

## RELATIONSHIPS OF ENTERPRISE STRATEGY AND ORGANIZATIONAL CREATIVITY

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**Abstract:** The goal of the current study is to examine relationship of the enterprise strategy elements: organizational goals, commitment and plans and the organizational creativity of the pharmaceutical retail business in Malaysia. The research objectives also include the investigation of mediating impact of innovation adoption among the links of organizational goals, organizational commitment, organizational plans, and organizational creativity of the pharmaceutical retail enterprises in Malaysia. The results were assessed using AMOS and revealed that organizational goals, organizational commitment, and organizational plans have a positive association with the organizational creativity of the pharmaceutical retail enterprises in Malaysia. The findings also indicated that innovation adoption significantly mediates among the nexus of organizational goals, organizational commitment, organizational plans, and organizational creativity of the pharmaceutical retail industry in Malaysia. These findings are meaningful for the regulators while formulating the policies related to the innovation adoption that improves organizational performance and creativity.

**Keywords:** Innovation adoption, enterprise strategy, organizational creativity

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### Introduction

Private voluntary insurance, social welfare and consumer fees are other forms of funding for health care. Private voluntary insurance now gains traction because Malaysia does not yet have any universal or national health insurance schemes. Manufacturing, import, and distribution may include the pharmaceutical industry in Malaysia. Multilingual pharmaceutical firms dominate imports and distribution, while the production market consists of local generic pharmaceutical companies. Items made include generic drugs, medicines on a standard basis, traditional medicines, and nutritional supplements (Hasan et al., 2019). Local generic suppliers will provide almost all ways of dosing, including sterile preparations, eye and injections, soft gelatin tablets, controlled releases, and reconstitution granules. In Malaysia, there are currently more than 40 local generic

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producers. As per Malaysia Development Authority (MDA) statement, the local industry produces around 30% of domestic demand (MIDA). Malaysia has taken great strides in recent years in the generic pharmaceutical industry. The purpose of this study is to assess the linkages among commitments and plans, organizational goals and its influence on the creativeness of organizations with mediating role of innovation adoption.

In addition to delivering high quality and inexpensive medicinal products to the public, they also made major contributions to the nation with respect to export revenues and have also reduced the rising cost of health care as far as prescription medicines are concerned. The Malaysian pharmaceutical industry development is primarily influenced by rising healthcare expenditures and the need to reduce the cost of healthcare. Malaysians' healthcare expenditures have been estimated to rise by around 13% annually. Demographic changes have also helped to increase the opioid demand (Mehmood et al., 2020). The demand for prescription products has been stimulated by an increased population and the aging population. The government of Malaysia and its policies have contributed to the development of the Malaysian pharmaceutical Industry. In addition, being part of the Cooperation Scheme for Pharmaceutical Inspection helped to increase the generic industry's standard and consistency. This, in turn, has encouraged the export to more than 30 nations, including in Africa, Central America of Malaysian and ASEAN pharmaceutical products, and also has made it possible for the Member States including Europe, Australia, and Canada to have access to them (Saad, Noguera, Bahadori, & Saad, 2018).

Branded drugs still dominate the pharmaceutical market of Malaysia, as stated earlier. While the Malaysian National Drug Policies (MNMP) adopted in 2006 provides for a generic medicine program (a known potential strategy to increase the accessibility of medicines), the action plan is unclear, and the timetable for its implementation is not well defined. In the light of the above situation, MOH and generic local firms are requisite to be more active as well as systematic in order to support the usage of drugs (Tu, Xu, Wang, Liu, & Xu, 2018). Due to these misconceptions, as well as a lack of education on generic pharmaceuticals' BE, patients and even healthcare practitioners such as physicians and pharmacists have lost faith in generic pharmaceuticals, amid evidence of BE. To help combat this bias, Malaysia's 40 local pharmaceutical manufacturers should collaborate closely in order to close any gap that does exist in the quality of pharmaceuticals that are introduced to the market (Ariffin & Zakili, 2019). There is a number of new and strict standards regarding pharmaceutical are introduced by the Malaysian government vide one of its wing The National Pharmaceutical Control Bureau (NPCB) over the years. The Malaysian pharmaceutical industry, on the other hand, has struggled to keep up with the NPCB's ever-increasing new criteria. Many local generic pharmaceutical manufacturers are finding it difficult to meet these new mounting requirements, particularly because each additional regulation necessitates further effort

