

Improving Innovative Work Behavior in the Hospitality Sector: The Mediation Role of Knowledge Sharing between Transformational Leadership and Psychological Capital

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ARTICLE INFO

Keywords: Innovative Work Behavior, Transformational Leadership, Psychological Capital, Knowledge Sharing

Received : 3, March

Revised : 26, March

Accepted: 27, April

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ABSTRACT

This study aims to empirically test a research model that investigates the impact of transformational leadership and psychological capital on innovative work behaviors and examine the role of knowledge sharing as a mediator. The population in this study is 255 and the sample used is 162 hospitality sector employees in Banyumas. The questionnaire was given online using a google form, and sampling was carried out using an accidental sampling approach. Partial Least Squares (PLS) are used to analyze the collected data. The results of this study show that transformational leadership and psychological capital have a positive and significant effect on innovative work behaviors. Knowledge sharing successfully mediates positively and significantly between transformational leadership and psychological capital towards innovative work behaviors.

INTRODUCTION

In the world economy, the hospitality sector is essential, encompassing a wide range of services that include accommodation, food and beverage offerings, and travel experiences. In addition to providing services to customers, the industry also contributes greatly to economic growth, job creation, and tourism development in many countries, including Indonesia. In the modern business era, organizations must always be on the lookout for new competitors in the industry. As a result, quality is very important and should be considered a competitive advantage in the hospitality industry (Hussain & Khan, 2020). In the accommodation services business, it shows that the total income from economic activities in this category has increased quite rapidly from 73.74 trillion in 2022 to 188.64 trillion in 2023 (Iryani et al., 2024). This industry contributes greatly to economic growth, job creation, and tourism growth in many countries, including Indonesia, in addition to serving customers (Muamar & Bagis, 2022).

Hotels, restaurants, and tourism are sectors that contribute significantly to economic growth, especially in the Banyumas area (Suroya et al., 2023). As tourism and support services increase in demand, the sector faces increasing challenges, including increased competition, changing consumer preferences, and the need for sustainable innovation (Bagis et al., 2024). However, competition in this industry is becoming increasingly fierce, and hotels in Banyumas face great challenges to remain competitive and improve the quality of service (Muamar & Bagis, 2022).

Employees in the hospitality industry should be encouraged to have innovative work behaviors in a business context (Bagis, 2024). In recent years, the hospitality sector in Banyumas Regency, Central Java, has experienced positive progress, especially after the recovery from the COVID-19 pandemic. Major events such as the Purwokerto Half Marathon and the Tour of Baturraden contributed greatly to the 30% increase in Banyumas hotel occupancy by May 2024, with hotels in Purwokerto reaching occupancy rates of between 80 and 90%. Hotels in Purwokerto and Baturraden have different guest demographics, with Purwokerto being a more active hub of activity, while hotels in Baturraden experience increased occupancy during certain events, such as Jazz Gunung Slamet (Sumarwoto, 2024). As the hospitality sector continues to grow in Banyumas Regency, particularly in Purwokerto and its surroundings, it is critical to cultivate a workforce that is innovative in thought and action. This balance will be critical to ensuring long-term sustainability and competitiveness in the industry. Hospitality businesses are also aware of their customers' need for sustainable innovation (Breier et al., 2021).

Innovation plays a crucial role in the success of an organization, as the innovative work behavior (IWB) of employees is essential for the survival and growth of the hospitality industry (Kyei-Frimpong et al., 2024). One of the best ways to be more inventive is for companies to not only rely on research and development, but also encourage all workers to be innovative (Sudibjo & Prameswari, 2021). The development of ideas, technologies, land engineering, land testing, and the application of new methods to business procedures in specific areas of work are examples of innovative work behaviors. It refers to

actions related to the development of education and the development of beneficial innovations at each level of the organization (Sutardi et al., 2022).

