

Psychological Capital and Leadership Autonomy Support in Fostering Innovative Behavior: Mediating Effect of Individual Creativity Among Employees in the Hospitality Sector

Maudia Szaharanityas¹, Fatmah Bagis^{2*}, Hermin Endratno³, Maulida Nurul Innayah⁴

Faculty Of Economics and Business Universitas Muhammadiyah Purwokerto, Indonesia.

Corresponding Author: Fatmah Bagis fatmahbagis2014@gmail.com

ARTICLE INFO

Keywords: Psychological Capital, Leadership Autonomy Support, Individual Creativity, Innovative Behavior

Received : 4, April

Revised : 23, April

Accepted: 25, May

©2025 Szaharanityas, Bagis, Endratno, Innayah : This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The hospitality sector plays a vital role in the world economy, encompassing a variety of hospitality-related services, such as accommodation, food and beverage, and travel. This industry not only serves customers, but also contributes greatly to economic growth, job creation, and tourism development in many countries, including Indonesia. The purpose of this study is to conduct an empirical assessment of a model analyzing the effects of psychological capital, leadership autonomy support on innovative behavior. The researcher also examines the mediating effect of individual creativity. This study uses the Self-Determination Theory (SDT), which states that employees perceive leaders as autonomy supporters positively influencing psychological capital, individual creativity and innovative behavior. The population in this study was 255 and the sample used was 162 employees at Hotel Karlita, Hotel Luminor, and Wanawisata Baturraden.

INTRODUCTION

The hospitality industry is a vital sector in the global economy, encompassing hotel services such as accommodation, food and beverage, and travel (Khan et al., 2020). Hospitality is the practice of providing friendly and professional service to build long-term relationships with customers through high service quality (Kadek et al., 2024). The hospitality industry encompasses service sectors such as hotels, food and beverage, tourism, recreation, and transportation, with hotels and tourism as key components that support each other. This industry performs an vital position in monetary growth, process advent, and tourism development, such as in Indonesia.

Innovative behavior inside the hospitality industry is the act of personnel developing and imposing new thoughts to enhance services, paintings strategies, and resolve issues creatively (Hussain & Wahab, 2021). However, innovative behavior will not occur without deep supporting factors. A major factor that influences innovative behavior is individual creativity. Employees in the hospitality sector need to be encouraged to have innovative work behavior in a business context (Noerchoidah et al., 2020).

Innovation is influenced by behavior originating from human resources, so both play an vital role in achieving competitive gain. (Newman et al., 2020) stated that personalized efforts in developing new ideas are beneficial to individuals and organizations, such as employees who create digital booking systems to improve hotel service and efficiency. Innovative behavior is the application of new thoughts, strategies, practices, and tips to acquire organizational effectiveness, enterprise achievement, and lengthy-time period sustainability (Bagis et al., 2025).

Psychological capital is a mental condition that includes positive emotions, emotional control, and the ability to influence the environment according to desires and abilities (Saputri et al., 2023). Psychological capital supports success and resilience, and drives individual motivation that influences attitudes, behavior, and performance (Safitri & Ikhrum W., 2022). Previous research has proven that modern evaluation of psychological capital exerts a strong and beneficial impact on individual innovative behavior and creativity (D. Pramono., 2020). The evaluation results indicate that psychological capital plays a full role in innovative work behavior (Hermina, 2024).

Strong leaders need to foster autonomous leadership by helping to develop a work environment that encourages employees to work independently and see the leader as a motivator (Pebrina, 2021). Research on Leadership autonomy support has high quality and a large impact toward innovative behavior through the mediation of individual creativity (Asbari et al., 2021). Meanwhile, research conducted by (Syarif, 2024) shows that work autonomy does not have a significant impact on innovative work behavior.

Individual creativity (IC) is the ability to create new ideas or solve problems in ways that are different from those already known or experienced (Sunar, 2021). Previous studies have shown that individual creativity has a positive and significant influence regarding an individual's innovative

behavior employee character in public service organizations. Individual creativity greatly impacts innovative behavior, leading to a rise in innovative actions following an increase in creativity, the increase in innovative behavior will reach 92%. Individual creativity connects psychological capital and leadership autonomy support to innovative behavior, as per the findings with the theory of creativity components which states that creativity is the key to innovation.

A collaborative work environment encourages employees to innovate and improve service quality. Good service, such as being friendly, responsive, and professional, requires competent employees who can provide a positive experience and influence the hotel's image. For example, employees who greet guests with a warm smile, respond promptly to requests for additional towels or provide local tourist information politely and clearly. Because the quality of service like this greatly influences the guest's experience and image of the hotel (Fatimah et al., 2024).

This makes an interesting finding and encourages researchers to conduct further research as a means of evaluation in innovative behavior. This research intends to assess the work conducted by (Terje Slatten, B Mutonyi & Lien, 2020) on psychological capital, leadership autonomy support for Innovative behavior mediated by the role of individual creativity. This study is different because it uses the hospitality sector, covering the hotel industry and tourist attractions, with a larger population and sample. In light of the background, this study aims to assess the impact of individual creativity as a mediator, the influence of psychological capital and leadership autonomy support on the innovative behavior of employees within the hospitality sector.

LITERATURE REVIEW

Self-Determination Theory (SDT)

This observation uses the principle of Self-dedication (SDT) to find how leadership autonomy support influences employee motivation and innovative behavior. Management plays a full-size role in influencing employees psychological qualities, such as Psychological Capital, and their creative performance in constructs such as Individual Creativity and Innovative Behavior are influenced by leadership autonomy support, which can affect motivation in the workplace (Gagné & Deci, 2005; Gottman et al., 1998). Employee motivation is interesting for two reasons. First, Individual Creativity and Innovative Behavior are highly demanding. Second, both are additional behaviors that are not always mandatory or stated in the employment contract. Therefore, these creative performances are considered voluntary tasks that employees want to do, but are not mandatory. Employees need attention to motivate themselves in creating creativity and innovation. This concept is relevant to leadership autonomy support, which comes from Self-Determination Theory (SDT). SDT focuses on factors that facilitate motivation in humans. In SDT, the type of motivation that is driven by the inner or self-determined is emphasized as the ideal type.