and additional investment in facilities and services. For instance, the Bioequivalence (BE) mandate imposed by the NPCB on the 96 drugs it has implemented to date has created additional challenges as well as pressure for many suppliers, due to facilities and resources lack BE tests for these drugs, not to mention the additional expense of conducting the studies. Additionally, BE experiments can only be conducted with a sample from a relatively broad manufacturing batch size of a newly produced commodity. Since clearance has not been given, the whole sample of the new product is non-marketable and must be discarded.

The present study will shine the spotlight on the pharmaceutical sector of Malaysia. In addition to this study will also be helpful for pharmaceutical sector in order to bring creativity in their organizations. Ahmad, Hatah, and Makmor-Bakry (2019) studied the private sector of Malaysian pharmaceutical whereas the present student is about the entire pharmaceutical sector irrespective of private or public. Hasan et al. (2019) investigated the reforms of pharmaceutical industry of Malaysia whereas this study will add number of other factors regarding pharmaceutical industry like creativity etc. This study also tested the mediation effect, which is rarely used in pharmaceutical studies regarding Malaysia. Thus, this study aims to answer questions on the relationship between organizational goals, commitments, plans, and creativity by incorporating an element of innovation adoption.

The below section reviews the relevant literature and is followed by a discussion on the methods employed for deriving the results. Next, the findings are presented which is followed by the discussion and policy implications section. Finally, the study concludes and provides directions for future research whilst accounting for potential limitations in the study.

### **Literature Review**

Organizational performance is appraised by the proper utilization of organizational goals. These goals are established for some significant purposes. These purposes may comprise according to the current prevalence of advancements in industries and strategic changes. The change is often in the industries with various adaptations of strategies and structures. Although, many changes have occurred in the pharmaceutical retail industry of Malaysia the main element exit is creativity and innovation. The accomplished levels of organizational goals are assessed by relying on the relationship among organizational goals and data. The up-gradation of medicine has changed the perspectives and objectives of many organizations and therefore has significantly influenced organizational creativity.

Many problems exist in the industries related to the policies and procedures due to frequent innovations. These innovations altered the goals of many organizations and though have enabled organizations to think about the establishment of organizational

creativity. With the changing world, different industries locally and internationally are adapted to these changes. Therefore, it is the primary requirement of industries like the pharmaceutical retail industry of Malaysia to get acquainted with this innovativeness. In some sports organizations, the elements or organizational goals are examined with their role over the organizational creativity (Smith & Green, 2020). It is essentially important to analyze the initial goals and current scenario of environments and technologies to let them be involved to assert organizational creativity. Hypothesis derived from the above debate is as under;

H1: Organizational goals significantly influence organizational creativity of pharmaceutical retail business in Malaysia.

Concepts of organizational commitment have been clearly an image of organizational creativity. These are included with various approaches and natures of organization with values and certainty in the pharmaceutical retail industry of Malaysia. Although, organizational commitments are meaningful and precise for the achievement of goals and sustainability creativity is another element to be adopted. There are many requirements of organizational commitment that contribute toward the performance of organizations. The effects of organizational and professional commitments are certain upon the intention of employees. For the achievement of better performance, there is a need of developing a creative approach among the organizational commitments. This establishment widely affects organizational creativity and raises several different implications adopted due to influencing elements in the global organizations.

