Supervisor Support on Innovation and Organizational Climate as Determinants of Employee Empowerment

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Abstract:

The main purpose of this study was to determine the significant influence of supervisor support on innovation and organizational climate on employee empowerment. The study employed a quantitative, non-experimental design using a correlational technique. The respondents were the 301 employees of the Local Government Unit of Municipality of Monkayo, Davao de Oro Province. Mean, Pearson-r, and Regression Analysis were used to determine the study's findings. Moreover, adapted survey questionnaires were used for supervisors' support on innovation, organizational climate, and employee empowerment. Results revealed that the level of supervisor support on innovation is high, the level of organizational climate is high, and the level of employee empowerment has overall high results. Further, supervisor support for innovation is significantly correlated with employee empowerment. In the same way, the organizational climate has a significant relationship with employee empowerment. Meanwhile, in its singular capacity, the domain organizational climate best influences employee empowerment. Moreover, supervisor support on innovation can influence employee empowerment but with the help of other indicators not mentioned in this study. Likewise, this study has determined the importance of supervisor support on innovation and organizational climate in achieving employee empowerment.

Keywords —**public administration, supervisor support in innovation, organizational climate, employee empowerment, quantitative design, regression analysis, Philippines**

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I. INTRODUCTION

Rationale

Employee empowerment problems occur when organizations suffer from a lack of collaboration, conflicts, and experience inefficiency in completing a project, leading to a high risk of failure [91]. Employees who are not empowered tend to have too far confidence level, cross the jurisdiction line, and become arrogant. Working in this type of work environment has a negative effect on employees, causing them to become dissatisfied with their jobs and productivity levels to fall [60]. In Turkey, supervisors consider that their employees have an open mindset, restricted and fixed potential, and a limited temporal horizon, all of which promote an authoritarian or paternalistic perspective [76]. They believe that less powerful community members accept power disparity and view it as normal, significantly impacting the working environment [25].

Employee empowerment is critical because it fosters employee autonomy, enables responsibility and power-sharing at all levels, increases employee self-esteem, and empowers the working population for improved performance [65].In a study conducted, they concluded that empowerment can influence employee performance and satisfaction; hence their research showed significance between the variables [48]. According to other studies,

employee empowerment does not imply that managers lose their authority, but rather that organizations are built-in which everyone, including managers, develops power is the goal of empowerment [40].

It was identified that with the identified importance of employee empowerment as mentioned by different researches, this has been correlated with innovativeness support and organizational climate. It was pointed out by [94] that behavioral, psychological, social, and structural empowerment have a highly positive impact on innovativeness, and its simultaneous application has an impact of a high degree on innovativeness. Also, it was identified that organizational climate can influence employee empowerment. Organizational climate enhances employee empowerment, including leadership, communication, working relationship, recognition, structure, training, teamwork, and stress management [69].

Issues related to supervisor support on innovation and organizational climate on employee empowerment are observed within the locality. Though studies about employee empowerment have been conducted in various parts of the globe, it was related in a study that employee empowerment fosters employee performance, job satisfaction, organizational commitment, customer satisfaction, productivity, and business growth [54]. These studies did not mention correlation with supervisor support in innovation and organizational climate. Based on the above context, the researcher took an interest in examining if supervisor supportiveness on innovation and organizational climate can significantly influence employee empowerment, making this study a generation of new knowledge and information that can serve as the basis for mechanisms.

Research Objectives

The main thrust of this study is to establish the influence of supervisor support on innovation on employee empowerment. Specifically, the following objectives are being formulated:

1. To describe the level of supervisor support on innovation among LGU employees in terms of:
   1.1 personal traits;
   1.2 goal orientation;
   1.3 personal values;
   1.4 knowledge and abilities;
   1.5 psychological state;
   1.6 personal thinking styles and
   1.7 motivational state.

2. To determine the level of organizational climate among LGU employees in terms of:
   2.1 gender;
   2.2 job satisfaction;
   2.3 security and fairness;
   2.4 organizational culture;
   2.5 compensation and opportunities;
   2.6 management; and
   2.7 communication.

3. To ascertain the level of employee empowerment among LGU employees in terms of:
   3.1 meaning;
   3.2 competence;
   3.3 self-determination; and
   3.4 impact.

4. To determine the significant relationship between supervisor support on innovation, organizational climate, and employee empowerment.

5. To identify which of the exogenous variables best influences employee empowerment.

Hypothesis

The following null hypotheses are formulated and be tested at a 0.05 level of significance.

1. There is no significant relationship between:
   1.1 supervisor support on innovation and employee empowerment; and
   1.2 organizational climate and employee empowerment

2. There is no significant influence between supervisor support on innovation, organizational

climate, and employee empowerment in an individual and aggregate capacity.

Review of Related Literature

Various studies, points of view, theories, findings from research and publications, and valuable insights from different authors relevant to related topics of the study are presented in this section that provides substantive proof to clearly support the research objectives essential for the manifestation of understanding in the study. One of the independent variables is supervisor support on innovation which considered the following indicators: personal traits, goal orientation, personal values, knowledge and abilities, psychological state, personal thinking styles and motivational state [72]. Another independent variable considered in this study is the organizational climate which considered gender, job satisfaction, security and fairness, organizational culture, compensation and opportunities, management, and communication as indicators [47].

Meanwhile, the dependent variable is employee empowerment which has the following indicators: meaning, competence, self-determination, and impact [86].

Supervisor Support on Innovation

Being innovative and generating new ideas has proven to be an essential task for companies. Organizations can become more innovative by encouraging their employees to generate new ideas, which become an important task of every supervisor. Many researchers believe such behavior can positively influence organizational outcomes. Employees can be innovative and pay attention to their regular work simultaneously [68] [22]. Supervisor support on innovation was seen to mediate the relationship between commitment and work behavior [11].

It is apparent that employees' inventive capacity is not a singular attribute, as it extends beyond personal characteristics. There is evidence that certain factors affect employees' innovative behavior, particularly managerial and organizational concerns. This employee behavior occurs with the supervisor's assistance. It is influenced by the organizational context's qualities, preventing or stimulating innovative conduct among its employees [78].

The first indicator for supervisor support on innovation is personal traits. Individual innovation occurs when supervisors assist them with their work, enabling them to get emotionally invested and motivated due to their satisfaction and passion. In other words, employees get a sense of purpose. When they do, they demonstrate a psychological state of engagement, commitment, and connection to work, as well as a positive affective-emotional state of personal fulfillment and well-being in which individuals express joy for their work while maintaining high activation levels [87] [64].

The second indicator for supervisor support on innovation is goal orientation. Goal orientations are considered relatively stable personality characteristics influenced by self-theories about the nature and progression of individuals' attributes (IQ, personality, abilities, and skills). For example, a mastery orientation is motivated by the notion that one's qualities are dynamic and changing and that putting effort results in performance improvement. In contrast, a performance orientation is motivated by the belief that attributes are static, concrete, and inherent. Performance-oriented individuals frequently assume that working hard does not result in performance enhancement. Working hard, they believe, indicates a lack of competence, and those who do poorly lack the characteristics necessary to function successfully in their occupations [42] [56].

The third indicator for supervisor support on innovation is personal values. Personal values are inextricably linked to motivation and hence assist in explaining behavior [29]. Individuals' behavior that reflects their personal beliefs enables them to achieve their goals and personal aspirations. Individuals are motivated to follow their values when seeking consistency between their ideas and behaviors. Employees are thus willing to make decisions, choose actions, and defend their behavior based on their personal convictions [9]. Inability to

apply and realize personal values at work is positively associated with job burnout and negatively associated with job satisfaction [6].

As guiding principles in life, personal values can also influence inventiveness and creativity [7]. Indeed, some research have revealed similar associations. Scholars have recently stressed a need to thoroughly examine the precise relationship between personal values and innovative behavior in the workplace. Accordingly, the natural method to seek significant values is to act in ways that express or facilitate their attainment [13]. As a result, we anticipate that certain values will stimulate innovative behavior in employees while others will act as a deterrent [7].

