

HOW DIGITAL LEADERSHIP AND ORGANIZATIONAL SUPPORT INFLUENCE INNOVATIVE WORK BEHAVIOUR: THE MEDIATING EFFECT OF EMOTIONAL INTELLIGENCE

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Abstract

Efforts to create innovative employee behaviour increasingly depend on the quality of leadership and the psychological condition of individuals in the modern work environment. This study aims to analyse the role of digital leadership and organizational support in shaping innovative work behaviour, with emotional intelligence mediation variables in the microfinance institution sector. The quantitative approach is used through the distribution of questionnaires to respondents who work in microfinance institutions, with a total of 192 respondents. The analysis was conducted using Structural Equation Modelling (SEM) to test the relationship between variables and identify the role of emotional intelligence. The results show that digital leadership contributes positively to innovative work behaviour and significantly increases the emotional intelligence of employees. Organizational support has been shown to increase emotional intelligence, but has no direct effect on innovative work behaviour. In addition, emotional intelligence has a significant mediating role in the relationship between digital leadership and innovative work behaviour as well as between organizational support and innovative work behaviour. These findings confirm that employee emotional readiness is a key factor in maximizing the benefits of organizational digitization. The study provides theoretical contributions on the psychological mechanisms that drive innovation, while offering practical recommendations for organizations to strengthen digital leadership competencies, job support, and emotional intelligence to drive sustainable innovation.

Keywords: *Digital Leadership, Organization Support, Emotional Intellegence, Innovative Work Behaviour*

1. INTRODUCTION

The development of digital technology globally has driven major changes in leadership patterns and organizational governance (Bagis et al., 2025). Microfinance institutions are one of the sectors most impacted by technological advances such as Artificial Intelligence (AI), Big Data Analytics, Cloud Computing, and Financial Technology (FinTech), which encourage microfinance institutions to improve operational efficiency, service quality, and competitiveness (Erhan et al., 2022). This change demands the presence of a new form of leadership that is able to combine technological competencies with managerial and social skills Bagis et al., (2025) This form of leadership is known as digital leadership, namely the ability of leaders to direct and integrate the digitalization process into the strategy and culture of the organization (Afsar and Umrani., 2020) .

In the microfinance sector, digitalization has become a crucial foundation through the implementation of mobile banking, core banking systems, digital customer service, digital financing applications, and the use of data analytics for risk mitigation. However, the success of digitalization does not only depend on technological infrastructure, but is also largely determined

by the ability of leaders to direct change, encourage collaboration, and shape innovative employee behaviour. In the era of digital transformation, employee innovative behaviour is a strategic element heavily influenced by digital leadership, as digital leaders are able to create a work environment open to experimentation, learning, and the creative use of technology (Bagis et al., 2025)

The digital transformation of microfinance institutions is driven by regulations such as the 2025 Indonesian Payment System Blueprint (BSPI), the Indonesian Banking Development Roadmap, and the acceleration of the digitalization of microfinance institutions. Conventional private banks are competing to strengthen digital innovation through cashless services, API integration, and digital risk management. On the other hand, many microfinance institutions have begun to adopt financial information systems, member applications, and digitalization of financing services, although they still face obstacles such as limited digital human resources, technological gaps, and resistance to change. These conditions indicate that the success of digital transformation depends not only on the availability of infrastructure, but also on the quality of leadership and readiness of human resources (Bagis et al., 2025). In the context of microfinance institutions, the challenges of digitalization are not only technical but also psychological. Changes in work systems, service automation, and the use of digital platforms require employees to continuously learn, adapt their behaviour, and manage work pressure. This situation emphasizes that the success of digital transformation must be supported by employees' emotional abilities to adapt, collaborate, and innovate.

To understand the relationship between leadership, organizational support, and individual adaptive capacity in the digital era, this study is based on Bandura's (1997) Social Learning Theory (Bandura 1997). This theory explains that individuals learn through observing the behaviour of others, then imitating and adapting that behaviour according to their social context. In the context of digital organizations, leaders act as behavioural models that employees emulate in innovating, collaborating, and adapting to change (Afsar and Umrani, 2020; Erhan et al., 2022). Digital leadership is seen as a strategic factor that encourages innovative work behaviour by creating a collaborative, adaptive, and learning-based work culture, so that employees are encouraged to generate, develop, and implement new ideas continuously (Ahmed et al., 2024). Innovative work behaviour does not emerge spontaneously, but is influenced by various organizational factors such as digital leadership, as well as the support provided by the organization to employees (Aulia and Anshori, 2022). Thus, digital leadership is expected to foster innovative work behaviour through social learning mechanisms strengthened by organizational support and emotional intelligence.

