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Research Paper

Improving Innovative Behavior and Empowerment Psychology Influenced by Emotional Intelligence in Each Individual LATSAR Participant

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Abstract

The success of government management and development depends largely on competitive human resources. Of course, this competitive ASN role must be able to fulfill its role as a political enforcer and official. Before being granted civil service status, government agencies must provide comprehensive education and training to foster ethics, honesty, enthusiasm and a drive for nationalism. They are expected to be political enforcers, officials, and unifiers of the country. In order to serve the community, ASNs must be compassionate and concerned about others, which are the hallmarks of people with high emotional intelligence. Hopefully, this research will form an adaptive bureaucracy, leave the status quo, and respond to the needs of the times. It will change how government, public services, and development function according to strategic needs and can be used as material for consideration in preparing training materials based on the needs of each region, especially in research on new ASNs in ASN Kab. Bangkalan. This study was conducted with 33 LATSAR participants from the Bangkalan district. The results showed that emotional intelligence had a positive impact on resilience. In turn, resilience factors can increase innovative behaviors and psychological empowerment behaviors. This study demonstrates that leadership factors can mediate increases in innovative behavior.

Keywords *Emotional Intelligence, Resilience, Innovative Behavior, Empowerment Psychology, Empowerment Leadership*

INTRODUCTION

In the era of globalization, competition is encouraged not only at the individual or corporate level but also at the government or state level. Indonesia is currently making various breakthroughs and efforts to change to face the currents of globalization. One of the breakthrough changes made by the Indonesian government is to build a world-class bureaucracy through the development of commitment and a culture of innovation to improve the quality of public services.

Anyone can become an agent of change, including the State Civil Apparatus (ASN). Until now, the character of ASN, which prioritizes service to the community (public service), has been far from the expected standard. The negative stigma that ASN carries is still often heard. This is more due to negative thought patterns that have long crystallized and become habits. Thus, there is a need for a new formula for carrying out social change in the ASN work environment. Changes that start at the level of mindset, from mental revolution to action plans.

Before being assigned the status of a civil servant, government agencies must provide integrated education and training to build moral integrity, honesty, enthusiasm, and motivation for nationalism. For this reason, a prospective ASN needs to be trained to become a professional ASN. Professionals are people who have certain competencies that form the basis of their performance. Basic values as a public servant: In accordance with Law No. 5 of 2014, an ASN must have ASN Core Values with BerAKHLAK, which is an acronym for Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. This is an important point in the output when forming the character of an ASN.

The value of BerAKHLAK can be realized if ASN has good emotional intelligence. The dimensions of emotional intelligence include Self-awareness, which is the level of self-awareness that guides realistic decision-making. Self-management is a person's ability to control and handle their emotions. Self-motivation is a desire that has an impact on service-oriented values. Empathy is the ability to feel what other people are feeling; relationship management is the ability to handle emotions well.

Resilience reflects an individual's ability to face adversity at work. ASN must have high resilience capabilities, considering the many changes that occur in the community they serve. ASN is the ability to use a sense of humor when faced with a problem, individual persistence in achieving something, not giving up, and confidence in one's abilities.

ASN leaders must have empowering leadership skills in promoting initiative, self-management, and self-leadership by providing autonomy, responsibility, self-confidence, and employee development opportunities. It is hoped that the output that can be produced will be a change in the level of professionalism that is applied in every aspect of life, from the short term to the long term. The training participants are expected to be able to internalize and actualize it so that it becomes habituation as the character of an ASN inherent in themselves, namely being a policy implementer, a public servant, and unifying the nation. It is hoped that the new ASN can have innovative behavior that can be applied to public services.

This research aims to provide a change in the bureaucratic climate where the status quo culture will slowly be abandoned and replaced by a culture that is adaptive to changing times. Governance, public services, and development will eventually transform into various forms of novelty and benefits according to the challenges and strategic environmental needs. This will change how government, public services, and development function according to strategic needs. It can be used as material for consideration in compiling training materials based on the needs of each region, especially in research on the new ASN in Bangkalan Regency.

