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Organizational Support and Inclusive Leadership Boost Employee Innovation Through Work Motivation

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ABSTRACT

The existance of various problems related to innovative performance among employees and a bunch of controvercies in previous studies became the background of this study. The gap that exists between survey and reality as well as inconsistentcy from the previous study need further review. Therefore, the aim of this study is to provide findings and recomendation to solve the phenomena related to innovative performance. The data collection was carried out using a questionnaire distributed via Google Form to respondents who meet the determined criteria. Structural Equation Modeling (SEM) was used to analysed the data. The results show that Perceived Organizational Support and Inclusive Leadership have a positive and significant effect on Work Motivation, partially. It also shows that Perceived Organizational Support, Inclusive Leadership and Work Motivation have a positive and significant effect on Employee Innovative Performance. However, Work Motivation failed to become a mediating variable between Perceived Organizational Support on Employee Innovative Performance. On the other hand, Work Motivation succses to become a mediating variable for Inclusive Leadership on Employee Innovative Performance.

Keywords: Perceived Organizational Support; Inclusive Leadership; Work Motivation; Innovative Employee Performance

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INTRODUCTION

In this globalization and digitalization era, human resources are a crucial element in any organization in order to increase innovation and performance (Jaboob, 2023). Organizations with excellent resources will be able to create better performance in the future. Employee performance can be applied in the form of knowledge, skills, attitudes and actions for developing organizational activities (Vidotto et al., 2017), it will support and provide opportunities for the organization to grow (Matari et al., 2014). One of the contributions in employee performance achievement can be obtained through innovative performance. This performance achievement provides benefits for organizations to increase productivity by creating new product or service solutions. Employee creativity is the strength of organizations in changing innovative behavior. This behavior will work if it has organizational support and leadership. Support from the organization gives employees the strength to survive and adapt to environmental demands (Kaltainen & Hakanen, 2020; Loughlin & Priyadarshini, 2021).

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Organizations and leaders can encourage the employee to be more creative and innovative if the maintenance process runs well (Afsar et al., 2020).

Survey data reveals that employees feel undervalued by the organization and lack opportunities for development due to insufficient access to the resources necessary for fostering their creativity (Deloitte, 2022). The Asia Pacific Workforce Hopes and Fears Survey, 2023 (Khursigara et al., 2023), indicated that the level of organizational support and employee creativity has not made a significant impact. Organizational support is important for employee productivity. Several prior studies concerning organizational support, leadership style, and work motivation have influenced employee performance; however, some of these studies yield varying results. The results of these controversial studies indicate that inclusive leadership has a positive effect on innovative performance (Carmeli & Schaubroeck, 2006; Li & Tang, 2022), nevertheless, inclusive leadership does not directly influence employee integrity performance (Nguyen et al., 2019; Purnamaningtyas; & Rahardja, 2021). Similarly, perceived organizational support has a positive and substantial impact on employee creativity (Ijaz & Nawaz, 2022), while Suifan et. al (2018), shows different results. Employee perceptions about innovation influence ideas and implementation (Ijaz & Nawaz, 2022). Organizational support does not have an influence on individual contributions that exceed their jobdesk (Sumardjo & Supriadi, 2023), therefore it is necessary to explore and identify individual factors, to get specific reasons why inclusive leadership has effects on individual performance (Xiaotao et al., 2018). Moreover, there is controversies over study related work motivation and its effect on employee performance. Studies conducted by (Apriliani & Hubbansyah, 2024; Fischer et al., 2019; Rony et al., 2024; Shaheen et al., 2020) stated that work motivation has positive and significant influence on employee performance. In contrast, the study conducted by (Fischer et al., 2019; Fitria et al., 2023) show that work motivation has no influence on employee performance. From above study it confirms that studies on inclusive leadership, organizational support and employee motivation and performance are still limited (Aldabbas, Pinnington, Lahrech, & Abdelmounaim, 2023; Nguyen et al., 2019; Pinnington et al., 2024; Sun et al., 2021; Tse et al., 2018). The problem related to innovative performance and its inconsistencies in previous study results as well as the gap between survey and reality need further exploration in order to improve employee innovative performance. By adding intervening variables such as work motivation may increase employee innovative performance.

