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# INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES



## Embracing the Need of Employee Creativity and Innovation: A Study of Selected Government Linked Companies (GLCs)

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### Abstract

The ability of employees to become creative and innovate is significant in gaining competitive advantages. Many studies have highlighted the significant and the need for employee creativity and innovation for organisational survival. In Malaysia, the need for creativity and innovation has been highlighted in the national Vision 2020 and “Transformasi Nasional (National Transformation) 50”. The human capitals are expected to be creative and innovative as part of a continual process of becoming a developed nation. As the demands of employee creativity and innovation remain high, this study is intended to examine the level of employee creativity and innovation. This study had involved 142 respondents from the selected GLCs in Kuala Terengganu by using quantitative approach. The measure of central tendency was used to determine the level. This study revealed that the level of employee creativity and innovation is high. This indicated that a lot of efforts have been invested to achieve employee creativity and innovation. This has added new knowledge of creativity and innovation in Malaysia. Every organisation should focus to develop employee creativity and innovation.

**Keywords:** *Employee creativity, Employee innovation, Government Linked Companies (GLCs), Competitive Advantages, Novel Ideas*

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### Introduction

In the boundary-less world, people have become the primary source of competitive advantage. Human capital who possesses creativity and innovation is significant to remain competitive in economic turbulence and to gain competitive advantage. Organisational talent is irreplaceable as compared to the technology, product and services which can be replicated by others (Wellins, Bernthal & Phelps, 2005). Innovation and creativity increase the organisational performance and it boosts success for continuous existence of today’s organisation. The recent studies have shown that organisation anticipates the employee to improve the creativity for organisational survival. An

organisation may achieve the target and everyday innovation through an innovative process and ultimately gaining competitive advantage (Anjum, Sabir, Makhdoom & Hussain, 2016).

The engaged employees are likely to bring the novel resources in increasing the organisational value. Previous studies have highlighted the significant contribution of employee creativity and innovation towards competitive advantage and organisational survival (Wallace, Butts, Johnson, Stevens & Smith, 2013; Mwesigwa & Namiyigo, 2014; Anjum et al., 2016 & Beheshtifar & Zare, 2013). The creativity is significant for organisation as it leads the them to become more responsive towards opportunities, adapt to change and participation in the global market (Bahestifar & Zare, 2013) as well overcoming challenges and seeks innovative ways to grow (Mwesigwa & Namiyigo, 2014). Creative and innovative human resources provide uniqueness of the products and service in the organization compared to other competitors. Many authors have agreed that knowledge, information and innovative economy are fundamental in the 21st century and the success of organisations depend on the values of the employees such as knowledge, experience, creative activity and qualification for continuous learning and research and development (Urbancova, 2013).

### **Towards Developed Nation: Strengthening Human Capital in Malaysia**

The need of employee creativity and innovation is not only limited to achieve competitive advantages, but also for the progression of the country in becoming a developed nation by the year of 2020. Malaysia is expected to achieve the dream of becoming a developed nation which consists of society who is supported by the high skills and expertise in science and technology that not only by replicating or renovating but must be able to be creative and innovative. Malaysians are needed to be more creative and innovative to continue the transformational process since the independence towards the Vision 2020 because the achievement that we have gained today is only half way through. Capital, investments, competitiveness and the quality of human capitals are among the key factors for the development of economy ("Perspektif Wawasan 2020", 2017).

The continuity of Vision 2020, National Transformation 2050 (TN50-Tranformasi Nasional 2050) has been introduced in 2016 which focuses on "to become a top 20 nations in economic development, social advancement and innovation" ("Transformasi Nasional 2050", 2017). The introduction of TN50 is a continuation of the creative and innovative thinking generation (Rosli, 2017). This highlighted the need for our human capital to produce our own product and thus, the capitals that we have should be fully utilized through creativity and innovation among the workers to achieve the national vision. In fact, both national visions highlighted the need for creativity and innovation. Studies have shown that employee creativity and innovation helps the organisation to achieve competitive advantages and ensure the sustainability of the organisation (Amiri, Qayoumi & Soltani, 2014; Ghafoor et al., 2011& Anjum et al., 2016).

