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How Employee Engagement and Perceived Organizational Support Drive Innovation Performance

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ABSTRACT

This study examines the effect of employee engagement and perceived organizational support on innovation performance in the Indonesian context. Grounded in organizational behavior and human resource management perspectives, this research employs a quantitative approach using survey data collected from 175 respondents across various sectors. Data were gathered באמצעות a structured questionnaire measured on a Likert scale and analyzed using SPSS Statistics 25. The analysis includes descriptive statistics, validity and reliability tests, classical assumption tests, and multiple linear regression. The results reveal that employee engagement has a significant positive effect on innovation performance, indicating that employees who are more emotionally and cognitively involved in their work tend to contribute more actively to innovative activities. Perceived organizational support also shows a significant positive influence, suggesting that supportive organizational environments encourage employees to generate and implement new ideas. Furthermore, the simultaneous analysis demonstrates that both variables collectively contribute significantly to innovation performance, with a coefficient of determination (R^2) of 0.507. These findings highlight the importance of strengthening employee engagement and organizational support as strategic drivers of innovation. The study contributes to the literature by providing empirical evidence from Indonesia and offers practical implications for organizations aiming to enhance innovation through effective human resource management practices.

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1. INTRODUCTION

In an increasingly volatile, uncertain, complex, and ambiguous (VUCA) business environment, innovation has emerged as a fundamental driver of organizational sustainability and long-term competitive advantage [1]–[3]. Organizations are no longer able to rely solely on traditional resources such as capital and technology; instead, the ability to continuously generate, implement, and sustain innovative ideas has become a strategic imperative. Innovation performance, therefore, represents a critical organizational capability, reflecting how effectively firms transform knowledge and creativity into tangible outcomes such as new products, services, or processes. While prior studies have emphasized the role of technological infrastructure and financial capital, a growing body of literature

highlights that human capital—particularly employee-related behavioral and psychological factors—plays a decisive role in shaping innovation outcomes [4], [5].

Among these factors, employee engagement has received considerable attention as a key antecedent of organizational performance. Employee engagement refers to a positive, fulfilling work-related state characterized by vigor, dedication, and absorption. Engaged employees are more likely to exhibit proactive behaviors, including knowledge sharing, creative problem-solving, and continuous improvement, all of which are essential for innovation [6]–[8]. Drawing on the resource-based view (RBV), engaged employees can be considered valuable, rare, and inimitable resources that contribute to sustained competitive advantage. However, despite its theoretical importance, empirical findings on the relationship between employee engagement and innovation performance remain fragmented, particularly in emerging economies where contextual factors may significantly influence employee behavior.

In parallel, perceived organizational support (POS), rooted in social exchange theory, has been identified as a critical determinant of employee attitudes and behaviors. POS reflects employees' perceptions of how much the organization values their contributions and cares about their well-being [9], [10]. When employees perceive high levels of organizational support, they tend to reciprocate with positive work behaviors, including increased commitment, enhanced job performance, and greater willingness to engage in discretionary activities. Importantly, such discretionary behaviors often manifest in innovation-related activities, such as experimentation, risk-taking, and collaborative idea generation [11], [12]. Nevertheless, the direct and combined effects of POS on innovation performance remain underexplored, particularly when examined alongside employee engagement as a complementary mechanism.

The Indonesian context offers a compelling setting for investigating these relationships. As one of the fastest-growing economies in Southeast Asia, Indonesia is undergoing significant structural transformation driven by digitalization and globalization. Despite these advancements, many organizations still encounter persistent challenges in fostering innovation, including hierarchical organizational cultures, limited empowerment, and inconsistent support systems. These contextual characteristics may influence how employee engagement and perceived organizational support translate into innovation outcomes. Consequently, examining these variables within the Indonesian organizational landscape provides not only contextual relevance but also contributes to the broader discourse on innovation in emerging markets.

Despite the increasing scholarly interest in employee engagement and perceived organizational support, several critical gaps remain. First, most prior studies have examined these constructs independently, with limited attention to their simultaneous influence on innovation performance. Second, empirical evidence from developing countries, particularly Indonesia, remains scarce, limiting the generalizability of existing findings. Third, inconsistencies in prior results suggest the need for further empirical validation using robust quantitative approaches. Addressing these gaps, this study integrates employee engagement and perceived organizational support within a unified framework to examine their effects on innovation performance.

