

## The Effect of Empowerment and Emotional Intelligence on Innovation in Civil Servants

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#### ABSTRACT

This research aims to find out how the effect of empowerment and emotional intelligence is partially on innovation in civil servants. The civil servants used in this study were BPJS employees with a total sample of 110 respondents. The results of this study indicate that there is a positive and significant effect of empowerment on innovation. Emotional intelligence also has a positive and significant influence on innovation. The findings of this study indicate that emotional intelligence has the greatest influence compared to empowerment on employee innovation at BPJS. Suggestions for BPJS and further researchers are presented in this study.

**Keywords:** BPJS, Emotional Intelligence, Empowerment, Innovation



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## **INTRODUCTION**

Innovation is not a novel concept. It is maybe as old as humans. There appears to be something intrinsically "human" about the desire to consider new and better methods of doing things and put them into practice. Despite its evident significance, innovation has not always gotten the scholarly attention it merits. Students of long-run economic development, for example, used to focus on issues such as capital accumulation or market functioning rather than innovation. This is beginning to change (Fagerberg, 2006). Innovation is one of the duties that every civil servant in Indonesia must have. Civil servants who have high innovation will help their organizations, especially their ministries and institutions, to achieve high performance. One of the Social Security Administering Bodies (BPJS) in Indonesia is a public legal entity that is directly responsible to the president and has the duty to organize national health insurance for all Indonesian people. At the national level, Article 28 H paragraph (1) of the 1945 Constitution states that everyone has the right to live in physical and spiritual prosperity, to have a place to live, to have a good and healthy environment and to receive health services. This is recognized by countries where health is the biggest capital for achieving prosperity, so that improving health services is the basis for investment in human resources in order to achieve a prosperous society.

According to the provisions of RI Law No. 36 of 2009 concerning health, health is a healthy state, both physically, mentally, spiritually and socially which enables everyone to live productively socially and economically. This basis is the guideline for BPJS in providing health services to the community. As civil servants, BPJS is expected to have high innovation so that they can provide the best public services for the people of Indonesia. Employees who have high innovation characteristics will be seen when they are effective and productive in making decisions. This innovative behavior is often known as innovative work behavior. One of the efforts made by BPJS is to provide empowerment to employees to want to encourage innovation that appears to employees. This is in line with the research of Javed, Abdullah, Zaffar, ul Haque, & Rubab (2018) which proves that innovative behavior is due to psychological empowerment. Empowerment is not only strengthening individuals (individuals), but also institutions (systems and structures), institutional renewal, instilling values, the role of the community in it, especially in decision-making and planning, and is a culture of democracy, as well as advocacy/defense the weak against the strong and unfair competition.

Empowerment is important for BPJS employees because it is suspected that it can lead to employee innovation behavior. Even though in practice BPJS has provided training, and development, and sometimes provides additional tasks and authority for employees, this has not been measurable to increase the occurrence of employee innovative behavior. BPJS, which is a public legal entity, certainly receives various consumers every day. The intended consumers are not only external (public / BPJS consumers), but also internal consumers, namely co-workers. with various scopes of work that are busy every day, it requires emotional intelligence for BPJS employees. So they remain calm, patient and provide their best service for consumers. Research by Alzoubi & Aziz (2021) states that emotional intelligence is one of the key factors in creating harmony between employees. The ability to identify and analyze emotions in faces, photographs, sounds, and cultural artifacts is the first branch of emotional intelligence. It also entails being able to recognize one's own feelings. Perceiving emotions may be the most fundamental part of emotional intelligence, as it allows for all other emotional information processing. The ability to harness emotions to facilitate various cognitive functions, such as thinking and problem solving, is the second branch of emotional intelligence. A hypothetical situation can be used to demonstrate the skills in this branch. Imagine you have a difficult and tiresome assignment that requires deductive thinking and attention to detail in a short

amount of time; would it be preferable to be in a cheerful mood or in a sad mood to complete the task? Being in a little depressed state allows people to work more carefully and methodically. A joyful mood, on the other hand, might foster creative and imaginative thinking.

