Role of Strategic Characteristics and its Impact on Organizational Performance. A Study of RG Pharmaceutical Peshawar Pakistan

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Abstract - This research examines the relationship of firm performance dependency on, strategic contribution, Personal credibility, HR delivery and business knowledge. This research has focused on RG pharmaceutical firm i.e. from Peshawar, Pakistan. Research analyzed the involvement of these four variables in performance of RG pharmaceuticals. Results show that there is significant relationship between RG performnce and strategic contribution, Personal credibility, HR delivery and business knowledge. Study use framework consisting of different variables and regression and correlation analysis of these variables is conducted to find relationship between dependent and independent variables. The knowledge from the results of this study serves as basis of recommendations for maximizing and help RG pharmaceuticals that how and which variable has more impact on it productivity. The result shows that the strategic contribution and HR delivery play vital role in the performance of RG Pharmaceutical.

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ROLE OF STRATEGICCHARACTERISTICS AND ITSIMPACT ON ORGANIZATIONAL PERFORMANCE. A STUDY OF RG PHARMACEUTICAL PESHAWAR PAKISTAN

Strictly as per the compliance and regulations of:

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Abstract - This research examines the relationship of firm performance dependency on, strategic contribution, Personal credibility, HR delivery and business knowledge. This research has focused on RG pharmaceutical firm i.e. from Peshawar, Pakistan. Research analyzed the involvement of these four variables in performance of RG pharmaceuticals. Results show that there is significant relationship between RG performnce and strategic contribution, Personal credibility, HR delivery and business knowledge. Study use framework consisting of different variables and regression and correlation analysis of these variables is conducted to find relationship between dependent and independent variables. The knowledge from the results of this study serves as basis of recommendations for maximizing and help RG pharmaceuticals that how and which variable has more impact on it productivity. The result shows that the strategic contribution and HR delivery play vital role in the performance of RG Pharmaceutical.

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I. Introduction

Becker, B. and Gerhart, B. (1996) each and every firm has its own purpose. In order to achieve those purposes organizations develop its own goal and objectives. In order to gain those goals different internal and external factors affect organizational performance. It is not clear that those factors will be single or multiple which can affect organizational performance. But one thing is sure that lesser the problems greater the productivity.

According to Damanpour, F (1991) there are many factors that influence organizational performance but it's depend upon nature of organizational and environment.

It is important to measure the factors responsible for the organizational development that which factors is contributing more in its achieving its goals. Strategic contribution is an important factor which help a company to gain its objective.

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According to research of Delery, J.E. (1998) the measuring and importance of variables for organizational performance is not easy job. But certain variables play a vital role in performance of organization. Personal credibility and personal skills of employees is one prominent factor for organizational development. But still for personal credibility the motivational factor is important because even a skillful person can't perform well in stress and non motivated conditions.

According to Guthrie, J. (2001) management style is an important factor for organizational performance. But the important factor is how human resource of organization makes policies and rules for the management style and how much business knowledge they have. More knowledge an employees has about a job, better he can react to the strategic environment.

According to Patrick m. Wright (2003) firms compares themselves with each other in terms of better productivity, sale, profit, market share and stock prices. All these factors can be only achieved if a firm has good HR delivery. For any successful organization hr delivery is an important factor. According to Youndt et all (1996) Organizational performance depends upon hr delivery. Good and high efficient hr delivery can play vital role in the performance of any organization. Especially for the sale people it's important to deliver product content to consumer effectively.

According to Ichniowski C., Shaw et al (1997) Strategic characteristics like Strategic contribution and business knowledge are the key factors for organizational performance. According to his research business knowledge is important, as without knowledge and information the defense for any strategic situation is not possible.

Study of Gunasekaran A et al (2001) shows that personal credibility increase individual and organizational performance. It covers the weak point at personal level. Furthermore the training and development enhance this process. A good leader is leader as having higher personal credibility. But still this is not the only factor for the organizational performance. There many factors which can affect its performance with different environment and situations.

II. METHODOLOGY

As this research is focused on the RG pharmaceutical company. So from RG pharmaceutical Peshawar randomly a sample of 80 employees was selected for data analysis.