Innovative Behavior

Employee innovative behavior reflects a person's capacity for innovation and creativity in the work environment (Anggraini & Mansyur, 2024). Innovative behavior is an individual-level innovation that is very important for increasing competitive advantage. Individuals must be able to work outside their normal activities, such as discovering new technologies, implementing new work techniques, and conducting research to implement new ideas into action (gudbrans Låtten et al., 2020). Innovative behavior is a form of individual motivation to introduce new concepts and uses that contribute positively to the organization (Bagis fatmah et al., 2025). Innovative behavior is creative in changing attitudes from traditional to modern, from undeveloped to developed, or from undeveloped to progress.

The Influence of Psychological Capital on Innovative Behavior

Psychological capital serves as an essential personal resource that strengthens mental health and encourages motivation to persist in exchange (Al-Ghazali & Afsar, 2022). Individuals with good psychological capital have high self-confidence in working, have a positive attitude towards current and future success, have a strong psychological mentality, and are persistent in their efforts to achieve success (Mochammad & Puspitadewi, 2021). By having psychological capital, individuals are resilient to challenges, optimistic about themselves and their work, motivated to achieve goals, confident that their efforts will pay off, and motivated to show high commitment to work. Preceding studies has related individual psychological capital via paintings that entails character innovative conduct. As an instance, psychological capital is definitely associated with employee progressive behavior (Choi, 2020) Research findings shows that there is an effective the connection between psychological capital and innovative work behavior. Psychological capital analysis has a good and broad impact on individual innovation behavior. H1: Psychological capital plays a significant role in shaping innovative behavior.

The Influence of Leadership Autonomy Support on Innovative Behavior

Leadership autonomy support is related to leaders who motivate and motivate employees to perform autonomously. Leaders who promote autonomy tend to be more confident and motivated, while those who do not support tend to be less motivated. Leaders who support autonomy increase employees' intrinsic motivation and are highly valued and sought after by them (D. Pramono., 2020). The analysis reveals that leadership autonomy support directly influences innovative behavior and that both factors variables are positively correlated. The higher the level of leadership autonomy support, the more capable they are of taking innovative actions. Conversely, the lower the leadership autonomy support, the lower the employee's innovative behavior (Bella Ulfa & Salendu, 2021). The effects of this have a look at are supported by means of preceding studies that talk the hypothesis that LAS is undoubtedly related to innovative behavior. This is in accordance with the

SDT concept which states that when employees receive autonomy support from their superiors, they tend to show positive work behavior (innovation behavior).

H2: Leadership autonomy support has a significant effect on innovative behavior

The Influence of Individual Creativity on Innovative Behavior

Individual creativity is an innate theory that can be developed over time. Individual Creativity is the ability to use knowledge and experience that is placed to develop new products or create new and different problem solutions (Sunar, 2021). Individual creativity is a combination of contextual and idiosyncratic factors. Individual creativity refers to a person's ability to improve worthwhile fresh ideas, solutions, and products. This skill supports the ability to put forward original and innovative ideas to solve problems based on existing knowledge and experience. The literature often highlights that the organization's learning approach has a positive impact on employee individual creativity (Bagis et al., 2024). Research that supports the results of previous studies shows that individual creativity has a profound and powerful influence on innovative behavior. Studies show that individual creativity has a significant and widespread influence on the innovative behavior of personnel in public service businesses. Another study shows that individual creativity has a powerful influence on innovative behavior (Hussain & Wahab, 2021).

H3: Individual creativity plays a crucial and powerful role in shaping innovative behavior.

The impact of Psychological Capital on Individual Creativity.

Even though mental capital is believed to have an immediate impact on person modern conduct, it's also assumed that mental capital has an immediate effect on person creativity. In this study, researchers examined the effect of managerial the influence of autonomy support and psychological capital on innovative behavior among employees in the manufacturing sector. These results indicate that psychological capital acts as a crucial intermediary between leadership support and innovative behavior, indicating that increasing psychological capital can increase individual creativity in work situations (T. Pramono, 2020). This researcher emphasized that people possessing high psychological capital leads to greater creativity in generating ideas and implementing them. Psychological capital acts as an intrinsic motivator and exerts a greater impact on individual innovative behavior than extrinsic motivation. The impact of this study supports the argument that creativity can be significantly influenced by psychological capital (Hermina, 2024).

H4: Psychological capital greatly influences individual creativity.

The Influence of Leadership Autonomy Support on Individual Creativity

Research in the past has demonstrated that Leadership Autonomy Support (LAS) strongly influences individual creativity (Pebrina, 2021). This review examines the effect of transformational leadership and organizational mentoring on creative performance among employees. The results of the study indicate that: Leaders who support employee autonomy can provide increased creativity by creating an environment that encourages innovation. When employees are supported by their leaders, they are safer to explore new ideas and are more motivated to make creative efforts (Dezar Salsabila & Yuniawan Ahyar, 2023).

H5: Leadership autonomy support has a significant effect on individual creativity

The role of Individual Creativity in mediating the relationship between Psychological Capital and Innovative Behavior.

This observe expects the relationship between psychological capital and character modern behavior to be mediated through individual creativity. Research shows that individual creativity is a necessary condition needed in relation to individual innovative behavior as viewed from a personal perspective instructors (Suroso et al., 2021). Based on the central contribution of individual creativity, it leads to a rise in individual creativity instructors to experiment with creative ideas if they decide it will be beneficial to the job and encourage them to do so (Pan et al., 2020). Therefore, individual creativity is anticipated to facilitate the mediation between psychological capital and innovative behavior. Creativity in relation to character describes as an important issue of facts. Due to this character creativity from the mind-set of individual instructors is a call for for individual innovative behavior.

H6: Psychological capital significantly affects innovative behavior, with individual creativity serving as a mediator

The effect of leadership autonomy support on promoting innovative behavior through Individual Creativity as a mediator

This take a look at examines how leadership autonomy support affects employee innovatif behavior conduct using individual creativity as a mediating factor. variable. Research shows that leaders who provide freedom and space for independent decision-making can increase employee creativity . This creativity then plays a role as a factor that encourages innovative behavior at the workplace. The findings of the study show that autonomy support based on leaders increases employees' intrinsic motivation to think more creatively, which can increase innovation (Siyal et al., 2021). Individual creativity plays a mediating role between leadership support, autonomy, and innovative behavior. The higher the level of freedom given by leaders, the more likely employees are to form new views and behave innovatively. The trust and autonomy provided by leaders enable employees to feel more empowered and engaged in innovative processes (Lee et al., 2021).

