

The Impact Of Strategic Alliances On Organizational Excellence In Jordanian Pharmaceutical Manufacturing Companies

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Abstract: The study aimed to identify the effect of strategic alliances on the organizational excellence of Jordanian pharmaceutical companies. The study population consisted of (299) directors in the higher administrative jobs in Jordanian pharmaceutical companies, and a stratified, and proportional sample was adopted, in which (200) questionnaires were distributed, and (169) questionnaires were valid for statistical analysis. A number of statistical methods were used to analyze the study data, the most important of which are simple and multiple regression and hierarchical regression. The study reached many results, the most important of which are the existence of high levels of dimensions of strategic alliance and high levels to diminish organizational excellence. The results of the study indicated a statistically significant effect of strategic alliances on organizational excellence.

Index Terms: Strategic Alliances, Organizational Excellence, Pharmaceutical Manufacturing Companies, Jordan.

1. INTRODUCTION

Excellence is an administrative thought and the ruling element in distinction is often the human element, as distinction is a human product and humans in the end make the things possible to happen (Nour, 2008,1). The topic of organizational excellence emerged in 1982 when Waterman & Peters published a topic entitled "Searching for Excellence", which relied on a variety of skills and shared values, after which excellence became one of the activities that characterized management, and therefore the word "excellence" or "excellence" It has become widely used by many organizations to describe some aspects of its activities. Most often it is clear what this word means - but not always - as organizational distinction refers to the trend towards establishing a sustainable organization (Saleh & Abdul Ghafour, 2019, 230). The concept of organizational excellence stems from many books, research and studies, and this multiplicity reflects the importance of the concept that made modern management approaches focus its efforts to define the concepts of organizational excellence teamwork, quality of life and organizational culture. Administrative efforts have continued, including contemporary management approaches that define the concept of organizational excellence that focuses on achieving the overall goals of the organization in light of multiple environmental changes (Al-Mansour & Ayed, 2015, 8). Strategic alliances between organizations have emerged in many economic sectors, especially the industrial sector, as a result of economic globalization and its increasing pressures, and the changes that resulted from it made it difficult to face the challenges of this era unilaterally, and the strategic alliance is considered a form of cooperation between at least two competing parties, where competitors give up the idea of conflict and competition, and sacrifice part of the resources, whether material or human, in order to build a long-term cooperative relationship. Organizations strive to achieve several goals behind adopting this strategy, including achieving integration, increasing profits and market share, avoiding competition challenges, ensuring survival in the market and enhancing competitive advantage. Many organizations participate in a set of pillars that achieve balance in all their activities and operations despite the intense competition from others, but they step steadily and maintain the continuity of their outstanding performance and without

being affected by the surrounding environment that is characterized by dynamism and instability, and then works to implement and manage these methodologies in a way comprehensive and continuous, and this trip culminates by reviewing the results and outputs achieved as planned, then working on analyzing them with a view to developing methodologies and thus continuing its journey towards organizational excellence. When economic institutions expanded and increased their activity and their markets became multiple and spread in the world, they could no longer rely on their own capabilities only, especially since intense competition may lead to their exit from the market, and this is particularly evident in the industrial field, where parts of a single product have become manufactured in a number of countries to be assembled in the parent organization, or factories will be built in other countries under agreements with other organizations. In light of the changes that have occurred in the global economy, which has become the largest environment for the organization, it has become imperative to adopt mobility in all elements of the modern organization, and the stalemate no longer serves the mission of the organization, which means the message - the essential reason for which the organization found and its philosophy at work. Based on the foregoing, it has become imperative for the organization that has an ambition to continue the activity to adopt a method of cooperation with organizations that share with it in the activity, which helps them in achieving their goals while contributing to achieving the goals of the economic organizations cooperating with them, so the benefit in this case is mutual, because the common interest it is she who stresses the necessity of cooperation (Al-Najjar 1999, 14).

2. STUDY PROBLEM

Jordanian pharmaceutical industry companies seek to establish their roots in growth, development and stay in an interactive environment in which factors, forces and influences are intertwined and interrelated to reach all of its pillars. In the environment, which leads administrative leaders to adopt new patterns, as is the case in entering these companies into strategic alliances with other companies, but the rush of Jordanian pharmaceutical companies to enter into strategic alliances with other organizations and without an objective evaluation and the availability of the basic ingredients for

entering into these alliances leads to falling into Uncountable problems. Therefore, this study came to know the effect of strategic alliances on organizational excellence in the Jordanian pharmaceutical industry. Based on the above, the study problem can be formulated with the following questions:

- What is the effect of the strategic alliance on organizational excellence of Jordanian pharmaceutical companies?
- What is the tendency of the Jordanian pharmaceutical industry to enter into strategic alliances?
- What is the level of organizational excellence of Jordanian pharmaceutical industry?

3. SUDY OBJECTIVES

1. Knowing the tendency of Jordanian pharmaceutical companies to enter into strategic alliances with other companies.
2. Knowing the level of organizational excellence of the Jordanian pharmaceutical industry.
3. Knowing the impact of strategic alliances on organizational excellence of Jordanian pharmaceutical industry.

