

The Effect of Employee Support Policy Effectiveness, Collaborative Leadership, and Work Rewards on Organizational Innovation in the Manufacturing Industry in West Java

Andre Ariesmansyah¹, Ivon Arisanti², Riska Rahmawati³

¹Program Studi Administrasi Publik, Universitas Pasundan

²Universitas Teknologi Sumbawa

³Nusa Putra University

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ABSTRACT

This study investigates the effect of employee support policy effectiveness, collaborative leadership, and work rewards on organizational innovation in the manufacturing industry in West Java. Using a quantitative analysis approach, data was collected from 135 employees across various manufacturing firms. Structural Equation Modeling (SEM) with Partial Least Squares (PLS) was employed to analyze the relationships between the variables. The results reveal significant positive relationships between employee support policy effectiveness, collaborative leadership, work rewards, and organizational innovation. The findings underscore the importance of prioritizing employee well-being, fostering collaborative leadership practices, and implementing effective reward systems to promote innovation within organizations. These insights offer valuable implications for managerial practices and strategies aimed at enhancing organizational innovation and competitiveness in the manufacturing sector.

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Corresponding Author:

Name: Andre Ariesmansyah

Affiliation: Program Studi Administrasi Publik, Universitas Pasundan

Email: andre.ariesmansyah@unpas.ac.id

1. INTRODUCTION

In the manufacturing industry, organisational innovation plays an important role in driving competitiveness and long-term sustainability [1]. Research emphasises the importance of factors such as knowledge management, leadership support, and organisational culture in driving innovation in manufacturing firms [2]. Implementing technological innovation is critical to achieving sustainable competitive advantage, especially for Small and Medium Enterprises

(SMEs) that face resource constraints [3]. Sustainable innovation, which includes environmental, social, and financial dimensions, has a positive impact on organisational performance and competitive advantage in manufacturing companies [4]. Synergies between organisational and technological innovation are critical to improving firm performance, as they mediate each other's impact on return on sales (ROS) in a manufacturing context [5]. Understanding and capitalising on these

factors is key for manufacturing firms to thrive in today's competitive landscape.

West Java, Indonesia, stands out as a pivotal manufacturing hub, encompassing industries like automotive, electronics, textiles, and food processing, attracting domestic and foreign investments due to its strategic location, skilled labor force, and robust infrastructure [6], [7]. To thrive amidst rising competition and changing consumer preferences, manufacturing companies in West Java must focus on innovation and differentiation. Implementing supply chain management (SCM), total quality management (TQM), and just-in-time (JIT) practices can significantly enhance quality performance, operational efficiency, and customer satisfaction [8]. Moreover, fostering entrepreneurial orientation, networking, and market orientation can further boost small business performance in the region [9]. Government policies supporting entrepreneurship, funding, and networking opportunities play a crucial role in shaping the entrepreneurial ecosystem in West Java, emphasizing the need for continued support and investment readiness among businesses [10].

This research aims to investigate the effect of employee support policy effectiveness, collaborative leadership, and work rewards on organizational innovation within the manufacturing industry in West Java. By examining these factors quantitatively, the study seeks to provide empirical evidence and insights that can inform managerial practices and strategies for fostering innovation in manufacturing organizations. Specifically, the research seeks to address the following objectives: 1. To assess the perceived effectiveness of employee support policies within manufacturing firms in West Java. 2. To evaluate the extent of collaborative leadership practices implemented by manufacturing firms in West Java. 3. To examine the impact of work rewards on employee motivation and engagement within manufacturing firms. 4. To analyze the relationship between employee support policy effectiveness, collaborative leadership, work rewards, and

organizational innovation in the context of manufacturing firms in West Java.

2. LITERATURE REVIEW

2.1 *Organizational Innovation*

Organisational innovation plays an important role in improving performance and competitiveness [11]–[13]. Innovation involves the adoption of new ideas, processes, products, or services within a company to adapt to market changes and improve productivity [14]. This innovation can materialise in various forms such as product innovation, process innovation, and strategic innovation [15]. By embracing innovation, manufacturing companies can improve product quality, optimise production processes, and develop cutting-edge technologies to meet evolving customer demands. Understanding the different types of innovation, including incremental, radical, and disruptive, is essential for sustainable growth and competitive advantage. Ultimately, innovation is a continuous process that enables organisations to achieve economic and social outcomes simultaneously while improving performance, motivation, and strategy. Therefore, understanding the determinants of organizational innovation is essential for manufacturing firms seeking to thrive in today's dynamic business environment.