H7: Leadership autonomy support greatly influences individual creativity, with innovative behavior acting as a mediator

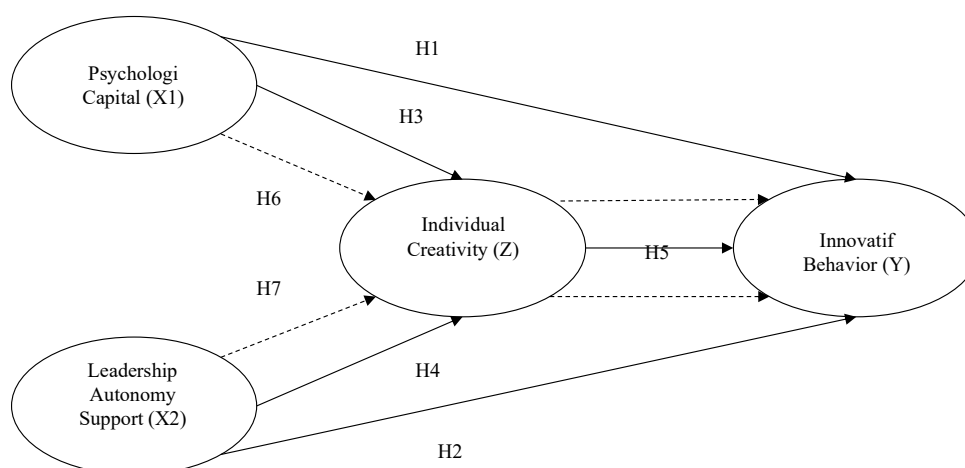


Figure 1. Research Framework

METHODOLOGY

This study uses quantitative methods and is a replication of previous research to test the influence of psychological capital and leadership autonomy support on fostering innovative behavior, which is mediated by individual Creativity, with seven hypotheses analyzed..

The sampling technique used asidental sampling, which is a subjective sample selection by researchers based on convenience, location, and the desired number of samples (Sugiyono, 2018). The study population was employees in the hospitality sector, including hotels and tourism, with samples from Hotel Karlita of 115, Hotel Luminor of 90, and from Wanawisata Baturraden of 50. The sampling technique used the Slovin formula with a correlation standard of 0.05 until 157 samples were found, and the number of samples used for the study was 162. The survey was conducted online through Google Form with a Likert scale. SmartPLS was chosen for the analysis because it can handle complex models, latent variables, mediation paths, non-normal data distributions, and small samples.

This study involves the variables of Psychological Capital (X1), Leadership Autonomy Support (X2), Individual Creativity (M), and Innovative Behavior (Y). The questions in the questionnaire were taken from various references: Psychological Capital referring to (Luthans et al., 2007) and (Aljoghaiman, 2024) with six indicators. Leadership Autonomy Support referring to (Terje Slatten, B Mutonyi & Lien, 2020) with five indicators. Individual Creativity referring to (Zhou & George, 2001) and (Vila-Vázquez et al., 2020) with six indicators. And Innovative Behavior referring to (Sudibjo & Prameswari, 2021) with seven indicators.

RESEARCH RESULT

The study was conducted at Hotel Karlita, Hotel Luminor, and Wanawisata Baturraden with 162 respondents, consisting of 109 men (67.3%) and 53 women (32.7%). The results show male dominance in the hotel and

tourism sector, which can affect gender-based training and programs. Most respondents are >30 years old, indicating a fairly mature work experience, which is important in designing competency development programs. The majority of respondents have a high school education (98 people), which can improve performance through relevant training. Meanwhile, the majority have a work period of <5 years, indicating a low level of loyalty and understanding of organizational policies.

The data analysis was carried out in one round all indicators show an outer loading value greater than 0.7, which means that any statement item with a value above 0.70 is considered valid (Hair Jr. et al., 2017). So it is said to be valid and can be used for further testing.

Tabel 1. Outer Loading

	Question Items	Outer Loading
PC.1	I feel confident that I can set goals for myself in my work area.	0.873
PC.2	I am optimistic about my future in this organization.	0.865
PC.3	When faced with challenges in my work, I can find alternative solutions to those challenges.	0.865
PC.4	I can find alternative ways to achieve my goals.	0.829
PC.5	In the workplace, it is consistently observed that every difficulty has a viable solution	0.854
PC.6	I usually handle stressful situations at my workplace with calm and resilience.	0.865
LAS .1	My leader gives me authority over issues in my area	0.894
LAS .2	My leader listened to my words	0.910
LAS .3	My leader encourages me to take initiative	0.892
LAS .4	My boss is concerned that my work is goal-oriented.	0.866
LAS .5	My leader instills motivation	0.881
IB.1	I recognize the challenges faced by organizations	0.879
IB.2	I am interested in new information or ideas needed to find a solution.	0.893
IB.3	I process new information or ideas I obtain to support the success of the organization.	0.880
IB.4	I can explain my ideas systematically to my superiors and other employees.	0.904
IB.5	I try to get other employees to try out the ideas I propose.	0.884
IB.6	I have implemented new ideas I have come up with as part of my daily life at work.	0.895
IB.7	I apply new ideas that I get from others in my daily work.	0.850
IC.1	I make a contribution innovative ideas to solve demanding situations in my work.	0.890
IC.2	I make contribution creative ideas to improve the satisfactory of my work.	0.861
IC.3	I can find solutions to problems	0.898
IC.4	I can accept all sources of information	0.867
IC.5	I suggest new ways of carrying out work tasks.	0.899
IC.6	I am a good source of creative ideas	0.861

The results of the analysis show that there are elements of factor values of more than 0.7 in the variables of Psychological Capital, Leadership Autonomy Support, Innovative Behavior and Individual Creativity. The high

outer loading value indicates that the indicators applied can be explained by the construct being measured, the general rule that applies to the outer loading value should be 0.708 or higher (P. Ghazali, 2015). Therefore, it can be said that the loading factor value of all indicators has a sufficient value to comply with the standards of convergent validity.

Tabel 2. Construct Reliability dan Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Individual Creativity	0.941	0.942	0.953	0.773
Innovative Behavior	0.953	0.954	0.961	0.781
Leadership Autonomy Support	0.933	0.934	0.949	0.790
Psychological Capital	0.929	0.931	0.944	0.737

The above shows that if the Construct Reliability and Validity values of the Psychological capital, leadership autonomy support, Individual Creativity are closer to the innovative behavior variable of more than 0.7, then all variables can be stated as reliable.

