

The Effect of Digital Leadership and Organizational Support on Innovative Work Behavior: The Mediating Role of Emotional Intelligence

Syamsul HADI^{1*}, Lina SETIAWATI², Kusuma Chandra KIRANA³, Suddin Bin LADA⁴,
Christina Heti Tri RAHMAWATI⁵

¹Economics Faculty, Universitas Sarjanawiyata Tamansiswa, Yogyakarta 55165, Indonesia, Email: syamsul.hadi@ustjogja.ac.id

²Institut Seni Indonesia, Yogyakarta 55188, Indonesia, Email: linafsr151@gmail.com

³Economics Faculty, Universitas Sarjanawiyata Tamansiswa, Yogyakarta 55165, Indonesia, Email: kusumack@ustjogja.ac.id

⁴Faculty of Business Economics and Accountancy, Universiti Malaysia Sabah, Sabah 88400, Malaysia, Email: suddin@ums.edu.my

⁵Economics Faculty, Universitas Sanata Dharma, Yogyakarta 55281, Indonesia, Email: christina.heti@usd.ac.id
*Corresponding Author

Received: 10.12.2022

Accepted: 18.06.2023

Published: 01.01.2024

DOI: 10.47750/QAS/25.199.09

Abstract

The purpose of this research is to analyze the effect of digital leadership and organizational support on innovative work behavior mediated by emotional intelligence. The implementation of a management pattern from conventional to digital era requires adaptation and transition from old to new habits that must be adhered to by all human resources. This frequently causes discomfort, anxiety, and fear to the detriment of employees' self-confidence due to the inability to keep up with the technology acceleration.

Methodology, The population of this study was all lecturers of the Faculty of Fine Arts, Institut Seni Indonesia (ISI) Yogyakarta, the sampling technique used was a saturated sample of 119 lecturers through a questionnaire, and the data analysis tool used was SmartPLS version 3.2.9 software. Research results show that digital leadership is not proved to have a positive influence on innovative work behavior, organizational support has a positive and significant effect on innovative work behavior, digital leadership is not proved to have a positive effect on lecturers' emotional intelligence, organizational support has a positive and significant effect on lecturers' emotional intelligence, and emotional intelligence has a positive and significant effect on lecturers' innovative work behavior.

Future research is expected to be able to build a comparative analysis study by comparing two material objects, which are two institutions/universities with state and private status and it is recommended to use mixed methods, namely quantitative and qualitative approaches through deep review and add variables that influence innovative work behavior, namely efficiency variables. Thus, the study will obtain better research results.

Keywords: digital leadership, organizational support, innovative work behavior, emotional intelligence

Introduction

Entering the industrial revolution 4.0 which is marked by unlimited technological developments with various existing challenges demands a higher quality of human resources in every organization to be able to adapt to rapid technological changes. One of the ways is to innovate [1]. Innovation is the introduction and application of new ideas, processes, products, and procedures designed for better performance in work groups, organizations, and wider communities [2]. Innovation is realized in the organization if the existing human resources are involved in innovative work behavior.

Etikariena [3] adopts various sources in defining innovative work behavior such as from Scott & Bruce, 1994 and Janssen, 2000, then concludes that innovative work behavior is a stage of behavior to intentionally create, introduce, and implement new ideas within the scope of work roles, groups, or organizations. Innovative work behavior is an important factor in achieving

organizational success [4], which cannot be separated from the role of a leader.

Leaders play a significant role in the success or failure of an organization in achieving its' vision, mission, and goals by improving employees' performance through innovative work behavior [5]. Leaders in this era must have digitization skills to inspire employees to be innovative that they can perform higher since it is proved that leaders who have digital capabilities have a positive effect on innovative work behavior [4]. Leaders must not only be able to command employees but also serve and motivate their subordinates. Leaders must be able to mingle, communicate and embrace all colleagues [5].

The leadership style in today's digital era is more towards the use of information technology that is developing on a large scale. All management activities can be monitored digitally, making it easier for leaders to do assessment or evaluation when something goes wrong. Digital leadership does not refer

to someone who is an expert in assembling computers, operating computers, or programming, but someone who has the ability to lead organizations or companies using information and communication technology in the digital era to achieve organizational goals [6]. Digital leadership is described as a leadership style resulting from a combination of transformational leadership style and the use of digital technology [4].

The Minister of Administrative Reform and Bureaucratic Reform, Tjahjo Kumolo stated that "a digital leader must be able to use digital assets to make fast and precise decisions". In addition, digital leaders must also be able to innovate and collaborate with either elements of the organization or other stakeholders to find solutions. Therefore, digital leadership is required in the ongoing digital transformation process to manage changes and utilize technology quickly in various sectors, including the government sector. [7]. The same as in universities' human resources management which consist of lecturers and educational staff, a leader who has the capability to carry out digital transformation is needed for achieving the organizational success.

The presence of digital leaders can accelerate transformation in an organization. In this case, emotional intelligence also has a significant role to shape digital leadership. Emotional intelligence has a very significant role in individuals' capacity to work together effectively, manage stress, lead others effectively and create innovative work behavior. The higher a person's position, the more emotional intelligence is needed, so organizations must choose leaders with high emotional intelligence or train their leaders to improve their emotional intelligence [8] for leaders to be able to create innovative work behavior mediated by their emotional intelligence. Employees' innovative work behavior is also crucial as an emotion controller when they are upset and be attentive to others' feelings in order they can support their field of work.