Research shows that integrating organizational and individual factors is the most effective approach to cultivate creative work behavior outcomes (Bagis, 2018). In this study, transformational leadership was examined as a key organizational element, while psychological capital was explored as an important individual factor. Leadership is essential for developing and creating employee behaviors that support innovative organizational practices (Bagis et al., 2021). It is generally recognized that transformational leadership is a key factor that drives employees' creative work practices, which in turn increases the organization's overall creative capacity (A. M. Khan et al., 2019).

Previous research has shown that transformational leadership has a negative effect on innovative work behavior (Saifudin, 2023). Research from Sueb, (2023) and Sutardi et al., (2022) shows that transformational leadership has a direct impact on innovative work behaviors. Meanwhile, Ekrem Aydın, (2020) and Al-Husseini et al., (2021) Although transformational leadership does not directly affect creative work performance, research has found that it depends on knowledge exchange events that operate as a mediating influence. Research conducted by (M. Chen et al., 2023) showed positive results from the relationship between psychological capital and innovation work behavior by sharing knowledge as mediation. However, previous research has found that psychological capital can have a negative effect on employees' innovative behavior (Dewi & Wati, 2024). This happens when employees feel pressured by unrealistically high expectations, which actually hinders their creativity and innovation.

Innovation behavior is followed by risks and problems, which require internal encouragement from employees to act more innovatively (Anggraeni & Rachmawati, 2023). There is psychological capital in the organization that encourages individuals to behave positively. This psychological capital is also a driving factor for individuals to innovate in their work. The psychological capital that can be formed is a positive and higher level of individual quality (Mishra et al., 2019). A person can increase their psychological capital to perform better, such as becoming more confident and taking opportunities to succeed (Purwanto et al., 2021). This highlights the importance of psychological capital in improving innovative work behaviors, which ultimately contributes to success for individuals and teams. In addition, knowledge sharing activities play an important role in fostering innovative work behaviors among employees within the company. Knowledge sharing is also an important factor for individual knowledge management and organizational innovation (Bagis et al., 2023). Knowledge, sharing, practice, exchanging information and insights among individuals through discussion. This collaboration not only encourages the generation of fresh ideas but also increases innovation in the workplace. Knowledge sharing is also an important factor for individual knowledge management and organizational innovation (Sudibjo & Prameswari, 2021). Research from (Vidya Pandanningrum & Nugraheni, 2021) Explore the positive

impact of knowledge-sharing relationships on innovative work behaviors. In one study, there were negative and statistically insignificant results of the relationship between knowledge sharing and innovative work behaviors (Mifrah Aulia Mutafanin, 2024). Research by Asmoro & Handoyo, (2021) and Mifrah Aulia Mutafanin, (2024), Research shows that transformational leadership positively and significantly influences knowledge sharing, furthermore, there is an inverse relationship between transformational leadership and knowledge sharing (Ra'ed Masa'deh, 2016). Psychological factors play a beneficial role in promoting knowledge sharing (Anggraeni & Rachmawati, 2023).

This study seeks to review and analyze existing research conducted by (Anggraeni & Rachmawati, 2023) with the title Improving Innovative Work Behavior of SOE Employees: The Influence of Transformational Leadership and Psychological Capital with Knowledge Sharing as a Mediation Variable. The previous research had an object on the SOE sector, what distinguishes this study from the previous research is that we use a different sector, namely the hospitality sector which consists of 2 industries, namely the hospitality industry (Luminor and Grand Karlita), and the tourism industry (Wanawisata Baturraden) So we have a wider population and use a larger sample of respondents. Based on the existing research background and gaps, this study aims to find Innovative Work Behavior Improvement in the Hospitality Sector: Knowledge Sharing Mediation between the Influence of Transformational Leadership and Psychological Capital. By focusing on employees in the hospitality sector in Banyumas Regency, this study adds to the scope of the research by including respondents representing various hospitality sectors as advances and gaps from previous research.