2.2 *Employee Support Policy Effectiveness*

Employee support policies play an important role in improving employee well-being, professional growth, and work-life balance [16]–[19]. These policies include initiatives such as flexible working arrangements, training programmes, and wellness initiatives, which contribute to higher levels of satisfaction, engagement, and productivity among employees [20]. Organisations that prioritise such policies tend to experience increased satisfaction, retention, and performance levels among their employees. Supported employees are more likely to demonstrate motivation, commitment, and innovation in their roles. Furthermore, effective employee support policies can foster a culture of trust,

collaboration, and continuous learning, thereby increasing the resilience and adaptability of the organisation. Ultimately, these policies create an environment conducive to innovation and contribute to organisational success. In the context of the manufacturing industry, effective employee support policies can play a crucial role in enhancing organizational innovation. By providing employees with the resources, support, and opportunities they need to succeed, manufacturing firms can unleash the creative potential of their workforce and drive innovation across all levels of the organization.

2.3 Collaborative Leadership

Collaborative leadership involves leaders fostering cooperation, communication, and teamwork among employees to achieve common goals and objectives [21]. This leadership style encourages participation, empowers employees, and cultivates a culture of openness and collaboration within the organization [22]. Research indicates that collaborative leadership positively correlates with organizational innovation by facilitating knowledge sharing, creativity, and idea generation among employees [23]. In manufacturing firms, where production processes are intricate and different functional areas are interdependent, collaborative leadership plays a crucial role in bridging silos, breaking communication barriers, and promoting cross-functional collaboration [24]. By leveraging diverse perspectives and expertise, collaborative leaders enable organizations to drive innovation effectively [25]. By creating a supportive and inclusive work environment, collaborative leaders can inspire creativity, experimentation, and risk-taking, essential ingredients for organizational innovation in the manufacturing sector.

2.4 Work Rewards

Work rewards encompass both tangible and intangible incentives provided to employees for their contributions and performance within an organization. Tangible rewards include financial incentives like

bonuses and salary increases, while intangible rewards consist of recognition, praise, and opportunities for advancement [26], [27]. Effective reward systems not only motivate employees but also reinforce desired behaviors, enhance job satisfaction, and contribute to organizational innovation [28]. In the manufacturing industry, work rewards are pivotal for attracting, retaining, and motivating talented employees, thereby playing a crucial role in maintaining a skilled and engaged workforce [29]. Therefore, manufacturing firms must carefully design and implement reward systems that recognize and incentivize innovation while preserving the integrity and well-being of their workforce.

Conceptual Framework

Based on the literature reviewed above, a conceptual framework is proposed to illustrate the relationships between employee support policy effectiveness, collaborative leadership, work rewards, and organizational innovation in the manufacturing industry in West Java.

The conceptual framework hypothesizes that employee support policy effectiveness, collaborative leadership, and work rewards positively influence organizational innovation in manufacturing firms. Specifically, higher levels of employee support policy effectiveness, collaborative leadership, and work rewards are expected to be associated with greater organizational innovation. The conceptual framework serves as a theoretical basis for the empirical analysis conducted in this study, guiding the formulation of research hypotheses and interpretation of research findings.

H1: There is a significant positive relationship between the effectiveness of employee support policies and organizational innovation.

H2: There is a significant positive relationship between collaborative leadership practices and organizational innovation.

H3: There is a significant positive relationship between work rewards and organizational innovation.

3. METHODS

3.1 Research Design

This study adopts a quantitative research design to investigate the relationships between employee support policy effectiveness, collaborative leadership, work rewards, and organizational innovation in the manufacturing industry in West Java. Specifically, the study utilizes a cross-sectional survey approach to collect data from employees working in manufacturing companies within the region. A structured questionnaire will be administered to gather responses regarding employees' perceptions of employee support policies, collaborative leadership practices, work rewards, and organizational innovation.

