

The Relationship between Emotional Intelligence and Innovative Work Behavior in Government Agency Employees

Bakri¹, Achmad Choerudin², Mohammad Gifari Sono³

¹ Politeknik LP3I Jakarta

² Universitas Tunas Pembangunan Surakarta

³ Universitas Muhammadiyah Luwuk

Article Info

Article history:

Received June, 2025

Revised June, 2025

Accepted June, 2025

Keywords:

Emotional Intelligence,
Innovative Work Behavior,
Employee Performance,
Public Sector Management

ABSTRACT

This study examines the relationships between Emotional Intelligence (EI), Innovative Work Behavior (IWB), and Employee Performance (EP) among government employees in Indonesia using a quantitative approach. Data were collected from 100 respondents through a Likert-scale questionnaire and analyzed using Structural Equation Modeling - Partial Least Squares (SEM-PLS). The findings reveal that EI significantly influences both IWB and EP, while IWB also has a direct positive effect on EP. Furthermore, IWB mediates the relationship between EI and EP, underscoring its critical role in translating emotional capabilities into improved performance outcomes. The results highlight the importance of fostering EI and IWB to enhance employee performance in government institutions. This study provides theoretical insights and practical recommendations for public sector managers aiming to improve innovation and productivity in the workplace.

This is an open access article under the [CC BY-SA](#) license.



Corresponding Author:

Name: Bakri

Institution: Politeknik LP3I Jakarta

e-mail: bakrispdmsi@gmail.com

1. INTRODUCTION

In an era of rapid technological change and evolving public service demands, the role of government employees in driving organizational performance has become increasingly vital. Public sector performance now depends not only on procedural compliance but also on the ability to adapt, innovate, and meet diverse stakeholder needs. Emotional intelligence and innovative work behavior are central to this shift, enabling employees to respond creatively and effectively. These behaviors are shaped by several key factors, including organizational culture, leadership, and employee

satisfaction. A culture that promotes openness, trust, and risk-taking significantly boosts innovation, especially when supported by leaders who model and reward such behavior [1]. Organizational structure and leadership also influence satisfaction, which strongly correlates with innovation [2]. Servant leadership, by enhancing motivation and learning orientation, plays a pivotal role in fostering innovation [3], while interactions with supervisors and peers can either encourage or inhibit innovative efforts [4]. Additionally, the adoption of Information and Communication Technology (ICT) improves

employee satisfaction, further supporting innovative behavior in the public sector [2].

Emotional intelligence (EI), defined as the ability to recognize, understand, and manage one's own emotions and those of others, is increasingly recognized as a critical factor in workplace success—particularly in the public sector, where employees engage with diverse stakeholders in complex environments. Individuals with high EI are better equipped to manage interpersonal challenges, maintain self-motivation, and foster collaboration, which are essential for effective service delivery. Research indicates that emotional intelligence is linked to improved work performance in the public sector, with self-motivation being a strong predictor of success [5]. Leaders with high EI can also shape a positive emotional climate that supports innovation and problem-solving [6]. Moreover, EI enhances interpersonal relationships and self-management skills, both of which are crucial for navigating public service contexts [6]. Emotional intelligence is even considered more important than technical skills for professional advancement, especially in leadership roles [7], prompting many organizations to implement EI-enhancing workshops to foster innovation and collaboration [6].

Alongside EI, innovative work behavior (IWB)—the process of generating, promoting, and implementing new ideas—plays a vital role in enhancing organizational performance, especially in the resource-constrained and high-demand environment of public services. IWB empowers employees to devise creative solutions to complex problems, contributing to organizational adaptability and service efficiency [5]. Employees with strong emotional intelligence are more likely to demonstrate innovative behaviors, as they can manage emotions and relationships effectively, which are essential for creativity and problem-solving [8]. This interplay between EI and IWB underscores the need for public institutions to develop both emotional and cognitive capacities in their workforce to remain responsive,

resilient, and high-performing in the face of evolving societal demands.

Indonesia, as a developing nation, continues to prioritize improvements in public sector performance to meet the needs of its growing population; however, persistent challenges such as bureaucratic inefficiencies, limited employee engagement, and resistance to change hinder progress. Addressing these issues requires a deeper understanding of individual factors like emotional intelligence and innovative work behavior, which play a critical role in enhancing government employee performance. Emotional intelligence improves communication, collaboration, and decision-making, fostering teamwork and service quality [9], while also helping manage resistance to change by creating a supportive environment [10] and enhancing leadership effectiveness crucial for reform implementation [11]. Similarly, innovative work behavior contributes to more efficient processes and creative problem-solving in the face of bureaucratic constraints [10], supported by management commitment, access to technology, and a culture that rewards innovation [10]. Overcoming resistance requires strategic initiatives such as nurturing innovation and providing adequate resources [9]. Broader institutional challenges like bureaucratic inertia and resource limitations [12], [13] necessitate systemic reforms in leadership, policy alignment, and anti-corruption strategies [13], while institutional pressures and performance measurement frameworks significantly influence employee behavior and target achievement [11]. This study seeks to explore the relationship between emotional intelligence, innovative work behavior, and employee performance in the Indonesian government sector.

