

The Impact of Visionary Leadership on Strategic Supremacy: A Field Study on Pharmaceutical Companies Operating in the Capital Municipality of Sana'a, Yemen

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© 2023 جامعة العلوم والتكنولوجيا، اليمن. يمكن إعادة استخدام المادة المنشورة حسب رخصة مؤسسة المشاع الإبداعي شريطة الاستشهاد بالمؤلف والمجلة.

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Abstract

This study aspires to investigate the impact of visionary leadership (clear vision, future orientation, determining direction, and agent of change) on strategic supremacy in pharmaceutical companies operating in the Capital Municipality of Sana'a, Yemen. The analytical descriptive approach was adopted, and a questionnaire was developed to collect data from 180 respondents who have supervisory positions in eight pharmaceutical manufacturing companies. Stratified random sampling method was followed, and the Statistical Package for Social Sciences (SPSS) (V.25) was employed to analyze collected data. Responses' frequencies and means were calculated, and ANOVA, and regression were used in data analysis. Results of study indicate that there is a significant positive impact of visionary leadership on achieving strategic supremacy in surveyed companies, as determining direction was the most influential dimension and clear vision was the least influential. Age and size of surveyed companies; however, have no impact in making any differences between companies regarding achieved strategic supremacy. Based on the findings, the study recommends that companies should form alliances with major competitors in order to influence competitive configuration of the industry and reduce competitive pressure. Leaders also should be trained effectively on formulating compelling visions for the future of their companies.

Keywords: strategic supremacy, visionary leadership, pharmaceutical companies.

أثر القيادة الرؤيوية على التفوق الاستراتيجي: دراسة ميدانية في شركات تصنيع الدواء في أمانة العاصمة صنعاء - اليمن

الملخص

هدفت الدراسة إلى التعرف على أثر القيادة الرؤيوية على التفوق الاستراتيجي في شركات تصنيع الدواء في أمانة العاصمة صنعاء - اليمن، وتم استخدام المنهج الوصفي التحليلي في الدراسة. واعتمدت الاستبانة كأداة رئيسية لجمع البيانات من القيادات في الوظائف الاشرافية في ثمان شركات مصنعة للأدوية في أمانة العاصمة، حيث تم جمع (180) استبانة موزعة كعينة طبقية عشوائية، وبعد إجراء عملية التحليل لبيانات الدراسة باستخدام برنامج الحزمة الإحصائية للعلوم الاجتماعية (SPSS)، وحساب التكرارات والمتوسطات وتحليل التباين (ANOVA) والانحدار في تحليل البيانات، وتوصلت الدراسة إلى وجود أثر إيجابي للقيادة الرؤيوية في تحقيق التفوق الاستراتيجي في الشركات قيد الدراسة حيث كان التأثير الأكبر لمحور تحديد الاتجاه والتأثير الأقل لمحور الرؤية الواضحة، واستنتجت الدراسة أيضا انه لا يوجد تأثير لعمر وحجم الشركات المبحوثة في إحداث أي اختلافات بين الشركات فيما يتعلق بتحقيق التفوق الاستراتيجي. وبناء على هذه النتائج توصي الدراسة الشركات بتشكيل تحالفات مع المنافسين الرئيسيين من أجل التأثير على التكوين التنافسي للصناعة وتقليل الضغط التنافسي. كما توصي الدراسة أيضا بتدريب القادة بشكل فعال على صياغة رؤى جذابة وواقعية لمستقبل شركاتهم لأن الرؤية هي الأساس الذي تعتمد عليه الإجراءات اللاحقة.

الكلمات المفتاحية: التفوق الاستراتيجي، القيادة الرؤيوية، شركات تصنيع الدواء.

Introduction

In an era featured by constantly growing businesses with great interest in growth and customer gain, organizations face a great deal of competition in the market in every field or sector (Ali & Atta, 2022). Not only the high level of competition is a challenge for organizations, but also the dynamic changes in the market and external forces whether social, economic, political, or technological (Ali & Atta, 2022). In response to these challenges and environmental forces, business organizations are under high pressure to become more active in their operations, maintain and expand their market share, and achieve their competitive advantage (Mikalef & Pateli, 2017). The operations of strategic management, hence, are considered a ruler in this aspect as leaders of organizations think strategically to determine the nature of future opportunities and environmental threats facing the organization and deal with them by formulating strategies and making necessary decisions to gain a competitive advantage in business market and achieve constant growth and development (Abu Radan & Al- Saji, 2021).

