INFLUENCE MECHANISM OF EMOTIONAL INTELLIGENCE AND INTERPERSONAL TRUST ON INNOVATION BEHAVIOR OF EMPLOYEES IN SMALL AND MEDIUM-SIZED ENTERPRISES

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วันที่รับบทความ (Received) 13 กุมภาพันธ์ 2565
วันที่ได้รับบทความฉบับแก้ไข (Revised) 10 มีนาคม 2565
วันที่ตอบรับบทความ (Accepted) 5 เมษายน 2565

ABSTRACT

In recent years, the world has entered an era of rapidly developing knowledge economy, and innovation has become a key factor for the sustained economic growth of various countries. Smes are an important force for innovation and have made outstanding contributions to economic growth and technological innovation. As an important part of the enterprise, employees participate in the innovation activities of the enterprise and constantly produce new ideas and methods. However, the emergence of employees' innovation behavior is influenced by many factors. This study will take the employees of small and medium-sized enterprises as the research object, starting from the key influencing factors of employee innovation behavior, with the help of the relevant theories of psychology to explore how Interpersonal Trust and Emotional Intelligence match on Innovation Behavior. On this basis, some reasonable suggestions are put forward for the organization to deal with the problem of employee Innovation Behavior.

Keywords: Emotional Intelligence; Interpersonal Trust; Innovation Behavior;

Introduction

In recent years, the world has entered the era of rapid development of knowledge economy, and innovation has become a key factor for the sustained economic growth of each country. Through continuous development, China's innovation capacity has improved significantly and China has become an innovative

country. According to the 2021 Global Innovation Index released by the World Intellectual Property Organization (WIPO) in Geneva, China's ranking in the global Innovation Index has risen rapidly since 2013, steadily rising from 35th to 12th in 2021.

Enterprises are the main participants of the market and the main body of innovation. As an important part of the enterprise, employees participate in the innovation activities of the enterprise and constantly produce new ideas and methods. Whether their creativity can be brought into full play is related to the innovation performance of the whole society. Therefore, how to improve employee creativity and the influencing factors of employee Innovation Behavior has always been the focus of theoretical and business circles, and a large number of scholars have conducted research on employee Innovation Behavior.

Among the many influencing factors, the attention of emotional factors is gradually rising. In 1990, Salovey and Mayer of Yale University put forward the concept of Emotional Intelligence, pointing out that Emotional Intelligence is an ability of individuals to identify, regulate, manage and control their own and others' emotions, which is beneficial for individuals to adapt to different environments and solve problems in work and life (Salovey& Mayer.1990) , attracting the attention of scholars at home and abroad. Most of the Innovation Behaviors are generated in the organizational environment. The higher the Emotional Intelligence of employees, the more likely they are to establish a good relationship with the members of the organization, the richer the information and resources they get, and the deeper the communication and exchange between them, the more likely they are to stimulate the generation of Innovation Behaviors. Many scholars have recognized the importance of Emotional Intelligence in promoting employee creativity and confirmed its positive impact on employee innovation through studies (Duan et al. 2013). However, it remains to be further clarified how Emotional Intelligence influences employee Innovation Behavior.

Different from conventional work behavior, Innovation Behavior has higher risk. New ideas or schemes of employees may not be supported by the organization (Zhang & Bartol . 2010), and may not produce the expected results, and their application prospects are unknown (Zhou & George. 2001). Therefore, when employees engage in innovative activities, they will have a sense of uncertainty, and this sense of uncertainty will hinder them from putting forward innovative ideas (Mueller et al. 2012). Once employees perceive full trust, they will greatly stimulate their enthusiasm to participate in innovative activities, actively interact with other employees and leaders, and use creative thinking to solve problems in work (Norman et al.2010). Therefore, reducing employees' uncertainty in innovation and enhancing their perceived trust can

help to increase employees' Innovation Behavior. Therefore, it is worth further exploring how Emotional Intelligence affects Innovation Behavior through Interpersonal Trust.