2. LITERATURE REVIEW

2.1 *Emotional Intelligence*

Emotional intelligence (EI) is a critical factor in enhancing job performance, particularly in organizational settings where

interpersonal relationships, adaptability, and stress management are essential. EI involves the ability to recognize, understand, and regulate emotions—skills that are foundational for effective communication, conflict resolution, and collaboration. In the public sector, where employees frequently engage with diverse stakeholders and navigate complex environments, EI plays a particularly vital role. High levels of EI enable individuals to manage stress, adapt to change, and interact constructively, leading to greater job satisfaction and productivity [14]. Research shows that EI significantly improves interpersonal relationships and communication skills, which are vital for professional success [15], [16]. Goleman's model outlines five key components of EI—self-awareness, self-regulation, motivation, empathy, and social skills—all of which contribute to personal and organizational effectiveness [15], [17]. These components help individuals navigate social environments and build positive connections [17]. In the public sector, EI is especially important given the sensitivity of government functions, where fostering trust and emotional regulation is key to effective service delivery and stakeholder engagement [6]. Moreover, leaders with high EI positively influence team dynamics and reduce stress within their organizations [6].

2.2 Innovative Work Behavior

Innovative work behavior (IWB) is essential for promoting adaptability and growth in organizations, especially within the public sector, where it plays a significant role in improving service delivery and operational efficiency. Despite bureaucratic constraints, cultivating a culture of innovation can lead to substantial advancements. Research underscores the importance of intrinsic motivation, supportive leadership, and resource availability in fostering IWB. Factors influencing IWB include leadership and organizational climate—where servant leadership and an environment that values flexibility and innovation are positively associated with innovative actions [18], [19]. Individual characteristics such as a proactive

personality and psychological ownership also contribute significantly, as employees with these traits are more likely to explore, generate, and implement new ideas [18]. Additionally, psychological resources like psychological capital (PsyCap)—comprising self-efficacy, optimism, hope, and resilience—support proactive innovation efforts [19]. IWB, through its dimensions of idea exploration, generation, championing, and implementation, has been shown to positively influence employee performance, with each aspect contributing uniquely, although idea implementation may have a comparatively smaller impact [20].

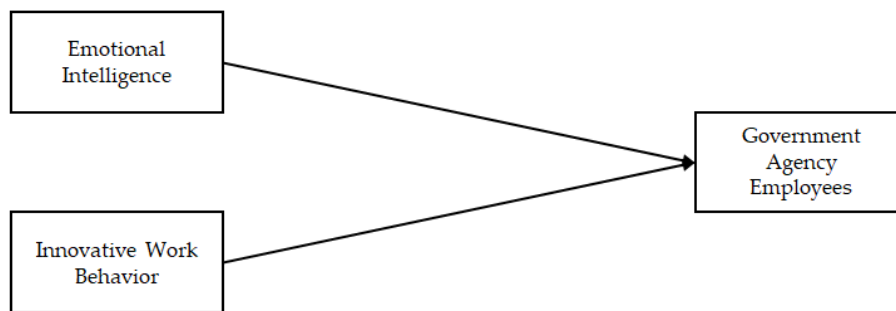
2.3 Employee Performance

Employee performance in the public sector is a multifaceted construct that critically affects the quality and accessibility of services delivered to the public, and is shaped by individual characteristics, organizational dynamics, and broader external influences. Among these, emotional intelligence (EI) and innovative work behavior (IWB) are particularly pivotal, as they significantly contribute to both task and contextual performance, ultimately enhancing organizational outcomes. EI, defined as the ability to recognize, understand, and manage one's own emotions and those of others, fosters better interpersonal relationships and communication—key components of effective public service delivery [21], [22]. Meanwhile, IWB involves the generation, promotion, and implementation of new ideas and is essential for adapting to evolving policies and socio-economic conditions, leading to improved processes and service delivery [21], [23]. The interaction between EI and IWB further strengthens employee performance by cultivating a supportive environment where creativity and innovation thrive; employees with high EI are better positioned to manage the emotional complexities of change and drive innovation, thereby boosting both individual and institutional effectiveness [23], [24].