The fourth indicator for supervisor support on innovation is knowledge and abilities. According to researchers, it is theoretically necessary to disentangle knowledge and abilities as a source of new ideas from the help provided by supervisors. Knowledge and abilities are concerned with the mental formulation and outward expression of novel ideas; this might take the shape of simple verbal recommendations, written comments, or structured documentation and frequently reflects an employee's perception of creativity. On the other side, knowledge, and talents are where new ideas are implemented, resulting in genuine, tangible improvements to products, services, procedures, or other areas of organizational operations [5] [7] [18].

The fifth indicator for supervisor support on innovation is psychological state. The growing interest in psychological state coincides with a period of global rivalry and change that necessitates employee creativity, innovation, and performance [41]. Numerous concepts and definitions of supervisor supportiveness have been developed, but they all center on providing employees with the control, autonomy, and information necessary to engage in decision-making and organizational concerns [27].

The sixth indicator for supervisor support on innovation is personal thinking styles. The term thinking styles refers to an individual's chosen method of utilizing mental ability to manage daily actions, such as comprehending and resolving issues and difficulties. Individuals with a high requirement for cognition thrive on thought and cognitive activity. Intellectual style theories have been created to connect personality trait theory and cognitive capacity [71][51].

The seventh and last indicator for supervisor support on innovation is motivational state. Motivation is a collection of behavioral processes that contribute to an individual's motivation, focus, and persistence in pursuing a goal [50]. It is the urge to achieve the desired outcome for the benefit of others [49]. Motivation is a key theoretical and practical phenomenon that impacts employees' work functioning and performance. It can drive employees to take the initiative, help others, persists in meaningful tasks, and accept negative feedback [36] [37].

Organizational Climate

Motivation is a collection of behavioral processes that contribute to an individual's motivation, focus, and persistence in pursuing a goal [50][84]. It is the urge to achieve the desired outcome for the benefit of others [49]. Motivation is a key theoretical and practical phenomenon that impacts employees' work functioning and performance.

The organizational climate indicators used in this study were taken from the [47] which are as follows: gender, job satisfaction, security and fairness, organizational culture, compensation, and opportunities for growth, management, and communication.

The first indicator of organizational climate is gender equality, which can be defined as a society in which men and women, as equal members, have equal access to all types of social activities, equally benefit from political, economic, and cultural benefits, and share responsibilities within organizations [88].

According to an author, progressive firms prioritize respect for individuals through fairness, equality, and support for all employees [77]. While the organization's values may theoretically support

a progressive climate, the widespread climate that actually exists may not be experienced uniformly by all organization members. When perceived unfairness is directed towards a certain group, such as women, the organization may significantly lose production.

Additionally, job satisfaction is the second indication of organizational climate. According to research, job satisfaction is a present- and past-oriented affective state of liking or disliking that occurs when employees evaluate their professional position [55]. Administrators needed to foster and promote employee satisfaction. As a result, positive employee commitment begins with administrators encouraging employee contentment with their jobs.

According to the literature, improved working circumstances have been shown to increase job satisfaction, which contributes to the development of positive job commitment among both new and existing employees [82]. Job happiness is frequently correlated with employee dedication, retention, and effectiveness. This is a multidimensional issue regarding worker and employee recognition, appreciation, and affiliation. This indicated considerable variation in what factors lead to job happiness.

In a study conducted, it was stipulated by [63] that the notion of the working knowledge of administrators of work organizations fills in the gaps in terms of professional job satisfaction. One of the study's most significant conclusions concerned the administrators' involvement in increasing employee job satisfaction. Workplace conditions influenced employee satisfaction positively, with administration control leading the way, followed by job competency and organizational culture. Years of employment had a statistically significant but unfavorable effect on employee satisfaction. Those who remained in the profession for an extended period felt dissatisfied with their professional roles.

The third indicator for the organizational climate is security and fairness. According to a study [89], unjust managerial methods and a toxic organizational climate have been linked to various undesirable outcomes, including organizational misconduct and decreased subjective well-being. Recent data imply that low management fairness is also associated with higher absenteeism rates among medical officers. At the same time, the extent to which this association applies outside of hospital settings is unknown. Although cross-sectional surveys have demonstrated a relationship between poor organizational climate and higher absenteeism, observational studies using absence records have not validated this association.

Another indicator for organizational climate and the fourth is organizational culture. Culture is a descriptive statement of an organization's essential values and ideas [39]. It originated mostly in anthropology and sociology. Researcher identifies several salient characteristics of a culture. First, he defines culture's content, including beliefs, values, expectations, and meanings [21]. The term meaning in this context refers to the consequence of an action or conduct. Second, these ideas, values, aspirations, and interpretations are mostly shared and evolved over time among members. Thirdly, these shared cognitions enable groups to function inside a certain niche by facilitating protection, sustenance, belonging, respect, and purpose. Fourth, these common cognitions contribute to predictability, comprehension, and behavior valuation, reducing ambiguity and anxiety.

The fifth indicator for the organizational climate is compensation and opportunities. [30]stated that perceived inequity in employee compensation (or the absence thereof) is frequently at the base of why individuals leave firms. Fairness also influences whether employees will go above and beyond the call of duty to accomplish corporate goals or even the aims of their own work. As a result, firms must ensure that their employee benefits are founded on fairness principles.

According to research, an employee's opinion of the fairness and equitable treatment is critical in determining retention, engagement, and performance. Indeed, inequitable treatment is corrosive. Research says that firms have difficulty keeping up with salary and compensation thinking

changes [53]. The days of organizations providing equal increases to all members are over. These compensation increases, ranging from 1 percent to 5 percent, send the wrong message to underperformers. They left organizations with insufficient funds to compensate their best achievers adequately. While many organizations continue to utilize this as their salary criterion, forward-thinking organizations fundamentally approach wage and compensation differently.

The sixth and last indication of organizational climate is management. The management function in companies is concerned with achieving effective performance to achieve the organization's productive and competitive goals and objectives. Managers must leverage human resources to carry out their obligations. Managers are expected to balance external demands and internal resources and capabilities to ensure a strategic fit between goals and accomplishments [16].

Additionally, organization and assessments are the second-to-last indicators for the organizational climate variable. Organizations that use performance assessment data to discover areas of strength and opportunity may also benefit. Performance appraisals can indicate areas of need for training and point toward professional development, improved performance, and succession planning [83].

Relatively, performance appraisal findings can be analyzed to discover areas of high performance across all employees, by department, or by demographics. Standardized performance assessments enable businesses to aggregate, quantify, and evaluate outcomes to identify areas of strength. These areas of strength can serve as benchmarks and catalysts for sharing best practices across the firm [88].

Communication is the final indicator of organizational atmosphere. It was stated that an organization's communication climate is critical since it contributes to its performance and success [75]. The communication environment of a company can have an effect on the atmosphere within, encouraging or discouraging horizontal, upward, or downward communication among personnel. Employees in defensive climates are more hesitant to communicate their requirements. They become overly cautious with their words and may have a low level of motivation.

Additionally, the initial presentation and discussion of numerous pieces of literature aided in focusing attention on one of the study's most critical variables, the organizational climate. These supported the study's outcomes and results and served as the basis for the study's research instrument.

Employee Empowerment

Empowerment contributes to employee satisfaction, enables the sharing of authority and accountability at all levels, increases employee self-esteem, and energizes the workforce for improved performance. At the individual level, empowerment is facilitated by the following personal characteristics: challenging jobs, enthusiasm, expertise, maturity, and self-esteem. Most of these characteristics can be enhanced through training and development. They act as a catalyst for employee empowerment and involvement [60].

Employee empowerment appears to be a highly effective management strategy for exchanging the shared vision that the business anticipates materializing into common goals. The reality is that empowerment may be used to describe various plans, offering an expedient oratory, claiming that empowerment is presumably a fine thing that creates a win-win situation for employees and managers [81].

