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A Key Success of Innovation Product and Process Development for Thai Herbal Medicine Business

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***Abstract*---**Recent studies found that the impact of shared mission has been significant on project success because a shared mission enables the members of the project to exchange significant data and information about the project which mainly influences the success of the project. However, the main objective of this research study is to evaluate the impact of shared project mission (SPM) on the IPPD product success of Thai herbal medicine firms. The mediating role of mutual trust, symmetric communication, and mutual influence has also been evaluated in this research paper to find the impact of SPM on IPPD product success. Descriptive statistics, structural equation modeling, KMO, and confirmatory analysis also being used in this research paper for data analysis and computation. The results of the tables and findings indicate that all hypotheses accepted. It means that the shared project mission has a significant relationship with the project success of the firms. At the same time, systematic communication, mutual influence, and trust all have a positive impact. Discussion of study results and findings, limitations, and future recommendations in the area of shared project mission, mutual trust in firms and IPPD product success are also provided in this research paper.

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Keywords---Shared project mission, mutual influence, mutual trust, symmetric communication, IPPD product success, shared knowledge.

Introduction

Development of a new product is a rather difficult and complex thing to do and needs highly intensive knowledge especially when it comes to the development of drugs that are new in the market (Padma, Rosa, & Antonio, 2017; Polenick, Birditt, & Blow, 2018; Xu et al., 2018). This developmental process can never be achieved by a single person and that is why the need to have strong and efficient teams is a necessity. The teams work together, share their acquired knowledge and through mutual collaborations, achieve great success in the assurance of development of new drugs (Chen, Chen, & Wu, 2017; Eikås & Selle, 2017; Men & Jiang, 2016).

The availability of the efficient teams is not enough if they do not collaborate with each other and have mutual trust among themselves (Chien-Hsing, TSENG, & Fu-Sheng, 2019). Through mutual trust among the team members, the sharing of information takes place and an influential team structure takes place (Bromme & Jucks, 2017; Islam, Li, Johnson, & Lauchande, 2019; Peeroo, Samy, & Jones, 2017; Rubtcova & Pavenkov, 2018). Therefore, through the mutual influence and trust among teams of new drug development, the symmetric communication takes place that ensures the working together of different persons with different talents and knowledge.

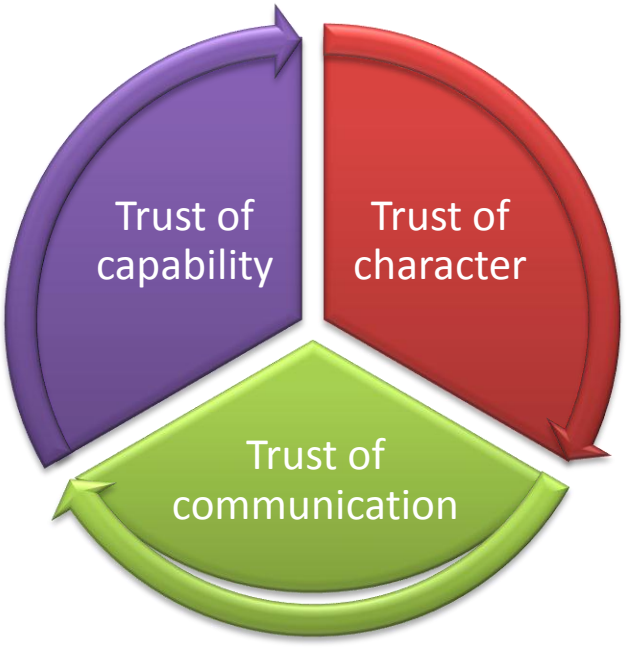


Figure 1: Importance of Trust among the team members. Source: (Center of creative leadership)