LITERATURE REVIEW

Employee Innovative Performance

The important role of organizational success can be measured by the employee's performance. Behavioral action of a person in completing work contribute to the innovation process (Afsar & Badir, 2017; Messmann et al., 2015; Pradhan et al., 2017). Employees can develop positive work attitudes and innovative behavior (Kundu et al., 2019), which are implemented in work practices (Hammond et al., 2011). Active involvement and collaboration will change employee mindsets in facing innovation challenges (Trabucchi et al., 2020). Through their soft skills, they can provide initiate and implement new ideas for organizational sustainability (Audenaert et al., 2017).

Innovative performance is performance that implements innovative behavior in carrying out the roles by using new ideas and encouraging employees to be creative (Scott et al., 1994; Wu &

57 Wu, 2019). Innovative performance necessitates organizational support and the involvement of leaders in fostering individual preparedness for change and driving innovation (Indriastuti & Fachrunnisa, 2020).

20 **Perceived Organizational Support**

25 Perceived organizational support refers to employees' belief that the organization offers assistance, support, and welfare (Eisenberger et al., 1986). The theory of perceived organizational support shows how organizations are obliged to provide training as a high support from the organization. Perceived organization support will bring out employee's trust. This trust will be appeared in the form of commitment (Nazir et al., 2019) which will provide job satisfaction and positive motivation (Ahmad et al., 2023; Chaidir et al., 2023; Ijaz & Nawaz, 2022; Sabir et al., 2022). Lack of organizational support will cause failure in organizational change (Huang, 2022).

38 H1: Perceived Organizational Support has positive influence on employee work motivation

3 Employee perceptions of organizational support will create employee satisfaction thus impact their performance (Mursidta, 2017). Employee perceptions of organizational support in the form of good practices and procedures will provide employee satisfaction, this make the employees will be able to create creative ideas which may help in solving organizational problems (Suifan et al., 2018; Volery & Tarabashkina, 2021). So, the hypothesis in this study includes:

39 H3: Perceived Organizational Support has a positive influence on employee innovative performance.

4 **Inclusive Leadership**

12 Inclusive leadership is a style of leadership in which leaders acknowledge the presence of diversity and offer opportunities for employees to engage in decision-making (Fang et al., 2019). Through openness, availability in interactions with members, and accessibility, it will create meaningfulness in work (Carmeli et al., 2010; Jiang et al., 2022) and has been shown to positively influence organizational inclusion (Bhatti, 2019). According to Fang et al (2019), Ismael (2023) and Harahap & Khair (2019), inclusive leadership fosters employee motivation to behave innovatively.

27 H2: Inclusive Leadership has a positive influence on Work Motivation

41 Motivation stems from a sense of pride and self-satisfaction, which ultimately reinforces commitment to the organization (Bannay et al., 2020) and influences attitudes, behavior such as creativity, work innovation, and engagement (Dahleez et al., 2023; Li & Tang, 2022). These results provide the following research hypothesis:

53 H4: Inclusive Leadership has a positive influence on Employee Innovative Performance

1 **Work Motivation**

52 Work motivation is a crucial foundation for enhancing employee performance. The existence of work motivation raises employee enthusiasm in completing their work. Work motivation fosters creativity in all fields because of interest, involvement or personal challenges (Amabile, 1997). Work motivation is shaped by Herzberg's hygiene factors theory (Herzberg, 1966), which posits that the elements affecting job satisfaction can be categorized into two groups: hygiene factors and motivation factors. The size of the maintenance factor provided will have a positive influence that will encourage enthusiasm towards achieving results (Aldabbas,

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Pinnington, Lahrech, & Blaique, 2023; Fischer et al., 2019; Ryan & Deci, 2000; Yoo et al., 2012). Compensation and work motivation play an important role in improving employee performance (Rony et al., 2024) as key factors in motivating and retaining the best talent (Apriliani & Hubbansyah, 2024). By offering motivational incentives like salaries and work rewards, along with enhancing employee training and skill development, employees can perform their tasks effectively and efficiently (Wardiansyah et al., 2024). Based on this description, the hypothesis proposed in this study is:

H5: Work Motivation has a positive influence on Employee Innovative Performance.