With organizations strategically planning and competing in the market, the awareness of the possibility of achieving supremacy over competitors has emerged, which in turn generated new strategic concepts of great importance in the future of organizations, one of the most prominent of which is strategic supremacy. Strategic supremacy looks on how to achieve dominance in the market from a long-term strategic perspective, especially for organizations that always try to reduce competitive pressure (Abazeed, 2022). Al-Fatlawi et al. (2020) also believe that strategic supremacy provides a framework for visualizing how an organization can successfully and proactively interact with other leading organizations in the competitive sphere in order to achieve influence and control.

Visionary leadership is viewed as an effective tool to achieve strategic goals through the ability of the visionary leader to share vision and link organizational desire to the future goal of the institution by enabling subordinates to participate in making and taking strategic investment decisions (Mohamed & Al- Zalimi, 2022). Moreover, visionary leadership is closely related to the strategic process because the organizational strategy is an embodiment of the desired future state of the organization and its path, and visionary leadership aims to motivate and mobilize individuals in the organization towards achieving that future state (Al-Ubadi et al., 2022).

Consequently, visionary leadership is an effective mean for organizations seeking to achieve strategic supremacy in a highly competitive environment full of dynamic changes, as through visionary leadership a clear vision is reached for business organizations, optimal values are set, and employees are inspired by enabling them to share visions, goals, and objectives (Al-Tamimi & Al-Lafi, 2020; Mumford & Strange, 2013).

Like other organizations, Piachaud (2004), one of the first studies tackling pharmaceutical industry in business market, indicated that pharmaceutical industry is influenced by, and reacts to, the external environment within which it operates. The strategies adopted by firms within the industry are chosen on the basis that they may provide the most effective defense against a number of external pressures including competition. Al-Quhfa (2019) stated that pharmaceutical industry is one of the most indispensable industries that most countries seek to develop continuously because it is related to human life on one hand, and on the other hand, it represents an important source for achieving added value at the level of national economy of any country. Al-Quhfa (2019) also highlighted that growth of pharmaceutical manufacturing companies have undergone changing conditions through the influence of historical, civilizational, social, economic, political and technological factors. Pharmaceutical companies in Yemen are among organizations that face intense competition due to the rapidly changing environment, and this requires these companies to have a clear vision in taking strategic decisions. Furthermore, such companies should have a clear perception toward their leaders who can attain success and support organizations in confronting competitors and accomplishing their aims effectively and efficiently.

Since pharmaceutical companies operating in a highly competitive environment in Yemen in general and Sana'a in particular are of great and pivotal significance as they cover the needs of local medicine and supply of the national economy, this study seeks to link visionary leadership as an independent variable and examine its impact on achieving strategic supremacy with reference to decision- makers and managers in pharmaceutical companies in Sana'a- Yemen.

Literature Review

Strategic Supremacy

D'Aveni et al. (2001) defines strategic supremacy as the ability of a company to shape the market to its advantage by creating and defending spheres

of influence, competitive arsenals, and playing a mix of confrontation, cooperation, and competition. Abu Doush (2019) states that strategic supremacy is the ability of a company to achieve competitive priorities such as quality, cost, delivery, flexibility, and innovation by applying dimensions of strategic supremacy: the sphere of influence, competitive compression, and competitive configurations. Al-Kenany and Al-Najjar (2021) define it as “the organization’s strength and dominance over large competitive areas, and its ability to influence those areas subject to the influence of other competitors in the market”. Furthermore, Hasan and Al-Sheikli (2020) refer to strategic supremacy as a technique that reveals whatever an organization does and its purpose for seeking its desired goals to achieve in the future.

Strategic supremacy is not a modern term or human invention. It is the basis of human conflict ever since the beginning of time. The best description of supremacy in this context is “dominance” (Khatib & Alshawabkeh, 2022). Dominance herein is more powerful in expression compared to other possible terms related thereto such as power, influence, or the exclusion of competitors. In brief, it is the ability to change the rules of the game and control the decision-making process. The evolution and emergence of strategic supremacy in business can be traced back to the development of strategic management as a field of study and practice. Strategic management emerged in the 1960s and 1970s as a response to the increasing complexity and uncertainty of business environment, which required managers to adopt a more systematic and analytical approach to planning and decision making (D’Aveni, 1999).