4. THEORETICAL BACKGROUND

4.1 STRATEGIC ALLIANCE

The strategic alliance represents the pursuit of two or more companies towards building an integrated, mutually reinforcing relationship, with the aim of maximizing the utilization of shared resources in a dynamic, competitive environment to accommodate environmental changes that have occurred, represented by opportunities and challenges. The coalition strategy can come in response to environmental changes or its principles come to anticipate expected changes and seize the opportunity foreseen (Mustafa, 2000, 57). Strategic alliances are cooperative agreements between companies that may be competing, and strategic alliances range from cooperation agreements in the fields of advertising, marketing, research and development to joint projects (Al-Abadi, Al-Issawi & Al-Ardi, 2012, 719), or it is cooperation between competing companies that may be for the sake of contributing Technical or technological knowledge (Yehia & Zaghs, 2011). The coalition knows that it is the cooperation that takes place between competing organizations in order to improve the level of return and to ensure a higher level of effectiveness for each of them and coordination among them on the level of skills and knowledge, instead of competing organizations prefer to cooperate and benefit from each other's skills, and to enter other markets at lower cost and lower risk (Hirsh, 2012, 301). The strategic alliance was also defined as organizational arrangements and practical policies that allow independent organizations to be one body and participate in the administrative authority, contracts and knowledge (Al-Mughrabi, 1999, 32). The strategic alliance also means replacing cooperation with the competition that might lead to the exit of one of the parties from the market. The alliance leads to controlling threats and risks, and alliances participate in tangible and intangible benefits and benefits (Al-Najjar, 1999, 14), or it is a joint venture in the form of a partnership between an international company and another in a host country (Houlin, 1990, 437). Strategic alliances are seen as cooperative agreements between two or more organizations aimed at improving their competitive position, and this can be achieved through sharing and exchanging resources. Indeed, strategic alliances are an agreement between two or more

organizations that unify these two organizations for a set of agreed goals, and yet each organization remains autonomous (Al-Shammari, 2013). Strategic alliances have also been defined as joint collaborative efforts by two or more organizations in which they share each other's resources in order to achieve a set of coherent goals that are difficult for an individual organization to achieve (Margash & Zubairi, 2016). Although there are a large number of definitions, a number of similarities can be observed among them, which is that strategic alliances include two or more parties cooperating with each other, and are looking to share each other's resources in order to improve their performance in the work, either through participation educational or knowledge or by creating opportunities to enhance their competitiveness, therefore strategic alliances include various forms of cooperation that are in the interest of both parties or allied parties as they help in acquiring new resources or knowledge that contribute to improving the capabilities of competing organizations (Al-Salem, 2010, 14). Rapid changes in the global environment alone confirm that the organization cannot ignore the methods of strategic alliances, because no organization can remain alone or in complete independence with its activity, as it is through strategic alliances that control costs, improve quality, encourage scientific research, and achieve technological integration, reducing the time for creativity and innovation, providing conditions for highlighting new ideas and products, developing marketing methods, storming new geographical regions, and entering new markets, all of these factors make strategic alliances of vital importance today (Ben Azza, 2005, 8). The importance of strategic alliances lies in the fact that they contribute to the implementation of the strategic plan, sometimes called partnership (Isoraite, 2009). Demirkan and Demirkan (2014) believes that the importance of strategic alliances lies in the fact that they tend to reduce costs and enhance the exchange and acquisition of knowledge that develop the resources resulting from participation, as strategic alliances aim to achieve the goals related to generating competitive advantages and increasing efficiency as well as facing environmental conditions of uncertainty they face allied parties, and add that alliances are a fertile environment for managers looking to exploit opportunities and win competition resulting from options available to them from the style of the alliance. Hombery and Cummings (2009) stress that in recent decades strategic alliances have played an important and significant role in the growth and competition strategies of most organizations, as they have become at the heart of the organization's strategy and a competitive and defensive weapon.

For the purpose of this study, the researchers based four dimensions on the strategic alliance, namely:

- Institutional Frame: the institutional framework refers to the standards, social values, laws, provisions, rules and regulations that workers and organizations must adhere to and guide in order to obtain legitimacy, support, and acceptance (Jakada, 2014). Through the organizational structure, individuals are selected and assigned to specific tasks and roles in the value-building chain, and the organizational structure determines how the tasks and roles will be linked in the manner or the form that increases efficiency, efficiency, efficiency, efficiency and efficiency, and the efficiency and efficiency of the employees. And that the goal of

the organizational structure is to coordinate and integrate the efforts of workers at the organizational and functional levels, and across the organization's functions and activity units so that they all work in a way that enables them to collect a set of (2012) form. Based on the foregoing, the effect of the institutional framework in enhancing managers' attitudes to enter into strategic alliances with regional or local partners lies in the following two aspects: the extent to which there are values and beliefs, rules and laws that foster such kind of partnership, and the manager takes into account this strategic option. The institutional framework that encourages and promotes trust between the allied parties through rules, laws and social control to implement the agreements greatly facilitates the process of coalition formation. The extent of awareness of the existence of similar practices in the sector can be simulated by others to reduce the uncertainty of the extent of success of this type of project (Al-Tamimi and Al-Khshali, 2015). Alliances between organizations have an impact on their organizational structure, so the success of the alliance also depends on the ability of organizational harmony between the parties; That is, organizational alignment is simply the ability of alliances to work together, and without organizational compatibility the alliance cannot succeed (Inkpen & Ramaswamy, 2006, 95.)