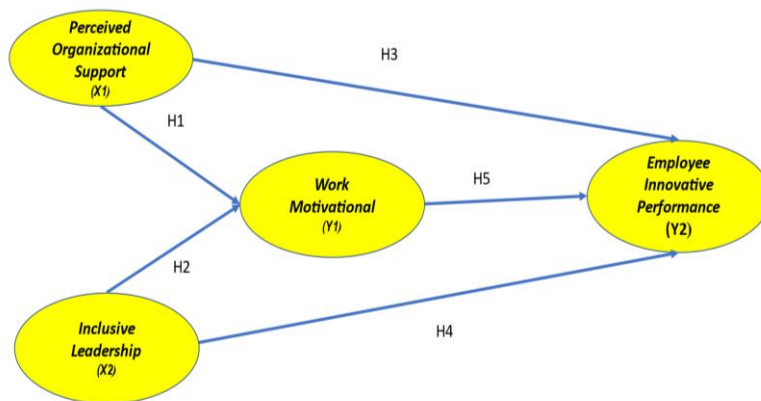


Figure 1. Theoretical Model of the Study

METHOD

This research is an explanatory study aimed at elucidating the relationships between variables, particularly the dependent and independent variables, or the connections among these variables (Widodo, 2014). The study was conducted over a year in Semarang City. It encompasses four variables and eighteen indicators, including Perceived Organizational Support (Indicators: rewards for highly motivated employees, supervisor support, physical and non-physical working conditions, employee welfare) (Eisenberger et al., 1986; Jaenab et al., 2023), the Inclusive Leadership variable (Indicators: Openness, Availability, and Accessibility) (Carmeli et al., 2010; Jiang et al., 2022), Work Motivation variable (Indicators of hygiene factors, such as working conditions, salary, relationships with superiors, and company policies) and Motivation factors (Indicators of Achievement, Responsibility, and Recognition) (Herzberg, 1966).

Research equipment consists of a list of closed and open questions (questionnaires). The data collection method employed in this study spans from March to August 2024, utilizing questionnaires that are distributed directly through the Google Form application to employees working in financial institutions in Semarang. The total population for this study was sourced from the Semarang Central Statistics Agency, indicating that the working population in Semarang in 2023 was 873,358 individuals (BPS.go.id, 2024). Using the purposive sampling method, 160 verified data samples were collected.

The data analysis process in this study employed the Structural Equation Modeling (SEM) technique using the AMOS 2.0 program. This model is a statistical method that facilitates the

testing of a relatively complex set of relationships (Ghozali, 2008). The SEM analysis technique uses the Assumption Test (Normality Test, Outliers Evaluation, Multicollinearity and Singularity Evaluation, Residual Test, Validity Test and Reliability Test and Evaluation of goodness of fit criteria for testing model feasibility.

RESULTS AND DISCUSSION

Results

The assumption test in this study includes normality evaluation, outliers' evaluation, and multicollinearity evaluation. Normality testing is conducted by examining the skewness and kurtosis values of the indicators within the research variables. An indicator is considered normal and linear if the critical ratio (CR) for skewness and the kurtosis values falls within ± 2.58 at a significance level of 0.001 (1%), so it can be concluded that there is no deviant data. The univariate outlier test is carried out by comparing the threshold values that will be categorized as outliers by converting the data values into a standard score (z-score) which has an average of 0 (zero) and a standard deviation of 1.00. In this study with a sample of 141, the standard score was declared an outlier if the value was ≥ 3 . Observation data categories that had z-score values in the range of ± 3 was categorized as not univariate outliers. Multicollinearity and singularity can be seen from the determinant value of the covariance matrix which is small or close to zero. The Determinant of sample covariance matrix value is 0.072 and this value is > 0.01 , it shows that there are no multicollinearity and singularity problems in the observed data.