Compared with large enterprises, small and medium-sized enterprises are characterized by simple management, flexible organizational structure and stronger employee autonomy, which enable employees to give full play to their individual initiative at work. Employees' innovative ideas and behaviors are more likely to attract the attention and attention of the management, and the innovation results are easier to show. Therefore, this paper chooses the employees of small and medium-sized enterprises as the research object, hoping to enrich the innovation theory from a new perspective.

Research Objectives

This study will take the employees of small and medium-sized enterprises as the research object, starting from the key influencing factors of employees' Innovation Behavior, with the help of the relevant theories of psychology, explore how Interpersonal Trust and Emotional Intelligence match the Innovation Behavior, and on this basis, put forward reasonable suggestions for the organization to deal with the problems of employees' Innovation Behavior.

Conceptual Framework

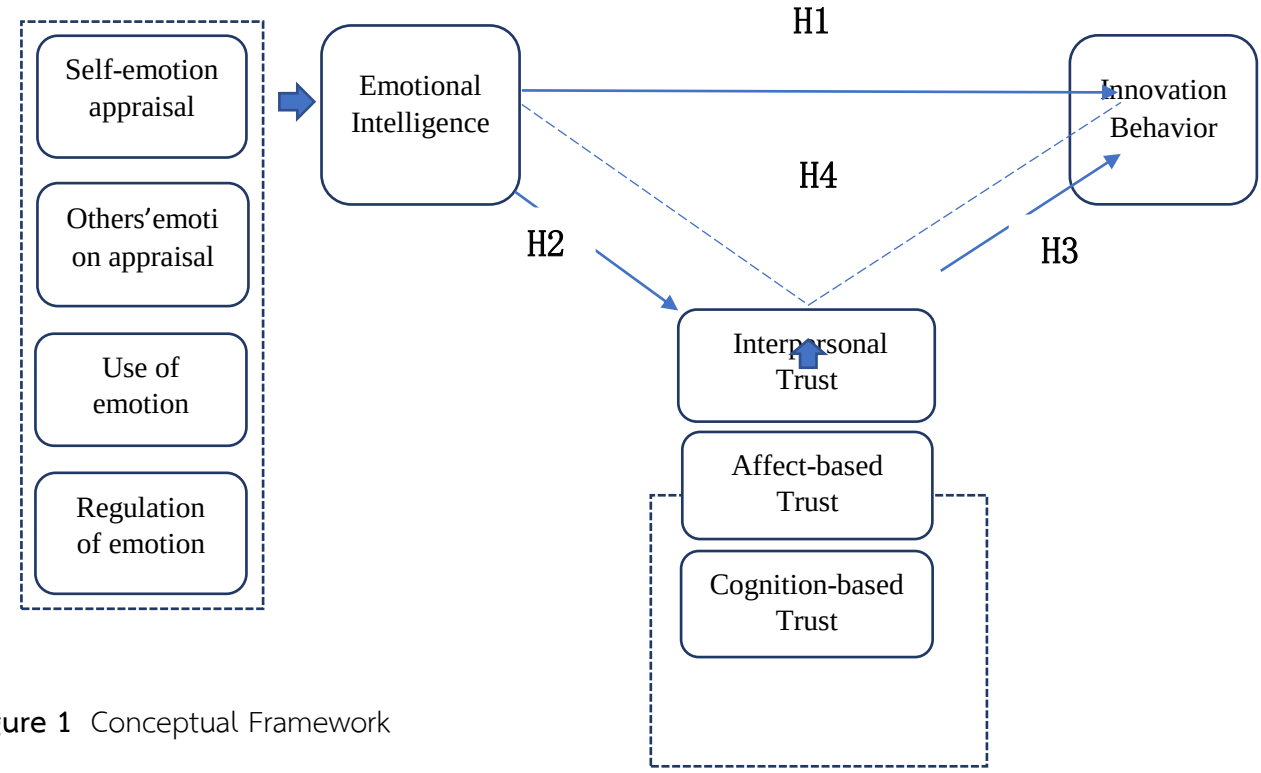

Figure 1 Conceptual Framework

Research Hypothesis

According to above conceptual framework, the research hypothesis is as follow:

H1: Emotional Intelligence can positively influence Innovation Behavior.

