences.

Table (5) indicates that the value of association factor between the dependent variable and independent variable was (0.479), as revealed, and the value of factor of calculation - (2R) was (0.230), and as a result, the independent factors were able to account for 23% of the variations in the dependent variable. However, the test of the overall significance of the multiple regression model are displayed in table 6.

Table (5): Form summary table (Model Summary) for the main premise

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.479 ^a	0.230	0.223	0.52849

Table 6 shows the examination of modification, which aims to recognize the descriptive power of the model and for each strategic success with its dimensions (business growth, customer satisfaction, effective business implementation) on organizational health with its dimensions (communication, creativity, leadership, adaptation). Through statistical analysis (F).

Table (6) The results of the examination of variance, the effect of planned success on organizational health

Model	Sum of Squares	DF	Mean Square	F	Sig.
Regression	29.050	3	9.683	34.670	0.00 ^b
Residual	97.4	349	0.279		
Total	126.526	352			

a. Dependent Variable: Health, b. Predictors: (Constant), for strategic success.

From what Table 6 shows, it becomes clear that there is a highly significant significance of the (F) test estimated at (34,670), which is higher than its tabular value (2.19), and at the level of significance it was estimated at (Sig = 0.000), which is less than the significance level ($0.05 \leq \alpha$), As a result, the multiple regression model has a substantial association that may be used to determine the causal link between the dependent and independent variables. In this case, the null hypothesis is rejected, and the alternative hypothesis, that the multiple regression model is significant, is accepted and as the independent variables interpreted (23 percent) of the dependent variable, there is an influence of the independent variables on the dependent variable.

That is, there is a statistically substantial influence at the level of meaning ($0.05 \geq \alpha$) for planned success with its extents (business growth, customer satisfaction, effective business implementation) on organizational health with its dimensions (communication, creativity, leadership, adaptation). Testing results of the significance of the multiple regression equation coefficients are shown in table 7.

Table (7) Coefficient table a(Coefficient) for the main hypothesis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.251	0.223		10.106	0.000
	business growth	-0.157	0.057	-0.154	-2.774	0.006
	customers satisfaction	0.129	0.47	0.150	2.710	0.007
	Effective business execution	0.358	0.36	0.465	9.871	0.00

Dependent Variable: health

Table No. (4-12) indicates that the independent variables (business growth, customer satisfaction and effective business implementation) have a statistically significant effect on quality, as the calculated (T) value was higher than its tabular value and at a level of statistical significance than the specified value (0.05).

By reading the results of (B) (the non-standard regression coefficient), it was found that the effective implementation of the work had the greatest impact on the quality of work, as the value of (B) reached (0.358), while the growth of the business reached the value of (B) (-0.157), The value for customer satisfaction was (0.129).

sub-hypotheses

The first sub-hypothesis

H0: There is no statistically important impact at the level of significance ($0.05 \geq \alpha$) for strategic success with its dimensions (business growth, customer satisfaction, effective business implementation) on communication in Al-Hikma Pharmaceutical Company.

A multiple regression test was used to evaluate the hypothesis of the first sub-study, demonstrating the extent to which strategic success has a meaningful, statistically significant influence on its dimensions (business growth, customer satisfaction, effective business implementation) on communications in Hikma Pharmaceutical Company, and the following are the test results:

Testing the significance of the multiple regression equation coefficients:

Table (8) Model summary table b (Model Summary) for the first sub-hypothesis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.623a	0.388	0.382	57040

Table 8 reveals that the correlation coefficient between the self-governing and reliant on variables was (0.623), as stated, and the coefficient of determination - (R²) was (0.388), indicating that the independent variables could explain (38.8%) of the variations in the dependent variable.

The test of the overall implication of the numerous regression model, the table offerings the consequences of the examination of alteration ANOVA for the significant regression model test:

Table (8) The results of the analysis of variances for strategic success in communications

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	71.912	3	23.971	73.677	0.000b
	Residual	113.548	349	0.325		
	Total	185.460	352			

Table 8 demonstrates the examination of alteration, that purposes to recognize the explanatory power of the each independent variable and model (for strategic success with its dimensions (business growth, customer satisfaction, effective business implementation) on communications in Hikma Pharmaceutical Company through statistical analysis (F).

From what Table 8 shows, it becomes perfect that there is the highly significant consequence of the (F) test assessed at (73.677) which is larger as compared to its tabular value (2.19), and at the importance level it was assessed at (Sig = 0.000), which is below the importance level ($0.05 \leq \alpha$), Thus, the multiple regression model has an appropriate significant relationship to measure the fundamental association between the dependent variable and independent variable.