Residual Test

Residual test showed that the modified model was significantly acceptable and the determined residual was ± 2.58 at the 5% significance level (Hair et al., 2014). Based on the results, it shows that there is no residual value that exceeds 2.58.

Validity and Reliability Test

Confirmatory factor analysis (CFA) was carried out to test the validity of each variable measurement scale with a loading factor value > 0.7 (Ferdinand, 2014). The reliability of the measurement instrument is indicated by a Cronbach alpha value > 0.70 . The exogenous latent variable consists of 2 variables, including Individual Organizational Support (Perceived Organization Support) and Inclusive Leadership. From the CFA test results show that the loading values of these indicators are valid with loading values > 0.7 . The results of the Confirmatory Factor Analysis (CFA) test are presented in Table 1, below,

Table 1. CFA Loading Values of Exogenous Variables

			Estimate
POS1	<---	Perceived_Organizational_Support	0,791
POS2	<---	Perceived_Organizational_Support	0,907
POS3	<---	Perceived_Organizational_Support	0,880
POS4	<---	Perceived_Organizational_Support	0,752
IL1	<---	Inclusive_Leadership	0,902
IL2	<---	Inclusive_Leadership	0,814
IL3	<---	Inclusive_Leadership	0,793

Source: Processed primary data, 2024

The table above shows that the indicator for the Perceived Organization Support variable obtained the highest loading value for the POS2 indicator of 0.907 and the lowest for the POS4

indicator of 0.752. For the Inclusive Leadership variable, the highest loading value was obtained for the IL1 indicator at 0.902 and the lowest for the IL3 indicator at 0.793. From the results of those loading values, since the loading value is > 0.7, it is declared valid as a variable measure.

Confirmatory Factor Analysis of Endogenous Variables

The endogenous latent variable consists of 2 variables, including Work Motivation and Employee Innovative Performance. The CFA test showed that the loading values of these indicators are valid with loading values > 0.7. The complete results of the Confirmatory Factor Analysis (CFA) test for endogenous variables are presented in Table 2 below,

Table 2. CFA Loading Values of Endogen Variables

		Estimate
WM1	<--- Work_Motivation	0,786
WM2	<--- Work_Motivation	0,825
WM3	<--- Work_Motivation	0,826
WM4	<--- Work_Motivation	0,829
WM5	<--- Work_Motivation	0,889
WM6	<--- Work_Motivation	0,875
WM7	<--- Work_Motivation	0,815
EIP1	<--- Employee_Innovative_Performance	0,858
EIP2	<--- Employee_Innovative_Performance	0,934
EIP3	<--- Employee_Innovative_Performance	0,905
EIP4	<--- Employee_Innovative_Performance	0,880

Source: Processed primary data, 2024

The table shows that the indicator for the Work Motivation obtained the lowest loading value on WMI1 of 0.786 and the highest on WMI5 of 0.889. For Employee Innovative Performance, the lowest loading value on the EP1 indicator of 0.858 and the highest on the EIP2 indicator of 0.934. Since the loading value is > 0.7, it is declared valid as a measure of the latent variable. The reliability of the variable measurement instrument shows a value of > 0.70, which indicates that the measurement scale has good reliability. So, it can be concluded that each latent variable meets the reliable criteria, and the variance extracted value has no value below 0.50. The complete results of the construct reliability and variance extracted tests are presented in Table 3.

Table 3. Construct Reliability and varian extracted Analysis

Construct Reability and varian extracted Analysis							
No	Variable	Indicator	Std Loading (Loading Factor)	Loading ²	Measuremen Error (1-Std Loading ²)	Contract Reliability	Variance Extracted
1	Perceived Organizational Support	POS1	0,805	0,648	0,352	0,903	0,700
		POS2	0,898	0,806	0,194		
		POS3	0,871	0,759	0,241		
		POS4	0,765	0,585	0,415		
		Σ	3,339	2,798	1,202		

