
The Influential Relationship of Strategic Flexibility in Business Sustainability in the Pharmaceutical Companies' Sector in Jordan

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Abstract:

Purpose: This study aims to investigate the impact of strategic flexibility on business sustainability in pharmaceutical companies in Jordan.

Design/Methodology/Approach: The researchers have designed a questionnaire consisting of (37) items that included the independent variable, strategic flexibility in its dimensions (productivity, marketability, competitiveness, and proactivity), and the dependent variable in business sustainability with its dimensions (economic, social, and environmental). It was distributed to pharmaceutical companies in Jordan, where the researchers used the comprehensive survey method as the size of the study population reached (125) managers, the sample size was (125), among which (123) were valid for analysis, and two were excluded.

Findings: The study found a set of results, including the level of both strategic flexibility as well as its dimensions (productive flexibility, marketability, competitiveness, and anticipation) and business sustainability, as well as its dimensions (economic, social, and environmental), in pharmaceutical companies being high, according to the viewpoint of the sample members, as well as the existence of a statistically significant impact at 5% level of significance of strategic flexibility with its combined and individual dimensions (productivity, marketability, competitiveness, and proactivity) on business sustainability in its combined dimensions (economic, social, and environmental).

Practical Implications: The study recommends higher management in pharmaceutical companies and boards of directors to pay more attention to the topics of business sustainability in its dimensions (economic, social, and environmental) and strategic flexibility in its dimensions (productivity, marketability, competitiveness, and proactivity), especially in light of the conditions that the world is experiencing under the impact of the Corona pandemic and its negative repercussions on the economy and human health.

Keywords: Strategic flexibility, business sustainability, economic sustainability, social sustainability, environmental sustainability.

JEL Classification: O1, O2.

Research type: Research article.

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1. Introduction

The world today lives in a rapidly moving environment with many changes and fluctuations and at the same time uncertain and has a significant impact on companies' strategies in terms of growth, stability or shrinkage, and among these new conditions that affected all sectors and the world as a whole, the Corona pandemic, which requires companies and institutions to have sufficient flexibility to deal with such situations in order to protect themselves from decline and disappearance and to maintain the sustainability of their business and to provide their services and products to their customers, by strategic flexibility, we mean the ability of the company to adapt to the changes that occur in the external environment of the organization as well as its internal environment, which, in turn, leads the company to maintain the continuity of the continuation of the delivery of its services and products to customers and to the markets in which it operates and achieve its objectives by seizing available opportunities, reducing threats and risks to which it is exposed, and working on a balance between its capabilities and efforts in providing products and services and the requirements of society and the environment in which the organization operates, Strategic flexibility is a more feasible capacity and option for dealing with resource constraints caused by technological change and changing demand, Strategic flexibility enables companies to respond quickly to changing competitive conditions by reconfiguring the supply chain and taking advantage of opportunities in a turbulent environment (Meng *et al.*, 2020).

The study aimed to identify the effect of strategic flexibility on business sustainability at Dar Al Dawa. The study also aims to explain terms and concepts related to strategic flexibility and clarify business sustainability concepts.

1.1 The Significance of the Study

The importance of this study emerges from the importance of the field of study in which the study was conducted, namely the pharmaceutical companies, as this sector is considered one of the vital sectors that feed the Jordanian national economy and the leading supporter in the wheel of development, reducing unemployment and employing manpower, especially in light of the Corona pandemic, the contribution of the pharmaceutical industry to the national economy constitutes 7 percent of the gross domestic product of the Jordanian industrial sector, and the annual export volume of the Jordanian pharmaceutical industries is estimated at more than 700 million dollars. It is the second-largest export sector in Jordan, which contributes to reducing the deficit in the trade balance in the Kingdom, and supplying the Jordanian economy with work, while the pharmaceutical sector provides job opportunities for about 27,000 workers, and women constituting 30 percent of the volume of employment in it (Al-Kurdi, 2021). The importance of the study is also evident from the importance of the variables that the study dealt with in research (strategic flexibility, business sustainability), especially in light of the circumstances of the Corona epidemic and its impact on all sectors.

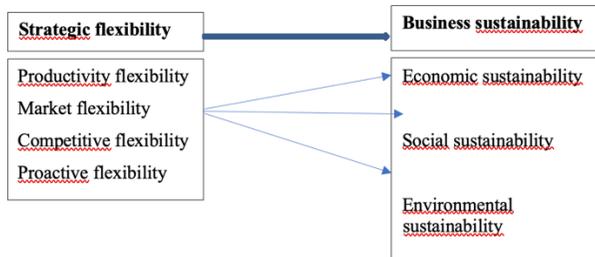
Business sustainability and strategic flexibility have become one of the most critical priorities incorporate strategies and their preoccupation to maintain companies' stability and avoid access to the stage of decline and disappearance. The researchers also believe that this study will enrich knowledge and encourage departments in pharmaceutical companies to give to these topics importance in practical application and implementation of work and tasks.