Tabel 3. Nilai R Square

	R Square	Adjusted R Square
Individual Creativity	0.723	0.719
Innovative Behavior	0.595	0.588

Individual Creativity has an Adjusted R Square value of 0.719, meaning that determines if Leadership Autonomy Support, Psychological Capital, and Innovative Behavior can explain the Individual Creativity variable by 71.9%. So it can be concluded if the R Square value is stated strongly. The Adjusted R Square value of 0.588 for Innovative Behavior indicates that Leadership Autonomy Support helps and Psychological Capital can explain the Innovative Behavior variable by 58.8%. Furthermore, we can draw conclusions if the R Square value is stated strongly. Thus, it can be concluded that the R Square value is considered moderate.

Tabel 4. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1: Psychological Capital -> Innovative Behavior	0.192	0.187	0.094	2,038	0.042
H2: Leadership Autonomy Support -> Innovative Behavior	0.281	0.284	0.077	3,646	0.000
H3: Individual Creativity -> Innovative Behavior	0.372	0.373	0.098	3,782	0.000
H4: Psychological Capital -> Individual Creativity	0.515	0.518	0.057	9,038	0.000
H5: Leadership Autonomy Support -> Individual Creativity	0.420	0.416	0.061	6,893	0.000
H6: Psychological Capital -> Individual Creativity -> Innovative Behavior	0.192	0.194	0.056	3.408	0.001

H7: Leadership Autonomy Support -> Individual Creativity -> Innovative Behavior	0.156	0.155	0.047	3.311	0.001
---	-------	-------	-------	-------	-------

The validity of the hypothesis is determined by declaring the path coefficient significant when its P-value is below 0.05 (I. Ghazali, 2019). The first to third hypotheses show a significant positive effect the connection between Psychological Capital, Leadership Autonomy Support, and Individual Creativity in influencing Innovative Behavior, because the P-value is less than 0.05, so it is accepted. The fourth and fifth hypotheses show a significant positive effect between Psychological Capital and Leadership Autonomy Support on Individual Creativity, with a P-value of less than 0.05, so it is accepted. The sixth and seventh hypotheses test mediation, where Individual Creativity mediates the influence of Psychological Capital and Innovative Behavior, Leadership Autonomy Support and Innovative Behavior are both considered accepted with a P-value of 0.001, which is less than 0.05.

DISCUSSION

The Impact of Psychological Capital on Innovative Behavior

The results reveal that Psychological Capital plays a positive and significant role in Innovative Behavior. Staff in the hospitality industry experience a sense of optimism about their future in the organization, are able to find solutions to challenges, and handle stressful situations with calm and resilience. Research shows that employees are optimistic about the future in the organization, are able to find solutions to challenges, face difficulties calmly, and convey ideas systematically to leaders and colleagues (Bagis et al., 2024). This encourages employee innovative behavior, namely the application of new ideas to achieve improvements and beneficial changes (Soputan & Sumual, 2022). Strong psychological capital gives individuals the confidence, resilience, and optimism needed to create, develop, and use new ideas.

The findings of this study are consistent with previous research (Firdaus & Handoyo, 2021) demonstrating employees working in a proactive organization culture that supports innovation. The results are in agreement with existing research (Khairunnisa et al., 2024) which shows that increasing psychological capital can influence innovative behavior in the work environment. A work environment that supports freedom of expression strengthens the positive impact of psychological capital on innovation (Tripathi & Kalia, 2024).

The effect of Leadership Autonomy Support on employee Innovative Behavior

This study reveals that leadership autonomy support plays a major and extensive role in influencing innovative behavior. Leaders in the hospitality sector can provide authority and motivation to employees, motivating them to take initiative and concentrate on their work objectives (Kim et al., 2023). As the level of autonomy support from the leader increases, employees are more likely to engage in innovative behavior in the workplace. This finding is consistent with the Self-determination idea (SDT), which states that folks that

are given freedom and autonomy in their paintings have a tendency to be greater motivated of their paintings, in the long run promoting creativity and innovation (Manninen et al., 2022).

The results of this study are consistent with earlier studies (Yunizar et al., 2024). revealing that providing leadership, employee, and workplace autonomy enables innovative behavior for employees in the hospitality sector. The outcomes of this have a look at are supported by previous research that leadership autonomy help is positively related to innovatif behavior (gudbrans Låtten et al., 2020). Process autonomy given to employees encourages creativity and innovation, lets in them to take the initiative, inspire themselves, and develop innovative behavior (Yuni et al., 2022).

The Influence of Individual Creativity on Innovative Behavior

The results of this study indicate that Individual Creativity has a positive and significant influence on Innovative Behavior. Hospitality sector employees can find creative solutions and ideas to overcome challenges, which contributes to improving the level of work excellence in the company (Bagis et al., 2023). This implies that people who possess a high degree of creativity show more innovative behavior in the work environment. Individual creativity allows someone to create new, unique ideas and develop innovations that impact the organization. Creative individuals not only generate new ideas however also are capable of recognize them into actual answers, in order that creativity serves as the core basis of innovation (Valtonen et al., 2023).

This study supports previous knowledge that determines creativity is an important factor in promoting innovative behavior in the workplace (Ruswandi et al., 2024). Employees in the hospitality sector can improve work quality and performance by finding creative solutions, especially in a supportive work environment (Diva et al., 2024). Individuals with high creativity tend to find new methods, solve problems innovatively, and develop different work approaches.

The Influence of Psychological Capital on Individual Creativity

The findings of this research indicate that Psychological Capital exerts a significant and broad influence on Individual Creativity. This shows that employees in the hospitality sector feel confident in setting goals for themselves at work. They feel optimistic about the future in an organization. With that, they are also confident that they can handle stressful situations at work with calm and resilience (Demirović Bajrami et al., 2022). Individuals exhibiting robust psychological traits like belief in their abilities, hopeful attitudes, resilience, and optimism, show more creativity in their work. Self-efficacy encourages individuals to learn and think creatively, while optimism, hope, and resilience help them face challenges and continue to innovate despite obstacles (Capron Puozzo & Audrin, 2021).

