



The Effect of Emotional Intelligence and Transformational Leadership on Innovative Work Behavior with Psychological Empowerment as A Variable Mediation

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Abstract

The purpose of this study is to determine the effect of emotional intelligence and transformational leadership on innovative work behavior through psychological empowerment. The sample in this study were all employee of CV. Mubarakfood Cipta Delicia Kudus. The data collection method using a questionnaire and survey. The data analysis method used were Structure Equation Model- Partial Least Square (SEM-PLS) using the SmartPLS 3.0. The results showed that emotional intelligence has a significant positive relationship on innovative work behavior, however transformational leadership has a positive relationship but non significant on innovative work behavior. Emotional intelligence and transformational leadership have a positive significant on psychological empowerment. Psychological empowerment successfully mediates the relationship between transformational leadership and innovative work behavior but fails to mediate the relationship between emotional intelligence and innovative work behavior. Future studies are expected to be able to take samples on different sector to generalize the results of research and develop variables that are able to as antecedent factor on innovative work behavior

INTRODUCTION

In today's, business environment changes globally demands organization to survive in high competition for maintain business continuity. Organizations must have a key to face the challenges that arise as global competitive competition increases. Innovation is very crucial and has an important role for companies to maintain the survival of the company, so that companies are required to make innovations in their companies (Chung & Michelle, 2018). An innovation is an idea, practice or, object that perceived as new by an individual or other unit of adoption (Rogers, 1995). Innovation becomes a process that involves novelty, creativity, research, and an organizational tendency to support new ideas (Abbasi, et al., 2015). Innovation by employees is one of the best ways to foster innovation and organizational

success (Mytelka & Smith, 2002).

Therefore, it requires the role of all parties, both leaders and employees, to participate in planning and implementing innovative behavior (Nugroho & Ranihusna, 2020).

Innovative work behavior includes the development of new ideas, technology, and techniques, as well as the trial and application of new methods related to business procedures, in specific work areas (Afsar & Umrani, 2019). Innovative work behavior refers to a set of behaviors to introduce new ideas that can be developed and implemented with the aim of improving employee and organizational performance (Jong & Hartog, 2007). Employees who have high innovative behavior will able to produce innovation for organization. Therefore, organizations must manage and push employees capability to implement innovative behavior in workplace. Some

previous research show that there are various factors that can influence innovative work behavior, one of which is emotional intelligence (Shojaei & Siuki, 2014; Afsar, et al, 2014; Omari, 2017; Ahmad, et al., 2019).

Mishar and Bangun (2014) stated that emotional intelligence becomes important consideration in human resource planning, cause emotional intelligence provides new ways to understanding and access others behavior, management style, skills and employees capability. Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth (Mayer & Salovey, 1997). Employees with high emotional intelligence have more capabilities to adjust and manage their emotional behaviors in order to make positive interactions and achieve the organizational goals quickly (Tajpour et al., 2018).

Othman (2011) shows that emotional intelligence especially an indicator of self-assessment has a negative relationship on innovative work behavior. Higher self-assessment emotion can reduce employees innovative level. However, Omari (2017) shows different results, which shows that there is positive and significant relationship between emotional intelligence and employees innovative work behavior.

Besides emotional intelligence factor that influence on innovative work behavior, the role of leaders also affects employee behavior and attitude towards organizational goals (Harbi, et al., 2019). Organization needs an leaders who opportunist to lead organization towards identification and take advantage of opportunities to create an value and meet a demand stakeholders (Albobaiemi & Mahmoodi, 2016). One of the most well-known leadership styles that have been considered as suitable for current dynamic environment and to enhance innovation is transformational leadership (Nusair, et al., 2012).

Transformational leadership refers to the leaders moving the follower beyond immediate self-interest through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration which can developmental needs of followers and innovative work behavior (Bass, 1999). Transformational leadership is enthusiastic leaders direct the personal values and self-concept of their employees to achieve the level of needs and aspirations and performance expected by the company (Nusair et al., 2012).

Transformational leadership creates self-confidence, intrinsic motivation, inspirations, creative endeavors, and supports innovation, personal development and social relationships among employees. (Harbi et al., 2019). Choi, et al., (2015) shows that transformational leadership being important factor on innovative behavior, both individual and organizational level.