2. Literature Review

As a result of the prevailing circumstances and what the world is exposed to from the Corona pandemic and its impact on the global and national economy, the conditions of comprehensive and partial embargoes, and complaints of many sectors through the written, audiovisual media, where many companies are exposed to material damage and a significant decline in sales, and some may have led to close the company. Hence, the study's problem, which examines the issue of companies' ability to adapt to these exceptional circumstances and their capabilities to continue providing products and services according to the requirements of the surrounding environment and society. The problem of the study is the following question:

1. What is the impact of strategic flexibility on achieving business sustainability in its dimensions (economic sustainability, social sustainability, and environmental sustainability) in pharmaceutical companies? it is also divided into the following sub-questions:
 - a. What is the level of application of both strategic flexibility and business sustainability in pharmaceutical companies?
 - b. What is the impact of applying strategic flexibility on business sustainability with its dimensions (economic sustainability, social sustainability, and environmental sustainability) in pharmaceutical companies?

Figure 1. The Sample of the Study



Source: The researcher based on previous studies.

- The independent variable: The researchers have benefited from the studies of Meng *et al.* (2020), Tsai and Liao (2017), Ababakir *et al.* (2019), and Rashid and Hamid (2019).

- The dependent variable: The researchers have benefited from the study of Nsoor and Alshawabkeh (2019), Uyar and Metin(2020), Godemann, Herzig, Moon, and Powell (2012), and Al-Hadrawi and Al-Thibawi, (2020).

The central hypothesis: There is no statistically significant effect at the level of significance ($\alpha \leq 5\%$) of strategic flexibility with its combined dimensions (productivity, marketability, competitiveness, and proactivity) on business sustainability (economic, social, and environmental) in pharmaceutical companies in Jordan, and the following sub-hypotheses are branched from it:

- *The first sub-hypothesis:* There is no statistically significant effect at the level of significance ($\alpha \leq 5\%$) of the strategic flexibility with its combined dimensions (productivity, marketability, competitiveness, and proactivity) on the economic sustainability of pharmaceuticals companies in Jordan.
- *The second sub-hypothesis:* There is no statistically significant effect at the level of significance ($\alpha \leq 5\%$) of the strategic flexibility with its combined dimensions (productivity, marketability, competitiveness, and proactivity) on the social sustainability of pharmaceuticals companies in Jordan.
- *The third sub-hypothesis:* There is no statistically significant impact at the level of significance ($\alpha \leq 5\%$) of the strategic flexibility with its combined dimensions (productivity, marketability, competitiveness, and proactivity) on the environmental sustainability of pharmaceutical companies in Jordan.

Strategic flexibility: (Productivity flexibility, market flexibility, competitive flexibility). In light of the conditions that the world is experiencing today under the weight of the Corona pandemic and its effects on the world of business, money, and the economy, the role of the flexibility of administrations in companies at all levels, upper, middle, and lower levels are evident, as this means the ability of companies to respond and adapt to the environmental changes that have occurred and are still going on in addition to their adverse effects on many economic and commercial sector.

Flexibility also means exploring new opportunities and responding to environmental changes quickly and appropriately (Abu Bakr *et al.*, 2019). Strategic flexibility, as aggregate capacity, helps companies to reallocate resources well and reconfigure existing operating procedures, increasing the introduction of new products and reducing reaction time in response to the complex dynamic environment; *strategic flexibility* is defined as the ability to respond to a moving and complex environment through continuous changes in the deployment of resources and strategic actions (Meng *et al.*, 2020). While others point out that strategic flexibility must include internal and external dimensions, it means dealing with strategic risks and environmental change and the ability to employ resources responsively and proactively. It is not related to its response to changes in the business environment only and its viability on modeling, shaping, and transforming their environment through driving change (Rashid and Hamid, 2019).

The importance of strategic flexibility also emerges from being able to work in evidence described as being competitive, dynamic, and changing, and the ability of the organization to respond to interstitial changes in the required direction, and the use of resources and capabilities to adapt to the required conditions and increase the long-term growth of organizations by acquiring new resources and increasing their ability to generate competitive buildings (Al-Bayati, 2019). The researchers also differed in the dimensions of (strategic flexibility. Market flexibility, and competitive flexibility).

Productive flexibility: The company can make different parts with the same equipment, however, flexibility is more related to internal operations (Bokhari, Muhammad, and Zakaria, 2020). Al-Tahrawi points out that production flexibility means the organization's ability to manufacture products for its significant markets around the world in a short time and competitive costs, and it is measured by modifying existing products, manufacturing new products, adjusting production capacity, controlling inventory, and technological development in production processes (Al-Tahrawi, 2019).

Market flexibility: The company can manufacture and modify its products in line with changing customer tastes in the different markets that the company deals with, in addition to its ability to reformulate its plans, objectives, previously used methods, and marketing strategies in response to environmental changes and what happens in them during a specific period, without negatively affecting the company's business, and the ability to reduce competitors' flexibility in exploring new opportunities (Abu Layla and Shawabkeh, 2018). It is also known for responding to changing customer needs and market conditions (Bokhari, 2020).

