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# A Better Pharmaceutical Organizational Culture for Better New Drug Performance in Thailand: Mediating Role of Organizational Sustainability Dimensions

[1] Boonsri Kittichottipanich; [2]Ponpun Vorasiha, [3] Udomporn Yingpaiboonsuk, [4] Punyarat Lapvongwatana.

***Abstract***

*In the past few decades, it can be seen that some organizations keen to take an effective organizational sustainability model to expand as well as to enhance the performance of their existing products through science and IT operations. However, the main purpose of this study is to enhance the performance of existing products and services through the development of positive organizational culture and environment. This research paper also aims to identify the mediating impact of organizational sustainability which future includes monitoring and evaluation, capital management, and customer-oriented management. For this intention, the analysts of this research collect data and information from about 315 respondents out of which 150 were female and 165 were male. For the purpose of data analysis and calculation of data, this research study uses structural equation modeling and the KMO technique. The results of this study revealed that positive organizational culture and environment can help an organization to enhance the performance of their existing products. The findings of this study also manifest that capital management positively effects the relationship of organizational culture with the new drug performance. Significant results of the study contribute to existing literature and also help many sectors to enhance the performance of existing products.*

***Keywords:*** *Organizational cultural, Organizational Sustainability, Capital management, Customer-oriented management, Monitoring, Evaluation, Product performance, New Drug performance,*

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## 1 Introduction

To attain business success in today's competitive market place, the use of strategic tools and creativity has increased. These strategic tools enables the firms to meet the consumer demands and gain market success through continuous development of innovative products. Therefore to gain organizational sustainability (Bamgbade, Kamaruddeen, & Nawi, 2017; Felipe, Roldán, & Leal-Rodríguez, 2017; van de Wetering, Mikalef, & Helms, 2017), the best possible mechanism is to use the open innovation strategy. Through the use of open innovation mechanism, the capacity of a firm to have proper planning, to monitor the capacity of the firms and to efficiently perform open innovation (Dranev, Izosimova, & Meissner, 2018; Han, Arokiasamy, & Marn, 2019; H. Hassan & Daud, 2017; Journeault, Levant, & Picard, 2020). The embracement of open innovation by the organizations and industrial sector highly depends upon the cultural settings of the region.

The economic conditions, customer oriented management, capital management and the regular monitoring and evaluation are some of the factors that affect the innovative business opportunity for the manufacturing enterprises of Thailand (Guerra-Júnior et al., 2017; Rowe, Labadie, Jackson, Vivas-Torrealba, & Simon, 2018; Swann, 2017; Thakur-Wernz, Bruyaka, & Contractor, 2019). Companies making investments in the innovation sector are more susceptible to the market changes and at the same time they have a greater opportunity then the other companies that have not invested in the innovation. The overall organizational culture of any form get changed with the presence of leadership having innovative

mindset (Barrett, 2017; De-Pablos-Heredero, Montes-Botella, & García-Martínez, 2018; Hall, Matos, Gold, & Severino, 2018). Thus, the employees gets more involved in the idea generation and their engagement makes them more concerned about the company's performance.