Choi, et al., (2015) found that transformational leadership has a positive and significant effect on employees innovative work behavior. However, Chung and Michell (2018) shows differ results which shows that transformational leadership has negative relationship on innovative work behavior.

Some previous research that related to effect of emotional intelligence and transformational leadership on innovative work. behavior shown that there is different results, therefor needed research furthermore. Afsar, et al., (2014) found that psychological empowerment was able to mediate the effect of transformational leadership on innovative work behavior. Psychological empowerment is considered as an individual's perception of autonomy and power that can trigger positive changes and generate innovative ideas. Psychological empowerment defined as intrinsic motivation that can helps create and build value, self-confidence, and capability that can enhancing performance. When employees feel that they have personal decision-making control, ability to influence others, freedom, flexibility, meaning of the work, inspiration to achieve an envisioned attractive future, the tend to produce more creative endeavors to enhance job performance (Afsar, et al., 2014). Thus, psychologically empowered employee displays creative behaviors by aligning personal goals with organizational goals.

This research is interesting to do because of the following reasons. First, the use of the emotional intelligence variable, which is rarely studied for innovative behavior at the individual level. Previous research is more widely applied at the leader and organizational level. Second, this research taking the research object of CV Mubarakfood Cipta Delicia which is engaged in the food sector which is often ignored by previous researchers. Moreover, CV Mubarakfood Cipta Delicia has been becomes a company that produce iconic food from Kudus City. Besides, food industry companies are currently required to always innovate related to their products to maintain business continuity cause of highly competition. Therefore, the purpose of this research to examine the effect mediation of psychological empowerment in relationship between emotional

intelligence an transformasional leadership on innovative work behavior.

Hypothesis Development

The Effect of Emotional Intelligence On Innovative Work Behavior

Emotional intelligence defined as the subset of social intelligence that involves the ability to monitor one's own and others's feeling and emotions, to discriminate among them and to use this information to guide one's thinking and actions (Salovey & Mayer, 1990). This ability provides intrinsic motivation for someone who accomplish work with pleasure. According to research conducted by Wong and Law, (2004) an individual who has the ability to maintain his behavior controlled even when he has extreme mood, is believed to have a high regulation of emotion and make the very best use of their emotions to facilitate higher performance in the workplace and their personal lives.

Employees with high emotional intelligence tend to have better relationship with their co-workers. This in turn leads to more information exchange among co-workers, which enable them to create ideas for difficult issues, and generate original solutions to problems at work (Omari, 2017). Employees with high emotional intelligence tend to stay positive and focus which leads them to inspire their co-workers to embrace innovative ideas and display a support and acquire approval for innovative ideas some. Several studies recently has shown that emotional intelligence has positive and significant relationship on innovative work behavior (Chin, et al, 2012; Dincer & Orhan, 2012; Shojaei & Siuki, 2014; Tajpour, et al., 2018). This shows that employees who have higher emotional intelligence will increase innovative work behavior. In view of above discussion, the following hypothesis is proposed:

H1: Emotional intelligence will promote employee innovative work behavior.

The Effect of Transformational Leadership On Innovative Work Behavior

Leaders are the main image for employees behaving in the workplace and bringing new changes to situations that are difficult to understand. The leader has a positive and influential role in developing the culture and environment of the organization (Harbi et al., 2019). Transformational leaders will able to create support environment and good team work at workplace as well as focus on development potential individually (Choi et al., 2015). This, will help development competence and learning that increasing innovative be-

havior to complete job. Transformational leaders ask followers to think differently and to consistently question and develop their own values and assumptions. Leaders mutually work with their subordinates to look at problem in different way, suggest new methods to complete task, and seek different viewpoints in problem solving (Ahmad, et al., 2019).

Previous research shows that transformational leadership has an positive and significant relationship on innovative work behavior (Aman-kwaa & Gyensare, 2019). Transformational leadership creates self-confidence and attractive vision in the future as well as en employees tend to engage to choosing their own methods to accomplish the work. Innovative work behavior requires employees to have high need for achievement and low need for conformance which is facilitated by transformational leaders (Afsar et al., 2014). In view of above discussion, the following hypothesis is proposed:

H2: Transformational leadership will promote employee innovative work behavior.