Construct Reability and varian extracted Analysis							
No	Variable	Indicator	Std Loading (Loading Factor)	Loading ²	Measurmen Error (1-Std Loading ²)	Contract Reliability	Variance Extracted
			Σ^2	11,149			
2	Inclusive Leadership	IL1	0,901	0,812	0,188	0,875	0,701
		IL2	0,82	0,672	0,328		
		IL3	0,787	0,619	0,381		
		Σ	2,508	2,104	0,896		
		Σ^2	6,290				
3	Work Motivation	WM1	0,784	0,615	0,385	0,942	0,699
		WM2	0,823	0,677	0,323		
		WM3	0,829	0,687	0,313		
		WM4	0,832	0,692	0,308		
		WM5	0,89	0,792	0,208		
		WM6	0,874	0,764	0,236		
		WM7	0,814	0,663	0,337		
		Σ	5,846	4,890	2,110		
			Σ^2	34,176			
4	Employee Innovative Performance	EIP1	0,856	0,733	0,267	0,941	0,801
		EIP2	0,936	0,876	0,124		
		EIP3	0,904	0,817	0,183		
		EIP4	0,881	0,776	0,224		
		Σ	3,577	3,202	0,798		
			Σ^2	12,795			

Source: Processed primary data, 2024

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The structural equation modeling model which shows the relationship between variables according to the research model is presented in Figure 2.

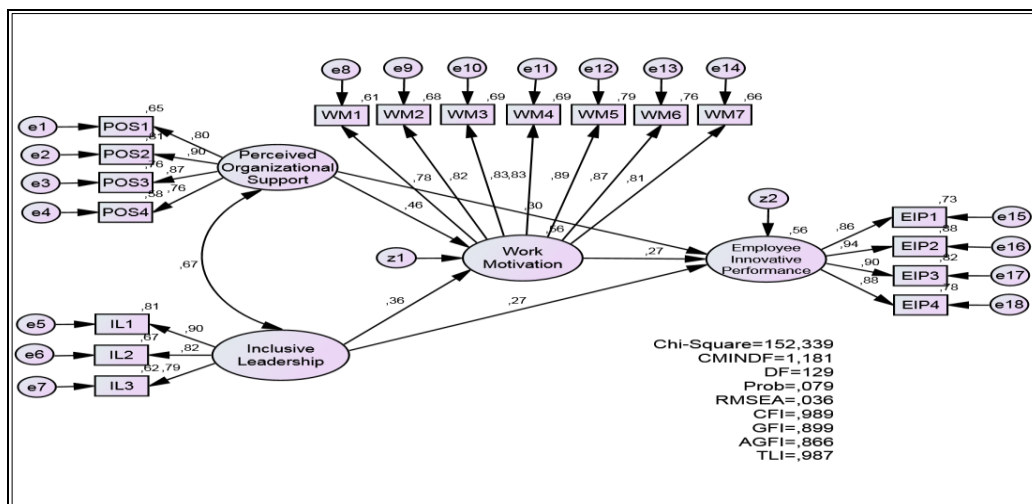


Figure 2. Structural Model

Based on the types of absolute fit measures and incremental fit measures, the chi-square values were: 152.339, cmin/df: 1.181, probability (p): 0.079, RMSEA: 0.036, CFI: 0.989, GFI: 0.899, AGFI: 0.866 and TLI: 0.987. From these results, the chi square value and probability (p) can be concluded that the model is fit and accepted. Furthermore, the complete regression weight results of hypothesis testing are presented in Table 4 below:

Table 4. Regression weight for Stuctural Model Hypothesis Testing

Hypothesis	Estimate	S.E.	Standardized Etimate	C.R.	P	Exp.
POS --- > WM	0,451	0,100	0,569	4,485	0,000	Significant
IL --- > WM	0,313	0,087	0,361	3,593	0,000	Significant
POS --- > EIP	0,293	0,107	0,298	2,748	0,006	Significant
IL --- > EIP	0,236	0,090	0,272	2,621	0,009	Significant
WM --- > EIP	0,272	0,105	0,272	2,580	0,010	Significant