Various deficiencies prevail in the organizational commitments and these are due to changed situations in the global markets. Therefore, a need is required to be developed for the significant approach toward the raise of organizational creativity. This could be with the help of core values and rewards which not only raises the performance of the organization but also the performance and capabilities of workers. A significant motivation is required by the organizational commitment for employees that could be attributed toward the working efficiencies. The climate of an organization is important for the creativity and innovation among the retail organizations of Sweden (Olsson, B. Paredes, Johansson, Olander Roesse, & Ritzén, 2019). Some variations also prevail between organizational creativity and organizational commitment especially in the pharmaceutical retail industry of Malaysia. This prevalence is due to variation of working attributions that are negative toward these elements. Hypothesis derived from the above debate is as under;

H2: Organizational commitments significantly influence organizational creativity of pharmaceutical retail business in Malaysia

Organizations mainly preview the traditional functions that could affect the attributions toward organizations. These attributions are developed with the precise view of employee's satisfaction and organizational objectives. Mainly, the objectives are

considered as primary instances and these could be achieved when the elements of creativity are established. Organizational plans are mainly to achieve the objectives through its prominent policies and procedures. These policies are developed by keeping in view the industrial cultures (Radjenovic, Draskovic, & Pupavac, 2020). Different dynamics of organizational plans are formed with the perspectives of responding to emergency situations. The pharmaceutical retail industry of Malaysia has been well acquainted with the organizational plans that attribute various standards for organizational creativity (Nurwani, Amal, Adisaputera, & Ridwan, 2020). It is the ethical and moral adaptations of organizational plans that intend its employees to develop the abilities for inducement toward organizational creativity (Palos-Sanchez, Saura, Grilo, & Ramirez, 2020).

Plans are certain for the organization, which is also considered as an art of matching and suggesting models for creating organizational creativity. Prominently, the assumptions are created in organizational plans, which are effectively performed by the workers. Therefore, the worker is required to be motivated by organizational creativity, which develops the options of reward and opportunities. These opportunities are a proper match among the working individuals and organizational career plans. The impact of cultural error management with organizational plans is prominent among the creativity and performance of the hospitality industry (Guchait, et al., 2020; Wu et al., 2021). The gain-sharing plans in many industries are executed by organizations according to the current needs like the pharmaceutical retail industry of Malaysia. The organizations are reacting to the markets according to their plans by keeping the modes of organizational creativity. Hypothesis derived from the above debate is as under;

**H3: Organizational plans significantly affect organizational creativity of pharmaceutical retail business in Malaysia**

Firms usually face different types of innovation and get adapted to the better ones. This is prima facie important after the interpretation of innovation adoption among different industries. The pharmaceutical retail industry of Malaysia has been vital adapted to innovation and has played a vital role between the organizational goals and organizational creativity. The resistance of innovation in digital industries has convinced others to go for the decision of adopting innovation. This creativity is a major establishment of innovation, which positively mediated between the role of this element and organizational goals.

While having the problems and constraints due to changing environment and international policies, organizational creativity is required to be designed accordingly. This could be by the help of innovation adoption by reviewing the impacts in adapted industries like in the pharmaceutical retail industry of Malaysia. The growing investments and interests are certain due to organizational goals towards developing interdisciplinary collaborations. Various organizations have been viewed importantly

with the inclusion of innovation adoption that positively mediates between organizational goals and creativity.

Marketing managers are more conscious about the organization's creativity due to the variety of approaches used by other organizations. These organizations are well-acquainted with the capability of organizational creativity with the help of positive contributions to organizational goals. From the perspectives of motivation, employee creativity with organizational goals are dominant with a view to exchange innovation (Pan, Sun, & Lam, 2020). The plans are initially certain but altered with the passage of time due to innovation adoption specifically in the pharmaceutical retail industry of Malaysia. Hypothesis derived from the above debate is as under;

The rules of decisions are among the management of organizations, which influences the organizational commitments. Although, organizational commitments have a positive contribution toward organizational creativity mediating effect of innovation adoption is also clear. Intentions of adoption are among the user playfulness and engagement with innovative technological products in small industries (Hussain et al., 2019; Yousuf et al., 2021). This clarity has clarified the importance of innovation adoption after certain trials conducted in industries like the pharmaceutical retail industry of Malaysia.

The development of intrinsic reward to the employee contributes more power of motivation and development of abilities. These abilities are clear demographics for the creativity of organizations that could be a powerful determinant for the extrinsic rewards. For increasing the affective organizational commitment, the role of trainer and organizational identification is important with innovative skills (Chevalier et al., 2020). It is important for adapting the innovation because of its large impacts among the factors of organizational commitment and organizational creativity.