The essential component of empowerment is delegating authority over specific task-related tasks to workers. Employee empowerment is a process in which authority is transferred from the employer to the employees. Empowerment includes acting freely and a greater sense of responsibility and accountability. This implies that an organization must empower its workers to be motivated, devoted, and fulfilled while also assisting the organization in accomplishing its goals [60].

Additionally, employee empowerment refers to the act of conferring authority. In the legal context, power refers to authority; in this situation, empowerment also refers to authorization. On the other side, energy can be used to express authority. Empowerment here refers to the act of energizing. Energy transfer is the most plausible explanation for the concept of empowerment's motivational value. Empowerment is more about how one makes use of one's power. If a precise determination of empowerment is to be used, it should include individuals who are not directly involved in decision-making [93].

Meaning is the first evidence of employee empowerment. Empowerment is a mindset that believes in enhancing people's jobs and empowering them to exercise control over and accountability for the results of their work [97]. A self-empowering organization places a premium on autonomy, accurate information, and individual participation to achieve organizational success. To achieve empowerment, management must ensure that staff has the appropriate combination of information, expertise, power, and rewards to perform more joyfully [83]

Employee empowerment is key to establishing employee autonomy, allowing for sharing responsibility and power at all levels, boosting employee self-esteem, and energizing the workforce for improved performance. At the individual level, elements such as difficult jobs, excitement, competence, maturity, and self-esteem contribute to empowerment. Most of these variables may be improved through training and development, as these function as a catalyst for employee empowerment and involvement [86].

Additionally, employee empowerment is an internal motivation that results from positive experiences that an employee derives directly from work. Employees see themselves as having flexibility, autonomy, and discretion; they feel personally connected to the organization, confident in their talents, and believe they can make a difference in the organization. Employee empowerment can occur in various methods that do not need to give people more control. Employee empowerment can be enhanced by listening to and responding to workforce comments, providing appropriate training, encouraging employees through management and peers, providing employees with the information essential to do their jobs, granting access to pertinent information, and assigning employees to tasks based on their training and experience [83].

Competence is the second sign of employee empowerment. Competence is a quantifiable, relatively steady (enduring) trait of an individual, team, or organization that results in and quantitatively predicts a quantifiable level of performance [17]. The term reliably measurable refers to the statistical likelihood that multiple independent observers or methods agree that a person demonstrates a competency [84]). In contrast, relatively enduring refers to the statistical likelihood that competency demonstrated at one point in time will be demonstrated at a particular time [80].

Employee empowerment competences are the attributes or characteristics that workers receive, such as knowledge, skills, ability, and attitude, that set them apart from average performers [23] Organizational competencies are ingrained in the organizational system and structures that typically survive an employee's departure [89].

Human resources attributes have been asserted to be a critical resource for organizational effectiveness because organizations that can generate organization-specific, valuable, and unique competencies are believed to be in a stronger position to outperform their competitors and succeed in a dynamic business environment [96].

In response to rapidly emerging trends, competitive strategies, and customer demands [27] human resource departments have begun to improve their organizations' performance by utilizing empowerment as a tool for navigating these rapidly evolving and increasingly situations, to establish a satisfactory environment capable of meeting customer demands, improving service quality, enhancing operations, and maximizing

profits [67][92][19]. Empowering people is a way to improve the overall corporate structure by balancing employee satisfaction and performance.

Self-determination is the third indicator of employee empowerment. As self-determination results, employee empowerment increases performance and productivity [45] 61]. Additionally, scientists have examined the effects of employee empowerment on employee attitudes toward work. Employee empowerment appears to be favorably associated with innovation motivation [45], organizational commitment [52] and work engagement [45] [31].

Self-Determination Theory asserts that persons have an inherent drive toward growth and intrinsic motivation. Intrinsic motivation and well-being are contingent upon satisfying the three psychological demands of relatedness, expertise, and autonomy [38]. External restrictions or stimuli, such as salary, supervision, goals, and directives, induce desired behavior in various social settings, including the workplace. Individuals internalize and integrate outside regulations to the degree that these three criteria are met. They turn external values and circumstances into personal values and motivation. Extrinsically prescribed behavior becomes internally or independently managed as a result of this process of internalization and assimilation, and the desire to act becomes self-determined [4].

Finally, employee empowerment takes impact into account as a fourth indicator. Employees who are equipped have an impact on the productivity and function of a task related to their capacity to perform work, particularly in the successful delivery of technical aspects of work, handling personal and social tasks with other members, including conflict resolution, time management, empowering others, working in a group, and working independently [87].

The literature and studies presented in this section gave insights into how employee empowerment can help and strengthen every organization. Empowerment in some aspects serves as a powerful management tool used to materialize and achieve the organization's common goals. The readings also become a source in determining the indicators of the study and are used in the discussion of the study's findings.

Correlations between Measures

According to the previous study, supervisor support for creativity and employee empowerment should target certain behaviors. Despite arguments emphasizing various aspects of work attitudes, it is unclear which aspects are more predictive of employee empowerment. Instead of focusing on overall job satisfaction and performance, one may examine the relationship between individual aspects of employee empowerment. This may provide new insight into how supervisor support for the development and organizational climate might affect employee empowerment (Beheshtifar&Hesani, 2018).

Supervisor support on innovation is frequently cited as an antecedent of job-related outcomes. It is argued that employees who are supported with current technological needs are more likely to engage in behaviors that develop their characteristics and support the work and organization. Thus, a positive relationship between supervisor support on innovation and employee empowerment is significant. Employees perform better when properly supported with resources needed to implement innovation [74] 86].

Relatively, supervisor support for innovation is the extent to which an employee identifies with and is involved in a particular organization, as evidenced by a firm conviction in and acceptance of the strategic direction of the organization, as well as a willingness to exert significant effort on behalf of the organization and to remain a member [70] [8]. Additionally, researchers defined and quantified supportiveness in innovation as a multifaceted notion that encompasses partnership, collaboration, and empowerment [8] [74].

Despite research indicating a considerable association between supervisor support for innovation and employee empowerment, the nature of the causal relationships between them remains

uncertain, and analyses have yielded contradictory outcomes. This is because of the intricate relationships between supervisor support for innovation and employee empowerment. A positive relationship between supervisor support and employee empowerment has been consistently reported by studies [81] 35 [89] which imply that support on innovation by leaders enables employees to become empowered and stay motivated towards work. Most research has studied that supervisor support is an antecedent of employee empowerment [66] [46] [89].

Additionally, there is an indication that high degrees of supervisor support for innovation foster employee empowerment [14] [79]. Additionally, in determining some workplace improvement projects, supervisor support for innovation and employee empowerment have been examined both as an outcome and antecedent variable to one another [35] [95] [74]. These findings indicate that empowered employees receive assistance from their superiors in initiating innovative projects.

Furthermore, it was contended that employee empowerment is a statistically significant indicator of an organization's willingness to foster innovation [85]. Additionally, research confirms that structural and empowering factors contribute to innovative behavior. Additionally, a strong association between empowerment and innovation was discovered, as was a prospective moderating variable, empowerment role identity, indicating that not all employees desired the same level of empowerment. As a result, while the prior studies examined the influence of empowerment on individual creativity, no factual research exists that examines the impact of each of the four characteristics of empowerment on innovativeness separately [98] [59]. On the other hand, innovative conduct is an activity that identifies unique and superior ways to execute a task [5] and develops novel and adequate alternative job-related challenges [90] Given that empowerment is the bedrock of any organizational innovation, practitioners have concentrated on innovation support in general and on how work environments can enhance employee empowerment in particular [90] 34]. While the organizational literature frequently highlights individual traits as significant predictors of business innovation, only a few studies have studied empowerment's effect on firm innovation [24].

Additionally, the organizational atmosphere might have an effect on employee empowerment. A positive work atmosphere makes employees happy, contented, and energized, motivating them to work harder for the organization. It is an intangible part of the workplace because it concerns the employees' emotional well-being. Only the employees are aware of it. Thus, organizational climate refers to the employees' perceptions of their employer's practices as reported by workers [85][2].