The relationship between variables in this study can be explained through several empirical views. Digital leadership is believed to encourage innovative work behaviour by creating a work environment that is open to new ideas and digital collaboration (Afsar and Umrani, 2020; Etikariena, 2020). Furthermore, organizational support plays a crucial role in enhancing employees' sense of psychological safety and commitment to change (Dogru, 2018; Nurali, 2021). Psychological factors such as emotional intelligence also contribute to managing stress, understanding social dynamics, and increasing the ability to innovate (Malik, 2022; Oyadiwa, 2022). In the context of digital leadership, emotional intelligence plays a role as the foundation of effective leadership behaviour, because leaders are not only required to master technology, but also be able to build empathy, trust, and healthy interpersonal relationships with employees (Bagis et al., 2019). The relationship between these variables shows that digital leadership and organizational support not only have a direct impact on innovative behaviour, but also indirectly through increasing employee emotional intelligence (AcostaPrado et al., 2022).

Previous research results show inconsistent findings. Hadi et al., (2024) found that digital leadership had no significant effect on innovative work behaviour, while organizational support and emotional intelligence had a positive effect. Conversely, research by Erhan et al., (2022) and Afsar and Umrani (2020) proves that digital leadership has a significant positive influence on innovative work behaviour. In addition, Malik (2022) and Oyadiwa (2022) emphasized that emotional intelligence plays an important role in increasing innovative behaviour through managing emotions and implicit knowledge. The difference in results indicates an empirical gap (research gap) regarding the mechanism of the relationship between variables, especially regarding the mediating role of emotional intelligence and the context of public organizations, which has rarely been researched.

Apart from empirical gaps, there are still contextual gaps because most of the previous research was conducted in the Education sector (Hadi et al., 2024). Meanwhile, research on the microfinance institution sector is still relatively limited, even though this sector has special characteristics such as strict regulations, a hierarchical work culture, a public service orientation, and high data security demands. Therefore, it is necessary to reexamine the relationship model between digital leadership, organizational support, emotional intelligence, and innovative work behaviour in the context of public organizations undergoing digital transformation.

This research is important to be conducted to expand the application of Bandura's (1997) Social Learning Theory in explaining innovative behaviour in the digital financial sector. Empirically, this research contributes to understanding the psychological mechanisms that bridge the influence of digital leadership and organizational support on innovative work behaviour. Practically, the research findings are expected to serve as a foundation for microfinance institutions in strengthening digital leadership competencies and human resource management that is adaptive to technological change.

The purpose of this study is to analyse the influence of digital leadership and organizational support on innovative work behaviour with emotional intelligence as a mediating variable in microfinance institution employees. This study is a replica study of Hadi et al., (2024) which adapts and retests the conceptual model from previous studies in different contexts, organizational characteristics, and research objects, so that it is expected to be able to strengthen the consistency of empirical findings. This research is expected to provide theoretical contributions in the form of developing and testing empirical models in the context of public organizations, as well as practical contributions in the form of recommendations for strategies to increase employee innovation through digital leadership and strengthening organizational support based on emotional intelligence.

2. THEORITICAL REVIEW

Social Learning Theory (SLT)

Bandura's (1997) Social Learning Theory explains that individuals learn through observation and social interaction with their environment. Leaders become models of behaviour that are observed by subordinates. Employees imitate and adapt their behaviour based on observations of the actions, attitudes, and values demonstrated by leaders. In a digital work environment, this social learning process is increasingly important because leaders act as role models for how to adapt to technology, collaborate virtually, and innovate amidst organizational change (Afsar and Umrani, 2020; Erhan et al., 2022). Therefore, this theory becomes the basis for explaining how digital leadership, organizational support, and emotional intelligence contribute to employees' innovative work behaviour through social learning mechanisms in organizations.

Digital Leadership and Innovative Work Behaviour

Digital leadership is a leader's ability to utilize digital technology to direct, inspire, and facilitate change in the work environment (Erhan et al., 2022). Leaders with high digital capabilities are not only able to facilitate digital transformation, but also create a work environment that is adaptive, collaborative, and open to new ideas, thereby encouraging the emergence of innovative work behaviour in employees (Erhan et al., 2022). In the digital era, leaders are not only required to understand technology but also to be able to integrate technology with organizational strategy and collaborative values within the team (Afsar and Umrani, 2020). This leadership style enables leaders to be motivating figures, encourage innovation, and manage organizational change effectively. Based on Bandura's Social Learning Theory Bandura (1997), subordinate behaviour is influenced by observations of their leader's behaviour. Leaders who demonstrate openness to new ideas, the use of digital technology, and the courage to take risks become real examples that employees emulate in innovation. In other words, digital leadership encourages innovative work behaviour through a social learning process, where employees learn from their leaders' adaptive and creative behaviour (Afsar and Umrani, 2020; Etikariena, 2020). Previous research results also support this relationship. Afsar and Umrani (2020) proved that digital-based transformational leadership has a positive influence on innovative work behaviour. Erhan et al., (2022) added that digital leaders are effective in fostering trust and collaboration which leads to increased individual innovation. Similar findings by Etikariena (2020) also indicate that leaders who encourage the use of technology and digital learning will increase employee creativity and innovative ideas.

H1: Digital leadership has a positive influence on innovative work behaviour.