Strategic supremacy as a business concept was first introduced by D’Aveni (1999) in an article entitled «Strategic Supremacy Through Disruption and Dominance», then in his book «Strategic Supremacy: How Industry Leaders Create Growth, Wealth, and Power Through Spheres of Influence», published in 2001. The author argued that in a hypercompetitive environment, where disruptive or revolutionary challengers threaten the established leaders, the latter need to adopt a counter-revolutionary strategy that aims to defend and expand their spheres of influence by creating and enforcing the rules of the game. As D’Aveni (1999, 2002, 2004, 2010) and D’Aveni et al. (2001) proposed, and verified by other scholars in later studies (Abazeed, 2022; Abu Radan & Al-Saji, 2021; Al-Essawi & Al-Aubaidy, 2022; Al-Helli et al., 2021; Alhilawy et al., 2020; Ali & Atta, 2022; Al-Kaabi & Sabry, 2021; Khatib & Alshawabkeh, 2022; Saeed & Soltan, 2022; Shalaaga & Joda, 2021),

strategic supremacy is only achieved through three dimensions: spheres of influence, competitive compression, and competitive configuration.

Spheres of Influence

Spheres of influence is a concept that has its roots in geopolitics, where it refers to areas where a country has a dominant position or a special interest over other countries. In business, spheres of influence are the areas or domains where an organization has a significant presence, influence, or advantage over its competitors. They can be geographic (such as regions or markets), functional (such as product categories or segments), or relational (such as customer groups or networks). Spheres of influence can be expanded or contracted by strategic actions, such as entering new markets, developing new products, or forming alliances (Fabrizio et al., 2022). According to Hasan and Al-Sheikli (2020), organizations operating in highly competitive environments usually reallocate resources to reshape their competitive sphere defining the intensity of the competition. This basically conveys the organization's products portfolio in areas that have strong market control.

Competitive Compression

Competitive Compression is a counter-revolutionary strategy that aims to defend against disruptive or revolutionary challengers by leveraging the company's strengths and resources (Boone, 2000). Strikwerda (2002) suggested that competitive compression is the ability of an organization to tighten sources of cash flows that flow to the organization in the market of geographical products through price competition or by enhancing organization's capabilities to expand into new markets. Nevertheless, Khatib and Alshawabkeh (2022) argued that competitive compression represents the ability of organizations to survive competitive pressures imposed by other competitors. Moreover, competitive compression depends on five forces of buyer power, supplier strength, entry barriers, threats posed by alternative products, and competition between industries (Hill & Jones, 2012).

Competitive Configuration

According to Al-Kenany and Al-Najjar (2021), organizations that want to achieve supremacy need to periodically examine the industry structure and find ways to disrupt the competitive equilibrium and gain an edge over other competitors. However, this process is influenced by the different behaviors of organizations or the changing conditions of the industry, which require

constant monitoring and analysis of the industry structure. In addition, Strikwerda (2002) concluded that competitive configuration is to create a competitive map among all the major players in an industry to determine who is the most powerful, and by assuming the compression that one of the parties make on the rest, the most powerful within the sector can be diagnosed.

Visionary Leadership

Leadership is the process of influencing employees and directing them to do the best job they have been assigned to, and a leader can be defined as a person who can influence the behavior of others without using force, so that people he leads accept them as a person worthy of their leadership (Al-Ubadi et al., 2022). Visionary leadership is one of leadership styles and is defined by Day (2014) as the verbal communication of an image of a future for a collective with the intention to persuade others to contribute to the realization of that future. Moreover, Kasanah (2019) views visionary leadership as the ability of leaders to create and articulate a realistic, trustworthy, and attractive vision for the future. Karwan et al. (2021) state that it is a management style that is forward-facing and inspires others to pursue a common future. Edema and Abosede (2018) state that visionary leadership style enables organization to survive by inspiring people to constantly search for new opportunities, expanding scope of operations, fitting with the environment, and optimizing various businesses as to build competitive advantage for the organization, and adding value to different stakeholders.

The evolution of visionary leadership can be traced back to the evolution of leadership theory as a field of study and practice. The concept of visionary leadership was influenced by various theories including great man theory, trait theory, behavioral theory, contingency theory, and transformational theory. The evolution of visionary leadership from transformational leadership is traced back to the late 1970s and early 1980s, when researchers such as Burns and Bass developed the concept of transformational leadership as a contrast to transactional leadership (Lindberg, 2022). Later, in the 1990s, Goleman introduced the six leadership styles framework, which included visionary leadership as one of the styles.

Visionary leadership is also a broader concept that goes beyond the six leadership styles (coercive, affiliative, democratic, pacesetter, coaching, and authoritative or visionary) by Goleman (Mohamed & Al-Zalimi, 2022).

It is a type of leadership that focuses on creating a vision for the future and inspiring others to make it a reality. It involves setting clear goals, creating a sense of purpose, and motivating those around them to take action in order to achieve the desired outcome. Visionary leadership, therefore, is discussed and achieved through many dimensions that represent traits of the visionary leader. Traits of the visionary leader were first presented and discussed by Nanus (1992). Later, many scholars studied visionary leadership in different business fields and presented several traits or dimensions including clear vision, future orientation, determining direction, and agent of change.