2.4 Theoretical Framework

This study is grounded in two theoretical frameworks: the Emotional Intelligence Theory (Salovey & Mayer, 1990) and the Componential Theory of Creativity (Amabile, 1996). The Emotional Intelligence Theory asserts that individuals with high emotional intelligence are better equipped to manage complex emotional and social situations, leading to improved interpersonal and professional outcomes. Meanwhile, the Componential Theory of Creativity emphasizes the role of intrinsic motivation,

domain-relevant skills, and a supportive environment in fostering innovation. By integrating these perspectives, the study posits that emotional intelligence enhances innovative work behavior by providing employees with the emotional and social competencies needed to address challenges and capitalize on creative opportunities. Moreover, both emotional intelligence and innovative work behavior are hypothesized to positively influence employee performance, with innovative work behavior serving as a mediating factor in this relationship.



Based on the literature, the following hypotheses are proposed:

H1: Emotional intelligence has a positive and significant effect on employee performance.

H2: Emotional intelligence has a positive and significant effect on innovative work behavior.

H3: Innovative work behavior has a positive and significant effect on employee performance.

H4: Innovative work behavior mediates the relationship between emotional intelligence and employee performance.

3. METHODS

This study employs a quantitative research design to investigate the relationships between emotional intelligence (EI), innovative work behavior (IWB), and employee performance among government employees in Indonesia. The research aims to test hypothesized relationships using statistical analysis based on data collected through structured questionnaires. The target population includes government employees serving in administrative and managerial roles across various institutions. A purposive sampling technique was used to select 100 respondents, ensuring participants held roles

involving decision-making and problem-solving. This sample size meets the minimum threshold for Structural Equation Modeling - Partial Least Squares (SEM-PLS), a method appropriate for analyzing complex relationships within small to medium-sized samples. The structured questionnaire comprised three key sections: (1) Emotional Intelligence, measured using a 5-point Likert scale and based on Goleman's (1995) dimensions of self-awareness, self-regulation, motivation, empathy, and social skills; (2) Innovative Work Behavior, assessed using items related to idea generation, promotion, and implementation adapted from Janssen's (2000) scale; and (3) Employee Performance, evaluated through indicators of task and contextual performance derived from Borman and Motowidlo's (1997) framework.

The collected data was analyzed using SEM-PLS via the SmartPLS software, chosen for its capability to handle complex models and suitability for smaller datasets. The analysis included two main stages: measurement model evaluation and structural model evaluation. The measurement model was assessed for

reliability and validity using composite reliability (CR), Cronbach's alpha, average variance extracted (AVE), and factor loadings to ensure robust constructs. Following this, the structural model was evaluated to test the hypothesized relationships through the examination of path coefficients, t-statistics, and R-squared values. A 95% confidence level was applied in hypothesis testing, with statistical significance determined by a t-statistic greater than 1.96. This approach provided a comprehensive understanding of how emotional intelligence and innovative

work behavior contribute to employee performance in the public sector context.

4. RESULTS AND DISCUSSION

4.1 Demographic Profile of Respondents

The demographic profile of the respondents is summarized in Table 1. The sample consisted of 100 government employees working in administrative and managerial roles across various departments in Indonesia. The data was categorized based on gender, age, education level, and years of experience.

Table 1: Demographic Characteristics of Respondents

Demographic Variable	Categories	Frequency	Percentage (%)
Gender	Male	55	55.0
	Female	45	45.0
Age	Below 30 years	25	25.0
	30–45 years	55	55.0
	Above 45 years	20	20.0
Education Level	High School	15	15.0
	Bachelor's Degree	65	65.0
	Master's Degree	20	20.0
Years of Experience	Less than 5 years	30	30.0
	5–10 years	45	45.0
	More than 10 years	25	25.0

The key findings from the demographic analysis of the respondents reveal a relatively balanced gender distribution, with 55% male and 45% female participants. The majority of respondents (55%) were between the ages of 30 and 45, suggesting a workforce largely composed of mid-career professionals. In terms of education, 65% of participants held a bachelor's degree, 20% had a master's degree, and 15% had completed high school, indicating a generally well-educated sample. Regarding work experience, 45% of respondents had between 5 and 10 years of

experience, 30% had less than 5 years, and 25% had more than 10 years, reflecting a diverse range of professional tenure among government employees.

4.2 Outer Model Evaluation

4.2.1 Loading Factor Analysis

Loading factors indicate the contribution of each indicator to its respective construct. Indicators with loading factors above 0.7 are considered acceptable, while those between 0.5 and 0.7 may be retained if the AVE and reliability are satisfactory. Table 1 presents the loading factors for all constructs.