Organizational Support and Innovative Work Behaviour

Organizational support is defined as employees' perceptions that the organization values their contributions and cares about their well-being (Nurali, 2021). This form of support can take the form of attention to psychological well-being, career development opportunities, training, and adequate work facilities. Organizational support fosters a sense of psychological safety and increases intrinsic motivation to innovate (Dogru, 2018; Putri et al., 2021). Organizational support acts as social reinforcement that strengthens innovative behaviour. When organizations reward creative ideas or provide a safe environment for experimentation, employees will be encouraged to continue generating and implementing new ideas (Nurali, 2021). This is in line with Dogru's (2018) research which found that the perception of organizational support has the strongest relationship with innovative work behaviour through increasing the sense of work engagement. Putri et al., (2021) also showed that employees who feel supported tend to be more willing to take initiatives and contribute innovative ideas to the organization.

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

Digital Leadership and Emotional Intelligence

Effective digital leadership focuses not only on technical skills but also on emotional aspects, particularly the ability to understand, manage, and direct one's own emotions and those of subordinates (AcostaPrado et al., 2023). Digital leaders who have high emotional intelligence are able to manage conflict, show empathy, and build harmonious interpersonal relationships amidst the pressures of digital transformation (Hadi et al., 2024). Leaders with a high level of emotional intelligence are able to demonstrate empathy, self-control, and good social awareness, so they can positively influence the behaviour and attitudes of subordinates (Rahmad et al., 2024). According to Social Learning Theory, subordinates learn from the behaviour of their

leaders. When leaders demonstrate empathy, emotional stability, and effective communication, employees will emulate these ways of managing feelings and dealing with change. Thus, digital leadership has the potential to enhance employees' emotional intelligence through the process of social modelling that occurs repeatedly in the workplace Ayalew and Ayenew, (2022) Several studies support this relationship. AcostaPrado and Domíngue et al.,(2023) found that emotional intelligence is a crucial mechanism for bridging leadership effectiveness in achieving organizational goals. Meanwhile, Hadi et al., (2024) confirmed that digital leaders who demonstrate emotional understanding can increase team trust and build a work environment that supports adaptive learning.

H3: Digital leadership has a positive effect on emotional intelligence.

Organizational Support and Emotional Intelligence

Organizational support not only functions as a structural resource but also as psychological support that influences employees' emotional well-being. Gopinath et al., (2021) found that high organizational support strengthens employees' emotional well-being, which then improves their ability to recognize and regulate emotions. Similarly, Ayalew and Ayenew (2022) asserted that when organizations demonstrate empathy and provide space for emotional expression, employees develop higher psychological resilience and emotional intelligence. From the perspective of Bandura's (1997) Social Learning Theory, organizational support acts as a social reinforcement system that reinforces positive behaviours, including emotion management. Employees who feel valued and supported tend to internalize adaptive and empathetic organizational values, thus being better able to manage stress and interact effectively in the workplace.

H4: Organizational support has a positive effect on emotional intelligence.

Emotional Intelligence and Innovative Work Behaviour

Emotional intelligence is an individual's ability to recognize, understand, and manage their own emotions and those of others (Lubadeh, 2020). In organizations, emotional intelligence plays a crucial role in building positive interpersonal relationships, reducing stress, and increasing readiness for innovation (Malik, 2022). Individuals with high emotional intelligence are better able to regulate emotions, maintain focus, and demonstrate perseverance in facing work challenges. Several studies support this relationship Malik (2022) proved that emotional intelligence has a positive influence on innovative work behaviour, especially in knowledge-based organizations. Oyadiwa (2022) also found that emotional intelligence encourages individuals to share knowledge implicitly, which is the basis for the birth of innovative behaviour. The results of Lubadeh (2020) research confirm that leaders with high emotional intelligence are able to create a pleasant work climate, which ultimately increases creativity and innovation in the organization.

H5: Emotional intelligence has a positive influence on innovative work behaviour.

The Mediating Role of Emotional Intelligence

Emotional intelligence plays a crucial role as a psychological mechanism that bridges organizational factors with innovative work behaviour, particularly through its mediating role in enhancing employee innovative performance (Binsaeed et al., 2023). Based on Bandura's (1997) Social Learning Theory, individuals learn through observing and imitating relevant social behaviour. When leaders demonstrate empathy, openness, and the ability to manage emotions, employees imitate these behaviours and internalize them in daily work interactions. his process

strengthens an individual's emotional intelligence which ultimately encourages the emergence of innovative behaviour (AcostaPrado et al., 2023; Afsar and Umrani, 2020). Emotional intelligence plays an important role in strengthening innovative work behaviour, because the ability to manage emotions helps individuals deal with idea rejection, interpersonal conflict, and work pressure that often arise in the innovation process (Binsaeed et al., 2023). Previous research shows that digital leadership can increase innovative behaviour both directly and through increasing emotional intelligence. Malik (2022) and Oyadiwa (2022) emphasized that emotional intelligence acts as a psychological bridge that changes the positive influence of leadership on innovative work behaviour. Empathetic and adaptive digital leaders create a work climate that supports emotional balance, which in turn facilitates the innovation process at the individual level. Thus, emotional intelligence serves as an internal mechanism that strengthens the effect of digital leadership on innovative work behaviour. In addition, organizational support can also influence innovative work behaviour by increasing employee emotional intelligence. Gopinath et al., (2021) explained that emotional and social support from the organization strengthens psychological well-being, improves employees' ability to recognize and regulate emotions, and encourages them to adapt creatively to change. Ayalew and Ayenew (2022) added that a supportive work environment helps individuals develop psychological resilience and interpersonal skills that form the basis of innovative behaviour. Therefore, organizational support not only has a direct impact on innovation, but also indirectly through increased emotional intelligence. Thus, emotional intelligence strengthens the role of leadership and organizational support in encouraging the emergence of sustainable innovative work behaviour (Shafait, 2023).