Clear Vision

Visionary leaders have a clear vision that is specific, measurable, achievable, relevant, and time-bound. They also ensure that their vision is aligned with the mission and values of the organization or the industry (Al-Ubadi et al., 2022). They also make sure that their vision is shared and understood by their followers and stakeholders.

Future Orientation

Visionary leaders are future oriented who focus on the long-term vision rather than the short-term goals. They also anticipate future trends, needs, and challenges, and prepare for them accordingly (Tamer, 2021). They also help their followers develop a future mindset and embrace change.

Determining Direction

Visionary leaders are direction setters who define the strategic direction and objectives of the organization or the industry. They communicate them clearly and persuasively to their followers and stakeholders. They also monitor progress and outcomes, and adjust the direction as needed (Mohammed & Attabi, 2022).

Agent of change

Visionary leaders are agents of change who initiate and drive positive transformations in the organization or industry. They challenge the status quo and seek new opportunities for growth and improvement. They also manage the change process by addressing resistance, building support, and ensuring alignment (Hussein et al., 2021). The concept of agent of change emerged from the charismatic theory of leadership (Porter & Slater, 1984), which suggests that leaders have exceptional qualities that inspire admiration and devotion from their followers.

Visionary Leadership and Strategic Supremacy

Westley and Mintzberg (1989), one of the first studies tackling visionary leadership and strategic management, indicate that visionary leadership and strategic management are two interrelated concepts that involve creating and implementing a compelling vision of the future that guides organizational actions and decisions. Visionary leadership is widely linked to strategic management norms including strategic growth, strategic commitment, strategic investment decisions (Al-Tamimi & Al-Lafi, 2020; Al-Ubadi et al., 2022; Mohamed & Al-Zalimi, 2022), strategic improvisation and strategic supremacy (Al-Kaabi & Sabry, 2021). According to Al-Fatlawi et al. (2020), strategic supremacy is a concept that helps an organization to envision how it can effectively and proactively engage with other dominant organizations in the competitive arena to gain influence and power. Furthermore, visionary leadership is closely linked to the strategic process, as the strategy of the organization reflects its desired future state and direction, and visionary leadership aims to motivate and mobilize the people in the organization to achieve that future state (Al-Ubadi, et al., 2022). Therefore, visionary leadership is a useful tool for organizations that want to achieve strategic supremacy in a highly competitive environment full of dynamic changes, as it helps them to create a clear vision, establish optimal values, and inspire their employees by enabling them to share the vision, goals, and objectives (Al-Tamimi & Al-Lafi, 2020; Mumford & Strange, 2013).

Problem Statement

Due to war and unstable political situation in Yemen in general and in Sana'a in particular, which resulted in closure of Sana'a International Airport in front of imported medicine and also in entry obstacles of medicine from land ports, there has been a lack of medicine in Sana'a. Consequently, demand for local medicine largely increased, imposing on Yemeni pharmaceutical manufacturing companies to face the crisis of medicine shortage by expanding their operations. As local pharmaceutical companies expanded operations, greater competition in the market emerged with every company seeking to expand its market share and win over competitors, with several challenges ahead such as high price of raw materials, delay of shipping, unstable political situation, and deteriorating economic conditions. In the light of the highly competitive environment and serious challenges, it became necessary for these companies to be future oriented, highlight

further developments, and adopt various means that strategically support their growth and increase their strategic supremacy; this can be achieved by employing their various resources and harnessing them towards supporting their vision effectively. Subsequently, the presence of leaders with clear vision who are able to anticipate the future and develop strategic plans to confront the rapid environmental changes and bring about desired development in institutions has become crucial for pharmaceutical companies. Based on the foregoing, leaders in such organizations must be visionary, as they can draw future strategies considering elements of growth and expansion (Al-Tamimi & Al-Lafi, 2020). Furthermore, Al-Tamimi and Al-Lafi (2020) indicate that visionary leadership allows providing opportunities and sharing factors of excellence and success which ensure effective performance with a proactive orientation towards entering, expanding and controlling new markets by promoting innovation and creativity.