Emotional intelligence is the ability to recognize and comprehend emotions as a resource of energy and connection in humans (Saragih, Rialdy, & Naiggolan, 2021). The emotional intelligence of an individual may completely utilize his or her fluctuating feelings to best suit the work at hand. Understanding emotions, the third branch of emotional intelligence, is the ability to comprehend emotion language and recognize complex links between feelings. Understanding emotions entails being alert to subtle differences between emotions, such as the difference between pleased and ecstatic. It also includes the ability to perceive and express how emotions change over time, such as how shock can evolve into grief. The ability to manage emotions in ourselves and others constitutes the fourth branch of emotional intelligence. Everyone has experienced moments in their lives when they have temporarily, and sometimes embarrassingly, lost control of their emotions. The fourth branch also involves the ability to manage other people's emotions. An emotionally intelligent politician, for example, might amp up her own rage and use it to deliver a strong speech to incite righteous rage in others. As a result, the emotionally intelligent person can harness and manage emotions, even unpleasant ones, to achieve desired results (Salovey & Grewal, 2005). So that in this study emotional intelligence is proven to have an effect on innovation. Emotional intelligence often gets less attention in management, both in the life of government, political, business, social and educational organizations. The management prioritizes the problem of intellectual intelligence, because intellectual intelligence is considered to be able to solve all problems concerning the organization. This happens generally due to a lack of understanding and lack of awareness of the meaning and importance of emotional intelligence for the growth of an organization. The innovation performance of BPJS employees is increasingly hampered due to increasingly rapid technological developments. Innovation performance has become a serious problem in the technological era (Bongso, Hamidah, & Wibowo, 2020). So that this research focuses on increasing innovation in civil servants at BPJS.

## **LITERATURE REVIEW**

Innovation is certainly very much related to new behavior, ideas, products, or services or the use of technology (Bongso, 2022). When innovation studies first emerged as a distinct field of study in the 1960s, it did so mostly outside of established disciplines and the most prominent universities. Several new research centers and departments were established in the late twentieth/early twenty-first centuries, concentrating on the role of innovation in economic and social development. Many of these are cross-disciplinary in nature, demonstrating the importance of studying innovation from various angles. Several periodicals and professional associations have also been established. The manner in which innovation is organized and localized changes with time, as evidenced by study in the field of economic history. Normally, a distinction is drawn between invention and innovation. Invention is the first occurrence of a new product or process idea, whereas innovation is the first attempt to put it into effect. In certain cases, invention and innovation are so inextricably intertwined that it is difficult to tell one from the other (biotechnology, for example). However, in many circumstances, there is a significant time gap between the two. A lag of several decades or more is not uncommon. Such gaps reflect the various requirements for developing and implementing ideas. While inventions can happen anywhere, such as colleges, innovations happen largely in businesses, however they can also happen in other sorts of institutions, such as public hospitals. To

transform an idea into an innovation, a company must typically integrate multiple forms of information, competencies, skills, and resources (Fagerberg, 2006).

Innovation is not only related to products, but also services, systems, or processes. Innovation as an outcome emphasizes what output is sought, including product innovation, process innovation, marketing innovation, business model innovation, supply chain innovation, and organizational innovation. Innovation as a process attends to the way in which innovation should be organized so that outcomes can come to fruition; this includes an overall innovation process and a new product development process (Kahn, 2018). Innovation will help companies to achieve business development and high performance. So many companies continue to strive to be innovative companies. Of course, an innovative company will not occur if it does not have adequate or innovative human resources as well. Innovative employees are certainly needed by companies to gain competitive advantage. With a competitive advantage in the innovation aspect, the company will provide boundaries like a new company or an existing competitor. Innovation in this study focuses on employee innovation behavior. Various studies have shown the effect of empowerment on innovation (Cakar & Erturk, 2010; Singh & Sarkar, 2012). Previous research showed that there is a positive and significant effect of empowerment on innovation. Empowerment is defined as the extension of people's abilities to make strategic life choices in contexts in which these abilities were previously denied to them. According to Rue, Ibrahim and Byars (2016) that empowerment is a form of decentralization that involves giving subordinates substantial authority to make decisions. Empowerment is a form of decentralization that involves subordinates granting great authority to make decisions. Empowerment helps eliminate conditions that lead to powerlessness while increasing employees' sense of accomplishment. Empowerment is the authority of the employee to overcome the situation and enable him to take control of the problems that arise. Empowerment aims to create a psychological presence for individuals to want to develop and do innovative things. This empowerment is usually given by the organization and must be considered by superiors and Human Resource Management. So that giving empowerment to employees will be appropriate and according to their needs.

