

THE INFLUENCE OF EMPLOYEE MINDSET TOWARDS COALITION BUILDING AMONG STAFF AT SELECTED GOVERNMENT-LINKED COMPANIES (GLCS) IN MALAYSIA

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ABSTRACT: Employers tend to look at job candidates' abilities to communicate effectively and to assess their talents to solve complex problems as a team player. The ability to work in teams also known as coalition building, is regarded as one of the most important criteria before getting employment. The main goal of this study was to examine the predictors of employee mindset (cosmopolitanism, cognitive complexity, entrepreneurial mindset, boundary spanning, adaptability, creative thinking and work culture) towards employee coalition building at government-link companies (GLCs). Employees from five government-link companies namely Khazanah, Proton, Axiata, MAS, and EPF involved in this study. A correlational design was used and data was collected using quota sampling. A set of four-sectioned questionnaires was used to collect information from employees and was analyzed to ascertain its reliability, correlation and regression values. The findings revealed that six out seven variables had significant and positive relationships with coalition building which are cosmopolitanism, cognitive complexity, entrepreneurial mindset, boundary spanning, adaptability, and creative thinking but one had negative, small but significant relationship which was work culture. It was also found that Entrepreneurial Mindset, Cosmopolitanism and Boundary Spanning predicted positively towards coalition building ($\beta=0.752$, $p<0.01$, $\beta=0.059$, $p<0.01$ and $\beta=0.057$, $p<0.01$) consecutively, while three other sub-variables (Adaptability, Work Culture and Creative Thinking Skills) predicted negatively towards coalition building. The researchers made a few recommendations on how to enhance employee mindset and coalition building. Employers are encouraged to study their employees' behavior by observing, encouraging and rewarding employees who display innovative work culture and show great affiliation with colleagues. In addition, the researchers suggest larger sample size for future research.

KEYWORDS: Employee Mindset, Coalition Building, Government-linked companies.

INTRODUCTION

Malaysia squeezes the element of innovation in almost every sector, such as economy, education, manufacturing and mining among others. Innovation is crucial for the development agenda of any country and to increase productivity and improve competitiveness of its citizens (Dutta, 2020). In relation to that, the Eleventh Malaysia Plan (2016) was set to focus on translating innovation into wealth through strengthening relational capital to foster stronger linkages, collaboration and trust among stakeholders. The Eleventh Malaysia Plan is a five-year development plan to realize the vision of 2025 where stronger relational capital will improve coordination, enable the sharing and testing of ideas across multiple stakeholders and disciplines, thus improving the national innovation ecosystem to enable Malaysia to bring creative output to the market and share innovations. The Ministry of Science, Technology and Innovation has targeted Malaysia to achieve at least 75

percent Global Innovation Index (GII) and top twenty in Science and Technology Innovation for Bloomberg Innovation Index (BII). However, the targets have not been materialized yet.

One of the key elements in achieving the country's objective in becoming a high-income nation is to boost the areas of creativity and innovation. There are nine challenges highlighted by the Former Prime Minister of Malaysia, Tun Dr. Mahathir Mohamad in Vision 2025 and one of them is related to innovation. The sixth challenge in order to achieve Vision 2025 is the establishment of a scientific and progressive society; a society that is innovative and forward-looking. It merely means that it is not only a consumer of technology, but also a contributor to the scientific and technological civilization of the future—the creator of technology.

Aside from products, innovation can also pertain to new services, business models, processes and functions. Companies such as Google and Starbucks have implemented game-changing innovations in small ways that added to the big picture (Hussein, 2016). For example, Starbucks does not do small, medium and large cups. Instead, they have their own terms such as grande and venti. They even have their payment app designed with PayPal. Being innovative should always be a part of the employee approach. With creative thinking and a good mindset, problems can be solved differently and strategically (Smith et. al., 2016). The right innovative techniques can help GLCs save time and money, and give the companies a competitive lead in expanding their businesses (Kay & Goldspink, 2015).