In this case, the null hypothesis is rejected, but the alternative hypothesis, that the multiple regression models is significant, is accepted, and as the independent variables interpreted 38.3 percent of the variable affiliate, there is an influence of the self-governing factors on the reliant on variable.

That is, there is a statistically important influence at the level of importance ($0.05 \geq \alpha$) for planned success with its extents (business growth, customer satisfaction, effective business implementation) on communications in Al-Hikma Pharmaceutical Company. Testing the significance of the multiple reversion equation factors.

Table 9 shows that self-governing variables have a statistically significant effect on communications in Al-Hikma Pharmaceutical Company, where the calculated (T) value was more than its tabular value and at a level of statistical significance less than the specified value (0.05). By reading the results of (B) (the non-standard regression coefficient), it was found that the effective implementation of the works had the greatest impact on communications, as the value of (B) reached (0.559), .205

Table 9 indicates the results of model.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.196	.240		4.974	.000
business growth	-.061	.061	-.049	-.993	.322

customers satisfaction	.205	.051	.199	4.012	.000
Effective business execution	.559	.039	.599	14.264	.000

H0: There is no statistically important impact at the level of importance ($0.05 \geq \alpha$) for strategic success with its extents (business growth, customer satisfaction, effective business implementation) on creativity in Al-Hikma Pharmaceutical Company. To test the hypothesis of the second sub-study, a multiple regression test was conducted to show the dimension to that there is a significant, statistically important impact of planned success with its dimensions (business growth, customer satisfaction, effective business implementation) on creativity in Hikma Pharmaceutical Company, and the following are the test consequences.

Table (10) Analysis the significance of the numerous regression equation coefficients

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.496 ^a	0.246	0.239	0.80378

As indicated in Table 10, the correlation coefficient between the self-governing variable and the reliant on variable was (0.496), and the coefficient of determination - (2R) was (0.246), indicating that the self-governing variables were capable to clarify (24.6 percent) of the variations in the dependent variable. Table 11 shows the consequences of the examination of alteration ANOVA to test the importance of the regression model.

(Table 11) The results of the analysis of variance b for the effect of organizational success on creativity

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	73.458	3	24.486	37.901	.000b
	Residual	225.474	349	.646		
	Total	298.932	352			

Table 11 shows the analysis of alteration, which aims to recognize the descriptive power of the all-self-governing variable and model (for strategic success with its dimensions (business growth, customer satisfaction, effective business implementation) on creativity in Al-Hikma Pharmaceutical Company through statistical analysis (F). From what Table 11 shows, it is obvious that the (F) test has a highly significant significance assessed at (37.901), which is larger than its tabular value (2.19), and it was estimated at (Sig = 0.000), which is lower than the importance threshold (0.05). As a result, the multiple regression model has a substantial association that may be used to quantify the causal link between the dependent and

independent variables. As a result, the null theory is excluded, though the alternate theory is recognized, stating that the multiple regression model is significant (the independent variables have an effect on the dependent variable), and thus the independent variables have an influence on the reliant on variable, as the self-governing variables interpreted 24.6 percent of the variable affiliate. That is: There is a statistically important impact at the level of significance ($0.05 \geq \alpha$) for strategic success with its dimensions (business growth, customer satisfaction, effective business implementation) on creativity in Al-Hikma Pharmaceutical Company. Table 12 indicates the results of the model.

Table (12) Coefficient table a(Coefficient) for the second sub-hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.055	0.339		6.066	0.000
business growth	-.444	.086	-.284	-5.151	0.000
customers satisfaction	.361	.072	.275	5.003	0.000
Effective business execution	0.512	0.055	0.432	9.278	0.000

The table indicates a statistically important impact of strategic success with its dimensions (business growth, customer satisfaction, effective business implementation) on creativity in Al-Hikma Pharmaceutical Company, where the calculated (T) value was higher than its tabular value and at a level of statistical significance less than the specified value (0.05).

H0: There is no statistically important influence at the importance level ($0.05 \geq \alpha$) for strategic success with its extents (business growth, customer satisfaction, effective business implementation) on leadership in Al-Hikma Pharmaceutical Company. To test the hypothesis of the third sub-study, a multiple regression test was showed to show the extent to which there is a significant, statistically noteworthy impact of strategic success with its dimensions (business growth, customer satisfaction, effective business implementation) on leadership in Al-Hikma Pharmaceutical Company. The results of the test are shown in table 13.