The term "empowerment" is commonly used to refer to a type of employee involvement project that became popular in the 1980s and focused on task-based involvement and behavioral change. Unlike industrial democracy, there is no concept of workers having a say: businesses determine whether and how to empower employees. While there is a wide range of empowerment programs and initiatives, and they vary in terms of the amount of power that employees actually exercise, most are purposefully designed not to give workers a significant role in decision-making, but rather to secure an increased employee contribution to the organization (Wilkinson, 1998). One major issue in this discipline is that practitioners and academics alike have interpreted the term empowerment very loosely. At its most basic, empowerment would relate to the transfer of power, but empowerment is usually viewed as a type of employee involvement, developed by management, and meant to generate dedication and boost employee contributions to the organization.

Empowerment is also given to find the next leader candidate. So that it will help the company to find members who are worthy and able to become top leaders. Of course there needs to be a role for all stakeholders in identifying potential individuals. Companies need to give all employees the opportunity to get empowerment. Although maybe the scale and scope of empowerment are different. Empowerment can also be related to psychological aspects. Personal empowerment, responsibility, accountability, and shared risk-taking must all be incorporated into workplace empowerment. Empowerment can be explored by applying ideas from organizational and social

psychology theory. A significant organizational study has been founded on Kanter's in 1995, which suggests that the attributes of the leader influence access to opportunity, resources, knowledge, and support through empowering people to complete tasks. Employees who enjoy the information they need to do their jobs, resources in the form of rewards, support in the form of feedback from their superiors and peers, and the opportunity to develop their knowledge and skills in their work environment are empowered and capable of achieving organizational goals.

This research has various ramifications. First, the study improved our understanding of the relationships between EI and empowerment. The interaction between leaders' emotions and satisfying the emotional needs of subordinates influenced their ability to generate quality workplace conditions. As a result, understanding leaders' EI characteristics may build a change culture that emotionally influences subordinates to accomplish more than would typically be expected, especially in a climate of organizational transition. According to academics, EI leaders can more effectively traverse the environment and stimulate and activate positive emotions in others to support workplace creativity (Udod, Hammond-Collins, & Jenkins, 2020). Empowerment is not a one-time "event," but rather a dynamic evolving process including the management, individual, and team (Pastor, 1996). A team and its manager function at five separate levels or phases of autonomy and empowerment. In the first stage, the manager makes decisions and notifies the staff. This may appear basic and apparent, but all too frequently, managers function on a pre-stage one level, making choices without informing the team. Stage two: The manager solicits opinions from the team, makes decisions based on those proposals, and tells the team. Stage three: The manager and the team thoroughly discuss the situation; management solicits solutions and input from the team (which may or may not be implemented); management makes decisions and tells the team. Stage four: This stage continues to strengthen the relationship, and decisions are made collaboratively by management and the team. Stage five: The manager delegated decision-making to the team in stage five. The team functions totally autonomously, making critical decisions about which they may or may not inform management.