H6: Emotional intelligence mediates the effect of digital leadership on innovative work behaviour.

H7: Emotional intelligence mediates the effect of organizational support on innovative work behaviour.

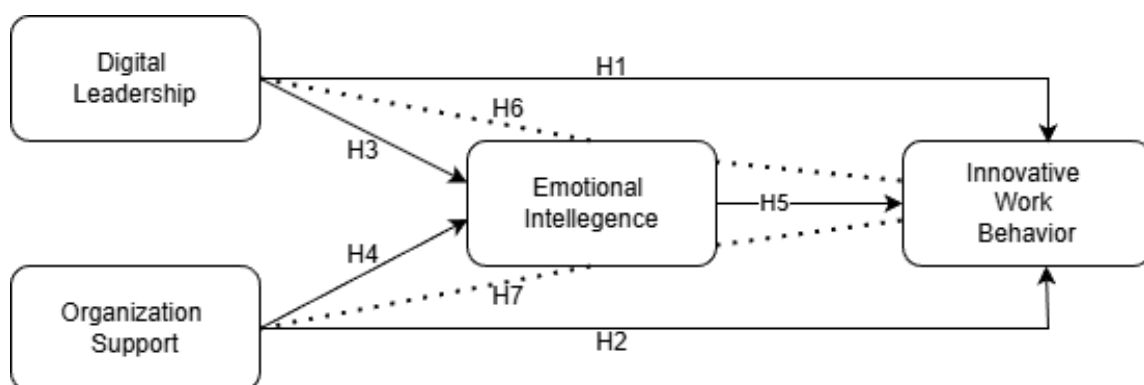


Figure 1. Research Framework

3. METODOLOGY

This study employed quantitative research and replicated a previous study by (Hadi et al., 2024). investigated several factors, including digital leadership, organizational support, emotional intelligence, and innovative work behaviour. The variable indicators used in each statement in the research instrument were adapted and sourced from (Hadi et al., 2024).

This study employed a purposive sampling method Suliyanto (2017) a sampling method that requires researchers to intentionally select respondents based on specific criteria, such as

having worked for at least one year. Respondents in this study were 96 employees of Bank Gunung Simpang, 16 employees of BMT Buana Nawa Kartika, 17 employees of BMT Syariah Wanita Islami, 46 employees of KSPPS BMT DM MUH PWT, 29 employees of BMT Amanah Indonesia, 38 employees of BMT BEST so if calculated in total, the total is 242 people. The number of samples was determined using the Slovin formula with an error rate of 0.05 so that 150 samples were obtained. However, to improve the accuracy and reliability of the analysis results, the number of respondents used in this study was set at 192 people. Data collection was conducted online using Google Forms, with an instrument in the form of a questionnaire arranged in a 5-factor Likert scale format, starting from 1 (strongly disagree) to 5 (strongly agree). The collected facts were then analysed using the Structural Equation Modelling–Partial Least Rectangular (SEM-PLS) method with the help of SmartPLS software.

4. RESULTS AND DISCUSSION

Results

This study used Partial Least Squares (PLS) to reduce variable variance when estimating model parameters (Hair et al., 2021). All questionnaire data was prepared for analysis and collected with a 100% return rate.

Table 1. Respondent Demographics

Identity	Description	Frequency	Percentage
company	Bank Gunung Simpang	96	50.0
	BMT Buana Nawa Kartika	10	5.2
	BMT Syariah Wanita Islami	14	7.3
	KSPPS BMT DM MUH PWT	25	13.0
	BMT Amanah Indonesia	22	11.5
	BMT BEST	25	13.0
Gender	male	108	56.3
	female	84	43.8
age	18 - 25	20	15.1
	25 - 30	40	24.5
	30 - 35	43	24.5
	35 - 40	42	21.9
	40 - 50	34	13.0
	>50	13	1.0
Length of work	1 - 3	36	18.8
	3 - 6	60	31.3
	6 - 9	31	16.1
	>10	65	33.9
Employee Type	Permanent employees	192	100.0

Table 1 shows that the majority of research respondents came from Bank Gunung Simpang (50.0%). Based on gender characteristics, respondents were predominantly male (56.3%). In terms of age, the 30–35 age group was the largest (22.4%). Meanwhile, based on length of service, respondents with more than 10 years of service were the majority group (33.9%), indicating relatively high work experience. All respondents in this study were 192 permanent employees (100%). Next, data processing was carried out using the PLS 3 method,

which is useful for obtaining a comprehensive understanding of the relationship between variables and providing new insights through simpler analysis (Hair et al., 2021.) The results of the study can be seen as follows

Data management in this study was conducted using the PLS version 3 approach. The PLS method aims to gain a more comprehensive understanding of the relationships between variables in the model. In addition, PLS analysis is able to provide additional information that can be interpreted through relatively simple analysis procedures (Hair et al., 2021).