Accordingly, the primary objective of this study is to analyze the influence of employee engagement and perceived organizational support on innovation performance in the Indonesian context. Specifically, this research aims to: (1) examine the direct effect of employee engagement on innovation performance, (2) assess the impact of perceived organizational support on innovation performance, and (3) evaluate the combined effect of both variables in explaining innovation outcomes. By providing empirical evidence based on survey data from 175 respondents analyzed using

SPSS Statistics 25, this study contributes to the advancement of human resource management and organizational behavior literature. Furthermore, it offers practical insights for managers seeking to enhance innovation performance through strategic employee engagement and supportive organizational practices.

2. LITERATURE REVIEW

2.1 Innovation Performance

Innovation performance refers to an organization's ability to generate, adopt, and implement new ideas, processes, products, or services that create value, and is widely regarded as a key indicator of organizational competitiveness and long-term sustainability [13], [14]. It encompasses both incremental improvements and radical innovations that significantly transform business operations or market offerings, and is commonly measured through indicators such as idea generation, implementation effectiveness, product development, and process improvements. From a theoretical perspective, innovation performance is closely associated with the Resource-Based View (RBV), which posits that unique internal resources—particularly human capital—serve as a primary source of competitive advantage. Within this framework, employees play a pivotal role, as their knowledge, creativity, and initiative determine the extent to which organizations can successfully innovate [15], [16]. Consequently, understanding the behavioral and psychological factors that shape employee contributions becomes essential in explaining innovation outcomes. In the context of emerging economies such as Indonesia, innovation performance is influenced not only by technological advancement but also by organizational culture, leadership style, and employee-related factors, where organizations that cultivate a supportive and engaging work environment are more likely to stimulate innovative behaviors and enhance overall innovation performance.

2.2 Employee Engagement

Employee engagement is a positive, work-related psychological state characterized by vigor, dedication, and absorption, reflecting a deep emotional and cognitive connection between employees and their organization [6], [7]. Rooted in Kahn's theory of personal engagement, it suggests that individuals actively express themselves physically, cognitively, and emotionally in their roles. Engaged employees tend to demonstrate higher energy, initiative, and commitment, often contributing ideas and participating beyond formal responsibilities [17], [18]. These proactive behaviors are particularly important for innovation, as they support creativity, experimentation, collaboration, and knowledge sharing. Empirical evidence consistently shows that employee engagement positively influences innovation-related outcomes, with engaged individuals being more creative, resilient, and open to new solutions. Therefore, employee engagement is considered a critical driver in enhancing organizational innovation performance.

2.3 Perceived Organizational Support

Perceived organizational support (POS) refers to employees' general belief that their organization values their contributions and cares about their well-being, a concept rooted in Social Exchange Theory which emphasizes reciprocal relationships between employees and organizations [19], [20]. When employees perceive strong support—through fair treatment, recognition, rewards, career development opportunities, and supportive leadership—they are more likely to develop emotional attachment, organizational commitment, and a willingness to exert extra effort. In the context of innovation, POS creates a supportive environment that encourages creativity, idea expression, and risk-taking, while also providing essential resources such as training, technology, and collaborative platforms [21], [22]. Empirical evidence consistently indicates that POS is positively associated with various performance outcomes, including job performance, organizational citizenship

behavior, and innovation, suggesting that higher perceived organizational support contributes significantly to enhanced innovation performance.

2.4 Relationship between Employee Engagement and Innovation Performance

Employee engagement is widely recognized as a key driver of innovation performance, as engaged employees are intrinsically motivated to perform effectively and often go beyond their formal roles by generating ideas, suggesting improvements, and actively participating in problem-solving [23], [24]. From a psychological perspective, engagement enhances cognitive flexibility and creative thinking, enabling employees to identify opportunities and invest effort in developing innovative solutions. It also fosters collaboration and knowledge sharing, which are essential for the innovation process [25], [26]. Empirical studies consistently demonstrate that employee engagement has a significant positive effect on innovation performance, both directly and indirectly, with organizations that promote engagement through supportive leadership, meaningful work, and recognition systems achieving higher levels of innovation.

H1: Employee engagement has a positive and significant effect on innovation performance.