Besides leadership, another variable that influences innovative work behavior is organizational support. When employees feel that the organization cares, provides non-judgmental feedback, supports their actions, and is honest, they can be more creative and active in exploring possible opportunities to solve current and future problems, so as to create innovative behavior [9]. Organizational concern for employees can take the form of providing intervention and support in program design, training, or competency development to increase employee perceptions of the organization as supportive of them [10]. Organizational support is essential because several studies had proved that organizational failure is due to the lack of creativity from employees and poor organizational support [11].

Employees' emotional intelligence influences the creation of innovative work behavior because when employees have good emotional intelligence they can easily identify and manage emotions, motivate themselves, empathize, and cooperate with others, as evidenced by research conducted by Nurali and Dogru [9] ; [12]. The research states that organizational support, supervisors, and colleagues have a positive and significant effect on innovative work behavior; meaning that by increasing the organizational support provided to employees, the innovative work behavior of employees will surely increase and make it possible for organizational goals to be achieved more optimally. Other than that, employees will also be more enthusiastic about completing their work.

However, the results of this study are not in accordance with the research conducted by Hadi et al., [11], which infers that organizational support does not have a significant positive effect

on employee innovative work behavior. Thus, there is a dialectical gap research from previous researchers which shows changes in the development of leadership, technology to aspects of organizational work behavior. Therefore, like it or not, creating innovative work behavior must be followed by the awareness of and organization support from all academic communities which consist of leaders, lecturers, and education staff.

The subject of this research is the state higher education institution of art, Faculty of Fine Arts, ISI Yogyakarta. The institution was founded in 1949 providing a complete history of leadership starting from the conventional leadership period, the 4.0 era, until now entering the 5.0 era that is characterized with various digital technology developments facilitating business processes namely SERUPA applications, SISTER applications, and some others. The process of creating, introducing and implementing new ideas will not occur if digital leadership, organizational support and emotional intelligence do not have a drive to increase innovative performance behavior" [1][2]; [4][5][6]; [9]; [10].

The implementation of a management pattern from conventional to digital era requires adaptation and transition from old to new habits that must be adhered to by all human resources. This frequently causes discomfort, anxiety, and fear to the detriment of employees' self-confidence due to the inability to keep up with the technology acceleration. This is where psychological, emotional, and personal resistance toward changes in managerial dynamics begins to arise and resulting in the necessity of emotional management to be a wiser employee.

Leadership sensitivity and organizational support are urgently needed in the digital bureaucratic transition process. That is because organizational development requires innovation contributions from both the leaders and employees. The role of a leader and organizational support through emotional intelligence in creating lecturers' innovative work behavior to support the creations of breakthroughs in implementing the Tri Dharma of Higher Education give a significant contribution to organizational progress.

The description of the phenomenon background and previous empirical studies shows the reason why this research is important to do. In addition to analyzing the phenomenon it also tries to close the previous research gap caused by research results inconsistencies by proposing the variable emotional intelligence as the mediating variable between digital leadership on innovative work behavior and organizational support on innovative work behavior.

Literature Review

The Effect of Digital Leadership on Innovative Work Behavior

Research conducted by Erhan et al. [4] shows that employees' perceptions of digital leadership have a positive and significant effect on all dimensions of employees' innovative work behavior. In addition, leaders with high digital skills are perceived positively by employees and tend to adapt innovative behavior. This indicates that the role of a leader can influence organizational outcomes such as innovation, since innovation requires employees' creativity. Then, leaders with innovative approaches play a very important role in the organization because employees' work behavior is an intangible and valuable resource.

In particular, digital leaders must be able to adapt to the latest technological developments and provide the newest and most convenient ways to reach customers and streamline organizational performance. Digital leaders from several articles are also considered as transformational leaders who play a proactive role to achieve organizational goals and objectives [4]. The better the leader's ability to carry out transformation, the easier innovation carried out. This is in line with research conducted by Khasanah & Himam [13] that transformational leadership has a positive effect on innovative work behavior. Then, research conducted by Afsar & Umrani [14] also asserts that transformational leadership has a positive impact on innovative work behavior of employees. Therefore, from some of the previous research findings, it can be hypothesized as follow:

H1: Digital leadership has a positive effect on innovative work behavior.

The Effect of Organizational Support on Innovative Work Behavior

Organizational support can positively influence innovative work behavior. That is compliant with research conducted by Dogru [12], which indicates that organizational support has the strongest relationship with innovative work behavior. Other than that, research conducted by Adila Putri et al. [15] also finds that there is a significant positive relationship between perceptions of organizational support and innovative work behavior. This shows that when employees see that the company supports their innovative ideas, employees will be more eager to show their innovative behavior.

It means that the higher the organizational support felt by employees, the innovative work behavior of employees will also increase, and vice versa the lower the organizational support, the lower the employees' innovative work behavior. It is certain that employees will work optimally following what the company has given to them [16]. Based on these findings, a hypothesis can be proposed:

H2: Organizational support has a positive effect on innovative work behavior.

The Effect of Digital Leadership on Emotional Intelligence

Facing the current digital era, leaders must be able to adapt to all changes in organization management since leadership is very connected to organizational success. Good leaders must have a good understanding of their own and other's emotions then be able to regulate theirs when interacting with others. The higher the level a person has in an organization, the more important it is to have emotional intelligence.

Research conducted by Lubbadah [17] points out that leaders who have high emotional intelligence can help create an interactive and interesting environment, and employees'

commitment to direct them and increase higher productivity in a dynamic environment. Therefore, intuitively emotional intelligence has a positive effect on effective leadership [18]. That statement is in accordance with a research conducted by Acosta-Prado et al [8] which implies that the effectiveness of leadership practices can be explained through their expectations of the future by using emotional intelligence as the influencing strategy. Hence, leadership and emotional intelligence are interrelated [19]. Based on those findings, a hypothesis can be proposed as follow:

H3: Digital leadership influences emotional intelligence

The Effect of Organizational Support on Emotional Intelligence

Emotional intelligence becomes a valuable personal resource and can directly or indirectly help employees to believe in the perceived organizational support. Thus, emotional intelligence is positively interrelated with perceived organizational support [20].