This study focused on seven components of employee mindset which are cosmopolitanism, cognitive complexity, entrepreneurial mindset, boundary spanning, creative thinking skills and adaptability which correspond to employee innovation tasks which are idea generation, coalition building, idea realization and diffusion (Manral, 2011). The first employee mindset is cosmopolitanism which is related to viewing the social forces in the contemporary world, which forces the community to compete in a variety of situations, projects and conditions, and face innovation in the modern way of life (Delanty & He, 2008). As for the second point, which is cognitive complexity, Nelson and Winter (1982) described it as finding the roots of the problem which helps in generating new ideas. Thirdly, entrepreneurial mindset refers to the way an individual thinks about the business and its chances to catch the benefits of ambiguity (Dhliwayo & Yuuren, 2007). The employee mindset of boundary-spanning is in which an employee is responsible for structuring the organization separately and having a cross-functional team in any innovation projects as claimed by Manral (2011). Next, creative thinking skills involve new ways of looking at problems and the areas at stake (Huneault, 2017). As stated by Dougherty (2013), creative employees are able to present inter-governmental linkages because they carry out studies and projects at different tiers. Finally, adaptability allows the employees to make a continuously changing environment easier to transfer the learning process via sequential phases (Gavetti & Rivkin, 2007).

In general, Kanter (1988) proposed a model of employee mindset, which comprises of idea generation, coalition building, idea realization and diffusion. The first one, idea generation is a problem-solving skill that will generate innovation process. To choose the solution, the employee must be able to identify both the existing problem and improve his or her performance by solving it (Manral, 2011). Kanter (1988) also claimed that the second task of innovation, which is coalition building, requires the organization to have a potential ally and win the project. The third task is the idea of realization which involves the organization to form separate structural cross-functional teams. The final innovation task is diffusion, which simply requires the involvement of people, activities, patterns and structure change.

PROBLEM STATEMENT

The Global Innovation Index (GII) (2020) has placed Malaysia at around 44% on the average from the years 2012 to 2017. This trend of statistics showed a volatile pattern in the innovation environment in Malaysia. According to Malaysia Science and Technology Innovation Centre (2018), statistics showed that Malaysia was ranked 23rd out of 78 countries with a score of 66.98% as reported by Bloomberg Innovation Index (BII) for the year 2017. The score dropped compared to the previous year, which was 69.15 percent and ranked 25th globally. Bloomberg has set six areas to measure the level of innovation in every country across the world, which are Research and Development (R&D), Manufacturing, Hi-Tech Companies, Education, Research and Patent.

Innovation is the key to providing excellent service, so the GLCs are needed to raise customers' expectations and influence brand perception (Smith et al., 2016). In accordance with the notion of national priority and integral to Malaysia's aspiration of achieving the status of a developed country, the Malaysian government introduced the GLCs transformation program in 2004 as the foundation for national development (GLC Transformation Program Progress Review, 2010). To further develop Malaysia to become a more advanced nation, the transformation program emphasizes innovation (Said, et al., 2017; Dutta, 2020). However, ten years since the program started, innovation remains one of the challenges faced by the participants of the program. An innovation assessment of G20 was conducted and as reported in GLC Transformation Program Graduation Report (2015) in July 2011, the innovation score for G20 was 2.7 out of 4.0. It showed that the GLCs remained below expectations in conducting an Innovation program.

It is of utmost importance, especially in the current state of economic downturn, that GLCs remain competitive, possess skillful and innovative employees as the driving force to lure profits, and embrace both domestic and global challenges. The current outlook on these GLCs is bleak and unassuming. The scenario is further demoted with the retrenchment of employees (Kay & Goldspink, 2015). These are signals that GLCs are not doing as well as expected among the G20 countries. When a company has an innovative employee, it will grow easily, despite the fact that the creative process is not always simple. Tried-and-tested methods may be reliable but trying out new things is a worthwhile experiment (Akoum, 2016).

Therefore, as there are needs for GLCs to become creative and innovative in achieving the national vision, which is currently lagging, this study sought to examine the influence of employee mindset towards one of the elements of innovativeness which is coalition building among the employees at selected GLCs in Malaysia. As GLCs are the players of national economic development in achieving the national vision, it is necessary to explore the current skilled human labors that focus on creativity and innovation (Leeson, 2015). This study intended to highlight the capabilities of human capital to become creative and innovative, as the current human capital is not favorable towards becoming a developed nation and it may symbolize the needs of the development of the Malaysian economy (Zain, 2018). The study also enlightened how GLCs can manage their talents for innovativeness.