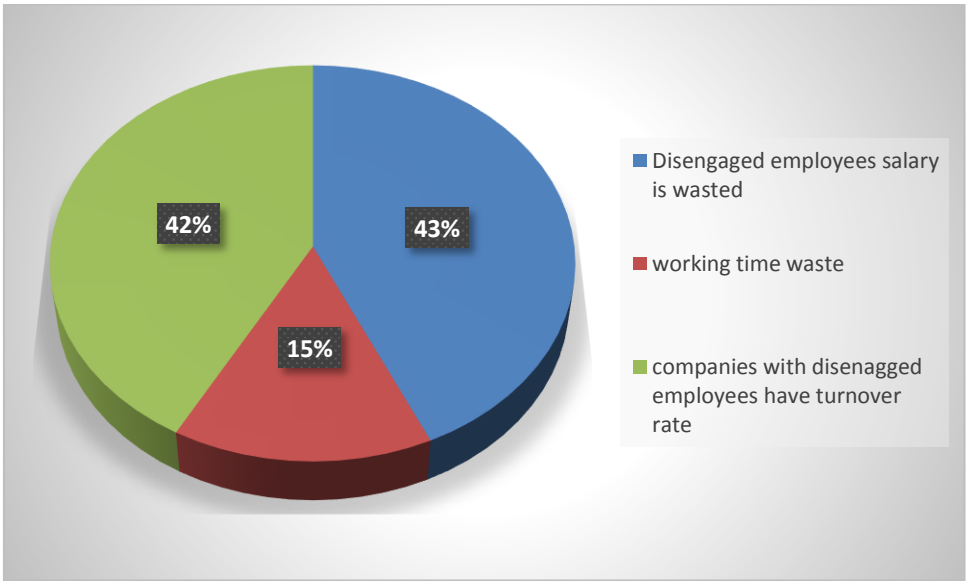


Figure 2: Cost of poor communication to business.
Source: (Harvard Business review)

The research objective that will cover the research study are the following:

1. To determine the impact of shared project mission on the mutual trust.
2. To determine the impact of shared project mission on the mutual influence.
3. To determine the impact of shared project mission on the symmetric communication.
4. To determine the impact of mutual trust on the IPPD product success.
5. To determine the impact of mutual influence on the IPPD product success.
6. To determine the impact of symmetric communication on the IPPD product success.

Often people working together in a team does not cooperate with each other and tend to show less trust on their team members. Previous research studies have focused highly on the theoretical evidence of the importance of various factors that affect the development of new drugs. Therefore, the research study will focus on the practical significance of mutual trust and influence and effective communication among the teams that are working on the new drug development. Because of the seriousness of the issue the mutual collaboration and information sharing among the team members is vital. The literature studies, methodologies and material used for the study are explained in the next chapters along with the obtained results in discussion of the results.

Review of literature

Theoretical background

There are certain theories that are helpful for the better understanding of the mutual working of the team members of a team while working on the development of a single aim. The Social Exchange Theory (Cropanzano, Anthony, Daniels, &

Hall, 2017; Yan, Wang, Chen, & Zhang, 2016) is therefore, used to understand the mutual trust factors and the mutual influence of the team members and the importance of the symmetric communication that is helpful for the development of a new product. The "Goal Setting Theory" (Aarts, 2019; Locke & Latham, 2019) is also helpful for the analysis of these factors and how these effects the development of new products or drugs.

The impact of shared project mission on the mutual trust

The internal dynamics of a team are effective for the understanding of the mindset of the members of the team (Lin & Jackson, 2019; Polenick et al., 2018; Rauniar, Rawski, Morgan, & Mishra, 2019; Willson & Ganapathy, 2018). The two main aspects of the internal dynamics are the mutual trust and the mentality that their share a single goal. Heterogeneity in the team has both positive and negative aspects. On one hand, the heterogeneity is helpful for the wide range of talents and knowledge availability and on the other side this heterogeneity will make it difficult for the employees to work with each other and effect their mutual trust. Research studies (DelConte & Gast, 2019; Jha, 2018; Khullar, Wolfson, & Casalino, 2018; Volk, 2017; Kerdpitak, 2020) shows that this mistrust can be reduced by giving the team members a shared goal so they support each other. Therefore, the following hypothesis has been generated:

H1: There is a significant relation between the shared project mission and the mutual trust among the members of the teams.

The impact of shared project mission on the mutual influence

Similar to the effect of the shared project mission on the mutual trust of the team members (Lin & Jackson, 2019; Polenick et al., 2018; Rauniar et al., 2019; Willson & Ganapathy, 2018), having a shared goal also helps them to influence each other. This ensures the speedy work performance and also the shared knowledge among the team members so that they can achieve their goal (DelConte & Gast, 2019; Jha, 2018; Khullar et al., 2018; Volk, 2017). Therefore, the following hypothesis has been generated:

H2: There is a significant relation between the shared project mission and the mutual influence of the members of the teams.