In spite of these needs, Malaysia is lagging. Nasurdin, Ling and Hou (2014) had an evidence that the studies on innovation are still in its embryonic stage and the level of innovation in Malaysia is still low regardless of calls for greater innovative activities. The recent scenario of our human capital currently indicated that only 28 per cent of Malaysian workers are highly skilled and this figure is lower than other developed countries that have already achieved 40 per cent. This number is not aligned with the economic needs of the 21st century that stresses upon the necessity of higher skills, empowerment of information technology, creativity and innovation. This creates a critical challenge

to achieve a high-income nation which reflected the need to achieve at least 40 per cent of skilled workers (Ramli, 2016).

The three pillars of the framework, the Economic Transformation Programme, the New Economic Model and the 10th Malaysia Plan (2011-2015) have underscored the critical role of a highly skilled, creative and innovative workforce in achieving inclusive and sustainable high-income economy (Southeast Asian Economic Outlook, 2013). Data from Malaysian Productivity Corporation indicated that the average annual labour productivity growth for the year 2011 until 2015 was 1.8% which was less than the target of 3.7% annual growth in the 11th Malaysian plan (Saieed, 2016). Steps to embrace creativity and innovation in Malaysia should be taken to tackle this issue. Furthermore, the study of employee creativity and innovation is necessary as is obvious that many organisations do not consider creativity especially in developing countries (Beheshtifar & Zare, 2013).

As for national priority and integral to Malaysia's aspiration of achieving developed country status, the Malaysian government has introduced the GLC's transformation program in 2004 as the foundation of national development (GLC Transformation Programme Progress Review, 2010). To further develop Malaysia to become a higher nation, this program represents creativity and innovation (Ayob & Zainal, 2011). However, after ten years since the program started, innovation is remained one of the challenges that faced by the participants of the program. An innovation assessment of G20 was conducted under the Yellow Book, as reported in GLC Transformation Programme Graduation Report (2015) in July 2011, the innovation score for G20 is 2.7 out of 4.0. Innovation is the key to providing excellent service because the GLC is needed to raise customer's expectations and brand perception. Yet, the innovation score for G20 is lower than the global best practice which is 3.2. The focus on innovation and high-value activities has been emphasized in resource-based industries.

Therefore, as there are needs for Malaysians to become creative and innovative in achieving national vision which is currently lagging, this study seeks to investigate the level of employee creativity and innovation among organisations in the GLCs. As GLCs are the players for national economic development in achieving national visions, it is necessary to explore the current skilled human labour that focuses on creativity and innovation. According to Orange Book (2006), there are high expectations in terms of performance for GLCs. GLCs are the enthusiasts for the national economy and to make genuine shareholders to return which are needed in attaining Malaysia's National Mission, Vision 2020 yearnings and the Ninth Malaysia Plan. This study intended to highlight the capabilities of human capitals to become creative and innovative as current human capital is not favourable towards becoming a developed nation and it may symbolize the needs of development of the Malaysian economy. The study also enlightens how GLCs are able to manage their talents for creativity and innovation. The finding of the study contributes to add knowledge regarding employee creativity and innovation as it is lacking in the knowledge existence.

### **Employee Creativity and Innovation**

Amabile (1988) has defined creativity based on product (ideas) that indicates it as the production of novel and useful for an individual or small group of individuals working together. Organisational innovation in particular has been defined as the successful implementation of creative ideas within the organisation. These definitions are reflected on the new products, process of services that are

implemented in the organisation and have been widely used in the literature and most perspectives defined creativity as a production of novel ideas that are appropriate and useful to the situation (Unsworth, 2001) and current performance (Sirkwoo, 2015). Studies have defined that organisational creativity and organisation innovation as the generation of an important, useful new item, service, thought, method or process by individual cooperating in a complex social system and reception of new thought or behaviour by the organisation respectively (Hu, Gu & Chen, 2011; Sarros, Copper & Santora, 2011). Creativity is the development of organisational ideas that resorts to socially recognized input (McShane & Glinow, 2010). Innovation is considered as a part of a creative process to develop new products or services (Al-Salaymeh, 2013).