The Likert scale questionnaire is designed for collecting the data from the mention organizations i.e. RG pharmaceutical, Pakistan. Furthermore, this questionnaire is distributed among the employees of organization.

The number of participants who contacted was 80. For data collection among 80 employees of RG pharmaceutical a research instrument was distributed. The response from respondent was 100% and regression and correlation analysis is conducted on mentioned sample size.

III. THEORETICAL FRAME WORK OF THE STUDY

There are two variables discussed in this study, i.e. independent and dependent variables. The below figure shows the variables that organizational performance is dependent upon inside the figure i.e. strategic contribution, Personal credibility, HR delivery and business knowledge are independent.
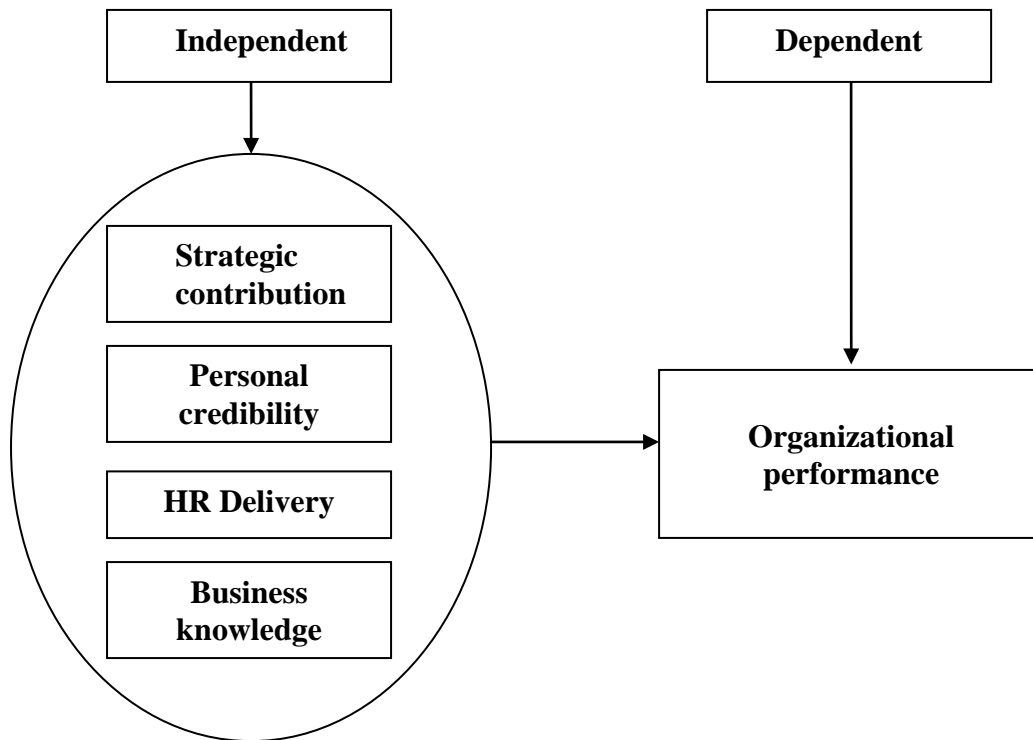
The theoretical frame work of the study includes all those variables that are identified along with co-relation after applying the statistical tools. The strategic contribution, Personal credibility, HR delivery and business knowledge are the independent variables and organization performance depends upon these four variables in study. Study identified the relationship among above variables. On the basis of these variables a conclusion and recommendations is provided. .

IV. RELIABILITY OF SCALE (RG PHARMACEUTICALS)

The below table shows the reliability of the data collected from the both firms. The following scales show that the data collected RG pharmaceutical is reliable and respondents answered accurately. Because the variables are exceeding from 70% which is the standard of acceptance for reliability.

Table I-A :

RG Pharmaceuticals		
S.No	Variables	Cronbach's Alpha
1	Organizational performance	0.813
2	Strategic contribution	0.718
3	Personal credibility	0.784
4	HR Delivery	0.768
5	Business knowledge	0.823

The above table calculations suggest that the responses given by RG pharmaceutical employees are reliable.