The existence of organizational support can increase emotional intelligence and leads to increasing productivity in a dynamic organizational environment. From that research, a hypothesis can be proposed:

H4: Organizational support has a positive effect on emotional intelligence

The Effect of Emotional Intelligence on Innovative Work Behavior

According to research conducted by Malik [21], emotional intelligence affects individual outcomes. Therefore, emotional intelligence can guide individuals towards innovative work behavior in organizations. Thus, emotional intelligence has a significant effect on innovative work behavior of employees.

Research conducted by Tobing & Ratnaningsih [22] infers that there is a positive and significant relationship between emotional intelligence and individual work behavior. Other research that has similar results also conducted by Oyadiwa [23] which shows that emotional intelligence has a positive impact on innovative work behavior and intelligence. Then, leaders' emotional intelligence also has a significant positive effect on the employees' innovative behavior [24]. Hence, from some of these previous research findings, it can be hypothesized as follow:

H5: Emotional Intelligence has a significant effect on Innovative Work Behavior

Based on the study and evaluation of different research findings, the literature review, and the relationships between the variables as mentioned earlier, The following Figure 1. presents the research framework:

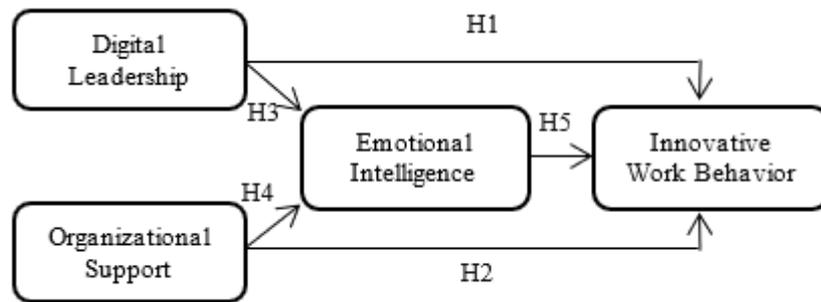


Figure 1. Research Framework

Methodology

The population of this study were 128 lecturers at the Faculty of Fine Arts, ISI Yogyakarta. Meanwhile, the sampling technique used in this study is a non-probability sampling technique. Then, the number of samples was determined using saturated samples through the distribution of questionnaires containing a list of statements regarding the variables to be studied as primary data. The reason for using the census method is the small population and the possibility of it being carried out considering the time and cost [25].

The independent object or variable in this study is Digital Leadership and Organizational Support. While the Dependent Variable is Innovative Work Behavior. Then, Emotional Intelligence as a mediator. According to Ajabar et al. [26] indicators of Digital Leadership variable consist of six dimensions equipped with statements that have been developed by the authors, namely:

- Technological skill, statement: "My leader follows developments, reduces resistance, and adapts to digital technology".
- Communication skills, statement: "My leader is willing to educate, share information, and have good communication skills in adapting to the digital technology".
- Social skills with the statement: "My leader cares about welfare, a better career guidance, and the act of raising information technology risk awareness".
- Team building skills with the statement: "My leader recommends mastering digital applications and increasing collaboration and learning contributions between colleagues to ease work."
- Change management with the statement: "My leader raises awareness of digital technology, innovation and developments in improving organizational processes."
- Trustworthiness with the statement: "My leader has trust in developing competence, increasing and maintaining trust between employees."

Organizational Support variable indicators according to Umihastanti & Frianto [27] consist of four statements that have been developed by the authors, namely:

- Awards with the statements: "The organization values, cares and appreciates every extra effort from employees."
- Development with the statement: "The organization provides training opportunities, further studies, and competency certification to me."

c) Working conditions with the statements: "The organization creates an environment, vertical-horizontal interactions, and comfortable work equipment."

d) Welfare with the statement: "My organization cares about well-being and provides intrinsic & extrinsic support."

Variable indicators of Innovative Work Behavior according to Erhan et al. [4] consist of four statements developed by the authors as follow:

- Idea exploration with the statement: "I pay attention to problems and look for new alternatives in improving work processes."
- Idea generation with the statement: "I look for methods, techniques, instruments to provide problem solutions with new approaches."
- Idea championing with the statement: "I make organizational members enthusiastic and supportive towards the innovative ideas searching in the work process."
- Idea implementation with the statement: "I contribute, introduce, and develop innovative ideas into work practices."

Emotional Intelligence variable indicators according to Setiadi & Tampubolon [28] consist of five elements equipped with statements developed by the authors as follow:

- Self awareness with the statement: "I know exactly how to identify feeling and emotion, and how to calm myself when facing problems."
- Self-management with the statement: "I can manage stress and control emotions rationally."
- Self-motivation with the statement: "I am able to get back from failure and do better."
- Empathy with the statement: "I can observe and understand the emotions and feelings of my colleagues."
- Relation-management with the statement: "I can consider and control the emotions towards others when there is a conflict, and can calm myself down quickly."

To maintain the quality of the data, the researcher conducted an instrument test (Validity and Reliability) before distributing all the questionnaires. After the primary data had been obtained, the next process is to carry out data analysis starting from the descriptive analysis (Cumulative Description, Individual Description), Inferential Analysis: Indicator Test (Convergent Validity, Discriminant Validity, Composite Reliability) and Model Fit Test with the conditions as in Table 1. Continued with the hypothesis test and mediation analysis by looking at the P Value < 0.05, then the hypothesis can be accepted using SmartPLS.