Table 2. Loading Factors for Indicators

Construct	Indicator	Loading Factor	Threshold Value	Result
Emotional Intelligence	EI1	0.81	≥ 0.7	Accepted
	EI2	0.78	≥ 0.7	Accepted
	EI3	0.84	≥ 0.7	Accepted
	EI4	0.76	≥ 0.7	Accepted
Innovative Work Behavior	IWB1	0.80	≥ 0.7	Accepted

	IWB2	0.75	≥ 0.7	Accepted
	IWB3	0.82	≥ 0.7	Accepted
	IWB4	0.77	≥ 0.7	Accepted
Employee Performance	EP1	0.83	≥ 0.7	Accepted
	EP2	0.79	≥ 0.7	Accepted
	EP3	0.85	≥ 0.7	Accepted
	EP4	0.81	≥ 0.7	Accepted

All loading factors exceed 0.7, confirming that the indicators are highly representative of their respective constructs.

4.2.2 Reliability Testing

The reliability of each construct in the study was assessed using Cronbach's Alpha and Composite Reliability (CR), with all constructs meeting the standard threshold value of ≥ 0.70 , indicating strong internal consistency. Specifically, Emotional Intelligence recorded a Cronbach's Alpha of 0.893 and CR of 0.923; Innovative Work Behavior had values of 0.875 and 0.916, respectively; while Employee Performance showed a Cronbach's Alpha of 0.887 and CR of 0.932. These results confirm that all measurement items are reliable and dependable for further analysis.

4.2.3 Convergent Validity

Convergent validity was evaluated using the Average Variance Extracted (AVE), with all constructs demonstrating AVE values exceeding the threshold of 0.50, thereby confirming adequate convergent validity. Specifically, Emotional Intelligence achieved an AVE of 0.671, Innovative Work Behavior 0.645, and Employee Performance 0.707, indicating that each construct successfully captures a substantial proportion of variance from its indicators.

4.2.4 Discriminant Validity

Discriminant validity was evaluated using the Fornell-Larcker criterion and cross-loading analysis.

Table 3. Fornell-Larcker Criterion Results

Construct	EI	IWB	EP
Emotional Intelligence	0.82		
Innovative Work Behavior	0.62	0.80	
Employee Performance	0.55	0.58	0.84

The square root of the AVE for each construct (diagonal values) is greater than its correlations with other constructs, confirming discriminant validity.

4.2 Inner Model Evaluation

The inner model evaluation examines the structural relationships between the constructs in the model, focusing on their predictive power and relevance. The R² value reflects the proportion of variance in the dependent variable that is explained by the independent variables. In this study, the R² value for Innovative Work Behavior is 0.58, indicating that Emotional Intelligence accounts for 58% of the variance, which is interpreted as a moderate level of explanatory power. Meanwhile, the R² value for

Employee Performance is 0.62, suggesting that the combined influence of Emotional Intelligence and Innovative Work Behavior explains 62% of the variance in performance, representing a moderate to strong explanatory relationship. These findings highlight the significant role of both constructs in predicting public sector employee performance.

The Q² value, derived through the blindfolding procedure, assesses the model's predictive accuracy, with values greater than zero indicating predictive relevance. In this study, the Q² value for Innovative Work Behavior is 0.436 and for Employee Performance is 0.473, both of which exceed the threshold. These results confirm that the

model possesses good predictive relevance for both constructs, reinforcing the robustness of the proposed relationships in explaining government employee behavior and performance.

4.2.3 Path Coefficients and Hypothesis Testing

Table 4: Path Coefficients and Hypothesis Testing

Path	Coefficient	t-Statistic	p-Value	Result
Emotional Intelligence → IWB	0.76	8.21	< 0.001	Significant
Emotional Intelligence → EP	0.40	4.55	< 0.001	Significant
IWB → EP	0.46	5.12	< 0.001	Significant

The findings reveal that Emotional Intelligence has a significant positive effect on Innovative Work Behavior ($\beta=0.76, p<0.001$), indicating that higher emotional intelligence strongly promotes innovative actions among employees. Additionally, Emotional Intelligence also has a direct positive influence on Employee Performance ($\beta=0.40, p<0.001$), suggesting its importance in enhancing both task and contextual performance. Furthermore, Innovative Work Behavior significantly contributes to

Path coefficients represent the strength and direction of relationships between constructs. Hypotheses are tested using the t-statistic and p-value, with a significance threshold of $p<0.05$ or $t>1.96$.

improved Employee Performance ($\beta=0.46, p<0.001$), highlighting its role as a key mediating factor in the relationship between emotional intelligence and performance outcomes.