LITERATURE REVIEW

Social Exchange Theory (SET)

SET has evolved into a fundamental dream for understanding interpersonal relationships and behaviors in an organizational context. Social Exchange Theory (SET), originally formulated by George Homans in the 1950s and later expanded by Peter Blau, argues that social behavior arises from the process of exchange. Within this framework, individuals seek to maximize their benefits while minimizing their costs in interpersonal interactions (A.N. Sait, A.R., 2013). Social exchange theory is an extensive conceptual framework that covers various fields within the social sciences, such as management, social psychology, and anthropology (Cropanzano et al., 2017). Social exchange theory suggests that transformational leaders can increase employee engagement by fostering a welcoming and trustworthy environment. This involves building a foundation of trust and encouraging an open flow of interaction, in addition to fulfilling economic exchanges and contractual obligations (Li et al., 2019). According to the principle of reciprocity, which is at the core of social exchange theory, Employees are encouraged to explore and implement innovative ideas through their development and execution (Aydin-küçük, 2020). This will result in monetary benefits such as salaries and side benefits, access to training and development programs, and social-emotional benefits, including support, compassion, and information exchange (Bos-Nehles & Veenendaal, 2019).

Innovative Work Behavior

One definition says that innovative work behavior brings everyone together at all levels of the organization to create, disseminate, and use beneficial innovations (Ekrem Aydın, 2020). Innovative behavior is the development and application of fresh ideas to achieve professional goals, high standards, and organizational progress (Bagis et al., 2023). Innovative work behavior is when workers in a group or organization create, discover, and execute fresh ideas that aim to help their performance (Nguyen et al., 2019). About the literature review (Anggraeni & Rachmawati, 2023) is divided into 2 factors that affect innovative work behavior, namely individuals and organizations. In organizational factors, some of the key traits of transformational leaders include being inspired, accepting new ideas, being proactive, sharing a sense of collective organization, and having the courage to take calculated risks (Bagis et al., 2021). This is because innovative behaviors result from the interaction system between leaders and employees (Johan, 2021). These characteristics of transformational leaders will motivate and trigger good organizational behavior for employees because they can foster courage, enthusiasm, and curiosity among followers (Gashema & Kadhafi, 2020).

Transformational Leadership and Innovative Work Behavior

To encourage, guide, and shape the innovative behavior of employees in business, leadership roles are essential (Sudibjo & Prameswari, 2021). Transformational leadership has evolved into one of the most well-known theories and approaches to organizational leadership and behavior (Singh et al., 2023). Given that transformational leaders can inspire and energize their subordinates to behave in an original and creative way, transformational leadership is closely tied to innovative work behaviors. They not only provide a clear vision and encourage people to develop new ideas, but also create an environment that supports experimentation and risk. In such a work environment, the abilities of each employee are enhanced and they are encouraged to find new ways to work (Ekrem Aydın, 2020). Transformational leadership can encourage workers' creativity to be more important and important (Sudibjo & Prameswari, 2021). Innovative employee performance is heavily influenced by this type of transformational leadership. Thus, previous investigations have revealed a good correlation between transformational leadership and innovative work behaviors Anggraeni & Rachmawati, (2023); Sudibjo & Prameswari, (2021); A. M. Khan et al., (2019).

H1: Transformational Leadership positively influences Innovative Work Behaviors.

Psychological Capital and Innovative Work Behavior

Psychological capital refers to a person's positive traits and qualities that can improve the performance of a person and the organization (Kokt & Mphirime, 2022). With psychological capital, a person's confidence in their own creativity increases (W. Chen et al., 2021). A person's confidence to act creatively and innovatively increases with the psychological capacity of capital.

Psychological capital is the positive psychological capital that exists in a person, such as Self-efficacy, Hope, optimism, and Resiliency, indicators that seek to be defined (Purwanto et al., 2021). The explanation is as follows: self-progress is self-confidence to be able to take advantage of every opportunity to succeed in difficult work. Hope is perseverance in achieving goals, the ability to identify opportunities or opportunities to succeed, and confidence in success. Optimism is a person's ability to develop positive traits in themselves to succeed in difficult work. Resilience is a person's ability to face and sustain life's obstacles. (Purwanto et al., 2021) found that the psychology of capital has a positive influence on innovative work behavior.