The impact of shared project mission on the symmetric communication

According to the research studies (DelConte & Gast, 2019; Fernandes, Larsen, & Chan, 2017; Padma et al., 2017; Polenick et al., 2018; Volk, 2017; Xu et al., 2018), the sharing of a single project mission requires the team members to work according to a planned strategy. So every step is according to a symmetry and this requires the sharing of information and effective communication among the team members. This enables the other team members to know the extent of work and the pace through which the work is progressing (Chambers, Feero, & Khoury, 2016; Dolgos et al., 2016; Rosen & Dietz, 2017). Therefore, the following hypothesis has been generated:

H3: There is a significant relation between the shared project mission and the symmetric communication among the members of the teams.

The impact of mutual trust on the IPPD product success

Integrated product and process development (IPPD) is essential for the production and development of new products and especially the drugs in case of herbal medicine industries (Kerdpitak, 2021; Barling, Akers, & Beiko, 2018; Brinke, 2017; Chen et al., 2017; Hinton, 2018; Men & Jiang, 2016; Rosen & Dietz, 2017). But this can never be achieved if the team members does not have cooperation among themselves and they do not trust each other. This not effects their working relationships but also the work performance. Therefore, the following hypothesis has been generated:

H4: There is a significant relation between the mutual trust among the members of the teams and the IPPD product success.

The impact of mutual influence on the IPPD product success

Mutual influence of the team members has also the same impact on the IPPD of the product success and researchers (Kerdpitak, 2022; Bromme & Jucks, 2017; Chien-Hsing et al., 2019; Islam et al., 2019; Lu, Kong, Ferrin, & Dirks, 2017) have also argued over the importance of influence that the team members put on each other. As the team members influence the others with their talent and knowledge about the market regarding the new product (Chambers et al., 2016; Khanna, Guler, & Nerkar, 2016; Peeroo et al., 2017; Rubtcova & Pavenkov, 2018). Therefore, the following hypothesis has been generated:

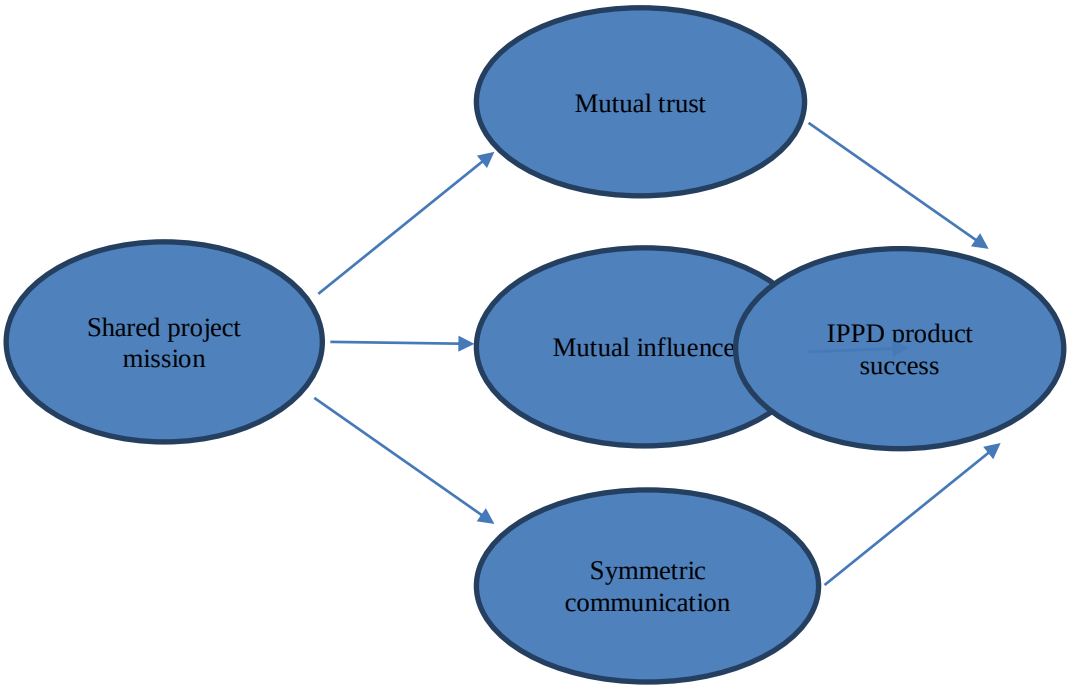
H5: There is a significant relation between the mutual influence of the members of the teams and the IPPD product success.