- Transaction Cost: the organization needs to carry out its activities a variety of expenses, and each of these expenses is what may have a suitable partner, in the case of research, training and training, strategic alliances can be established that these costs are shared, and at the same time achieve gains for the allies, as well as there are other costs related to marketing and its attachments, storage centers, transportation, points of sale, etc. (Ray, 2013). Transaction costs between allies can be minimized by avoiding recourse to market mechanisms, especially when the alliance is between two successive phases of the same value-added chain (Shammari, 2013), and costs can also be significant if products are produced in allied factories using the best levels of the technology available to them, so sharing resources or buying together from abroad instead of building and operating factories leads to significant savings because the organization focuses on the strengths that are available to them, and with regard to distribution, the strategic alliance between producers facilitates savings in transportation (Bassiouni & Al-Awadi, 2007, 240).

- Resource Advantage: the organizations owning different resources, such as human and financial resources, which are among the most important resources of the organization and that contribute to achieving the goals of the organization. Al-Ta'i and Al-Abadi (24, 2014) stated that individuals were and still are the focal point for organizations, as their strategic importance increases in today's industries that are based on knowledge, where the success of the organization depends largely on the knowledge and competencies of the group, and the knowledge what distinguishes the organization from its competitors, and when the talents of employees are valuable, scarce presence and difficult to imitate, or regular, the organization can achieve organizational success through resources. It is the integration of resources and good use of them, which allows to overcome the shortcomings experienced by each party separately. This is especially true when the partners' resources have no alternatives, they cannot be imitated, and their market value is high and therefore this provides a condition for gaining a competitive

force that increases the effectiveness of the company that is the subject of the alliance and the growth of its profits, which supports the alliance (Zugdar, 2005, 158). In fact, these resources are intertwined. Intangible resources are necessary to operate and exploit the tangible resources, and although most production assets are tangible, many of the processes needed to use them are intangible assets, such as quality control processes and manufacturing processes.

- Alliance Experience: refers to behavior modification in response to a specific experience or situation, where specialists and researchers in the field of interpretation of strategic issues facing the manager pointed to the positive or negative interpretation of a specific strategic issue that has a major impact in determining the quality of administrative behavior, and the future organizational act, and that one of the factors affecting determining the direction of interpretation (positive or negative) are previous experiences related to this issue. This is consistent with what psychologists believe in saying, that the more individuals experience in a particular field, the more integrated their mental structures and ready to change (Al-Tamimi & Al-Kshali, 2015). This idea applies to joint projects where it is necessary to indicate the role of knowledge in the arts of strategic alliance, and previous experience in this field in creating positive mental frameworks, and in stimulating the tendency towards entering into future cooperative relationships, given that it helps to reduce the cost of transactions, and enables the partners to Avoiding partnership risks (Marqash & Al-Zubayri, 2016).

4.2 ORGANIZATIONAL EXCELLENCE

There are many definitions of the concept of organizational excellence, as many thinkers and researchers have known it, and each concept focuses on the owner's point of view. Meyer (2005, 31) said of him that "it is an administrative and functional distinction that comes by investing in the untapped potential of the organization and the employees alike, organizational excellence is demonstrated by the strengths of leadership, empowerment, and growth to increase job satisfaction and improve performance. Also, Saudi (2008) knew that it is the ability of organizations to contribute strategically by excelling in their performance and solving their problems and then achieving their goals in an effective manner that distinguishes them from other organizations. According to Martensen, Jens and Dahlgard (2007), organizational excellence is "the wonderful organization that is able to collect, manage and use the information available in the organization to ensure that the desired goals are achieved efficiently and effectively".Burkhart (1993, 176) said of him as an effort by organizations to take advantage of critical opportunities preceded by effective strategic planning and commitment to realizing a shared vision of clear purpose, adequate resources and performance. Gilgeous (1997, 102) also described excellence organizations as organizations that always outperform global best practices in the performance of their tasks, and that interact with supporters and customers with relationships of support and interaction, and realize the capabilities of competitors' performance, external weaknesses and strengths. Abu Qaoud and Al-Rababaa (2013) indicate that organizational excellence is "a positive and desirable case that emphasizes the work of the organization with efficiency and ability to outweigh other organizations in a way that makes them achieve superiority over their counterparts in the environment". As Katzenbah (2002, 58) said, "It is a statement

of peak performance and better than expected performance and normal performance, and it has better human resources than similar resources in other organizations". From Belkibir (2016) view point, organizational excellence mainly seeks to achieve high levels of performance and superiority over competitors, through proximity to the customer, and to create an organizational environment that promotes creativity, independence in the work, and interest. Reza (2016, 171) cited a definition of organizational excellence as he said that organizations sought to take advantage of the critical opportunity preceded by effective strategic planning and commitment to realizing a shared vision in which clarity of purpose, clarity of purpose, and sufficiency prevailed. In a definition of organizational excellence, Al-Meligy (2012, 10) stated that it is the ability to coordinate and reconcile the elements of the organization and operate them in the integration and interdependence to achieve the highest levels of effectiveness, and thus to reach the level of outputs that achieve the desired and desired outcomes.