GENERAL MANAGEMENT

| Fit Summary | Estimated |
|---|--|
| SRMR (Standardized Root Mean Residual) | A value less than 0.10 is considered appropriate. |
| d_ULS and d_G | The d_LS and d_G values are the bootstrap results from the exact model fit size. |
| Chi-Square | χ^2 Statistics < χ^2 Table the better the match. |
| NFI (Normed Fit Index) | The closer NFI to the NFI value 1, the better the fit. |
| RMS Theta (Root Mean Square_Theta) | An RMS Theta value below 0.12 indicates a correct model. |

Table 1. Terms of Model Fit Test

Results

Characteristics of respondent data

The questionnaire distributed to 128 respondents in this study, but only 119 respondents filled it out. Then, the respondents are categorized based on gender (Table 2). It shows that men are more dominant with a percentage of 73%,

education level of masters is dominant at 84.87% and doctoral at 15% (Table 3), age range is quite varied from 21 to >60 years old and the most dominant is the age of 41-50 years old at 35.29% (Table 4), the most dominant civil servant rank and class is First Class Junior Superintendent, III/b at 35.29% (Table 5), the leading functional position is Assistant Professor at 48.74% (Table 6), and for the period of employment, 62.1% found to work for >10 years (Table 7).

| Category | Amount | Percentage |
|----------|--------|------------|
| Male | 73 | 61.34% |
| Female | 46 | 38.66% |
| Total | 119 | 100% |

Table 2. Respondents by Gender

| Category | Amount | Percentage |
|---------------|--------|------------|
| S2 (Master) | 101 | 84.87% |
| S3 (Doctoral) | 18 | 15.13% |
| Total | 119 | 100% |

Table 3. Respondents by Education Level

| Category | Amount | Percentage |
|---------------|--------|------------|
| 21 - 30 years | 13 | 10.92% |
| 31 - 40 years | 30 | 25.21% |
| 41 - 50 years | 42 | 35.29% |
| 51 - 60 years | 25 | 21.01% |
| > 60 years | 9 | 7.56% |
| Total | 119 | 100% |

Table 4. Respondents by Age

| Category | Amount | Percentage |
|--|--------|------------|
| Junior Superintendent, III/a | 5 | 4.20% |
| First Class Junior Superintendent, III/b | 42 | 35.29% |
| Superintendent, III/c | 22 | 18.49% |
| First Class Superintendent, III/d | 37 | 31.09% |
| Administrator, IV/a | 7 | 5.88% |
| First Class Administrator, IV/b | 2 | 1.68% |
| Junior Administrator, IV/c | 3 | 2.52% |
| Middle Administrator, IV/d | 1 | 0.84% |
| Total | 119 | 100% |

Table 5. Respondents by Rank and Class

GENERAL MANAGEMENT

| Category | Amount | Percentage |
|--|--------|------------|
| Professor | 1 | 0.84% |
| Associate Professor | 14 | 11.76% |
| Assistant Professor | 58 | 48.74% |
| Instructor | 14 | 11.76% |
| Instructor (Civil Servant) | 7 | 5.88% |
| Lecturer Instructor (Civil Servant Candidates) | 25 | 21.01% |
| Total | 119 | 100% |

Table 6. Respondents based on Functional Position

| Category | Amount | Percentage |
|----------------------|--------|------------|
| < 1 year | 25 | 21.01% |
| > 1 year to 5 years | 11 | 9.24% |
| > 5 year to 10 years | 9 | 7.56% |
| > 10 years | 74 | 62.18% |
| Total | 119 | 100% |

Table 7. Respondents Based on Period of Employment

Instrument Test Results

The instrument test result for the Digital Leadership variable with 18 statements, Organizational Support with 12 statements, Emotional Intelligence with 15 statements, and Innovative Work Behavior with 12 statements are declared valid for they have a value of r greater than the Significant value. Besides that, the reliability value (Cronbach's alpha) of Digital Leadership is 0.980, Organizational Support is 0.956, Emotional Intelligence is 0.966, and Innovative Work Behavior is 0.942. All of them have a Cronbach's alpha value above 0.70. Thus, the measuring instrument, the questionnaire is declared reliable or has met the

reliability requirements.

Evaluation of Goodness-of-fit model

Model fit testing is done by looking at the results of the SmartPLS output estimation. The conclusion shows that SRMR, d_{ULS} , and NFI have a good criteria, while d_G , Chi_Square, and RMS Theta have a poor criteria which can be seen in Table 8. The minimum requirement that must be met to achieve model fit is one indicator of Goodness of fit having good results. Hence, this model is considered meeting the minimum requirement and enables further research to be done.

| Fit Summary | Cut Off | Estimated | Explanation |
|-------------|---|-------------------------|-------------|
| SRMR | Less than 0.10 | 0.062 | Good |
| d_{ULS} | Output Confidence Interval (CI) 95% - 99% greater than Original Sample (OS) | 0.728 (CI) > 0.721(OS) | Good |
| d_G | Output Confidence Interval (CI) larger than Original Sample (OS) | 0.567 (CI) < 0.662 (OS) | Not good |
| Chi-Square | X2 Statistics < X2 Table | 420.543 > 144.353672 | Not good |
| NFI | Approaching value 1 | 0.855 | Good |
| RMS Theta | < 0.12 | 0.186 | Not good |

Table 8. Model Fit Test Results
Source: SmartPLS Outputs

Hypothesis Test

This hypothesis testing stage will indicate whether there is a significant positive effect of the independent variables on the

dependent variable. This test utilized SmartPLS (Partial Least Square) software. Then, the limit for rejecting and accepting the proposed hypothesis is a probability of 0.05. The value of the research hypothesis test could be seen in Figure 2. And Table 9. Below.