Another factors than empowerment that can be cause to innovation is emotional intelligence. The term emotional intelligence has become an interesting phenomenon in the world of education to professionals. The emotional intelligence framework organizes the current individual differences in literature on affective information processing and adaptation. Many intellectual difficulties incorporate emotional information that must be handled; this processing may differ from non-emotional information processing. Emotional intelligence may have been called "emotional competence," but we selected intelligence to connect our theory to historical intelligence literature (Mayer & Salovey, 1993). Emotional education is not only needed by employees but also for all individuals or people. Previous researchers have shown that there is a significant and positive effect of emotional intelligence on innovation (Yang, Diaz, & Hsu, 2021; Tu, Guo, Hatcher, & Kaufman, 2018). Intelligence refers to one's ability to absorb abstractions, but rationality refers to how one employs one's mind in practice. Empowerment has been extensively researched in fields such as education, philosophy, social work, business, and nursing. Empowerment is perceived as either a process or a result. In a broad sense, it is the process by which individuals, organizations, and communities obtain power. As a result, empowerment indicates a trait or property possessed by a nurse, allowing them to exert control over their surroundings. The emphasis of empowerment as an outcome is on solutions rather than issues. At the community level, empowerment is defined as people working together to achieve common goals. In the literature on empowerment and community, there are two fundamental assumptions. To begin, everyone has the potential to become empowered. Second, it is assumed that empowered communities

emerge from empowered individuals collaborating to achieve a common objective for the community. Building relationships within the community is essential for successful empowerment.

A sensible person considers facts and utilizes reasoning and logic to obtain conclusions. A person might be both intelligent and illogical. A person's thinking, for example, may be influenced by emotions, and they may be unable to discriminate between what they feel and what they can establish to be real (Locke, 2005). The notion of EI has now become so broad and the components so diverse that no single concept, no matter what it was called, could possibly cover, or integrate all of them; it is no longer even a comprehensible concept. Reason and emotion are two distinct cognitive processes that serve distinct psychological tasks. To reason is to observe reality from the material offered by the senses, to combine sensory input into conceptions and concepts into principles without contradiction. Reason is the process of acquiring and validating knowledge. It is a conscious mind-guided volitional process. According to McShane and Glinow (2015) emotional intelligence is a set of abilities to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in oneself and others. Emotional intelligence in employees can be seen from the way they work, related to feelings and emotions in the work environment. Emotional intelligence is a set of abilities to understand and express emotions, assimilate emotions in the mind, understand and reason with emotions, and regulate emotions in oneself and others. The intelligence in question is interpersonal intelligence and intrapersonal intelligence. Emotional intelligence is no less important than intellectual intelligence. Someone who has high intellectual intelligence does not necessarily have high emotional intelligence. Many aspects can encourage emotional intelligence, such as environmental factors, religion, and many other factors. Emotional intelligence can place individual emotions in the right proportion, sort out satisfaction and set mood. Mood coordination is the essence of good social relations. In this research, the research question discussed is how the influence of empowerment and emotional intelligence on civil servants at BPJS.

## **RESEARCH METHOD**

In measuring innovation using the Bongso indicator (2022) with 5 statements. Meanwhile, in measuring empowerment using the indicators used in Singh & Sarkar (2012). In the measurement of empowerment indicators that are measured there are 4 statements. Emotional intelligence is also measured by Yang, Diaz, & Hsu (2021). In this study, emotional intelligence uses 5 indicators. This research is a quantitative research using a questionnaire survey to civil servants, especially BPJS employees. The measurement scale on the questionnaire used is the Likert scale. The Likert scale used is 1-5 (strongly disagree – strongly agree). The number of samples studied in this study were 110 BPJS employees. The distribution of the questionnaire was carried out by using a random sampling technique. After the questionnaire was obtained, data tabulation was then carried out and the analytical method was tested using multiple regression. In conducting multiple regression analysis using SPSS tools. After the data is processed, the hypothesis testing will be carried out with the t-test. The basis for making a decision on the t-test is that the t-count value must be greater than 1.98 (N = 110.5% error) and seen from the p-value (sig) it must be less than 0.05.

## RESULTS

There are 2 hypothesis testing conducted in this study. The first hypothesis is the effect of empowerment on innovation. While the second hypothesis is the effect of emotional intelligence on innovation. In testing this hypothesis is done by t-test on the basis of the p.value (sig) must be less than 0.05 (5% research error). The following is the Coefficient Table of the results of this study:

**Table 1.** Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.483	.196		2.447	.017
	Empowerment	.321	.060	.325	6.048	.000
	Emotional Intelligence	.558	.065	.561	8.576	.000

a. Dependent Variable: Innovation

Based on Table 1, the first hypothesis shows that there is a significant effect of empowerment on innovation. These results can be seen in the t-value (6.048) and p.value (0.000). The t-value > 1.98 and p.value (sig) < 0.05. So it can be said that the first hypothesis is accepted. The magnitude of the influence of empowerment on innovation is 0.321. So it can be said that the effect of empowerment on innovation is positive. If empowerment increases, it will increase BPJS employee innovation. The second hypothesis is also accepted in this study. Emotional intelligence has a t-value of 8.576 which means > 1.98 and a p.value (sig) of 0.000 < 0.05. So the results obtained that emotional intelligence has a significant effect on innovation. The influence of emotional intelligence is 0.558, which means it has a positive influence. So that if the employee's emotional intelligence is high, it will increase innovation in BPJS employees.

## DISCUSSION

Based on the results of hypothesis testing, it is found that empowerment can affect innovation. These results are consistent with research conducted by Burpitt & Bigoness (1997). The behavior of employees who are given freedom by their organization or company will be more courageous in developing solutions to the problems they face. Another positive impact of empowerment will be the employees' efforts to work and provide the best service for clients, up to their initiation of changes or new projects. Empowerment is one of the managerial techniques related to process development for employees to progress (Chang & Liu, 2008). Empowerment can be seen cognitively, such as for example the existence of legitimacy, power-sharing, competence, to various other aspects of empowerment that can be given by leaders to employees in organizations. So that with high empowerment it will create efficiency and innovation so that later it will bring productivity to the company. The results of Chang & Liu's (2008) research are in line with this study, namely proving that there is an effect of empowerment on innovation. In an effort to increase empowerment in BPJS, companies need to look at the psychological aspect. This is due to several indicators that have the lowest average value. The psychological aspect of empowerment is often known as psychological empowerment. Psychological empowerment is related to individual level analysis of personal control, being proactive in life, to understanding the environment based on sociopolitical aspects. So that BPJS needs to increase the psychological empowerment of employees. So that later the skills and desires of employees to want to

have the characteristics of an innovative person. Apart from empowerment, this research also provides evidence that emotional intelligence can have a positive and significant effect on innovation. The results of this study are in line with research conducted by Yang, Diaz, & Hsu (2021). Based on the measurement results, emotion awareness is an indicator that BPJS employees need to pay attention to. This is because it has the lowest average value compared to other indicators. Emotion awareness relates to how an individual is aware that their condition is related to the psyche which will later be related to an action. The results of research conducted by Yang (2016) are also in line with this study, namely proving that there is an influence of emotional intelligence on innovation in China. Emotional intelligence in Yang's research (2016) also uses several indicators such as self-awareness, self-regulation, motivation, empathy and social skills. This research also proves that emotional intelligence can have a positive and significant effect on innovation. However, this study provides a suggestion that it is necessary to increase the amount of data or respondents or add other variables that are thought to influence innovation.

### **CONCLUSION**

The conclusion in this study proves that there is a partial effect of empowerment and emotional intelligence on innovation. Empowerment has a significant and positive influence on innovation. However, the biggest influence on innovation in this study is emotional intelligence. Emotional intelligence in this study also proved to have a significant effect on innovation. Future researchers are expected to be able to test again using the same research model. This is because empowerment and emotional intelligence are proven to influence innovation. However, the magnitude of the influence or results of this study may not necessarily be able to generalize to other civil servants. This is due to research limitations. BPJS must be able to focus on efforts to increase emotional intelligence and relate to psychological empowerment. So that later employees want to be active in innovating. Based on the psychological aspect of empowerment, BPJS must consider delegation, orders or policies from superiors that give more authority to employees so that they feel valued. Emotional awareness is one of the concerns that BPJS needs to pay attention to. Emotional awareness can be carried out by providing counseling or training regarding the importance of mental health for all BPJS employees.

### **LIMITATION**

This research only focuses on civil servants, especially in BPJS. Researchers only focus on empowerment and emotional intelligence in predicting innovation in BPJS.

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### **DECLARATION OF CONFLICTING INTERESTS**

The authors state that there is no conflict of interest in this study. This research was only conducted to contribute knowledge in management.

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