



The Effect of Psychological Empowerment on Innovative Work Behavior with Job Satisfaction as A Mediating Variable

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ABSTRACT

This research aims to examine the effect of psychological empowerment on innovative work behavior, with job satisfaction as a mediating variable, among employees in the accommodation sector in Lampung Province. The research is motivated by the increasing competitiveness of the hospitality industry, which requires employees to demonstrate innovative behavior to enhance service quality and organizational performance. A quantitative research approach was employed using a survey method. Data were collected through questionnaires distributed to permanent and contract employees working in hotels and formal accommodation establishments in Lampung Province, resulting in 122 valid responses. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS–SEM) with SmartPLS 4 software. The findings indicate that psychological empowerment has a positive and significant effect on innovative work behavior and job satisfaction. However, job satisfaction does not have a significant effect on innovative work behavior and does not mediate the relationship between psychological empowerment and innovative work behavior. These results suggest that psychological empowerment acts as a direct and dominant driver of innovative work behavior, while job satisfaction functions more as an attitudinal outcome rather than a behavioral mechanism. This research contributes theoretically by reinforcing the role of psychological empowerment in explaining innovative work behavior and provides practical implications for accommodation managers to emphasize employee empowerment practices in fostering sustainable innovation.

Keywords: Psychological Empowerment, Innovative Work Behavior, Job Satisfaction, Accommodation, Hospitality Industry

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh pemberdayaan psikologis terhadap perilaku kerja inovatif dengan kepuasan kerja sebagai variabel mediasi pada karyawan sektor akomodasi di Provinsi Lampung. Latar belakang penelitian ini didasarkan pada tuntutan industri perhotelan yang semakin kompetitif, sehingga inovasi karyawan menjadi faktor penting dalam meningkatkan kualitas layanan dan daya saing organisasi. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Data dikumpulkan melalui kuesioner yang disebarluaskan kepada karyawan tetap dan kontrak pada hotel dan akomodasi lainnya di Provinsi Lampung, dengan total responden sebanyak 122 orang. Analisis data dilakukan menggunakan Partial Least Squares–Structural Equation Modeling (PLS–SEM) dengan bantuan perangkat lunak SmartPLS 4. Hasil penelitian menunjukkan bahwa pemberdayaan psikologis berpengaruh positif dan signifikan terhadap perilaku kerja inovatif

dan kepuasan kerja. Namun, kepuasan kerja tidak berpengaruh signifikan terhadap perilaku kerja inovatif dan tidak memediasi hubungan antara pemberdayaan psikologis dan perilaku kerja inovatif. Temuan ini mengindikasikan bahwa pemberdayaan psikologis merupakan faktor utama yang secara langsung mendorong perilaku kerja inovatif, sementara kepuasan kerja lebih berperan sebagai sikap kerja daripada mekanisme pendorong inovasi. Penelitian ini memberikan implikasi teoretis dengan memperkuat peran pemberdayaan psikologis dalam konteks perilaku kerja inovatif, serta implikasi praktis bagi manajemen sektor akomodasi untuk memprioritaskan praktik pemberdayaan karyawan guna mendorong inovasi yang berkelanjutan.

Kata Kunci: *Pemberdayaan Psikologis, Perilaku Kerja Inovatif, Kepuasan Kerja, Akomodasi, Industri Perhotelan*

INTRODUCTION

The tourism sector is a key driver of economic growth due to its contribution to income generation, job creation, and its multiplier effects across related industries (BPS Lampung, 2024; Alegre & Sard, 2015). Globally, tourism accounts for more than 10% of employment and approximately 3% of gross domestic product (GDP) (UN Tourism, 2024). In Indonesia, the sector contributed around 4.3% to national GDP and employed over 22 million people in 2023 (Kemenparekraf, 2023).

Following a significant contraction during the COVID-19 pandemic, the tourism sector has shown strong recovery since 2022–2023, as reflected in the increasing number of tourist arrivals and GDP contribution (UN Tourism, 2024; BPS, 2024). At the regional level, Lampung Province has experienced similar growth trends. However, a performance gap persists, particularly among star-rated hotels, which have faced stagnation or declining occupancy rates compared to non-star accommodations (BPS Lampung, 2024). This indicates structural challenges in maintaining competitiveness amid shifting tourist preferences toward more flexible, affordable, and personalized experiences (Çetinkaya & Yeşilada, 2022).