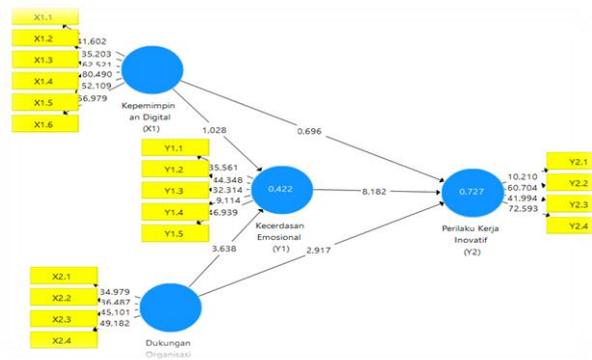


Figure 2. Hypothesis Test Using SmartPLS

| Hypothesis | | | t Statistics | P-value | Status |
|------------|--|---|--------------|---------|------------|
| H1 | Digital Leadership influences Innovative Work Behavior | + | 0.678 | 0.498 | Not proved |
| H2 | Organizational Support influences Innovative Work Behavior | + | 2.747 | 0.006 | Proved |
| H3 | Digital Leadership influences Emotional Intelligence | + | 1.060 | 0.289 | Not proved |
| H4 | Organizational Support influences Emotional Intelligence | + | 3.74 | 0.000 | Proved |
| H5 | Emotional Intelligence influences Innovative Work Behavior | + | 8.177 | 0.000 | Proved |

Table 9. Hypothesis Testing Based on Path Coefficients
Source: SmartPLS Outputs

The results of this hypothesis test indicate that hypothesis 2, 4, and 5 is proved to have a significant positive effect because the p-value > 0.05, while hypotheses 1 and 3 are not proved to have a significant positive effect because the p-value < 0.05.

This mediation analysis was carried out to explain what the role of the emotional intelligence variable as a mediator of the relationship between digital leadership and organizational support for innovative work behavior is. The results of the analysis can be seen in Table 10. as follows:

Mediation Analysis

| VAR | Direct Effect (De) (X1 → Y2) | Indirect Effect (Ie) (X1 → Y1 → Y2) | Total Effects (Te) DE + IE | Mediation Effect TE - DE |
|-----|---------------------------------|--|-------------------------------|-----------------------------|
| (1) | (2) | (3) | (4) | (5) |
| X1 | 0.077 (0.487) | 0.090 (0.314) | 0.167 (0.199) | 0.167 - 0.077 = 0.090 |
| X2 | 0.299 (0.003) | 0.288 (0.001) | 0.587 (0.000) | 0.587 - 0.299 = 0.288 |

Table 10. Mediation Effect Analysis
Source: SmartPLS Outputs

The table above shows that the Digital Leadership variable (X1) has an Indirect Effect (IE) value of 0.090 with a p-value of 0.314 (greater than 0.05). Hence, the Indirect Effect of Digital Leadership (X1) on Innovative Work Behavior (Y2) through Intelligence Emotional (Y1) also is not proved significant.

The Organizational Support variable (X2) has an Indirect Effect (IE) of 0.288 with a p-value of 0.001 (below 0.05). Thus, the Indirect Effect of Organizational Support (X2) on Innovative Work Behavior (Y2) through Emotional Intelligence (Y1) is proved to be significant.

Discussion

The influence of digital leadership on innovative work behavior

The results of the study with p-value (0.498) > sig (0.005) indicates that digital leadership is not proved to have a positive influence on innovative work behavior. Thus, the results of this study do not support previous research entitled "From Conventional to Digital Leadership: Exploring Digitalization of Leadership and Innovative Work Behavior", by Erhan et al. [4] which finds that digital leadership has a positive and significant effect on all dimensions of employee innovative work behavior.

However, the results of this study are supported by previous research which reveals that leadership has no effect on

innovative work behavior. That research is entitled "The Influence of Emotional Intelligence and Transformational Leadership on Innovative Work Behavior Mediated by Psychological Empowerment" and conducted by Diana [29]. It infers that transformational leadership has a positive effect but not significant on innovative work behavior where according to Erhan et al. [4] digital leadership is the same as transformational leadership. Another explanation can be asserted from the descriptive analysis result that the employee with tenure < 1 year is as much as 21.01%. Hence, it is possible that the employee or lecturer has not known much about the process of digital bureaucratic innovation in the workplace.

Leaders must continue to adapt, make optimal use of technology, and improve their digital capabilities to encourage and motivate their employees to keep innovating to generate innovative and creative ideas. Furthermore, leaders must be able to build a competitive atmosphere related to collaborative work between employees through organizational activities like having committees that build organizational innovation, competence strengthening, or training that in nature optimize human resource and organizational managerial awareness. Thus, the overall scheme of human resources improvement and organizational innovation will have more implications in the increasing employees motivation and forms of lecturer's achievements appreciation. Therefore, leaders will provide rewards in the form of academic awards or incentives.

The effect of organizational support on innovative work behavior

The results showed that the p-value < 0.05 (0.006 < 0.05). It means that organizational support has a positive and significant effect on innovative work behavior of the employees. The result of this study is in line with research conducted by Dogru [12], which asserts that organizational support has the strongest relationship with innovative work behavior. Moreover, research conducted by Adila Putri et al. [15] also explains that there is a significant positive relationship between perceptions of organizational support and innovative work behavior.