Similarly, a study found that the organizational climate greatly affected employee empowerment. The comment thread of employee empowerment, dedication, and absorption, were statistically irrelevant in the regression models, indicating that they were not important predictors of organizational climate management (OC). Additionally, further analysis of the data revealed that employees rated much lower on the engagement scale than their counterparts in other departments. Understanding the organizational culture variables that contribute to low levels of employee engagement enables the development of a more engaged workforce.

The related literature and studies provide the most needed knowledge and background on supervisor support on innovation, organizational climate, and employee empowerment as subjects under study, specifically on the relationship among these variables and how these variables and their indicators affect one another. The knowledge and concepts culled out from renowned scholars contributed with much understanding in the formulation of the theoretical framework and the development of the questionnaire. They were used in the discussion of the study's findings.

Theoretical Framework

This study is based on Blau's (1964) Exchange Theory, which postulated that social exchange takes place when a person is drawn to another if they anticipate trying to associate with them is satisfying in some way, and their focus on the anticipated social rewards brings them to the other employee in the workplace. These interactions foster reciprocity between management and the employees and co-workers, empowering employees. When employees' diverse requirements are addressed, it is considered a view or belief about how the organization, supervisor, and co-workers feel about their forms. When employees have a positive belief, the sense to support, safety, and the confidence to submit creative ideas.

To bolster the argument above, reciprocal exchanges between employees and supervisors and counterparts appear critical in increasing employee comprehension of workplace behaviors. Thus, this study aims to ascertain the relationship between supervisor support for innovation and employee empowerment. Organizational Support Theory [43] is a useful paradigm for characterizing the interchange of innovation-related resources between employees, supervisors, and co-workers. The model explains how individuals engage in innovative activity due to a sense of obligation to their supervisor and co-workers to make innovation-related contributions. This sense of obligation is presumed to occur due to perceived support from the supervisor and co-workers, insofar as they give resources necessary for innovation and their contributions energize them.

Additionally, another proposition is relevant to the study since it discovered evidence that employees responded more innovatively to increased work demands when they believed their contributions were fairly compensated by their supervisor [57]. Additionally, encouraging, non-controlling bosses supported creativity and empowerment in the workplace. Employee empowerment is enhanced by open communication with managers and receiving encouragement and support. This indicates that when employees see a reasonable balance between their supervisor's inducements and their job efforts, they will answer with more employee creativity and a sense of empowerment.

Conceptual Framework

The conceptual model of this study is composed of three variables, one dependent variable, and two independent variables. The independent variables of this study are supervisor support on innovation and organizational climate. In contrast, the dependent variable is employee empowerment. Since latent variables are not observed directly, they cannot be measured directly. Each latent construct will be associated with multiple measures or observed variables. Thus, the extent of regression paths from the latent variable to the observed variables will be one of the primary interests of this study.

As shown in Figure 1, the first independent variable is the supervisor support on innovation has seven indicators, namely: personal traits, goal orientation, personal values, knowledge and abilities, psychological state, personal thinking styles and motivational state [72]. Personal traits refers to the attitudes and values of employees. Goal orientation refers to the information that employees have about the purposed of their organization. Personal values refers to the characteristics that employees possess concerning their job practices. Knowledge and abilities means their capabilities; psychological state refers to their mindset about the job. Personal thinking styles means their individual's view about their job. Another independent variable of the study is the organizational climate which has the following indicators: gender, job satisfaction, security and fairness, organizational culture, compensation and opportunities, management and communication [47] Gender refers to male or female. Job satisfaction means the feeling of fulfillment towards work. Security and fairness refers to the assurance that an employee can keep their job. Organizational culture means the collection of values, expectations, and practices that guide and inform the actions of all team members within the organization.

Meanwhile, the dependent variable of the study is employee empowerment which consists of four (4) indicators, namely: meaning, competence, self-determination, and impact [85]. Meaning refers to the importance of one's tasks, competence refers to the confidence that one has towards his ability, self-determination, which means the focus that one exerts in doing a task, and impact, which refers to the outcome of one's tasks.

This study aims to find out the influence of supervisor support on innovation and organizational climate on employee empowerment and determine what workplace intervention can be developed from the correlation. Thus, this research will try to develop an intervention mechanism to improve the workplace environment.

Independent Variables   **Dependent Variable**

Supervisor Support on Innovation
- personal traits
- goal orientation
- personal values
- knowledge and abilities
- psychological state
- personal thinking styles
- motivational state

Employee Empowerment
- meaning
- competence
- self-determination
- impact

Organizational Climate
- gender
- job satisfaction
- security and fairness
- organizational culture
- compensation and opportunities
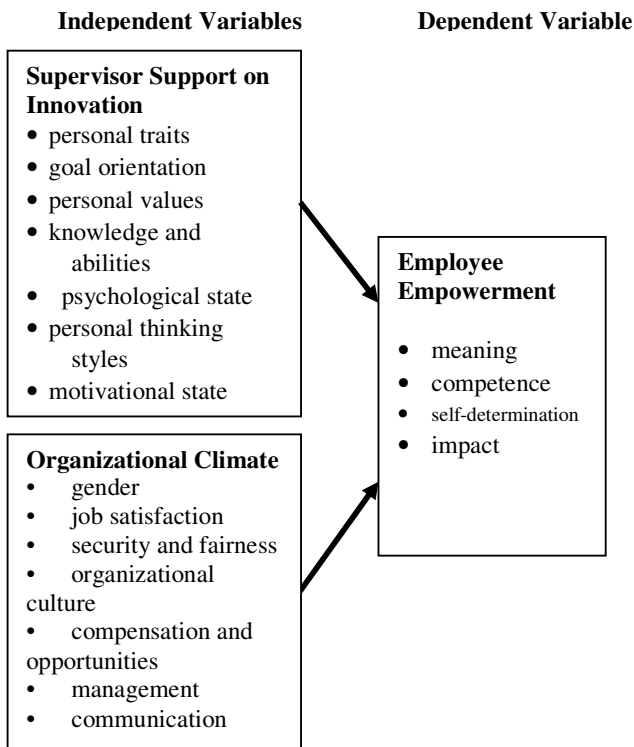- management
- communication

Figure 1. The Conceptual Framework of the Study

Significance of the Study

Employees who are empowered increase their degree of confidence and self-reliance. This extra confidence creates job satisfaction and high levels of productivity [60]. The supervisor's support of innovation among employees is an important factor affecting employee empowerment. This makes them feel supported and valued in the organization [73].

The findings of this study may be beneficial to the Local Government Unit employees, office heads, and future researchers. The study will give the LGU officials information regarding the importance of supervisor support on innovation and employee empowerment to formulate different programs or initiatives that will improve the work performance of all employees in the local government unit offices. Also, it will serve as a guide for in-service training and seminars that may enhance their work performance. Moreover, it will also benefit the office heads since this may provide ample knowledge, information, and basis about the support needed by the employees concerning their work experiences. Hence, this study may give office heads good ideas for crafting necessary workplace intervention initiatives. Consequently, the findings of this study may also help the employees identify and be aware of their roles as they implement employee empowerment. The employees may find ways to rebuild and evaluate their work and their empowerment. Likewise, this study would serve as a springboard for future researchers for further studies about the related variables.

Definition of Terms

The terms below are operationally defined for clarity and better understanding.

Supervisor Support on Innovation. The term in this study refers to the extended help and effort of office heads manifested through personal traits, values, goal orientation, knowledge and abilities, personal thinking styles, and motivational state.

Organizational Climate. As used in this study, it refers to the feelings and atmosphere that people encounter within an organization which can be manifested by member's gender, job satisfaction, security and fairness, organizational culture, compensation and opportunities, management, and communication.

Employee Empowerment. In this study, it means the employees key inputs in performance of duties which identifies how they give meaning, show competence, display self-determination and identify impact of a certain task.

II. METHODS

This section presents the various methods of the study, including research design, research locale, population and sample, research instruments used to measure constructs of interest, data collection procedures, statistical tools, and ethical considerations.

