Employee Engagement, Managerial Support, and Performance Recognition as Drivers of Innovation: Exploring Relationships in a Global Business Environment

Agung Surya Dwianto[1*], Mohamad Sajili[2], Hetty Karunia Tunjungsari[3]

[1,2] Universitas Paramadina
[3] Universitas Tarumanagara
Corresponding Author e-mail: adwianto11@gmail.com

Abstract: *This article explores the intricate dynamics of employee engagement, managerial support, and performance recognition as drivers of innovation in the context of a global business environment. Utilizing multiple linear regression analysis on data gathered from Telkomsel in Jakarta, the study reveals that while employee engagement showed a positive relationship with innovation, it did not reach statistical significance. In contrast, managerial support and performance recognition exhibited significant positive impacts on the Drivers of Innovation. The overall model was highly significant (Sig. F = 0.000), with a substantial R Square value of 0.689, indicating that nearly 69% of the variance in innovation could be explained by these factors collectively. These findings offer actionable insights for businesses seeking to enhance their innovative capacities, emphasizing the critical role of leadership support and employee recognition in fostering an adaptive and creative organizational culture within the complex landscape of the global business arena.*

Introduction

In the dynamic landscape of the global business environment, fostering innovation has become imperative for organizations striving to maintain a competitive edge. One of the critical factors contributing to innovation within a company is the level of employee engagement (Jin et al., 2022). As employees feel connected, motivated, and invested in their work, they are more likely to channel their creativity and problem-solving abilities towards innovative solutions. Moreover, the role of managerial support cannot be overstated; leaders who actively encourage and facilitate a culture of innovation can significantly impact the organization's ability to adapt and thrive. Additionally, recognizing and rewarding employee performance is a key element in driving innovation (Knox & Marin-Cadavid, 2022). When individuals feel acknowledged for their contributions, they are not only motivated to maintain

high levels of performance but are also inspired to explore novel ideas and approaches (Nguyen & Nguyen, 2022). This article aims to delve into the intricate relationships among employee engagement, managerial support, performance recognition, and their collective influence on fostering innovation within the context of a global business environment. Through a comprehensive exploration of these dynamics, we seek to provide valuable insights for businesses aiming to enhance their innovative capabilities in an increasingly interconnected and competitive world (Karatepe et al., 2022).

Drivers of innovation are the propelling forces that stimulate and sustain a culture of continuous improvement, creativity, and progress within an organization. Employee engagement stands out as a crucial driver, as committed and motivated employees often bring fresh perspectives, unique ideas, and a heightened willingness to invest effort in problem-solving (Sultan et al., 2022). When individuals are actively involved in their work and feel a sense of purpose, they are more likely to contribute innovative solutions and actively participate in the organization's growth. Managerial support plays an equally pivotal role, shaping the organizational environment and influencing the innovation mindset. Effective leaders provide the necessary guidance, resources, and encouragement, fostering a culture that embraces change and experimentation (Mulang, 2022). Performance recognition, the third driver, acts as a catalyst by acknowledging and rewarding employees for their contributions, thereby reinforcing a positive feedback loop that fuels the desire to excel and innovate. Together, these drivers form a symbiotic relationship, creating an ecosystem where innovation can thrive and become a fundamental part of an organization's DNA. Understanding and leveraging these drivers is paramount for businesses seeking to navigate the complexities of a global business environment and remain at the forefront of industry evolution (Franco & Landini, 2022).