This study also supports previous studies that found that psychological capital can increase individual creativity (Amalia et al., 2023). Hospitality

employees who are optimistic and psychologically resilient are able to manage work situations well, because optimism helps them deal with stress and uncertainty more effectively (Selviana & Syarifah, 2021). In the work environment, high psychological capital encourages individuals to persist, find new solutions, and solve complex problems, thereby increasing creativity (Da et al., 2021).

The Role of Leadership Autonomy Support on Individual Creativity

This observation indicates that autonomy support from leadership significantly enhances individual creativity. This shows that hospitality sector employees contribute to leaders and give authority over issues in the workplace. Leaders can encourage employees to take their own initiatives related to their work (Sarmah et al., 2022; Surucu et al., 2021). The higher the level of autonomy support provided by leaders, the more likely individuals are to demonstrate creativity in their work. This finding follows the Self-willpower principle (SDT) (Deci & Ryan, 1985), and states that people who are given freedom and autonomy in their work tend to be more motivated in the workplace.

This shows that empowerment and staff management are important for employee contribution in the hospitality sector. This agreement involves including employees in work decisions has a positive effect on service modes and service quality (Bujisic & Li, 2023). These results also support previous research that found that leadership that brings autonomy can increase individual creativity. A work environment that supports autonomy encourages creativity, while dominant or bureaucratic leadership actually limits employee innovation (Mazzetti & Schaufeli, 2022).

The Role of Psychological Capital in Shaping Innovative Behavior via Individual Creativity as a Mediator

The results show that Psychological Capital has a substantial and holistic impact on fostering innovative behavior through individual Creativity. Hospitality employees are able to find various ways to overcome challenges, with the belief that every problem has a possible solution (Ghani et al., 2022). People who have high psychological capital tend to think and act creatively, thereby fostering innovative behavior in their work environment. Psychological Capital helps build self-confidence and motivation to think creatively, which encourages individuals to learn new ideas and behave innovatively (Dóci et al., 2023).

The outcomes are in line with previous research demonstrating that psychological capital greatly influences creativity, which is a prime predictor of innovative behavior (Suroso et al., 2021). In a work environment, humans with excessive mental capital are much more likely to be challenged via creative strategies, which then leads to the creation of innovation (Emur et al., 2023). Individuals with high psychological capital tend to be creative and innovative, helping them overcome obstacles and implement innovative behaviors at work (Amalia et al., 2023).

Leadership Autonomy Support's Influence on Innovative Behavior, with Individual Creativity Acting as an Intermediary

The findings of this study show that Leadership Autonomy Support has a strong and favorable impact on Innovative Behavior through Individual Creativity. Leaders can instill motivation in hospitality sector employees, which then fosters a sense of concern that focuses on organizational goals (Camilleri et al., 2024). When leaders provide autonomy support, employees tend to be more creative in completing their tasks, ultimately increasing their innovative behavior (Lee et al., 2021). This finding is constant with Self-determination theory (SDT) (Deci & Ryan, 1985), it is asserted that folks that acquire freedom and autonomy inside the administrative center tend to be encouraged.

This study also supports previous findings that determine if autonomy-supportive leadership can provide increased individual creativity (Triatmoko & Ahyar, 2023) and if creativity serves as an important factor in promoting innovation in the workplace (Fitriyatunur, 2024). An autonomy-supportive work environment encourages individuals to implement creative solutions, which increases innovation and motivates employees to focus on organizational goals (Putri & Mani, 2023).

CONCLUSIONS AND RECOMMENDATIONS

All variables in study (psychological capital, leadership autonomy support, and creativity) have a positive and significant influence on employee innovative behavior. Psychological resources including self-efficacy, optimism, hope, and resilience help employees become more confident and find creative solutions. Autonomy-supportive leadership encourages employees to be more motivated, take initiative, and develop new thinking. Personal creativity acts as an important link between psychological capital and leadership autonomy support in fostering innovative behavior.

ADVANCED RESEARCH

This take a look at supports the principle that psychological capital performs an crucial function in encouraging creativity and innovation. Support for autonomy from superiors has also been shown to trigger creativity which mediates innovative behavior. Creativity is positioned not only as an end result, but also as an intermediary in the innovation process. Companies are advised to improve employee psychological capital through self-development programs and mental support, as well as strengthening participatory leadership styles to create a work environment that supports creativity and sustainable innovation.

ACKNOWLEDGMENT

There are several limitations to this study, one of which is that it was conducted solely in the hotel sector and tourism sector of Banyumas Regency so it cannot be generalized to other areas, using a quantitative approach so it does not examine psychological factors and employee experiences in depth,

and involving respondents with diverse backgrounds. Further researchers are advised to add research objects such as restaurants and variables such as work environment, organizational culture, and economic incentives to enrich the analysis and understanding of the factors that influence psychological capital, leadership autonomy support, the promotion of innovative behavior, and individual creativity.

REFERENCES

- Al-Ghazali, B. M., & Afsar, B. (2022). Impact of psychological capital on mental health, readiness for organizational change, and job insecurity: hotel employees' perspective in COVID-19. *Journal of Tourism Futures*, 1–21. <https://doi.org/10.1108/JTF-07-2020-0116>
- Aljoghaiman, A. (2024). Bagaimana Dukungan Organisasi Berkelanjutan Mempengaruhi Kejenuhan Kerja di Sektor Perhotelan? Peran Mediasi Modal Psikologis.
- Amalia, D., Widyaning, H., & Kusuma, P. J. (2023). Pengaruh Modal Psikologis Terhadap Perilaku Inovatif Pada Pelaku Usaha Mikro, Kecil Dan Menengah (UMKM) The Influence of Psychological Capital on Innovative Behavior in Micro, Small and Medium Enterprises (MSMEs). *Borobudur Psychology Review*, 3(2), 60–67. <https://doi.org/10.31603/bpsr.9008>
- Anggraini, S., & Mansyur, A. (2024). Oikonomia: Jurnal Manajemen Berbagi Pengetahuan dan Motivasi Kerja terhadap Perilaku Inovatif Karyawan. *Oikonomia: Jurnal Manajemen*, 20(1), 43–56.
- Asbari, M., Purba, J. T., & Hariandja, E. S. (2021). From Leadership to Innovation: Managing Employee Creativity. 4(1), 143–154.
- Bagis, F., Arraniri, I., & Darmawan, A. (2024). Predictors of Reducing Workplace Deviant Behavior Among Employees of Islamic Educational Institutions. *International Journal of Religion*, 5(7), 475–489. <https://doi.org/10.61707/ne843b17>
- Bagis, F., Astuti, H. J., Yusnar, A., & Hakim, A. N. (2025). Supportive Work Environment and Employee Retention: Examining the Mediating Role of Organizational Commitment and Person-Organization Fit. 4(2), 383–406.
- Bagis, F., Putri, D. N., Bagis, F., Tubastuvi, N., & Widhiandono, H. (2023). Understanding Turnover Intention: Exploring the Influence of Job Security, Perceived Organizational Support, and Job Satisfaction as a Mediator. *International Journal of Scientific Research and Management (IJSRM)*, 11(12), 5614–5630. <https://doi.org/10.18535/ijserm/v11i12.em11>
- Bagis fatmah, Widhiandono, H., & Alfato Yusnar Kharismasyah, R. P. (2025). Entrepreneurial Intention: The Mediating Role of Entrepreneurial Mindset and Entrepreneurship Education. *International Journal of Education, Vocational and Social Science*, 4(1), 222–238.