LITERATURE REVIEW
Emotional intelligence (EIQ)

It is the ability of an individual to recognize his own emotions and those of others that distinguish between different emotions and feelings. So that one can express and use emotional information to think and behave, act to control or regulate one's emotions with the environment or achieve goals (Aladhyani et al., 2020). Based on the description above, emotional intelligence is the ability to monitor one's feelings and emotions towards oneself and others and shape subsequent thoughts or actions. So that emotions can be expressed and used to enable us to think, act, control, or adapt our own emotions to the environment. This emotional intelligence wants to be understood, owned, and taken into account in its development, considering the current conditions of life, which are increasingly complex and have a negative impact on one's emotional life. Conceptually, the emotional intelligence framework proposed by Goleman (2020) includes the following dimensions:

1. Self-Awareness
2. Self -Management
3. Self-Motivation
4. Empathy
5. Relationship Management

Resilience

Resilience is the ability to comprehend one's experiences and manage stress, allowing individuals to handle workplace challenges and recover from life's difficulties, ensuring mental health and stability (Lowe in Leigh & Darvill, 2019; Sherry, 2020; Oluwagbemiga & Michael, 2018).

Resilience was measured in this study using a measure of resiliency related to the Connor Davidson Resilience Scale (CD-RISC)-related aspect of resiliency proposed by Campbell-Sills and Stein (2007). According to Campbell-Sills and Stein (2007:216), resilience has two consistent dimensions:
  1. Hardiness
  2. Persistence

Empowering Leadership

We live in a world of global competition that demands promising leadership styles, such as empowering leadership, which ensures employees' intrinsic motivation, accountability, and autonomy (Cheong et al., 2019). Empowering leadership promotes employee initiative, self-management, and self-leadership by offering autonomy and developmental opportunities. It emphasizes entrusting power to lower hierarchies, bottom-up decision-making, and boosting subordinates' performance and well-being. This distinct leadership style cultivates dynamic interactions with subordinates and enhances their self-efficacy and active participation (Na-Nan et al., 2020; Sharma & Kirkman, 2021; Na-Nan & Arunyaphum, 2021; Li et al., 2020).

It can be concluded that employee empowerment aims to achieve common goals, where to achieve this goal, employees are given the trust and opportunity to carry out initiatives for mutual progress. Influencing indicators are as follows:
  1. Respect
  2. Development
  3. Community
  4. Delegation

Innovative Behavior

Jong and Hartog (2010) argue that innovative behavior is a set of employee behaviors related to generalizing ideas, then implementing them, and assisting in implementing those ideas to generate profits and benefit the company. According to Taime and Zona (2020), innovative behaviors are behaviors that lead to the initiation and implementation of new things (in job roles, groups, and organizations) and the use of ideas, products, processes, and/or procedures. This view is supported by Kamae et al. Guarantee. (2020) found that innovative behaviors shaped by individuals, groups, and organizations will support and nurture ideas seeking support and building alliances. Eventually, ideas that had been funded through the application process became reality. All of this includes the process of developing, testing, revising, and commercializing ideas. Innovative behavior can be measured by four dimensions:
  1. Idea Exploration
  2. Idea Creation
  3. Fighting for Ideas
  4. Idea Implementation

This study uses indicators proposed by De Jong and Den Hartog (2010), and these indicators have also been used in the following studies: Badir et al. (2014), Masood and Afsar (2017), Kustanto et al. (2020), and Afsar et al. (2020).

Psychological Empowerment

Psychological empowerment is an important concept that must be considered when dealing with changes in the world of work. Conger and Kanguno (2018) state that empowerment can increase an individual's sense of personal control and motivate them to be involved in work, later producing positive managerial and organizational systems. The psychological empowerment

dimensions, based on Spreitzer's (2015) empirical study, operationalizing and validating psychological empowerment constructs, are discussed below.

