

Driving Innovation in Tourism Workplaces: The Impact of Leadership, Motivation, and Satisfaction on Employee Behavior

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Abstract

Aim: This study examines the effect of transformational leadership, work motivation, and job satisfaction on innovative work behavior.

Methodology: The questionnaire was given online using Google Forms and was conducted using a quantitative approach with a sampling technique using accidental sampling. The population in this study was 263, and the sample used was 170 respondents from employees in the hotel sector in Banyumas. This study used SEM-PLS to analyze the data.

Findings: The results showed that transformational leadership did not directly affect innovative behavior, but work motivation and job satisfaction affected IWB.

Implications/Novel Contribution: Innovative work behavior still needs to be considered and improved, especially in the service sector in Wonosobo, Indonesia.

Keywords: Tourism Workplaces, Leadership, Motivation, Employee Satisfaction

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INTRODUCTION

Opportunities for businesses to differentiate their goods and services are essential in the dynamic and cutthroat hospitality sector. Darmawan and Bagis (2024) One of the key tactics to boost a company's competitiveness and relevance in the travel and tourism sector is innovative employee behavior. Nonetheless, several studies indicate that personnel in the hotel business continue to exhibit very little creative activity (Fathiyah, Andriani, & Fitriaty, 2022).

The hospitality sector, which encompasses a wide variety of services, including lodging, food and beverage, and travel, is a significant component of the world economy (Khan et al., 2020). In many nations, including Indonesia, this sector provides for consumer needs and substantially contributes to job creation, economic expansion, and the growth of the tourist industry. Particularly in the Wonosobo region, the hospitality, restaurant, and tourist industries significantly contribute to economic growth (Darmawan, Syakuro, & Bagis, 2021; Suroya, Bagis, Widhiandono, & Rahmawati, 2023). Increasing competition, shifting customer tastes, and the need for constant innovation are issues facing the tourism industry as demand for travel and related services rises (Darmawan & Bagis, 2024). Nonetheless, the business is growing more competitive, and Wonosobo hotels must overcome significant obstacles to maintain their competitiveness and raise the caliber of their services (Muamar & Bagis, 2022; Farooq, Akhtar, Hijazi, & Khan, 2010).

A company's innovation ability is crucial to its success, particularly in the hotel industry. In addition, employee innovative work behavior (IWB) is linked to the company's survival ability (Kyei-Frimpong, Berko Obeng Damoah, & Osafoadu Amankwah, 2024). Employees who exhibit innovative behavior at work, particularly in the hospitality industry, come up with fresh concepts that enhance customer satisfaction, streamline operations, and offer original answers to current issues so they may be put into practice (Hussain & Wahab, 2021). However,

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without strong supporters, this creative behavior will not occur. Individual creativity is a major component that influences innovative behavior (Zuhaena & Harsuti, 2021). Creativity is an important psychological capital that helps employees generate new ideas and solutions to change the organization (Saputri, Saputra, & Nofrianda, 2023).

In recent years, the hospitality sector in Wonosobo Regency, Central Java, has experienced positive growth, especially after the COVID-19 pandemic, with hotel occupancy rates reaching 80–90%. As a major tourist destination, hotels and villas in the Dieng Wonosobo area cater to diverse guest groups and have seen significant increases during specific events such as the Dieng Culture Festival (DCF), Jazz Above the Clouds, and extended holiday periods. As the hospitality industry in this region, particularly in Dieng and its surroundings, continues to grow rapidly, it is essential for hospitality employees to demonstrate good behavior while thinking and acting innovatively to stay competitive in the future. The hospitality business must also continuously adapt to customers' demands for new experiences, making innovation the key to maintaining competitiveness in this industry (Breier et al., 2021; Tesprasit, Wiriyapinit, Tanlamai, & Piromsopa, 2023).