Another explanation can be seen in the descriptive analysis results of this study which show that employees with tenure > 10 years are 62.18%. It means that with a longer tenure employees have more experience, awareness of organizational work needs, and understanding of innovation aspects in the course of forming the organization that enables the production of sustainable innovative work behavior.

This research shows that the role of organizational support will have real implications in both the creation of creative ideas and the acceleration of transformation in achieving the vision, mission and purpose of the organization. The compensation is the higher and more complete the organizational support provided and felt by employees, the higher the improvement of employees' innovative work behavior, vice versa, the lower the organizational support given and felt, the lower the employee's innovative work behavior.

The effect of digital leadership on emotional intelligence

The results show that p-value > 0.05 (0.289 > 0.05). It means that digital leadership is not proved to have a positive influence on employees' emotional intelligence. The results of this study do not support previous research conducted by Pambudy &

Handayati, Acosta-Prado et al. and Ayalew & Ayenew [18]; [8]; [19], which state that leadership and emotional intelligence are interrelated.

However, this research is supported by previous research entitled "The Influence of Work Discipline, Transformational Leadership and Emotional Intelligence on Satisfaction and Performance of Civil Servants in the General Section and Protocol of the Regional Secretariat of East Kutai Regency" [30], which proves that leadership has no effect on emotional intelligence. Another explanation can be seen in the descriptive analysis which shows that the age of employees in the range of 21-30 years is as much as 10.92%. The data shows that within this age range, the tendency of the emotional intelligence aspect is greatly influenced by the ability to manage the psychological side, which is related to emotional maturity, knowledge of good and bad, tolerance, and the ability to control emotions in organizations.

Every employee needs knowledge related to the psychological world in order to build awareness of how to manage emotions and develop emotional intelligence in the future. This also means that employees with low emotional intelligence will reduce their contribution in creating an interactive, attractive and comfortable work environment in supporting digital leadership. Besides that, building a good emotional intelligence in every employee can be done individually by managing emotions and understanding oneself and others correctly, having self identity, having mentally mature personality; not jealous, not hateful, not easily hurt, not holding grudges, not having feelings excessive guilt, not anxious, not easily be angry and not easily be frustrated.

The effect of organizational support on emotional intelligence

The results showed that the p-value < 0.05 (0.000 < 0.05). It indicates that organizational support has a positive and significant effect on employees' emotional intelligence. This is in accordance with research conducted by Gopinath et al. [20] which shows that emotional intelligence is positively interrelated with organizational support felt by employees. The results of this research descriptive analysis also discovers that employees with tenure > 10 years was 62.18%. On that, this research infers that employees who had a long tenure certainly have a lot of experiences and a great understanding on how the organization valued their contributions. Then, employees who feel their organization provides support, appreciates their work, and cares about their welfare will certainly tend to feel more comfortable at work that they are able to manage their emotional intelligence.

This research suggests organizations to continue improving organizational support in the form of both facilities and infrastructure to support the work task implementations. High emotional intelligence is a valuable personal resource. That quality will give influence both directly and indirectly to employees by increasing trust in perceived organizational support.

The effect of emotional intelligence on innovative work behavior

The results showed that the p-value < 0.05 (0.000 < 0.05). It means that emotional intelligence has a positive and significant effect on employee innovative work behavior. This is in consonance with research conducted by Malik and Ardhito &

Wicaksono [21] and [31] which discover that emotional intelligence has a significant effect on employees' innovative work behavior. Furthermore, the research conducted by Tang et al. [24] also shows that emotional intelligence has a significant positive effect on employees' innovative behavior and work performance. These findings are corroborated by this research descriptive analysis showing that employees with master degree education have a share of 84.87% and with doctoral education have a portion of 15.13%. It indicates that lecturers' innovative work behavior is influenced by emotional intelligence obtained from the breadth of knowledge and the level of education both at master and doctoral level [32]-[33].

Employees who have good emotional intelligence are usually more able to identify and direct their emotions effectively so that they have a range of emotional tolerance in sensing the feelings of others. In accordance with that, leaders who have high emotional intelligence show effective performance, while leaders with low emotional intelligence will find it difficult to work effectively in certain fields. Thus, emotional intelligence has an important role in carrying out innovative behavior.

Conclusions

Digital leadership is not proved to have a positive influence on innovative work behavior, meaning that leaders who lack of understanding on communication openness, information technology risk awareness, the importance of collaborative, adaptive cooperation, and the latest digital technology developments are incapable of directing employees to adapt to technological developments. Therefore, employees become not innovative.

Organizational support has a positive and significant effect on innovative work behavior. It means that the higher and better the organizational support felt by employees, the more employees' innovative behavior will also increase. Thus, organizational support will have real implications for the creation of creative ideas and acceleration of transformation in achieving the vision, mission and goals of the organization.

Digital leadership is not proved to have a positive effect on emotional intelligence, meaning that digital leadership competence will not necessarily affect the increase in emotional intelligence. Hence, every employee needs knowledge related to understanding psychological aspects for awareness of developing emotional intelligence that is relevant to the field of work to be built.

Organizational support has a positive and significant effect on emotional intelligence, meaning that the higher organizational support felt by employees will increase their emotional intelligence. It can be said that high emotional intelligence is a valuable human resource.

Emotional intelligence has a positive and significant effect on innovative work behavior. It means that the higher the employee's emotional intelligence, the higher the employee's innovative work behavior will also be. Therefore, to increase innovative behavior, organizations must concentrate on increasing employees' emotional intelligence competence through training, coaching and mentoring programs that are suitable for their field of work and needs of innovative work behavior.