The hospitality industry, as part of the tourism sector, is highly labor-intensive and relies heavily on human resource quality in delivering services (Alagarsamy et al., 2020; Rehman et al., 2019). Therefore, service innovation becomes essential to enhance organizational competitiveness. At the individual level, innovation is reflected in Innovative Work Behavior (IWB), defined as employees' actions in generating, promoting, and implementing new ideas to improve organizational effectiveness (Janssen, 2000; De Jong & Den Hartog, 2010). In hospitality settings, IWB is particularly critical as employees are directly involved in customer interactions and service delivery (Abuzaid et al., 2024).

The emergence of innovative behavior is influenced not only by organizational demands but also by employees' psychological conditions. One key factor is psychological empowerment, which reflects individuals' perceptions of meaning, competence, autonomy, and impact at work (Spreitzer, 1995; Thomas & Velthouse, 1990). Employees who feel psychologically empowered are more likely to be proactive, take initiative, and engage in risk-taking behaviors to develop new ideas (Zia et al., 2023). In addition, psychological empowerment is positively

associated with job satisfaction, defined as a positive emotional state resulting from one's job evaluation (Locke, 1976; Spector, 1997).

In service industries such as hospitality, job satisfaction plays a crucial role in shaping employee motivation, engagement, and service quality (Gu et al., 2022; Çetinkaya & Yeşilada, 2022). However, its mediating role in the relationship between psychological empowerment and innovative work behavior remains inconclusive. Some studies suggest that job satisfaction enhances innovative behavior, while others indicate that innovation is more directly driven by cognitive factors such as empowerment rather than affective evaluations of the job (Janssen, 2000; Coetzer et al., 2018).

Moreover, prior studies have predominantly focused on manufacturing, education, or specific national contexts, leaving limited research in the hospitality sector particularly in developing regions such as Lampung (Zia et al., 2023; Abuzaid et al., 2024). Given the service-oriented nature of this industry, the relationships among these variables may exhibit different dynamics.

Based on these gaps, this study aims to examine the effect of psychological empowerment on innovative work behavior, with job satisfaction as a mediating variable, among employees in the accommodation sector in Lampung Province. This research is expected to contribute to the literature on innovative behavior in hospitality contexts and provide practical insights for organizations in enhancing competitiveness through employee empowerment.