Innovation in the workplace is strongly influenced by individual behavior, as behavior is a crucial element that can be developed through human resources. The close relationship between innovation and behavior plays a key role in achieving competitive advantage, as individual actions in creating and implementing new ideas bring significant benefits to organizations (Ibidunni, Kolawole, Olokundun, & Ogbari, 2020; Newman & Cragg, 2020). Innovative behavior includes implementing new ideas, processes, practices, and policies to enhance organizational effectiveness, business success, and long-term sustainability (Zuhaena & Harsuti, 2021; Jam, Akhtar, Haq, Ahmad-U-Rehman, & Hijazi, 2010). One of the critical factors driving innovative behavior is work motivation, particularly in the hospitality industry, where motivation impacts not only individual productivity but also the quality of service provided to guests. Research shows that high work motivation can improve employee performance, customer satisfaction, and overall hotel reputation, directly affecting job satisfaction and work efficiency (Kirani & Bagia, 2020). Therefore, companies need to encourage their employees to maximize existing resources through effective motivation strategies. Employees who feel motivated will be more challenged and satisfied with their work, leading to greater enthusiasm and productivity in performing their duties (Fathiyah et al., 2022). Hotel management must implement appropriate strategies to enhance employee motivation to achieve organizational goals effectively and sustainably (Tumanan, Musa, Kurniawan, Natsir, & Haeruddin, 2023).

A transformational leadership management technique uses creativity and imagination to inspire and grow staff members to accomplish company objectives. This leadership approach is essential to raising employee work satisfaction in the hospitality industry, which raises the standard of service offered to visitors. A friendly and stimulating work environment is often created by leaders who genuinely inspire and encourage their employees. Aside from being inspiring, such an environment enhances the employees' internal motivation and satisfaction. Transformational leadership is far greater, accounting for nearly 65% of job satisfaction variables, as shown through the conduct of different scholars (Aliyyah et al., 2021). Innovation is less of an option than a need within the hospitality sector, which is constantly exposed to ever-changing demands and escalating client expectations. Transformational leaders often foster an environment that encourages innovation and makes employees feel inspired and able to achieve greater results (Fatonah, Artadarma, Lintang, Dwipayana, & Simanjuntak, 2024; Veliando & Yanuar, 2021). The way that job satisfaction serves as a link in this relationship is also intriguing. Job satisfaction enhances employees' ability to adjust and engage in new-project activities (Fitriana, Bagis, Darmawan, & Kharismasyah, 2024; Fatonah et al., 2024). Therefore, The present study aims to examine how motivation and leadership facilitate innovative behavior in the organization and better understand the connection between transformational leadership and job satisfaction.

Despite the general acknowledgment that transformational leadership improves organizational performance and employee creativity (Bagis, Adawiyah, Purnomo, & Sudjadi, 2024), not everything discovered verifies the optimistic scenario. For example, Feri, Rahmat, and Supeno (2020) observed through a 2020 study that the performance of employees wasn't mainly affected by motivation at work. This shows that transformational leadership might not help stimulate creative action without proper motivational support (Miharja & Ruhkviyanti, 2024). Along the same line, (Ariyanti, Ananta, Yasmin, & Asriyanti, n.d.) determined that the effect of this type of leadership on employee creativity was not significant, meaning that creating an environment to encourage

sustained innovation in the work setting is something vital (Miharja & Ruhkviyanti, 2024). These results further portray that transformational leadership is not a guaranteed path to creativity. Therefore, there is a need for further comprehensive studies to determine how leadership can be enhanced and optimized actually to lead to organizational innovation and effectiveness.

Understanding the dynamics between transformational leadership, work motivation, and work happiness can contribute to improved management practices in the hospitality sector. In addition to adding to the knowledge base on leadership and creativity, the current work also builds on the literature (Hadi, Tola, & Akbar, 2019) by further explaining these dynamics. This work discusses the influence of motivation and leadership on the creative behavior of the hospitality industry employees in Wonosobo Regency. This work, thus, underscores the importance of these elements to achieve an environment at the work site that advocates for innovation and sustainable growth.

There are few studies that specifically examined how employee performance, motivation, and transformational leadership influence hospitality industry creativity, though there are many studies that examined the relationship between these elements (Veliando & Yanuar, 2021). There is an existing knowledge lacuna on the ways in which the interaction affects the hospitality sector since the majority of the published work leans towards studying other industries (Hadi et al., 2019). Past research has indicated the existence of strong correlational links between higher innovation and high motivation in the workplace (Iffat, 2023). Conversely, driven employees tend to avoid implementing new concepts or facing the challenge of solving problems in new ways. Firdaus and Sakinah (2023), who point out that lower motivation tends to have a poor impact on the level of productivity and innovation in the work environment, confirm the same.