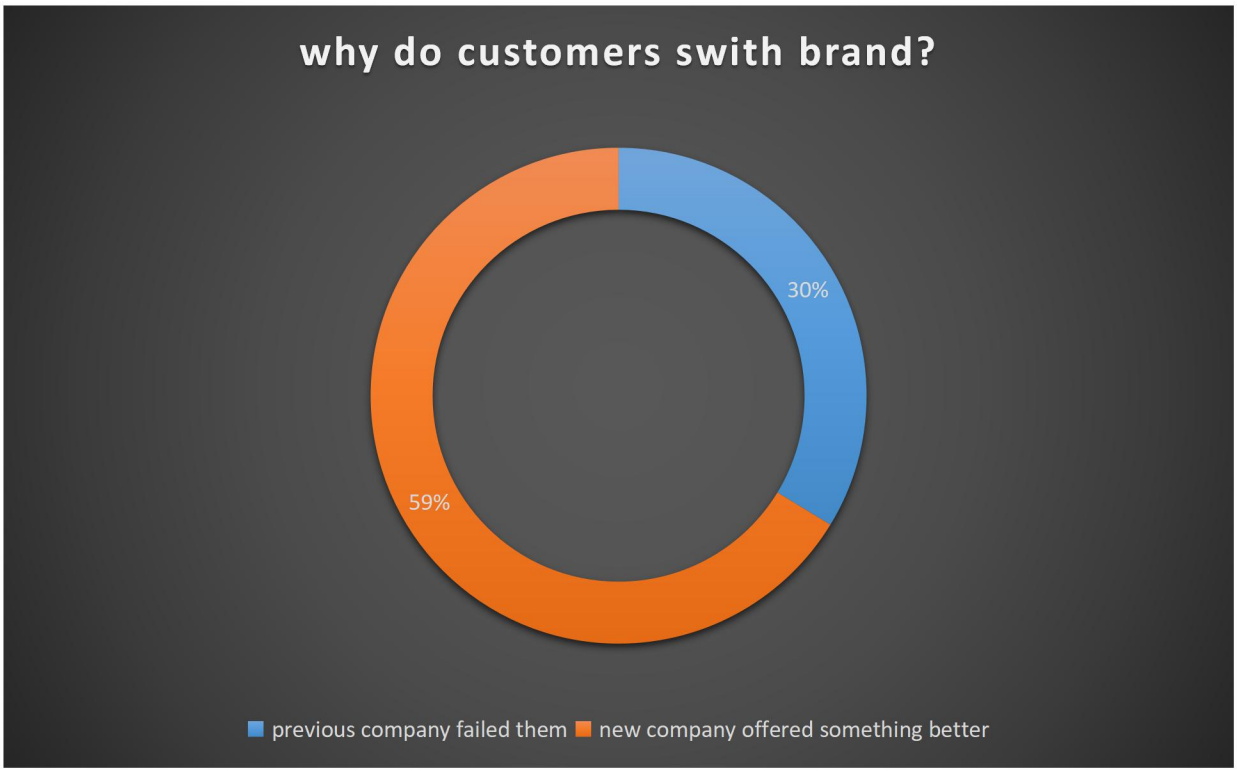



**Figure 1: Why do customers switch brand?**

**Source: (Satalytics)**

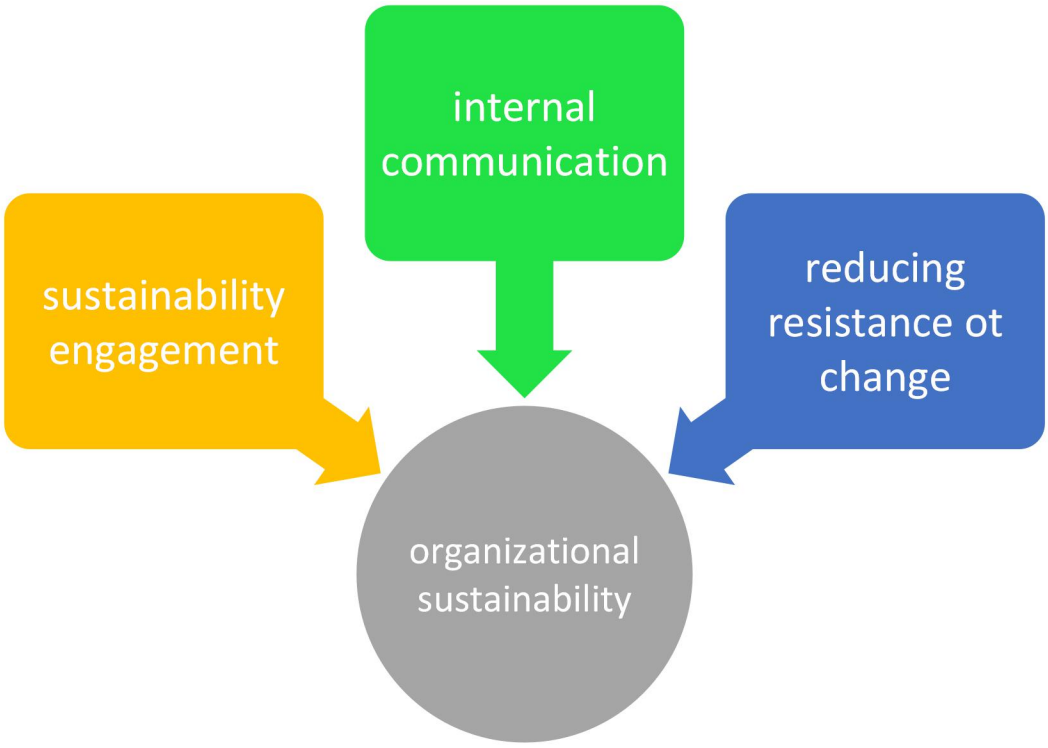



**Figure 2: Organizational Sustainability**

**Sources: (MDPI)**

Following are the research objectives determined for the study:

1. To determine the impact of organizational culture on the capital management
2. To determine the impact of organizational culture on the customer oriented management
3. To determine the impact of organizational culture on the monitoring and evaluation
4. To determine the impact of the capital management on the new drug performance
5. To determine the impact of the customer oriented management on the new drug performance
6. To determine the impact of monitoring and evaluation on the new drug performance

The role of organizational culture on the innovation performance of the firms has not been focused in the past research studies. Therefore, there exists a literature gap in the research sector and the present study will focus on this aspect of business development. There are still some research studies that support the influence the impact of business environment on the business performance, but the practical examples are not much efficient (Barrett, 2017; De-Pablos-Heredero et al., 2018; Hall et al., 2018). That is why the study will also work on the practical implementation of the results. The already present literature studies also does not provide the empirical evidence for the depiction of the effects of organizational cultural settings on the outcomes related to the innovative performance of the organization. That is why the present study will also focus on this aspect of business organization.

## 2 Review of literature

### 2.1 Theoretical background

Schein's model helps in the understanding of the norms and values of the organizations, their artifacts and cultural layers and how all of these effects the innovative behavior of the organization (Asefa, 2017; Huang, Chen, Mei, & Mo, 2019; Journeault, 2016; Manyazewal, 2017). Moreover, the theoretical model also helps in the understanding of sustaining the performance of the firm through providing information about the capital and customer oriented management. This makes the employees more engaged in the organizational activities and also provide the monitoring and evaluation help to the organization and how they can improve their performance (Muthuveloo, Shanmugam, & Teoh, 2017; Odor, 2018; Pekovic & Delmas, 2018; Ranängen, Cöster, Isaksson, & Garvare, 2018).

### 2.2 The impact of organizational culture on the capital management

In context to the capital management, organizational culture helps the employees to learn about the methods for problem solving with the external adaptations and the use of internal integration. According to the research study (Asefa, 2017; Huang et al., 2019; Ifeoma, 2019; Journeault, 2016; Manyazewal, 2017), this organizational culture could be used as a criteria to determine the innovative tendency of the organization. Using innovative strategies and having innovativeness in the processes and functioning of the organization, the capital management is easily maintained with a profitable market performance. Therefore, the following hypothesis has been generated from the studied literature:

**H1: There is a significant relationship between the organizational culture and the capital management of an organization.**

### 2.3 The impact of organizational culture on the customer oriented management

With a positive organizational culture, the employees feel more engaged in the activities related to product sale and its marketing and this result in the production of more innovative ideas. According to the research studies (Muthuveloo et al., 2017; Odor, 2018; Pekovic & Delmas, 2018; Ranängen et al., 2018; Kamasak & Cansever, 2019), the organizational culture determines the attitude of the employees and especially the ones that have to deal with the public. If the organizational culture focuses on the effective management of the customers and their responses, the customer oriented management will be easy to handle. Therefore, the following hypothesis has been generated from the studied literature:

**H2: There is a significant relationship between the organizational culture and the customer oriented management of an organization.**

### 2.4 The impact of organizational culture on the monitoring and evaluation

Through organizational culture, the values of the organizations and their underlying assumptions are shared among the employees from the ones that have used these to solve the problems in past. Thus, the researchers (Carayannis, Grigoroudis, Del Giudice, Della Peruta, & Sindakis, 2017; Gillespie, Privitera, & Gaspero, 2019; Yang, Bento, & Akbar, 2019) emphasize on the better organizational culture has better results on the various functions and processes of an organization and similar is the case with the monitoring and evaluation (Kehoe, Lepak, & Bentley, 2018; Pekovic & Delmas, 2018; Yusoff, 2019; Basiouni, 2020). Therefore, the following hypothesis has been generated from the studied literature:

**H3: There is a significant relationship between the organizational culture and the monitoring and evaluation of an organization.**

### 2.5 The impact of the capital management on the new drug performance

One of the best management practices that an organization can use include the efficient use of its available resources. This ensures that the available resources are efficiently used and also include the performance analysis of the new products and in case of pharmaceutical industries, the new drugs. Therefore, the following hypothesis has been generated from the studied literature:

**H4: There is a significant relationship between the capital management of an organization and the new drug performance in the market.**

### 2.6 The impact of the customer oriented management on the new drug performance

The organizations that takes care the view point of its customers are more focused on the needs of its customers (Manyazewal, 2017; Muthuveloo et al., 2017; Odor, 2018; Ranängen et al., 2018). Such pharmaceutical companies produce new drugs that are according to the needs of its customers which shows better market performance (Asefa, 2017; Hall et al., 2018; Huang et al., 2019; Journeault, 2016). Therefore, the following hypothesis has been generated from the studied literature:

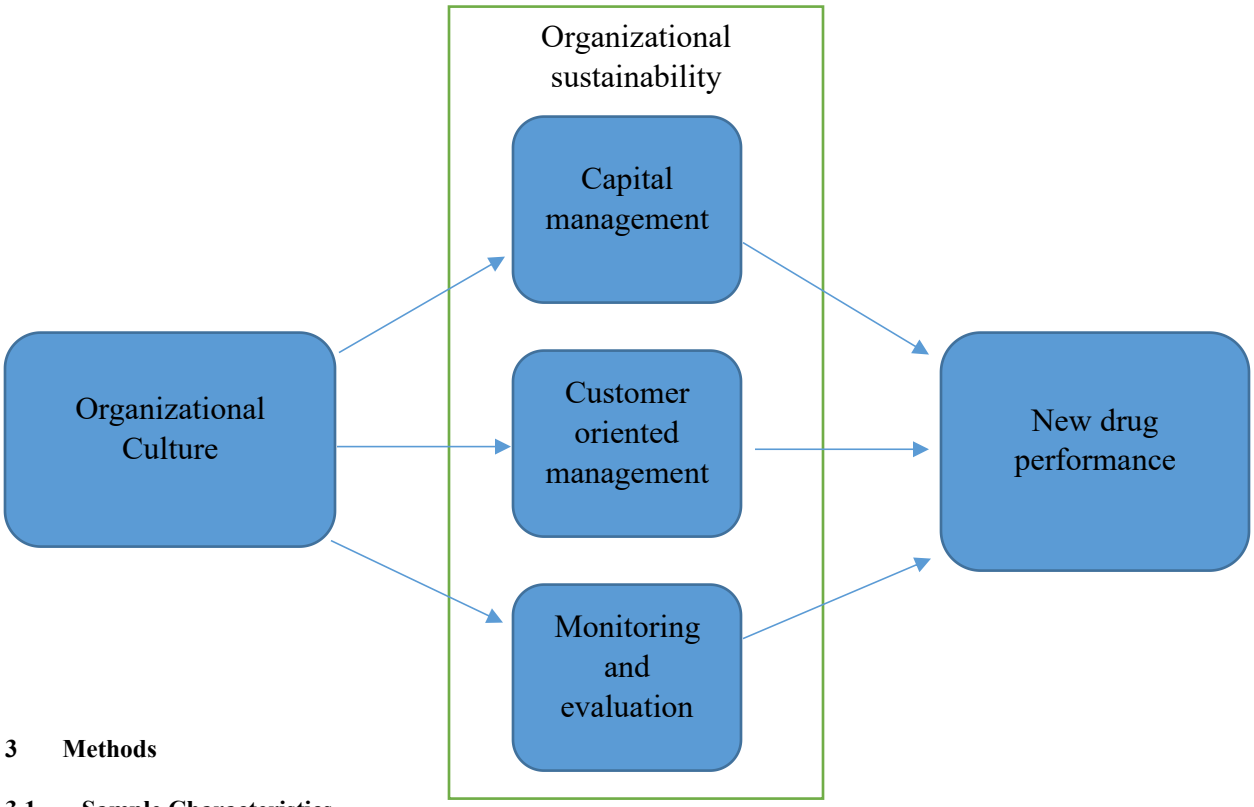
**H5: There is a significant relationship between the customer oriented management of an organization and the new drug performance in the market.**