The impact of symmetric communication on the IPPD product success

Communication is essential for every field and when it comes to the teams, the work performance gets highly effected if there is a lack of symmetric communication. Researchers (Bromme & Jucks, 2017; Chien-Hsing et al., 2019; Islam et al., 2019; Lu et al., 2017) have also emphasized on the good communication practices for the success of newly developed products in the market and the processes at the organizational level (Babal & Moreno, 2019; Fang et al., 2018; Khanna et al., 2016; Padma et al., 2017; Xu et al., 2018). Therefore, the following hypothesis has been generated:

H6: There is a significant relation between the symmetric communication among the members of the teams and the IPPD product success.

Theoretical model



Methodology

To determine the impact of shared Thai Herbal medicine Project mission on drug development success, this study was directed in Thai Herbal medicine sector. This sector was chosen due to increasing market share and potential growth opportunities, these firms require improved and new drugs development to sustain their success. To initiate the research, a purposive sample of total 410 employees from different Thai Herbal medicine firms was established that were source of data for this study. A questionnaire-based survey was directed; self-administrative questionnaire was advanced to draw information from the sample for respondents convince. Before distributing questionnaire, 10 managers were interrogated in Bangkok to have some insight about the current issues. The questionnaires were distributed by mail service, basic description for research was attached with questionnaire. Mailing details were obtained from Thailand Thai Herbal medicine association. Respondents were free to participate in survey and were insured that their job will not be affected. The majority of participants working there were male 56.3% having more than 2 to 5 years of experience in health service (44.7%) and aging between 25 to 35 years.

Measurements

To analyze the proposed hypothetical model, different variables were used that were measured by developing and modifying various items and scale from previous studies. Each construct was quantified on Five-Point Likert scale that

ranges from 1= strongly disagree, 2=disagree, 3= neutral, 4= agree and 5= strongly agree.

The Shared Project Mission was measured by adopting Rauniar, Rawski, and Hudson (2017) scale. The scale has 7-item measure; Sample item is to evaluate how well mission are shared within the firm "The project mission was well defined for all team members" respondents rated the level of bribery on five Point-Likert scale with composite reliability $\alpha = 0.950$. Four items were used to estimate the Mutual Trust in firms effecting new product development, these items were adapted from (Zucker, 1986). For example, "Team members shared a belief that all members were acting in good faith". Respondent rated employees mutual trust on 5-point response scale, results showing $\alpha = 0.904$. For evaluating mutual influence five-item scale of Frost and Egri (1991) was incorporated previous work. One of the five items that evaluated the level to which members influence each other is "Team members had at least some control over the decisions of the team" respondents rated the mutual influence they have on five scale with $\alpha = 0.952$ composite reliability for this construct. Symmetric communication was estimated by using 4 item haul out from Dozier, Grunig, and Grunig (1995) without any changes. Sample item of this questionnaire "I am comfortable talking to my manager about my performance" showing reliability as ($\alpha = .86$) and five-point Likert-type scale ranging from 1= strongly disagree to 5 =strongly agree. IPPD scale of Carbone (2005) was used to investigate the IPPD product success in a firm by 15 items. One of the six item is "Overall, our new products/services are successful" responses were documented on 5point-likert scale. Results showed Cronbach alpha $\alpha = 0.975$.

Data Analysis

Statistical analysis for data was conducted on AMOS and SPSS to examine the hypothesized relationship between variables Confirmatory factor analysis and descriptive statistics test were performed using AMOS to test the reliability and validity of measurements. Cronbach's α and composite reliability (CR) were operated to check the reliability of the measurements that indicated good reliability.

Data Analysis

Demographics

According to the statistics, there are 56.4% male and 43.6% female respondents who give valid results in order to justify the hypothesis of this study. After considering the demographics based quantitative data of this research, it becomes clear that 48.2% of respondents are graduates and 28.6% having master degree, while maximum of them are within the age limit of 26 to 35 years.

Descriptive Statistics

According to the table of descriptive statistic, it becomes concluded that the mean value of all the variables are within the range of 3.2 to 3.5, while the standards deviation value is much higher in symmetric communication factor (the value is

1.24) and lower in mutual trust with only 1.14, which means that the mediating variables are highly deviated from their mean position in order to strengthen the relationship between shared project mission and product success.

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
SPM	413	1.00	5.00	3.4880	1.21210	-.417	.120
MutTrust	413	1.00	5.00	3.3447	1.14223	-.513	.120
MutInflu	413	1.00	5.00	3.2825	1.22945	-.554	.120
SymCom	413	1.00	5.00	3.4325	1.24172	-.546	.120
ProdSucc	413	1.00	5.00	3.4223	1.08505	-.598	.120
Valid N (listwise)	413						

Factor loading and convergent Validity

In the second table regarding factor loading and convergent validity, the figures show that all the variable items are efficiently loaded in the model because their average variance extracted (AVE) values are greater than 0.5. While, their composite reliability values are also meet the standard like their outcomes are more 0.7. After considering these values, it becomes clear that there is no convergent validity issue within this model.