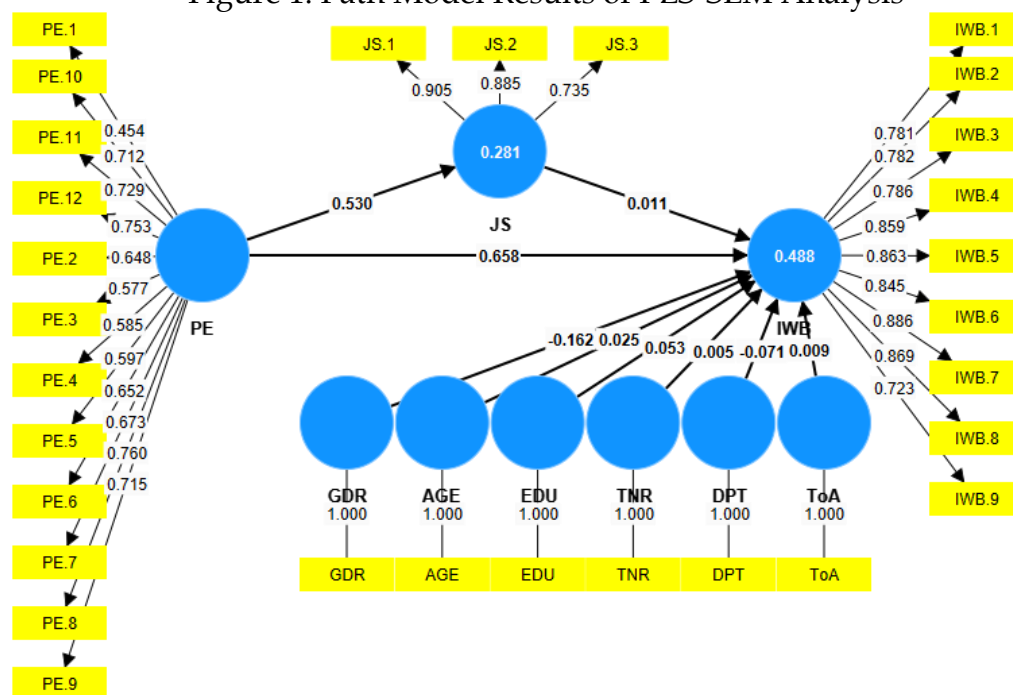
METHOD

This study employed an explanatory quantitative design to examine the direct effect of psychological empowerment on innovative work behavior and the mediating role of job satisfaction. Psychological empowerment was measured using Spreitzer's (1995) scale consisting of 12 items across four dimensions: meaning, competence, self-determination, and impact with reported Cronbach's Alpha values ranging from 0.62 to 0.72. Innovative work behavior was measured using Janssen's (2000) scale comprising 9 items covering idea generation, promotion, and implementation, with a reported reliability of 0.95. Job satisfaction was assessed using the instrument developed by Netemeyer et al. (1997), consisting of 3 items with Cronbach's Alpha values ranging from 0.90 to 0.94. All constructs were measured using a Likert scale, indicating acceptable to high internal consistency across instruments. The population comprised employees working in formal accommodation establishments in Lampung Province, including star-rated hotels. The sample size followed the 5–10 observations-per-indicator rule (Hair et al., 2014); with 24 indicators, the minimum required sample was 120, and 122 valid responses were obtained using a non-probability sampling technique due to the absence of a defined sampling frame. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4, including evaluation of the measurement model and assessment of the structural model.

RESULT AND DISCUSSION

Result: A total of 122 valid responses were collected from employees in the accommodation sector in Lampung Province. The sample is dominated by male respondents (65.57%) compared to females (34.43%). The majority of respondents are aged between 24–30 years (39.34%), followed by those under 24 years (31.15%), indicating a predominantly young and productive workforce. In terms of education, most respondents hold a senior high school qualification (51.64%), followed by Bachelor’s degree holders (36.89%). Additionally, 60.66% of respondents have 1–3 years of tenure, suggesting a relatively early-stage yet operationally active workforce within the regional hospitality industry .

Figure 1. Path Model Results of PLS-SEM Analysis



Source: SmartPLS output and author’s work

Descriptive statistics indicate generally high perceptions across all variables. Psychological empowerment items range from 3.07 to 3.78, innovative work behavior ranges from 3.16 to 3.45, and job satisfaction ranges from 3.39 to 3.56, reflecting overall positive employee evaluations. The measurement model was refined through an iterative process by removing several indicators with low outer loadings (below acceptable thresholds) to improve convergent validity. After this refinement, the final model demonstrates satisfactory validity and reliability. Most indicator loadings exceed 0.70, while some items between 0.50–0.70 were retained as they remained theoretically relevant and did not reduce construct quality. Convergent validity is confirmed as all Average Variance Extracted (AVE) values exceed 0.50 (PE = 0.517; JS = 0.715; IWB = 0.677). Reliability is also established, with Cronbach’s Alpha and Composite Reliability values above 0.70 (PE: $\alpha = 0.878$, CR = 0.904; JS: $\alpha = 0.797$, CR = 0.882; IWB: $\alpha = 0.940$, CR = 0.950), indicating strong internal consistency in the final model .