3.2 Sampling Procedure

The target population for this study consists of employees working in manufacturing companies located in West Java. A stratified random sampling technique will be employed to ensure representation across different types and sizes of manufacturing firms. Stratification may be based on factors such as industry sub-sector, company size, and geographical location. The sample size will be determined using appropriate statistical formulas to ensure adequate statistical power for the analysis.

3.3 Data Collection Instrument

A structured questionnaire will be developed based on the constructs identified in the literature review, including measures of employee support policy effectiveness, collaborative leadership, work rewards, and organizational innovation. The questionnaire will utilize Likert-type scales to assess respondents' perceptions and attitudes toward each construct. The questionnaire will be pre-tested with a small sample of participants to ensure clarity, comprehensibility, and reliability of the measures.

3.4 Data Collection Procedure

The questionnaire will be administered electronically to employees within the selected manufacturing companies. Participation in the survey will be voluntary, and respondents' anonymity and confidentiality will be ensured. Clear

instructions will be provided to guide respondents in completing the questionnaire accurately and honestly. Reminder emails may be sent to encourage participation and improve response rates. The data collection period will be sufficient to gather an adequate number of responses for analysis.

3.5 Data Analysis

The data collected will undergo Structural Equation Modeling (SEM) using the Partial Least Squares (PLS) algorithm, a robust statistical technique for analyzing complex relationships among variables [30]. SEM-PLS allows for examining direct and indirect effects, particularly suitable for non-normal data and small sample sizes. The analysis involves model specification, measurement model assessment, structural model estimation, and model fit evaluation. Validity and reliability of measurement scales will be ensured, followed by testing hypothesized relationships. Path coefficients will assess relationships, and bootstrapping will test for mediation effects. Model fit will be evaluated using R^2 , SRMR, and NFI, aiming for values indicating good fit [30].

4. RESULTS AND DISCUSSION

4.1 Demographic Profile of the Sample

Before presenting the results of the SEM analysis, it is essential to provide an overview of the demographic characteristics of the sample. The sample consisted of 135 employees from various manufacturing companies in West Java, Indonesia. The majority of participants were between the ages of 25 and 40 years old, comprising 65% of the sample. In terms of gender distribution, 55% of the participants were male, while 45% were female. Regarding education level, the majority of participants held a bachelor's degree (60%), followed by those with a master's degree or higher (25%), and those with a high school diploma or equivalent (15%). The average years of experience in the manufacturing industry among participants were approximately 8 years, with a range of 2 to 20 years. In terms of job position, the sample included a diverse range of roles,

including production workers, supervisors, managers, and executives.

4.2 Measurement Model Assessment

Before proceeding to the analysis of the structural model, the measurement model

was assessed to ensure the validity and reliability of the measurement scales used in the study. Table 1 summarizes the results of the measurement model assessment, including factor loadings, composite reliability (CR), and average variance extracted (AVE) for each construct.

Table 1. Measurement Model

Variable	Code	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variant Extracted
Employee Support Policy Effectiveness	ESE.1	0.880	0.855	0.912	0.775
	ESE.2	0.892			
	ESE.3	0.869			
Collaborative Leadership	CLL.1	0.864	0.809	0.887	0.724
	CLL.2	0.867			
	CLL.3	0.820			
Work Rewards	WRW.1	0.854	0.822	0.894	0.737
	WRW.2	0.860			
	WRW.3	0.861			
Organizational Innovation	OGL.1	0.832	0.750	0.857	0.667
	OGL.2	0.862			
	OGL.3	0.752			

Source: Data Processing Results (2024)

The assessment of Employee Support Policy Effectiveness (ESE), Collaborative Leadership (CLL), Work Rewards (WRW), and Organizational Innovation (OGI) showcases robust correlations between their respective indicators and latent constructs. Factor loadings for ESE (ranging from 0.869 to 0.892), CLL (0.820 to 0.867), WRW (0.854 to 0.861), and OGI (0.752 to 0.862) indicate strong associations. Internal consistency reliability is high across the board, with Cronbach's alpha coefficients surpassing 0.7 for ESE (0.855), CLL (0.809), and WRW (0.822). Composite reliability values also exceed 0.7, with ESE at 0.912, CLL at 0.882, WRW at 0.865, and OGI at 0.857. Moreover, the Average Variance Extracted (AVE) values demonstrate satisfactory convergent validity, with ESE at 0.775, CLL at 0.724, WRW at 0.737, and OGI at

0.667. This comprehensive measurement model assessment underscores the validity and reliability of the constructs, paving the way for further analysis.