Despite indications in previous studies (Al-Tamimi & Al-Lafi, 2020; Al-Ubadi et al., 2022; Mohamed & Al-Zalimi, 2022) that the presence of visionary leadership contributes to creation of strategic opportunities for any organization, scarcity of studies attempted to study the relationship between visionary leadership and strategic supremacy is remarkable. The current study, therefore, aims at addressing the research gap by investigating the impact of visionary leadership as a practiced leadership style in business field on an influential strategic concept, strategic supremacy in pharmaceutical companies operating in the Capital Municipality of Sana'a, Yemen, taking into account the highly competitive environment full of dynamic changes and the great contribution of such industry to the country's economy. Results of the study will be of use for companies under study to enhance their supremacy and invest in their leaders through some practical implications. This study can also be of great significance for enriching business research in general and contributing to the literature in the field of business in the Yemeni context in particular. The study seeks to find solid answers to the following questions:

1. What is the impact of visionary leadership (clear vision, future orientation, determining direction, and agent of change) on strategic supremacy in pharmaceutical companies operating in the Capital Municipality of Sana'a, Yemen?
2. Are there any significant differences in strategic supremacy among pharmaceutical companies operating in the Capital Municipality of Sana'a, Yemen that can be attributed to company age and size?

Research Hypotheses

Based on the foregoing literature review discussion, and to answer the study questions, the following hypotheses were developed:

H1: There is a significant impact of visionary leadership on strategic supremacy in pharmaceutical companies operating in the Capital Municipality of Sana’a, Yemen.

- H1a: There is a significant impact of clear vision on strategic supremacy in pharmaceutical companies operating in the Capital Municipality of Sana’a, Yemen.
- H1b: There is a significant impact of future orientation on strategic supremacy in pharmaceutical companies operating in the Capital Municipality of Sana’a, Yemen.
- H1c: There is a significant impact of determining direction on strategic supremacy in pharmaceutical companies operating in the Capital Municipality of Sana’a, Yemen.
- H1d: There is a significant impact of agent of change on strategic supremacy in pharmaceutical companies operating in the Capital Municipality of Sana’a, Yemen.

H2: There are significant differences in strategic supremacy among pharmaceutical companies operating in the Capital Municipality of Sana’a, Yemen that can be attributed to company age and size.

Conceptual framework

Figure 1 shows the study conceptual framework.

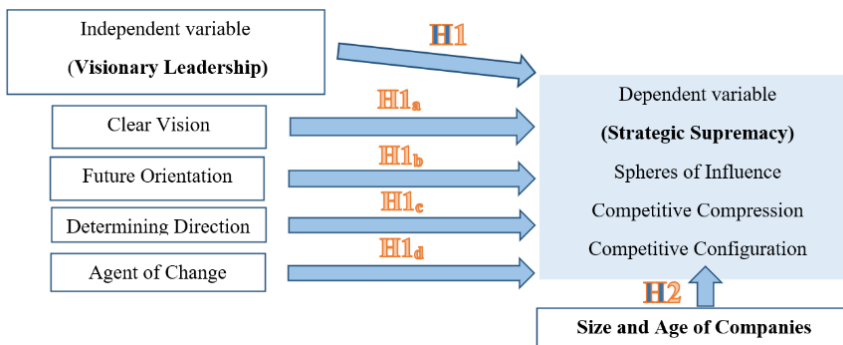


Figure 1: Conceptual Framework of Study

Methodology

Study Design

Based on the nature of the study and its hypotheses, the analytical approach was adopted.

Study Population

The study population includes middle and top managers and supervisors in local pharmaceutical manufacturing companies operating in the Capital Municipality of Sana'a, Yemen. There are eight companies which are officially registered in the Yemeni Ministry of Public Health and Population and the Supreme Board of Drugs and Medical Appliances as medicine manufacturing companies. According to HR departments in every company, these companies include 336 individuals within middle and upper managements, represented by general executive managers, department directors, department heads and supervisors.

Study Sample

As estimated population consists of 336 individuals, and based on Krejcie and Morgan's (1970) table of the sample size, the minimum appropriate sample size should be 181 respondents. Consequently, the researcher targeted 181 middle and upper managers from selected companies using stratified sampling method. The sample size for each company was determined according to the formula:

Sample size of company= (population size for each company/ total population size) x total sample size

Table (1) shows the sample size for each company.

Table 1: Study sample

Company	Population size	Sample size	Ratio of total sample size
Yemeni Drug Company for Industry and Commerce (Yedco)	39	21	11.60%
Yemen Egyptian Co. for Medical Industries and Trading	29	15	8.63%
Global Pharma Co.	44	24	13.09%
Modern Pharma	50	28	14.88%
Bio Pharma	37	20	11.04%

Table 1: continued

Company	Population size	Sample size	Ratio of total sample size
Shiba Pharma	43	23	12.79%
Shaphaco Pharmaceutical Industries	65	35	19.34%
Pharmacare	29	15	8.63%
Total	336	181	100.00%

Response Rate of Study Sample

One hundred and eighty-one questionnaires were distributed to the sample of the study, and 180 questionnaires valid for statistical analysis were retrieved, which represents 99.45% of the total distributed questionnaires.