Competitive flexibility: This flexibility helps companies improve and develop their performance level by continuously updating creative and innovative methods to accomplish tasks in internal and external environments by entering new markets, introducing new goods, reducing commodity costs, and setting competitive prices (Ayed and Omar, 2019). *Competitive flexibility* is defined as the company's ability to resist new competitors, its ability to rearrange its resources, prepare it for production processes and respond to the ever-changing demand of customers, and diversify its strategic options available to it to compete effectively, as it is concerned with encouraging creativity and innovation (Abu Laila and Shawabkeh, 2018). It is also known as companies' ability to reach new products in a shorter period before competitors can obtain their share in the market, known as competitive flexibility (Bokhari, 2020).

Proactive flexibility: It means the organization's readiness to anticipate unexpected environmental events and its ability to own the resources that would bring about the necessary change in the environment, enhancing its performance. Rasheed and Hamid (2019) defined it as the company's ability to find and seize opportunities and be ready and prepared for unforeseen environmental conditions to achieve a competitive advantage and include a degree of risk by introducing new products and services to

the market. As for the definition that we see of strategic flexibility and maybe more comprehensive than the previous definitions, the organization can respond quickly to environmental requirements and adapt to the changes in the surrounding environment in addition to its proactive ability to develop strategic plans to deal with what may happen in the future and to introduce new goods and products in a shorter time. From competitors and setting competitive prices, all of which are in line with the tastes of customers.

Sustainability in the Coronavirus pandemic context has gained momentum as a business model, given the pandemic's challenges on the economy and society. Where pharmaceutical companies have begun to implement new management systems, based on sustainability and strive to achieve a dual goal, on the one hand, to differentiate from their competitors and to access specialized markets and provide treatment services, and on the other hand to obtain more efficiency (Teruel-Gutiérrez, 2020).

Sustainability is a condition that determines the quality of relationships between stakeholders and companies. The quality of relations is reflected in the ability to meet expectations in the adequate and comprehensive provision of treatments and scientific advancement, ensure employment, and contribute to the country's economic and social well-being (Salvioni Franzoni and Cassano, 2017). Studies indicate that the need for sustainability is high in perception and that stakeholders force administrations to provide better quality information (Albelda, 2011). Many obstacles prevent achieving the required sustainability, whether human beings, insufficient resources, or obstacles stemming from the financial and organizational structure, minimal and medium-sized ones, and the increase in raw material costs on a global scale, making it difficult for companies to achieve sustainability. Sustainability has three dimensions, economic, social, and environmental (Uyar, 2020). "Sustainability means meeting the needs of the present without compromising the ability of future generations to meet their needs" (Alshawabkeh, 2021).

What we conclude is that sustainability means the company's practices that maintain the continuity and permanence of its business through the efficient and effective implementation of its business within the three economic, social, and environmental dimensions with the ability of the company to fulfill the expectations of its customers in the field in which it operates.

Economic sustainability: Economic sustainability is defined as those businesses with guaranteed cash flows and continuous profit, by focusing heavily on meeting the needs of shareholders at a specific time, with a commitment that the business is economically rewarding in terms of production and profit, and this depends on the managers' understanding of the expected economic benefits (Prud'homme and Raymond, 2016; Njoroge, Anderson and Mbura, 2019). A business must manage financial capital, tangible assets, and intangible resources such as reputation and invention (Njoroge, Anderson, and Mbura, 2019).

Social sustainability: The organization can realize its responsibility for its actions and its commitment to continue to perform its business successfully in the market in the long run, and to meet the needs of stakeholders to ensure the continuity of their loyalty to the company by focusing on a set of concepts such as equality, empowerment, enhancing cultural identity, occupational health and safety in the workplace, and fairness among all employees in terms of salaries, equal opportunities, and others (Al-Hadrawi and Al-Dhabawi, 2020).

Environmental sustainability: Environmental sustainability has become a significant concern for academics and practitioners, as environmental changes have negatively affected human health and longevity and caused more natural disasters. The logistical activities in the day-to-day operation produced a relatively large portion of pollution and waste inflicting on the environment that needs to be resolved through an environmental sustainability strategy (Tran, Wong, Moslehpour, and Xuan, 2019).

Al-Hadrawi and Al-Dabhwai's (2020) study aimed to identify strategic awareness in achieving sustainability in Najaf Cement Factory. The study found that the plant's level of interest in strategic awareness is less than the level of its interest in organizational sustainability; the study also found that there is an impact of the combined dimensions of strategic awareness of organizational sustainability and that the laboratory procedures for the systems thinking dimension are routine procedures that do not support achieving sustainability in the laboratory.

The study of Njoroge, Anderson, and Mbura (2019) aimed to study the role of innovation strategy in economic sustainability in the hospitality industry, the study finds that the industry innovation strategy emphasizes unified services, quality of service, readiness of product introduction and finally used technology. Moreover, there is a positive correlation between innovation strategy and economic sustainability performance. The innovation strategy also encourages hotels' sustainable growth, manages long-term profitability, customer satisfaction, and value chain management. Hotels need to focus on an innovation strategy to take advantage of sustainability opportunities, understand customer needs, and develop innovative services.