It is widely acknowledged that one of the essential factors in the effectiveness of human resource management in the hospitality sector is the aspect of job satisfaction (Budhiana, Affandi, & La Ede, 2022). Investigating the relationship between job satisfaction, work motivation, and transformational leadership provides an enriching perspective on how to strengthen leadership practices within the industry. This piece further enhances related studies in such a manner as to develop an appreciation of how leadership leads to innovation (Hadi et al., 2019). This piece, which is focused on the employees within the hospitality enterprises of Wonosobo Regency, shows how employees' leadership styles and motivations combine to impact innovative behavior, which is one of the key factors involved in the growth and innovation of the hospitality sector.

LITERATURE REVIEW

Social Exchange Theory (SET)

Social Exchange Theory (SET), which was first formulated by George C. Homans in 1958 and further established by Peter Blau in 1964 (Emerson, 2008), provides an understanding of the establishment of associations through trust exchanges, support, and respect. From these premises, Cropanzano and Mitchell (2005) argue that these exchanges are viable within the frame of transformational leadership. Greater employee engagement is typically instilled by these kinds of leaders who inspire enthusiasm in their teams, pay them personal attention, and encourage intellectual exploration. Job satisfaction is increased as a consequence, and there is a greater likelihood of innovative activities taking place. Workers in such an environment benefit from internal gratification in accomplishing the task at hand, the potential to move further ahead in the company, and external rewards and compensations such as incentives and appreciation. (Prayudi & Komariyah, 2023) By instilling an environment where employees feel supported on both the personal and professional front, transformational leaders can promote an environment where innovation and engagement drive the culture. According to SET, high motivation at the workplace is an indicator of the organization's support for the employees, which is then repaid through greater personal contentment and creative effort (Vo, Tuliao, & Chen, 2022). As an outcome of good feelings about the treating firm or the leadership, job satisfaction engages employees into actively participating in innovation, where the employee who is content with the work and the relationship at the office is likely to contribute through the skill of innovation that is positively beneficial to the organization (Lee, Ashton, & de Vries, 2022).

Innovative Work Behavior

Since it demonstrates a person's capacity for creativity and the introduction of novel concepts into the workplace, innovative work behavior is an essential element in businesses. It entails collaboration at all organizational

levels to create, share, and use innovations that have positive effects (Stanescu et al., 2021). Innovation starts with developing and implementing novel concepts in many fields, claim Scott and Bruce (1998) (Soebardi, 2020). Sueb and Sopiah Sueb Sueb & Sopiah Sopiah (2023) define innovative behavior as creating and introducing new ideas that satisfy the organization's needs and professional and broader societal interests. Innovative employees prove they can evolve and develop the work environment by proactively seeking, developing, and implementing new concepts to maximize performance (Nguyen et al., 2019). Organizations can develop an engaging and progressive environment through encouraging innovation and a culture of ongoing improvement.

As per Astuti and Sitawati (2019), the behavior of creative individuals is primarily shaped by individual and organizational factors. Transformational leadership is one of the primary motivators of an organization. Employees feel empowered to be bold, enthusiastic, and curious when their leaders inspire, support innovation, take calculated risks, and value openness. This drives positive organizational behavior (Gashema & Kadhafi, 2020). Fathiyah et al. (2022) claim that transformational leaders foster creativity and increase self-esteem, allowing staff members to smoothly incorporate new concepts into established procedures.

Transformational Leadership and Innovative Work Behavior

Leadership is essential to fostering innovation because leadership inspires and guides employees to use their imagination in their work (Sudibjo & Prameswari, 2021). Transformational leadership has gained widespread recognition in leadership and organizational behavior research since Burns first proposed the idea (Singh, Khan, & Rehman, 2023). Leaders who use this strategy motivate their staff to push boundaries and explore new concepts, ultimately spurs creativity within the company. Employees can continue to improve their skills and find more effective ways to work because they provide clear guidance and foster an atmosphere that encourages innovation and risk-taking (Aydın & Erkiş, 2020). Transformational leaders are essential to fostering employee creativity and critical thinking (Sudibjo & Prameswari, 2021). Research has consistently shown a strong connection between transformational leadership and innovative work behavior, which involves generating, refining, and applying ideas that drive organizational progress (Anggraeni & Rachmawati, 2023; Dewi, Bolabali, & Aristana, 2023). According to Social Exchange Theory, employees contribute to workplace innovation by introducing and implementing fresh ideas (Küçük, 2020). In this context, leaders act as catalysts, inspiring employees to embrace creativity and integrate novel solutions that enhance efficiency and strengthen organizational competitiveness.