1.1 The Reasons for Choosing Government-Linked Companies (GLCs)

Japan, USA and Russia are countries that can be attributed as major pioneers of the world economy. GII (2020) has charted that these nations are the pioneers of world economy judging from the aspects of imports exports, GDP, unemployment rate and economic growth. The sustainable economy shown by them is formed by the rapid development of technology and innovation. According to David et al., (2021), a country's strong economic progress and development come from the innovations carried out in each sector. Among Southeast Asian countries, Singapore and Thailand are already taking a step forward as they have climbed higher in rankings and left Malaysia in the 40th rank (Dutta, 2020). This has raised concerns of many Malaysian economists that the rate of innovation in Malaysia has been slowing down over the years. These concerns may induce the encouragement and growth of the country's economy and even the big economic players in Malaysia which include the GLCs.

In relation to that, Malaysia is now exposed to more intense competition from other nations around the world. In its move towards the creation of an effective capital market that will supplement the financial system required to support Malaysia's economic development, one of the actions taken by the Malaysian government was transforming the government-linked companies (GLCs) into high performing organizations. Among the objectives of this transformation was to improve the efficiencies of these monopolies by providing better innovative ideas to the GLCs and to ensure future growth in the performance of these companies.

According to Putrajaya Committee GLC (PCG) high performance (2007), GLCs are defined as companies that have a primary commercial objective and in which the Malaysian Government has a direct controlling stake through Khazanah, Ministry of Finance (MOF), Kumpulan Wang Amanah Pencen (KWAP) and Bank Negara Malaysia (BNM). The GLCs are also controlled by other federal government-linked agencies such as Permodalan Nasional Berhad (PNB), Employees Provident Fund (EPF) and Tabung Haji. Apart from percentage ownership, controlling stake also refers to the government's ability to appoint board members and senior management, and make major decisions (e.g. contract awards, strategy, restructuring and financing, acquisitions and divestments, etc.) for GLCs, either directly or through Government Link Investment Companies (GLICs).

In the context of the situation in Malaysia, GLCs Transformation Manual reported that most GLCs have underperformed in terms of operations and financial indicators since 1990. The media has repeatedly reported that most of the GLCs incurred a huge sum of losses and have been involved in activities or projects that are not related to their core business. This has resulted in the poor performing portfolios of business among several GLCs (Mohd Alwi & Siti-Nabiha, 2009).

RESEARCH QUESTIONS

1) What are the relationships between employee mindset (cosmopolitanism, cognitive complexity, entrepreneurial mindset, boundary-spanning, adaptability, creative thinking skill and work culture) and coalition building at selected government-linked companies (GLCs)?

2) To what extent do employee mindset (cosmopolitanism, cognitive complexity, entrepreneurial mindset, boundary-spanning, adaptability, creative thinking skill and work culture) predict coalition building at selected government-linked companies (GLCs)?

LITERATURE REVIEW

Coalition Building

Coalition building is a group of people that involves in multiple sectors of the community and comes together to address community needs and solve community problems. The criteria for a community coalition include the following: employees focus mainly on local issues rather than national issues as they are also addressing community needs and building on community assets; it helps to resolve community problems through collaboration (Berkowitz & Wolff, 2000). Coalition building requires the organization to have business with a potential ally and win the project (Manral, 2011). On the other hand, the ability to build a coalition is a basic skill for those who wish to attain and maintain power and influence. Through coalition, the weaker organizations in a conflict can increase their power through assimilation with other influential organizations (Wolff & Spanger, 2013).

Coalition building is the primary way through which disempowered parties can develop their power base and thereby better defend their interests. Coalitions may be built around any issues and at many scales from one's society to international conflicts and issues (Turner, 2006). It involves acquiring power by selling a concept to potential allies (Kanter, 1988). Therefore, coalition building motivates the ability of an idea-generating employee to collect a funding commitment from various investors who are generally unsure of the return potential and hesitant when committing to a project (Lee & Min, 2015). The formation of a coalition can shift the balance of power in a conflict and alter the future of the conflict (Spanger, 2013). People who pool their innovations and work together are generally more powerful and more able to advance their interests, than those who do not. In the context of this study, coalition members may be able to resist certain threats or even begin to make counter threats. Therefore, low-power groups are much more successful in defending their interests against dominant groups if they work together as a coalition (Lee & Min, 2015). This is certainly more effective than fighting among themselves and/or fighting the dominant group alone (Wolff & Spanger, 2013).