4.2.4 Indirect Effects

The mediating role of Innovative Work Behavior in the relationship between Emotional Intelligence and Employee Performance was tested. Table 4 provides the results.

Table 5: Indirect Effects

Path	Indirect Effect	t-Statistic	p-Value	Result
Emotional Intelligence → IWB → EP	0.35	4.89	< 0.001	Significant

The findings indicate that Innovative Work Behavior significantly mediates the relationship between Emotional Intelligence and Employee Performance ($\beta=0.35, p<0.001$), demonstrating that employees with high emotional intelligence are more likely to engage in innovative behaviors, which in turn enhance their overall performance. This mediation effect underscores the pivotal role of innovation as a pathway through which emotional intelligence contributes to improved outcomes in the public sector.

DISCUSSION

The Role of Emotional Intelligence in Innovative Work Behavior

The results reveal that Emotional Intelligence (EI) significantly influences Innovative Work Behavior (IWB), supporting previous research that highlights how individuals with high EI are better at

managing emotions, fostering creativity, and adapting to change—all of which are critical for innovation. Employees with strong EI are more inclined to explore novel solutions, collaborate effectively, and implement innovative practices within their organizations. Emotional intelligence plays a vital role in recognizing and managing both personal and others' emotions, which facilitates the development of innovative behaviors. Empirical studies consistently show a significant positive relationship between EI and IWB, indicating that individuals with higher EI are more likely to engage in innovation-related activities [25], [26]. In sectors such as healthcare, EI has been identified as a precursor to innovation performance, with IWB acting as a mediator in this relationship [27].

The mechanisms through which EI influences innovation include enhanced creativity, greater willingness to take risks, and better adaptability—all of which are essential in rapidly changing environments. High-EI individuals are typically more equipped to cope with technological advancements and unforeseen challenges, thereby fostering a workplace culture that supports innovation [27]. Moreover, EI facilitates the sharing of tacit knowledge, which significantly promotes innovative behavior within teams [26]. On an organizational level, cultivating EI among employees contributes to the formation of a collaborative and innovation-driven culture. Research shows that EI positively correlates with innovation outcomes, with specific EI dimensions influencing how effectively new ideas are generated and implemented [28], [29]. These findings have important practical implications: implementing EI training programs can be a strategic approach to building a more innovative, adaptive, and responsive public sector workforce.

The Direct Effect of Emotional Intelligence on Employee Performance

The study confirms that Emotional Intelligence (EI) has a significant positive impact on employee performance, particularly within the public sector. Government employees with higher EI are better equipped to manage interpersonal relationships, cope with stress, and sustain motivation, all of which contribute to improved task and contextual performance. This supports the view that EI is a vital soft skill for enhancing workplace efficiency and effectiveness. Various studies reinforce this relationship, emphasizing that the ability to understand and regulate emotions not only supports individual well-being but also fosters a more collaborative, resilient, and productive work environment. EI enhances employees' capacity to remain composed under pressure, manage workloads, and navigate interpersonal challenges—skills essential in high-demand public service settings [30], [31].

Key mechanisms through which EI influences performance include stress management, interpersonal effectiveness, and intrinsic motivation. Employees with high EI manage pressure more effectively and demonstrate stronger collaboration and task completion (Shah & Sah, 2024), while also showing reduced burnout when faced with job demands (Mokhtar & Krishnan, 2023). Self-motivation, a core dimension of EI, is a strong predictor of performance, particularly among civil servants, as it drives goal-oriented behavior and sustained productivity [5]. Moreover, EI mediates the relationship between motivation, compensation, satisfaction, and work climate, amplifying overall performance [32]. Organizations that invest in developing EI through workshops and training experience improvements in workplace dynamics and interpersonal relationships, which lead to enhanced organizational outcomes [16]. For policymakers and managers, integrating EI-focused tools into recruitment and professional development strategies is a practical step toward cultivating a high-performing and emotionally intelligent workforce.

The Role of Innovative Work Behavior in Employee Performance

Innovative Work Behavior (IWB) was found to have a significant positive effect on employee performance. Employees who engage in behaviors such as problem-solving, idea generation, and process improvement tend to perform better and contribute more effectively to organizational success. This finding aligns with existing literature emphasizing the strategic role of innovation in enhancing productivity and achieving institutional objectives. A key driver of this relationship is organizational culture; a supportive and innovation-friendly culture serves as a catalyst for IWB, which in turn boosts performance [33], [34]. Furthermore, IWB mediates the relationship between organizational culture and performance, indicating that cultivating a culture of innovation directly contributes to improved employee outcomes [34].