Source: Processed primary data, 2024

Discussion

Based on table 4, **the first hypothesis** reveals a parameter coefficient of 0.451 for Perceived Organizational Support's impact on Work Motivation, with a CR value of 4.485 and a p-value of 0.000, indicating a significant positive effect at a 5% significance level. This is evident when leaders consistently offer clear direction and guidance for tasks, boosting self-confidence and fostering innovation and creativity. Leader support holds significant value, as the connection between leader support and employee work motivation is crucial. Leaders in financial institutions offer clear direction and guidance about tasks, enabling employees to understand their responsibilities accurately, swiftly, and efficiently. They have to ensure that respondents comply with regulations by providing support and creating a positive environment. Organizational support, comfortable work facilities, and self-development opportunities increase employee motivation. When financial institutions care and appreciate their employee performance, it will create self-satisfaction and commitment and motivate them to work better. The result of this study is supported by studies conducted by (Aldabbas, Pinnington, Lahrech, & Blaique, 2023; Chaidir et al., 2023; Ijaz & Nawaz, 2022) and (Ahmad et al., 2023), which showed that Perceived Organizational Support has a positive and significant effect on Work Motivation and fosters employee involvement (Eviana, 2024).

The second hypothesis indicates a parameter coefficient of 0.313 for Inclusive Leadership's impact on Work Motivation, with a CR value of 3.593 and a p-value of 0.000, confirming a significant positive effect at a 5% significance level. The openness indicator of Inclusive Leadership holds significant value, demonstrating that a leader's willingness to embrace new ideas and recognize team members' contributions in a financial institution can enhance mutual trust and collaboration. This motivation fosters a dynamic and effective team. Leaders in financial institutions can facilitate learning, openness, innovation and free experimentation without fear of judgment (Negoro & Wibowo, 2021; Nugroho et al., 2024). Given the prevalence of millennial employees in today's financial institutions, leaders must create an environment that supports their ideas. Clear direction and guidance from leaders will boost self-confidence, fostering innovation and creativity. This study aligns with previous research conducted by Bhatti (2019) which indicates that inclusive leadership positively impacts organizations by enhancing work motivation and fostering a sense of meaningfulness in work,

17 thereby transforming innovative behavior (Fang et al., 2019). This can provide security to encourage work quality (Aldabbas, Pinnington, Lahrech, & Blaique, 2023; Fischer et al., 2019). They can make decisions and resolve problems that occur without fear of being judged (Umihastanti & Frianto, 2022).

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The third hypothesis shows a parameter coefficient of 0.293 for Perceived Organizational Support's impact on Employee Innovative Performance, with a CR value of 2.748 and a p-value of 0.006, indicating a significant positive effect at a 5% significance level. The existence of organizational support will provide important support for respondents in creating innovative performance. When organizations in financial institutions appreciate the hard work of their employee and contribute to facilities, give incentives and rewards, these can create a work environment that supports employee creativity and innovation. The reciprocity by the organization provides challenges for achieving the best results (Umihastanti & Frianto, 2022). This study also in line with a study conducted by Nazir et al, (2019) and Sabir et al, (2022), that organizational support can create employee commitment so that they have behavior in achieving innovative performance. Organizational support and good management will bring the changes in attitudes to be more creative and innovative (Ijaz & Nawaz, 2022; Suifan et al., 2018; Volery & Tarabashkina, 2021).

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The fourth hypothesis indicates a parameter coefficient of 0.236 for Inclusive Leadership's impact on Employee Innovative Performance, with a CR value of 2.621 and a p-value of 0.009, confirming a significant positive effect at a 5% significance level. Inclusive Leadership will motivate respondents' creativity in achieving performance. Good and appropriate leadership support in implementing an organization will provide the employee with work motivation in developing soft skills in preparation for facing future challenges (Andani & Wibawa, 2022). Regarding inclusive leadership indicators in terms of availability, openness and accessibility, employee need a leader who are caring, fair, firm, humorous, and supportive in providing resources and opportunities to develop, can manage the management functions well and have an egalitarian and transparent attitude. Employees in financial institutions require leaders who value individual uniqueness and foster an inclusive environment to promote teamwork. Additionally, they seek an ideal leader who comprehends business processes, effectively implements management functions, is open, offers access and support, evaluates performance fairly, fosters collaboration, and promotes employee development. Leaders should care for, listen to, and respect all employees, regardless of their seniority. This capability will foster an adaptive environment where employees can effectively implement their creative ideas as positive contributions. Respondents participated in strategic project activities aimed at enhancing soft skills through knowledge, skills, and work experience. They require dedicated opportunities to develop their soft skills via various training initiatives and promotional programs recognizing their achievements. The adaptability of inclusive leadership will promote and foster positive work motivation, leading to innovative behavior (Nguyen et al., 2019). This research aligns with the study Banny et al (2020), which found that inclusive leadership can motivate employees to engage in creativity and generate new ideas that enhance organizational productivity (Ismael, 2023; Li & Tang, 2022). Inclusive leadership can provide satisfaction at work, and work motivation which will influence employee attitudes and behavior in carrying out positive activities for organizational productivity purposes (Dahleez et al., 2023; Harahap & Khair, 2019).