Organizational excellence is an essential factor to enhance the competitiveness of the organization, and make it innovative that achieves its mission and faces accelerating change rates and intense competition in its environment. Organizational excellence is considered as what can be considered a weapon to face the market challenges, by increasing its overpowering ability to over crow the organization and its superiority over others by creating unique models that are difficult to imitate by competitors, as well as creating a culture of orientation towards the internal customer and external customer by satisfying them and developing their sense of loyalty and belonging to the organization (Al-Anzi, 2016, 418-419).

- Leadership Excellence: leaders excellence can see most of the problems from a specific situation, and this leads to the discovery of where the error is immediately, which leads to an increase in the prediction of potential problems and thus an increase in the opportunity for research and correction of these errors, which leads to organizational excellence (Saudi, 2008) . Leadership excellence has a very effective role in achieving organizational excellence due to defining the organization's vision and strategic goals. Leadership here expresses the degree of ability of leaders to exploit organizational opportunities and the ability to develop and seize opportunities in the markets, which leads to the organization being able to face the complex challenges and crises that You may encounter it (Aladwan & Forrester, 2015). The role of leadership excellence to reach organizational excellence is demonstrated through excellence in leadership skills and effective work relationships and their ability to encourage creativity and innovation through attention to encouraging competition between workers and the development of an effective communication system between workers with each other and between departments and between workers and their departments to provide an opportunity to exchange information and suggestions to improve the effectiveness of the organization and access New solutions and suggestions (Borghin, 2005)

- Subordinates Excellence: the subordinates enjoy sufficient skills, competencies and behaviors through which they can perform their work effectively, deal with situations in the workplace, and feel a sense of belonging and loyalty to the organization. And distinct creative capabilities, helping them to

overcome the obstacles that face it, and encouraging others to participate effectively, which enhances the achievement of its goals (Hassouni, 2010), the human element is one of the keys to organizational excellence for business organizations, because it is one of the most important resources of the organization because of their capabilities, skills, experiences and competencies It is considered one of the most important assets of organizations, so the success or failure of organizations depends on increasing the percentage of distinguished workers, and therefore organizations must maintain the distinguished workers who form the basis of their distinctiveness and stability (Sriniva, 2004, 42).

The subordinates are considered distinguished if they have the mental capabilities, distinctive capabilities and creativity through which they can deal with their functional problems and overcome the obstacles that confront them and encourage them to participate effectively that enhances the achievement of organizational goals (Al-Azab & Al-Enazi, 2013). The success or failure of organizations in a competitive environment depends more than before on raising the percentage of distinguished individuals "stars" in the organization, therefore the organization must take care to maintain the distinguished in it because they are the basis of their excellence and stability in the market, and represents excellence through resources and their ownership Mental Abilities (Abu Salem, 2015, 65-66).

- Organizational Culture Excellence: Organizational culture is always linked to the head of the administrative pyramid. In any organizational structure in the organizations, whether it is a general manager or a board of directors, they are the entity responsible for defining the organizational culture of the organizations, which means that it is the culture followed by the higher management and the effects of this culture are reflected on the various activities of the organization, whether it is technical or administrative, as it works on Raising the level of organizational affiliation and loyalty and improving relationships within the workplace and clarifying what is going on inside the organization, and supporting organizational values and shaping organizational behavior (Al-Qaryouti, 2009, 450). Organizational culture excellence depends on the shared vision of leaders and subordinates of the values of excellence, which they adhere to, and is translated into the policies and practices of their distinguished work in the organization. And innovation, as it unifies the identity of the organization's affiliates and the harmony of their interests, and is also considered a strong and solid base on which organizations stand to positively confront the accelerating changes locally and globally (Al-Dakhil & Al Anzan, 2016, 9). Distinction in organizational culture is one of the most difficult tasks facing organizations seeking organizational excellence, because changing culture is a cumulative process that requires a long time and great efforts, so replacing or changing the values and principles rooted in the culture of the organization is not an easy matter, so it is not easy. The path of success and excellence requires the organization to build a cultural change without prejudice to the values and principles that are rooted, so that these new principles and values are not inconsistent with the existing principles and values, so for the sake of access and through organizational culture to organizational excellence, this change should be preceded by the identification of the gap and the degree of degree Current organizational culture and targeted organizational culture, then work through education, training, and incentives to reduce this

gap (Abd-alsamad, 2016, 131-130).

- Organizational Structure Excellence: an organizational structure is a rule or framework through which organizations work to fulfill their responsibilities and tasks and thus achieve their organizational goals effectively and efficiently, and a change can be made in any of the components of the organizational structure in line with the organization's strategy (Al-Douri, 2009). If organizations have flexible organizational structures that can be developed in proportion to the environment and have the ability to exploit the opportunities available efficiently, and support the ability of management decision-makers at the appropriate time to make the appropriate decision, in addition to avoiding centralization in work, this would allow workers to monitor their behavior and performance, which results in it has a major impact on achieving organizational excellence (Al Kharsha, Al Zureikat & Noor, 2013). Excellence through the organizational structure expresses the ability of the organizational framework of the organization to link its parts and define the relationships between the various levels and the administrative framework, as well as clarify the lines of authority and responsibility accurately which results in creating an appropriate work environment, which helps in achieving a high degree of conformity and harmonization between its structure. In order to achieve harmony between the various units and activities away from interference and duplication in jobs and tasks. (El Hawary, 2006, 14).