Table 1. Reliability and Validity Test

Construct	Measurement	Factor loading
Psychological Empowerment	Cronbach's alpha = 0.878, CR_a = 0.883, CR_c = 0.904, AVE = 0.517	
PE.2	My job activities are personally meaningful to me	0.570
PE.4	I am confident about my ability to do my job	0.513
PE.6	I have mastered the skills necessary for my job	0.640
PE.7	I have significant autonomy in determining how I do my job	0.729
PE.8	I can decide on my own how to go about doing my work	0.827
PE.9	I have considerable opportunity for independence and freedom in how I do my job	0.761
PE.10	My impact on what happens in my department is large	0.753
PE.11	I have a great deal of control over what happens in my department	0.802
PE.12	I have a significant influence over what happens in my department	0.808
Innovative Work Behavior	Cronbach's alpha = 0.940, CR_a = 0.943, CR_c = 0.950, AVE = 0.677	
IWB. 1	Creating new ideas for difficult issues	0.780
IWB. 2	Searching out new working methods, techniques, or instruments	0.784
IWB. 3	Mobilizing support for innovative ideas	0.784
IWB. 4	Generating original solutions for problems	0.859
IWB. 5	Acquiring approval for innovative ideas	0.863
IWB. 6	Making important organizational members enthusiastic for innovative ideas	0.845
IWB. 7	Transforming innovative ideas into useful applications	0.886
IWB. 8	Introducing innovative ideas into the work environment in a systematic way	0.869
IWB. 9	Evaluating the utility of innovative ideas	0.721
Job Satisfaction	Cronbach's alpha = 0.797, CR_a = 0.812, CR_c = 0.882, AVE = 0.715	
JS.1	I feel fairly well satisfied with my present line of work	0.902
JS.2	I feel a great sense of satisfaction from my line of work	0.886
JS.3	All things considered (i.e., pay, promotion, supervisors, co-workers, etc.), how satisfied are you with your present line of work?	0.738

Source: SmartPLS output and author's work

Discriminant validity is supported using the Heterotrait-Monotrait (HTMT) criterion, with all values below 0.85 (IWB-JS = 0.446; PE-IWB = 0.754; PE-JS = 0.521), confirming that each construct is empirically distinct. Furthermore, the collinearity test indicates no multicollinearity issues, as all Variance Inflation Factor (VIF) values are well below the threshold of 5.00 (JS → IWB = 1.379; PE → IWB = 1.461; PE → JS = 1.000), ensuring that the structural model estimates are reliable.

The structural model demonstrates satisfactory explanatory power and predictive relevance. Innovative work behavior (IWB) has an R² value of 0.522 (adjusted R² = 0.488), indicating that approximately 52% of its variance is explained by the model. Job satisfaction (JS) has an R² value of 0.188 (adjusted R² = 0.182),

suggesting a moderate level of explanation. Predictive relevance is supported by positive Q^2 values (IWB = 0.435; JS = 0.148), indicating that the model has adequate out-of-sample predictive capability. Effect size analysis (f^2) shows that psychological empowerment has a substantial effect on innovative work behavior ($f^2 = 0.619$) and a moderate effect on job satisfaction ($f^2 = 0.232$), while job satisfaction has only a negligible effect on innovative work behavior ($f^2 = 0.011$).

Table 2. Path Coefficients

Construct	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
PE -> IWB	0.657	0.668	0.080	8.236	0.000	Supported
PE -> JS	0.434	0.447	0.095	4.564	0.000	Supported
JS -> IWB	0.085	0.088	0.083	1.016	0.310	Not supported
PE -> JS -> IWB	0.037	0.040	0.041	0.897	0.370	Not supported
Age -> IWB	0.073	0.070	0.103	0.709	0.478	Not supported
Department -> IWB	-0.065	-0.063	0.058	1.118	0.263	Not supported
Education background -> IWB	0.032	0.025	0.067	0.479	0.632	Not supported
Gender -> IWB	-0.157	-0.155	0.061	2.550	0.011	Supported
Tenure -> IWB	-0.026	-0.022	0.115	0.223	0.823	Not supported
Type of accommodation -> IWB	0.008	0.004	0.056	0.150	0.881	Not supported

Source: SmartPLS output and author's work

Hypothesis testing results reveal that psychological empowerment has a positive and significant effect on innovative work behavior ($\beta = 0.657$; $t = 8.236$; $p = 0.000$) and on job satisfaction ($\beta = 0.434$; $t = 4.564$; $p = 0.000$), indicating that H1 and H2 are supported. In contrast, job satisfaction does not have a significant effect on innovative work behavior ($\beta = 0.085$; $t = 1.016$; $p = 0.310$), and its mediating role between psychological empowerment and innovative work behavior is also not significant ($\beta = 0.037$; $t = 0.897$; $p = 0.370$), indicating that H3 and H4 are not supported. These findings suggest that psychological empowerment directly drives innovative work behavior, while job satisfaction does not play a significant explanatory or mediating role in this relationship.