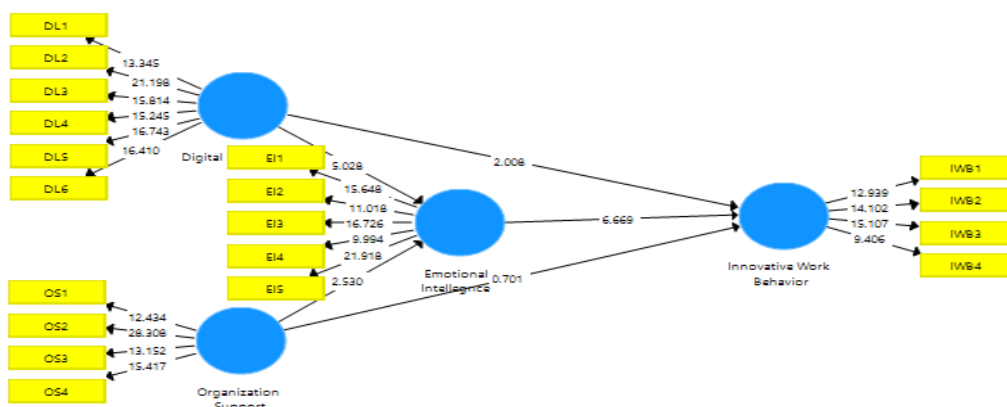


Figure 2. SEM-PLS Model Analysis

Based on this data analysis, it shows that all items in the variables Digital Leadership, Organizational Support, Emotional Intelligence, and Innovative Work Behaviour show values above the minimum 0.50, which is still acceptable in quantitative research using SEM-PLS. This shows that all indicators are able to explain the construct being measured adequately and can be maintained in the model without the need for elimination. Outer loading values ranging from close to to exceeding 0.70 also reflect that the indicators' contribution to the construct is relatively strong and consistent (Hair et al., 2021).

Table. 2 Outer Loading

	Statement item	Outer Loading
DL₁	My leader keeps up with developments, and adapts to digital technology.	0,698
DL₂	My leader is willing to educate, share information, and have good communication skills in adapting to the digital technology	0,789
DL₃	My leader cares about well-being, better career guidance and Action to increase awareness of information technology risks.	0,761
DL₄	My leader suggested mastering digital applications and increasing collaboration and learning contributions between colleagues to make work easier.	0,713
DL₅	My leader raises awareness of digital technologies, innovations, and developments in improving organizational processes.	0,782

DL₆	My leader has confidence in developing competencies, increasing and maintaining trust between employees.	0,711
EI₁	I know exactly how to identify feelings and emotions and how to calm myself down when facing problems.	0,737
EI₂	I can manage stress and control emotions rationally.	0,739
EI₃	I am able to rise from failure and become better.	0,805
EI₄	I can observe and understand the emotions and feelings of my colleagues.	0,652
EI₅	I can consider and control my emotions towards others when there is conflict and can calm myself down quickly.	0,784
IWB₁	I pay attention to problems and look for new alternatives in improving work processes.	0,745
IWB₂	I am looking for methods, techniques, instruments to provide solutions to problems with a new approach.	0,786
IWB₃	I make the members of the organization enthusiastic and support the search for innovative ideas in the work process.	0,749
IWB₄	I contribute, introduce and develop innovative ideas into the factory.	0,728
OS₁	The organization values, cares for, and appreciates every extra effort I make as an employee.	0,701
OS₂	The organization provides training, further study, and certification opportunities for me.	0,840
OS₃	The organization creates a comfortable environment, vertical-horizontal interactions, and work equipment.	0,705
OS₄	My organization cares about employee well-being and provides both intrinsic and extrinsic support.	0,773

In Table 2, In the Outer Loading Table, the analysis results show that all indicators in the variables Digital Leadership, Emotional Intelligence, Innovative Work Behaviour, and Organization Support have loading factor values that are above the standard of 0.05 (Hair et al., 2021) Values that exceed this limit indicate that each indicator can be explained by the construct being measured. The general rule used in this study states that the outer loading value must be greater than 0.05 for the indicator to be declared feasible. Thus, it can be said that the external loading factor values on all indicators fulfill the measurement feasibility requirements and support the fulfillment of convergent validity.

The next stage is to evaluate discriminant validity by examining the cross loading value. Based on these results, it is known that the DL₂ indicator has a higher correlation with other constructs compared to the original construct. This condition has the potential to disrupt the fulfillment of discriminant validity because it indicates ambiguity in the representation of the construct. As recommended (Hair et al., 2021) indicators showing high cross-loadings with other constructs should be considered for removal to improve the clarity of boundaries between constructs. Therefore, the DL₂ indicator was eliminated, and the model was then recalculated to obtain a more valid and reliable measurement model structure.