- Strategy Excellence: the strategy is one of the most important dimensions of organizational excellence. The distinctive strategic situation leads to finding a sustainable competitive advantage for organizations, which leads to reaching what is distinguished by the organization, and also for the organization to reach its goals, it needs an effective strategy, and strategic excellence lies in the ability of the organization is to achieve its vision and mission, interacting and integrating its plans in a unified manner, which is commensurate with the capabilities of the organization, and therefore it can face the challenges that it continuously faces (Al-Azab and Al-Enazi, 2013). In order to achieve organizational excellence, this requires an effective strategy, and coordination of policies and goals, in order to enhance organizational performance through the excellence of processes, activities and work procedures emanating from the organization's strategy, which results in achieving organizational excellence in the long run, where organizations that possess organizational excellence are described as it achieves its vision and mission by adopting a strategy focused on meeting the goals of all stakeholders (Heydair & Davoodi, 2013). The survival and distinction of organizations will not be achieved without the existence of a clear strategy determined by the high leadership, because the difference between failed organizations and others is the linking and coordination between all parties associated with the organization to achieve its vision and mission, so its distinctiveness lies in being able to draw its goals and objectives for its goals and goals, appropriate and in an environment of rapid implementation and uncertainty (Bousalem, 2015, 87-77).

5. LITERATURE REVIEW

AL-Abrow and Atshan (2019) study showed that the two researchers tried to identify the effect of organizational integrity and leadership behavior on organizational excellence by sharing work as an intermediate variable. The results of the study revealed the role of the partial mediation of labor

participation in the relationship between organizational integrity and organizational excellence, and the role of complete mediation between leadership behavior and organizational excellence. The study also found that managers need to understand that the impact of behavior on their leadership has on organizational results, and they must also understand how to think people and what motivates them positively, so managers must deal with employees as internal customers, and realize the impact of this on satisfaction and performance, which is reflected on the satisfaction of external customers, and that organizational excellence increases the strength of competition. As for the study of Al-Rafaei and Abid (2018), it focused on testing the impact of strategic capabilities in achieving organizational excellence. One of the most important results of the study is that there is an impact of strategic capabilities in organizational excellence, and that there is a variation in the severity of the impact of strategic capabilities in organizational excellence, and if the technology used was the most dimension of strategic capabilities affected in organizational excellence. In another study conducted by Al-Akhdar (2018) focused on identifying the impact of transformational leadership on achieving organizational excellence. Its results indicated that there is an effect of transformational leadership on organizational excellence and that there are differences in the respondents' perceptions about study variables due to the following personal and functional variables: gender, age, educational qualification, and professional experience. The Alabduljader (2018) study focused on investigating the impact of quality of service on organizations' ability to achieve excellence. Its results indicated that there is an effect of the quality of service on organizational excellence, and this means that the quality of service can help in achieving distinction between organizations, and that the most effective dimension of quality of service in organizational excellence is response. As for the Dradeka study (2017), it concerned with identifying the level of empowerment and its effect on organizational excellence, as it showed that there is a link between all areas of empowerment and all areas of organizational excellence, except for the areas of subordinate excellence, and strategy excellence, and that the degree of the contribution of empowerment in predicting organizational excellence was high. On the other hand, Al-Omari (2017) study tried to know the effect of organizational change on organizational excellence. One of the most important results of the study is that there is a significant effect of organizational change factors on organizational excellence except structure factor, and that there are differences in the nature of organizational change factors due to the personal and functional factor (job title and number of years of experience). Kassem, Ajmal, Gunasekaran and Helo (2019) study aimed to discover the effect of different organizational dimensions of culture in business on the criteria of excellence results and the moderate role of information and communication technology. The results showed that organizational culture is closely related to business excellence. However, these effects are varied to differentiated business standards. There was a positive effect of three types of organizational culture in achieving excellent customer outcomes. The four types of organizational culture have also had a positive role in achieving excellent results for people. Only two types of culture have played an important role in achieving societal distinction. The business results were positively linked to the balance between the four types of

organizational culture and the use of information and communications technology. As for Zadeh and Amalnic (2017) they tried to test the relationship between customer relationship management and organizational excellence. Its results indicated that the factors of commitment to senior management and customer relationship management based on technology, culture, people and evaluation have a positive relationship in organizational excellence. The results of Stoyanoual and Ilive (2017) indicated that the possession of organizations that have the excellence of organizers the ability to focus in working on management with the aim of developing and maintaining the best employees to reach them until they become potential reliable leaders of the organization, and that effective leadership in these organizations was one of the reasons employee participation and involvement in the workplace, and the absence of an ideal way to increase employee engagement and participation in the work and motivate them to be creative and innovative, and that organizations that have organizational excellence, this increases the involvement, participation and creativity of employees in their work.