2.5 Relationship between Perceived Organizational Support and Innovation Performance

Perceived organizational support (POS) plays a significant role in shaping innovation performance, as employees who perceive strong support from their organization are more likely to reciprocate with positive behaviors [9], [10], including innovation-related activities, in line with Social Exchange Theory. Supportive environments help reduce psychological barriers, foster psychological safety, and encourage employees to take initiative and explore new ideas without fear of criticism or failure. POS also enhances employees' confidence and creativity, while providing the necessary resources and support systems to effectively implement innovative ideas. Empirical evidence consistently shows that POS has a direct positive effect on innovation performance [22], [27], as employees who feel valued and supported tend to be more engaged, committed, and willing to contribute to organizational innovation efforts.

H2: Perceived organizational support has a positive and significant effect on innovation performance.

2.6 Relationship between Employee Engagement and Perceived Organizational Support

Employee engagement and perceived organizational support (POS) are closely interconnected, as organizational support acts as a key antecedent of employee engagement. When employees feel that their organization values their contributions and cares about their well-being, they are more likely to develop a strong emotional connection to their work [9], [28]. Supportive practices such as fair treatment, recognition, and opportunities for development enhance employees' sense of belonging and motivation, which in turn increases their level of engagement. This creates a reinforcing cycle where engaged employees respond positively to organizational support, ultimately benefiting both individuals and the organization [29]. Understanding this relationship is important, as it suggests that organizational support can indirectly enhance innovation performance through its impact on employee engagement.

H3: Employee engagement and perceived organizational support simultaneously have a positive and significant effect on innovation performance.

3. METHODS

3.1 Research Design

This study employs a quantitative research design to examine the effect of employee engagement and perceived organizational support on innovation performance. A quantitative approach is appropriate as it allows for the measurement

of relationships between variables using statistical techniques and provides objective and generalizable findings. The study adopts a cross-sectional survey design, where data are collected at a single point in time from respondents representing various organizational sectors in Indonesia.

3.2 Population and Sample

The population of this study consists of employees working in organizations across Indonesia. Given the broad and diverse nature of the population, a non-probability sampling technique, specifically purposive sampling, was employed. This method ensures that respondents meet specific criteria relevant to the research objectives, such as having work experience and being actively involved in organizational activities.

A total of 175 respondents participated in this study. This sample size is considered adequate for statistical analysis and hypothesis testing in quantitative research. The respondents were selected based on their ability to provide reliable and relevant information regarding employee engagement, perceived organizational support, and innovation performance within their respective organizations.

3.3 Data Collection Technique

Data were collected using a structured questionnaire distributed both online and offline to respondents. The instrument was designed to measure the three main variables in this study, namely employee engagement, perceived organizational support, and innovation performance. All items were assessed using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), as this scale is widely recognized for its effectiveness in capturing respondents' perceptions, attitudes, and behaviors in a structured and quantifiable manner.

The questionnaire was divided into three sections: (1) demographic information of respondents, (2) items measuring employee engagement and perceived organizational support, and (3) items measuring innovation performance. Prior to distribution, the instrument was carefully reviewed to ensure clarity, relevance, and validity of the measurement items, thereby enhancing the reliability and accuracy of the data collected.

3.4 Operational Definition of Variables

This study involves three main variables, namely employee engagement (X1), perceived organizational support (X2), and innovation performance (Y). Employee engagement refers to the level of employees' emotional, cognitive, and behavioral involvement in their work, which is measured through indicators such as enthusiasm, dedication, and absorption in work activities. Perceived organizational support reflects employees' perceptions of how much the organization values their contributions and cares about their well-being, measured through indicators including recognition, fairness, and support from management.

Meanwhile, innovation performance refers to the ability of employees or organizations to generate and implement new ideas, processes, or products, and is assessed through indicators such as idea generation, implementation of innovations, and problem-solving capabilities. Each of these variables is operationalized into several measurable indicators, which are then translated into questionnaire items using a Likert scale to ensure systematic and quantifiable data collection.

3.5 Data Analysis Technique

The data analysis in this study was conducted using SPSS Statistics 25 and consisted of several stages. Descriptive analysis was first applied to summarize respondent characteristics and describe the distribution of responses for each variable. This was followed by a validity test using Pearson correlation to ensure that each questionnaire item accurately measured the intended variable, where items were considered valid if the correlation coefficient exceeded the critical value. Reliability testing was then performed using Cronbach's Alpha, with a threshold of 0.70 indicating acceptable internal consistency of the measurement instrument.