In addition to culture, technology—particularly Artificial Intelligence (AI)—also plays a critical role in fostering innovative behaviors. AI has been shown to positively influence both IWB and job performance, primarily by enhancing motivation and enabling employees to explore creative solutions. This effect is further strengthened by interpersonal trust, which mediates the relationship between AI use and innovation outcomes [35]. Empirical findings reveal strong influence coefficients (0.305 for IWB and 0.520 for performance), underscoring the transformative potential of technology in the workplace. Additionally, managerial support significantly shapes the effectiveness of IWB; while IWB positively influences performance, its impact can be moderated by the quality of leadership. Supportive management can enhance or even substitute the effects of IWB, reinforcing the importance of leadership in maximizing innovation benefits [36]. Therefore, fostering a work environment that rewards creativity and supports innovation is crucial, especially in public sector institutions aiming to improve service delivery and operational excellence.

Mediating Role of Innovative Work Behavior

Innovative Work Behavior (IWB) mediates the relationship between Emotional Intelligence (EI) and Employee Performance, highlighting the mechanism through which EI indirectly influences performance outcomes. Employees with high EI are not only capable of managing their own emotions and understanding others', but are also more inclined to engage in innovative behaviors such as idea generation, problem-solving, and collaboration. These behaviors contribute significantly to improved job performance. EI acts as a catalyst that enables employees to navigate complex situations and embrace change, thereby fostering innovation [27]. Furthermore, emotionally intelligent employees help create a collaborative environment conducive to sustaining innovation within organizations [28], illustrating how EI sets the stage for IWB to thrive.

The mediating role of IWB strengthens the impact of EI on performance by bridging emotional regulation with actionable creativity and problem-solving. IWB enhances an employee's ability to tackle new challenges and seize opportunities, thereby boosting innovation performance [27]. This relationship is supported by studies showing that EI leads to better innovation outcomes when it is translated into innovative behaviors [28]. Additionally, the connection between EI, IWB, and performance is further amplified within organizations that promote an innovative culture. Leaders with high EI play a key role in cultivating such a culture, reinforcing both individual and collective performance [37]. Research also demonstrates that combining EI with a culture of innovation significantly enhances employee performance [37]. These findings underscore the synergistic relationship between EI and IWB, suggesting that organizations should invest in integrated development programs to strengthen both competencies for optimal performance outcomes.

Contributions to Theory and Practice

This study offers both theoretical and practical contributions. Theoretically, it reinforces existing frameworks on the role of Emotional Intelligence (EI) in promoting innovation and enhancing employee performance, while also introducing the mediating role of Innovative Work Behavior (IWB) to provide a deeper understanding of the interaction between these constructs within public sector contexts. Practically, the findings present actionable insights for government institutions; by prioritizing the development of EI and fostering IWB, policymakers and organizational leaders can design targeted interventions that enhance performance, stimulate innovation, and improve overall organizational effectiveness.

Implications for Government Employees in Indonesia

In the context of Indonesia's public sector, the findings indicate that fostering Emotional Intelligence (EI) and Innovative Work Behavior (IWB) can substantially enhance employee performance. Considering

the dynamic and complex challenges faced by government institutions, these results highlight the importance of implementing targeted strategies to develop these competencies. Investing in EI development, promoting a supportive culture of innovation, and acknowledging employees' innovative contributions are crucial steps toward enabling public servants to meet the evolving demands of governance and improve the quality of public service delivery in Indonesia.

Limitations and Future Research

Despite its valuable contributions, this study has several limitations. First, the relatively small sample size of 100 respondents may limit the generalizability of the findings, suggesting that future research should involve larger samples across various government agencies. Second, the cross-sectional design restricts the ability to draw causal inferences; therefore, longitudinal studies are recommended to examine the dynamics of the relationships over time. Third, since the study focuses specifically on Indonesian government employees, the findings may not be directly applicable to other sectors or geographic contexts. Comparative studies across different sectors and countries are encouraged to provide a broader and more comprehensive understanding of the interplay between Emotional Intelligence, Innovative Work Behavior, and employee performance.

5. CONCLUSION

This study provides empirical evidence on the critical role of Emotional Intelligence (EI) and Innovative Work Behavior (IWB) in enhancing Employee Performance (EP) among government employees in Indonesia. The findings reveal that EI significantly influences both IWB and EP, positioning it as a foundational capability for workplace effectiveness. Additionally, IWB directly contributes to improved employee performance, underscoring the strategic importance of fostering creativity and innovation within public institutions. Notably, IWB also mediates the relationship between EI and EP, illustrating how emotional competencies are translated into concrete performance outcomes through innovative behaviors. These insights highlight the urgency for public sector organizations to invest in EI development and cultivate innovation-friendly environments to boost performance and adaptability in response to modern governance challenges. To strengthen the generalizability of these results, future research is encouraged to examine these relationships across broader populations, diverse organizational settings, and different cultural contexts.