- Bella Ulfa, & Salendu, A. (2021). Bagaimana Leader Autonomy Support Dapat Meningkatkan Perilaku Inovatif pada Karyawan? *Jurnal Ilmu Perilaku*, 5(1), 57–75.
<http://ezproxy.umgc.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=edsdoj&AN=edsdoj.83f1f12e64074a36a7a20e47cd86e2e6&site=eds-live&scope=site>
- Bujisic, M., & Li, D. K. (2023). Service Quality. *Encyclopedia of Tourism Management and Marketing*, 2013, 57–60.
<https://doi.org/10.4337/9781800377486.service.quality>
- Camilleri, M. A., Troise, C., & Morrison, A. M. (2024). Motivations and commitment to work in the hospitality industry: investigating employee psychology and responsible organizational behaviors. *Tourism Review*, 79(1), 85–103. <https://doi.org/10.1108/TR-12-2022-0611>
- Capron Puozzo, I., & Audrin, C. (2021). Improving self-efficacy and creative self-efficacy to foster creativity and learning in schools. *Thinking Skills and Creativity*, 42(July), 100966. <https://doi.org/10.1016/j.tsc.2021.100966>
- Choi, J. (2020). The mediating effect of positive psychological capital between autonomous work environment and self-directed behavior: evidence from South Korea. *Human Resource Development International*, 23(1), 46–65. <https://doi.org/10.1080/13678868.2019.1632094>
- Da, S., Zhu, Z., Cen, H., Gong, X., Siu, O. L., & Zhang, X. (2021). Psychological Capital, Positive Affect, and Organizational Outcomes: A Three-Wave Cross-Lagged Study. *Journal of Pacific Rim Psychology*, 15(19). <https://doi.org/10.1177/18344909211010514>
- Demirović Bajrami, D., Petrović, M. D., Sekulić, D., Radovanović, M. M., Blešić, I., Vuksanović, N., Cimbalević, M., & Tretiakova, T. N. (2022). Significance of the Work Environment and Personal Resources for Employees' Well-Being at Work in the Hospitality Sector. *International Journal of Environmental Research and Public Health*, 19(23). <https://doi.org/10.3390/ijerph192316165>
- Dezar Salsabila, & Yuniawan Ahyar. (2023). Pengaruh Kepemimpinan Transformational Dan Dukungan Organisasi Terhadap Kreativitas Karyawan Melalui Berbagi Pengetahuan Sebagai Variabel Mediasi. *Diponegoro Journal of Management*, 12(4), 1–14.
- Diva, P., Adi, P., Sabudi, I. N. S., & H, I. H. (2024). Jurnal Sosial dan Teknologi (SOSTECH) Pengaruh Lingkungan Kerja terhadap Kinerja Karyawan Hotel Fairfield by Marriott Bali South Kuta Abstrak. 4(10), 816–825.
- Dóci, E., Spruyt, B., De Moortel, D., Vanroelen, C., & Hofmans, J. (2023). In Search of the Social in Psychological Capital: Integrating Psychological Capital into a Broader Capital Framework. *Review of General Psychology*, 27(3), 336–

350. <https://doi.org/10.1177/10892680231158791>
- Emur, A. P., Mufidawati, H., Andryadi, M. F., Pusparini, E. S., & Rachmawati, R. (2023). The Role of Psychological Capital on the Effect of High-Performance Work System and Proactive Personality on Job Performance. *Jurnal Manajemen Teori Dan Terapan | Journal of Theory and Applied Management*, 16(3), 636–655. <https://doi.org/10.20473/jmtt.v16i3.46808>
- Fatimah, Z., Lubis, A. L., & Supardi, S. (2024). Pelatihan Peningkatan Kualitas Layanan Pelanggan Restoran RM. Sederhana Winsor Batam. *Jurnal Kecker Wisata*, 2(2), 197–210. <https://doi.org/10.59193/jkw.v2i2.265>
- Firdaus, M. S., & Handoyo, S. (2021). Pengaruh Kepribadian Proaktif dan Budaya Organisasi terhadap Perilaku Kerja Inovatif Pelaku Industri Pariwisata Jawa Timur. *Buletin Riset Psikologi Dan Kesehatan Mental (BRPKM)*, 1(2), 1468–1477. <https://doi.org/10.20473/brpkm.v1i2.30906>
- Fitriyatinur, Q. (2024). Innovative Transformation: How Innovative Leadership Drives the Growth of Creativity in the Startup Industry Transformasi Inovatif: Bagaimana Kepemimpinan Inovatif Mendorong Pertumbuhan Kreativitas dalam Industri Startup. 12(3), 341–350.
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331–362. <https://doi.org/10.1002/job.322>
- Ghani, B., Zada, M., Memon, K. R., Ullah, R., Khattak, A., Han, H., Ariza-Montes, A., & Araya-Castillo, L. (2022). Challenges and Strategies for Employee Retention in the Hospitality Industry: A Review. *Sustainability (Switzerland)*, 14(5). <https://doi.org/10.3390/su14052885>
- Ghozali, I. (2019). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23 (8th ed.)*. Badan Penerbit Universitas Diponegoro.
- Ghozali, P. (2015). *Partial Least Squares Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.0 untuk Penelitian Empiris Edisi 2 (2nd ed.)*. Badan Penerbit Universitas Diponegoro.
- Gottman, J. M., Coan, J., Carrere, S., Swanson, C., Gottman, J. M., Coan, J., Carrere, S., & Swanson, C. (1998). Predicting Marital Happiness and Stability from Newlywed Interactions Published by: National Council on Family Relations Predicting Marital Happiness and Stability from Newlywed Interactions. *Journal of Marriage and Family*, 60(1), 5–22. <https://doi.org/10.1002/job>
- gudbrans Låtten, T., Mutonyi, B. R., & Lien. (2020). The impact of individual creativity, psychological capital, and leadership autonomy support on hospital employees' innovative behaviour. *BMC Health Services Research*, 20(1), 1–17. <https://doi.org/10.1186/s12913-020-05954-4>