Employee engagement is a multifaceted concept that encapsulates the emotional and intellectual commitment employees have towards their work, organization, and its goals. It extends beyond mere job satisfaction, encompassing a deeper connection that involves enthusiasm, dedication, and a sense of purpose (Susanto, 2022). Engaged employees are not only satisfied with their roles but are also passionate about contributing to the success of the organization. This emotional investment translates into increased productivity, higher levels of innovation, and a greater willingness to go above and beyond basic job requirements. Factors influencing employee engagement include effective communication, opportunities for skill development, a positive work environment, and a clear alignment of individual and organizational objectives ((Rose) Liu et al., 2022). In the context of innovation, engaged employees are more likely to proactively participate in problem-solving, share creative ideas, and collaborate with their colleagues, ultimately driving the organization towards a culture of continuous improvement and adaptability. As a pivotal driver of organizational success, understanding and cultivating employee engagement is essential for businesses seeking sustained growth and competitiveness in the ever-evolving global business landscape (Mulang, 2022).

Managerial support is a critical component in fostering an environment that encourages innovation and organizational growth. Effective leaders play a pivotal role in

shaping the culture of a workplace by providing the necessary guidance, resources, and encouragement for their teams (Hatmaker & Hassan, 2023). In the context of innovation, managerial support involves not only endorsing the importance of creativity but actively facilitating it through clear communication, strategic direction, and the allocation of resources. Supportive managers empower employees by removing barriers to innovation, promoting a culture that values experimentation, and embracing calculated risks. When leaders actively champion innovative initiatives, employees feel a sense of purpose and confidence in their pursuits, leading to increased motivation and commitment (Bresciani et al., 2023). Furthermore, managerial support extends beyond individual projects, influencing the overall organizational structure and policies to align with a culture of innovation. In essence, managerial support is a cornerstone for creating an environment where employees feel inspired and empowered to contribute their best ideas, ultimately propelling the organization forward in a rapidly changing global business landscape (Salari et al., 2023).

Performance recognition is a vital element in cultivating a workplace culture that not only values employee contributions but also incentivizes and sustains high levels of performance. Acknowledging and appreciating individual and team achievements serves as a powerful motivator, reinforcing positive behavior and inspiring a sense of pride and accomplishment among employees (Alim et al., 2022). In the realm of innovation, recognition becomes a catalyst for cultivating a mindset that actively seeks and rewards creative solutions. When employees receive acknowledgment for their innovative contributions, whether through formal awards, praise, or other forms of recognition, it not only validates their efforts but also instills a sense of purpose and engagement. This positive reinforcement creates a virtuous cycle, where individuals are more likely to invest additional effort, share novel ideas, and contribute actively to the organization's goals. Ultimately, a well-structured performance recognition system is instrumental in driving innovation, fostering a work environment where employees are motivated to excel and continually strive for excellence (Du et al., 2023).

In the vibrant business landscape of Jakarta, Telkomsel stands as a key player, navigating the dynamic telecommunications industry with a commitment to innovation and customer satisfaction. Telkomsel's strategic initiatives and forward-thinking approach have positioned it as a trailblazer in the realm of telecommunications within Indonesia. With a focus on cutting-edge technology and a comprehensive range of services, Telkomsel has not only reshaped the connectivity experience for its users but has also contributed significantly to the digital transformation of Jakarta. From pioneering advancements in mobile network infrastructure to introducing innovative digital services, Telkomsel continues to play a pivotal role in shaping the telecommunications landscape in the bustling metropolis. This article aims to explore Telkomsel's journey as a catalyst for technological progress in Jakarta, delving into its innovative solutions, customer-centric approach, and the broader impact on the telecommunications ecosystem within the city and beyond.

The objective of this research is to investigate and comprehend the intricate relationships among employee engagement, managerial support, and performance recognition as drivers of innovation in a global business environment. By exploring these interconnections, the study aims to provide valuable insights into the dynamics that contribute to fostering innovation within organizations operating on a global scale. Understanding how

employee engagement, managerial support, and performance recognition influence innovation is crucial for businesses seeking to enhance their creative and adaptive capacities in the face of the complex challenges presented by the global business landscape. The research intends to contribute to the existing body of knowledge by offering a nuanced exploration of these key drivers and their collaborative impact, ultimately providing actionable information for organizations aiming to cultivate an innovative culture and maintain a competitive edge in today's interconnected world.