REFERENCES

- [1] A. V. Edward and A. Frinaldi, "Pengaruh Budaya Organisasi terhadap Penciptaan Perilaku Inovatif dalam Meningkatkan Kinerja Organisasi Publik," *Polyscopia*, vol. 1, no. 3, pp. 62–68, 2024.
- [2] U. Pribadi, M. Iqbal, and M. S. Aisyah, "Factors Affecting The Innovative Behavior Of Government Employees," *J. Local Gov. Issues*, vol. 5, no. 2, pp. 97–113, 2022.
- [3] N. T. H. Nguyen, D. Nguyen, N. Vo, and L. T. Tuan, "Fostering public sector employees' innovative behavior: the roles of servant leadership, public service motivation, and learning goal orientation," *Adm. Soc.*, vol. 55, no. 1, pp. 30–63, 2023.
- [4] K. Nijenhuis, "Impact factors for innovative work behavior in the public sector: The case of the Dutch Fire Department." University of Twente, 2015.
- [5] N. D. Yusoff, S. Zulkafli, A. Jahya, and A. I. Iskandar, "Unraveling the Link between Emotional Intelligence and Work Performance: Public Sector Evidence".
- [6] F. Hassan, S. M. Sharip, S. S. Ibrahim, M. Awang, and M. A. M. Fadzil, "An Analysis of Civil Staff Members' Emotional Intelligence on A Systematic Review," *Asian J. Behav. Sci.*, vol. 4, no. 3, pp. 1–12, 2022.
- [7] B. Arora, "Importance of emotional intelligence in the workplace," *Int. J. Eng. Appl. Sci.*, vol. 4, no. 4, p. 257492, 2017.
- [8] K. Desti and R. Shanthi, "A study on emotional intelligence at work place," *Eur. J. Bus. Manag.*, vol. 7, pp. 147–154, 2015.
- [9] M. Kardina and A. Frinaldi, "Inovasi budaya organisasi publik untuk meningkatkan kinerja pelayanan publik di Indonesia," *Al-Diyas*, vol. 3, no. 2, pp. 626–634, 2024.
- [10] J. Saragih, "Leadership And Public Service: Analyzing The Impact Of Village Heads In Rural Governance," *Komitmen*