H2: Emotional Intelligence can positively influence Interpersonal Trust.

H3: Interpersonal Trust can positively influence Innovation Behavior.

H4: Interpersonal Trust is a mediating variable between Emotional Intelligence and Innovation Behavior.

Research Methodology

Research Design

This paper collected relevant research data through questionnaire survey, and mainly considered the design of the questionnaire from the following aspects :(1) read literature and search for relevant theories, and identified three main variables of this study, namely, individual Emotional Intelligence, Interpersonal Trust and employee Innovation Behavior. In the questionnaire, the maturity scale used by scholars in the past was adopted, but the scale was appropriately modified according to China's national conditions and the needs of research questions. (2) The revised items were communicated with the tutor and experts in related fields for many times, and the questionnaire design was adjusted according to their opinions, and the questionnaire of this paper was preliminarily determined. (3) According to the research purpose of this paper, 30 employees of small and medium-sized enterprises are selected as the pre-survey objects to conduct a preliminary test on the questionnaire, and further modify the questionnaire according to the suggestions of the respondents, so as to determine the final questionnaire. The final questionnaire is divided into four parts. The first part is the basic information of the respondents, including five questions about the gender, age, education level, working years and position level of the respondents. The second part is related items of individual Emotional Intelligence. The third part is related to Interpersonal Trust; The fourth part is related to employee Innovation Behavior. The questionnaire used five-level Likert scale, with five options: completely inconsistent, relatively inconsistent, uncertain, relatively consistent and completely consistent, and the score was 1-5 respectively. The higher the degree of agreement, the higher the score. The respondents scored based on their own behavior and feelings.

Population and Sample size

The research in this paper mainly involves the Emotional Intelligence, Interpersonal Trust and Innovation Behavior of employees of small and medium-sized enterprises. Therefore, the questionnaire was filled in by employees of small and medium-sized enterprises, and the samples were distributed mainly in the eastern coastal areas and Guangxi Zhuang Autonomous Region. A total of 241 questionnaires were collected. In order to ensure the authenticity and validity of data, 11 abnormally short questionnaires filled in online were deleted. 17 questionnaires with all the same answers and missing items were deleted, and 12 questionnaires with obvious contradictory choices were deleted. After screening, the number of valid questionnaires was determined to be 201, with an effective rate of 83.4%.

Research Method

This paper mainly uses the following research methods in the research process;

1.Literature research. Through searching and reading relevant literatures at home and abroad, this paper systematically reviews and summarizes the meanings, dimensions and mechanisms of Emotional Intelligence, Interpersonal Trust and employee Innovation Behavior, which serve as the basis for theoretical analysis and empirical research.

2.Questionnaire survey. On the basis of the maturity scale of domestic and foreign scholars, the questionnaire of Emotional Intelligence, Interpersonal Trust and employee Innovation Behavior was designed, and the data were collected and summarized through the form of questionnaire distribution.

3. Statistical analysis. After the collected questionnaires were sorted out, data analysis software SPSS26 was used to analyze the collected data. Firstly, reliability and validity test is carried out to ensure the reliability of data, and then correlation analysis, regression analysis and other methods are used to test the model and hypothesis, so as to draw research conclusions.

Data Analysis Procedures

Descriptive Statistical Analysis

The 201 valid questionnaires were input and analyzed, and the descriptive statistical results were obtained as shown in Table 1.