There are three major components which had been outlined by Amabile (1988) which are necessary for individual creativity in any domains. These components are domain-relevant skills, creativity-relevant skills and intrinsic task motivation. The model of organizational innovation is completed by these domains. The employees who are creative possess these domains and resulted in innovation. The first component deals with relevant skills that are necessary for creativity development. This component may also view as the set of cognitive pathways for a problem or task solving. Related skills are factual knowledge, technical skills and special talent. These skills depend on the individual's skills for creative productivity. The second component is creativity-relevant skills. This skill is dealing with the cognitive style which is favourable to look at new perspectives on a problem, application of heuristic for exploration of new cognitive solution and working styles that are conducive for employee who seeks for persistent and energetic. A heuristic is defined as a principle or device that helps to reduce the search for a solution such as reduction over any blind or random process. Creative-relevant skills also depend on the personal characteristics such as independence, self-discipline, ability to delay gratification and more. The last component is intrinsic task motivation. Task motivation helps to determine to what extent domain-relevant and creativity skills will be appropriately engaged in the service creative performance. There are two elements that constituted task motivation. The first is individuals' baseline attitude which refers to the person's inclination toward or away from activities of that sort. The second is the individual's perceptions of their tasks in a given instance. Environmental and social factors also influence these perceptions. These three components influence innovation within the organisation.

There are also three components of organisational innovation as outlined by Amabile (1988). These components are motivation to innovate, resources in the task domain and skills in innovation management. The first component of motivation to innovation is made up of the basic orientation of the organisation toward innovation and this orientation should originate from the highest level i.e., the president. The role of middle managers is also important for innovation as they are responsible for communicating and interpreting the orientation from the highest level. Corporate vision is a way to lead the motivation to innovate. Secondly, resources in task domain include people with feasibility knowledge of particular innovation, people with a familiarity of relevant markets, experienced people or fund allocations. Task domain refers to the general area that has been targeted for innovation. The last component is the skills in the innovation management. This component consists of both levels of management at the organisation as a whole and the level of individual departments and projects. Combining these components with the management skill and styles will produce conducive ambience for individual creativity. Other facets of organisational innovation process include the appropriate

balance between freedom and constraint, open communication system and the reward system also constituted this component.

Creativity is the primary giver of in the innovation process and its success. It is essential to have a place or an extensive variety of resources including emotional support and commitment for innovation to be successfully actualized (Munöz-Doyague & Neito, 2012). Researchers have pointed out that member's creative performance was influenced by the size of a group, degree of cohesion, an interaction between members and communication which take place within the organisation. Researchers agreed that innovation has been done by the organisation, individual, teams and units to adapt to the contextual changes to improve their services, procedures, practices and products. The employee innovation becomes a critical component (Wallace et al., 2013). Developing an appropriate innovative culture in organisation, creating a new market by strengthening innovative culture in the organisation and supporting continuous innovation, effective use of knowledgeable workers in the organisation, stimulating followers by motivating employees to trust leaders and group managers and specialists with different specialization to generate new ideas are preconditions for organisation to gain innovativeness (Hana, 2013). In stimulating innovation, organisational structure, culture variables and human resources are also play definite role. Natural structure of organization allows copious of resources for innovation, favourable culture such as tolerating, accepting ambiguity and open-system foster innovation by encouraging experimentation and reward both success and failure and actively promotes training and innovation for human resources encourage the production of idea (Robins, Decenzo & Coulter, 2011). Knowledge is also a significant element for creativity and innovation. Hence, harnessing innovation through knowledge acquisition and creativity lead to transformations and competencies in handling various organisational tasks that support growths and efficient services. Knowledge creativity enhanced management strategy and deliver a good framework for meeting the challenges (Sulaiman et al., 2015).

There are previous studies which highlighted creativity and innovation in various industries. For example, Nasurdin, Ling and Hou (2014) have examined the effect of organisational climate on product innovation in manufacturing industries. They found out that only debate, challenge and idea support from eight dimensions of organisational climate were positively related to the financial aspect of product innovation. Challenge is the only dimension that was found positively and significantly related to the quality aspect of product innovation. Lastly, freedom is the only dimension that found to be positively and significantly related to the differentiation aspect of product innovation. In a different study, Binnewies and Gromer (2012) found that creative requirement and job control were positively related to idea generation, co-worker and supervisors' support were positively related to idea promotion and idea implementation and personal initiative was positively related to idea implementation among teachers. In Malaysia's Small Medium Enterprises (SMEs), Zakersalehi, Maroofiyan and Asmawi (2011) found that risk taking, resources, specific targets and reward system explained creativity variance as much as 10.9%.