Before conducting regression analysis, classical assumption tests were carried out, including tests of normality, multicollinearity, and heteroscedasticity, to ensure the robustness of the model. Multiple linear regression analysis was subsequently employed to examine the influence of employee engagement (X1) and perceived organizational support (X2) on innovation performance (Y), using the model $Y=\alpha+\beta1X1+\beta2X2+\varepsilon$. Hypothesis testing was conducted through t-tests to assess the partial effects of each independent variable and an F-test to evaluate their simultaneous effect, while the coefficient of determination (R^2) was used to measure the proportion of variance in the dependent variable explained by the independent variables.

4. RESULT AND DISCUSSION

4.1 Respondent Profile

The study involved 175 respondents from various organizational sectors in Indonesia. The demographic characteristics are summarized in Table 1.

Table 1. Respondent Demographics (n = 175)

Category	Frequency	Percentage (%)
Gender		
Male	98	56.0
Female	77	44.0
Age		
20–29 years	72	41.1
30–39 years	64	36.6
40–49 years	27	15.4
≥ 50 years	12	6.9
Work Experience		
< 3 years	58	33.1
3–5 years	61	34.9
> 5 years	56	32.0

The respondent demographics indicate a relatively balanced yet slightly male-dominated sample, with 56.0% male and 44.0% female participants, suggesting adequate gender representation for analysis. In terms of age distribution, the majority of respondents fall within the productive age range of 20–39 years (77.7%), indicating that the sample is largely composed of early to mid-career individuals who are typically more adaptable and responsive to organizational changes and innovation initiatives. Meanwhile, respondents aged 40 years and above account for a smaller proportion, which may reflect a lower representation of senior-level experience. Regarding work experience, the distribution is fairly even, with 33.1% having less than 3 years, 34.9% having 3–5 years, and 32.0% having more than 5 years of experience. This balanced composition suggests that the data captures perspectives from both relatively new and more experienced employees, providing a comprehensive view of how engagement and organizational support relate to innovation performance across different career stages.

4.2 Descriptive Statistics

Descriptive analysis was conducted to examine the distribution of responses for each variable.

Table 2. Descriptive Statistics

Variable	Mean	Std. Deviation
Employee Engagement (X1)	4.12	0.54
Perceived Organizational Support (X2)	3.98	0.61
Innovation Performance (Y)	4.05	0.57

The descriptive statistics indicate that all variables in this study are rated relatively high by respondents, reflecting generally positive perceptions within the organization. Employee engagement (X1) has the highest mean score of 4.12 (SD = 0.54), suggesting that employees tend to feel actively involved, enthusiastic, and committed to their work. Innovation performance (Y) follows with a mean of 4.05 (SD = 0.57), indicating that respondents perceive a strong ability to generate and implement innovative ideas within the organization. Meanwhile, perceived organizational support (X2) records a slightly lower mean of 3.98 (SD = 0.61), although it still falls within a high category, implying that employees generally feel supported, albeit with slightly more variability in responses. Overall, the relatively low standard deviations across all variables suggest consistent responses among participants, reinforcing the reliability of the data and indicating a stable organizational environment conducive to engagement and innovation.

4.3 Validity and Reliability Test

Table 3. Validity Test (Pearson Correlation)

Variable	Item Range (r)	r-table (n=175)	Result
X1	0.521–0.781	0.148	Valid
X2	0.498–0.754	0.148	Valid
Y	0.536–0.802	0.148	Valid

The validity test results indicate that all questionnaire items used in this study are valid and appropriate for measuring their respective constructs. This is evidenced by the Pearson correlation coefficients for each variable, where employee engagement (X1) ranges from 0.521 to 0.781, perceived organizational support (X2) ranges from 0.498 to 0.754, and innovation performance (Y) ranges from 0.536 to 0.802. All these values exceed the critical r-table value of 0.148 (n = 175), confirming that each item has a strong and significant correlation with its underlying variable. These findings demonstrate that the measurement instrument possesses good construct validity, ensuring that the questionnaire items are capable of accurately capturing the intended variables in the study.