Research Design

This study employed a non-experimental, quantitative research design. This research adopted a quantitative research approach, which meant that the investigator used measurement and observation to test hypotheses. Data were collected using questionnaires, resulting in statistical data [58] [32] collated and tested using statistical tools. The researcher chose this method because it is appropriate for this study to determine the effect of supervisor support for innovation on employee empowerment. Additionally, it was non-experimental in nature, as the variables studied in this study, supervisor support for innovation and employee empowerment, were investigated in their naturalistic setting, with no manipulation or alteration [15].

Additionally, the researcher employed a correlational methodology to characterize, analyze, and explain the extent to which supervisor support for innovation and employee empowerment are related. This study, in general, contains two independent variables and one dependent variable. The correlational technique was used to assess the influence of supervisor support on innovation on employee empowerment without changing the supervisor support on innovation parameter.

Meanwhile, a causal method was used to ascertain the amount and nature of causal links between variables. This was done to determine the influence of specific modifications on established norms and various procedures that focus on analyzing a scenario or a particular problem to explain the patterns of interactions among variables. The purpose of this study is to determine the effect of supervisor support on innovation and organizational climate.

Research Locale

This study was conducted in the Province of Davao de Oro, specifically in the Office of the Local Government Unit of Monkayo, Davao de Oro. This covers the entire municipality in which the 301 population of the local government unit were considered respondents. The study venue is located in all the LGU Offices of Monkayo, Davao de Oro.

Monkayo is a first-class town in the province of Davao de Oro, Philippines. It has a population of 94,908 people and is designated as an agricultural town, with extensive tracts of land planted with rice and banana. In this municipality, the gold-rich barangay of Mt. Diwata, colloquially known as "Diwalwal," which in the native tongue means one's tongue is dropping out owing to tiredness, having a 1,000-meter high range recognized for its rich gold ore deposit. The Local Government Unit is centered in Barangay Poblacion, a fully advanced rural town core. Local Government Unit workers came from different places within the province and on regular probationary and job order status. This made them experience working with people from different environments and cultures. Office heads known as supervisors were assigned to manage these workers that made them encounter varied types of leadership and support. However, their ways of leading are still coupled with lapses which made workers struggle on silent demand for support and innovation.

Population and Sample

The respondents of this study were the 301 local government unit employees of the Municipality of Monkayo, composed of 130 male

employees and 171 female employees. Random Sampling was used to determine the study's respondents, where the population of interest who share a given characteristic is being studied [33]. This study dealt with local government unit employees of Monkayo, Davao de Oro.

The LGU employees were the subject of the questionnaire who evaluated Supervisor Support on Innovation, Organizational Climate, and Employee Empowerment Questionnaires. Using the purposeful random technique, employees in service for six months and above were considered to have enough experience to work with their supervisors or office heads.

Additionally, this survey includes only LGU Monkayo personnel who have served for at least six months. The office heads and freshly hired employees who did not meet the standards were excluded. Respondents may be removed from the research study if they are found to have committed falsification, plagiarism, or other moral violations or if they have a medical condition or special need. Additionally, participants may withdraw from the research at any point if they are upset or uncomfortable. If this is the case, volunteers should notify the researcher of their withdrawal. A participant may notify the researcher with their reason(s) for withdrawing from the study, although they are not compelled to do so.

Research Instrument

Three (3) sections comprised the survey questionnaire employed in the study. The first section is based on the Supervisor Support Questionnaire developed by [72]. The survey questionnaire consisted of 35 questions. Each item was scored using a five-point Likert Scale ranging from Strongly Disagree to Strongly Agree. The original questionnaire was adapted to reflect the work environment. Experts confirmed the redesigned questionnaire with a mean rating of 4.15 or higher, and pilot testing was conducted with a Cronbach Alpha of .815 or Good.

The second part of the survey was the organizational climate has the following indicators gender, job satisfaction, security and fairness, organizational culture, compensation, and opportunities for growth, management, and communication which was identified by the [47] Experts also validated this with an average mean of 4.10 or high, and pilot testing achieved a Cronbach Alpha of .811 or Good.

The final section was the Employee Empowerment Questionnaire, which assessed employees' level of confidence and self-reliance in their work, adapted from [85]It consists of twenty measures that assess four distinct constructs: meaning, competence, self-determination, and influence. The original questionnaire was adapted to reflect the work environment. Each item was assigned a score on a Five-Point Likert Scale ranging from Strongly Disagree to Strongly Agree. As with the first and second parts, the redesigned questionnaire was validated by specialists and received an average mean rating of 4.23 or very high and a Cronbach Alpha of .810 or Good during pilot testing.

Meanwhile, the initial draft of the research instrument was given to the thesis adviser for remarks, suggestions, and recommendations on improving its presentation and incorporating the changes. The final copies were refined by an expert team. After that, final revisions were made to incorporate the errors, comments, and suggestions of professional validators before data collection. The expert feedback was used to create final instruments with an average mean rating of 4.16 (High) and a Cronbach Alpha of .812 (Good).

Data Collection

In conducting the study, the researcher followed the data collection procedures herein in the conduct of the study. First, a permission letter for the conduct of the study from the Dean of the Graduate school as proof that this research was officially acknowledged by the University of Mindanao was sent to the Office Heads of the Local Government Unit of Monkayo, Davao de Oro. The letter's content was to ask permission to conduct a study on supervisor support on innovation,

organizational climate as determinants of employee empowerment.

After the approval, the Informed Consent Form (ICF) and Assent Form were given to the participants asking permission to participate in the study. It cannot be denied that personnel opts not to participate in the study. Nevertheless, the researcher personally administered the questionnaire to the study participants to ensure 100 percent retrieval. Then, a Certificate of Appearance was secured from the office heads concerned to vouch that the researcher honestly collected the data from the study participants. Consequently, the gathered data, tallied, analyzed, and interpreted statistically.

Statistical Tools

The following statistical tools were used in interpreting the data that were gathered.

Mean. This was used to determine the level of supervisor support on innovation, organizational climate, and employee empowerment, which addressed the first, second, and third research objectives.

Pearson's r. This statistical tool was used to determine the significance of the relationship between supervisor support on innovation and organizational climate and supervisor's support on innovation and employee empowerment in answer to the fourth research objective.

Regression. This was used to determine what domains of supervisor support on innovation and organizational climate significantly determine employee empowerment in answer to research objective number five.

Ethical Considerations

Ethical challenges and concerns were identified in this quantitative study to achieve its aims and as a result of the study's process. The ethical problems that arose over the course of this research included the right to perform the study, confidentiality, and anonymity. The researcher adheres to and adheres to all ethical norms when conducting the study following the criteria such as:

Voluntary Participation. Employees of the Monkayo Local Government Unit in Davao de Oro were given the freedom to participate without facing any consequences, penalties, or lack of benefits if they choose not to. Thus, after describing the study's objective and merits to the contributing offices and presenting them to the participants, the respondents' rights to contribute to the body of knowledge were carefully evaluated. This quantitative study examined ethical issues and concerns.

Privacy and Confidentiality. The researcher maintained the respondents' private information to the extent necessary for the study with the strictest confidentiality. All data collected and obtained from respondents was handled with the utmost care and secrecy.

Informed Consent Process. The researcher omitted technical phrases from the research questionnaire to make it easier for respondents to grasp. This provided respondents with a clear picture of the benefits they would receive as a result of the study's conduct. The research questionnaire was distributed with the consent and permission of the office heads identified.

Recruitment. The respondents of the study were the selected employees of the local government unit of Monkayo, Davao de Oro, which is shown in the population and sample. Furthermore, the data collection procedure indicated how respondents are identified, how the researcher seeks approval, and how the questionnaire was administered and retrieved.

Risks. The study had no involvement in high-risk situations that the respondents may experience in physical, psychological, or socio-economic concerns. The study just involved collecting information concerning the field of work experiences that the respondents belong to.

Benefits. Local Government Unit employees were given relevant information on the present supervisor support on innovation, employee empowerment, and organizational citizenship behavior. They were provided with ideas and initiative on making improvement plans for the development of work performance.