While the study of Burritt, Christ, Rammal, and Schaltegger (2020) examined many studies on managing multinational institutions for sustainability issues, the study worked on an integrative literature review and thematic analysis. The main issues identified include the choice of sustainability strategies, managing headquarters' views on sustainability, perspective of local cultural sustainability in developed and developing host countries, multinational corporations having a home in developing emerging countries, and availability of resources to implement sustainability initiatives. The study results indicate that most researchers focused on corporate social responsibility and did not consider the need to standardize and integrate social, environmental, and economic performance.

The study by Bokhari *et al.* (2020) aimed to know the impact of succession planning (cognitive, structural, and relational relationships), strategic flexibility, and organizational improvisation on business sustainability. The study results showed that cognitive, structural, and relational relationships positively affect business sustainability. The results also showed that organizational improvisation controls the relationship between succession planning, strategic flexibility, and business sustainability. The study recommends a positive relationship between succession planning and business sustainability, while the relationship trend was negative between strategic flexibility and business sustainability.

In the study of Ababakir *et al.* (2019), they studied the effect of the concept of strategic flexibility on achieving regulatory effectiveness in the Al-Hayat Company for Soft Drinks and Mineral Water in the city of Erbil. They reached a set of results, the most important of which were the existence of a significant direct correlation between strategic flexibility and organizational effectiveness and a weak effect between strategic flexibility and organizational effectiveness. While Chiha, Abdulrahman, and Yousuf (2016), in a study on the impact of strategic flexibility on the efficiency and effectiveness of the performance of insurance companies in Tartous Governorate, the study concluded that there is a relationship between strategic flexibility, reaction-based initiative, and performance efficiency in insurance companies, as well as to the existence of a relationship between strategic flexibility, reaction-based initiative and performance effectiveness in insurance companies.

3. Research Methodology

The descriptive and analytical approach was adopted as a questionnaire was designed by the researchers to collect data consisting of seven items, (3) items for the dependent variable and (4) items for the independent variable. The number of questions was (37) questions, and the data were analyzed through the use of the SPSS software, as the arithmetic averages and the standard deviation was used to describe the characteristics of the study sample and the multiple regression to test the hypotheses of the study in addition to the Cronbach Alpha test for indicating the values of the internal consistency coefficient of the items of strategic flexibility and sustainability.

The study population consisted of all the upper, middle, and lower administrative levels in the pharmaceutical companies, where the study population was (125). The comprehensive survey method was used for data collection, as (125) questionnaires were distributed, (125) questionnaires were retrieved, and (2) two questionnaires not suitable for analysis were excluded. Thus, the percentage valid for analysis is (98.4), which is an acceptable percentage for scientific research.

The Cronbach Alpha test was used, and the following Table 1 shows the results, which are acceptable results according to (Sekaran and Bougie, 2016), as the proportions for all items were greater than (90%).

Table 1. Reliability coefficients according to the Cronbach alpha coefficient of the study tool and its dimensions

Variable	Cronbach Alpha
Productivity flexibility	0.920
Market flexibility	0.915
Competitive flexibility	0.924
Proactive flexibility	0.915
Flexibility	0.909
Economic sustainability	0.918
Social sustainability	0.928
Environmental sustainability	0.936
Sustainability	0.919
The overall scale	0.929

Source: Own creation.

To ensure that the sample is free from the multiple correlation problem, the Variance Inflation Factor (VIF) was calculated, and the results were as follows (Table 2):

Table 2. Results of multiple correlation test between independent variables

The dimension	VIF	Tolerance
Product sustainability	2.67	0.371
market sustainability	3.38	0.296
Competitive sustainability	2.86	0.349
Proactive sustainability	2.63	0.380

Source: Own creation.

Table (2) indicates that the values of the VIF were all greater than value (1) and less than value (10) and ranged between (3.38 - 2.63), and the Tolerance value was higher than (0.1), and it ranged between (0.380 - 0.296), indicating that there is no multiple linear correlation problem between all the variables of the independent study. The response on the tool was designed according to the five-point gradient according to Likert's five-point model, as follows:

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

The researchers have adopted the following equation to know the relative importance and level of the study variables: $5 - 1 = 4$, $4 \div 3$ levels (high, medium, low) = 1.33, thus the weights of the paragraphs become as follows, the low level (1.00–2.33), the medium level (2.34 -3.67), and the high level (3.68-5.00).

Table 3. Means of the study variables

Variable	Mean	STD	Relative importance
Productivity flexibility	4.213	0.512	High
Market flexibility	4.150	0.461	High
Competitive flexibility	4.124	0.519	High
Proactive flexibility	4.061	0.464	High
Flexibility	4.141	0.432	High
Economic sustainability	4.154	0.394	High
Social sustainability	4.149	0.404	High
Environmental sustainability	4.257	0.436	High
Sustainability	4.189	0.337	High

Source: Own creation.