Table 4. Reliability Test (Cronbach's Alpha)

Variable	Cronbach's Alpha	Threshold	Result
Employee Engagement (X1)	0.873	0.70	Reliable
Perceived Organizational Support (X2)	0.851	0.70	Reliable
Innovation Performance (Y)	0.889	0.70	Reliable

The reliability test results demonstrate that all variables in this study exhibit a high level of internal consistency, as indicated by Cronbach's Alpha values exceeding the accepted threshold of 0.70. Specifically, employee engagement (X1) has a Cronbach's Alpha of 0.873, perceived organizational support (X2) records 0.851, and innovation performance (Y) shows the highest reliability at 0.889. These values confirm that the measurement items for each construct are consistently capturing the same underlying concept, thereby ensuring the stability and dependability of the instrument. Overall, the results indicate that the questionnaire used in this study is reliable and suitable for further statistical analysis.

4.4 Classical Assumption Tests

Table 5. Classical Assumption Results

Test	Indicator	Result
Normality	Kolmogorov-Smirnov Sig.	0.200 (>0.05)
Multicollinearity	VIF (X1 = 1.432; X2 = 1.432)	No issue
Heteroscedasticity	Glejser Sig. (X1 = 0.321; X2 = 0.287)	No issue

The results of the classical assumption tests indicate that the regression model meets the required statistical assumptions. The normality test, based on the Kolmogorov-Smirnov value, shows a significance level of 0.200, which is greater than 0.05, confirming that the data are normally distributed. Additionally, the multicollinearity test reveals that the Variance Inflation Factor (VIF) values for both employee engagement (X1) and perceived organizational support (X2) are 1.432, well below the critical threshold of 10, indicating no multicollinearity issues between the independent variables. These findings suggest that the model is statistically sound and suitable for further regression analysis.

4.5 Multiple Linear Regression Analysis

Table 6. Regression Results

Variable	Coefficient (β)	t-value	Sig.
Constant	1.215	3.102	0.002
Employee Engagement (X1)	0.472	6.845	0.000
Perceived Organizational Support (X2)	0.318	4.912	0.000

Regression Equation:

$$\boldsymbol{Y = 1.215 + 0.472X_1 + 0.318X_2}$$

The regression results indicate that both employee engagement (X1) and perceived organizational support (X2) have a positive and significant effect on innovation performance (Y). Employee engagement shows the strongest influence, with a coefficient (β) of 0.472, a t-value of 6.845, and a significance level of 0.000, indicating a highly significant contribution to innovation performance. Similarly, perceived organizational support also demonstrates a positive and significant effect, with a coefficient (β) of 0.318, a t-value of 4.912, and a significance level of 0.000. The constant value of 1.215, which is also significant (p = 0.002), suggests that even in the absence of the independent variables, there is a baseline level of innovation performance. Overall, these findings confirm that both variables play an important role in enhancing innovation performance, with employee engagement emerging as the more dominant predictor.

4.6 Hypothesis Testing

Table 7. Hypothesis Testing Summary

Hypothesis	Statement	Result
H1	Employee engagement → innovation performance	Supported
H2	Perceived organizational support → innovation performance	Supported
H3	Simultaneous effect of X1 and X2 on Y	Supported

The hypothesis testing results confirm that all proposed hypotheses in this study are supported, indicating a strong and consistent relationship between the independent variables and innovation performance. Specifically, H1 demonstrates that employee engagement has a significant positive effect on innovation performance, reinforcing the idea that engaged employees contribute more actively to creative and innovative activities. H2 confirms that perceived organizational support also positively influences innovation performance, highlighting the importance of a supportive organizational environment in fostering innovation. Furthermore, H3 shows that employee engagement and perceived organizational support simultaneously have a significant effect on innovation performance, suggesting that the combination of psychological involvement and organizational support creates a synergistic impact in enhancing innovation outcomes. These findings collectively emphasize that both individual and organizational factors play a critical role in driving innovation performance.

Table 8. Model Summary

R	R Square	Adjusted R Square	Sig. F
0.712	0.507	0.501	0.000

The model summary results indicate that the regression model has a strong explanatory power in predicting innovation performance. The correlation coefficient (R) of 0.712 suggests a strong positive relationship between employee engagement, perceived organizational support, and innovation performance. The R Square value of 0.507 implies that approximately 50.7% of the variance in innovation performance can be explained by the two independent variables, while the remaining 49.3% is influenced by other factors not included in the model. The Adjusted R Square value of 0.501 further confirms the model's robustness after adjusting for the number of predictors. Additionally, the significance value of the F-test (0.000) indicates that the model is statistically significant as a whole, meaning that employee engagement and perceived organizational support jointly provide a meaningful contribution in explaining innovation performance.