Table 1 *Descriptive statistics of respondents*

Item	Covariance item	Number of people	Percentage occupied
Gender	Female	102	50.7
	Male	99	49.3
Age	Age 25 and under	26	12.9
	26-35 years old	94	46.8
	36 to 45 years old	71	35.3
	Age 46 and above	10	5.0
Degree of education	High school and below	11	5.5
	Vocational degree	58	28.9
	Undergraduate degree	106	52.7
	Master degree and above	26	12.9
Years of working experience	1 year and less	45	22.4
	2 to 5 years	56	27.9
	6 to 10 years	23	11.4
	11 years and more	77	38.3
Position level	Ordinary employees	143	71.1
	First-line Manager	25	12.4
	Middle manager	22	10.9
	Top manager	11	5.5

Reliability Analysis

In this study, the Crombach coefficients of Emotional Intelligence, Interpersonal Trust and Innovation Behavior were 0.898, 0.884 and 0.897 respectively, and the overall Crombach coefficients were 0.946, all greater than 0.8, indicating that the scale adopted in this study had good reliability and each measuring tool had good internal consistency.

Validity Test

Validity test mainly includes content validity test and structure validity test. Content validity test mainly examines whether the research purpose is consistent with the items in the questionnaire, whether the item design is representative, whether the items in the scale cover all the variables to be measured, and whether the item expression is accurate. Structural validity test refers to the degree to which item results

can reflect the expected factors (dimensions), and the commonly used methods are exploratory factor analysis and confirmatory factor analysis.

1.Content Validity Test

The scale used in this study was a foreign mature scale, and management researchers with bilingual ability were invited to review the translation results. And other members of the team, please related fields have rich theoretical knowledge and research experience of the teacher, as well as some small and medium-sized enterprise management personnel of the issues involved for the purpose of this research to subjective judgment of every measure, whether these measures in their awareness of the construct, and then discuss the controversial place, until the agreement, Finally, the necessary modifications are made according to your opinions; On the other hand, the form and wording of the questionnaire should be improved to conform to the cultural background and language habits of the respondents, so as to facilitate them to accurately understand the content of the questionnaire. Before the formal investigation, a small-scale questionnaire survey of 30 people was conducted to understand the feedback and suggestions of each research object on the test content one by one.

2.Exploratory Factor Analysis

In this paper, SPSS26 statistical software was used for exploratory factor analysis of each scale.

The specific analysis results are shown in the table 2

Table 2 *KMO and Bartlett's Test Results*

Name of scale	KMO	Bartlett		
		Chi-square	Df	P
Emotional Intelligence	0.887	1608.287	120	0.000
Interpersonal Trust	0.905	1009.601	55	0.000
Innovation Behavior	0.924	765.307	28	0.000

It can be seen from Table 2， each fitting index reached a good level according to statistical standards, and the questionnaire had a good structural validity.

It can be seen that the KMO value of the Emotional Intelligence scale is 0.887, the Chi-square value is 1608.287, and the P value is less than 0.001. This scale is suitable for factor analysis. Exploratory factor analysis was conducted on the

Emotional Intelligence scale, and the cumulative contribution rate of component 4 was 68.298%, greater than 60%, indicating that the processing results of factor analysis could explain this variable. Factor rotation was carried out on the measurement items of the emotional intelligence scale. By observing the data in the table, the variables could be divided into four dimensions: Q1-Q4 "self-emotion appraisal"; Q5 - Q8 "Others' emotion appraisal"; Q9 - Q12 "the Use of emotion"; Q13-Q15 "Regulation of emotion".

It can be seen that the KMO value of Interpersonal Trust scale is 0.905, which is very suitable for factor analysis. In the Bartlett sphericity test, the Chi-square value was 1009.601, and the P value was less than 0.001, indicating that the correlation coefficient between items was very significant, so this scale was suitable for factor analysis. Exploratory factor analysis of interpersonal trust scale shows that the cumulative contribution rate of component 2 is 60.657%, which is greater than 60%, indicating that the processing results of factor analysis can explain this variable. Factor rotation is carried out on the measurement items of interpersonal trust scale, and the variable dimension can be divided by observing the data in the table. The variables of interpersonal trust can be divided into two dimensions: Q1-Q5 "Emotional Trust"; Q6-Q11 "Cognitive Trust".