Employee Mindset

Employee mindset starts with an ambition that is substantially greater than innovation, and it is this imbalance that has created the seed of all innovations. When there is equality, there is no driver for innovation and success (Manral, 2011). Employee mindset can be used to overcome the constraints of Kanter's (1988) model by enhancing GLC conditions with cognitive concept (Manral, 2011). Employee mindset is related to cognitive skill where an action is connected to another reaction. It can also be interpreted as employees' experience and how the experience influences their actions in the future (Martinez, 2009). According to Boisot & MacMillan (2007), innovation and support learning are important inside the mindsets of a leader or employee.

In facing the 21st century challenges, an employee of strategic leadership is responsible to create vision and deal with the staff both personally or impersonally, which is needed to support innovation and adaptability (Torbert, 2015). In a study, even though innovation practices were being conducted among employees intellectually, it was shown that the management activities still ran consistently (Harry, 2017). Existing studies found that employees were more willing to invest in innovation practices compared to the owner who supported the growth (Czarnitzki, 2004). The employee is responsible to play a vital role in performing workplace innovation. This is also found by by Virta & Lowe (2016), who found that the employee took a leadership role to initiate innovation before its implementation by the organization.

Cosmopolitanism

Cosmopolitanism involves informal and formal interactions among customers, suppliers and subordinates who differ in culture, demographic background, economic status and geographical location, that may have an effect in they way the interaction takes place or the way of thinking (Manral, 2011). The benefits gained from cosmopolitanism allow employees to possess extra knowledge, which may contribute to employee innovativeness. Employees also have the power, expertise, experience and skills after reviewing and facilitating cosmopolitanism as one of their mindsets (Lau & Lo, 2015). Therefore, cosmopolitanism is the element found among employees who have the skills to interact with people that are different from them, and will benefit both the employee and the organization in innovation. trait can be used to allow members of the organization to get involved in a wide search (Manral, 2011).

Cognitive Complexity

Cognitive complexity is a way of managing problems that employees face while trying to relate to the generation of ideas. Employees who possess the trait of cognitive complexity can easily organize, combine and classify new concepts or ideas to achieve the goals set by the management (Gavetti & Levinthal, 2000). According to Makri and Scandura (2010), growth in cognitive complexity may lead to more enthusiastic sources of learning because it could increase the perspective of approaching information that is related to the existing information. Thus, cognitive complexity can be used to enhance innovation (Manral, 2011).

Entrepreneurial Mindset

Barringer & Ireland (2006) defined Entrepreneurial Mindset as an essential part of creativity and innovation which are needed in creating something new. Innovation and creativity in entrepreneurship serve as the starting

point in running a business (Baldacchino, 2009). According to Ma & Tan (2006), entrepreneurship is a dimension of the mindset that has a unique way of seeing the world because it has the desire to achieve, create and thrive independently and involves hard work, desire for freedom and risk-taking. Therefore, it underlies the ability of an idea-realization employee to collect a funding commitment from various sources--investors who are generally unsure of the return potential and hesitant in committing to a project (Manral, 2011).

Boundary Spanning

Employee boundary-spanning mindset is seen as a form of multi-functional capabilities in which the result is obtained through experience or cognitive learning (Shapiro, Tang, Wang and Zhang (2015). Gavetti and Levinthal (2000) carried out their studies on boundary spanning and found that 92% of communication boundaries among GLCs influenced the organizations' strategies on driving innovation forward. Boundary spanning is related to idea realization in which it requires employees to value the idea before it is changed and implemented in the organization. Thus, boundary-spanning helps employees in understanding the idea of carrying out an innovation (Manral, 2011).

Adaptability

According to Gavetti and Rivkin (2007), adaptability is also known as adaptive mindset of an employee that allows them to go through chronological phases of learning about the continuous change in the task environment smoothly. This ability of an employee to adapt rapidly to the changing task environment is defined as adaptability and the employee is said to possess an adaptive mindset (Almond & Verba, 2015). It simply means that the continuous change in the employee task environment is made rapidly because of its obsolescence (Gavetti & Levinthal, 2000). However, this is argued by Fleuren, Wiefferink and Paulussen (2004), who stated that innovation diffusion focuses on changing individual behavior which is not appropriate in performing this phase, in which the conclusion is consistent.