1. Meaning
2. Competence
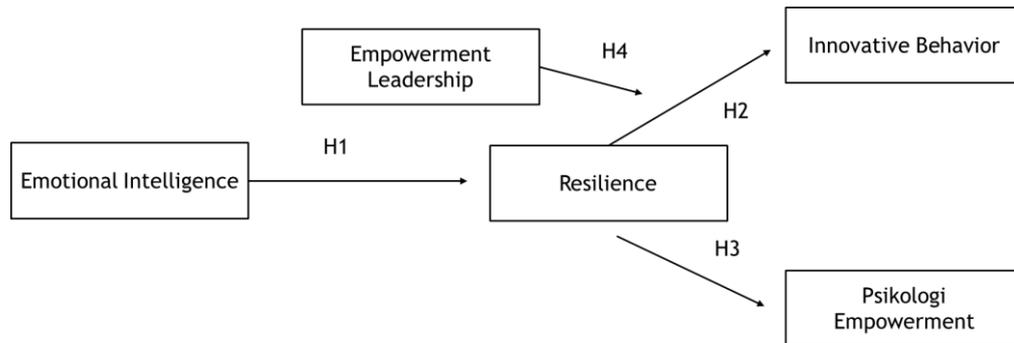3. Self-Determination
4. Impact

Hypothesis

Figure 1. Research Model

The proposed research hypothesis is:

H1: Emotional Intelligence positive and significant effect on Resilience at the ASN Latsar Bangkalan Regency

H2: Resilience has a positive and significant effect on Innovative Behavior at the ASN Latsar Bangkalan Regency

H3: Resilience has a positive and significant effect on Empowerment Psychology at the ASN Latsar Bangkalan Regency

H4: Resilience has a positive and significant effect on Innovative Behavior moderated by Empowerment Leadership at the ASN Bangkalan Regency

RESEARCH METHOD
Population and Sample

Research done in Bangkalan Regency. The population in this study was a participant in the LATSAR ASN Bangkalan Regency Accidental Sampling technique. The number of samples in this study was 33. This research started in May 2023 and ended in June 2023. Collecting data using a questionnaire.

Measures

1. Emotional Intelligence

Emotional intelligence is measured using the Goleman-Daniel scale (2020). The scale consists of 17 items evenly distributed across five factors: self-awareness (e.g., knowing the reasons for your emotions), self-management (e.g., being able to control aggressive behavior that can harm yourself and others), self-motivation (e.g., being able to control yourself), empathy (e.g., being able to accept other people's points of view), and relationship management (e.g., understanding the importance of building relationships with others). Participants had to rate their agreement with each item on a 5-point Likert scale, ranging from 1 (strongly agree) to 5 (strongly disagree).

2. Resilience

The Connor-Davidson Resilience Scale This 10-item scale (e.g., Destiny or God Help Me) measures a factor called resilience. Students must rate their agreement with each item using a 5-point Likert scale from 0 (never) to 4 (always).

3. Empowering Leadership

This study uses the De Jong and Den Hartog Scale (2010). This scale has been validated for Dutch language teachers. This scale consists of 4 dimensions: 1) Idea exploration, 2) Idea generation, 3). Idea championing, and 4). Idea implementation.

4. Psychological Empowerment

In this study, psychological empowerment is a motivational construct explained by four cognitions: meaning, competence, self-determination, and influence (Spreitzer, 2015). Meaning is the value of work goals, which are judged based on personal ideas and criteria. Competence is a person's belief in his ability to do a job with skill. Self-determination is the awareness of individual choices in initiating and managing actions. Influence is the degree to which an individual can influence their work's managerial, strategic, and operational results.

5. Empowerment Leadership

According to Jones (2013), empowerment leadership can be interpreted as how a leader can understand the motivation and behavior of employees, shows a leader has an interested attitude and wants to care about his employees, can communicate effectively, and can provide inspiration to his employees. (1) Appreciate employees (respect), (2) Develop employees (development), (3) Build community (community), and (4) Delegate power (delegation).