Plagiarism. The study discovered no indication of the subject misrepresenting another's word as his own. The authors of the paper were correctly acknowledged and cited in accordance with APA 7th Edition Referencing. Thus, the study was subjected to plagiarism detection software such as online plagiarism checkers and Turnitin.

Fabrication. There was no trace or proof of deliberate misreading of what had been done in the study. There shall be no fabrication of data or outcomes, nor shall there be any willful insertion of erroneous conclusions. The researcher derived all data for this study from the findings of survey questionnaires, which he analyzed and discussed.

Falsification. This study contained no indication of willful misrepresentation of the work, fit model, or theoretical expectation, nor did it have any evidence of exaggeration or overstating. The data for this study were derived entirely from the study.

Conflict of Interest (COI). There was no indication of a conflict of interest, which occurs when a professional's judgment about a primary interest, such as the security of participants or the reliability of this research, is influenced by a secondary goal, such as financial or academic gain or recognition. The study showed only the research's factual findings.

Focus Group Participant Identification. Also, to address the fact that the information discovered within the group becomes common knowledge among those in attendance, this research included a provision in the consent form reminding participants to keep the information discussed confidential.

Deceit. The study made no attempt to mislead responders about the possibility of injury. The researcher's first concern is the respondents' safety; consequently, she has no intention of harming them.

Permission from the Organization/Location. In the conduct of the study, the researcher asked endorsement letter from the University of Mindanao for her to submit to the Office Heads of the Local Government Unit of Monkayo, Davao de Oro. Then, the approved letter was forwarded to the Office Heads as a protocol in gaining permission to conduct the study in the entire Local Government Unit of Monkayo, Davao de Oro. The approval was attached to the letters given to the Office Heads concern for the researcher to start the survey initially.

Technology Issues. In this study, provisions as to the use of online panels, collection of data online, and how one views the information being communicated in an online environment is put in place and are made understandable to the participants before data collection was done. Further, google form was utilized in the survey as pandemic started during the study.

Authorship. The researcher revised the study's material in response to feedback from her adviser and panel members. Additionally, the study adhered to the norms established by the University of Mindanao's Ethics Review Committee for ethical considerations. Following their approval, the study conducted pilot testing, and the data generated were analyzed to ensure the research questionnaire was consistent. The author of this study publication contributed mentally and spiritually to the scientific material and moulded the research element into a presentable and understandable form with the support of her mentor as co-author.

III. RESULTS

The data and findings from the study are presented in this chapter, and an analysis of the data and findings. The following is a summary of the topics covered: the level of supervisor support for innovation, the level of organizational climate, the level of employee empowerment, the statistically significant relationship between supervisor support for innovation and employee empowerment, the statistically significant relationship between organizational climate and employee empowerment, and the extent to which predictor variables have an impact on employees' empowerment.

Level of Supervisor Support on Innovation

Determining the level of supervisor's support on innovation in the Local Government

Unit in Monkayo, Davao de Oro, was the first objective of this study. The supervisor's support n innovation level was identified in terms of personal traits, goal orientation, personal values, knowledge and abilities, psychological state, personal thinking style, and motivational state. Table 1 illustrates the finding of the study on the level of supervisor's support in innovation. The level of supervisor's support on innovation has an overall mean of 4.18 or high with a standard deviation of 0.396. This means that the supervisor's support on innovation is often manifested.

Personal qualities had the highest mean score of 4.29, which is considered very high, with a standard deviation of 0.489. This was followed by goal orientation, which received a mean rating of 4.24 or extremely high with a standard deviation of 0.494, and personal thinking style, which received a mean rating of 4.08 or very high with a standard deviation of.482 or very high. Other indicators include a mean rating of 4.18 or high with a standard deviation of.500 for personal values; a mean rating of 4.17 or high with a standard deviation of.492 for the psychological state; a mean rating of 4.16 or high with a standard deviation of.507 for motivational beliefs; and a mean rating of 4.13 or high with a standard deviation of.507.

Table 1. Level of Supervisor Support on Innovation

Indicators	SD	Mean	D.E.
Personal Traits	0.489	4.29	Very High
Goal Orientation	0.494	4.24	Very High
Personal Values	0.500	4.18	High
Knowledge and Abilities	0.507	4.13	High
Psychological State	0.492	4.17	High
Personal Thinking Style	0.482	4.08	High
Motivational State	0.507	4.16	High
Overall	**0.396**	**4.18**	**High**

Level of Organizational Climate

Presented in Table 2 is the second objective of this study which was to determine the level of organizational climate of Local Government Unit of Monkayo, Davao de Oro employees which was measured using a survey questionnaire with the following indicators: gender, job satisfaction, security and fairness, organizational culture, compensation and opportunities, management, and communication.

The computations on the overall level of organizational climate revealed a grand mean of 4.02 or high with a standard deviation of 0.464. This indicates that the organizational climate statements are often manifested. The top three highest indicators that contributed to the high level of organizational climate have mean ratings, which range from 3.93 to 4.19. The measure and its mean ratings are: gender, 4.19; job satisfaction, 4.11; compensation and opportunities has a mean rating of 4.18, compensation and opportunities had a mean rating of 4.05; management and communication have mean ratings of 3.93 or high.

Table 2. Level of Organizational Climate

Indicators	SD	Mean	D.E.
Gender	0.576	4.19	High
Job Satisfaction	0.612	4.11	High
Security and Fairness	0.570	3.99	High
Organizational Culture	0.554	3.94	High
Compensation and Opportunities	0.615	4.05	High
Management	0.551	3.93	High
Communication	0.520	3.93	High
Overall	**0.464**	**4.02**	**High**

Level of Employee Empowerment

The third objective of this study, as reflected in Table 3, was to ascertain the level of employee empowerment among LGU employees in Monkayo, Davao de Oro. This was accomplished by using a survey questionnaire that included the following indicators: meaning, competence, self-determination, and impact.

The overall level of employee empowerment showed a grand mean of 4.15 or high with a standard deviation of 0.503, which indicates that the employee empowerment among LGU workers of Davao de Oro is manifested all the time. Indicators that lead to the high level of employee empowerment have mean ratings, which range from 4.10-4.23. The measure and its mean ratings are were arranged from highest to lowest, and this includes competence, 4.23 or high with a standard deviation of 0.601; meaning, 4.18 or high with a

standard deviation of 0.624; and self-determination and impact with mean ratings of 4.10 or high with a standard deviation of 0.541 and 0.526 respectively.

Table 3. Level of Employee Empowerment

Indicators	SD	Mean	D.E.
Meaning	0.624	4.18	High
Competence	0.601	4.23	Very High
Self Determination	0.541	4.10	High
Impact	0.526	4.10	High
Overall	**0.503**	**4.15**	**High**

It can be noted from the findings that employees are highly competent and that they are confident about their work abilities. They have the assurance that they can carry their tasks properly and possess the capability to perform their duties and responsibilities. The respondents rated these item statements as very high, which contributed to the very high level of the variable competence.

Significance of the Relationship between Levels of Supervisor Support on Innovation and Employee Empowerment

As shown in Table 4, one of the most vital purposes of this study was to determine whether or not the levels of supervisor support on innovation can significantly be related to employee empowerment of LGU workers of Monkayo, Davao de Oro.

The overall r-value on the correlation between the level of supervisor support on innovation and the level of employee empowerment of LGU workers in Davao de Oro was 0.653 with the probability value of 0.000 or significant. Since the p-value is less than 0.05, there was a significant relationship between supervisor support on innovation and employee empowerment of LGU workers in Davao de Oro. Hence, the null hypothesis predicted no remarkable relationship between supervisor support on innovation and employee empowerment was rejected.