The elements of environments are more dominant in the organizational commitments because of prevailing factors of creativity among the pharmaceutical retail industry of Malaysia. Organizational systems usually facilitate the structures with creative approaches to introduce various strategies in global businesses. In the organizations of healthcare, the creativity of the organization inserts a role in team crafting, leadership, and other collective factors (Luu, Rowley, Dinh, Qian, & Le, 2019). These businesses are formed with the capabilities of innovation, which certainly impacts the mechanisms of the organization toward markets. Hypothesis derived from the above debate is as under;

The distribution of organizational plans is according to the belongings of the creative approach adopted by many organizations. The contribution is the disbursement of organizational plans, which are positively organized by the elements of innovation adoption like in the pharmaceutical retail industry of Malaysia. In relation to the types of innovation, industries are also adopted to the commercial, organizational, process,

and product innovation. The commonly observed role of innovation adoption among the organizational creativity and organizational plan is certain.

Some essentials of organizational plans are clear and a key to success in developing the intervening measures toward pharmaceutical retail markets of Malaysia. These intervening measures are properly established by the significant adoption of innovation which shares the interest among variables. Appropriate structures are required in the organizations to form strategies according to the expected outcomes (Ordonez-Ponce & Clarke, 2020). These variables also specify the importance of innovation adoption and its mediating role among organizational creativity and organizational plans.

The novelty of organizational behaviors reacts accordingly to the creative adaptations and innovation adaptation. These adaptations are certainly important to tackle the differentiating strategies of different industries like the pharmaceutical retail industry of Malaysia. In business education, some constitutive connections and dimensions of creativity are positively influential toward organizational structures (Sosa & Kayrouz, 2020). This industry has gained much importance with innovation and creativity while treating the organizations from an international perspective. Hypothesis derived from the above debate is as under;

H4: Innovation adoption significantly and positively mediates between organizational plans, organizational goals, organization commitment, and organizational creativity of pharmaceutical retail business in Malaysia

### **Research Methodology**

The current study examines the impact of organizational goals, commitment and plans on organizational creativity and also investigates the mediating impact of innovation adoption among the links of organizational goals, organizational commitment, organizational plans and organizational creativity of the pharmaceutical retail industry in Malaysia. This study has used the primary data collection methods and used questionnaires for this goal. The researchers have followed simple random sampling to select the respondents, and the managers of the research and development (R&D) department are the respondents. The surveys were distributed to the managers of R&D by using mail and personal visit. A total of 990 surveys were sent, but after two weeks, only 760 received that has a response rate of about 76.77 per cent.

#### ***Study Variables and Measurement***

Study variables are as follows:

- organizational creativity (OCR) as the predictive variable with five items
- innovation adoption (IA) as the mediating variable with four items
- organizational goals (OG) with eight items,
- organizational commitment (OC) with six items



- organizational plans (OP) with three items.

### Research Results

The results were first checked using reliability and validity analysis. This study has checked the convergent validity that exposed the links among the items. For reliability analysis, the results have been highlighted that the Cronbach's alpha and CR values are not lower than 0.70; while standardized factor loadings and AVE are also below the threshold of 0.50. These values are shown high linkage among items and satisfied the reliability and validity requirements. These values have been shown in Table 1.

**Table 1. Linkage among items, satisfaction reliability and validity requirements.**

		Standardized loadings	AVE	CR	Cronbach's Alpha
Innovation Adoption	ia1	0.575	0.722	0.862	0.791
	ia2	0.549			
	ia3	0.604			
	ia4	0.576			
Organizational Commitment	oc2	oc1	0.628	0.962	0.819
	oc3	0.742	0.742		
	oc4	0.735			
	oc5	0.743			
	oc6	0.761			
Organizational Creativity	ocr1	0.593	0.814	0.952	0.801
	ocr2	0.67			
	ocr3	0.547			
	ocr4	0.582			
Organizational Goals	og1	0.705	0.692	0.852	0.865
	og2	0.808			
	og3	0.742			
	og4	0.728			
	og5	0.729			
	og6	0.724			
	og7	0.734			
	og8	0.7			



Organizational Plans	op1	0.739	0.751	0.792	0.788
	op2	0.787			
	op3	0.742			

The statistical results revealed that there exists a positive and significant relationship between organizational goals and organizational creativity ( $\beta = 0.119$ ,  $p=0.000$ ); organizational commitment and organizational creativity ( $\beta = 0.068$ ,  $p=0.000$ ); and organizational plans and organizational creativity ( $\beta = 0.033$ ,  $p=0.005$ ) of the pharmaceutical retail industry in Malaysia. As a result, the H1, H2 and H3 were accepted.