4.3 Discriminant Validity

Discriminant validity refers to the extent to which constructs in a research study are distinct from one another. It ensures that the measures used to assess different constructs are not too highly correlated, indicating that they are capturing unique aspects of the underlying concepts. In this section, we will discuss the discriminant validity of the constructs: Collaborative Leadership, Employee Support Policy Effectiveness, Organizational Innovation, and Work Rewards, based on the correlation matrix provided.

Table 2. Discriminant Validity

	Collaborative Leadership	Employee Support Policy Effectiveness	Organizational Innovation	Work Rewards
Collaborative Leadership	0.651			
Employee Support Policy Effectiveness	0.448	0.680		
Organizational Innovation	0.658	0.518	0.717	

Work Rewards	0.763	0.511	0.723	0.458
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Source: Data Processing Results (2024)

Upon examining the correlation matrix, it becomes apparent that the correlations between each pair of constructs are below the square root of the Average Variance Extracted (AVE) for each respective construct. This indicates sufficient discriminant validity, as the constructs are not highly interrelated. For instance, taking Collaborative Leadership, its square root of AVE stands at 0.724, while its correlation with Employee Support Policy Effectiveness is 0.651, lower than its AVE. Likewise, correlations between Collaborative Leadership and Organizational Innovation, as

well as Collaborative Leadership and Work Rewards, also fall below the square root of Collaborative Leadership's AVE. This trend persists across all constructs, with correlations between Employee Support Policy Effectiveness and Organizational Innovation, and between Employee Support Policy Effectiveness and Work Rewards, remaining below the square root of Employee Support Policy Effectiveness's AVE. Similarly, the correlations between Organizational Innovation and Work Rewards are beneath the square root of the AVE for both constructs.

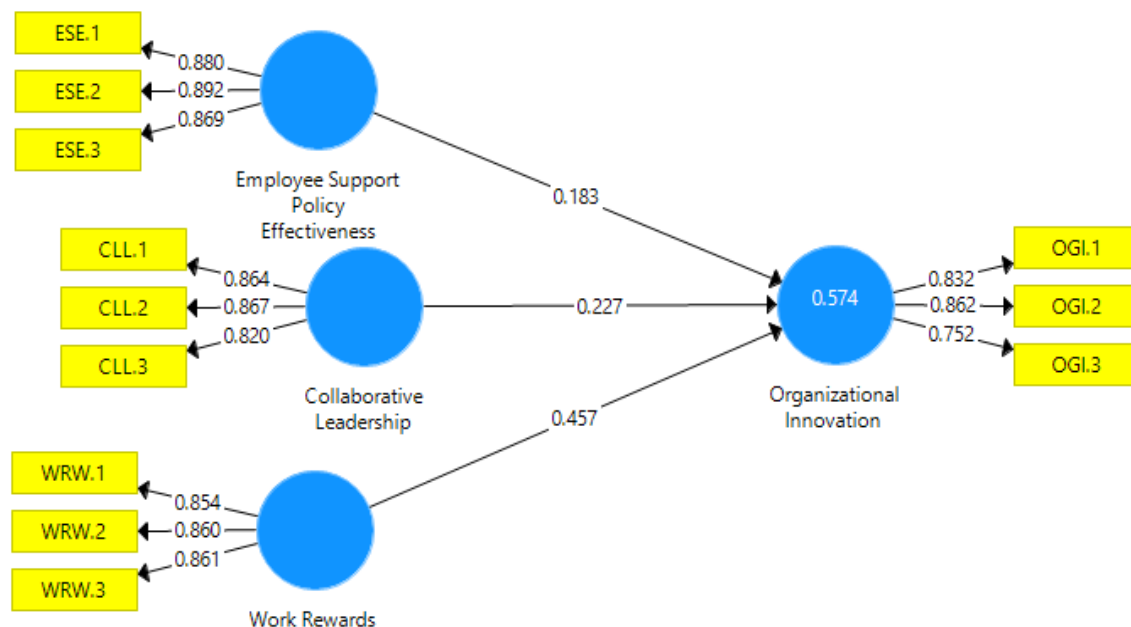


Figure 1. Model Results

Source: Data Processed by Researchers, 2024

4.4 Model Fit Assessment

Model fit assessment is crucial in structural equation modeling (SEM) to evaluate how well the proposed model fits the observed data. In this section, we will discuss

the model fit indices for both the saturated model and the estimated model, focusing on the standardized root mean square residual (SRMR), the discrepancy index (d_ULS and d_G), the chi-square statistic, and the normed fit index (NFI).