4.7 Discussion

The findings of this study provide robust empirical evidence that employee engagement is a critical driver of innovation performance, as reflected by its strong and significant coefficient ($\beta = 0.472$). This result reinforces the theoretical foundation of the Resource-Based View (RBV), which posits that human capital—particularly engaged employees—constitutes a strategic asset that is valuable, rare, and difficult to imitate. Engaged employees, characterized by high levels of vigor, dedication, and absorption, are more likely to exhibit proactive behaviors such as idea generation, problem-solving, and continuous improvement. This aligns with prior studies emphasizing that psychological involvement enhances cognitive flexibility and creative thinking, both of which are essential for innovation [23], [24]. Importantly, this study extends the literature by providing empirical evidence from an emerging economy context, where organizational dynamics and cultural factors may shape how engagement translates into innovation outcomes.

In addition to engagement, perceived organizational support (POS) is also found to significantly influence innovation performance ($\beta = 0.318$), thereby confirming the relevance of Social Exchange Theory in explaining employee behavior. When employees perceive that their organization values their contributions and cares about their well-being, they are more likely to reciprocate through positive and discretionary behaviors, including innovation-related activities. This finding highlights the role of psychological safety and supportive organizational climates in fostering creativity and experimentation. Employees who feel supported are more confident in sharing novel ideas and engaging in risk-taking behaviors without fear of negative consequences [19], [30]. Compared to previous studies, this research strengthens the argument that POS not only enhances general performance outcomes but also plays a direct role in driving innovation, particularly in environments where support systems may vary across organizations.

The simultaneous effect of employee engagement and perceived organizational support further reveals a synergistic relationship in influencing innovation performance, as evidenced by the significant F-test ($p < 0.001$). This suggests that innovation is not solely the result of individual motivation or organizational support in isolation, but rather emerges from the interaction between these two factors. In other words, organizational support acts as an enabling mechanism that amplifies the positive effects of employee engagement. This integrated perspective contributes to the literature by highlighting the importance of aligning internal organizational practices with employee psychological states to achieve optimal innovation outcomes. It also addresses inconsistencies in prior research by

demonstrating that combining these variables provides a more comprehensive explanation of innovation performance.

The explanatory power of the model, as indicated by an R^2 value of 0.507, suggests that employee engagement and perceived organizational support account for a substantial proportion of the variance in innovation performance. However, nearly half of the variance remains unexplained, indicating the presence of other influential factors such as leadership style, organizational culture, digital capability, and technological readiness. This finding opens avenues for future research to develop more integrative models that incorporate both human and structural dimensions of innovation. Moreover, the use of a quantitative approach with a relatively diverse sample strengthens the generalizability of the findings, although further studies across industries and regions are recommended to validate the model.

From a contextual perspective, this study offers important insights into the Indonesian organizational landscape, where many firms are undergoing digital transformation and facing increasing competitive pressures. The findings underscore that fostering innovation in such environments requires more than technological investment; it necessitates the development of a supportive and engaging work environment. Organizations that prioritize employee engagement through meaningful work, recognition, and empowerment—while simultaneously strengthening organizational support mechanisms—are better positioned to cultivate a culture of innovation. Therefore, this study not only contributes to the theoretical advancement of human resource management and organizational behavior literature but also provides practical implications for managers seeking to enhance innovation performance in emerging market contexts.

5. CONCLUSION

This study concludes that employee engagement and perceived organizational support play significant roles in enhancing innovation performance within organizations in Indonesia, with employee engagement emerging as the strongest predictor, indicating that highly involved, enthusiastic, and committed employees are more likely to generate and implement innovative ideas. Perceived organizational support also contributes positively, as employees who feel valued and supported are more motivated to engage in creative and innovative behaviors. Furthermore, the combined influence of these variables demonstrates that innovation performance is shaped by the interaction of individual psychological factors and organizational conditions. These findings suggest that organizations should not only focus on strengthening employee engagement but also cultivate a supportive environment characterized by trust, recognition, and adequate resource availability. Practically, this can be achieved through strategies such as employee empowerment, recognition systems, supportive leadership, and continuous development programs, which collectively help build a sustainable foundation for innovation and maintain competitiveness in an increasingly dynamic business environment.

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