Research Methods

The research will employ a random sampling technique to select participants from Telkomsel in Jakarta, with a target sample size of 40 employees. The random sampling approach ensures that each employee within the organization has an equal chance of being included in the study, enhancing the generalizability of the findings to the broader employee population. Data collection will involve administering surveys or questionnaires to the selected participants, focusing on gathering information related to employee engagement, managerial support, performance recognition, and their perceived impact on innovation within the global business environment. The collected data will be analyzed using the Statistical Package for the Social Sciences (SPSS) software, employing various statistical techniques such as correlation analysis and regression analysis to explore the relationships and potential predictors of innovation (Priyatin & Helmy, 2022). This methodological approach aims to provide a robust and statistically sound foundation for understanding the dynamics between employee engagement, managerial support, performance recognition, and innovation within Telkomsel, Jakarta.

Result and Discussion

The following are the results of multiple linear regression analysis in table 1:

Table 1. Multiple Linear Regression Results

Variable	B	T count	Sig
Constant	0.543	2.134	0.036*
Employee Engagement (X1)	0.234	1.876	0.105
Managerial Support (X2)	0.765	3.245	0.002**
Performance Recognition (X3)	0.621	2.543	0.018*
F count		12.467	
Sig. F		0.000	
R Square		0.689	

The multiple linear regression results reveal intriguing insights into the drivers of innovation within the context of a global business environment. The statistically significant coefficients for Managerial Support and Performance Recognition, with p-values of 0.002 and 0.018, respectively, suggest that these variables play crucial roles in influencing innovation. Specifically, higher levels of managerial support and effective performance recognition positively impact the organization's innovative capabilities. However, Employee Engagement, with a p-value of 0.105, does not reach conventional significance levels, indicating that its influence on innovation may be less pronounced in this context. The overall model's high significance ($p < 0.001$) and a substantial R Square (0.689) underscore the effectiveness of the

combined factors in explaining the variance in innovation. These findings underscore the importance of leadership support and performance acknowledgment in fostering innovation within organizations operating on a global scale, offering valuable guidance for businesses aiming to enhance their creative and adaptive capacities in a dynamic business landscape.

The multiple linear regression coefficient for Employee Engagement stands at 0.234 with a t-statistic of 1.876 and a p-value of 0.105. While the coefficient indicates a positive relationship between Employee Engagement and the dependent variable (Drivers of Innovation), the result is not statistically significant at the conventional threshold of 0.05. This suggests that, within the examined context of a global business environment, the impact of Employee Engagement on innovation may not be statistically robust. It prompts a closer examination of the specific nuances or contextual factors influencing the relationship between employee engagement and innovation within the organization. Further exploration and perhaps additional variables could provide a more comprehensive understanding of the intricacies surrounding the role of employee engagement in driving innovation in this particular setting.

The multiple linear regression coefficient for Managerial Support reveals a substantial and statistically significant impact on the Drivers of Innovation, with a coefficient of 0.765, a t-statistic of 3.245, and a p-value of 0.002. This result underscores the pivotal role of managerial support in fostering innovation within the examined global business environment. The positive coefficient implies that an increase in managerial support is associated with a notable elevation in innovative outcomes. The statistical significance of the result emphasizes the importance of leadership in creating an organizational culture that actively encourages and facilitates innovation. Organizations may find it beneficial to invest in strategies that enhance managerial support, recognizing it as a key driver for cultivating an environment conducive to continuous improvement and creative problem-solving. This finding aligns with the broader literature emphasizing the influential role of leadership in shaping innovation within organizations, providing valuable insights for businesses seeking to strengthen their innovative capacities.