The significant of creativity and innovation has been highlighted in gaining competitive advantage. An organisation should have the structure and process that allow the prosperity of innovation as a mean to compete and sustain locally and globally (Halim et al., 2014). The employee should be fully equipped with knowledge and skills as employee's knowledge and skills are the key to organisational success and survival (Sulaiman et al., 2015). The quality of human resources should be increased by

embracing the element of organisational culture that is pro-innovation that leads to the enhancement of innovative performance (Halim et al., 2014). The degree of creative and innovative affects the creation of a knowledge-based organisation that helps in determining the long term survival of the organisation (Ramalingam et al., 2015). Creative ability is significant for organisational practice to achieve an advantage. It can be acquired through knowledge and the acquired knowledge transformed into creativity to improve the outcome and service process throughout the organisation (Sulaiman et al., 2015).

A few studies have highlighted the level of employee creativity and innovation in Malaysia. A study done in the Federation of Malaysian Manufacturers (FMM) had shown that the level of innovation in products, process and administration was high (Nasurdin, Ling & Hou, 2014). On the other hand, a study done by Noor (2013) showed that innovative work behaviour is high as the organisational climate itself can enhance the creativity among the employees. In addition, a study done by Seen and Singh (2012) had shown that the variable of innovation was high for the new organisation and innovation towards the industry. The findings of these studies showed that an adaptive culture towards changes has created new norms and beliefs arose in line with receiving input and translating it into action that leads to the growth of the organisational goals. This may be due to the fact that novel and creative ideas will happen if money and information are available for them (Zakersalehi, Maroofiyan & Asmawi, 2011). These studies have shown that the level of employee creativity and innovation in Malaysia is high. Thus, the following hypothesis is proposed.

*H1: There is a high level of employee creativity and innovation*

### **Research Methodology**

This study is done by using a quantitative method. A total of 151 respondents had been involved in this study. These respondents were coming from the selected GLCs in Kuala Terengganu namely; Maybank, Bank Islam, CIMB Bank, Affin Bank, Tenaga Nasional Berhad and Telekom Malaysia. The reason of choosing developing state like Terengganu was because if compared to the developed states, the developing states are more lacking in terms of economic development. Malaysian economy shows more disparities in income between states and the cities (Hutchinson, 2016). This indicates that highly skilled, creative and innovative workforces are necessary to combat the economic disparities between states in Malaysia. As all GLCs in Malaysia is encouraged to be innovative and creative to gain competitive advantage (GLC Transformation Programme Graduation Report, 2015); this becomes the challenge for GLCs especially those located in the less developed states, such as Pahang, Kelantan, Terengganu, Kedah, Perlis, Sarawak and Sabah (Hassan & Hassan, 2003). This is a significant issue that needs to be explored to highlight the need for employee creativity and innovation especially in less developed states in Malaysia.

In measuring the level of creativity and innovation, three components of employee creativity by Amabile (1988) were adopted and adapted. These components are domain-relevant skills, creativity-relevant skills and intrinsic task motivation. Domain-relevant skills may also be viewed as the set of cognitive pathways for a problem or task solving. Creativity-relevant skills on the other hand is dealing with a cognitive style which is favourable to take a new perspective upon a problem. Lastly, intrinsic task motivation helps to determine to what extent domain-relevant and creativity skills will be appropriately engaged in the service creative performance. These skills are important for employee

creativity and innovation. These components are considered as the fundamental giver to organisational innovation. Example of item in the domain-relevant skill is “I am often come up with my own and practical ideas to improve performance”. Example of item in creativity-relevant skills is “I redefined the problem and generate ideas to solve the problem according to the acceptable norm”. Example of item in intrinsic task-motivation is “I will seek for diverse information such as market environment, political environment or legislation to solve the problem”.

## Findings

### Respondents' Profile

This study had involved 142 respondents. Male respondents are 55 (38.7%) and female respondents are 87 (61.3%). Most respondents come from the age group of 30-39 years old with the total of 46 respondents (30.9 %), followed by the age group of 40-49 years old with the total of 44 respondents (29.5%), the age group of 20-29 years old with the total of 40 respondents (26.8 %) and lastly the age group of 50 years old and above with the total of 19 respondents (12.8%). Most of the respondents are married with the total of 108 respondents (73.0%), followed by single respondents with the total of 36 respondents (24.3%) and widowed is the least with the total of 4 respondents (2.7 %). The highest tenure of the respondents is 0-9 years with the total of 54 respondents (36 %), followed by 10-19 years with the total of 42 respondents (28%), 20-29 years with the total of 35 respondents (23.3%) and 30-39 years with the total of 19 respondents (12.7 %). The highest position comes from others position with the total of 73 respondents (48.7%). Others position of the respondents include officer and administrative support staffs. The executive is the second highest position with the total of 72 respondents (48%). The manager position with the total of 4 respondents (2.6%) and senior manager with the total of 1 respondent (0.7%).