Procedure

The selection of participants is not accidental. Furthermore, the criteria for participation in the study were that participants had to be in group 3 and not have taken the LATSAR. Previously, permission was requested from the LATSAR coach to gain access to LATSAR participants and explain the purpose of the research. Then, they were asked to participate voluntarily. Questionnaires were completed before LATSAR commenced; participants completed the questionnaire anonymously and respected all ethical procedures, with members of the study group present to address any doubts that had arisen. The estimated time to complete the questionnaire is about 20 minutes. This study was approved by the head of the East Java Province HR development agency and respected all established procedures.

Data analysis

SPSS statistical program version 23 (IBM, Armonk, NY, USA) was used to perform validity analyses and reliability analyses, and to analyze established relationships in hypothesized models.

FINDINGS AND DISCUSSION
Findings
1. Research Instrument Validity Test

This study uses the SPSS Version 23 program for validity testing. This validity test was conducted on 33 respondents. This decision is made by comparing the value of the r-count (Corrected Item-Total Correlation) with the r-table. If the value of r-count > r-table, then the items in the questionnaire are declared valid and vice versa. r = 0.344. After doing the analysis, the r count is obtained as follows:

Table 1. Questionnaire Item Validity Value

No. Question	r count	r table	No. Question	r count	r table
1	0.625	0.344	15	0.824	0.344
2	0.790	0.344	16	0.455	0.344
3	0.413	0.344	17	0.649	0.344
4	0.695	0.344	18	0891	0.344
5	0.512	0.344	19	0.471	0.344
6	0.512	0.344	20	0.762	0.344
7	0.590	0.344	21	0.741	0.344
8	0.508	0.344	22	0.602	0.344
9	0.720	0.344	23	0968	0.344
10	0.886	0.344	24	0.836	0.344
11	0.408	0.344	25	0.383	0.344
12	0968	0.344	26	0.382	0.344
13	0.770	0.344	27	0.578	0.344
14	0.671	0.344			

In the table above r-count > r-table, the questions in this research questionnaire are declared valid.

2. Instrument Reliability Test

As for the research validity test, the researcher used the Alpha Cronbach formula, and the reliability test was carried out with SPSS Version 23. The questionnaire instrument was reliable if the Cronbach alpha value was > 0.6 (Ghozali, 2005). If the value of Cronbach's Alpha > 0.6, then the questionnaire is declared reliable, and vice versa. Following are the results of the reliability test of 27 questionnaire items with 33 respondents.

Table 2. Case Processing Summary

Case Processing Summary

		N	%
Cases	Valid	33	100.0
	Excluded[a]	0	.0
	Total	33	100.0

a. Listwise deletion based on all variables in the procedure.

Table 3. Reliability Statistics

Reliability Statistics

Cronbach's Alpha	N of Items
.971	27

Based on the output of the Reliability Statistics above, an Alpha value of 0.971 > 0.6 can be

obtained, and then the questionnaire instrument is reliable.

3. Instrument Normality Test

This study uses the Kolmogorov-Smirnov normality test, which can be used for data samples with a size of more than 2000 samples ($20 \leq N \leq 1000$). In this research, data is said to be normally distributed if the significance value is more than 0.05 (sig. > 0.05).

Table 4. Tests of Normality

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
AV EI	.173	33	.014	.942	33	.077
AV R	.103	33	.200[*]	.977	33	.700
AV EL	.174	33	.013	.950	33	.131
AV IB	.155	33	.044	.936	33	.050
AV PE	.172	33	.064	.861	33	.592
M R*EL	.096	33	.200[*]	.964	33	.343

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

4. Hypothesis test

A hypothesis test is a test that tests the influence of the X and Y variables being tested. Hypothesis testing is a special kind of testing in regression analysis. Regression analysis is an analysis or test that measures the strength of a relationship between two or more variables and indicates the direction of the relationship between variables Y and X.