6. HYPOTHESES

Ho1: There is statistically significant effect of strategic alliances on organizational excellence of Jordanian pharmaceutical industry.

Ho2: There is statistically significant effect of strategic alliances on leadership excellence of Jordanian pharmaceutical industry.

Ho3: There is statistically significant effect of strategic alliances on subordinate excellence of Jordanian pharmaceutical industry.

Ho4: There is statistically significant effect of strategic alliances on organizational culture excellence of Jordanian pharmaceutical industry.

Ho5: There is statistically significant effect of strategic alliances on organizational structure excellence of Jordanian pharmaceutical industry.

Ho6: There is statistically significant effect of strategic alliances on strategy excellence of Jordanian pharmaceutical industry.

7. PROCEDURE

7.1 SAMPLE

The study population is represented by the managers of the higher departments in the companies operating in the Jordanian pharmaceutical industry, and they number (21) companies, according to the media center in the Jordanian Ministry of Health (<http://www.moh.gov.jo>), and (299) managers work in senior management levels. The researchers identified the study sample from company managers at the higher administrative levels, according to the method of random proportional sample for the purposes of representing the study community, and on this basis the size of the study sample will be (169) managers according to the sample schedule and depending on the size of the total population so that the allowable margin of error (5%) (Al-Najjar, Al-Najjar & Al-Zoubi, 2017, 109). For the purpose of increasing the accuracy of the study results, (200) questionnaires were retrieved and valid for statistical analysis (169) questionnaires were distributed, which represents the original sample size.

7.2 STUDY TOOL

The researchers resorted to the questionnaire as a tool to collect preliminary data, and the study variables and their measures were guided, in addition to being guided by similar sources and previous studies that relate to the study variables. The study tool was developed as follows: The first part: This part included the items that measure the independent study variable (strategic alliance). Items of the dimensions of this variable were developed after reviewing a set of references (Khalifa, 2001; Morsi & Idris, 2002; Zaghdar, 2005; Mirqash & Zubairi, 2016; Sekiou, 2016; Ray, 2014). Items were distributed with (5) items for each of the four dimensions of the strategic alliance. The second part: This part included the items that measure the dependent study variable (organizational excellence). Items of dimensions of this variable were formulated after reviewing a set of studies (Al-Mazroua, 2010; Abdul Samad, 2016; Saeed, 2013; Abu Salem, 2015; Al-Hilalat, 2014; Sriniva, 2004; Aladwan & Forrester, 2015). Items were distributed with (5) items for each of the five dimensions of organizational excellence. To answer the study items, a five-point scale was used, ranging between strongly agree (5) and strongly disagree (1). Table (1) indicates the reliability values of the dimensions of the study variables, as all of them exceeded the minimum value (0.70) accepted for the purposes of statistical analysis (Sekaran & Bougie, 2012).

8. RESULTS

Table (1) shows a summary of the mean averages for the dimensions of strategic alliances, all of which came with high relative importance, and the highest mean for the resource advantage was (4.017), and this indicates the importance of the resource advantage in making successful strategic alliances, because this helps Jordanian pharmaceutical companies to meet. The Jordanian market needs medicines with distinctive specifications at a lower cost, which guarantees their survival and their ability to compete. While the lowest mean average of transaction costs was (3.701) and with a high degree, and the reason for this may be that the work costs are not affected by strategic alliances as a result of the number of employees in each company and the operating costs are almost unchanged as a result of alliances, but the change is in the nature of the product and production costs. Table (1) also shows a summary of the values of the mean for the dimensions of organizational excellence, all of which came with a high relative importance, and the highest average for the excellence of subordinates was (4.034), and this indicates the importance of subordinate excellence in organizational excellence because the greater the excellence of subordinates increased the organizational excellence consequently, the company has the skills and experiences through which it can transform their creative ideas into innovative products, and in this way it can remain in the market and ensure its superiority and continuity. While the lowest average of the organizational structure excellence was (3.754) and with a high degree, and the reason for this may be that the organizational structure plays a less important role than the excellence of the subordinate, leadership and strategy in achieving organizational excellence.

Table (1) descriptive statistics results

Variable	Items	Alpha	Mean	Std.
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Institutional Frame	5	0.818	3.877	0.594
Transaction Cost	5	0.719	3.802	0.846
Resource Advantage	5	0.802	4.017	0.648
Alliance Experience	5	0.744	3.701	0.677
Leadership Excellence	5	0.884	3.973	0.938
Subordinates Excellence	5	0.835	4.034	0.762
Organizational Culture Excellence	5	0.825	3.947	0.739
Organizational Structure Excellence	5	0.782	3.754	0.715
Strategy Excellence	5	0.845	3.999	0.849

H1: There is a statistically significant effect of strategic alliances on organizational excellence of Jordanian pharmaceutical industry.