Study Instrument

A questionnaire was designed and developed as the instrument for collecting data in order to determine the impact of visionary leadership on strategic supremacy in pharmaceutical companies operating in the Capital Municipality of Sana'a, Yemen. The researcher took into consideration previous studies concerned with variables of current study (visionary leadership and strategic supremacy) (Abu Radan & Al-Saji, 2021; Ali & Atta, 2022; Kadhim, 2020; Khatib & Alshawabkeh, 2022; Rashid & Muttar, 2020; Tamer, 2021) in developing the questionnaire's items for each dimension of study's variables. The researcher then phrased and added statements for dimensions of the study, and the first draft of the questionnaire in English was constructed. Then the English version of the questionnaire was translated into Arabic and given to a group of eleven academic experts in economics and business administration from different universities in Sana'a, to test its validity and feedback was provided. After validation process, the final draft of the questionnaire was constructed in two languages (Arabic and English), then only Arabic questionnaire was distributed among sample of the study.

The developed questionnaire consisted of two major parts. The first part included questions about demographic characteristics of respondents (gender, age, educational qualification, work experience in pharmaceutical manufacturing sector, work experience in a supervisory position, number of subordinates, current position, and employer). The second part included questions measuring the two variables of the study and dimensions. The questionnaire consisted of 33 items divided into two sections where the first

section addressed questions about the dependent variable (strategic supremacy), and it consisted of 13 items distributed on three dimensions. The second section addressed questions about the independent variable (visionary leadership), and it consisted of 20 items distributed on four dimensions.

Study Scale

The questionnaire was constructed based on a five-item Likert scale ranging from 'Strongly Agree' to 'Strongly Disagree'. Values were given to scales of frequency as follows: 5 points for 'Strongly Agree', 4 points for 'Agree', 3 points for 'Neutral', 2 points for 'Disagree', and 1 point for 'Strongly Disagree'.

Results and Discussion

Testing Study Hypotheses

Testing First Main Hypothesis

The first main hypothesis states that: There is a significant impact of visionary leadership on strategic supremacy in pharmaceutical companies operating in the Capital Municipality of Sana'a, Yemen. To test this hypothesis, a simple linear regression analysis test was used as illustrated in Table 2.

Table 2: Results of testing the main hypothesis

R	R ²	F	Sig	β	T	Sig.
.710	.504	181.181	.000	0.658	13.460	.000

Results presented in Table 2 show that there is a statistically significant impact of visionary leadership on strategic supremacy in pharmaceutical companies under study. R² indicates that visionary leadership, generally, explains change rate with (0.504) on changes on strategic supremacy in companies under study, which indicates that (50.40%) of level of strategic supremacy in companies under study is referred to commitment to visionary leadership.

The value of the β effect score, which amounted to (0.658), explains that assuming the effect of any other variables not subject to study is neutralized. The increase of β will lead to (100%) in the level of adopting visionary leadership practices in companies under study, this led to an increase of (65.80%) in the level of achieving strategic supremacy in those companies. The value of F-Test which is (181.181) at significance level (0.05) proves that there is a statistically significant impact of visionary leadership on strategic

supremacy in pharmaceutical manufacturing companies operating in the Capital Municipality of Sana'a, Yemen, which means accepting the first main hypothesis of the study.

Result of testing first main hypothesis of the current study shows that more practices of visionary leadership applied in pharmaceutical companies in the Capital Municipality of Sana'a, Yemen led to higher levels of strategic supremacy achieved over competitors. This could be attributed to the fact that visionary leadership can foster a shared sense of purpose and direction among followers, determine required processes, and analyze and adopt to external changes, which enhance strategic opportunities for pharmaceutical companies especially in the light of intense competition in the industry. This result is similar to result of the study by Al-Kaabi and Sabry (2021) that there is a direct significant impact of visionary leadership on strategic supremacy.

Testing Sub-Hypotheses of First Main Hypothesis

The sub-hypotheses were tested using multiple regression analysis as shown in Table 3.

Table 3: Results of testing sub-hypotheses of the first main hypothesis

Path	R	R ²	B	SE	Beta	T	Sig.
Clear vision → Strategic supremacy			0.118	0.054	0.174	2.166	*0.032
Future orientation → Strategic supremacy			0.188	0.066	0.256	2.831	*0.005
Determining direction → Strategic supremacy	0.713	0.508	0.212	0.078	0.222	2.732	*0.007
Agent of change → Strategic supremacy			0.154	0.068	0.182	2.255	*0.025

* Statistically significant at $p \leq 0.05$

Results in Table 3 indicate that there is a statistically significant impact of clear vision on strategic supremacy in pharmaceutical manufacturing companies in the Capital Municipality of Sana'a, Yemen, where the value of the regression coefficient β was (0.118), and the value of T was (2.166) and

statistically significant at the level of significance less or equal to (0.05). This shows that assuming the neutralization of the effect of any other variables that were not subject to the study leads to an increase of (100%) in the level of applying clear vision, which will lead to an increase of (11.80%) in the level of achieving strategic supremacy in pharmaceutical companies under study. Thus, we accept the first sub-hypothesis of the study.