Creative Thinking Skill

Claro, Paunesku and Dweck (2016) stated that the decision to bring in creative thinkers is already a moment of innovation, while in turn, can activate their innovative potentials. For instance, most cases are of creative thinkers focused on issues of spatial planning; as such, planning consultants are the main 'creative thinkers'. Creative thinkers intervene, for example, by presenting new ways of looking at problems and the areas at stake (Huneault, 2017). Interestingly, Dougherty (2013) stated that employees with creative thinking mindset are also able to present intergovernmental linkages, especially in terms of substance, because they carry out studies and projects for many actors involved in the network at different tiers. As a result, they can not only create substantive links between plans or documents, but also have some power to link different policy processes more thoroughly (Ferry, Coombs & Eckersley, 2017). They furthermore suggest ways to jointly manage the focus areas, ways to finance the network agenda or what should be put into legislation. As such, they present an additional governmental capacity that is otherwise not deployed (or not in the same way) for intergovernmental relations (Grosser, Venkataramani & Labianca, 2017).

Work Culture

Work culture of innovation creates an entrepreneurial spirit and unites the members of the organization towards innovative behavior, resulting in increased dynamics and flexibility, as well as openness towards the unknown (Willis, 2017). According to Izod (2016), the culture of innovation does not only foster incremental improvements and make the firm more responsive to already existing market needs, but also supports the firm by outperforming its competitors by fulfilling needs that customers are not even aware of (Narver, Slater & MacLachlan, 2004) or finding new ways to do things, which will increase the competitive advantage of the firm.

Furthermore, with the direct impact on innovation performance, innovation culture is a critical precondition to successful idea management. It creates a willingness to participate in the generation, development and evaluation of ideas, which will have an impact on performance in the front end of innovation (Kliewe, Davey & Baaken, 2013). In addition to its impact on the development of new products and services, working with innovation leads to continuous improvements in business processes (Coughlan, 2002), which is very important for the overall performance of innovation, particularly in the back end of innovation, such as R&D processes, prototype and product development (Huneault, 2017). Cultured orientation on innovation is also important for the integration between the front end and the back end, as in today's hypercompetitive environment, firms do not only need to generate ideas, but they also need to be able to implement the ideas fast and efficiently (Alvesson & Sveningsson, 2015). In this respect, it is important that all employees involved in the innovation project, from beginning to end, are aware of what is in the pipeline, have a mutual understanding and make sure that the transmission of information is fast and effective (Marr, 2017).

Conceptual Framework

The conceptual framework for the relationship between employee mindset and employee coalition building is laid out in Figure 1.