Table 4. The arithmetic means, standard deviations, and the relative importance of the respondents' assessment of the level of the study items

Variable	N	Item	Mean	STD	Rank	Relative importance
Productivity flexibility	1	The company can produce and introduce new products	4.382	0.707	1	High
Productivity flexibility	3	The company can introduce its products to the market at the appropriate speed	4.065	0.765	5	High
Market flexibility	6	The company is moving towards entering new markets.	4.317	0.562	1	High
Market flexibility	9	Our strategic plans focus on dealing with recessions to be able to cope with unexpected conditions or events	4.048	0.598	4	High
Competitive flexibility	13	An ability to research and develop new technologies and products with appropriate environmental properties	4.211	0.547	1	High
Competitive flexibility	10	The company adjusts prices according to market requirements and conditions.	3.959	0.853	4	High
Proactive flexibility	14	The company reviews past plans and discusses the reasons behind failure or success	4.195	0.609	1	High
Proactive flexibility	16	The company maintains a high cash balance to meet emergency requests	3.886	0.629	4	High
Economic sustainability	18	The company has plans and assessments for risk management, enabling it to fulfill financial obligations with collaborators and shareholders.	4.130	0.542	1	High

Economic sustainability	22	The company has clear plans to confront threats from the external environment.	4.073	0.575	6	High
Social sustainability	30	It is concerned with applying the social practices of its partners and the incentives for its development.	4.243	0.517	1	High
Social sustainability	27	It provides community development opportunities (such as school, work, other forms, or income generation).	4.056	0.576	7	High
Environmental sustainability	31	The company respects legislation, treaties, and rules related to the environment (extraction of raw materials, transportation, disposal of products, legal preservation areas, waste destination, etc.).	4.341	0.555	1	High
Environmental sustainability	33	The company respects legislation, treaties, and rules related to the environment (extraction of raw materials, transportation, disposal of products, legal preservation areas, waste destination, etc.).	4.105	0.597	7	High

Source: Own creation.

Description of the Independent Variable: Strategic Flexibility: Table (3) indicates that the strategic flexibility achieved an arithmetic mean of (4.141) with a ratio of (0.828) of the total scale area and a standard deviation (0.432), which indicates that the level of strategic flexibility in pharmaceutical companies is high, according to the viewpoint of the sample members.

Description of the independent variable categories: Productive flexibility: Table (3) indicates that the productivity elasticity has achieved an arithmetic mean of (4.213) and a percentage (0.843) of the total scale area, and a standard deviation (0.512), which indicates that the level of productivity flexibility in pharmaceutical companies is high, according to the viewpoint of the sample members. According to the data of Table (4), item (1) occupied the highest arithmetic mean among the items of productive flexibility, as the arithmetic mean reached (4.382) and the standard deviation (0.707), while item (3) came last, as it reached the arithmetic mean (4.065) and the standard deviation (0.765).

Market flexibility: Table (3) indicates that the market flexibility has achieved an arithmetic mean of (4,150) and a percentage (0.830) of the total scale area, and a standard deviation (0.461), which indicates that the level of market flexibility in pharmaceutical companies is high, according to the viewpoint of the sample members, according to the data of Table (4), item (6) occupied the highest arithmetic mean among the items of market flexibility, as the arithmetic mean reached (4.317) and the

standard deviation (0.562). In contrast, item (1) came last, as it reached the arithmetic mean (4.048) and the standard deviation (0.598).

Competitive flexibility: Table (3) indicates that competitive flexibility has achieved an arithmetic mean of (4.124) and a ratio of (0.825) of the total scale area, and a standard deviation (0.519), which indicates that the level of competitive flexibility in pharmaceutical companies is high according to the viewpoint of the sample members, according to the data of Table (4), item (13) occupied the highest arithmetic mean among the items of competitive flexibility, as the arithmetic mean reached (4.211) and the standard deviation (0.547), while item (10) came last, as it reached the arithmetic mean (3.959) and the standard deviation (0.853).

Proactive flexibility: Table (3) indicates that the anticipatory elasticity has achieved an arithmetic mean of (4.061) and a percentage of (0.812) of the total scale area, and a standard deviation (0.464), which indicates that the level of anticipatory flexibility in pharmaceutical companies is high, according to the viewpoint of the sample members, according to the data of Table (4), item (14) occupied the highest arithmetic mean among the items of anticipatory flexibility, as the arithmetic mean reached (4.195) and the standard deviation (0.609), while item (16) came last, as it reached the arithmetic mean (3.886) and the standard deviation (0.629).

Description of the dependent variable sustainability: Table (3) indicates that sustainability has achieved an arithmetic mean of (4,189) and (0.838) of the total scale area and a standard deviation (0.337), which indicates that the level of sustainability in pharmaceutical companies is high, according to the viewpoint of the sample members.

Description of the independent variables:

Economic sustainability: Table (3) indicates that economic sustainability has achieved an arithmetic mean of (4,154) and (0.830) of the total scale area, and a standard deviation (0.394), which indicates that the level of economic sustainability in pharmaceutical companies is high, according to the viewpoint of the sample members, according to the data of Table (4), item (18) occupied the highest arithmetic mean among the economic sustainability items, with the arithmetic mean (4.130) and the standard deviation (0.542), while item (22) came last, with the arithmetic mean (4.073) and a standard deviation (0.575).