H1: Innovative work behavior is influenced by transformational leadership.

Work Motivation and Innovative Work Behavior

Work motivation drives individuals to complete tasks effectively and efficiently, influenced by how they act in specific situations (Alfani & Elburdah, 2024). It is crucial in fostering innovative behavior, as highly motivated employees are more inclined to seek creative solutions to workplace challenges (Anjani, 2019). Various factors impact motivation, including compensation systems, individual needs, and the work environment, all of which contribute positively to innovative behavior (Muliana & Mansyur, 2024). According to Karlina and Alamsyah (2024), employees engaged in innovation significantly contribute to organizational success, emphasizing the need for companies to cultivate a creativity-driven culture and recognize innovative individuals. The Social Exchange Theory (SET) states that innovative behavior is triggered by work motivation, whether intrinsic—such as self-development—or extrinsic— as a response to the organization's or leadership's investments (Ndudi, Kifordu, & Egede, 2023).

H2: Innovative work behavior is influenced by work motivation.

The Influence of Job Satisfaction and Innovative Work Behavior

Job satisfaction has a significant impact on employees' innovative behavior. Research indicates that satisfied employees are more likely to innovate in their work environment (Susanti et al., 2021). Innovative behavior is not inherent but develops as job satisfaction increases (Dahri & Aqil, 2018). Therefore, fostering a supportive work environment is essential to encourage innovation and organizational change (Ozsoy, 2022).

According to Hadi et al. (2019), innovation does not emerge spontaneously but rather evolves when employees face workplace challenges and possess the necessary skills to complete their tasks. The Social Exchange Theory (SET) explains the reciprocal relationship between job satisfaction and innovative behavior by exchanging

organizational social and economic resources. Employees who are satisfied with their jobs are more inclined to generate new ideas that contributing to the organization's progress (Khan, Raya, & Viswanathan, 2021).

H3: Innovative work behavior is influenced by job satisfaction.

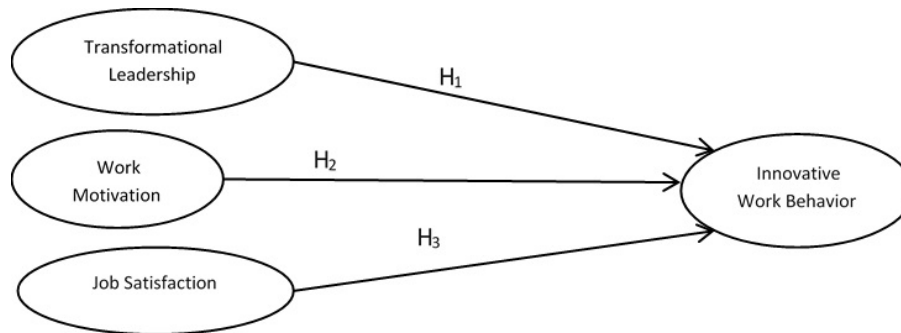


Figure 1. Conceptual Framework

METHODOLOGY

This quantitative study focuses on transformational leadership, work motivation, job satisfaction, and innovative work behavior. It uses accidental sampling, which considers accessibility and respondents' time constraints.

The research sample consists of 170 employees from the hospitality and tourism sectors, determined using the Slovin formula with a correlation standard of 0.05. Data was collected through an online questionnaire via Google Forms, using a five-point Likert scale to measure respondents' answers. Data analysis was performed using the SEM-PLS method with SmartPLS software. The variables examined include transformational leadership (X1) with six indicators, work motivation (X2) with eight indicators, job satisfaction (X3) with nine indicators, and innovative work behavior (Y) with seven indicators.