### 2.7 The impact of monitoring and evaluation on the new drug performance

Regular monitoring and evaluation of the performance of any organizations ensures that all of the functions are acting properly and because of the habit of regular evaluation, the performance of the new drug can easily be accessed (Manyazewal, 2017; Muthuveloo et al., 2017; Odor, 2018; Ranängen et al., 2018). Therefore, the following hypothesis has been generated from the studied literature:

**H6: There is a significant relationship between the monitoring and evaluation of an organization and the new drug performance in the market.**

**Theoretical model**




## 3 Methods

### 3.1 Sample Characteristics

This study uses primary data collection and analysis procedures. The data was collected from the pharmaceutical organizations of Thailand. A questionnaire based survey was used to complete the study. The data collection procedure involved two steps, first phone calls were made to all pharmaceutical firms of the country and then detailed emails explaining the purpose of the study were sent to all respective heads of the firms. After attaining permissions questionnaires were distributed via online networks. The online networks were Survey monkey and Google forms. A total of 350 questionnaires were distributed among senior and middle level managers. From these 350, 15 weren't received back and 20 were discarded due to missing values. Thus the remaining 315 were used for analysis.

### 3.2 Measures

The scales were adapted from previous studies. The validity of the scale was asserted by two individual academicians. The questionnaire was also pretested on 25 MBA final year students and 5 middle level managers of similar organizations. The feedbacks from these individuals was used to make some adjustments in the questionnaire. A five point Likert scale is used to measure the responses.

#### 3.2.1 Organizational Culture

Organizational culture, the latent exogenous variable was measured indirectly on the basis of its multidimensional constructs, these include organizational climate, teamwork, and leadership and employee empowerment. These items were adapted from the studies of Çakar and Ertürk (2010), Salas and Cannon-Bowers (2001), Laforet (2008) and Naqshbandi and Tabche (2018). Sample items include "during the process of open innovation, the individuals are often consulted on the strategic decisions and provide positive feedback about the climate", "During the task performance, the members of the team encourage each other", moreover, "Social gatherings are also carried out so that the employees could work together" and "Individuals are provided with efficient authority os that they can take appropriate decisions regarding their task".

#### 3.2.2 New Drug Performance

The performance of new drugs was measured on the basis of the new product performance scale by Cooper (1998).

### 3.2.3 Capital management

Capital management is a construct of the latent variable organizational sustainability. It refers to the level of financial, social capital and human resources managed by an organization. Three items were included in the measurement scale and it was modified and adapted from the studies of Maack and Davidsdottir (2015), Gannon and Roberts (2018) and Fili, Berggren, and Silver (2013). A sample item is "For the innovation projects, the diverse sources of the funds are managed accurately".

### 3.2.4 Customer-oriented management

It is a construct of the latent variable organizational sustainability. Customer-oriented management was measured on the basis of the scale developed by Jeong, Pae, and Zhou (2006). Three items were adapted and modified according to the requirements of this study. A sample item is "the needs and behaviors of the customers are considered and understood so that a competitive advantage strategy could be developed".

### 3.2.5 Mentoring and evaluation

It is a construct of the latent variable organizational sustainability. Monitoring and evaluation was measured on the basis of a three item scale developed from the studies of Nitkin and Brooks (1998) and Nah, Zuckweiler, and Lee-Shang Lau (2003). A sample item is "Relevant progress and information about the performance is often collected and analyzed on a regular basis".

## 4 Results

### 4.1 Demographics

The control variables included in this study were gender, education and age. A total of 315 respondents were used to collect data, from these 52.4 percent respondents were male and 47.6 were female. 76.5 percent of the sample had an educational background equivalent to masters. And the age of 60.3 percent of the sample lies between 31 and 50. The disparity in gender division is because more men are employed in the pharmaceutical industry and the age and education figures represent the maturity and seniority of the sample.