Table 2: Factor loading and convergent Validity

	1	2	3	4	5	CR	AVE
SPM1		.851				0.903	0.913
SPM2		.854					
SPM3		.873					
SPM4		.882					
SPM5		.857					
SPM6		.856					
SPM7		.879					
MT1					.793	0.955	0.821
MT2					.751		
MT3					.793		
MT4					.785		
MI1			.818			0.926	0.901
MI2			.822				
MI3			.835				
MI4			.822				
MI5			.826				
SC1				.793		0.913	0.841
SC2				.806			
SC3				.802			
SC4				.811			
PS1	.753					0.917	0.746
PS2	.801						

PS3	.720
PS4	.782
PS5	.745
PS6	.768
PS7	.784
PS8	.793
PS9	.747
PS10	.782
PS11	.726
PS12	.764
PS13	.801
PS14	.795
PS15	.764

Discriminant Validity

The third table regarding discriminant validity occurrence within the selected variables shows that their own connection is much higher than the other variables which means that there is no issue occurred regarding such validity factor (Hassan, Hameed, Basheer, & Ali, 2020; Iqbal & Hameed, 2020).

Table 3: Discriminant Validity

	SC	SPM	MT	MI	PS
SC	**0.971**				
SPM	0.635	**0.964**			
MT	0.588	0.576	**0.900**		
MI	0.623	0.601	0.591	**0.968**	
PS	0.675	0.657	0.624	0.508	**0.863**

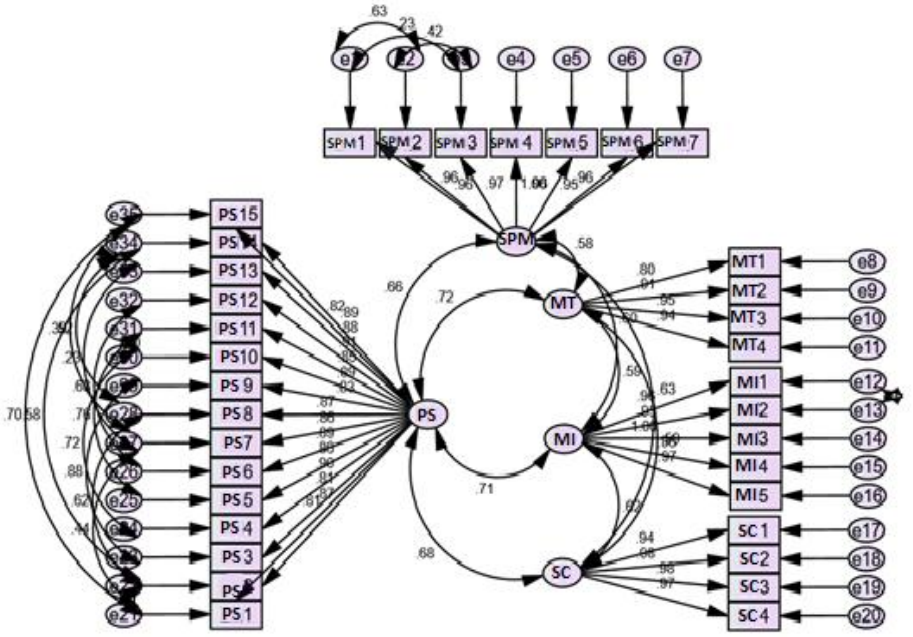
Confirmatory Factors Analysis and KMO

According to the KMO model, the value of CMIN/DF is lower than 3, GFI values is greater than 0.80, IFI value is greater than 0.90, CFI value is also greater than 0.90 and RMSEA value is lower than 0.08. KMO value is within the threshold range (0.6 – 1.0). All the values follow the standard so this model is perfect for this research work.