RESEARCH RESULT

The respondents' demographics indicate that most come from Eagle Hotel Wonosobo and Azana Hotels Collection, with 56 respondents (34.6%). Regarding gender distribution, most respondents are male, totaling 111 individuals (65.3%). Meanwhile, based on age range, employees aged over 30 years dominate the sample, with 61 respondents (35.9%). These findings reveal that most respondents are men working in F&B Service, Housekeeping, and Engineering, while female respondents generally hold positions in Accounting. The length of service among employees at Eagle Hotel Wonosobo, Azana Hotels Collection, and Wanawisata Dieng Plateau reflects their strong commitment to the company in the sector analyzed in this study.

In order to thoroughly examine the correlations between variables and obtain fresh insights that can be communicated through a straightforward analysis, this study handles data using the PLS 3 approach (Ghozali, 2015). One indicator had to be eliminated since its outer loading value was less than 0.7, and other indicators with acceptable values might also be eliminated from the study, according to the results of the two-stage data analysis (Ghozali, 2015).

Table 1: Outer loading

	Statement Items	Outer Loading
X1.1	Leaders can explain with clear vision and mission organization to employees.	0.857
X1.2	The leaders can invite employees to work together for the sake of achieving the vision of the organization.	0.871
X1.3	The leaders show integrity in the work they do.	0.862
X1.4	Leaders show appropriate behavior with values adopted by the organization.	0.826
X1.5	The leaders do show not quite enough answers to repair the organization	0.847
X1.6	The leaders give a chance for the employee to work The same	0.869
X2.1	Work moment This is Already mastered with Good	0.891
X2.2	Work moment This is Already my desire. I	0.932
X2.3	Desire employee For valued on results work (recommendation, increase) position and bonus)	0.884
X2.4	Desire employee own connection Good with colleague Work	0.873
X2.5	Get attention in the form of praise, greetings, and thanks, love on work and personal (family)	0.885
X2.6	Get attention in the form of correct or suggestions for improvement. Work on work done	0.877
X2.7	Get an award on achievement/result work like material and non-material	0.898
X2.8	Given the chance to attend committee events in the hotel environment	0.880
Y.1	I realize the challenges faced by the organization.	0.907
Y.2	I am interested in information, or new ideas are needed To get a solution	0.873
Y.3	I am processing information or new ideas that I have gotten To support the successful organization	0.895
Y.4	I can explain my idea in a systematic way to leaders and employees.	0.856
Y.5	I try to invite other employees to try out the ideas that I have submitted.	0.891
Y.6	I have implemented the new idea that I have gotten as part of life every day in place of Work I .	0.869
Y.7	I implement new ideas that I get from other people at work daily	0.892
Z.1	I always obey regulation that exist in the company	0.864
Z.2	I always come work and go home appropriate time	0.896
Z.3	I always capable do work I with Good in accordance with standard company	0.861
Z.4	I feel enthusiastic in do work I	0.841
Z.5	I am pleased work and fulfill hope company	0.812
Z.6	I am without hesitant give work best I For company	0.891
Z.7	I feel comfortable working in the office. I Now	0.824
Z.8	I do not want to look for other jobs	0.845
Z.9	Work This can give opportunity same alternative how nice with other jobs	0.839

All variables have a loading factor over 0.7, according to the analysis results in Table 2, which satisfies the convergent validity requirements (Ghozali, 2015). The indicators' ability to adequately describe the measured constructs is confirmed by the high outer loading values.

Table 2: Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Innovative Work Behavior	0.944	0.964	0.945	0.777
Job Satisfaction	0.926	0.975	0.967	0.689
Transformational Leadership	0.937	0.937	0.932	0, 735
Work Motivation	0.959	0.972	0.976	0.712

Based on Table 2, it shows that the Construct Reliability and Validity values of the variables Work Motivation, Transformational Leadership, Innovative Work Behavior towards Job Satisfaction are greater than 0.5, so all of these variables can be declared reliable.

Table 3: R square value

	R Square	R Square Adjusted
Innovative Work Behavior	0.79 2	0.78 8

The Adjusted R Square value for Innovative Work Behavior is 0.788, as seen in Table 3. This figure indicates that 78.8% of the variation in creative work behavior can be explained by transformational leadership, work drive, and job satisfaction. Therefore, it may be said that the R square value is enough.