V. HYPOTHESES OF THE STUDY AND REGRESSION ANALYSIS

An overview of the hypothesis related to the relationship between organizational performance with Strategic contribution, personal credibility, HR delivery and Business knowledge. In order to test the hypothesis of the study four regression equations were developed along with four hypotheses. Study shows that there is insignificant relationship between the organizational performance and following hypothesis.

Hypothesis 1 :

Ho: There is no effect of Strategic contribution on RG Pharmaceuticals performance.

H1: Effects of Strategic contribution exist on RG Pharmaceuticals performance.

Hypothesis 2:

Ho: Personal Credibility does not enhance the RG Pharmaceuticals performance.

H1: Personal Credibility enhances the RG Pharmaceuticals performance.

Hypothesis 3:

Ho: HR delivery does not have an impact on RG Pharmaceuticals performance.

H1: HR delivery has an impact on RG Pharmaceuticals performance.

Hypothesis 4:

Ho: Business Knowledge does not have an impact on RG Pharmaceuticals performance.

H1: Business Knowledge has an impact on RG Pharmaceuticals performance.

Table 1 : Regression Results for Variables of the study.

		RG Pharmaceuticals						
S.No	Dependent Variables	Independent variable	Adjusted R square	F	B	St. Error	T	P. Value
1	Organizational performance	Strategic contribution	.658	122.442	.727	.066	11.065	0.000
2	Organizational performance	Personal credibility	.448	52.201	.595	.082	7.225	0.000
3	Organizational performance	HR Delivery	.671	129.420	.638	.056	11.376	0.000
4	Organizational performance	Business knowledge	.532	72.720	.429	.050	8.528	0.000

Table 1 above shows significance relationship between the dependent and independent variables. It explains that the RG Pharmaceuticals performance has significant relationship with Strategic contribution, personal credibility, HR delivery and Business knowledge.

Table 1 show that the overall model is highly significant for RG pharmaceuticals. There is an insignificant relationships exist between RG Pharmaceuticals performance has significant relationship with Strategic contribution (t-statistic = 11.065 and P-value= 0.000) which mean Strategic contribution has an impact on RG Pharmaceuticals performance. There is significant relationship exist between RG Pharmaceuticals performance and personal credibility (t-statistic = 7.225 and P-value= 0.000). There is significant relationship exist between RG Pharmaceuticals performance and HR delivery (t-statistic = 11.376 and P-value= 0.000).

There is a significant relationships exist between RG Pharmaceuticals performance and Business knowledge (t-statistic = 8.528 and P-value= 0.000) which mean Business knowledge increase its RG Pharmaceuticals performance.

Hence the above result shows that the RG Pharmaceuticals performance is dependent upon above mentioned variables.

VI. CORRELATION ANALYSIS

To check the presence of relationship amongst the explanatory variables and explore the strength of associations between the variables, different guidelines have been suggested by statistician and they classify the strength of association between variables.

Table 2 : Correlation Analysis for Variables of the study.

RG Pharmaceuticals performance				
S.No	Dependent Variables	Independent variable	r	R Square
1	Organizational performance	Strategic contribution	.815	.664
2	Organizational performance	Personal credibility	.676	.457
3	Organizational performance	HR Delivery	.822	.676
3	Organizational performance	Business knowledge	.735	.540

As shown in table 2, there is strong association between RG Pharmaceuticals performance and strategic contribution with correlation coefficient (r = 0.815).

Survey demonstrates that there is a strong relationship between RG Pharmaceuticals performance and personal credibility with Correlation coefficient (r = 0.676).

For RG Pharmaceuticals performance and HR delivery correlation coefficient is (r = .822) which is high. Which mean that HR delivery has a greater influence on RG Pharmaceuticals performance.

As shown in table 2, there is strong association between RG Pharmaceuticals performance and business knowledge with correlation coefficient (r = .735).

VII. CONCLUSION

Research finds that there is a significant relationship between the dependent and independent variables RG pharmaceuticals. Meaning to say that the independent variables i.e. strategic contribution, Personal credibility, HR delivery and business knowledge are independent has an impact on RG pharmaceuticals performance. of Furthermore, on the basis of research calculation, it has been found that the most prominent variable which is contributing most for RG pharmaceuticals performance is HR delivery with correlation (r = .822).

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