Table (2) the effect of strategic alliance on organizational excellence

Model	Variable	B	T	Sig.	R ²	F	Sig.
1	Alliance Experience	0.537	9.184	0.000	0.336	84.420	0.000
2	Alliance Experience	0.345	4.464	0.000	0.385	51.866	0.000
	Resource Advantage	0.297	3.628	0.000			
3	Alliance Experience	0.281	3.487	0.000	0.407	37.707	0.000
	Resource Advantage	0.238	2.838	0.000			
	Transaction Cost	0.166	2.482	0.000			

Table (2) presents the results of a stepwise regression analysis of the effect of the dimensions of strategic alliances on organizational excellence. It became clear that the order of entering the dimensions of strategic alliances in the regression model, that alliance experience was the most influential dimension on organizational excellence, as it explained (33.6%) to the variation in organizational excellence, and after the introduction of the resource advantage over the second model, this percentage of interpretation rose to reach (38.5%), and after entering transaction costs, the interpretation rate has increased to (40.7%). As for the institutional framework, it had no significant effect. This means that the most effective dimensions of strategic alliances in organizational excellence are the alliance experience, followed by the advantage of resources, and then the transaction costs, while the institutional framework did not have a significant impact. In light of the results of the first hypothesis can be accepted.

H2: There is a statistically significant effect of strategic alliances on leadership excellence of Jordanian pharmaceutical industry.

Table (3) the effect of the strategic alliance on leadership excellence

R	R ²	B	F	Sig.
0.540	0.292	0.730	68.756	0.000

Table (3) presents the results of the simple linear regression of the effect of strategic alliances on leadership excellence, where it was found that there is a relationship between them, as the value of the correlation coefficient ($R=0.540$) and the value of the determination coefficient ($R^2=0.292$). This result indicates that the strategic alliances have been explained (29.2%) of the difference in leadership excellence. While the value of F (68.754) and the significance level ($Sig.=0.000$). Indicate the significance of the regression at the significance level ($\alpha \leq 0.05$), which means a statistically significant effect of strategic alliances on leadership excellence. In light of these results, the second hypothesis can be accepted.

H3: There is a statistically significant effect of strategic alliances on subordinate's excellence of Jordanian pharmaceutical industry.

Table (4) the effect of the strategic alliance on subordinate excellence

R	R ²	B	F	Sig.
0.564	0.318	0.684	77.936	0.000

Table (4) presents the results of the simple linear regression of the effect of strategic alliances on subordinates excellence, where it became clear that there is a relationship between them, as the value of the correlation coefficient ($R=0.564$) and the value of the determination coefficient ($R^2=0.318$). This result indicates that the strategic alliances have been explained (31.8%) of the variance in subordinate excellence. Whereas, the value of F (77.936) and the significance level ($Sig.=0.000$) Indicate the significance of the regression at the significance level ($\alpha \leq 0.05$), which means that there is a statistically significant effect of strategic alliances on subordinate excellence. In light of these results, the third hypothesis can be accepted.

H4: There is a statistically significant effect of strategic alliances on organizational culture excellence of Jordanian pharmaceutical industry.

Table (5) the effect of strategic alliance on organizational culture excellence

R	R ²	B	F	Sig.
0.525	0.276	0.654	63.557	0.000

Table (5) presents the results of the simple linear regression of the effect of strategic alliances on organizational culture excellence, where it was found that there is a relationship between them, as the value of the correlation coefficient ($R=0.525$) and the value of the coefficient of determination ($R^2=0.276$). This result indicates that the strategic alliances explained (27.6%) of the variation in organizational culture excellence. Whereas, the value of F (63.557) and the significance level ($Sig.=0.000$). Indicate the significance of the regression at the significance level ($\alpha \leq 0.05$), which means that there is a statistically significant effect of strategic alliances on organizational culture excellence. In light of these results, the fourth hypothesis can be accepted.

H5: There is a statistically significant effect of strategic alliances on organizational structure excellence of Jordanian pharmaceutical industry.

Table (6) the effect of strategic alliance on organizational structure excellence

R	R ²	B	F	Sig.
0.527	0.278	0.685	64.205	0.000

Table (7) presents the results of the simple linear regression of the effect of strategic alliances on the distinction of the organizational structure, where it became clear that there is a relationship between them, as the value of the correlation coefficient ($R=0.527$) and the value of the coefficient of determination ($R^2=0.278$). This result indicates that the strategic alliances have explained (29.2%) of the difference in leadership excellence. While the value of F (64.205) and the level of significance ($Sig.=0.000$), This indicates the significance of the regression at the level of significance ($\alpha \leq 0.05$), which means that there is a statistically significant effect of strategic alliances in characterizing the organizational structure. In light of these results, the fifth hypothesis can be accepted.

H6: There is a statistically significant effect of strategic alliances on strategic excellence of Jordanian pharmaceutical industry.

Table (8) effect of strategic alliance on strategy excellence

R	R ²	B	F	Sig.
0.551	0.303	0.645	72.709	0.000

Table (8) shows the results of the simple linear regression of the effect of strategic alliances on strategy excellence, where it became clear that there is a relationship between them, as the value of the correlation coefficient ($R=0.551$) and the value of the coefficient of determination ($R^2 = 0.303$), this result indicates that strategic alliances have explained (30.3%) of the variance in strategy differentiation. While the value of F (72.709) and the level of significance ($Sig.=0.000$). This indicates the significance of the regression at the level of significance ($\alpha \leq 0.05$), which means that there is a statistically significant effect of strategic alliances on strategy excellence. In light of these results, the sixth hypothesis can be accepted.