Discussion: The results of hypothesis testing in this study must be interpreted within a broader theoretical and empirical framework rather than viewed solely through statistical significance. The findings are therefore discussed by grounding them in Social Exchange Theory (Blau, 1964), empowerment theory (Spreitzer, 1995), and prior empirical studies.

The finding that psychological empowerment has a strong positive and significant effect on innovative work behavior among workers in the accommodation sector in Lampung Province can be explained through Social Exchange Theory. Blau (1964) posits that social relationships within organizations

are governed by reciprocal exchanges in which employees respond to favorable treatment with positive discretionary behaviors. When employees perceive empowerment in terms of autonomy, competence, meaning, and impact, they interpret these conditions as signals of trust and support from the organization (Spreitzer, 1995). In return, employees feel an obligation to reciprocate through behaviors that benefit the organization, including innovative work behavior (Cropanzano & Mitchell, 2005; Zia et al., 2024).

Innovative work behavior involves the intentional generation, promotion, and realization of new ideas to improve performance (Janssen, 2000). From a social exchange perspective, empowered employees are more willing to engage in idea generation and implementation because they perceive psychological safety and organizational backing (Edmondson, 1999; Eisenberger et al., 2001; Spreitzer & Porath, 2013). Ghosh et al. (2019), in their study conducted within diverse work groups, argue that positive empowering conditions can motivate even average-skilled members to exhibit innovative work behavior. Similarly, Rehman et al. (2019), emphasize that social support within organizations is crucial for fostering innovative work behavior. Zia et al. (2024) further demonstrate organizational settings that nurturing empowerment strengthens innovative behavior and ultimately enhances organizational effectiveness.

The present research extends these findings to the accommodation sector in Indonesia, which is characterized by standardized service procedures and hierarchical structures (Bowen & Lawler, 1992). Despite such structural constraints, psychological empowerment remains a dominant predictor of innovative work behavior (Afsar et al., 2014). This indicates that reciprocal exchange mechanisms operate even in structured hospitality environments. When employees perceive discretion and impact in their roles, they respond with proactive innovation rather than merely adhering to routine service standards (Spreitzer, 1995; Seibert et al., 2011).

The positive and significant relationship between psychological empowerment and job satisfaction is also consistent with Social Exchange Theory (Blau, 1964). Empowerment reflects a form of socio-emotional resource granted by the organization, which employees reciprocate through positive attitudinal responses such as satisfaction (Seibert et al., 2011; Cropanzano & Mitchell, 2005). Spreitzer (1995) conceptualizes empowerment as an intrinsic motivational construct, suggesting that empowered employees experience greater psychological fulfillment at work.

Sinha et al. (2016), report that psychological empowerment significantly enhances job satisfaction and other favorable outcomes. Daboub et al. (2023) similarly argue that empowerment fosters psychological ownership and positive work attitudes in corporate contexts. These findings suggest that empowerment strengthens employees' emotional attachment and positive evaluation of their jobs across different cultural and industrial settings (Spreitzer & Porath, 2013; Judge et al., 2001).

In the accommodation sector in Lampung Province, empowerment functions as a significant cognitive and affective resource. Employees who perceive a sense of

meaning and autonomy in their work tend to evaluate their jobs more favorably (Hackman & Oldham, 1976; Spreitzer, 1995). However, job satisfaction remains influenced by various contextual factors such as compensation, work environment, and organizational climate (Locke, 1976; Robbins & Judge, 2017), which explains why empowerment accounts for only a partial variance in job satisfaction.

Conversely, the findings in this study indicate that job satisfaction does not significantly affect innovative work behavior. Although the relationship is positive, the statistical results are insignificant. These findings highlight a critical distinction within Social Exchange Theory between affective reciprocation and behavioral reciprocation (Blau, 1964; Cropanzano & Mitchell, 2005). While employees may reciprocate empowerment with favorable attitudes, such affective responses do not necessarily translate into behavioral outcomes like risk-taking or proactive innovation, suggesting a discrepancy between affective commitment and behavioral engagement (Düger, Y., 2021).

Job satisfaction is defined as a pleasurable emotional state resulting from job appraisal (Locke, 1976), whereas innovative work behavior requires initiative, risk acceptance, and proactive effort (Janssen, 2000). Employees may feel satisfied due to stability and fairness but still refrain from engaging in innovative actions that disrupt established routines. Zia et al. (2024) suggest that learning and empowerment-based mechanisms are stronger drivers of innovation than affective satisfaction alone. The present findings support this argument by demonstrating that innovation in hospitality settings is more closely linked to psychological empowerment than to emotional job satisfaction.