Table 3. Construct Reliability and Validity

	Cronbach's	rho_A	Composite	Average Variance
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	Alpha		Reability	Extracted (AVE)
Digital Leadership	0,797	0,798	0,860	0,552
Emotional intelligence	0,799	0,810	0,861	0,555
Inovative work behaviour	0,745	0,747	0,839	0,567
Organization Support	0,750	0,761	0,842	0,573

Referring to Table 3. From the description above, it is known that the variables of Digital Leadership, Emotional Intelligence, Innovative Work Behaviour, and Organizational Support are more than 0.70. The Average Variance Extracted (AVE) value shows that the overall construct value is more than 0.5, thus indicating that all variables in this study are stated to be reliable.

Table 4.	Saturated Model		Estimated Model		Model Fit
	SRMR	d_ULS	R Square	R Square Adjusted	
	0,091	1,409	0,482	0,436	
Emotional Intelligence			0,448	0,439	
Innovative Work Behaviour			0,680	0,680	
NFI					

Table 4 shows the results of the model fit evaluation in the PLS-SEM analysis. The SRMR value of 0.091 is still within acceptable limits, namely below 0.10, thus indicating adequate model suitability (Hair et al., 2021). The d_ULS (1.409) and d_G (0.482) values indicate that the difference between the empirical correlation matrix and the estimated model is relatively small. The NFI value of 0.680 indicates a moderate level of model fit. Overall, these results indicate that the structural model has an adequate level of fit and is suitable for use in future analyses.

Table 5 R Square

The analysis results in the R-Square table show that the Adjusted R-Square value for the Innovative Work Behaviour variable is 0.439. This value indicates that the independent variables used in the model are able to explain 43.9% of the variation in Innovative Work Behaviour.

Therefore, it can be concluded that the Adjusted R-Square value is adequate, as the model has sufficient ability to describe the contribution of the independent variables to Innovative Work Behaviour.

For the Emotional Intelligence variable, the Adjusted R-Square value is 0.436. This value indicates that the variables used in the study are able to explain 43.6% of the variation in Emotional Intelligence. Therefore, it can be concluded that the Adjusted R-Square value for this model is also adequate, as it provides an adequate picture of the influence of the independent variables on Emotional Intelligence.

Table 6. Discriminant Validity

	Digital Leadership	Emotional Intellegnce	Innovative Work Behaviour	Organization Support_
Digital Leadership	0,743			
Emotional Intellegnce	0,637	0,745		
Innovative Work Behaviour	0,520	0,653	0,753	
Organization Support_	0,741	0,599	0,414	0,757

Discriminant validity testing in this study was conducted using the Fornell–Larcker criteria to ensure that each construct used in the model has clear conceptual boundaries and does not overlap (Hair et al., 2021). A construct is said to fulfill discriminant validity if the square root value of the AVE of the construct is higher than its correlation with other constructs. Based on the evaluation results in the table, all constructs in the study, including Digital Leadership, Emotional Intelligence, Innovative Work Behaviour, and Organizational Support, show that their respective square root AVE values are higher than their correlations with other constructs. This indicates that each variable in the model has unique conceptual characteristics and is able to stand alone without any overlapping measurements between variables. Thus, it can be concluded that all constructs have met the discriminant validity criteria according to the Fornell–Larcker approach, making them suitable for use in further analysis.

Table 7. Path Coefficients

	Original Sampel (0)	Sample Mean (M)	Standard Devitiation (STDEV)	T Statistic (IO/STDEV)	P Values	Result
Digital Leadership ->Innovative work behaviour	0,230	0,232	0,097	2,378	0,018	accepted
Organization Support->Innovative work	-0,092	-0,087	0,100	0,921	0,357	Rejected

behaviour						
Digital Leadership ->Emotional Intelligence	0,429	0,426	0,093	4,636	0,000	accepted
Organization Support ->Emotional Intelligence	0,281	0,284	0,104	2,689	0,007	accepted
Emotional Intelligence ->Innovative work behaviour	0,561	0,560	0,088	6,365	0,000	accepted
Digital Leadership->Emotional Intelligence->Innovative Work Behaviour	0,241	0,239	0,065	3,696	0,000	accepted
Organization Support->Emotional Intelligence->Innovative Work Behaviour	0,158	0,159	0,064	2,467	0,014	accepted

Based on Table 7 Path Coefficients, hypothesis testing is conducted by referring to the P-value, where a P-value <0.05 indicates a statistically significant relationship. The results of the analysis show that the influence of Digital Leadership on Innovative Work Behaviour has a P-value of 0.018 so the hypothesis is accepted, while the influence of Organizational Support on Innovative Work Behaviour shows a P-value of 0.357 so the hypothesis is rejected. Furthermore, the influence of Digital Leadership and Organizational Support on Emotional Intelligence shows a P-value of 0.000 and 0.007, respectively, so both hypotheses are accepted. The influence of Emotional Intelligence on Innovative Work Behaviour is also supported by a P-value of 0.000. In addition, the mediating role of Emotional Intelligence in the relationship between Digital Leadership and Organizational Support on Innovative Work Behaviour shows a P-value of 0.000 and 0.014, respectively, so both are accepted. The mediation effect test shows that Emotional Intelligence partially mediates the relationship between Digital Leadership and Innovative Work Behaviour, because the direct and indirect effects are both significant. Conversely, Emotional Intelligence fully mediates the relationship between Organizational Support and Innovative Work Behaviour, as the direct effect is insignificant while the indirect effect is significant. Overall, almost all hypotheses receive empirical support, except for the direct effect of Organizational Support on Innovative Work Behaviour.