The findings also indicated that innovation adoption significantly mediates among the nexus of organizational goals, organizational commitment, organizational plans and organizational creativity of the pharmaceutical retail industry in Malaysia. As a result, hypothesis 4 (H4) was supported. These indirect relationships have been shown in Table 2.

**Table 2. Indirect relationships.**

Hypothesis	Paths	Beta	S.E.	C.R.	P-value
H1	OG → OCR	.119	.050	2.390	***
H2	OC → OCR	.068	.051	1.336	***
H3	OP → OCR	.033	.053	.626	.005
	OC → IA → OCR	.363	.057	6.383	***
H4	OG → IA → OCR	.252	.058	4.340	***
	OP → IA → OCR	.368	.060	6.153	***

Note: \*\*\* = significant at 0.01 level; OG = organizational goals; OC = organizational commitment, OP = organizational plans; OCR = organizational creativity; IA = innovation adoption

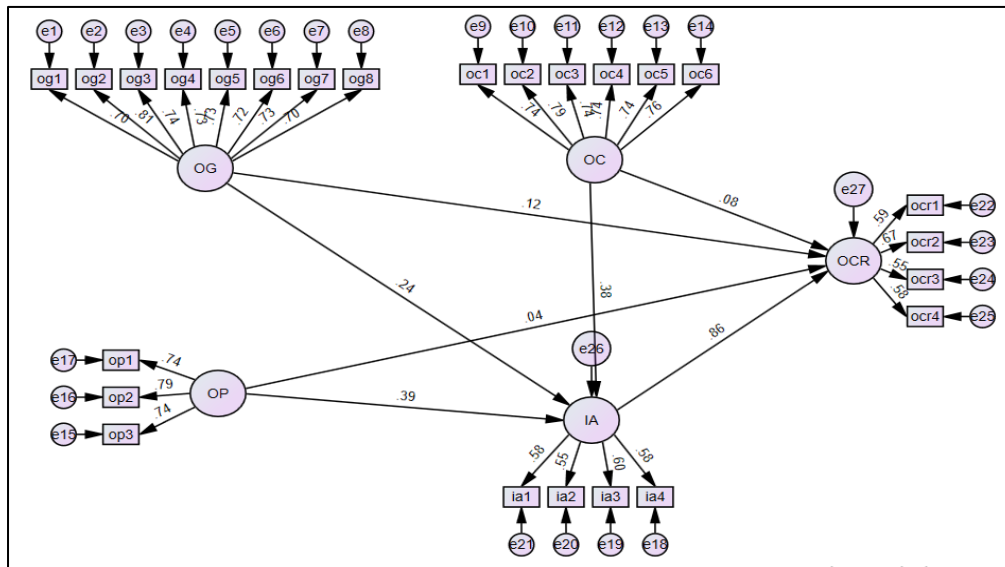


Figure 1: Structural Model Assessment

## Discussion

The study results have indicated that organizational goals have positive impacts on organizational creativity. The nature of the goals of the organization concerning different departments and at different levels affect the tradition of the organization to create and retain creativity at different departments and different levels. These results are in line with the past study of Shafique, Ahmad, and Kalyar (2019). This study has been conducted with an aim to analyze the tendency of creativity within the organization. This study concludes that the nature of the organizational goals regarding its market position, profitability, brand image, relationship with stakeholders, organizational resources (physical and human resources), operational procedures affect the capacity and intention of the organization to bring creativity in an employee's performance and different organizational departments. These results are also in line with the past study of de Vasconcellos, Garrido, and Parente (2019), which the value creation to the products and services, manufacturing of utterly new products, presentation of new ideas, procedures, or processes by individuals, and search for new opportunities, are one of the priorities of top management of organization when the organizational goals are to have competitive advantages over rivals, high market share, and achievement of public confidence.