- Hair Jr., J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107. <https://doi.org/10.1504/ijmda.2017.10008574>
- Hermina, C. (2024). Modal Psikologis Dan Perilaku Inovatif Pada Pelaku Usaha Mikro, Kecil, dan Menengah. *Psikostudia: Jurnal Psikologi*, 13(1), 151-155.
- Hussain, K., & Wahab, E. (2021). Reviewing the link between employee creativity, innovative behavior and organizational innovation. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 6616-6624. <https://doi.org/10.46254/an11.20211131>
- Kadek, N., Wulandari, N., Luh, N., & Sri, G. (2024). Pengaruh Kualitas Pelayanan Karyawan Front Office Departement Terhadap Loyalitas Pelanggan Melalui Kepuasan Pelanggan Sebagai Variabel Mediasi (STUDI PADA SHERATON BALI KUTA Resort). 8(1), 141-155.
- Khairunnisa, M., Okfrima, R., & Candra, I. (2024). Hubungan Psychological Capital dengan Perilaku Kerja Inovatif di Instansi X. *Psyche 165 Journal*, 17(2), 152-157. <https://doi.org/10.35134/jpsy165.v17i2.385>
- Khan, I. H., Savarimuthu, S., Leung, M. S. T., & Harky, A. (2020). The need to manage the risk of thromboembolism in COVID-19 patients. *Journal of Vascular Surgery*, 72(3), 799-804. <https://doi.org/10.1016/j.jvs.2020.05.015>
- Kim, J. K., Yang, J. J., & Lee, Y. K. (2023). The Impact of Transformational Leadership on Service Employees in the Hotel Industry. *Behavioral Sciences*, 13(9). <https://doi.org/10.3390/bs13090731>
- Lee, W. R., Choi, S. B., & Kang, S. W. (2021). How leaders' positive feedback influences employees' innovative behavior: The mediating role of voice behavior and job autonomy. *Sustainability (Switzerland)*, 13(4), 1-13. <https://doi.org/10.3390/su13041901>
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). Psychological Capital: Developing the Human Competitive Edge. In *Psychological Capital: Developing the Human Competitive Edge*. <https://doi.org/10.1093/acprof:oso/9780195187526.001.0001>
- Manninen, M., Dishman, R., Hwang, Y., Magrum, E., Deng, Y., & Yli-Piipari, S. (2022). Self-determination theory based instructional interventions and motivational regulations in organized physical activity: A systematic review and multivariate meta-analysis. *Psychology of Sport and Exercise*, 62(July), 102248. <https://doi.org/10.1016/j.psychsport.2022.102248>
- Mazzetti, G., & Schaufeli, W. B. (2022). The impact of engaging leadership on employee engagement and team effectiveness: A longitudinal, multi-level study on the mediating role of personal- and team resources. *PLoS ONE*,

- 17(6 June), 1–25. <https://doi.org/10.1371/journal.pone.0269433>
- Mishra, P., Bhatnagar, J., Gupta, R., & Wadsworth, S. M. (2019). How work-family enrichment influence innovative work behavior: Role of psychological capital and supervisory support. *Journal of Management and Organization*, 25(1), 58–80. <https://doi.org/10.1017/jmo.2017.23>
- Mochammad, A., & Puspitadewi, N. W. S. (2021). Hubungan Antara Modal Psikologis dengan Produktivitas Kerja pada Pengusaha UMKM Kerajinan Kulit dan Koper di Kecamatan Tanggulangin Sidoarjo. *Character: Jurnal Penelitian Psikologi*, 8(1), 70–83. <https://ejournal.unesa.ac.id/index.php/character/article/view/38495>
- Newman, A., Round, H., Wang, S., & Mount, M. (2020). Innovation climate: A systematic review of the literature and agenda for future research. *Journal of Occupational and Organizational Psychology*, 93(1), 73–109. <https://doi.org/10.1111/joop.12283>
- Noerchoidah, Eliyana, A., & Christiananta, B. (2020). Enhancing innovative work behavior in the hospitality industry: Empirical research from East Java, Indonesia. *International Journal of Business and Society*, 21(1), 96–110. <https://doi.org/10.33736/ijbs.3229.2020>
- Pan, Y., Shang, Y., & Malika, R. (2020). Enhancing creativity in organizations: the role of the need for cognition. *Management Decision*, 59(9), 2057–2076. <https://doi.org/10.1108/MD-04-2019-0516>
- Pebrina, E. (2021). Pengaruh Leadership Autonomy Support Dan Mediasi Kreativitas Individu Terhadap Perilaku Inovatif Erni Taruli Pebrina. 15(1).
- Pramono., D. (2020). Value: Jurnal Manajemen dan Akuntansi Rahasia Inovasi Karyawan Wanita di Era Digital: Analisis Modal Psikologis dan Dukungan Kepemimpinan Value: Jurnal Manajemen dan Akuntansi Volume 16 Nomor 2. *Manajemen & Akuntansi*, 16, 312–328.
- Pramono, T. (2020). Value: Jurnal Manajemen dan Akuntansi Rahasia Inovasi Karyawan Wanita di Era Digital: Analisis Modal Psikologis dan Dukungan Kepemimpinan Value: Jurnal Manajemen dan Akuntansi Volume 16 Nomor 2. *Manajemen & Akuntansi*, 16, 312–328.
- Putri, A. Y., & Mani, L. (2023). Pengaruh Kepemimpinan, Lingkungan Kerja, Dan Komunikasi Terhadap Kinerja Pegawai di Hotel Liberta Kemang Jakarta. *Dynamic Management Journal*, 7(1), 89. <https://doi.org/10.31000/dmj.v7i1.7580>
- Ruswandi, W., Kusmawan, E., Lisnawati, E., Wiranta, D., & Juliansyah, E. (2024). Peran Keterlibatan Kerja Dan Kreativitas Terhadap Perilaku Inovatif Dalam Membangun Kinerja Koperasi. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 8(2), 1279–1296. <https://doi.org/10.31955/mea.v8i2.4153>