DISCUSSION

Digital Leadership on Innovative Work Behaviour

Digital leadership has a positive influence on employee innovative work behaviour. This proves that the better the quality of digital leadership in an organization, the higher the tendency of employees to generate new ideas, seek creative solutions, and implement innovation in their

work. Leaders who are able to utilize digital technology serve as role models for employees in adapting to change, thereby stimulating a spirit of innovation in the workplace. This finding is consistent with Bandura's (1997) Social Learning Theory, which explains that employees learn through observing leaders as social models. Leaders who are tech-savvy, open to innovation, and willing to try new approaches are able to set an example that encourages employees to innovate. This finding aligns with various previous studies that suggest that digital leadership can enhance employee creativity and innovative behaviour (AcostaPrado et al., 2023; Afsar & Umrani, 2020; Erhan et al., 2022). However, these results contradict the research of Hadi et al., (2024) which proves that digital leadership has no effect on innovative work behaviour in the context of arts education institutions. These differences can be explained by the characteristics of the sector and type of work. In microfinance institutions, digital leadership plays a direct role in operational decision-making, service digitization, and work system changes, making its influence on employee innovative behaviour more pronounced. Meanwhile, in an academic context, lecturer innovation is more influenced by individual autonomy and scientific culture than by direct direction from digital leaders. There are also studies that show different results, namely that digital leadership does not always have an impact on the emergence of innovation when the organizational culture does not support experimentation or risk tolerance. Leader support in digital learning also gives employees confidence in trying new technologies without fear of failure. This condition is highly relevant in the digital transformation of the microfinance sector, which demands rapid changes in service patterns. Thus, digital leaders become important drivers of the presence of a culture of innovation within the organization.

Organizational Support on Innovative Work Behaviour

The study found that organizational support had no effect on innovative work behaviour. This result differs from the research of Hadi et al., (2024) which proved that organizational support has a positive effect on innovative work behaviour. This difference in findings suggests that the effectiveness of organizational support is highly dependent on its form and orientation. This can be interpreted as meaning that employees have not felt organizational support as a direct stimulus to innovate. This finding indicates that perceived employee support does not yet serve as a primary driver for innovation. Although the organizational support indicators have met the measurement criteria, the form of support provided tends to focus on welfare, work facilities, and administrative aspects, rather than specifically encouraging the courage to try new ideas or take innovative risks. Furthermore, the formal and hierarchical nature of microfinance institutions makes employees cautious in expressing new ideas, even though they feel they are being cared for by the organization. However, organizational support has been shown to increase emotional intelligence, which in turn encourages innovative work behaviour. This finding also differs from several studies that emphasize that organizational support can enhance innovation by increasing work motivation and a sense of engagement. This indicates that organizational support alone is not enough, but must be accompanied by a work culture that provides space for creative freedom. Therefore, a more strategic approach to implementing organizational support is needed, such as rewarding innovative ideas and creating a safe work environment for experimentation.

Digital Leadership on Emotional Intelligence

Digital leadership has a positive impact on employee emotional intelligence. Digital leaders who are able to communicate effectively, provide empathy, and navigate change well will stimulate the development of employees' emotional intelligence. The exemplary leadership in responding to pressure and uncertainty provides important social learning for employees to manage emotions when facing the challenges of digitalization. The results of this study, Hadi et

al., (2024) found that digital leadership had no effect on emotional intelligence. This difference indicates that in microfinance institutions, the intensity of interaction between leaders and employees and work pressure due to digital transformation is higher, so that the role of leaders in shaping emotional intelligence becomes more dominant compared to the context of educational institutions. These findings support the theory that adaptive leadership can create strong interpersonal relationships and a sense of psychological safety. This finding aligns with previous research emphasizing that adaptive leadership can improve employees' emotional regulation and psychological resilience (AcostaPrado et al., 2023; Ayalew and Ayenew, 2022). This suggests that digital leadership impacts not only technical aspects but also individual psychological aspects. By increasing emotional intelligence, employees have better emotional resilience in dealing with change and are able to maintain productivity amidst work pressure. This provides a crucial foundation for employees to demonstrate innovative behaviour.