### 4.2 Descriptive

The results of the descriptive analysis are represented in table 1. The mean values of most variables are centered on 3.5 and are approaching 4, which is an indication of the agreeableness of most respondents with the statements of the scale items. The skewness values are within the threshold range of -1+1, thus a normality distribution is followed by the sample. The presence of outliers is detected by evaluating the maximum and minimum values of the statistics and matching them with the end points of Likert scale, as a variation is observed thus outliers are present.

**Table 1: Descriptive Statistics**

| | N | Minimum | Maximum | Mean | Std. Deviation | Skewness | |
|---|---|---|---|---|---|---|---|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Std. Error |
| NewDurgPrf | 315 | 1.00 | 4.90 | 3.5667 | 1.09262 | -.841 | .137 |
| MonEvalu | 315 | 1.00 | 5.00 | 3.5003 | 1.15106 | -.679 | .137 |
| CustMang | 315 | 1.00 | 5.00 | 3.5600 | 1.10323 | -.787 | .137 |
| CapMang | 315 | 1.00 | 5.00 | 3.5657 | 1.07708 | -.842 | .137 |
| OrgCulture | 315 | 1.00 | 5.00 | 3.4447 | 1.10560 | -.621 | .137 |
| Valid N (listwise) | 315 | | | | | | |

### 4.3 KMO

KMO values are an indication of the adequacy of the sample and whether or not it can be used for factor analysis. As table 2 depicts the sample is adequate i.e. KMO value is greater than 0.6 and is almost 1 thus the sample data can be used for factor analysis.

**Table 2: KMO and Bartlett's Test**

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .939 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 9745.724 |
| | df | 351 |
| | Sig. | .000 |

### 4.4 Factor analysis

The results of factor analysis are presented in table 3. The values of all scale items are greater than 0.7 and the issue of the loading of factors against one another is not observed. Therefore the factors contribute effectively in the construct variance.

**Table 3: Rotated Component Matrix[a]**

| | Component | | | | |
|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| DP1 | | .719 | | | |
| DP2 | | .780 | | | |
| DP3 | | .843 | | | |
| DP4 | | .854 | | | |
| DP5 | | .834 | | | |
| DP6 | | .826 | | | |
| ME1 | | | | .790 | |
| ME2 | | | | .836 | |
| ME3 | | | | .819 | |
| CO1 | | | .824 | | |
| CO2 | | | .849 | | |
| CO3 | | | .877 | | |
| CM1 | | | | | .804 |
| CM2 | | | | | .851 |
| CM3 | | | | | .799 |
| OC1 | .849 | | | | |
| OC2 | .867 | | | | |
| OC3 | .874 | | | | |
| OC4 | .899 | | | | |
| OC5 | .894 | | | | |
| OC6 | .887 | | | | |
| OC7 | .869 | | | | |
| OC8 | .841 | | | | |
| OC9 | .853 | | | | |
| OC10 | .855 | | | | |
| OC11 | .824 | | | | |
| OC12 | .848 | | | | |

### 4.5 Convergent and discriminant validity

Convergent and discriminant validity is determined on the basis of AVE CR MSV and high self-correlation values. The table demonstrates CR and AVE values greater than 0.7 and 0.5. The correlation values are not related with other construct items and high self-correlation values are observed thus convergent and discriminant validity are present.

**Table 4: Convergent and Discriminant Validity**

| | CR | AVE | MSV | CM | DP | ME | CO | OC |
|---|---|---|---|---|---|---|---|---|
| **CM** | 0.904 | 0.758 | 0.336 | **0.871** | | | | |
| **DP** | 0.943 | 0.735 | 0.366 | 0.540 | **0.857** | | | |
| **ME** | 0.928 | 0.812 | 0.366 | 0.580 | 0.605 | **0.901** | | |
| **CO** | 0.928 | 0.811 | 0.342 | 0.477 | 0.513 | 0.585 | **0.900** | |
| **OC** | 0.927 | 0.782 | 0.239 | 0.466 | 0.489 | 0.370 | 0.420 | **0.884** |