Social sustainability: Table (3) indicates that social sustainability has achieved an arithmetic mean of (4,149) and (0.830) of the total scale area, and a standard deviation (0.404), which indicates that the level of social sustainability in pharmaceutical companies is high, according to the viewpoint of the sample members, according to the data of Table (4), item (30) occupied the highest arithmetic mean among the items of social sustainability, as it reached the arithmetic mean (4.243) and the standard deviation (0.517), while item (27) came last, as it reached the arithmetic mean (4.056) and the standard deviation (0.576).

Environmental sustainability: Table (3) indicates that environmental sustainability has achieved an arithmetic mean of (4,277) and (0.851) of the total scale area, and a standard deviation (0.436), which indicates that the level of environmental sustainability in pharmaceutical companies is high, according to the viewpoint of the sample members, and according to the data of Table (4), item (31) occupied the highest arithmetic mean among the environmental sustainability items, with the mean (4,341) and the standard deviation (0.555), while item (33) came last, as it reached the arithmetic mean (4.105) and the standard deviation (0.597).

4. Hypothesis Testing

There is no statistically significant effect at the level of significance ($\alpha \leq 5\%$) of the strategic flexibility of its combined dimensions (productivity, marketability, competitiveness, and proactivity) on the sustainability of the business in its combined dimensions (economic, social, and environmental) in the pharmaceutical companies in Jordan. Multiple regression was used to test this hypothesis, and the results were as shown in the following Table 5.

According to the data of Table (5), the results of the multiple regression indicate that the dimensions of the independent variable, the strategic flexibility in its combined dimensions (productivity, marketability, competitiveness, and proactivity) explain 50% of the variation in the dimensions of business sustainability combined (economic, social, and environmental), where the value of the coefficient of determination ($R^2=0.500$).

To test the effect on multiple regression, the value of ($F = 29.502$) was relied upon, which is a statistically significant function, as the level of significance is equal to ($\text{Sign.} = 0.000$), which is less than (0.05), this indicates the significance of the model, and since the values of ($\text{Beta} = 0.240; -0.226; 0.510$) reflect the effect of the dimensions of the independent variable (market, competitive, and proactive), in terms of units of standard deviation, which is a statistically significant value, and since the aforementioned values of the three dimensions of the (T) test are ($T = 2.007; -2.048; 4.829$) and that the value of the significance level of (T) test is less than (5%), so these dimensions have a significant effect, while the productivity flexibility had no significant effect on the sustainability of the business in its combined dimensions (economic, social, and environmental), where the value was ($\text{Beta} = 0.199$), and the value of ($T = 1.866$), which is not significant at the level of significance ($\alpha \leq 5\%$).

Based on the above and the significance of the model, where the significance level is less than (5%), the null hypothesis is rejected. The alternative hypothesis is accepted, "there is a statistically significant impact at the level of significance ($\alpha \leq 5\%$) for strategic flexibility in its combined dimensions (productivity, marketability, competitiveness, and proactivity) on business sustainability in its combined dimensions (economic, social, and environmental) in pharmaceutical companies in Jordan."

Table 5. Results of multiple regression analysis of the impact of strategic flexibility on business sustainability

Dependent Variable	Model Summary		ANOVA		Coefficients					
	R	R ²	F	Sig F	Statement	Beta	B	S. E	T	Sig T
sustainability	0.707	0.50	29.50	0.0	constant	-	2.00	0.215	9.335	0.000
					Product flexibility	0.199	0.131	0.070	1.866	0.065
					Market flexibility	0.24	0.176	0.088	2.007	0.047
					Competitive flexibility	-0.226	-0.14	0.072	-2.048	0.034
					Proactive flexibility	0.510	0.371	0.077	4.829	0.000

Source: Own creation.

The first sub hypothesis: There is no statistically significant effect at the level of significance ($\alpha \leq 5\%$) of the strategic flexibility of its combined dimensions (productivity, marketability, competitiveness, and proactivity) on the economic sustainability of pharmaceutical companies in Jordan. There is no statistically significant effect at the significance level ($\alpha \leq 5\%$) of the strategic flexibility of its combined dimensions (productivity, marketability, competitiveness, and proactivity) on pharmaceutical companies' economic sustainability in Jordan.

Table 6. Results of multiple regression analysis for the impact of strategic flexibility on economic sustainability

Dependent Variable	Model Summary		ANOVA		Coefficients					
	R	R ²	F	Sig F	Statement	Beta	B	S. E	T	Sig T
Economic sustainability	0.742	0.550	36.107	0.000	constant	-	1.325	0.237	5.584	0.000
					Product flexibility	0.120	0.092	0.078	1.184	0.239
					Market flexibility	0.253	0.216	0.097	2.231	0.028
					Competitive flexibility	0.129	0.098	0.079	1.232	0.221
					Proactive flexibility	0.331	0.281	0.085	3.302	0.001

Source: Own creation.