Future research is expected to be able to conduct a comparative analysis study by comparing two material objects, between two institutions or universities with state and private

status. It is recommended to use mixed methods, namely quantitative and qualitative approaches through deep review and add variables that influence innovative work behavior, namely efficiency variables to obtain better research results.

Acknowledgment

This work is not supported by any foundation.

References

- [1] H. Murdiastuti, F. Suhariadi, and R. Sugiarti, "Perilaku Inovatif Aparatur Sipil Negara: Sebuah Studi Pustaka The Innovative Behavior Of State Civil Apparatus," *Civ. Serv.*, vol. 15, no. 2, pp. 61–70, 2021.
- [2] G. V. Pandanningrum and R. Nugraheni, "Pengaruh Knowledge Sharing Terhadap Perilaku Kerja Inovatif dengan Kepemimpinan Transformasional sebagai Variable Moderasi," *Diponegoro J. Manag.*, vol. 10, no. 03, pp. 1–11, 2021.
- [3] [Etikariena, A. (2020). Peran Gaya Kepemimpinan Pada Perilaku Kerja Inovatif Karyawan Pada Organisasi Berbasis Teknologi Digital. *Jurnal Ecopsy*, 7(1). <https://doi.org/10.20527/ecopsy.v7i1.8426>
- [4] Erhan, T., Uzunbacak, H. H., & Aydin, E. (2022). From conventional to digital leadership: exploring digitalization of leadership and innovative work behavior. *Management Research Review*, 45(11), 1524–1543. <https://doi.org/10.1108/mrr-05-2021-0338>
- [5] D. Z. Virgantara, "Meningkatkan Kepemimpinan dalam Organisasi di Era Digital," *RADARSEMARANG.ID*, 2022. <https://radarsemarang.jawapos.com/artikel/opini/2022/05/10/meningkatkan-kepemimpinan-dalam-organisasi-di-era-digital> (accessed Sep. 01, 2022).
- [6] Klobility, "Pentingnya Kepemimpinan di Era Digital," *Dayalima*, 2022. <https://www.klobility.id/post/perkembangan-era-digital> (accessed Sep. 15, 2022).
- [7] H. MENPANRB, "Pentingnya 'Digital Leadership' dalam Transformasi Teknologi," *Kementerian PANRB*, 2021. <https://www.menpan.go.id/site/berita-terkini/pentingnya-digital-leadership-dalam-transformasi-teknologi%0A%0A>
- [8] Acosta-Prado, J. C., Zárate-Torres, R. A., Tafur-Mendoza, A. A., Prada-Ospina, R., & Sarmiento, C. F. R. (2022). Impact of leadership practices on manager's pathways to goal attainment: the mediating effect of emotional intelligence. *International Journal of Organizational Analysis*, 31(7), 2889–2902. <https://doi.org/10.1108/ijoa-01-2022-3110>
- [9] Nurali, N. (2021). Peran Kesesuaian Orang-Organisasi dalam Memediasi Pengaruh Spiritualitas Tempat Kerja dan Persepsi Dukungan Organisasi Terhadap Perilaku Kerja Inovatif. *JMD: Jurnal Riset Manajemen & Bisnis Dewantara*, 4(2), 111–124. <https://doi.org/10.26533/jmd.v4i2.895>
- [10] Hadi, S., Tjahjono, H. K., El Qadri, Z. M., & Prajogo, W. (2020). The Influence of Organizational Justice and Positive Organizational Behavior: Systematic Review and Call for Future Research. *The Journal of Social Sciences Research*, 61, 67–84. <https://doi.org/10.32861/jssr.61.67.84>
- [11] M. Ie, E. Cecilia, and A. Kristanti, "Dampak Dukungan