It can be seen that the KMO value of the Innovation Behavior scale is 0.924, which is very suitable for factor analysis. In Bartlett sphericity test, the Chi-square value is 765.307, and the P value is less than 0.001, indicating that the correlation coefficient between items is very significant, so this scale is suitable for factor analysis. Exploratory factor analysis of innovation behavior scale shows that the cumulative contribution rate of component 1 is 58.254%, which is greater than 50%, indicating that the processing results of factor analysis can explain this variable. SPSS software was used to import 8 items of innovation behavior for factor analysis. The factor score of Innovation Behavior was 0.701, which was greater than 0.7. Therefore, this variable was taken as a single factor variable and named as Innovation Behavior in this paper.

3.Confirmatory Factor Analysis

AMOS was used to conduct confirmatory factor analysis on Emotional Intelligence, Interpersonal Trust and employee Innovation Behavior to test the structural validity and global validity of each dimension of variables.

Confirmatory factor analysis was conducted on the four dimensions of Emotional Intelligence, and the results were shown in Table 3.

Table 3 *Fitting indexes of the four-dimensional structural equation of Emotional Intelligence*

Parameter	CMIN/DF	GFI	RMSEA	CFI	NFI	RMR
Value	1.879	0.894	0.066	0.944	0.899	0.031

According to the judgment criteria of the fitting index of the structural equation model, it can be seen from Table 3 that the fitting effect of the four-dimensional structural equation of Emotional Intelligence is good.

Confirmatory factor analysis was conducted on the two dimensions of Interpersonal Trust, and the results were shown in Table 4.

Table 4 *Fitting indexes of the two-dimensional structural equation of Interpersonal Trust*

Parameter	CMIN/DF	GFI	RMSEA	CFI	NFI	RMR
Value	1.660	0.939	0.057	0.971	0.931	0.031

According to the judgment criteria of fitting index of structural equation model, it can be seen from Table 4 that the fitting effect of two-dimensional structural equation of Interpersonal Trust is good.

Table 5 *Fitting indexes of the two-dimensional structural equation of Innovation Behavior*

Parameter	CMIN/DF	GFI	RMSEA	CFI	NFI	RMR
Value	1.989	0.945	0.070	0.974	0.949	0.020

According to the judgment criteria of fitting index of structural equation model, it can be seen from Table 5 that the fitting effect of structural equation of Innovation Behavior is good.

Correlation Analysis

We conducted correlation analysis on emotional intelligence and its four dimensions, interpersonal trust and its two dimensions and innovative behavior, and obtained the following results:

At the significance level of 0.01, the correlation coefficient between emotional intelligence and innovative behavior is positive, indicating that emotional intelligence and innovative behavior are positively correlated. Similarly, the sub-dimensions of self-emotion appraisal, Others' emotion appraisal, Use of emotion and Regulation of emotion are also positively correlated with innovative behaviors respectively. Therefore, the higher the level of emotional intelligence, the stronger the ability of innovative behavior; The higher the level of each dimension of emotional intelligence, the stronger the ability of innovative behavior. Therefore, hypothesis H1 in this study can be preliminarily verified by analyzing the correlation between each dimension of emotional intelligence and innovation behavior.

At the significance level of 0.01, the correlation coefficient between emotional intelligence and interpersonal trust is positive, indicating that emotional intelligence and interpersonal trust are positively correlated. Similarly, the sub-dimensions of self-emotion appraisal, Others' emotion appraisal, Use of emotion and Regulation of emotion were positively correlated with interpersonal trust and its two dimensions respectively. Therefore, the higher the level of emotional intelligence, the stronger the interpersonal trust ability; The higher the level of emotional intelligence, the stronger the interpersonal trust ability. Therefore, hypothesis H2 in this study can be preliminarily verified by analyzing the correlation between each dimension of emotional intelligence and interpersonal trust.