According to the data of Table (6), the results of the multiple regression indicate that the dimensions of the independent variable, the strategic flexibility with their combined dimensions (productivity, marketability, competitiveness, and anticipation) explain 55% of the variance in economic sustainability, where the value of the coefficient of determination ($R^2 = 0.550$). To test the effect on multiple regression, the value of ($F = 36.107$) was relied upon, which is a statistically significant function, as the level of significance of the (F) test is ($\text{sign} = 0.000$), and this indicates the significance of the model. Since the values of ($\text{Beta} = 0.25; 0.331$) reflect the effect of the dimensions of the independent variable (market, proactive), in terms of units of standard deviation, which is a statistically significant value, whereas, the values of ($T = 2.231; 3.302$) and that the value of the significance level of the (T) test is ($\text{sign} = 0.028; 0.001$) less than (5%) for the dimensions of market flexibility and anticipation, and this indicates a significant effect of them on economic sustainability, while each

of the dimensions of the independent variable (productive flexibility and competitiveness) did not have any significant effect on economic sustainability, as values of Beta = 0.120, 0.331 and T = 1.184, 3302 were recorded, which is a non-significant value at the level of significance ($\alpha \leq 5\%$). Based on these results and for the model's significance, where the significance level is less than (5%), the null hypothesis is rejected, and the alternative hypothesis is accepted (there is a statistically significant effect at the level of significance ($\alpha \leq 5\%$) for strategic flexibility in its combined dimensions (productivity, marketability, competitiveness, and anticipation).

The second sub-hypothesis: There is no statistically significant effect at the level of significance ($\alpha \leq 5\%$) of the strategic flexibility with its combined dimensions (productivity, marketability, competitiveness, and proactivity) on the social sustainability of pharmaceutical companies in Jordan.

Table 7. Results of multiple regression analysis of the impact of strategic flexibility on social sustainability

Dependent Variable	Model Summary		ANOVA		Coefficients					
	R	R ²	F	Sig F	Statement	Beta	B	S.E	T	Sig T
Social sustainability	0.653	0.427	21.953	0.000	constant	-	2.003	0.275	7.278	0.000
					Product flexibility	0.231	0.183	0.090	2.020	0.046
					Market flexibility	0.061	0.054	0.112	0.478	0.633
					Competitive flexibility	-0.361	-0.281	-0.092	-3.058	0.003
					Proactive flexibility	0.653	0.570	0.099	5.776	0.000

Source: Own creation.

According to the data of Table (7), the results of the multiple regression indicate that the dimensions of the independent variable, the strategic flexibility with its combined dimensions (productivity, marketability, competitiveness, and proactivity) explain 43% of the variance in social sustainability, where the value of the coefficient of determination is $R^2 = 0.427$. To test the effect on multiple regression, the value of $F = 36.107$ was relied upon, which is a statistically significant function, as the level of significance of the (F) test is (0.000), indicating the significance of the model, since the values of Beta = 0.231; -0.361; 0.653 reflect the effect of the dimensions of the independent variable (productivity, competitiveness, and proactive), in terms of units of standard deviation, which is a statistically significant value, whereas, the values of T = 2.020; -3.058; 5.776 and the value of the significance level of (T) test is (Sign = 0.046; 0.003 0.000) less than (5%), which indicates a significant effect of the dimensions of the independent variable (productivity, competitiveness, and proactive) in social sustainability, while the market flexibility did not have any significant effect on economic sustainability, as Beta = 0.061 and T = 0.478 values were recorded, which are non-significant values at the level of significance ($\alpha \leq 5\%$). Based on the above and the significance of the model where the level of significance is less than (5%), the null hypothesis is rejected and the alternative hypothesis is accepted (there

is a statistically significant effect at the significance level ($\alpha \leq 5\%$) of the strategic flexibility with its combined dimensions (productivity, marketability, competitiveness, and proactivity) on the social sustainability of pharmaceutical companies in Jordan.

The third sub-hypothesis: There is no statistically significant effect at the level of significance ($\alpha \leq 5\%$) of the strategic flexibility of its combined dimensions (productivity, marketability, competitiveness, and proactivity) on the environmental sustainability of pharmaceutical companies in Jordan.

Table 8. Results of multiple regression analysis of the impact of strategic flexibility on environmental sustainability

Dependent Variable	Model Summary		ANOVA		Coefficients					
	R	R ²	F	Sig F	Statement	Beta	B	S.E	T	Sig T
Environment sustainability	0.446	0.199	7.340	0.000	constant	-	2.583	0.351	7.369	0.000
					Product flexibility	0.134	0.114	0.115	0.990	0.324
					Market flexibility	0.279	0.264	0.143	1.840	0.068
					Competitive flexibility	-0.264	-0.222	0.117	-1.896	0.060
					Proactive flexibility	0.266	0.250	0.126	1.992	0.049

Source: Own creation.

According to the data of Table (8), the results of the multiple regression indicate that the dimensions of the independent variable, the strategic flexibility with its combined dimensions (productivity, marketability, competitiveness, and proactivity) explain 20% of the variance in environmental sustainability, where the value of the coefficient of determination is $R^2 = 0.199$. To test the effect on multiple regression, the value of $F = 36.107$ was relied upon, which is a statistically significant function, as the level of significance of the (F) test is (0.000), and this indicates the significance of the model, and since the value of Beta = 0.266 reflects a significant effect of the proactive flexibility in terms of standard deviation units, which is a statistically significant value, and since the values of $T = 1.992$ and the value of the significance level of (T) test is (Sign = 0.049) which is less than (5%) for the dimension of proactive flexibility, whereas, flexibility (productivity, marketability, and competitiveness) did not have any significant effect, as Beta = 0.134; 0.279; -0.264 and $T = 0.990$; 1.840; -1.896 values were recorded, which were not significant at the level of significance ($\alpha \leq 5\%$).