### The level of Employee Creativity and Innovation

The level of employee creativity and innovation is determined by using the measure of central tendencies and t-test analysis is employed to determine the significance of this level.

#### *The Measure of Central Tendencies*

#### ***H1: There is a high level of employee creativity and innovation in the selected GLCs***

The employee creativity and innovation was measured by using a Likert Scale of 1, 2, 3, 4, and 5. The score ranges from 1 to 5 to indicate the agreeableness or disagreeableness of respondents towards the statements. In determining the level of employee creativity and innovation, the scores are divided into three levels which are low, medium and high. Table 1 shows the score scale of the level of employee creativity and innovation. The score scale of the level of employee creativity and innovation ranged between 0 to 1.67, 1.68 to 3.33 and 3.34 to 5 to indicate the level of low, medium and high respectively.



Table 1: *Score Scale of Level Employee Creativity and Innovation*

Level	Range
Low	0-1.67
Medium	1.68-3.33
High	3.34-5

Table 2 explains the score scale on the level of employee creativity and innovation in the selected GLCs. The score scale shows that 64.5% (89) which indicate the high level of employee creativity and innovation. Meanwhile 35.5% (49) indicate the medium level and none of the low-level score.

Table 2: *Score scale on the Level of Employee Creativity and Innovation*

Level	Frequency	Percent (%)
2 (Medium)	49	35.5
3 (High)	89	64.5

Table 3 explains the score of the total mean of employee creativity and innovation.

Table 3: *Score of Total Mean of Employee Creativity and Innovation*

Variable	Mean	Standard Deviation
Overall Mean		
Employee creativity and innovation	3.61	0.64

The overall mean of employee creativity and innovation is valued at 3.61 and 0.64. The mean value is higher than 3.33 which indicated the high level. This indicates that the perception of employees towards creativity and innovation is high.

To determine the significant of the level of employee creativity and innovation, one sample t-test is used. The t-test sample is used to determine whether the mean of the population from which the sample is drawn is the same as hypothesized mean (Coakes & Ong, 2011). Table 4 shows one sample statistics whereas Table 5 shows one-sample test which explained respectively to determine whether differentiation exists between the sample mean and the hypothesized mean by consulting the t-value, the degree of freedom (df) and two-tail significance.

Table 4: *One Sample Statistics*

	N	Mean	Standard Deviation	Standard Error Mean
Employee creativity and innovation	138	3.6078	0.6434	0.0548