Table 4: Confirmatory Factors Analysis and KMO

CFA Indicators	CMIN/DF	GFI	IFI	CFI	RMSEA	KMO
Threshold Value	≤ 3	≥ 0.80	≥ 0.90	≥ 0.90	≤ 0.08	0.6 – 1.0
Observed Value	2.986	0.818	0.951	0.952	0.077	0.945

Figure 1: CFA



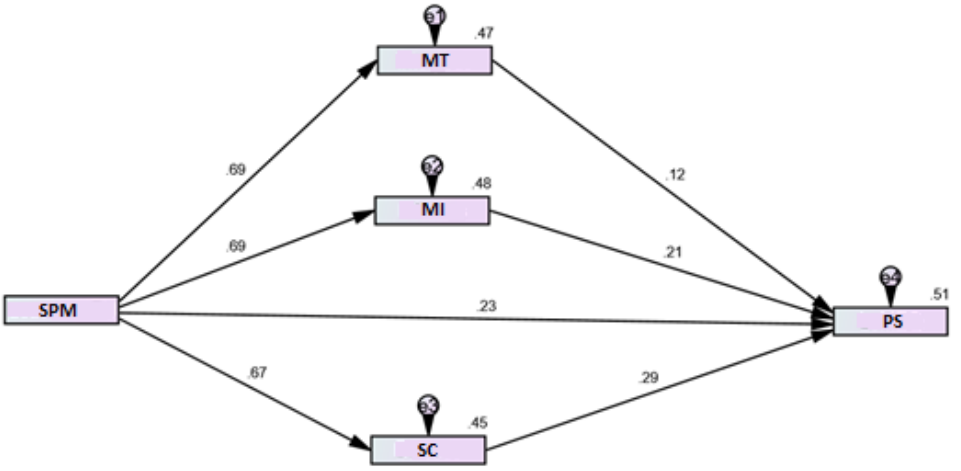
Structural Equation Modeling

According to the structural equation modeling, it becomes clear that the direct path of shared project mission is direct fit on product success factor because its beta value is 0.235 and P values is lower than 0.05. This shows that if one unit is increased in shared project mission than there will be 23.5% increased in the product success. Also, the mediating role of mutual trust, mutual influence and symmetric communication is significant because of their 0.05 P value, so the mediation of Mutual trust variable is 12.3 %. Also, the 21.2% mediation occurred due to mutual influence and 28.8% due to symmetric communication between Shared project mission and product success.

Table 5: Structural Equation Modeling

Hypothesis	B-Value	SE	P-Value	Decision
SPM→PS	.235	.073	**.000**	**Accepted**
SPM→MT→PS	.123	.051	**.008**	**Accepted**
SPM→MI→PS	.212	.045	**.000**	**Accepted**
SPM→SC→PS	.288	.046	**.000**	**Accepted**

Figure 2: SEM



Discussion and Conclusion

Discussion

The development of products and brands considered to be a difficult and challenging task for business along with knowledge intensity (Nätti, Ulkuniemi, & Pekkarinen, 2017). Many factors play a significant role in enhancing the development process of products such as shared project mission (SPM) and mutual trust. A research study by Rauniar et al. (2019) highlight that the role of a shared project mission is significant in improving the IPPD product's success because SPM can enable the members of the project to exchange useful data so that they can attain common goals by enhancing the IPPD product's success. Hence, the first hypotheses related to the direct impact of SPM on the IPPD product success has been accepted and exhibit positive outcomes. According to the results of the study, it has also been indicated that the mediating role of mutual trust in team members and among other individuals of the firm can positively influence the process of IPPD product success. This is because a positive extent of mutual trust can enhance morale among individuals of the firm and this positively enhances the relationship between SPM and IPPD product success. Results also revealed that symmetric communication can positively mediate the relationship between SPM and IPPD product and brand success.

Conclusion

This research paper shows that Thailand's Herbal medicine sector can develop bonds with the different firms and industries by adopting the means of mutual trust, mutual influence and valid and strong communication with the management of the industry, employees and the individuals. This study also suggests that Drug development success is a link chained system that needs cooperation at every step. The research paper suggests that a good and mutual influence plays a vital and significant role in developing the industry a powerful and reliable.

Implications and Limitations

The given research paper significantly elaborates this idea of the success of the drug Development through Shared Thai Herbal medicine Project Mission in Thailand. The research paper implements that mutual trust, mutual influence, and good Symmetric Communication. The paper also suggests that ethical rules such as cooperation in the various fields of the industry in Thailand can open a broad way to success. Mutual collaboration not only in the industry but also with in the country.

Despite its contributions, the given study also has some limitations. From the methodological point of view, the limited sample size is the crucial limitation of this research which should be addressed by future studies and analysts. Further adding to the restrictions and limitations, data gathering for this research is only from the Thai Herbal medicine firms, thus, future analysts should fill this gap. Future researches can improve the results of this study mainly by conducting in other sectors.

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