The Effect of Emotional Intelligence On Psychological Empowerment

Mayer and Salovey (1997) conceptualized emotional intelligence as the ability of individual to control the emotions which consist of four dimensions, it is self-emotion appraisal, others emotion appraisal, regulation of emotion, and utilization of emotion. Emotional intelligence is refers to control their perception about workplace like an perception can affect on their emotion through regulation of emotion with selective ways in changes workplace sphere and focus on spesific areas (Wong & Law, 2002). Employees with high emotional intelligence can use the ability to regulate emotions to create positive emotion and promote intellectual growth. The ability to manage emotion also indicated that there are engage emotionally between employees and their job (Kusumawardani & Sudarma, 2019). This will encourage meaning in the work and try to gain control their work.

Ahmadi (2016) postulated that employees who have emotional intelligence have more abilities than the others. On others word, psychological empowerment is defined as a set psychological states that are necessary for individuals to feel a sense of control in relation to their work (Aydogmus, 2016).

Psychological empowerment is related to the process of giving greater autonomy and basic leadership given to employees who have skills in their fields of work and will help opti-

mize performance in carrying out tasks along with greater responsibility. (Idrus, et al., 2019). Employees who have high emotional intelligence tend to feel themselves more psychologically empowered than the ones having lower emotional intelligence (Aydognmus, 2016). Previous research shows that emotional intelligence has positive and significant effect on psychological empowerment (Atiq et al., 2015; Ahmadi, 2016; Idrus et al., 2019; Mohamed et al., 2019) in view of above discussion, the following hypothesis is proposed:

H3: Emotional intellectual will promote psychological empowerment.

The Effect of Transformational Leadership On Psychological Empowerment

Transformational leaders can share positive energy like vigor in the work, encourage enthusiastic attitude, problem solving, increasing self-efficacy which leads to higher job satisfaction level (Swidi, et al., 2012). Transformational leaders delegate authority, and encourage participative decision making, making employees feel empowered to carry out tasks with high degree of collective identity and cohesiveness (Afsar et al., 2014). Leaders provides the employees to have already to accept higher responsibility and leads to higher performance. On other word, transformational leaders can changes how an employee feels about making an affiliation with his job. Some previous research shows that transformational leadership has positive and significant effect on psychological empowerment (Afsar et al., 2014; Pradhan, et al., 2016; Shahzad, et al., 2018). In view of above discussion, the following hypothesis is proposed :

H4: Transformational leadership will promote psychological empowerment.

The Effect of Psychological Empowerment on Innovative Work Behavior

When individuals believe that they are empowered to take decisions and also they have risk associated with project they are involved in, they will generate such creative ideas that would not only improve the effectiveness of their department but also of the organization as a whole (Sangar & Rangnekar, 2014). Employees will see themselves as having the ability and control over behavior in their own work environment, as well as try to give the best effort in their work (Afsar et al., 2014). Employees who are empowered will find meaning in their work and be able to complete their work with their abilities (Ratna-

sari & Sudarma, 2019). This will encourage behavior to always find out solution of problems faced in completing their work.

Singh and Sarkar (2012) found that psychological empowerment can enhance employees innovative work behavior. This is in line with previous research, which shows that psychological empowerment has positive relations on innovative work behavior (Sangar & Rangnekar, 2014; Rehman, et al., 2019). It can be said that psychological empowerment can encourage employees to shows creative and innovative behaviors with aligning personal goals and organizational goals. In view of above discussion, the following hypothesis is proposed :

H5: Psychological empowerment will promote employee innovative work behavior.

The Effect of Emotional Intelligence On Innovative Work Behavior Through Psychological Empowerment

The employees who have emotional intelligence are able to identify, understand, manage, and use negative or positive feelings by the way of finding associations among available elements to find out novel and creative solution to the existing problems (Othman, 2011). The capability of manage emotion make employees more open to creates novel ideas when there is empowered psychologically by organizations. This capability more likely have peace of mind, stable life, and be more focused as well as can evaluate the utility of innovative ideas, introduce innovative ideas into the work environment in systematic ways and being able to transform ideas into useful application (Omari, 2017).

Previous studies shows that psychological empowerment is able to mediates the effect of emotional intelligence on extra-role behavior (Aydognmus, 2016) one of extra-role behavior is innovative behavior. Hence, higher emotional intelligence will encourage innovative work behavior even if there is employees psychological empowerment. In view of above discussion, the following hypothesis is proposed :

H6: Psychological empowerment can mediate the influence of emotional intelligence on employees' innovative work behavior.