When the domains of supervisor support on innovation were correlated with the overall employee empowerment, data showed that personal traits significantly agree with employee empowerment of LGU workers since the results showed an r-value of 0.455 with a probability value of $P < 0.05$ or significant. When the domain goal orientation was correlated with employee empowerment of LGU workers within the Province of Davao de Oro, the results of the computation yielded an r-value of 0.527 with a probability value of $P < 0.05$ or significant, personal values has an r-value of 0.552 with a probability value of $P < 0.05$ or significant, knowledge and abilities has an r-value of 0.438 with a probability value of $P < 0.05$ or significant, psychological state has an r-value of 0.611 with a probability value of $P < 0.05$ or significant, personal thinking style has an r-value of 0.498 with a probability value of $P < 0.05$ or significant, and motivational state has an r-value of 0.575 with a probability value of $P < 0.05$ or significant.

Meanwhile, when the domains of employee empowerment were correlated with the overall supervisor support on innovation, data showed that meaning was significantly corresponded with supervisor support on innovation since the results showed an r-value of 0.548 with the probability value of $P < 0.05$ or significant. When competence was correlated with supervisor support on innovation, the computation results yielded an r-value of 0.559 with $P < 0.05$ or significant probability value. Self-determination warranted a mean rating of 0.586 with the probability value of $P < 0.05$ or significant. Impact has a mean rating of 0.609 with the probability value of $P < 0.05$ or significant.

Significance of the Relationship between Levels of Organizational Climate and Employee Empowerment

Table 5 demonstrated an association between the corporate atmosphere and employee empowerment. The findings indicate a strong association between organizational climate and employee empowerment, as evidenced by the correlation coefficient's overall value of 0.730 with a probability value of 0.000 or significant. This

means that the null hypothesis that no relationship existed between organizational climate and employee empowerment was rejected.

Table 4. Significance on the Relationship between Supervisors' Support on Innovation and Employee Empowerment

Supervisor Support on Innovation	Employee Empowerment				
	Meaning	Competence	Self Determination	Impact	Overall
Personal Traits	.378* (0.000)	.424* (0.000)	.389* (0.000)	.410* (0.000)	.455* (0.000)
Goal Orientation	.458* (0.000)	.443* (0.000)	.496* (0.000)	.458* (0.000)	.527* (0.000)
Personal Values	.460* (0.000)	.468* (0.000)	.500* (0.000)	.517* (0.000)	.552* (0.000)
Knowledge and Abilities	.359* (0.000)	.321* (0.000)	.398* (0.000)	.475* (0.000)	.438* (0.000)
Psychological State	.536* (0.000)	.575* (0.000)	.518* (0.000)	.513* (0.000)	.611* (0.000)
Personal Thinking Style	.395* (0.000)	.411* (0.000)	.466* (0.000)	.488* (0.000)	.498* (0.000)
Motivational State	.480* (0.000)	.492* (0.000)	.510* (0.000)	.546* (0.000)	.575* (0.000)
Overall	.548* (0.000)	.559* (0.000)	.586* (0.000)	.609* (0.000)	.653* (0.000)

When the domains of organizational climate were correlated with employee empowerment, the correlation coefficient for the indicator gender had a mean rating of 0.360; job satisfaction had a mean rating of 0.698; security and fairness had 0.660; organizational culture had a mean score of 0.578, compensation and opportunities had a mean rating of 0.629, management had a mean rating of 0.596, and communication had a mean rating of 0.623. Results implied that organizational climate had a strong correlation among all domains of employee empowerment. All domains were significantly correlated, as reflected in all the probability values less than 0.05.

Meanwhile, when domains of employee empowerment were correlated with organizational climate, the following correlation coefficient was revealed: meaning, 0.640; competence, 0.573; self-determination, 0.670 and impact, 0.692. All correlations have probability values of less than 0.05 or significant.

Table 5. Significance on the Relationship between Levels of Organizational Climate and Employee Empowerment

Organizational Climate	Employee Empowerment				
	Meaning	Competence	Self Determination	Impact	Overall
Gender	.304* (0.000)	.282* (0.000)	.339* (0.000)	.345* (0.000)	.360* (0.000)
Job Satisfaction	.646* (0.000)	.597* (0.000)	.620* (0.000)	.588* (0.000)	.698* (0.000)
Security and Fairness	.585* (0.000)	.504* (0.000)	.620* (0.000)	.617* (0.000)	.660* (0.000)
Organizational Culture	.475* (0.000)	.410* (0.000)	.553* (0.000)	.611* (0.000)	.578* (0.000)
Compensation and Opportunities	.529* (0.000)	.514* (0.000)	.585* (0.000)	.612* (0.000)	.629* (0.000)
Management	.522* (0.000)	.442* (0.000)	.550* (0.000)	.589* (0.000)	.596* (0.000)
Communication	.572* (0.000)	.494* (0.000)	.556* (0.000)	.570* (0.000)	.623* (0.000)
Overall	**.640* (0.000)**	**.573* (0.000)**	**.670* (0.000)**	**.692* (0.000)**	**.730* (0.000)**

*Significant at 0.05 significance level.

The Extent of the Influence of Predictor Variables on Employee Empowerment

Shown in Table 6 are the regression coefficients to test the significant influence of the overall supervisor's support on innovation and organizational climate on employee empowerment. Using the regression analysis, the data revealed that generally, the supervisor's support on innovation and organizational climate significantly influences employee empowerment since the supervisor's support on innovation and organizational climate has the F value 195.676 and $P < 0.05$. The R^2 value of 0.568 implies that 56.8 percent of the supervisor's support on innovation and organizational climate was due to employee empowerment variation. The 43.2 percent is influenced by other factors not covered in this study. The $P<0.05$ signifies the rejection of the null hypothesis set in the early part of this study. Specifically, the data revealed that supervisor's

support on innovation and organizational climate significantly influence employee empowerment, which has values of 0.000 which are less than the alpha value, which is 0.05. Meanwhile, in its singular capacity, organizational climate best influences employee empowerment with the highest beta coefficient of 0.583. However, the supervisor's support of innovation can also influence employee empowerment but with the support of other variables.

Table 6. The Extent of Influence of Predictor Variables on Employee Empowerment

Employee Empowerment (Dependent Variables)				
Independent Variables	β (Standardized Coefficients)	B (Unstandardized Coefficients)	t	Sig.
Constant	.386	.205	1.881	.061
Supervisor Support on Innovation (SSI)	.268	.340	4.917	.000
Organizational Climate (OC)	.538	.583	9.862	.000
R	.753			
R^2	.568			
F	195.676			
p	.000			

IV. DISCUSSIONS

The study's findings are discussed in detail in this chapter, and the conclusions and recommendations are derived from them.

Supervisor Support on Innovation

The overall level of supervisor support on innovation is high, which means that supervisor support on innovation item-statements was manifested at all times. This further implies that LGU workers observed their supervisor support developing their abilities to implement change and development. Findings also implied that they are enthusiastic and motivate their workers to achieve greater outcomes.

The result of the study is also in conformance with the contentions of some authors [68] [22]. They expressed that supervisors need to generate essential ideas for the organizations that will encourage their employees to become innovative and pay attention and excellently perform their regular work simultaneously. It is clear that employees' innovative capacity as a personal trait is a piece of evidence that helps employees aim to achieve more and work for the better.

Additionally, various authors [87]64] assert that supervisors exhibit a psychological makeup of involvement, commitment, and attachment to work, a positive affective-emotional state of personal gratification and well-being in which their employees express pleasure for their work accompanied by high levels of activation.

On the one hand, the findings contradicted the assertions that performance-oriented individuals feel that hard work does not necessarily enhance performance [56]. Working hard, they believe, indicates a lack of competence, and those who do poorly lack the characteristics necessary to function successfully in their occupations.

Organizational Climate

The overall level of organizational climate is high, which means that the organizational climate statements are manifested most of the time. This further implies that the LGU personnel-respondents have good potential in maintaining a conducive working atmosphere. This is consistent with multiple authors' assertions [77] [82]that the organizations have a progressive culture that values individuals via fairness, equality, and support for all employees. They have enhanced employee working circumstances, which may have an effect on job satisfaction and assist employees in developing a positive connection to the firm.

Additionally, it was also claimed the relevance in the study, as he emphasized that individuals who believe in fairness will go above and beyond to accomplish organizational goals or even their own job objectives. As a result, firms must ensure that their employee benefits are founded on fairness principles. Additionally, this

illustrates that an employee's opinion of the fairness and equitable treatment is critical in determining retention, engagement, and performance.