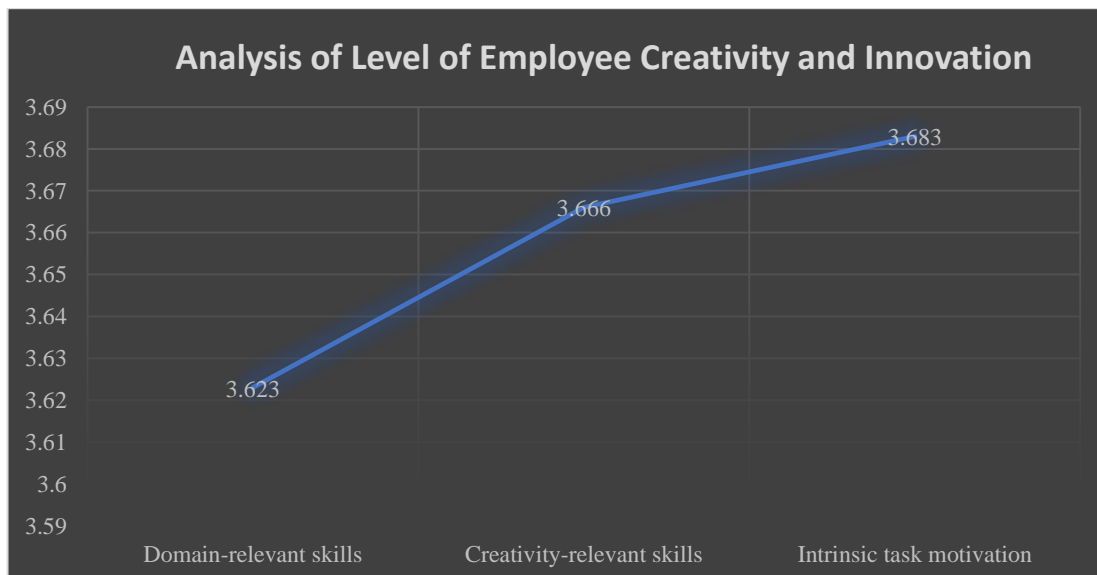
Table 5: *One-Sample Test*

	Test Value=3.33					
	t	df	Sig. tailed)	(2- Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Employee creativity and innovation	5.073	137	0.000	0.279	0.170	0.386

The output indicates that there is a significant difference of employee creativity and innovation among GLCs,  $t(137) = 5.073$ ,  $p < 0.05$ . This statistically shows that the level of employee creativity and innovation is high and significant. Thus, H1 is accepted. The significance of high level indicates that employees possess a high level of employee creativity and innovation. This finding supported the previous studies done by Ling and Nasuridin (2010), Noor (2013) and Seen and Singh (2012) which indicated that there is a high level of employee creativity and innovation in their study.

**Analysis of Level of Employee Creativity and Innovation**

The graph in figure 1 indicates the analysis of the components of employee creativity and innovation. The mean components of domain relevant-skills, creativity-relevant skills and intrinsic task motivation is 3.623, 3.666 and 3.683 respectively. This indicates that intrinsic task motivation plays the highest role in employee creativity, followed by creativity-relevant skills and domain-relevant skills.



Graph 1: Analysis of Level of Employee Creativity and Innovation

## Discussion

As the need for creativity and innovation has been significantly highlighted in the previous studies, this study is intended to determine the level of employee creativity and innovation in the selected GLCs. As they carry the national objective, the GLCs are demanded to possess employees who are equipped with knowledge and skills. The finding indicates that the level of employee creativity and innovation in this study is high. The objective of this study is achieved as there is a high level of employee creativity and innovation in the selected GLCs. The finding also indicates that the first hypothesis of this study is accepted as there is a high level of employee creativity and innovation. The finding is consistent with the studies done by Ling and Nasurdin (2010), Noor (2013) and Seen and Singh (2012) which indicated that there is a high level of employee creativity and innovation in their studies. As Amabile (1988) defined creativity and innovation as the production and implementation of novel ideas, the finding suggests that employees to have the abilities to produce and implement novel and useful ideas within the organisation. Indirectly, this may help employees to further produce a more useful and creative product, and continuously innovate better quality products or services for the organisation. The employee creativity and innovation increases the organisational values if the innovation continuous. They may produce unique products and services that will provide room in gaining competitive advantages for the organisation.

The measurement of employee creativity and innovation involves three components of employee creativity and innovation (Amabile, 1988) which are domain-relevant skills, creativity-relevant skills and intrinsic task motivation. Thus, a high level of employee creativity and innovation indicates that employees who possess these components are able to find a solution to the problem occurred, take a new perspective to solve problems and motivation to engage towards problem-solving. This reflects that the employees are engaged because the possession of these skills require them to be actively engaged in the organisation. Employees who are engaged will invest themselves in the organisation and have the ability to find a solution to any problems occurred. It is supported by Rao (2016) that employees' engagement reinforces each other. This is in line with the concept of psychological meaningfulness as an antecedent of employee engagement by Kahn (1990). Psychological meaningfulness results in the investments of physical, cognitive or emotional and the employees felt appreciated and valued for the organisation. This will make the employees to take more initiative and look for a new perspective in finding the best solution. Among these three components, intrinsic task motivation is mostly contributing to the employee creativity and innovation. This indicates that domain-relevant skills and creativity-relevant skills are appropriately engaged to service creative performance as highlighted by Amabile (1988). The employees have positive attitudes towards the given activities and tasks for building creative performance.