At the significance level of 0.01, the correlation coefficient between interpersonal trust and innovative behavior is positive, indicating that there is a positive correlation between interpersonal trust and innovative behavior. Similarly, there is a positive correlation between cognitive trust and emotional trust and innovation behavior respectively. Therefore, the higher the level of interpersonal trust, the stronger the ability of innovative behavior; The higher the level of interpersonal trust, the stronger the ability of innovative behavior. Therefore, hypothesis H3 in this study can be preliminarily verified by analyzing the correlation between each dimension of interpersonal trust and innovation behavior.

Regression Analysis

The previous part has proved the correlation between the three variables and their dimensions, and the next step will use regression analysis to explore the causal relationship between the variables in depth.

Table 6 *Regression analysis of Emotional Intelligence on Innovation Behavior*

	Unstandardized Coefficients		T	P	F	R^2	Adjusted R^2
	B	Std. Error					
(Constant)	1.125	0.252	4.462	0.000	131.081	0.397	0.394
Emotional Intelligence (X)	0.709	0.062	11.449	0.000			

Dependent Variable: Innovation Behavior (Y)

As can be seen from Table 6, the P value of regression analysis of Emotional Intelligence on Innovation Behavior is 0 (less than 0.05), and the corresponding coefficient is 0.709 (greater than 0), indicating that Emotional Intelligence of sme employees has a positive impact on Innovation Behavior. Hypothesis H1 has been verified. Therefore, the standard regression equation is:

$$Y=0.709X+1.125 \qquad (1\text{-}1)$$

Table 7 *Regression analysis of Emotional Intelligence on Interpersonal Trust*

	Unstandardized Coefficients		T	P	F	R^2	Adjusted R^2
	B	Std. Error					
(Constant)	0.726	0.228	3.187	0.002	205.002	0.507	0.505
Emotional Intelligence (X)	0.801	0.056	14.318	0.000			

Dependent Variable: Interpersonal Trust (Y)

As can be seen from Table 7, the P value of regression analysis of Emotional Intelligence on Interpersonal Trust is 0.002, less than 0.05, and the corresponding coefficient is 0.801 (greater than 0), indicating that Emotional Intelligence of sme employees has a positive impact on Interpersonal Trust. Hypothesis H2 has been verified. The standard regression equation is:

$$Y=0.801X+0.726 \quad (1\text{-}2)$$

Table 8 *Regression analysis of Interpersonal Trust on Innovation Behavior*

	Unstandardized Coefficients		T	P	F	R^2	Adjusted R^2
	B	Std. Error					
(Constant)	1.664	0.230	7.239	0.000	104.402	0.344	0.341
Interpersonal Trust (X)	0.587	0.057	10.218	0.000			

Dependent Variable: Innovation Behavior (Y)

As can be seen from Table 8, the P value of the regression analysis of Interpersonal Trust on Innovation Behavior is 0.000, less than 0.05, and the corresponding coefficient is 0.587 (greater than 0), indicating that the Interpersonal Trust of sme employees has a positive impact on Innovation Behavior. Hypothesis H3 has been verified. The standard regression equation is:

$$Y=0.587X+1.664 \quad (1\text{-}3)$$

Mediating Effect

The correlation analysis and regression analysis of Emotional Intelligence, Interpersonal Trust and Innovation Behavior have been conducted in the previous section, and some of the hypothesis results have been proved. Have the results of Emotional Intelligence, Interpersonal Trust and Innovation Behavior two positive correlation, Emotional Intelligence positive influence on Innovation Behavior, Emotional Intelligence was influenced by the Interpersonal Trust, two regression analysis of regression equation respectively (Emotional Intelligence in that use X to represent, Interpersonal Trust by M, Innovation Behavior by Y) :

$$Y=0.709X+1.125 \quad (1\text{-}4)$$

$$M=0.801X+0.726 \quad (1\text{-}5)$$

In this paper, Interpersonal Trust is used as a mediating variable for regression analysis of the three, Emotional Intelligence and Interpersonal Trust as independent variables, and Innovation Behavior as dependent variables for regression analysis. The analysis results are as follows:

Table 9 *Mediating effect of Interpersonal Trust*

	Unstandardized Coefficients		T	P	F	R^2	Adjusted R^2
	B	Std. Error					
(Constant)	0.922	0.251	3.677	0.000	76.412	0.436	0.430
Emotional Intelligence X	0.485	0.086	5.666	0.000			
Interpersonal Trust M	0.280	0.076	3.675	0.000			

Dependent Variable: Innovation Behavior (Y)

As can be seen from Table 9, the adjusted R2 is 0.430, indicating that the regression equation can explain 43% of the overall difference. The corresponding P values of Emotional Intelligence and Interpersonal Trust are 0 (less than 0.05), and their corresponding coefficients are 0.485 and 0.280 respectively (both greater than 0). Therefore, Emotional Intelligence and Interpersonal Trust have a positive impact on Innovation Behavior. Thus, the regression equation can be obtained:

$$Y=0.485X+0.280M+0.922 \quad (1\text{-}6)$$

In the comprehensive equation (1-4), (1-5) and (1-6), the coefficient of Emotional Intelligence in Equation (1-6) is 0.485, which is smaller than the coefficient of Emotional Intelligence in Equation (1-4) 0.709. Therefore, Interpersonal Trust plays a partially mediating role in the relationship between Emotional Intelligence and Innovation Behavior. Hypothesis H4 is verified.

Expected Finding and Discussion

Expected Finding

This paper intends to use qualitative analysis and quantitative research methods to find the positive correlation between Emotional Intelligence and Innovation Behavior, Emotional Intelligence and Interpersonal Trust, Interpersonal Trust and Innovation Behavior. Emotional Intelligence positively affects Innovation Behavior, Emotional Intelligence positively affects Interpersonal Trust, and Interpersonal Trust positively affects Innovation Behavior. Cognitive trust is a mediating variable between Emotional Intelligence and Innovation Behavior.

Discussion

1.Relationship between Emotional Intelligence and Innovation Behavior

This paper divides Emotional Intelligence into four dimensions: self-emotion appraisal, Others' emotion appraisal, Use of emotion and Regulation of emotion. Correlation analysis shows that Emotional Intelligence and the four dimensions are positively correlated with Innovation Behavior. Further regression analysis showed that Emotional Intelligence, Others' emotion appraisal, Use of emotion and Regulation of emotion had positive effects on Innovation Behavior.

2.Relationship between Emotional Intelligence and Interpersonal Trust

In this paper, Interpersonal Trust is divided into four dimensions of cognitive trust and emotional trust. Through correlation analysis, it is found that Emotional Intelligence and its four dimensions are positively correlated with Interpersonal Trust and its two dimensions respectively. Further regression analysis shows that Emotional Intelligence has a positive impact on Interpersonal Trust. Others' emotion appraisal, Use of emotion and Regulation of emotion had positive effects on cognitive trust and emotional trust respectively.

3.Relationship between Interpersonal Trust and Innovation Behavior

Through correlation analysis, we can see that Interpersonal Trust and its two dimensions are positively correlated with Innovation Behavior, and further regression analysis shows that Interpersonal Trust, cognitive trust and emotional trust have positive effects on Innovation Behavior.

4.The Mediating Role of Interpersonal Trust

The verification results show that after the addition of Interpersonal Trust, the influence coefficient of Emotional Intelligence on Innovation Behavior changes from 0.709 to 0.485, and the explanatory power becomes smaller, and the significance of Emotional Intelligence on Innovation Behavior becomes smaller. In other words, the effect of Emotional Intelligence on Innovation Behavior is weakened under the effect of Interpersonal Trust. Interpersonal Trust plays a partially mediating role.