- Organisasi dan Kreativitas Karyawan Terhadap Perilaku Kerja Inovatif melalui Organizational Citizenship Behaviour (OCB) Sebagai Variabel Mediasi," *SERINA III*, vol. 2, pp. 789–798, 2021.
- [12] DOĞRU, Ç. (2018). The Relationship between Perceived Support and Innovative Behavior: Analyzing the Mediating Role of Work Engagement. *Journal of Business Research - Turk*, 10(2), 384–402. <https://doi.org/10.20491/isarder.2018.435>
- [13] Khasanah, I. F. N., & Hiram, F. (2019). Kepemimpinan Transformasional Kepribadian Proaktif dan Desain Kerja sebagai Prediktor Perilaku Kerja Inovatif. *Gajah Mada Journal of Psychology (GamaJoP)*, 4(2), 143. <https://doi.org/10.22146/gamajop.46361>
- [14] Afsar, B., & Umrani, W. A. (2019). Transformational leadership and innovative work behavior. *European Journal of Innovation Management*, 23(3), 402–428. <https://doi.org/10.1108/ejim-12-2018-0257>
- [15] R. M. Adila Putri, A. N. Priyatama, and P. A. Satwika, "Meneksplosasi Hubungan Orientasi Pembelajaran, Persepsi Dukungan Organisasi, dan Perilaku Kerja Inovatif pada Karyawan Management Trainees Exploring," *J. Psikol. Teori Dan Terap.*, vol. 12, no. 1, pp. 37–51, 2021, doi: //doi.org/10.26740/jptt.v12n1.p37-51.
- [16] W. Widiyastuti and E. Nurmaya, "Berbagi Pengetahuan , Dukungan Organisasi , Kesesuaian Pekerjaan Orang dan Pengaruhnya Terhadap Perilaku Kerja Inovatif Karyawan PT . Kitchenette Lestari Jakarta Knowledge Sharing , Organizational Support , Person Job-Fit and Their Influence on Innovative," *J. Manaj. Dan Perbank.*, vol. 9, no. 1, pp. 34–46, 2022.
- [17] LUBBADEH, T. (2020). Emotional Intelligence And Leadership – The Dark And Bright Sides. *Modern Management Review*. <https://doi.org/10.7862/rz.2020.mmr.5>
- [18] Pambudy, A. P., & Handayati, R. (2022). Pengaruh Kepemimpinan dan Inovasi Terhadap Kinerja Umkm Dimediasi Kecerdasan Emosional. *Jurnal Sains Sosio Humaniora*, 6(1), 234–247. <https://doi.org/10.22437/jssh.v6i1.19481>
- [19] Ayalew, M., & Ayenew, Z. (2022). Do Paradoxical Virtual Leadership and Emotional Intelligence have Relationships? In Particular from Technology Dependence, Geographical Dispersion, and Human Capital Tensions. *International Journal of Organizational Leadership*, 11(Issue 1 (First Online)), 1–25. <https://doi.org/10.33844/ijol.2022.60616>
- [20] Gopinath, U. M., Nawaz, N., Gajenderan, V., & Balasubramaniyan, H. (2021). Antecedents of Emotional Intelligence: Perceived Organizational Support Impact on Ambidextrous Behavior of Standalone Business School Faculty. *Sustainability*, 13(15), 8227. <https://doi.org/10.3390/su13158227>
- [21] Malik, S. (2021). Emotional intelligence and innovative work behaviour in knowledge-intensive organizations: how tacit knowledge sharing acts as a mediator? *VINE Journal of Information and Knowledge Management Systems*, 52(5), 650–669. <https://doi.org/10.1108/vjkm-09-2020-0158>
- [22] M. J. P. Tobing and I. Z. Ratnaningsih, "Hubungan antara Kecerdasan Emosional dengan Perilaku Kerja Inovatif pada Penyiar Radio Kampus di Jakarta," *J. EMPATI*, vol. 10, no. Nomor 01, pp. 69–77, 2021, doi: <https://ejournal3.undip.ac.id/index.php/empati/article/download/30424/25195>.
- [23] Oyadiwa, R. (2022). Effect of Emotional Intelligence to Innovative Work Behavior of Employees Mediated with Tacit Knowledge Sharing in Education Department of Aceh. *Jurnal Kawistara*, 12(1), 49. <https://doi.org/10.22146/kawistara.71574>
- [24] Tang, H., Wang, G., Zheng, J., Luo, L., & Wu, G. (2020). How Does the Emotional Intelligence of Project Managers Affect Employees' Innovative Behaviors and Job Performance? The Moderating Role of Social Network Structure Hole. *SAGE Open*, 10(4), 215824402096938. <https://doi.org/10.1177/2158244020969382>
- [25] G. Wiyono, *Merancang Penelitian Bisnis dengan Alat Analisis SPSS 25 & SmartPLS 3.2.8.*, 2nd ed. Yogyakarta, 2020.
- [26] A. Ajabar et al., *HRM Essentials: Win Your Workplace Win Your Marketplace, Pertama*. Yogyakarta: Diandra Kreatif, 2021.
- [27] D. Umihastanti and A. Frianto, "Pengaruh dukungan organisasi dan employee engagement terhadap kinerja pegawai badan kepegawaian daerah," *J. Ilmu Manaj.*, vol. 10, no. 1, pp. 219–232, 2022.
- [28] F. Setiadi and L. H. Tampubolon, "Pengaruh Kecerdasan Emosional (EQ) Terhadap Kepemimpinan Yang Efektif (Studi Kasus Pada Divisi Accounting & Management Information System Di Bank Swasta International, TBK)," *J. Transaksi*, vol. 12, no. 1, pp. 1–16, 2020.
- [29] L. N. Diana, "Pengaruh Kecerdasan Emosional Dan Kepemimpinan Transformasional Pada Perilaku Kerja Inovatif Yang Dimediasi Oleh Pemberdayaan Psikologis," *Universitas Negeri Semarang*. PDF, 2020.
- [30] Riski, M. S., & Riana, A. (2018). Pengaruh Disiplin Kerja, Kepemimpinan Transformasional dan Kecerdasan Emosional Terhadap Kepuasan dan Kinerja PNS Pada Bagian Umum dan Protokol Sekretariat Daerah Kabupaten Kutai Timur. *Journal Study and Management Research*, 15(1), 41. <https://doi.org/10.55916/smart.v15i1.8>
- [31] A. Ardhito and D. A. W. Wicaksono, "Pengaruh Kecerdasan Emosional Terhadap Perilaku Kerja Inovatif Pada Pemimpin Perusahaan Rintisan," *J. Psikol. Ind. Dan Organ.*, vol. 7, pp. 27–42, 2018.
- [32] S. Hadi, E. Pebrianti, and K. C. Kirana, "Analysis Of The Effect Of Work-Life Balance, Self-Esteem And Work Motivation On Organizational Commitment Moderated By Organizational Justice On Workers In Yogyakarta," *J. Educ. Teach. Learn.*, vol. 8, no. 1, pp. 7–14, 2023.
- [33] Hadi, *MANAJEMEN STRATEGI, Mendapatkan & Mempertahankan Keunggulan Kompetitif*, 1st ed. Yogyakarta: UST-Yogyakarta, 2022.
- [34] Hidayati, S., Hadi, S., Kirana, K. C., & Hermawan, H. D. (2022). Trilogi Kepemimpinan Ki Hajar Dewantara dan Kompensasi terhadap Organizational Citizenship Behavior melalui Etos Kerja. *EDUKATIF : JURNAL ILMU PENDIDIKAN*, 4(3), 4651–4667. <https://doi.org/10.31004/edukatif.v4i3.3008>