Table 5. Hypothesis Testing

	T-Statistic	Significant	Decision
H1	0.024	0.014	Significant
H2	-0.048	0.046	Significant
H3	0.033	0.045	Significant
H4	0.036	0.014	Significant

H1: So, t 0.024 < 0.05 and Sig 0.014 < 0.05, then H1 is accepted, which means that Emotional Intelligence has an effect on resilience.
H2: So, t 0.048 < 0.05 and Sig 0.046 < 0.05, then H2 is accepted, which means resilience has an effect on Innovative Behavior.
H3: So, t 0.033 < 0.05 and Sig 0.045 < 0.05, then H3 is accepted, which means resilience has an effect on Empowerment Psychology
H4: So, t 0.036 < 0.05 and Sig 0.014 < 0.05, then H4 is accepted, which means resilience has a positive and significant effect on Innovative Behavior moderated by Empowerment Leadership

Discussion

This research aims to analyze how emotional intelligence affects resilience and can improve innovative behavior through the psychology of empowerment moderated by empowerment leadership. This study focuses primarily on emotional intelligence and resilience in LATSAR participants. In this sense, if individuals are able to overcome difficulties and recognize their own and other people's emotions, controlling them and projecting them in the right way can lead to a series of adaptive behaviors that can support the adoption of healthy and stress-free living habits because the individual can control himself to be able to deal with stress. So, Hypothesis 1 is proven.

This study also shows that resilience is very influential in increasing innovative behavior. Resilience training is very important for new civil servants to produce constructive reactions in situations that trigger stress and long-term efforts that impact handling challenges, also accompanied by good performance. From the point of view of solving and dealing with problems that may arise in the process of being innovative, resilience is important. Resilience combines other abilities or personalities, such as endurance and flexibility (Wojtczuk, 2020), as well as adaptation to changes and difficulties in the government work environment. Then, Hypothesis 2 is proven.

Resilience has a positive and significant impact on the psychology of empowerment. Resilience refers to the ability of an individual to recover quickly after adversity and gain greater strength than before adversity (Epstein & Krasner, 2013; Raman et al., 2015). In psychology, resilience refers to the ability to recover after experiencing negative emotions and flexibly adapt to stressful experiences' changing demands (Niitsu et al., 2020). Furthermore, resilient individuals have the ability to leverage resources to continually adapt and thrive in the workplace, regardless of the challenges they face (Kuntz et al., 2021). When people recover from stress and anxiety, their coping mechanism is to take responsibility and make autonomous decisions based on work tasks. As a result, resilient employees tend to be psychologically empowered. This proves Hypothesis 3.

At the same time, resilience positively and significantly impacts innovative behavior and is mediated by empowered leadership. When generating ideas, individuals are likely to face rejection and criticism if they need resources, such as colleagues, supervisors, etc., to support their ideas. Amir (2021) states that seeking support for statements made is inseparable from challenges in the form of negative evaluations from colleagues or superiors. Amir (2021) further explained that at each stage of innovative behavior, individuals must face multiple challenges to successfully implement their innovative ideas. Their colleagues often reject innovative employees because their innovative ideas change the existing work environment. Innovative employees inevitably face challenges such as rejection, failure, and criticism, and it takes resilience to do so. Employees who demonstrate job resilience are able to bounce back from existing failures, often referred to as "bounce back. This is also explained by Sammer (2018), who says the innovation process is full of challenges and failures that require personal reinvigoration. As a result, Hypothesis 4 is also confirmed.

CONCLUSIONS

The results show that emotional intelligence has a positive effect on resilience. Based on these conclusions, in training, it is necessary to emphasize the development of self-awareness, self-management, self-motivation, empathy, and relationship management so that ASNs have toughness (hardiness) and persistence (persistence). In turn, resilience factors can increase innovative behavior and empowerment psychology. This research proves that the leadership empowerment factor can moderate and increase innovative behavior. Therefore, it is suggested to create a culture of leaders who believe in the abilities of their employees and are willing to listen to the opinions conveyed by them. Leaders can be role models for employees and provide opportunities for them to continue learning while making decisions. Leaders can create pleasant working relationships

through caring and good communication. Leaders can delegate tasks and responsibilities clearly to achieve the goals that have been set.

Further Research

Researchers have not been able to map the number of objects studied because the data is a sampling incident. At the time this research was made, the available LATSAR was in the Bangkalan regency, with only 33 respondents. It is hoped that the research object can be expanded and enlarged for further research, not only in East Java province.

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