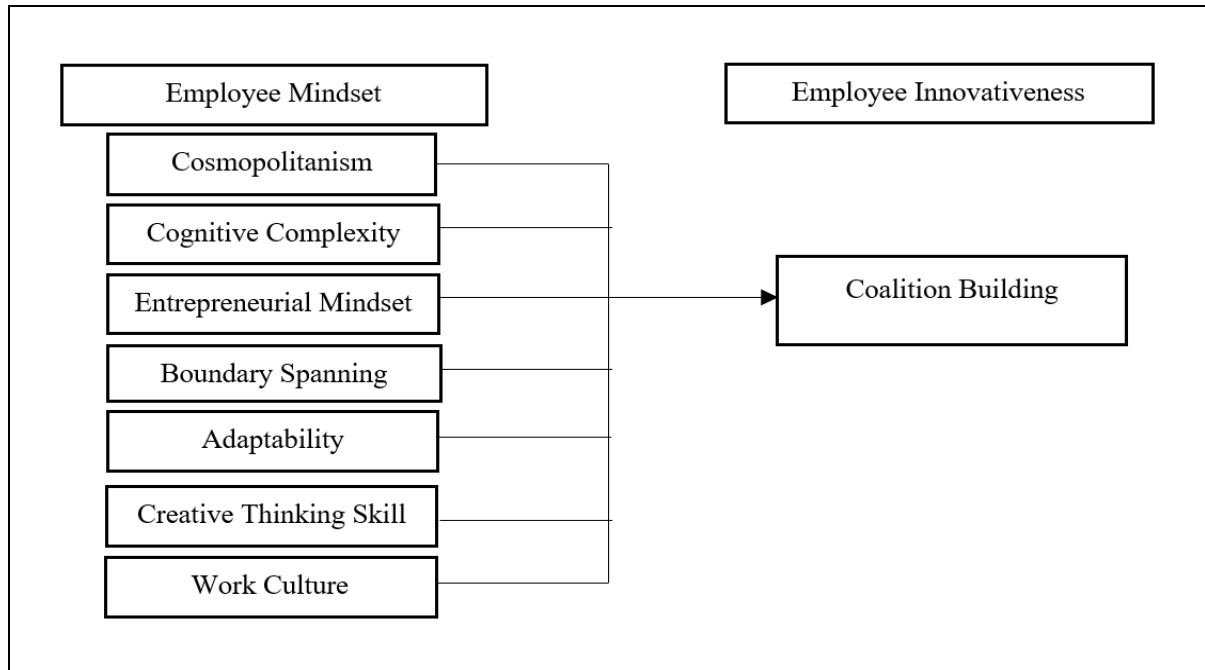


Figure 1. Conceptual Framework

METHODOLOGY

The data was collected from five selected GLCs in Malaysia which were *Khazanah Nasional, Employee Provident Funds, Proton, Malaysia Airlines and Axiata Berhad*. Remarkably, this study managed to get 766 responses out of 810 questionnaires distributed (94.50%) using quota sampling technique. The summary of the survey return rate is displayed in Table 1. Usually, the quota sampling technique is applied when the disproportional stratified sampling is desired but impossible to achieve (Salkind, 2012). In addition, quota sampling can be considered as a reasonable sampling technique, because even at a lower sampling cost, it still has the ability to provide the study with respondents with desirable characteristics (Salkind, 2012). However, quota sampling may also cause the researcher to exercise very little control over the sample representativeness; therefore, drives the researcher to minimize the selection bias.

Table 1: Response Rate

No	Government-Linked Companies	Sample Size	Respondents	Percentage
1.	Proton	150	140	93.33
2.	Khazanah Berhad	170	163	95.88
3.	Malaysia Airlines Berhad (MAS)	140	131	93.57
4.	Employee Provident Funds	180	172	95.56
5.	Axiata	170	160	94.12
	810	766	94.50	

RESULTS AND DISCUSSION

Reliability Analysis

For the dependent variable of coalition building, all determinants were reported to have Cronbach’s alphas of > 0.8, which indicated a high level of consistency (Sekaran, 2013; Hair et al., 2010). The determinants were cosmopolitanism, cognitive complexity, entrepreneurial mindset, boundary spanning, adaptability, creative thinking and work culture. The researchers decided to use the instrument as it is a well-established set of questionnaires commonly used in various studies on Idea realization by Manral (2011) and Kanter (1988).

Pearson-Correlation and Multiple Regression Analyses

Table 2 shows the findings on the correlation between seven determinants of employee mindset which are cosmopolitanism, cognitive complexity, entrepreneurial mindset, boundary spanning, adaptability, work culture and creative thinking towards coalition building among employees at selected GLCs in Malaysia. The results

pointed out that six out seven variables had significant positive relationships with coalition building which are cosmopolitanism, cognitive complexity, entrepreneurial mindset, boundary spanning, adaptability and creative thinking ($r = .581, r = .356, r = .744, r = .442, r = .343, r = .233, r = .387 < .01$) respectively, while the sub-variable of work culture had a negative, significant relationship with coalition building ($r = -0.228, p < 0.01$). This is interpreted as the higher positive relationships between these sub-variables, the greater idea realization among employees. Furthermore, the results also confirmed that there were significant positive relationships between cosmopolitanism, co. In retrospect, the inverse yet significant relationship between work culture and idea realization, is interpreted as the latter is not being supported by work culture in these GLCs. These GLCs need to do something in order to enhance the work culture to ignite innovation among their employees.