As results of testing the first main sub-hypothesis illustrate, having a clear vision of what pharmaceutical companies aspire to be or accomplish, communicating this vision clearly among members of companies, and motivating them to work forward realizing it, enhances performance, resilience, and competitiveness of these companies in the face of challenges and uncertainties they encounter in Yemen. Previous results come in line with Abu Radan and Al-Saji (2021) and Saeed and Soltan (2022) conclusions, indicating that adopting a clear vision enhances an organization's strategic supremacy over its competitors.

Having been verified in Table 3, there is a statistically significant impact of future orientation on strategic supremacy in pharmaceutical companies under study, where the value of regression coefficient β was (0.188), and the value of T was (2.831) and statistically significant at a lower level of significance or equal to (0.05). This indicates that neutralization of the impact of any other variables that were not subject to the study leads to an increase of (100%) in the level of interest in future orientation, which lead to an increase of (18.80%) in the level of achieving strategic supremacy in companies under study, and therefore the second sub-hypothesis of the study is accepted.

Al-Ubadi et al. (2022) also indicates similar conclusions as they state that companies clearly identifying future opportunities and threats and deal with them could develop better strategic plans and compete in the market. The current study concludes that future orientation helps pharmaceutical companies under study identify and seize opportunities that may arise in a changing and uncertain environment. By anticipating future trends, challenges, and needs, future-oriented leaders and organizations can innovate and adapt faster than their rivals and gain a competitive edge. Therefore, future orientation is a key factor for achieving strategic supremacy.

Results in Table 3 also show that there is a statistically significant impact of determining direction on strategic supremacy in pharmaceutical manufacturing companies under study, where the value of regression

coefficient β was (0.212), and the value of T was (2.732) and statistically significant at significance level less or equal to (0.05). This indicates that assuming neutralization of the impact of any other variables that were not subject to the study leads to an increase of (100%) in the level of interest in determining direction, which will lead to an increase of (21.20%) in the level of achieving strategic supremacy in companies under study. Thus, the third sub-hypothesis of the study is accepted.

Results of testing the third sub-hypothesis are similar to conclusions drawn by Al-Essawi and Al-Aubaidy (2022). They believe that improving business procedures and solving encountered problems help companies achieve higher levels of strategic supremacy. Results of current study also indicate that there is a direct impact of determining direction on strategic supremacy in surveyed pharmaceutical companies through guiding a firm's actions and decisions towards achieving its vision and mission, motivating workforce for better performance levels, solving problems, and constantly looking for developmental and more effective ways to accomplish required work.

Furthermore, Table (3) illustrates that there is a statistically significant impact of agent-of-change leaders on strategic supremacy in pharmaceutical manufacturing companies under study, where the value of regression coefficient β was (0.154), and the value of T was (2.255) and statistically significant at significance level less or equal to (0.05). This indicates that assuming neutralization of the impact of any other variables that were not subject to the study leads to an increase of (100%) in the level of interest in agent of change, which will lead to an increase of (15.40%) in the level of achieving strategic supremacy in companies under study. The researcher, thus, accepts the fourth sub-hypothesis of the study.

Shalaaga and Joda (2021) concluded that achieving strategic supremacy is possible through adopting to developmental and new ideas. Tamer (2021) also highlighted that organizations compete to maintain their position in the market as leaders predict changes and draw a roadmap for their organizations in the process of change and uncertainties. Similarly, current study emphasizes that being an agent of change, leaders significantly affect strategic supremacy of surveyed pharmaceutical companies as they, especially in the challengeable dynamic environment in Yemen, need leaders who are able to help their companies adapt to changing external conditions, seize new opportunities, inspire and mobilize workforce to join the change

effort, determine actions for change, and guide all through necessary change process.

Testing the Second Main Hypothesis

To examine if there are differences in responses of the study sample about the level of strategic supremacy in pharmaceutical manufacturing companies under study regarding the company age and size, One-Way ANOVA test was used as follows:

Results regarding the company age variable:

The results of the differences in the sample's responses about the level of strategic supremacy in pharmaceutical manufacturing companies under study regarding the company age variable are shown in Table 4.