H2: Psychological Capital positively affects Innovative Work Behavior.

Transformational Leadership and Knowledge Sharing

Trust within the members of an organization is a person's belief in the truth of other people's statements and behavior. Horizontal relationships between colleagues and vertical relationships between leaders and subordinates show trust (Hanafiah Nasution et al., 2022). Transformational leaders help their employees share information by bringing them together around Common goals (Ekrem Aydın, 2020). Transformational leadership allows for a work environment that trusts and respects each other, and can encourage employees to participate in the decision-making process through knowledge-sharing activities that help the organization succeed (Sudibjo & Prameswari, 2021). In a study conducted by Al-Husseini et al., (2021) transformational leadership also affects knowledge sharing. Leaders who consider individuals are aware of the needs and concerns of their group members and help them increase their strengths through mentorship and consultation, as well as provide direct advice and guidance to group members. In recent years, studies on the impact of transformational leadership have come under scrutiny. (Anggraeni & Rachmawati, 2023).

H3: Transformational Leadership has a positive effect on Knowledge Sharing

Psychological Capital and Knowledge Sharing

Effective knowledge sharing cannot be forced. Businesses that rely on knowledge sharing must encourage sharing behaviors and create an environment where people work together. The company should not rely on external factors. However, they must create motivation such as psychological factors that encourage a person to share knowledge with others (Jatiningsih et al., 2023). A person with strong psychological capital will exhibit traits and actions that support communication between groups, which are the basis of knowledge-sharing activities (W. Chen et al., 2021). The drive and desire to share greater knowledge will be influenced by higher levels of self-awareness than lower levels (Anggraeni & Rachmawati, 2023). A factor that can encourage knowledge exchange is self-efficacy. Confident individuals are more willing to voice their opinions (Y. Liu et al., 2023). Psychological capital is also a factor that has an impact on knowledge sharing. (Qiu et al., 2015) found that psychological capital can positively predict knowledge sharing behavior.

H4: Psychological Capital Positively Affects Knowledge Sharing.

The Influence of Knowledge Sharing on Innovative Work Behavior

To achieve long-term success, businesses must share knowledge with each other. By understanding the advantages and disadvantages and implementing the right strategy, companies can create a more innovative and productive work environment. To have a competitive advantage, an organization must have knowledge (Anggraeni & Rachmawati, 2023). A culture of social change known as "knowledge sharing" involves employees to share their skills, information, and experiences across departments or businesses (Ekrem Aydın, 2020). Ekrem Aydın, (2020) found that knowledge sharing has a positive effect on innovative work behavior. This was also found in a study conducted by (Nguyen et al., 2019). Knowledge sharing can also mediate the relationship between transformational leadership and innovative work behaviors (Sudibjo & Prameswari, 2021). It was found that knowledge sharing can mediate between the psychology of capital and innovative work behaviors (W. Chen et al., 2021).
H5: Knowledge Sharing Positively Impacts Innovative Work Behavior

The Role of Knowledge Sharing Mediation between Transformational Leadership and Innovative Work Behaviors

Knowledge is the foundation of any innovation process. Leaders play an important role in building a knowledge-sharing environment, where they have more opportunities to receive suggestions and creative ideas to work on for better results. Transformational leadership can create a work environment that trusts and respects each other, and can encourage employees to participate in the decision-making process through information-sharing activities that help organizations succeed (Sudibjo & Prameswari, 2021). Al-Husseini et al., (2021) explain that transformational leadership is an essential component of knowledge management and innovation systems. Previous research has shown that knowledge sharing mediates the relationship between transformational leadership and innovative work behaviors (Rafique et al., 2022).
H6: Knowledge Sharing as a mediator of the relationship between Transformational Leadership and Innovative Work Behavior.