Based on these results and the model's significance, where the significance level is less than (5%), the null hypothesis is rejected, and the alternative hypothesis is accepted (there is a statistically significant effect at the level of significance ($\alpha \leq 5\%$) for strategic flexibility in its combined dimensions (productivity, marketability, competitiveness, and anticipation) on environmental sustainability in pharmaceutical companies in Jordan.

5. Results

- The level of strategic flexibility and its dimensions (productive flexibility, marketability, competitiveness, and proactivity) in pharmaceutical companies are high for each of them separately, according to the viewpoint of the sample members.
- The level of business sustainability and its dimensions (economic, social, and environmental) in pharmaceutical companies is high for each of them separately, according to the viewpoint of the sample members.
- There is a presence of a statistically significant impact at the level of significance ($\alpha \leq 5\%$) of the strategic flexibility of its combined dimensions (productivity, marketability, competitiveness, and proactive) on the sustainability of the business in its combined dimensions (economic, social, and environmental) in the pharmaceutical companies in Jordan.
- There is a presence of a statistically significant effect at the level of significance ($\alpha \leq 5\%$) of the strategic flexibility of its combined dimensions (productivity, marketability, competitiveness, and proactivity) on the economic sustainability of pharmaceutical companies in Jordan. There is a statistically significant effect at the level of significance ($\alpha \leq 5\%$) of the strategic flexibility of its combined dimensions (productivity, marketability, competitiveness, and proactivity) on pharmaceutical companies' social sustainability in Jordan.
- There is a presence of a statistically significant effect at the level of significance ($\alpha \leq 5\%$) of the strategic flexibility of its combined dimensions (productivity, marketability, competitiveness, and proactivity) on the environmental sustainability of pharmaceutical companies in Jordan.
- The item that states (the company adjusts the prices according to the market's requirements and conditions) got the lowest arithmetic mean among the study items.

6. Conclusions

The level of strategic flexibility in the pharmaceutical companies is high, according to the respondents' viewpoint, which means a high level of importance, meaning that the pharmaceutical companies pay great attention to strategic flexibility in terms of (productive flexibility, marketability, competitiveness, and proactive).

The level of strategic flexibility separately (production flexibility, marketability, competitiveness, and proactivity) in the researched drug companies is high, according to the viewpoint of the sample members, that is, there is a high level of importance, which indicates that pharmaceutical companies are interested in flexible production in terms of quantity and type, as well as introducing new products or in terms of modifying the properties of these products, with the company's ability to put its products on the market as quickly as possible, as well as giving companies the issue

of competitiveness in terms of adjusting prices according to market requirements and conditions, the companies' ability to develop working methods that enable them to face competitors, in addition to the companies' ability to maintain a cash balance to meet emergency demands, the ability to recover during recessions, and the companies' ability to enter new markets, and the ability to adapt to unexpected circumstances or events.

The level of business sustainability dimensions (economic, social, and environmental) in pharmaceutical companies is high for each of them individually, according to the sample members' viewpoint, and this indicates that drug companies attach the issue of sustainability very great importance. Companies adhere to the dates and contracts concluded with suppliers and partners as we landed in terms of material obligations such as salaries. In addition to considering that workers' wages are equal in terms of minimum wages in competing companies, providing opportunities for the development of societies, their interest in complaints submitted by customers, their commitment to environment-related legislation, preservation of environmental resources, and dealing with violations in a manner that does not harm the environment.

The results indicate a direct, statistically significant effect at the level of significance ($\alpha \leq 5\%$) of the strategic flexibility of its combined dimensions (productivity, marketability, competitiveness, and proactivity) on business sustainability in its combined dimensions (economic, social, and environmental) in pharmaceutical companies in Jordan. This means that there is a commitment from pharmaceutical companies in the issue of strategic flexibility, as (50%) of the variation in the combined dimensions of business sustainability (economic, social, and environmental) is due to strategic flexibility, which supports the link between strategic flexibility and business sustainability as stated in study form.

7. Recommendations

- Increase interest in business sustainability in its dimensions (economic, social, and environmental), especially in light of the conditions that the world is experiencing under the impact of the Corona pandemic and its negative repercussions on the economy and human health.
- Increasing interest in the topic of strategic flexibility with its dimensions (productivity, marketability, competitiveness, and proactive) and empowering employees to increase the companies' ability to respond quickly to market requirements and customer needs, and the ability to face competitors and solve problems that arise during work in innovative and rapid ways.
- The pharmaceutical companies pay important attention to prices in terms of adjusting or reducing prices, especially to adapt to the environmental conditions in which we live under the Corona pandemic.

- Conducting other studies dealing with the dimensions of strategic flexibility and their impact on organizational sustainability by developing study models and obtaining different results and points of view to reinforce the basic principles on which this study is based.

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