Table 4: Results of One-Way ANOVA test regarding the company age variable

Company Age	N	Mean	SD	F	Sig.
≤ 20 years	39	3.93	0.33	0.645	0.526
21 -26 years	49	3.87	0.47		
> 26 years	92	3.97	0.55		
Total	180	3.93	0.49		

Table 4 indicates that the probability value (Sig.) corresponding to the one-way analysis of variance test was greater than the level of significance (0.05) in the total score of the (strategic supremacy) dimension. This indicates that there are no statistically significant differences between the means of the responses about the level of strategic supremacy in pharmaceutical companies under study due to the variable (age of company).

Results regarding the company size variable:

The results of the differences in the sample's responses about the level of strategic supremacy in pharmaceutical manufacturing companies under study regarding the company size variable are shown in Table 5.

Table 5: Results of One-Way ANOVA test regarding the company size variable

No. of admins	N	Mean	SD	F	Sig.
< 30 admins	31	3.98	0.62	0.483	0.618
30-49 admins	87	3.90	0.42		
≥ 50 admins	62	3.96	0.50		
Total	180	3.93	0.49		

Table 5 shows that the probability value (Sig.) according to one-way analysis of variance test was greater than the level of significance (0.05) in the total score of the (strategic supremacy) dimension. This indicates that there are no statistically significant differences between the means of responses about the level of strategic supremacy in pharmaceutical companies under study due to the variable (size of company), and this means rejecting the second main hypothesis of the study.

This result can be referred to the fact that companies, regardless of their age and size, realize the importance of achieving competitive supremacy in order to survive, continue, grow, and achieve goals, especially in light of the high competition. Therefore, each company strives to control the market and increase its market share and includes that within its policy and strategy. This is the reason why there are no differences regarding the level of strategic supremacy in companies under study due to the variables (age and size of company).

Conclusions

Based on the field study and the discussion of hypotheses testing results, the study has drawn a number of conclusions. Leaders of pharmaceutical companies highly practice determining direction through setting goals and developing strategic plans, procedures and processes required for their implementation, and follow-up implementation processes. Results illustrate that leaders of companies under study have a clear vision, which they use to unite the efforts of employees to achieve the set goals. Those leaders are also aware of future orientation of the companies' endeavors, and, therefore, they define goals, set strategic plans, procedures and processes required to implement them, follow up on their implementation, motivate subordinates and direct them to perform their duties properly. Leaders also constantly look for improvement and more effective ways to accomplish required work.

In addition, the current study concludes that companies under study are concerned about their spheres of influence in which their products are concentrated, and they exert competitive compression to enhance their competitiveness, as they adopt strategic plans to expand into new markets, develop proactive strategies to deal with their competitors, and offer pharmaceutical products that make them market leaders and outperform competitors' offers. Companies under study seek to influence competitive configuration by allocating sufficient material and financial resources for the process of innovation and development and are keen to develop their services in line with changes in the labor market. However, those companies lack forming alliances with major competitors to maintain their influence in the market and reduce competitive pressure.

In light of conclusions drawn, the study recommends that pharmaceutical manufacturing companies under study should enhance and develop vision of leaders through seminars, conferences and panel discussions. Designing intensive training programs to educate leaders about the importance of visionary leadership and applying its practices is highly recommended as well. Moreover, continued interest by pharmaceutical manufacturing companies in modern technology should be taken seriously because it has become an effective element in the success of companies and is a major source of strategic supremacy. Companies should also exercise competitive compression in light of tremendous technological development, challenges and constant changes in the surrounding environment. Companies also need to form alliances with major competitors to maintain influence in the market and reduce competitive pressure.

Study Limitations and Future Work

In spite of the contribution of current study, some limitations should be addressed. First, this study could not include all pharmaceutical manufacturing companies in Yemen which could possibly limit generalization of study findings. A similar study can be conducted at a larger scale to include all pharmaceutical manufacturing companies in Yemen. Second, current study could not address all aspects or dimensions of visionary leadership which exceed 18 dimensions. Although firm-level variables such as age and size of company were included, other internal organizational variables or factors which could influence achieving strategic supremacy, such as organizational creativity and employee performance, were not investigated. Future studies may

examine the impact of such factors on strategic supremacy in pharmaceutical companies and other companies such as industrial institutions, food industry companies, banks, telecommunications companies, and universities.

Authors' contribution

MMA and MMA developed the introduction, literature review, problem statement, and research objectives, designed the research methodology, collected and analyzed the data, and contributed to interpreting the results and highlighting the conclusions and recommendations. Both authors read and approved the final manuscript.

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