The fifth hypothesis shows a parameter coefficient of 0.272 for Work Motivation's impact on Employee Innovative Performance, with a CR value of 2.580 and a p-value of 0.010, indicating a significant positive effect at a 5% significance level. Work motivation is what drives employee in achieving their goal. This form of work achievement can be realized by employees in financial institutions by creating creative ideas and innovations for the products produced. This work motivation is realized through hygiene factors or Extrinsic Motivation and Motivation Factors or Intrinsic Motivation which are realized in the availability of a safe and conducive work environment, where the team supports each other and works well together, good compensation, overall company reform and supervision from leadership which is realized through regular monitoring and evaluation of banking policy compliance and data privacy. The existence of company reformation has made the employee to keep reporting the achievements of the work they have done. Meanwhile, the Motivation Factors (Intrinsic Motivation) of respondents are related to achievement, responsibility and recognition. Achievement and responsibility can be achieved by creating creative ideas, maintaining integrity, carrying out work well, and achieving goals well. Meanwhile, respondents can realize the form of recognition in the form of positive thinking, remaining enthusiastic, and remaining focused on goals. Apart from that, respondents can maintain good relationships with co-workers, utilize technology and act professionally. This is in line with study by Rony et al (2024), work motivation has a significant and positive relationship with employee performance. Having work motivation will increase overall organizational productivity (Apriliani & Hubbansyah, 2024). The higher the intrinsic motivation, the greater the positive effect on creative/innovative outcomes (Fischer et al., 2019).

Detection Test of Direct and Indirect Effect and Total Effect

The test results of the direct, indirect and total effect of Perceived Organizational Support, Inclusive Leadership, Work Motivation, Employee Innovative Performance) were shown in table 5.

Table 5. Direct and Indirect Effect and Total Effect

Variables	Direct Effect	Indirect Effect	Total Effect	ZSobel	Explanation
POS on EIP through WM	0,298	0.081	0,379	1,897	1,897 < 1.96 have no significant effect
IL on EIP through WM	0,272	0.074	0,346	1,97	1,97 < 1.96. has significant effect
WM on EIP	0,272				

Source: Processed primary data, 2024

CONCLUSION

This study aims to produce findings and recommendations that may help in solving the problem of the gap phenomenon, controversies and inconsistencies in previous studies related to innovative performance. Partially, Perceived Organizational Support and Inclusive Leadership had a positive and significant effect on Work Motivation and Employee Innovative Performance. Moreover, Perceived Organizational Support was the dominant predictor in building an Employee Innovative Performance. However, it does not have a positive and significant influence when mediated by Work Motivation compared to Inclusive Leadership which is mediated by Work Motivation. Employees in financial institutions need organizational

support and inclusive leaders who can lead them towards change. They can be facilitated using new technology so they can implement their creative and innovative ideas.

Managerial recommendations, Organizations should adopt HR development policies that promote open communication and coaching, which address employees' need for support from leaders. This approach should be aligned with training initiatives and provide a platform for dialogue. With a millennial workforce, inclusive leadership is critical, as employees look for leaders who encourage change and creative thinking. Leaders must meet these expectations to enhance employee capabilities and encourage collaboration through brainstorming sessions, which allow for innovative ideas to emerge without fear of judgment.

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