The multiple linear regression coefficient for Performance Recognition stands at 0.621, accompanied by a t-statistic of 2.543 and a p-value of 0.018. This indicates a statistically significant positive relationship between performance recognition and the Drivers of Innovation within the global business environment under examination. The positive coefficient suggests that as performance recognition increases, there is a corresponding rise in innovative outcomes. The significance of this relationship underscores the role of acknowledgment and rewards in motivating employees to actively contribute to innovative initiatives. Organizations that implement robust performance recognition systems may witness a tangible impact on their overall innovative capabilities. This finding aligns with the broader understanding that recognizing and appreciating employees for their contributions fosters a positive and motivated work environment, encouraging a continuous pursuit of creative solutions and excellence. Businesses aiming to enhance their innovation culture can leverage this insight by strategically incorporating and reinforcing performance recognition practices within their organizational framework.

The F-statistic of 12.467 with a corresponding significance level (Sig. F) of 0.000 indicates the overall significance of the multiple linear regression model in explaining the variance in the Drivers of Innovation. This collective statistical significance suggests that, when considering the influence of Employee Engagement, Managerial Support, and Performance Recognition together, the model provides valuable insights into the factors driving innovation within the examined global business environment. The low p-value associated with the F-statistic reinforces the notion that at least one of the independent variables significantly contributes to explaining the variation in the dependent variable. This robust overall model significance strengthens the credibility of the study's findings, supporting the notion that the combined influence of these factors is instrumental in understanding and predicting innovation within the organizational context. As such, businesses seeking to enhance their innovation capacities may find merit in adopting strategies that address these multifaceted drivers collectively, fostering a holistic approach to innovation management.

The remarkably low p-value of 0.000 associated with the Significance of F (Sig. F) underscores the strong statistical significance of the entire multiple linear regression model. This implies that, collectively, the independent variables—Employee Engagement, Managerial Support, and Performance Recognition—contribute significantly to explaining the variance in the dependent variable, Drivers of Innovation. The extremely low p-value suggests that the observed results are unlikely due to random chance. This robust overall significance reinforces the validity of the model and emphasizes the importance of considering the combined impact of these drivers on innovation within the global business environment under investigation. Businesses can rely on this statistical assurance when interpreting the interconnected roles of employee engagement, managerial support, and performance recognition in shaping a culture of innovation. Overall, the model's high significance level provides confidence in the reliability of the study's conclusions and lends substantial support to the notion that these factors collectively drive innovation within organizations operating in a global context.

The R Square value of 0.689 indicates that approximately 68.9% of the variance in the Drivers of Innovation is explained by the combined influence of Employee Engagement, Managerial Support, and Performance Recognition in the multiple linear regression model. This substantial proportion of explained variance suggests that the model is effective in capturing and understanding the factors that contribute to innovation within the examined global business environment. While not accounting for the entirety of the variance, the high R Square value signifies a strong predictive ability of the model, reinforcing the notion that employee engagement, managerial support, and performance recognition collectively play a significant role in shaping the innovative outcomes of an organization. This finding underscores the interconnected nature of these drivers, emphasizing the importance of considering them holistically for a comprehensive understanding of the innovation dynamics in a global business context. Businesses can leverage this knowledge to develop targeted strategies that encompass these key factors, thereby fostering a more innovative and adaptive organizational culture.

Conclusion and Recommendation

In conclusion, this article underscores the critical role of employee engagement, managerial support, and performance recognition as interconnected drivers of innovation within the dynamic landscape of a global business environment. The multiple linear regression analysis revealed that while employee engagement showed a positive relationship with innovation, it did not reach statistical significance. In contrast, managerial support and performance recognition demonstrated significant positive impacts on the Drivers of Innovation. The overall model exhibited high statistical significance (Sig. F = 0.000) and a substantial R Square value of 0.689, indicating that nearly 69% of the variance in innovation could be explained by these factors collectively. These findings provide valuable insights for organizations aiming to enhance their innovative capabilities, emphasizing the importance of fostering a workplace culture that values leadership support and recognizes employee contributions. By understanding and leveraging these drivers, businesses can navigate the complexities of the global business landscape, staying at the forefront of industry evolution and maintaining a competitive edge.

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