Table 2: Correlation between Elements of Employee Mindset and Coalition Building

No		1	2	3	4	5	6	7	8
1	Cosmopolitanism	1							
2	Complexity	.543** (.000)	1						
3	Entrepreneurial	.797** (.000)	.402** (.000)	1					
4	Boundary	.559** (.000)	.255** (.000)	.695** (.000)	1				
5	Adaptability	.709** (.000)	.278** (.000)	.667** (.000)	.643** (.000)	1			
6	Creative	.612** (.000)	.261** (.000)	.501** (.000)	.369** (.000)	.704** (.000)	1		
7	Work Culture	.295** (.000)	.087* (.016)	.493** (.000)	.280** (.000)	.565** (.000)	.253** (.000)	1	
8	Coalition Building	.581** (.000)	.356** (.000)	.744** (.000)	.442** (.000)	.343** (.000)	.233** (.000)	-.228** (.000)	.387** (.000)

**Correlation is significant at the table 0.01 level (2-tailed)

Regression Analysis

Findings from the regression analysis between employee mindset sub-variables (cosmopolitanism, cognitive complexity, entrepreneurial mindset, boundary spanning, adaptability, work culture and creative thinking) and idea realization are tabulated in Table 3.

Table 3: Multiple Regression Analysis

Independent variables	Standardized Coefficients Beta
Cosmopolitanism	.059**
Cognitive Complexity	.005
Entrepreneurial Mindset	.752**
Boundary Spanning	.057**
Adaptability	-.151**
Work Culture	-.599**
Creative Thinking Skills	-.261**
R Square	.934
F	1528.489
Sig. F Value	.000
Durbin Watson	1.678

It was found that R^2 was .934, in which all of the predictors (cosmopolitanism, cognitive complexity, entrepreneurial mindset, boundary spanning, adaptability, work culture and creative thinking) explained 93.4% of the variance (R square) for coalition building, with significant F value of .000. Plus, the Durbin Watson value was 1.678, which is in the acceptable value of 1.5 – 2.0 indicating positive autocorrelation, in line with one of the assumptions for bivariate and multivariate analyses. The analysis revealed that entrepreneurial mindset was the most influential component of employee mindset on idea realization. Only one sub-variable which is cognitive complexity was not found to be the predictor towards employee idea realization ($\beta = .005, p > .005$). Furthermore, the analysis also revealed that three sub-variables of employee mindset on idea realization predicted negatively towards employee idea realization which were adaptability, work culture and creative

thinking ($\beta = -.151$ $p < .001$, $\beta = -.599$ $p < .001$, $\beta = -.261$ $p < .001$) respectively. Therefore, it can be concluded that cosmopolitanism, entrepreneurial mindset and boundary spanning significantly predicted positively towards employee idea realization, while adaptability, work culture and creative thinking predicted negatively towards employee idea realization.

DISCUSSION

Guided by an increasing awareness of having employers especially among the GLCs that value coalition-building and realize its importance in developing a new idea for the innovation growth of this nation, had sparked the researchers' interest to conduct this investigation. The findings of this study revealed that three factors of employee mindset (cosmopolitanism, entrepreneurial mindset and boundary spanning) predicted positively towards employee coalition building while three other sub-variables (adaptability, work culture and creative thinking) predicted negatively towards employee coalition building.

Innovative culture in these GLCs, whether one likes it or not, must be planned carefully and executed immediately if these organizations are serious about taking this country to greater achievement especially in pioneering innovation in this region. Employee adaptability, work culture and creative thinking were found to have negative effects towards coalition building among these GLCs even though these are the basis for coalition building among organizations that desire great innovation. As such, innovation among GLCs will be materialized if these elements were not present. GLCs in this study need to do something to enhance these elements in order to produce innovative employees.

Another component to ponder is the highest predictor towards employee coalition building which is entrepreneurial mindset. What the selected GLCs need to polish is the element of entrepreneurial mindset which is one good indicator to enhance coalition building among their employees. Cosmopolitanism and boundary spanning are also found as small predictors, but they are both significant. Omar, Aris & Nazri (2016), Guerrero (2016) and Pan et al., (2018) in their studies found that there are a lot of changes that could be done involving employee cosmopolitanism toward increasing and impacting coalition building, decision making and creating goals. Nevertheless, most researchers have only concentrated on examining a particular factor of cosmopolitanism in executing new goals, decisions and even increasing leadership capacity in leading other employees at the selected GLCs.