The Effect of Transformational Leadership On Innovative Work Behavior Through Psychological Empowerment

Leaders who are able to inspire and develop employees capabilities, skills, dan competency will encourage employees to explore

new things in the workplace. Transformational leadership will thought creates support environment and good co-worker relationship in the workplace as well as focus on develop potential individually (Choi et al., 2015). This can be done through the provision of authority, as well as freedom in determining the method or method of completing the work. Psychological empowerment is a strong intrinsic motivation for employees to be able to find new things in their work so that they will come up with innovative ideas both in products and work processes.

Leaders who invite their employees to look for different points of view in problem solving followed by psychological empowerment will encourage employees to be more able to explore and have the courage to implement innovative ideas (Ahmad et al., 2019). This is supported by previous research which has found that psychological empowerment is able to mediate the effect of transformational leadership on innovative work behavior (Afsar et al., 2014; Li et al., 2019). In view of above discussion, the following hypothesis is proposed:

H7: Psychological empowerment can mediates the effect of transformational leadership in employees innovative work behavior.

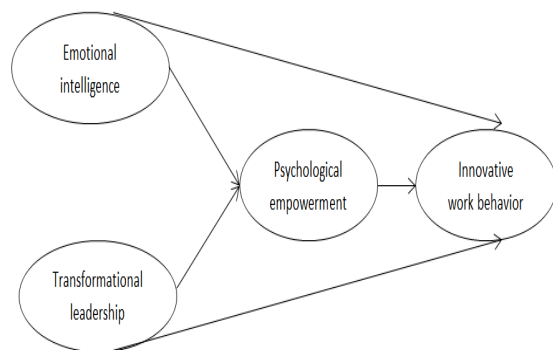


Figure 1. Research model

METHOD

This type of research is quantitative research. The population of this research used were all employees of CV Mubarakfood Cipta Delicia totally 138 employees. The sampling technique used saturated samples so that all populations were used as research samples. Data collection techniques using a questionnaire, as well as interviews with HRD and employees.

This study uses a combination indicator of innovative work behavior which developed by Jong and Hartog (2007) and Lukes and

Stephan (2017) with a total of 10 items scale. Sample items “I generate original solutions for problem”. Emotional intelligence measured with a total of 7 item was adapted from Mayer and Salovey (1997). Sample items “ i would always encourage my self to try my best”. Transformational leadership measured with a total of 9 item was adopted from Bass (1999). Sample items “ my leaders helps us to develop our capabilities”. Psychological empowerment measured with a total of 7 item was adapted from Spreitzer (1995). Sample items “ i have considerable opportunity for independence and freedom in how i do my job”. All respons were anchored on a five-point Likert scale ranging 1 (strongly disagree) – 5 (strongly agree). The instrument was tested for validity and reliability by using the SmartPLS program. There are 3 items were eliminated because it has a value below 0.70. Then the reliability test must has a cronbach’ alpha ad composite reliability value above 0.70.

RESULTS AND DISCUSSION

Validity

The questionnaire can be said to be valid if the statement or question is able to reveal something to be measured (Ghozali, 2016). Convergent validity test can be seen on loading factor value with rule of thumb loading factor value above 0.70 and AVE value above 0.50, then that data can be said has a good validity (Ghozali, 2014).

Table 1. AVE Value

Variable	AVE	Square Root AVE
Emotional intelligence	0.703	0.838
Transformational leadership	0.591	0.769
Psychological empowerment	0.684	0.827
Innovative work behavior	0.685	0.828

Based on table 1, it can see that all construct have AVE value above 0,50 each variable. Then, it can be said that all instrument have convergently validity .

Discriminant validity test can be see on cross loading and Square Root AVE with rule of thumb cross loading above 0.70 and Square Root AVE > AVE value.

Table 2. Fornell-Lacker Criterion

	EI	TL	PE	IWB
Emotional intelligence	0.838			
Transformational leadership	0.523	0.769		
Psychological empowerment	0.502	0.539	0.827	
Innovative work behavior	0.662	0.539	0.622	0.828

Based on table above, can concluded that all square root AVE > AVE value each construct. Then, it can be said that all variable have discriminant validity.

Reliability

Reliability test can be seen on cronbach alpha and composite reliability with rule of thumb >0.70, then it can be said reliable (Ghozali, 2014).