The study results have also indicated that organizational commitment has a positive relationship with organizational creativity. The study implies that the organization where the employees are emotionally attached to the organization or have the feeling that it is

necessary for them to remain in the organization, they have a great sense of responsibility towards the organization. Thus, while performing in the different organizational departments, they not only rely on traditional processes and ways but also try to find new ways and processes to facilitate their own work and give better quality output to the organization. These results are supported by the past study of Olszak and Kisielnicki (2018), which posits that when the employees are emotionally and psychologically attached with the organization, he is devoted to the organization, and perform their functions to the best of their abilities in the favor of the organization. In this case, employees not only act upon the instruction passed by managers but also try by themselves to present new ideas, invent new techniques, and find successful opportunities in the welfare of the organization. These results are also supported by the past study of Wu and Chen (2018), which analyzes that the business organizations where there is a high commitment between the employees and the organizational goals and objectives, the employees use their cognitive capabilities along with physical ones to trace out risks and problems which they may be exposed to while achieving the organizational goals and find the ways to overcome those risks and solve the problems. Thus, high organizational commitment results in high organizational creativity.

The study results have also indicated that the formation and execution of organizational plans have a positive association with organizational creativity. The nature of organizational plans to achieve the organizational goals affects the organizational capacity and tendency to encourage creativity in all the organizational departments. These results are in line with the past study of Behmer and Jochem (2019), which states that organizational planning which describes the way step by step how to achieve the organizational goals like responsiveness to the market trends, customers' requirements, their future expectations, and change in technology, meet the challenges, and overcome risks, helps the organizational personnel to enhance creativity and newness. These results are also in line with the past study of Behmer and Jochem (2019), which shows that the plans made for the achievement of the business goals affects the business performance and determines the way the organization will struggle to achieve its goals. If the organizational plan includes the steps to make research or investigation, find out alternatives or perceive solutions, it encourages organizational creativity.

The study results have also indicated that innovation adoption plays a mediating role between organizational goals and organizational creativity. These results are in line with the past study of Liao and Tsai (2019), which shows that the nature of organizational goals regarding different organizational departments and different levels determine the tendency of an organization to adopt innovation in those departments and this adoption of innovation leads to creativity in the organizations. These results are also in line with the past study of Hughes, Lee, Tian, Newman, and Legood (2018), which states that the organizations capacity and intention to adopt innovation is determined by the nature,

types and urgency of organizational goals, and the adoption of innovation determines organizational creativity. The results have also shown that innovation adoption is a significant mediator between organizational commitment and organizational creativity. These results are supported by the previous study of Acar, Tarakci, and van Knippenberg (2019), which suggests that the high commitment between the employees and the organizational objectives and policies motivates the employees to bring innovation in the business operations, its products and services, and this tendency of innovation adoption enhances the creativity in the organizational personnel. Moreover, the study results have also indicated that innovation adoption plays a mediating role between organizational plans and organizational creativity. These results are supported by the past study of Awan, Sroufe, and Kraslawski (2019), which indicates that the tendency of innovation adoption, which is encouraged by the positive organizational planning, leads to the value creation to the products and services, manufacturing of new products and services, the creation of new ideas, process or procedures within the organization. The present study has theoretical and empirical implications at the same time. This literary workout has an excellent theoretical significance as it makes a lot of contribution to the literature on economic creativity. The influences of three organizational factors such as organizational goals, organizational commitment, and organizational plans on the development of organizational creativity have been addressed by the current study. In addition, this study has introduced innovation adoption as a mediator between organizational goals, organizational commitment, and organizational plans on the development of organizational creativity. The introduction of the innovation adoption is an initiative in the literary world, on the part of the author of this study. The reason is that though in the past literature, the influences of innovation adoption on the promotion of organizational creativity have been addressed, a little place has been given to the mediating influences of innovation adoption on the association between the organizational goals, organizational commitment and organizational plans and the development of organizational creativity. This study also has great empirical significance in the leading economy of Malaysia to the economists and the business management as it guides them on how to accelerate organizational creativity. This study suggests that organizational creativity can be developed with the favorable organizational goals, high organizational commitment, and effective organizational planning.