In this current study, entrepreneurial mindset was found to have a direct influence on coalition-building among employees at selected GLCs in Malaysia. Kocak, Carsrud & Oflazoglu (2017) in their study found that entrepreneurial mindset can increase employee coalition-building capacity that lead to good decision making and work performance. Moreover, an entrepreneurial mindset allows employees to be more independent and able to create new ideas and enhance functional requirements, modify a job task, address the organization's special needs and issues to a larger extent. Employees are able to listen to organization preferences, needs and desires to identify their goals, ideas and wants to perform better with regards to product development and their sustainability in the competitive market (Bahl, Lahiri & Mukherjee, 2021). Based on the results mentioned above as well as supportive literature, entrepreneurial mindset was found to be the greatest predictor towards coalition building among employees at the selected GLCs. At the same time, the association between boundary spanning and coalition building has been studied by many scholars (Holtbrügge & Engelhard, 2016; Awan, Sroufe & Kraslawski, 2019). According to Said et al., (2016), the impact of boundary-spanning activities on coalition building and innovative can be proven through the measurement of sales revenue, share market as well as company's profits. Tippmann et al., (2017) also highlighted that boundary spanning and coalition building of the organization are positively related.

Boundary Spanning is definitely found to be one of the key resources in achieving a competitive advantage to the company (Andersson et al., 2016). With boundary spanning, the quality of decision and leadership among employees toward a common goal can be increased; in fact, coalition building has the potential for great success with boundary spanning influence. Alteration of existing boundary spanning to meet innovation is an essential determinant of the innovative coalition in changing competitive environment. Brehmer, Podoyntsyna & Langerak (2018) investigated the effect of boundary spanning on company coalition in different industries in Canada and found that boundary spanning had an important effect and strong company coalition with increasing energy and enthusiasm among employees. The results confirmed the significant relationship between boundary spanning on coalition building that is in line with the study undertaken by Awan et al., (2019) and Andersson et al., (2016) which found boundary spanning enhanced mutual common goals and energy among employees, which reduced miscommunication, prevented unnecessary mistakes, thereby increasing innovativeness coalition among employees. Therefore, this study supported the significant relationship between boundary spanning and coalition-building among employees at selected GLCs in Malaysia.

CONCLUSION

This study investigated the predictors of employee mindset on coalition building among employees at selected GLCs in Malaysia. Employees' mindset frequently changed in relations to the growth and diverse business requirements. A successful employee mindset within organizations is linked to employees' behaviors, attitudes and intentions. Employees' behaviors are known as major dimensions that ensure successful employee mindset for entrepreneurial organizations.

Employees rely on coalition building, innovation and growth mindset elements to support their technical routine where the work processes involve innovation, invention and technological knowledge requirements. For example, innovative behavior leads employees with creativity to areas where they make task improvements to a high level of performance. As a result, employees can control greater human capital (e.g., knowledge, expertise and experience) to help organizations lead in competitive product and service-based market. Employee innovativeness facilitates an employee's corporate innovation and competitiveness. Employees who display elevated cosmopolitanism, boundary spanning, entrepreneurial mindset and adaptability in organizations are better able to reason theoretically and critically (Kharbanda & Stallworthy, 1990; Williamson et al., 2013).

Technological changes present employees with an aptitude to practically predict the relationship between future business demands and new technical know-how. This initiative can be developed if GLCs encourage and reward their employees to exploit ideas and define a strategic focus to compete with other rivals instead of being followers. Cosmopolitanism attribute among employees improves their leadership skills, autonomy, control of urgent matters and manage inadequate resources. Thus, the opportunity to adopt and change the systems will make employees enjoy performing tasks and embrace workplace challenges. Employees' growth mindset behavior promises increased autonomy and emphasizes individual's perception towards innovation and risk.

RECOMMENDATION

The regulation of innovativeness shortages requires extensive research concerning employees and their employment. Since this study used employees in government-linked companies as samples, future investigations could study other professional workers such as accountants, architects, medical doctors and lawyers to ascertain innovation in these areas.

A comparative study between private and public organizations can be conducted in the future to see if coalition building among employees differs. The findings will provide rich information on ways to improvise existing employee coalition building policies and strategies. Secondly, the study of employee mindset will provide varying insights on their positive feedbacks and perceptions of employees towards their jobs. Employee's mindset attributes are dynamic and change over time in response to task changes (e.g., skills, knowledge, and capabilities) and future working demands (Christensen, Raynor & McDonald 2015).

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