Table (13) Model summary table for the third sub-hypothesis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.226a	0.051	0.043	0.63907

Table (4-19) indicates that the value of the association factor between the the dependent variable and independent variable was (0.226), as shown, and the value of the coefficient of determination - (2R) was (0.051), and as a result, the independent variables might account for (5.1%) of the variations in the dependent variable. Table

14 presents the results of the analysis of variance ANOVA to test the significance of the regression model.

Table (14) The results of the analysis of variance for the effect of participation in decision-making on validity

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.672	3	2.557	6.262	0.000b
	Residual	142.535	349	0.408		
	Total	150.207	352			

Table 14 shows the examination of alteration, which goals to recognize the explanatory power of each self-governing variable and model (business growth, customer satisfaction, effective business execution) on the leadership in Al-Hikma Pharmaceutical Company through a statistical analysis (F). From what Table 14 shows, the (F) test has a high significant significance, estimated at (6.262), which is greater than its tabular value (2.19), and a significance level of (Sig = 0.000). As a result, the multiple regression model has a substantial association that is appropriate for determining the causal link between the independent and dependent variables. The null theory is excluded in this case, and the alternate theory is recognized, stating that the multiple regression model is significant (the self-governing factors have an influence on the dependent variable), and so the independent variables have an influence on the reliant on variable. Table 15 indicates the results of the model.

Table (15) Coefficient table a(Coefficient) for the third sub-hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.752	0.269		10.217	0.000
business growth	-.098-	0.069	-0.089-	-1.436-	0.152
customers satisfaction	.026	0.057	0.027	0.446	0.656
Effective business execution	.183	0.044	0.218	4.167	0.000

5. Conclusions and Recommendations

5.1 Conclusions

The research work exhibited that there is a statistically important impact between the elements of strategic success (business growth, customer satisfaction, effective business implementation), and creativity, and this indicates the importance of the two components in enhancing the creative ability and the ability to synthesize the merging of elements more than separating them into parts and then analysing them with Some of them, then evaluate them in terms of their relationship to the whole, and focus on the way they interact with each other in terms of their success in serving the goals and keenness of Al-Hikma Company to visualize and anticipate future events that could affect the quality of work provided to the community. Also, the research work exhibited that there is a statistically important impact between the elements of strategic success (business growth, customer satisfaction, effective business implementation) and adaptation, and it confirms to us the importance of the two elements in organizational health and works to satisfy the needs of the beneficiaries and expand the scope of their services and that they have the ability to determine A roadmap for the organization's employees and an understanding of the changes that are likely to affect their work in the organization, and support for long-term investment. Furthermore, the research work exhibited that there is a statistically important impact between the elements of strategic success (business growth, customer satisfaction, effective business execution) and the elements of communication capacity, which confirms to us the importance of the two elements in expressing the strategic vision in simple and exciting terms that increase the extent of commitment at the company level. as a whole and provide inductive energy that allows the leader to develop strategies to counteract the attainment of the organization's strategic objectives

5.2.Recommendations:

Considering the results, the study reached the following recommendations:

1. The need for Jordanian pharmaceutical companies to focus on motivating workers to participate in decisions related to work.
2. The necessity of involving the employees of the Jordanian pharmaceutical companies in identifying the problems that require appropriate solutions related to the work mechanism.
3. The necessity for Jordanian pharmaceutical companies to introduce new strategies to activate the role of customers in the quality of decisions related to improving work and service.
4. The necessity for Jordanian pharmaceutical companies to activate the role of workers in creative decisions related to the strategies they provide to clients.
5. The necessity for Jordanian pharmaceutical companies to cooperate with workers to express their opinions on providing the best alternatives to reach the required strategic success.
6. The necessity of granting Jordanian pharmaceutical companies' confidence and reinforcement for workers during the process of implementing decisions related to improving work performance.
7. The necessity for Al-Hikma Jordanian Pharmaceutical Companies to prepare training courses to develop the expertise, capabilities and skills of the workers in finding appropriate solutions to the problems that may face the work.
8. The necessity for Al-Hikma Jordanian Pharmaceutical Companies to involve the workers in developing plans related to the organizational health mechanism.
9. The necessity for Al-Hikma Jordanian Pharmaceutical Companies to focus on motivating and encouraging employees to continuously improve performance.

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