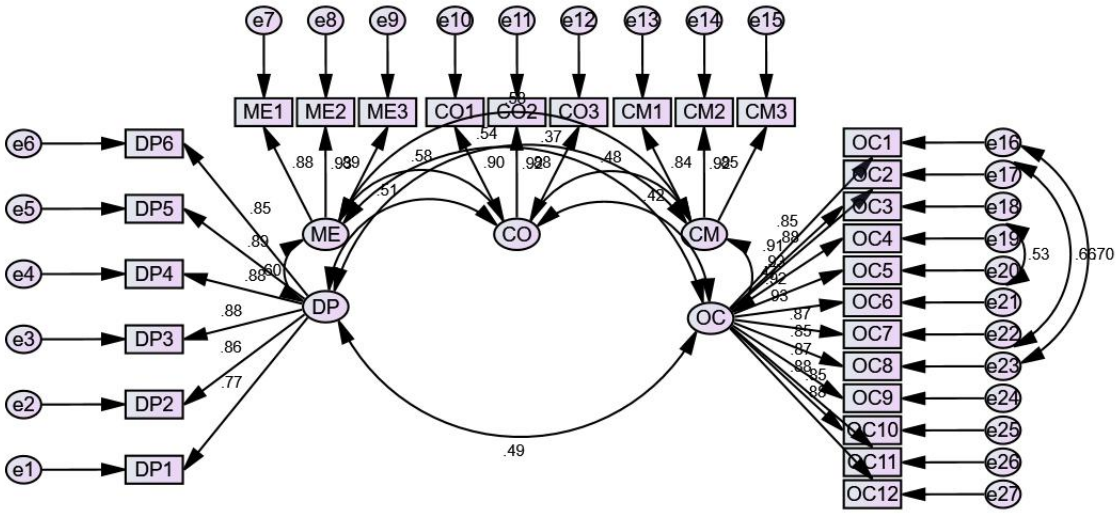
### 4.6 Model Fitness

The confirmatory factor analysis test is used to determine the fitness of the measurement model (S. G. Hassan, Hameed, Basheer, & Ali, 2020; Iqbal & Hameed, 2020), Fig 1 represents the measurement model. The model is fit as all the values of the indicators are according to the threshold ranges.

**Table 5: Confirmatory Factors Analysis**

| Indicators | Threshold range | Current values |
|---|---|---|
| CMIN/DF | Less or equal 3 | 2.054 |
| GFI | Equal or greater .80 | .854 |
| CFI | Equal or greater .90 | .966 |
| IFI | Equal or greater .90 | .966 |
| RMSEA | Less or equal .08 | .058 |