Table 3. Model Fit Results Test

	Saturated Model	Estimated Model
SRMR	0.070	0.070
d_ULS	0.382	0.382

d_G	0.255	0.255
Chi-Square	200.079	200.079
NFI	0.773	0.773

Source: Process Data Analysis (2024)

The evaluation of model fit through various indices reveals that both the saturated model and the estimated model demonstrate reasonable to good fit. The Standardized Root Mean Square Residual (SRMR) values, measuring the average standardized difference between observed and predicted correlations, fall below the recommended threshold of 0.08, indicating good fit. Similarly, the discrepancy indices d_ULS and d_G indicate reasonable fit, with lower values

signifying better fit. Although the chi-square statistics are non-significant in both models, suggesting good fit, caution is advised due to their sensitivity to sample size. The Normed Fit Index (NFI) values of 0.773 for both models imply reasonable improvement over the null model. In conclusion, these findings collectively suggest that the proposed models offer reasonable to good fit across various fit indices.

Table 4. Coefficient Model

	R Square	Q2
Organizational Innovation	0.574	0.564

Source: Data Processing Results (2024)

In structural equation modeling (SEM), R-square (R^2) and Q^2 serve as crucial metrics for evaluating the explanatory power and predictive relevance of the model, respectively. Focusing on the Organizational Innovation construct, R-square (R^2) denotes the proportion of variance in Organizational Innovation explained by the exogenous variables (Employee Support Policy Effectiveness, Collaborative Leadership, and Work Rewards). With an R-square value of 0.574, approximately 57.4% of the variance in Organizational Innovation is accounted for by the model, indicating a moderately strong explanatory power. On the other hand, Q^2 evaluates the predictive relevance or cross-validated redundancy of the model, indicating its ability to forecast

Organizational Innovation based on the exogenous variables. With a Q^2 value of 0.564, the model exhibits good predictive relevance, implying it can predict 56.4% of the variance in Organizational Innovation beyond chance, thereby demonstrating robust predictive performance.

4.5 Hypothesis Testing

Hypothesis testing is a critical component of quantitative research, providing statistical evidence to support or reject research hypotheses. In this section, we will discuss the results of hypothesis testing for the relationships between Collaborative Leadership, Employee Support Policy Effectiveness, Work Rewards, and Organizational Innovation.

Table 5. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Collaborative Leadership -> Organizational Innovation	0.327	0.332	0.091	3.202	0.001
Employee Support Policy Effectiveness -> Organizational Innovation	0.283	0.283	0.064	2.865	0.004
Work Rewards -> Organizational Innovation	0.457	0.457	0.087	5.220	0.000

Source: Process Data Analysis (2024)

Examining the relationships between Collaborative Leadership, Employee Support Policy Effectiveness, Work Rewards, and Organizational Innovation through hypothesis testing reveals significant findings. Firstly, for Collaborative Leadership, with a p-value of 0.001 and a t-statistic of 3.202, both surpassing the significance level of 0.05, we reject the null hypothesis, indicating a significant positive relationship with Organizational Innovation. Similarly, Employee Support Policy Effectiveness exhibits a significant positive relationship with Organizational Innovation, supported by a p-value of 0.004 and a t-statistic of 2.865. Lastly, Work Rewards also display a significant positive relationship with Organizational Innovation, as evidenced by a p-value of 0.000 and a substantial t-statistic of 5.220, leading to the rejection of the null hypothesis. These results underscore the importance of Collaborative Leadership, Employee Support Policy Effectiveness, and Work Rewards in fostering Organizational Innovation, as indicated by their statistically significant relationships.

Discussion

The results of the Structural Equation Modeling (SEM) analysis provide valuable insights into the relationships between employee support policy effectiveness, collaborative leadership, work rewards, and organizational innovation in the manufacturing industry in West Java. In this discussion, we will delve into the implications of these findings, their alignment with existing literature, and their practical significance for organizational management and future research directions.