9. DISCUSSION

The results of the descriptive analysis of the strategic alliances in the Jordanian pharmaceutical industry showed the high levels of strategic alliances (institutional framework, transaction costs, resource advantage and alliance experience), where the resource advantage came at the highest level of importance. The institutional framework came in the second place, while the alliance experiences came in the third place, while the transaction costs came in the last rank. This confirms the Jordanian pharmaceutical industry's interest in strategic alliances with its dimensions as an option to develop its business and achieve competitive advantage. The results of the descriptive analysis of organizational excellence in the Jordanian pharmaceutical companies showed that the relative importance of the level of organizational excellence (leadership excellence, subordinates excellence, organizational culture excellence, organizational structure excellence, and strategy excellence) were high, and

that the highest level of relative importance was of subordinate excellence. While the strategy excellence came second, followed by the leadership excellence, while the organizational culture excellence came second before the last, and finally came the relative importance of the organizational structure excellence in the last rank. This confirms the importance of organizational excellence in the Jordanian pharmaceutical industry, which corresponds to its real reality in the Jordanian market and the external market, and this is evidenced by the answers of managers who are more than one who can assess the existence of organizational excellence in these companies. There is an impact of strategic alliances on organizational excellence in Jordanian pharmaceutical companies. Where there was a statistically significant effect of the three dimensions which are the transaction costs, resource advantage and alliances experience in organizational excellence, while the institutional framework did not have a significant effect on organizational excellence. The reason for this may be attributed to the fact that the advantage of resources and transaction costs played a key role in the work of successful strategic alliances alongside experiences alliances and was a major factor for the arrival of Jordanian pharmaceutical industry companies for organizational excellence and the ability to deal and adapt to changes in market requirements, which strengthened its ability to achieve creativity from during the implementation of many new projects in pursuit of the market position and competitive advantage over other local and international companies, which made strategic alliances among the basic requirements of Jordanian pharmaceutical companies. The lack of a statistically significant impact of the institutional framework on organizational excellence may explain the nature of the institutional work that is practiced in these companies, and in which the product plays in terms of costs and form the main role. There is an effect of strategic alliances on the excellence of leadership in Jordanian pharmaceutical companies, as dealing with strategic alliances requires the skills and development of performance and leadership capabilities of these companies in various aspects and this leads to their excellence. There is a statistically significant effect of strategic alliances on the excellence of subordinates in the Jordanian pharmaceutical industry, and this is the result of acquiring new experiences and skills by subordinates as well as the interest of the aforementioned companies and raising their level and their participation in problem-solving and decision-making. There is an effect of strategic alliances on the excellence of organizational culture in Jordanian pharmaceutical companies, because alliances with their different dimensions work to blend between two cultures, which requires the company to develop its culture to become a distinct culture in order to be able to absorb the ally culture and raise the culture of its employees and enhance the positivity in them. There is an impact of strategic alliances on the excellence of the organizational structure in the Jordanian pharmaceutical industry, as dealing with strategic alliances requires an increase in the efficiency, flexibility and clarity of the organizational structure and this necessarily leads to its distinctiveness. There is an impact of strategic alliances on the strategy excellence in Jordanian pharmaceutical companies, and this corresponds to the development of these companies for their strategies in response to the success of their strategic alliances, as alliances with their dimensions require modification of strategies and development to comply with alliances and their

success and this results in the excellence of strategies in those companies.

10. RECOMENDATIONS

Based on the results of the study and its conclusions, the researcher proposes a number of recommendations that are expected to serve decision makers in the Jordanian pharmaceutical companies as follows:

1. The necessity for the Jordanian pharmaceutical industry's managements to take additional practical steps in providing the appropriate environment, and the scientific and technical knowledge required to establish strategic alliances because they have a fundamental and important role to reach organizational excellence, through training programs and attracting experts in this field as well as providing the necessary resources and exchanging experiences with successful companies in this field.
2. The Jordanian pharmaceutical industry should continue to adopt strategic alliances, especially with regard to previous coalition expertise, the advantage of resources, and labor costs, being the most influential dimensions in organizational excellence through training programs and the formation of work teams.
3. The need to increase the interest of Jordanian pharmaceutical companies in developing strategic alliances with their institutional framework, which could contribute to increasing the impact of strategic alliances on organizational excellence in the Jordanian pharmaceutical industry, through cooperation among these companies to amend laws, legislations, and commercial systems that ensure success these alliances.
4. Incorporating strategic alliances with their dimensions in the new theories of strategic planning, where strategic alliances are an essential component that enables companies to reach excellence and leadership and raise levels of performance by increasing their ability to adapt to accelerating changes of various kinds.
5. Work to strengthen the strategic side in implementing organizational excellence in all its dimensions of leadership excellence, subordinate excellence, strategy excellence, and organizational structure excellence, so these decisions must be made according to a specific strategy characterized by a high degree of flexibility, and in line with the overall organization strategy, which reflects positively on operational performance, and achieves competitive advantage and its market position, as the planned decision that depends on clear strategies can lead to leadership and then to excellence.

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