Employee Empowerment

The level of employee empowerment is high. Contributory to the high level of employee empowerment was due to the one very high indicator described as very high and three indicators described as high, which were described as very high by the LGU worker-respondents. The indicators are meaning, competence, self-determination, and impact. This finding is consistent with Raquib's (2010) assertion that employee empowerment is a highly effective management tool for exchanging the shared vision that the company hopes to materialize into common goals. The reality is that empowerment may be used to explain a variety of schemes, implying that empowerment is hypothetically a fine thing that creates a win-win situation for workers and administrators.

Additionally, the information gathered from several authors [60] [93] is consistent with the study's assertion that employee empowerment is the transfer of power from the employer to the employees, who gain not only the freedom to act but also a greater sense of responsibility and accountability. This also refers to energy transfer and is the most conceivable technique for motivating individuals to use the empowerment notion. It is more about exercising power, including those not involved in the decision-making process.

Significance of the Relationship between Levels of Supervisor Support on Innovation and Employee Empowerment

The correlation between the supervisor support on innovation and employee empowerment showed a significant relationship. This implies that supervisor support on innovation is correlated with employee empowerment of LGU workers of Davao de Oro. This means that supervisor support on innovation affects employee empowerment. This also showed that supervisors make initiatives to

empower their members. The more supervisor supports their employee, the more they become empowered and perform well in their tasks.

This finding of the study validates the contention of several authors [86][74] [70] that supervisor supportiveness on innovation is frequently cited as an antecedent of job-related outcomes which can be employee empowerment. Supervisor supportiveness of innovation refers to the degree to which an individual identifies with and is involved with a particular organization, as evidenced by a strong belief in and acceptance of the organization's goals and values, as well as a willingness to exert considerable effort on behalf of the organization and to remain a member. Thus, it is logical to expect a favorable association between supervisor support for innovation and employee empowerment.

Further, various authors' [81] [35] [89] [14] [79] contentions are aligned with the findings of the study as they indicated that positive relationship between supervisor supportiveness and employee empowerment has been consistently observed. The high levels of supervisor supportiveness on innovation strengthen employee empowerment.

Significance of the Relationship between Levels of Organizational Climate and Employee Empowerment

The correlation between the organizational climate and employee empowerment showed a significant relationship. This implies that organizational climate is correlated with employee empowerment of LGU workers of the Province of Davao de Oro. This means that organizational climate affects employee empowerment. This could mean that the atmosphere of the work environment, which is made up of its organizational climate, can determine the employees' empowerment. As implied, they enjoy a good relationship, provision of work resources, and disciplined and respectful staff manifest a positive organizational climate that empowers every employee as they become motivated to improve their tasks.

This finding of the study is in conformance with [3] specified that organizational commitment has a relationship with employee empowerment.

This association was explained by the fact that employees with a high level of commitment may not want to leave the organization because they have a strong belief in the company and its objective and wish to remain since they feel important due to their empowerment.

The finding was also strengthened by some authors[12]. They emphasized that organizational climate has also predicted engagement as employees feel empowered to do their duties and responsibilities. They found out as they investigated if commitment strengthened work engagement that when job resources were high, they found support for this assumption that empowered them.

Significance of the Extent of Influence of
Predictor Variables on Employee Empowerment

A regression analysis was employed to determine the influence of supervisor support on innovation and organizational commitment on work engagement. Data revealed that supervisor support on innovation and organizational commitment significantly influences employee empowerment. The[20] Exchange Theory validates the current study as it emphasized that if members in an organization are fully supported and committed, employees become more empowered, and the goals of the organization can be achieved easily.

Meanwhile, the Organizational Support Theory [43] offers evidence and a model for defining the distribution of innovation-related resources between employees, supervisors, and co-workers. The model shows how a supervisor's inventive behavior can create and deliver innovation-related contributions to employees, increasing their empowerment. This sense of obligation is presumed to result from perceived support from the supervisor insofar as they contribute resources important to creativity, and such contributions empower them.

From the two variables, supervisor support on innovation and organizational climate, in its singular capacity, organizational climate best influences the employee empowerment having the highest beta coefficient. However, supervisor support on innovation can also influence employee empowerment with the support of other variables. This implies that organizational commitment and supervisor support on innovation maintenance manifest their employee empowerment. With this, LGU workers of the Province of Davao de Oro can excellently perform their duties if they are highly empowered by their leaders.

This means that how employees demonstrate their organizational dedication and the presence of their supervisor can empower them. This supportssome authorsthesis that employees respond more innovatively to increased job demands when they believe their supervisor's efforts are adequately compensated. It was discovered that helpful, non-controlling managers increased innovation and empowerment in the workplace. Employee empowerment is enhanced by open communication with managers and receiving encouragement and support [57]

Conclusion

The level of supervisor support on innovation is high due to one very high rating and three high ratings given by the respondents to its indicators, namely: personal traits, goal orientation, personal values, knowledge and abilities, psychological state, personal thinking style and motivational state. On the other hand, the overall level of organizational climate is high. Its indicators reveal that all its indicators, namely: gender, job satisfaction, security and fairness, organizational culture, compensation and opportunities, management, and communication showed high results.

Further, there were significant relationships between supervisor support on innovation and employee empowerment and organizational climate and employee empowerment. This present study has validated [20] Exchange Theory validates the current study as it emphasized that if members in an organization are fully supported and committed, employees become more empowered, and the goals of the organization can be achieved easily.

Meanwhile, in its singular capacity, among supervisor support on innovation and organizational climate, organizational climate best influences the employee empowerment having the highest beta coefficient. However, supervisor support on innovation can also influence employee empowerment with the support of other variables. This supports Organizational Support Theory (Eisenberger, 1986), which provides a useful paradigm for characterizing the relevant resources available to employees, supervisors, and co-workers. The model explains that employees become motivated in an organization with a positive climate and feel obligated to work with others to achieve goals.

Recommendations

The study revealed a high level of supervisor support on innovation, high level of organizational climate, and high level of employee empowerment, and although these variables showed high results, there is still a need for LGU workers of Province of Davao de Oro personnel to strengthen their empowerment for them to perform their tasks excellently and for them to achieve higher work performance.

In the level of supervisor support on innovation, the item statement thinking beyond the existing procedures, laws, and programs has the lowest rating, which means they need every employee to be oriented in the current and updated information about the organization they belong to. Further, in organizational climate, management and communication indicators having the lowest means though high, this could mean that LGU personnel need to focus on enhancing their communication with others and help the organization achieve its goals. They may submit themselves as participants to any discussions for the improvement of the organization. All personnel needs to give their share in planning and developing initiatives to help the organization grow. The level of employee empowerment is high. Self-determination and impact have the lowest mean rating though still high, which needs concern and attention. LGU personnel may be encouraged to undergo self-enhancement by assigning them a task that will boost their determination and help them focus on the positive impact of their tasks.

Additionally, the study found out a significant relationship between supervisor support on innovation and employee empowerment and organizational climate and employee empowerment; thus, the researcher recommends that LGU personnel need to continuously enhance their organizational climate and in the same way, supervisor support on innovation be always available for them to build a strong employee empowerment. It is recommended that LGU personnel continue to maintain and find innovative ways to intensify their employee empowerment to maintain good relations among others, implement working practices properly, and perform well in their tasks, which can be manifested in both climate and empowerment status.

The result underscores in its singular capacity that organizational climate best influences employee empowerment having the highest beta coefficient. Therefore, the researcher recommends that the Department of Education formulate programs that may further provide relevant information in strengthening employee empowerment, which will guide LGU personnel of Davao de Oro to improve their work performance.

Subsequently, albeit the research finding shows a significant influence of supervisor support on innovation and organizational climate on employee empowerment, the researcher still recommends that further research regarding the other factors associated with employee empowerment may be conducted. Further studies may be done to validate the results of the present study. This can be quantitative and qualitative to confirm this study's findings.

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