Table 3. Cronbach Alpha and Composite Reliability

Variable	Cronbach' Alpha	Composite Reliability
Emotional intelligence	0.929	0.943
Transformational leadership	0.914	0.929
Psychological empowerment	0.922	0.938
Innovative work behavior	0.948	0.956

Based on table 3 above, it conclude that all instrument reliable, because of have cronbach alpha and composite reliability above 0.70.

Hypothesis test

The hypothesis test in this research using the Structural Equation Modelling method with the Smart PLS program 3.0 version. Hypothesis testing is evaluated based on original sample and t-statistic. The original sample value is used to see the direction of the positive or negative relationship, then opposite. Rule of thumb this hypothesis test used t-statistic value >1,978 (two-tailed) with significant level 5%.

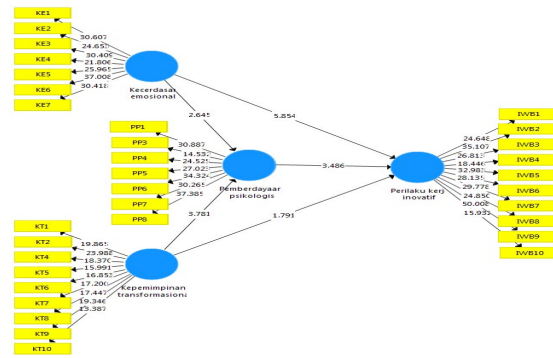

Figure 2. Research Model

Table 4. Result

	Original sample	T-statistic	P-Value	Desc
EI-> IWB	0.422	6.297	0.000	Positive Significant
TL-> IWB	0.138	1.816	0.070	Positive Significant
EI -> PE	0.303	2.724	0.007	Positive Significant
TL-> PE	0.380	3.801	0.000	Positive Significant
PE-> IWB	0.336	3.586	0.000	Positive Significant
EI -> PE -> IWB	0.102	2.039	0.042	Positive Significant
TL-> PE -> IWB	0.128	2.386	0.017	Positive Significant

The Effect of Emotional Intelligence On Innovative Work Behavior

Based on the results of the bootstrapping test, it can be seen that emotional intelligence has a positive and significant effect on innovative work behavior. This is based on the original sample value which has a positive value of 0.422 and a t-statistic value of 6.297 > 1.978. then, it can be conclude H1 which states that emotional intelligence can enhance innovative work behavior is supported. The positive relationship shows that innovative work behavior will increase even if emotional intelligence increasing. This is because the efforts that have been made by companies related to the ESQ program have been able to help their employees to manage their emotions and have an impact on employee performance such as being able to show innovative ideas such as imp-

roving work processes and company products. The finding of this research in line with previous research which show that emotional intelligence has positive and signifikan on innovative work behavior (Dincer & Orhan, 2012; Omari, 2017).

The Effect of Transfromational Leadership On Innovative Work Behavior

Based on the result of bootstrapping test, it can be imply that transformational leadership has positive effect but not significant on innovative work behavior. This can seen on original sample value which have positive value amounted 0.138 and t-statistic value amounted 1.816<1.978. Then, it can be conclude H2 which states that transformational leadership can enhance innovative work behavior is not supported.

Based on the result of deskriptive analysis, shows that there is the lowest indicator of transformational leadership, namely develop a team attitude and spirit in employees. This indicates that the leader has not been able to optimally encourage employees. The results of this study are not in line with Nusair et al. (2012), but, there is the research which support this finding, it is Sharifrad (2013) which shows that transformational leadership has positive and insignificant effect in innovative work behavior

The Effect of Emotional Intelligence On Psychological Empowerment

Based on the reseults of bootstrapping test, can imply that emotional intelligence has positif and significance effect on psychological empowerment. Table 4 shows that the original sample in this relation has positive value 0.303 and t-statistic value amounted 2.724> 1.978. Therefore, can be conclude that H3 which states that emotional intelligence can enhance psychological empowerment is supported.

The results of this research consistent with previous research by Atiq, et al (2015) which stated emotional intelligence has positive and significant relationship on psychological empowerment. The ability to manage emotions of employees of CV Mubarakfood Cipta Delicia is able to shows that there are feeling empowered by organizations like have considerable opportunity for independence and freedoms how to do their job as well as, have significant influence over their department.