Alignment with Existing Literature

The findings of this study align with existing literature that emphasizes the significance of employee support policies, collaborative leadership, and work rewards in fostering organizational innovation. Our results are in line with previous research that emphasises the positive influence of employee support initiatives on organisational outcomes, particularly innovation [16], [17], [31], [32]. Effective implementation of

employee support policies fosters an environment conducive to innovation, as evidenced by the correlation between organisational learning, innovative support from superiors, and employee engagement [33]. Furthermore, organisational support has been shown to positively impact employee creativity and innovative work behaviour in the banking sector, with employee creativity mediating this relationship. These findings collectively underscore the importance of employee support strategies in enhancing organisational innovation and productivity, emphasising the critical role of supportive leadership and organisational culture in driving positive outcomes.

The positive relationship between collaborative leadership and organisational innovation is well supported by previous research that emphasises the important role of leadership in driving innovation within organisations [34], [35]. Collaborative leadership practices, such as promoting communication, teamwork, and idea sharing among employees, play an important role in facilitating the generation and implementation of innovative ideas [36]. Shared leadership structures, including dual leadership, have been identified as effective in helping teams manage the complex demands of innovative processes [37]. In addition, the involvement of R&D organisations in developing innovative products and processes is highlighted as having a positive impact on team creativity and innovation, emphasising the importance of leadership in driving innovation at the team level [24].

The relationship between work rewards and organizational innovation is crucial, aligning with the expectancy theory [38]. By designing dynamic rewards systems, organizations can effectively stimulate employees' innovative behavior [39]. Additionally, organizational culture positively influences employee innovative behavior, with transformational leadership moderating these relationships [40]. Furthermore, organizational innovation culture has a positive impact on employees' innovation behavior, where innovation self-efficacy mediates this relationship and

organizational identity plays a moderating role [41]. These findings emphasize the importance of providing tangible and intangible rewards, such as financial incentives, recognition, and career advancement opportunities, to incentivize employees to contribute innovative ideas and efforts, ultimately enhancing organizational innovation [42].

Practical Implications

The findings of this study have important practical implications for organizational management in the manufacturing industry in West Java. By prioritizing employee support policies, promoting collaborative leadership practices, and implementing effective work reward systems, manufacturing firms can create a conducive environment for innovation, thereby enhancing their competitiveness and sustainability.

Managers and organizational leaders can use these insights to develop and implement strategies aimed at fostering a culture of innovation within their organizations. This may involve investing in employee training and development programs, promoting open communication channels, and redesigning reward systems to recognize and incentivize innovation.

Furthermore, policymakers and HR practitioners can use these findings to inform the design of policies and practices aimed at supporting innovation in the manufacturing sector. By understanding the factors that drive organizational innovation, policymakers can design interventions and initiatives to support and incentivize innovation within manufacturing firms, ultimately contributing to economic growth and development.

Future Research Directions

While this study provides valuable insights into the relationships between employee support policy effectiveness, collaborative leadership, work rewards, and organizational innovation, there are several

avenues for future research. Firstly, longitudinal studies could provide further insights into the causal relationships between these variables over time. Additionally, qualitative research methods such as interviews and focus groups could provide deeper insights into the mechanisms underlying these relationships and employees' perceptions of innovation within organizations.

Furthermore, future research could explore potential moderators and mediators of these relationships, such as organizational culture, leadership styles, and individual characteristics. Understanding the contextual factors that influence the relationship between employee support policies, collaborative leadership, work rewards, and organizational innovation can provide valuable insights for organizational management and policy development.

5. CONCLUSION

In conclusion, this study provides empirical evidence of the significant positive impact of employee support policy effectiveness, collaborative leadership, and work rewards on organizational innovation in the manufacturing industry in West Java. The findings highlight the importance of investing in initiatives that support employee well-being, promote collaborative leadership practices, and provide appropriate incentives to foster a culture of innovation within organizations. By prioritizing these factors, manufacturing firms can enhance employee engagement, motivation, and creativity, leading to increased levels of organizational innovation and improved competitiveness. These insights offer valuable guidance for practitioners, policymakers, and scholars interested in fostering innovation and driving organizational performance in the dynamic and competitive landscape of the manufacturing industry.

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