Conclusions and Recommendations

Summary of Finding

1.Emotional Intelligence and Innovation Behavior

Emotional Intelligence has positive influence on employee Innovation Behavior. Emotional Intelligence is an ability of individuals to manage their own emotions and recognize the emotions of others. The higher the ability of individuals to use and regulate their own emotions, the more they can keep calm and deal with problems in different situations. The higher the ability to recognize others' emotions, the better the

ability to understand others' ideas, which is conducive to maintaining good communication with colleagues, innovative thinking on problems, and promoting Innovation Behavior.

2.Emotional Intelligence and Interpersonal Trust

Emotional Intelligence has a positive effect on Interpersonal Trust. Employees with high Emotional Intelligence are better able to use, regulate their own emotions and identify the emotions of others. They are better at understanding others and considering problems from their standpoint, so that they can easily adapt to the environment and establish a wide range of cooperative relationships, which is more conducive to enhancing the trust between colleagues.

3.Interpersonal Trust and Innovation Behavior

Interpersonal Trust has a positive impact on employee Innovation Behavior. Through correlation analysis, we can see that Interpersonal Trust and its two dimensions are positively correlated with Innovation Behavior, and further regression analysis shows that Interpersonal Trust, cognitive trust and emotional trust have positive effects on Innovation Behavior. That is, the stronger the Interpersonal Trust ability of employees is, the more solidarity and progress will be made among colleagues, which will promote mutual communication, exchange and care, promote the collision of ideas and facilitate the generation of Innovation Behaviors.

4.Interpersonal Trust Plays A Partially Mediating Role in the Impact of Emotional Intelligence on Innovation Behavior.

Employees with high Emotional Intelligence can enhance their Interpersonal Trust to the organization and colleagues, and further promote the generation of Innovation Behavior. Although the effect of Emotional Intelligence on Innovation Behavior is affected by Interpersonal Trust, employees' emotion appraisal, Use of emotion and Regulation of emotion will directly affect Innovation Behavior. So Interpersonal Trust only plays a partial intermediary role.

Recommendations and Future Research

Recommendations

1.Attention Should Be Paid to Emotional Intelligence When Selecting Employees

In the fiercely competitive market environment, the survival of small and medium-sized enterprises face more than large enterprises pressure, employees also face greater work pressure, have a certain perception, evaluation, control and use of emotion ability can not only alleviate the pressure of the work, adjust the work atmosphere of tension, and can promote the harmonious organization, provide the

necessary premise to ensure success in your work. Therefore, enterprises should not simply consider the educational background and ability of employees, but also take Emotional Intelligence as an important index to evaluate their Emotional Intelligence level when selecting employees.

2.Strengthen Emotional Intelligence Training for Employees

Emotions are sexual. Employees' emotions not only affect their own behavior, but also affect other members of the organization. Therefore, it is necessary to strengthen the training of Emotional Intelligence for team members, which can not only ease the possible conflicts and contradictions among employees, but also promote communication and team innovation. Enterprise managers should pay more attention to their employees, understand the Emotional Intelligence level of employees, and combine the characteristics of employees, targeted training for them. Employees also need to straighten out their mentality, strengthen relevant learning and training, and pay attention to the improvement of their Emotional Intelligence.

3.Strengthen Communication Among Employees And Enhance Interpersonal Trust Among Employees

The environment of an individual has a certain impact on the play of Emotional Intelligence. Managers should actively take measures to improve the working environment, provide conditions for communication between employees and build a better platform for communication, help employees establish good trust, and create conditions for the play of Emotional Intelligence. For individuals, it is necessary to actively integrate into the collective and strengthen the sharing of knowledge and experience with other members, and enhance mutual trust through the establishment of work and emotional connections.

Future Research

The data used in this study are cross-sectional data collected at a specific point in time to study the influence of Emotional Intelligence and Interpersonal Trust on employees' Innovation Behavior at a certain point. In the future, it can be considered to collect data at different time points before and after, analyze the factors before the time point to predict future events, and carry out research dynamically.

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