Organizational Support on Emotional Intelligence

Organizational support has a positive effect on emotional intelligence. When organizations pay attention to employee welfare and provide competency development facilities, individuals will feel valued and emotionally supported. This feeling of being appreciated will strengthen emotional stability, self-confidence, and the ability to interact positively with the work environment. These results are consistent with research by Hadi et al., (2024) which also demonstrated that organizational support positively influences emotional intelligence. These findings align with several studies that suggest organizational support can strengthen emotional regulation and increase employee resilience (Ayalew and Ayenew, 2022; Gopinath et al., 2021). Thus, organizational support is more visible in its role in developing emotional aspects rather than directly encouraging innovative behaviour. Psychological organizational support has been shown to improve emotional regulation and healthier social relationships. It can therefore be concluded that organizational support does not directly trigger innovation, but plays an important role in strengthening employees' psychological resources which become the foundation for the emergence of innovative behaviour in the next stage.

Emotional Intelligence on Innovative Work Behaviour

Emotional intelligence has been shown to have a positive influence on innovative work behaviour. Employees with high emotional intelligence are better able to manage anxiety related to innovation risks, are more open to change, and collaborate more effectively to create creative solutions. The ability to understand one's own and others' emotions makes employees more proactive in sharing ideas and accepting criticism for innovation improvement. The results were also found to be in line with the research of Hadi et al., (2024) which placed emotional intelligence as a key factor in encouraging innovative work behaviour. This shows that individual emotional readiness is an important prerequisite for the emergence of innovation, regardless of differences in organizational context. This finding is consistent with various studies that emphasize that innovation requires not only technical competence but also psychological readiness. These findings align with research that found emotional intelligence supports creativity, perseverance, and knowledge sharing as the foundation of innovation (Lubadeh, 2020; Malik, 2022; Oyadiwa, 2022). Thus, emotional intelligence can be seen as the main psychological capital that facilitates the emergence of innovation in organizations. Therefore, emotional intelligence is one of the key competencies in creating sustainable innovation in the digital era.

The Mediating Role of Emotional Intelligence

Emotional intelligence significantly mediates the influence of digital leadership and organizational support on innovative work behaviour. Digital leadership and organizational

support will be more effective in encouraging innovative behaviour if employees possess strong emotional intelligence. Emotional intelligence serves as a crucial link that transforms the influence of the organizational environment into concrete innovative actions. This finding extends the research of Hadi et al., (2024) which only found a mediating role for emotional intelligence in the relationship between organizational support and innovative work behaviour. In this study, emotional intelligence also plays a mediating role in the influence of digital leadership, indicating that in the context of microfinance institutions, digital transformation requires higher emotional readiness for leadership influence to be translated into innovative behaviour. This finding is in line with other studies that emphasize that emotional intelligence is a factor that bridges external support with innovative behaviour (Afsar and Umrani, 2020; Malik, 2022). Thus, the development of emotional intelligence needs to be the focus of organizations in efforts to strengthen employee innovation, organizations need to balance investments in strengthening leadership systems and organizational support with employee emotional development programs. Thus, the development of emotional intelligence needs to be the focus of organizations in efforts to strengthen employee innovation, organizations need to balance investments in strengthening leadership systems and organizational support with employee emotional development programs.

5. CONCLUSION

This study aims to analyse the influence of digital leadership and organizational support on innovative work behaviour and examine the mediating role of emotional intelligence among microfinance institution employees in the Purwokerto and Purbalingga regions. The results of the study show that digital leadership has a positive and significant influence on innovative work behaviour and emotional intelligence, so it can be concluded that leaders who are adaptive to technology, communicative, and able to provide examples in dealing with change will encourage employees to be more innovative. On the other hand, organizational support does not have a direct effect on innovative work behaviour, which indicates that the form of support provided has not directly encouraged the growth of innovation. However, organizational support has been shown to have a significant impact on emotional intelligence, such that the support employees perceive is more powerful in increasing emotional stability and psychological resilience than directly triggering innovation.

The research findings also confirm that emotional intelligence has a strong influence on innovative work behaviour and acts as a significant mediator between digital leadership and organizational support on employee innovation. This means that innovation in the workplace is not only influenced by organizational systems and leadership styles, but is also determined by employees' emotional readiness to face pressure and change due to digitalization. Overall, this study concludes that the success of employee innovation in the financial sector, especially microfinance institutions, is highly dependent on a combination of effective digital leadership, organizational support that strengthens psychological aspects, and employee emotional intelligence as an internal foundation in producing sustainable innovative work behaviour.

Advanced Research

This study provides references regarding the factors that influence innovative work behaviour in microfinance institutions with research objects in the Purwokerto and Purbalingga regions. However, this research still has limitations, thus opening up opportunities for further research. Future research can be conducted in different sectors or regions, such as other Islamic financial institutions in Indonesia, conventional banking, fintech, and public service

organizations that have different levels of complexity and digitalization characteristics. In addition, further research is recommended to add other independent variables, such as intrinsic motivation, creative self-efficacy, and organizational learning culture, which in various studies have been shown to influence innovative work behaviour. The use of a longitudinal approach is also important to strengthen understanding of the dynamics of changes in innovative behaviour as digitalization continues to transform. Thus, further research is expected to enrich references both theoretically and practically in the development of digital leadership, organizational support, and human resource management strategies to encourage sustainable innovation in the digital era.

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