This high level of employee creativity and innovation reflects the success of talent management among the GLCs. The GLCs emphasize on human capital development and improve talent management practices for better developmental opportunities (GLC Transformation Programme Progress Review, March 31, 2010). The success of talent management produces employee creativity and innovation in the organisation. Talent management is identified as a critical enabler for Government Transformation (GTP) Program to drive Malaysia towards the competitive status of high income (Bux & Othman, 2010). This may be the recipe for the successfulness of ten years of transformation program in GLCs. The selected GLCs in this study had gone through a transformation

program to move towards the vision 2020 and for the future prosperity of Malaysia. The GLCs transformation program which had started and ended in the year 2014 had played a significant role in national building and supported the economic growth and this program was an initiative to move forward into high performing entities (Ahmad Hamdan & Zakariah, 2015). This transformation program focused on the innovation as one of the breakthrough performances and which was also encouraged by the government. Creative and innovative talents bring significant impacts towards the organisation.

The finding also reflected the significance of TTB program in Terengganu that emphasizes on the economic, governmental and political transformation (“Transformasi Terengganu Baharu”, 2016). One of the principles of TTB is the sixth principles which focusses on the high level of work disciplines as an important part of organisational growth which emphasizes on consistency, commitment and patience (Ngah, 2017). High level of work disciplines play an important role for employee creativity and innovation. This is because creativity and innovation involve learning process whereby employees’ disciplines are very significant in gaining knowledge to innovate. This corroborates with Sefertzi (2013) who emphasized that the discipline manner of creative thinking plays a role in innovation as creativity and innovation are complementary activities.

Furthermore, the high level of employee creativity and innovation highlights the readiness of human capital towards the vision 2020 and a good platform to achieve TN50. This indicates that our human capital possesses the required skills for us to move forward with the vision of 2020 and TN50. The employees are recognized as important capital for organisational innovativeness as well as in gaining the competitive advantages. This aligns with Noor (2013) that emphasised employee capitalization to innovate and lead to organisational innovativeness. Furthermore, the significance of employee creativity and innovation for competitive advantages has been illuminated in many studies (Samad, 2006; Seen, Singh & Jayasingam, 2012; Hafit et al., 2015). One possible explanation is that the degree of creativity and innovation contributes to the creation of knowledge in an organisation that is significant for the organisational long term survival (Ramalingam et al., 2015). This is in line with the suggestion by Halim et al. (2014) that the quality of human resources should be increased to enhance the innovative performance by embracing the pro-innovation culture. Thus, the finding indicates that currently, we are having quality human capital that may contribute to a brighter future and prosperity especially in achieving our target goals which are Vision 2020 and TN50.

### Conclusion and Recommendation

Overall, this study indicates the high level of employee creativity and innovation in the selected GLCs and intrinsic task motivation plays the highest role in employee creativity, followed by creativity-relevant skills and domain-relevant skills. This high level reflects the successfulness of talent management of human capital development and ten years of GTP in GLCs. It also reflects that the discipline principle in TTB program plays important roles in employee creativity and innovation. The high level of employee creativity and innovation acknowledges that our human capital is currently moving forward in achieving Vision 2020 and TN50. The significance of creativity and innovation is also recognized and it was stressed by the Prime Minister as an important aspect to focus after the successfulness of Vision 2020. The employee creativity and innovation is necessary for economic prosperity and to increase the value of our human capital. In engaging employees towards creativity and innovation, positive attitudes of employees are necessary. The employers should increase the employees' motivation in solving problems and task as well as to encourage them to produce and implement novel ideas to the related problem. The employees also need to be nurtured with high discipline environment especially for organisational learning and gaining knowledge as it is significant to become creative and innovative. The favourable environment should be provided for employees to grow and implement their ideas. This finding has contributed to add knowledge on creativity and innovation subject particularly in Malaysia. However, this study is only focusing on determining the level of employee creativity and innovation and it is limited in term of factors of contribution of employee creativity and innovation. Future study should emphasize more on the contributing factors in employee creativity and innovation and different types of business or organisations which are in need of creativity and organization.

### ACKNOWLEDGEMENT OF ETHICAL APPROVAL

This study has received ethical approval by the UiTM Research Ethics Committee on 6 March 2018. The UiTM Research Ethics Committee operates in accordance to the ICH Good Clinical Practice Guidelines, Malaysia Good Clinical Practice Guidelines and Declaration of Helsinki.

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