Table 4: Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (T)	Statistics (IO/STDEV)	P Values	
Job Satisfaction -> Innovative Work Behavior	1,132	1,132	0.083	13,582	0,000	Accepted	
Transformational leadership -> Innovative Work Behavior	-0.077	-0.079	0.054	1,409	0.131	Rejected	
Work Motivation -> Innovative Work Behavior	-0.206	-0.204	0.094	2,178	0.030	Accepted	

With a P-value less than 0.05, Table 4 demonstrates that the first and second hypotheses are rejected because they exhibit a substantial and adverse impact of Transformational Leadership and Work Motivation on Innovative Work Behavior (Haryono, 2016; Ardiansyah et al., 2022). With a P-value less than 0.05, the third hypothesis, which looks at the connection between innovative work behavior and job satisfaction, shows a positive and significant association, supporting the fifth hypothesis.

DISCUSSION

The Influence of Transformational Leadership on Innovative Work Behavior

According to this study, a lack of support for teamwork and idea execution under transformational leadership has a detrimental effect on creative work practices in the hotel industry (Wibowo et al., 2023). When work objectives are set too high without sufficient resources and training, people become unwilling to take chances with innovation,

even while leaders properly explain the organization's vision and mission (Pt et al., 2025) . Transformational leadership has no significant impact on innovative conduct, as indicated by a 2023 survey at the Gajahmada Graha Hotel Malang. The findings align with previous research (Sudibjo & Prameswari, 2021). Through creating an explanation of the vision of the organization and helping employees integrate new modes of thinking into work routines, leaders are able to encourage creative work conduct (Dewi et al., 2023).

The Influence of Work Motivation on Innovative Work Behavior

This work shows how the creative activities within the hospitality sector can be disrupted by the lack of work motivation. Motivation imbalance can cause too much stress, failure to take risks, and decrease innovation, as noted by (Rahmadhani, Herniyatun, & Chamroen, 2022). Organisations should have an integrated HR (Human Resource) management approach with specific training to unleash the potential of creativity within employees and enhanced incentive programs to enhance an atmosphere of innovation (Steven & Yanuar, 2024). Organisations should include an integrated HR (Human Resource) management system comprising enhanced incentive programs and specific training to enhance employees' creative potential (Kesuma et al., 2023). Through these, firms are able to construct an inspiring climate, empower employees to generate new suggestions, and drive advancement. These are in concordance with the current publications on the feasibility of achieving the balance between the incentive and capacity to innovate within the hospitality industry (Eliyana, Christiananta, et al., 2020).

0.1 The Influence of Job Satisfaction on Innovative Work Behavior

The existing research shows the strong connection between the creative activities of the employees and work happiness within the hospitality sector. A dynamic and creative work environment is created when the employees are satisfied with the job because these employees are more likely to participate and discuss creative ideas (Sanjaya, Kurniawan, & Kusuma, 2024). Although scholars find that happy labor is inclined to face new problems and build creative alternatives, it has also been found through the existing studies that happiness at work is essential to connect the performance of the employees, innovation, and creativity (Astuti et al., 2019). Besides, inspiring leadership is essential to build the confidence level of the employees to innovate and come up with new suggestions (Sanjaya et al., 2024). According to Astuti and Sitawati (2019) the function of work happiness is vital to motivate creative practices, and as such, it is essential to supply a healthy work culture to facilitate innovation and sustainable growth.

CONCLUSIONS AND RECOMMENDATIONS

The research confirms that employee innovation development in the Wonosobo hospitality industry is faced with obstacles because work motivation and transformational leadership do not always translate into fruitful results. The appropriate motivation produces higher job satisfaction and makes employees develop the motivation to put new ideas into action and enhance performance results. The relationship between creativity and innovative action is contingent on job satisfaction and an enabling work environment is always critical to innovation creation.

Hospitality companies need to establish employee well-being programs while creating healthy workplace cultures and implementing effective leadership approaches to drive innovation and competitiveness. The study provides valuable insights, but its findings are limited because it examines creative approaches exclusively among workers and restricts its analysis to the hospitality and tourism sector.

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