The mediation analysis confirms that job satisfaction does not mediate the relationship between psychological empowerment and innovative work behavior. According to mediation principles in PLS-SEM (Hair et al., 2022), a significant indirect effect is required to establish mediation, which is not observed in this study.

From a Social Exchange perspective, this indicates that the reciprocal process between empowerment and innovation is direct rather than indirect. Empowerment functions as an immediate psychological resource that activates innovative behavior without requiring an intermediate attitudinal mechanism (Wanyana et al., 2025; Daboub et al., 2023). Ghosh et al. (2019) emphasize that empowering conditions directly stimulate innovation within teams, while Rehman et al. (2019) underline the role of organizational support in directly shaping innovative actions. The current study reinforces these perspectives within the Indonesian accommodation sector.

The results also reveal that gender has a statistically significant effect on innovative work behavior, while age, tenure, department, educational background, and type of accommodation do not. The significant effect of gender on innovative work behavior in this study suggests that demographic characteristics may shape employees' opportunities and engagement in discretionary innovation activities (Al-Taie & Khattak, 2024; Demircioglu, 2019). Innovative work behavior involves idea generation, promotion, and implementation, processes that depend on access to voice, autonomy, and organizational support (Janssen, 2000; Scott & Bruce, 1994). Organizational structures and role expectations may influence how employees participate in such behaviors (Ergun et al., 2025). Role congruity theory further

explains that socially constructed expectations regarding gender roles can affect behavioral expression in organizational contexts (Del Carmen Triana et al., 2023). However, the observed effect size in this study is small, indicating that although gender differences are statistically significant, psychological empowerment remains the primary explanatory factor driving innovative work behavior.

The empowerment-innovation relationship has been documented in multiple national contexts, including India (Ghosh et al., 2019), Pakistan (Rehman et al., 2019), and Western Europe and the United States Groselj et al. (2021). These studies span knowledge-intensive teams, corporate environments, and organizational sectors outside hospitality. The present research contributes by demonstrating that similar exchange-based mechanisms operate in the Indonesian accommodation sector. This cross-context consistency suggests that empowerment functions as a universal psychological resource fostering innovation across diverse cultural and industrial settings (Daboub et al., 2023; Marampa et al., 2024; Javed et al., 2018). However, the absence of job satisfaction as a mediator indicates contextual variation in the mechanism through which empowerment translates into innovation. In hospitality environments characterized by standardized procedures, innovation appears to rely more heavily on cognitive autonomy than on affective job contentment (Teng et al., 2019).

CONCLUSION

This study confirms that psychological empowerment is a significant predictor of innovative work behavior among employees in the accommodation sector. Employees who perceive higher levels of meaning, competence, autonomy, and impact are more likely to engage in innovative activities, including idea generation, promotion, and implementation (Spreitzer, 1995; Janssen, 2000). Psychological empowerment also significantly enhances job satisfaction, indicating its role in improving employees' affective evaluation of their work (Spreitzer, 1995; Spector, 1997). However, job satisfaction does not significantly influence innovative work behavior and fails to mediate the relationship between psychological empowerment and innovation, suggesting that satisfaction alone is insufficient to stimulate proactive and change-oriented behaviors (Janssen, 2000; Coetzer et al., 2018). These findings highlight that innovative work behavior is primarily driven by cognitive and motivational factors rather than affective states (Thomas & Velthouse, 1990). From a practical perspective, organizations in the hospitality sector should prioritize empowerment strategies such as enhancing autonomy, competence, and employee involvement to foster innovation (Zia et al., 2023). Theoretically, this study contributes to the literature by clarifying the distinct roles of psychological empowerment and job satisfaction, particularly in service contexts where innovation depends on discretionary employee behavior (Abuzaid et al., 2024). Future research is recommended to explore additional mediating or moderating variables to better explain the mechanisms underlying innovative work behavior. The author would like to express sincere gratitude to all parties who provided support throughout this research. Special thanks are extended to the supervisors for their constructive guidance and input, as well as to academic

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