The Effect of Transformational Leadership On Psychological Empowerment

Based on table 4, the results of bootstrapping test shows that transformational leadership

has positive and significant effect on psychological empowerment. The table 4 shows that this relationship have positive original sample amounted 0.380 and t-statistic value 3.801> 1.978. Then, H4 which states that transformational leadership can psychological empowerment is supported. This relationship means that higher transformational leadership can increasing psychological empowerment.

This findings result in line with previous research by Pradhan, et al (2016) and Shahzad et al. (2018) had been found that transformational leadership has positive and significant effect on psychological empowerment. Transformational leaders in CV Mubarakfood Cipta Delicia is able to develop the competence and the employees skills through delegation of authority on employees to accomplish their jobs.

The effect of psychological empowerment in innovative work behavior

Based on the results of bootstrapping test, it can be seen that psychological emowerment has positive and significant effect on innovative work behavior. Table 4 shows that this relation have positive original sample value amounted 0.336 and t-statistic value amounted 3.586> 1.978. Can be concluded that H5 which states psychological empowerment can enhance innovative work behavior is supported.

This finding in line with previous study which found that psychological empowerment has positif and significant effect on innovative work behavior (Singh & Sarkar, 2012). There are some things which support empowered psychologically by organization such as giving authority in how the employees uses their own methods and engage to give a big contribution on their department, then they will get opportunity to explore novel ideas which never thought before and implement it on their ob. Besides that, psychological empowerment increase competence and employees ability is grow up as well as make more optimist and can overcoming obstacle is facing.

The Effect of Emotional Intelligence On Innovative Work Behavior Through Psychological Empowerment

Based on bootstrapping test results on table 4, it can be seen that emotional intelligence has positive and significant on innovative work behavior through psychological empowerment. Table 4 shows that this relations has positive original sample amounted 0.102 and t-statistic score amount 2.039> 1.978. So, can be concluded that psychological empowerment can mediate

of the effect of emotional intelligence on innovative work behavior. Therefore, this finding support H6 which states that the effect of emotional intelligence on innovative work behavior through psychological empowerment. It can be imply that there is psychological empowerment make affect stronger in effect of emotional intelligence on innovative work behavior.

This result support previous study which shows shows that the existence of emotional intelligence is more of a range of psychological empowerment which will result in increasing behavior outside of roles such as innovative work behavior (Aydogmus, 2016). This shows that the emotional intelligence of CV Mubarakfood Cipta Delicia employees will increase the sense of being empowered by the company and help improve innovative work behavior.

The Effect of Transformational Leadership On Innovative Work Behavior Through Psychological Empowerment

Based on bootstrapping test results on table 4, can be seen that transformational leadership has positive and significant effect on innovative work behavior through psychological empowerment. Table 4 shows that this relation have positive original sample value amounted 0.128 and t-statistic test amounted $2.386 > 1.978$. It can be concluded that H7 which states that psychological empowerment can mediate of effect transformational leadership on innovative work behavior is supported. It means the existence the role mediation of psychological empowerment successfully mediate in this relationship. The exist of psychological empowerment give stronger influence than direct effect of transformational leadership on innovative work behavior. This finding in line with Afsar et al, (2014) which find out that psychological empowerment is able to mediate the effect transformational leadership on innovative work behavior.

CONCLUSION AND RECOMMENDATION

The conclusion of this study is first, emotional intelligence and psychological empowerment have positive and significant effect on innovative work behavior, however transformational leadership has positive effect but not significant on innovative work behavior. Second, emotional intelligence and transformational leadership have positive and significant on psychological empowerment. Last but not least, psychological empowerment successfully mediate the effect transformational leadership on innovative work behavior,

but mediate partially the effect emotional intelligence on innovative work behavior.

In this study, of course there are some limitations, such as object which used just in one organization in food industry. Future research is able to conduct research on same aspect in different object which needed high innovative for generalization results. Future research also is able to use others independent variables such as self-efficacy, supervisor support, and intrinsic motivation that based on previous research which alleged have influence on innovative work behavior.

This study offers practical implication for organization CV Mubarakfood Cipta Delicia. First, this finding is expected to can pay attention to the influence of psychological empowerment which gives a stronger influence between the relationship between emotional intelligence and transformational leadership on innovative work behavior. Companies can create a mutually supportive environment and build each other to keep innovating at the company through transformational leaders. In addition, companies can also maximize the benefits and objectives of internal and external motivation programs to improve employee innovative work behavior.

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