- J. Ilm. Manaj.*, vol. 5, no. 1, pp. 95–107, 2024.
- [11] R. Akbar and A. Bayu Santoso, "Revolutionizing Performance: A Groundbreaking Study on Enhancing Government Efficiency in Indonesia." 2024.
 - [12] F. Asteriniah and D. C. Hestiriniah, "Transforming Governance in Indonesia: Exploring New Frontiers in Public Sector Management," *J. Ilm. Ilmu Adm. Publik J. Pemikir. dan Penelit. Adm. Publik*, vol. 13, no. 2, pp. 739–746, 2023.
 - [13] Y. Adi, "Bureaucratic Reform to the improvement of public services Challenges for Indonesia," *Publikauma J. Adm. Publik Univ. Medan Area*, vol. 6, no. 1, pp. 15–29, 2018.
 - [14] R. Hamulić, A. Bajrić, M. Sivić, and A. Bajrić, "The importance of emotional intelligence in the management of stress at work," *Scr. Med. (Brno)*, vol. 55, no. 6, pp. 793–800, 2024.
 - [15] D. H. Mrisho and S. Mseti, "Emotional intelligence: Concept, theoretical perspectives and its relevance on job performance," *East African J. Interdiscip. Stud.*, vol. 7, no. 1, pp. 28–37, 2024.
 - [16] K. Ramandeep, P. Surjit Kaur, and B. Amandeep Kaur, "Analysis of A Conceptual Framework of John Holland's Theory of Career Satisfaction," *Medico-Legal Updat.*, vol. 21, no. 3, 2021.
 - [17] H. Antonopoulou, "The value of emotional intelligence: Self-awareness, self-regulation, motivation, and empathy as key components," *Tech. Educ. Humanit.*, vol. 8, pp. 78–92, 2024.
 - [18] E. Kousina, "Innovative work behaviour and innovation in the public sector: an individual differences-, leadership-, and contextual-perspective." *Οικονομικό Πανεπιστήμιο Αθηνών. Σχολή Διοίκησης Επιχειρήσεων. Τμήμα ...*, 2023.
 - [19] R. Rachmawati, "How internal and organizational factors influence employees' innovative behavior," in *Understanding Digital Industry*, Routledge, 2020, pp. 90–93.
 - [20] R. R. Tico, Y. Adam, A. Amiruddin, and A. Ariawan, "Pengaruh Perilaku Kerja Inovatif terhadap Kinerja Pegawai pada Dinas Kependudukan dan Catatan Sipil Kota Gorontalo," *J. Technopreneursh. Econ. Bus. Rev.*, vol. 4, no. 2, pp. 55–65, 2023.
 - [21] S. Alqarni, H. Hamsan, R. Rasdi, and H. Rahman, "A Systematic Literature Review on Job Performance in Diverse Organizations from 2010 to 2023," *Int. J. Acad. Res. Bus. Soc. Sci.* <https://doi.org/10.6007/ijarbs/v13-i18/19960>, 2023.
 - [22] X. Xin, X. Yu, L. Gao, T. Liu, and N. Luo, "A new lens of how inclusive leadership affects employee innovation performance: the combined role of leader–employee job crafting," *Curr. Psychol.*, vol. 43, no. 38, pp. 30402–30416, 2024.
 - [23] 罗正学和苗丹民, "工作绩效预测研究述评." 2005.
 - [24] M.-Á. García-Madurga and A.-J. Grilló-Méndez, "Artificial Intelligence in the Tourism Industry: An Overview of Reviews," *Administrative Sciences*, vol. 13, no. 8, 2023. doi: 10.3390/admsci13080172.
 - [25] P. K. Bii, "The mediating role of transformational Leadership Style on the Relationship between Emotional Intelligence and innovative work behavior," *J. Emerg. Trends Econ. Manag. Sci.*, vol. 15, no. 2, pp. 84–91, 2024.
 - [26] R. Oyadiwa, "Effect of emotional intelligence to innovative work behavior of employees mediated with tacit knowledge sharing in education department of Aceh," *J. Kawistara*, vol. 12, no. 1, pp. 49–63, 2022.
 - [27] R. H. Binsaeed, Z. Yousaf, A. Grigorescu, E. Condrea, and A. A. Nassani, "Emotional intelligence, innovative work behavior, and cultural intelligence reflection on innovation performance in the healthcare industry," *Brain Sci.*, vol. 13, no. 7, p. 1071, 2023.
 - [28] N. F. Andrabi and R. A. Rainayee, "Emotional intelligence and innovative work behaviour: A review," *Int. J. Eng. Manag. Res.*, vol. 10, 2020.
 - [29] M. Tajpour, F. Moradi, and N. Moradi, "Identify the impact of emotional intelligence on corporate entrepreneurship," *Int. J. Manag. IT Eng.*, vol. 5, no. 11, pp. 66–75, 2015.
 - [30] B. Shah and S. Kiran, "The impact of emotional intelligence in the workplace on productivity," *Int. J. Bus. Manag. Invent.*, vol. 13, no. 10, pp. 69–76, 2024.
 - [31] N. Mokhtar and R. Krishnan, "A proposed framework for the relationship between emotional intelligence and Employee's performance: mediating role of job demand," *Informat Manag. Bus Rev*, vol. 15, pp. 200–207, 2023.
 - [32] A. T. Hendrawijaya, T. A. Gumanti, S. Sasongko, and Z. Puspitaningtyas, "The mediating role of emotional intelligence in the employees performance," *Probl. Perspect. Manag.*, vol. 16, no. 1, pp. 145–154, 2018.
 - [33] F. Sanusi, "IMPROVING EMPLOYEE PERFORMANCE THROUGH INNOVATIVE WORK BEHAVIOR.," *J. Syntax Lit.*, vol. 7, no. 5, 2022.
 - [34] I. W. G. Sarmawa, I. A. O. Martini, I. Sugianingrat, A. A. D. Widyani, and N. K. Karwini, "Innovative Work Performance as Mediation Organizational Culture On Employee Performance," *J. Econ.*, vol. 18, no. 2, pp. 186–203, 2022.
 - [35] A. Salam, "Navigating the digital landscape: Exploring the interplay of digital leadership, e-learning anxiety, and innovative behavior," *J. Digit. Inf. Syst.*, vol. 3, no. 1, pp. 32–46, 2023.
 - [36] C. C. Middelkoop, "How does innovative work behavior of employees affect their individual job performance?" University of Twente, 2016.
 - [37] A. Rizwi and S. Lokuliyana, "Driving Innovative Culture with Emotional Intelligence," in *2023 3rd International Conference on Advanced Research in Computing (ICARC)*, IEEE, 2023, pp. 304–309.