- Safitri, N., & Ikhrum W., M. A. D. (2022). Pengaruh Self Efficacy, Stres Kerja, Dan Emotional Quotient Terhadap Kinerja Perawat Jiwa. *Jurnal Kewirausahaan Dan Inovasi*, 1(1), 77–86. <https://doi.org/10.21776/jki.2022.01.1.09>
- Saputri, V. F., Saputra, N. E., & Nofrianda, R. (2023). Hubungan Modal Psikologis Dengan Perilaku Inovatif Jambi. *Jurnal Psikologi Jambi*, 8(02), 11–23.
- Sarmah, P., Van den Broeck, A., Schreurs, B., Proost, K., & Germeys, F. (2022). Autonomy supportive and controlling leadership as antecedents of work design and employee well-being. *BRQ Business Research Quarterly*, 25(1), 44–61. <https://doi.org/10.1177/23409444211054508>
- Selviana, N. T. M., & Syarifah, D. (2021). Optimisme sebagai moderator pada pengaruh job insecurity terhadap happiness at work karyawan saat pandemi. *Buletin Riset Psikologi Dan Kesehatan Mental (BRPKM)*, 1(1), 870–882. <https://doi.org/10.20473/brpkm.v1i1.27343>
- Siyal, S., Xin, C., Umrani, W. A., Fatima, S., & Pal, D. (2021). How Do Leaders Influence Innovation and Creativity in Employees? The Mediating Role of Intrinsic Motivation. *Administration and Society*, 53(9), 1337–1361. <https://doi.org/10.1177/0095399721997427>
- Soputan, G. J., & Sumual, T. E. M. (2022). Employee' Innovative Work Behavior. *SHS Web of Conferences*, 149, 02014. <https://doi.org/10.1051/shsconf/202214902014>
- Sudibjo, N., & Prameswari, R. K. (2021). The effects of knowledge sharing and person–organization fit on the relationship between transformational leadership on innovative work behavior. *Heliyon*, 7(6), e07334. <https://doi.org/10.1016/j.heliyon.2021.e07334>
- Sugiyono. (2018). *Metode Penelitian Kuantitatif: Konsep Dasar Metode Penelitian Kuantitatif*. Brain academy (p. 15). Pascal Books. Bandung (Cet.1).
- Sunar, M. A. (2021). The Mediating Role of Organizational Identification in the Effect of Emotional Intelligence on Individual Creativity: A Research in Adana Province Duygusal Zekânın Bireysel Yaratıcılık Üzerindeki Etkisinde Örgütsel Özdeşleşmenin Aracı. 1, 101–122.
- Suroso, S., Riyanto, R., Novitasari, D., Sasono, I., & Asbari, M. (2021). Esensi Modal Psikologis Dosen: Rahasia Kreativitas dan Inovasi di Era Education 4.0. *Edumaspul: Jurnal Pendidikan*, 5(1), 437–450. <https://doi.org/10.33487/edumaspul.v5i1.1240>
- Surucu, L., Maşlakci, A., & Şeşen, H. (2021). The influence of transformational leadership on employees' innovative behaviour in the hospitality industry: The mediating role of leader member exchange. *Tourism*, 69(1), 19–31. <https://doi.org/10.37741/T.69.1.2>
- Syarif, H. (n.d.). Pengaruh Otonomi Kerja, Kepemimpinan Transformasional

- terhadap Perilaku Kerja Yang Inovatif Abstrak Pendahuluan. 3(1), 686–695.
- Terje Slatten, B Mutonyi, B. R., & Lien, G. (2020). The impact of individual creativity, psychological capital, and leadership autonomy support on hospital employees' innovative behaviour. *BMC Health Services Research*, 20(1), 1–27. <https://doi.org/10.1186/s12913-020-05954-4>
- Triatmoko, N., & Ahyar, Y. (2023). Pengaruh Kepemimpinan Yang Melayani Terhadap Perilaku Kerja Inovatif Dengan Job Crafting Dan Otonomi Kerja Sebagai Variabel Pemediasi (Studi Pada Karyawan Pt Nelta Multi Gracia) Novanto Yusuf Triatmoko, Ahyar Yuniawan 1. *Diponegoro Journal Of Management*, 12(1), 1–14. <https://ejournal3.undip.ac.id/index.php/djom/article/view/12931>
- Tripathi, A., & Kalia, P. (2024). Examining the effects of supportive work environment and organisational learning culture on organisational performance in information technology companies: The mediating role of learning agility and organisational innovation. *Innovation: Organization and Management*, 26(2), 257–277. <https://doi.org/10.1080/14479338.2022.2116640>
- Valtonen, A., Kimpimäki, J. P., & Malacina, I. (2023). From ideas to innovations: The role of individuals in idea implementation. *Creativity and Innovation Management*, 32(4), 636–658. <https://doi.org/10.1111/caim.12577>
- Vila-Vázquez, G., Castro-Casal, C., & Álvarez-Pérez, D. (2020). From LMX to individual creativity: Interactive effect of engagement and job complexity. *International Journal of Environmental Research and Public Health*, 17(8). <https://doi.org/10.3390/ijerph17082626>
- Yuni, M., Olievia Prabandini, M., Mutadayyinah, Y., & Mulyana, O. P. (2022). Hubungan Antara Otonomi Pekerjaan Dengan Perilaku Kerja Inovatif Pada Guru. 9. http://files/21291/2022_mutadayyinah-mulyana_hubungan_antara_otonomi.pdf
- Yunizar, Hardiansyah, A., & Ode Zusnita Muizu, W. (2024). Determinan kinerja karyawan kementerian keuangan dengan budaya kaizen sebagai moderator. *Jurnal Ilmu Manajemen*, 12(2), 301–314.
- Zhou, J., & George, J. M. (2001). When Job Dissatisfaction Leads to Creativity: Encouraging the Expression of Voice Author (s): Jing Zhou and Jennifer M. George Source: *The Academy of Management Journal*, Vol. 44, No. 4 (Aug., 22001) ppp.682-696 Published by: Academy of Manag. *The Academy of Management Journal*, 44(4), 682–696.