**Figure 1: CFA**



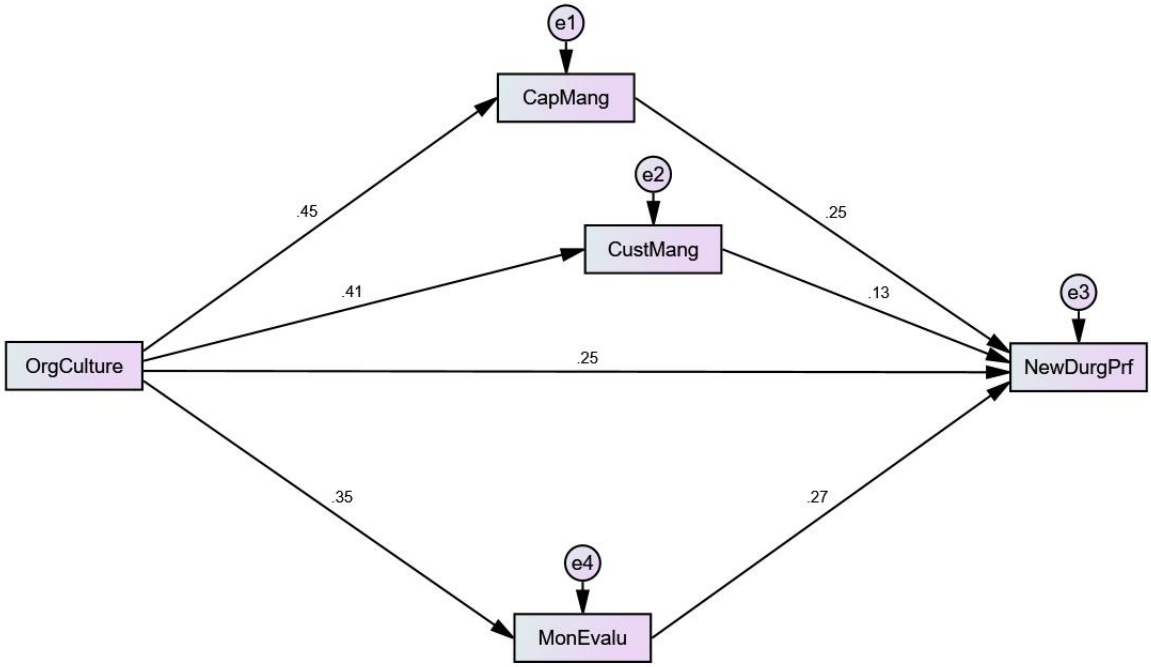

### 4.7 SEM

A unit increase in organizational culture, capital management, customer management, mentoring percent, percent, and evaluation produces a change and variation of 24.7 percent, 24.8 percent, 12.8 percent and 27.5 percent in the perfromance of a new drug in the market. The variatiosn and relatikonships are significant therefore the hypotheses are accepted.

**Table 6 Structural Equation Modeling**

| **Total Effect** | **OrgCulture** | **CapMang** | **CustMang** | **MonEvalu** |
|---|---|---|---|---|
| CapMang | .451*** | .000 | .000 | .000 |
| CustMang | .409*** | .000 | .000 | .000 |
| MonEvalu | .355*** | .000 | .000 | .000 |
| NewDurgPrf | .509*** | .248** | .128 | .275** |
| **Direct Effect** | OrgCulture | CapMang | CustMang | MonEvalu |
| CapMang | .451*** | .000 | .000 | .000 |
| CustMang | .409*** | .000 | .000 | .000 |
| MonEvalu | .355*** | .000 | .000 | .000 |
| NewDurgPrf | .247** | .248*** | .128 | .275** |
| **Indirect Effect** | OrgCulture | CapMang | CustMang | MonEvalu |
| CapMang | .000 | .000 | .000 | .000 |
| CustMang | .000 | .000 | .000 | .000 |
| MonEvalu | .000 | .000 | .000 | .000 |
| NewDurgPrf | .261** | .000 | .000 | .000 |

**Figure 2: SEM**




## 5 Discussion

In all aspects, the role of organizational culture has been significant in improving the overall performance of the sector because organizational culture mainly includes the firm's philosophy, expectations, and experiences (Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2019). Positive organizational culture helps sectors to enhance and improve the performance of their products because organizational culture promotes an effective innovation. According to the initial findings of the study, it is seen that organizational culture positively influences the performance of the new drugs and the hypotheses have been accepted. This is because of the positive contribution of organizational culture, it enhances the production process that helps to increase the performance of products. The results of the research also indicate that capital management significantly mediates the relationship between OC and new drug performance. Capital management is a fruitful financial strategy or technique that organizations used to enhance the overall performance of their products and services that ensures maximum efficacy in firm performance and its products (Secundo, Massaro, Dumay, & Bagnoli, 2018).

Furthermore, the results suggest that the impact of customer-oriented management COM insignificantly mediates the relationship between OC and new drug performance. That's why the hypotheses regarding the mediation role of COM have been rejected.

## 6 Conclusion

The Given study evaluates the need for a much better organizational culture to promote organizational sustainability, Capital management, Customer _Oriental management, monitoring and evaluating the process of the industry. The study suggests that such structural steps provide a wide range of revolutionary ideas and implementations to achieve the goals. The Data was gathered by the total number of 315 employees, out of which were 150 male and 165 were female of the various firms of the Pharmaceutical sector.

### 6.1 Implications and Limitations

The given study benefits the pharmaceutical field in building a better organizational culture to promote the better performance of the drug makers. The study includes innovative ideas and strategies that help a lot in improving performance at the managerial level but also the customer's relations and the service quality too. The findings related to capital management provide significant materials for those organizations that practice the concept of CM.

Some limitations in this research that must be pointed out. First, this study only focused on the arena of organizational culture in Thailand, thus, it is recommended to future researches that they should focus on another arena of organizational related concepts. It is also proposed to future studies that they should focus on the OCB theory regrading the leadership. Another limitation of the study is that this research takes just one independent variable to find the performance of the product. So, future studies should add other independent variables for more accurate results.

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