### **Conclusion**

The current was conducted to analyze the organizational factors such as organizational goals, organizational commitment and organizational plans and their influences on the development of organizational creativity. It was also aimed at checking the contribution of innovation adoption on the mutual association between to analyze the organizational

factors such as organizational goals, organizational commitment and organizational plans and their influences and the development of organizational creativity. A deep analysis of the role of the organizational factors such as organizational goals, organizational commitment, and organizational plans in developing organizational creativity and the mediating influences of innovation adoption in this nexus was made in the pharmaceutical retail industry in Malaysia. The study results demonstrated that the nature of the organizational goals concerning market position, brand image, profitability, the relationship with the stakeholders, organizational resources, and processes determine the degree of organizational creativity. The results indicated that organizational commitment enhances the development of organizational creativity. The study elaborated that the organization that describes what to do to achieve the organizational goals may have the inscription to do research, analyze the situation, find out the solutions to the problems, think new ideas, and invent something new. The study suggested through its propositions that organizational goals, organizational commitment and organizational plans help adopt innovation, which assists in the development of organizational creativity.

#### ***Limitations and Future directions***

The current study still bears several limitations, which gives a chance to the academics to show their literary efficiency, having removed these limitations. First, this study addresses only organizational factors such as organizational goals, organizational commitment and organizational plans and their influences as the drivers of organizational creativity. Many other economic and cultural factors, which greatly affect organizational creativity, have not been given a little place in this study. Thus, the authors in future are directed to use more factors as the determiners of organizational creativity. This study has collected supportive data from the emerging economy of Malaysia. The study, which is based on the supportive data from a developing economy, cannot be equally valid in some developed economy as there is much difference between the cultural, geographical, and economic conditions of the two countries. For the conduct of a more reliable study, the authors must collect data from both developing and developed economy at the same time.

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## RELACJE STRATEGII PRZEDSIĘBIORSTWA Z KREATYWNOŚCIĄ ORGANIZACYJNĄ

**Streszczenie:** Celem niniejszego opracowania jest zbadanie relacji elementów strategii przedsiębiorstwa: celów organizacyjnych, zaangażowania i planów oraz kreatywności organizacyjnej branży farmaceutycznej w Malezji. Cele badawcze obejmują również zbadanie pośredniczącego wpływu przyjęcia innowacji na powiązania celów organizacyjnych, zaangażowania organizacyjnego, planów organizacyjnych i kreatywności organizacyjnej przedsiębiorstw farmaceutycznych w Malezji. Wyniki zostały ocenione za pomocą AMOS i wykazały, że cele organizacyjne, zaangażowanie organizacyjne i plany organizacyjne mają pozytywny związek z kreatywnością organizacyjną przedsiębiorstw handlu detalicznego farmaceutykami w Malezji. Odkrycia wskazały również, że przyjęcie innowacji znacząco pośredniczy w splocie celów organizacyjnych, zaangażowania organizacyjnego, planów organizacyjnych i kreatywności organizacyjnej branży farmaceutycznej w Malezji. Ustalenia te mają znaczenie dla organów regulacyjnych podczas formułowania polityk związanych z wdrażaniem innowacji, które poprawiają wydajność i kreatywność organizacji.

**Słowa kluczowe:** Wdrażanie innowacji, strategia przedsiębiorstwa, kreatywność organizacyjna

## 企业战略与组织创造力的关系

**摘要:** 本研究的目的是研究企业战略要素之间的关系: 组织目标、承诺和计划以及马来西亚医药零售企业的组织创造力。研究目标还包括调查创新采用在马来西亚医药零售企业的组织目标、组织承诺、组织计划和组织创造力之间的中介影响。使用 AMOS 评估结果显示, 组织目标、组织承诺和组织计划与马来西亚药品零售企业的组织创造力呈正相关。研究结果还表明, 创新采用在马来西亚医药零售行业的组织目标、组织承诺、组织计划和组织创造力之间起着重要的中介作用。这些发现对监管机构有意义, 同时制定与创新采用相关的政策, 以提高组织绩效和创造力

**关键词:** 创新采用, 企业战略, 组织创造力