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The Impact of Production Competencies and Manufacturing Flexibility on Organizational Performance

An Empirical Study on Jordanian Pharmaceutical Industrial Firms

Amjad Nahar Twaqat

Mousa Sadeq Saleh Dar Amer

Abstract

The study aimed to investigate the impact of production competencies and manufacturing flexibility on organizational performance in Jordanian pharmaceutical Industrial Firms. The study population includes (15) Jordanian Pharmaceutical. Industrial firms. The unit of sampling and Analysis includes managers, head of section and production supervisor (152) working in Jordanian Pharmaceutical industrial firms. To achieve the objectives of the study, the causal descriptive analytical method was used. For data collection, data analysis, and testing hypotheses through questionnaire to collect information about study variables which consisted of (45) items. A number of statistical tools and methods were used such as the arithmetic mean, standard deviation, one sample T-test, and canonical analysis.

A number of results were reached. There was a significant impact of relationship between production competencies (cost competence, quality competence, delivery competence and environmental protection competence) and manufacturing flexibility (modification flexibility, routing flexibility, machine flexibility and process flexibility) on organizational performance in Jordanian pharmaceutical industrial firms at level ($\alpha \leq 0.05$). The study recommended to rapid response to customer needs in terms of quantity and quality to minimize environmental and competitiveness risks by the firms operating in the same field.

Keywords: Production Competencies, Manufacturing Flexibility, Organizational Performance & Jordanian Pharmaceutical Industrial Firms.

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(Macmillan & Tampoe, 2000:122)

.(Bhamra, et..al, 2011: 2732)

.(Winkler & Seebacher, 2012: 70)

.(Camisón & López, 2010: 854)

(Cousens, et..al, 2009: 359)

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(Awwad, 2011: 52)

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Schmenner & Vastag,) .(Avella & Vázquez-Bustelo, 2010: 549)
(2006: 894

(Macmillan & Tampoe,2000:122) .

Avella &)

: (Vazquez-Bustelo, 2010: 548 – 583

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:Cost Competence .1

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:Quality Competence .2

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(De Toni & Tonchia, 2005: 528) .Manufacturing Flexibility

.(Kahyaoglu & Kayaligil, 2002: 2188)

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(Pagell & Krause, 2003: 3)

(Zhang, et..al, 2003: 174)

: (Tamayo-Torres, et..al, 2011: 6175–6198)

:Modification Flexibility .1

:Routing Flexibility .2

Zammori, et..al,)

.(2011: 594

:Machine Flexibility .3

.(Wahab, 2005: 3774)

:Process Flexibility .4

.(Judi & Beach, 2010: 163)

.(Armstrong, 2006: 7)

(Meyer, 2002: 19)

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Manufacturing Flexibility and "	(Al-Jawazneh, 2012)
Operational Performance of Pharmaceutical Manufacturing Companies in	."Jordan

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The Impact of Innovation on " (Augusto, et..al, 2011)
the Relationship between Manufacturing Flexibility and Performance: A
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The multidimensional " (Avella & Vázquez-Bustelo, 2010)
nature of production competence and additional evidence of its impact on business
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The Link between " (Awwad & Almahamid, 2008)
Modification Flexibility and Organizational Objectives: An Empirical study
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:Cost Competence

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:Quality Competence

.(Slack, et. al, 2004: 45)

:Delivery Competence

:Environmental Protection Competence

:Manufacturing Flexibility

.(Tamayo-Torres, et..al, 2011: 6178)

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:Modification Flexibility

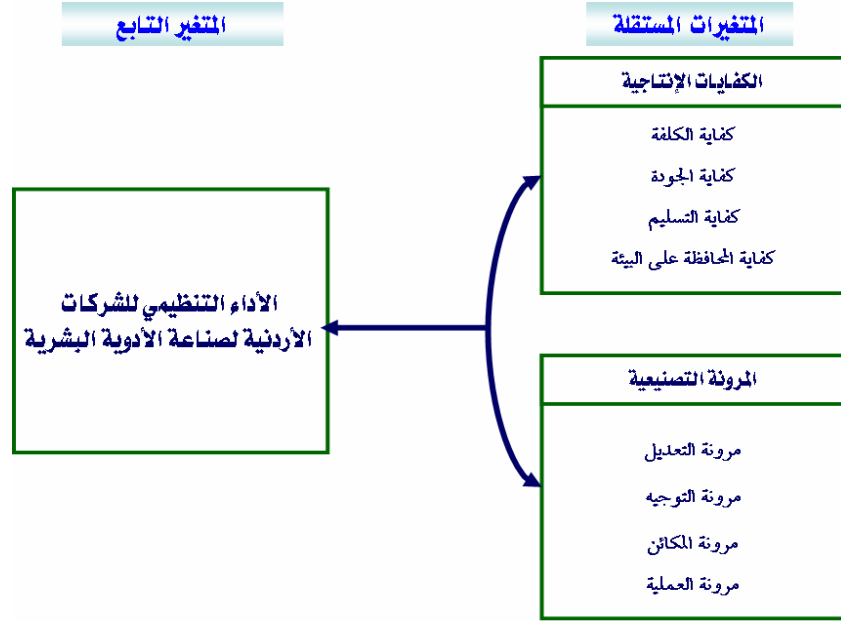
:Routing Flexibility

:Machine Flexibility

:Process Flexibility

:Organizational Performance

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	3	0.000	22.943	0.590	4.098		3
	4	0.000	17.271	0.603	3.845		4
	-	0.000	26.783	0.483	4.049		
	4	0.000	24.426	0.522	4.036		1
	1	0.000	29.774	0.507	4.226		2
	2	0.000	26.827	0.557	4.213		3
	3	0.000	20.855	0.633	4.072		4
	-	0.000	30.907	0.455	4.142		
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