The Role of Mediation in Knowledge Sharing between Capital Psychology and Innovative Work Behavior

When knowledge is shared effectively, collaboration between teams increases. This creates the synergy needed to produce better innovative solutions. A person's psychological capital can be increased through the process of sharing knowledge. Workers who feel supported when sharing knowledge are more likely to have a positive attitude towards their work. It was found that knowledge sharing can mediate between the psychology of capital and innovative work behaviors (W. Chen et al., 2021). Research (Y. Liu et al., 2023) and (M. Chen et al., 2023) found similar results to corroborate this hypothesis.
H7: Knowledge Sharing as a Mediator of the Relationship between Capital Psychology and Innovative Work Behavior

Conceptual Framework

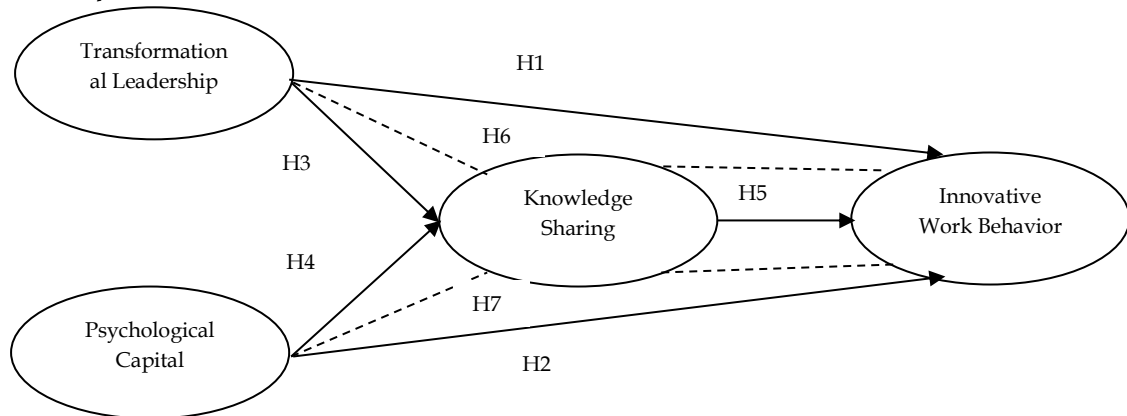


Figure 1. Conceptual Framework

METHODOLOGY

This study uses a quantitative methodology. This study examines several factors such as transformational leadership, psychological capital, and innovative work behavior. In addition, this study also examines the role of knowledge-sharing mediation that connects transformational leadership and capital psychology to innovative work behaviors. So this study has seven hypotheses to analyze.

The population used in this study is 255 employees from the hospitality sector, which consists of the hotel sector and the tourism sector. From the hospitality sector, the population is obtained from the Luminor hotel with 90 employees, the Grand Karlita hotel with 115 employees and the population from the tourism sector with 50 people who are employees of Wanawisata Baturraden. The study population used the slovin formula with a correlation standard of 0.05 so that a sample of 162 was found.

$$n = \frac{N}{1 + N \cdot e^2} \quad n = \frac{255}{1 + 255 \cdot 0,0025} = \frac{255}{1,6375} \approx 156$$

Based on the calculation of the slovin formula to determine the number of samples, the results of 156 respondents were obtained, but to increase the level of accuracy of the research results, the sample was increased to 162 respondents. The sample determination technique in this study uses accidental sampling. The distribution of the questionnaire was carried out online using a google form. The analysis in this study uses SEM-PLS 3 software.

RESEARCH RESULT

In this study, the Partial Least Square or PLS is used, to find the answer to the hypothesis that has been proposed, which is basically predictive. The purpose of PLS is to minimize variable variance when estimating model parameters (Ghozali, 2015). All questionnaire data is collected at a 100% return rate and prepared for analysis.

Table 1. Demographics Respondents

Identity	Information	Frequency	Precentage
Company Origin	Hotel Karlita	56	34,6
	Hotel Luminor	56	34,6

Wanawisata Baturraden		50	30,9
Gender	Man	109	67,3
	Woman	53	32,7
Age	<20	4	2,5
	20-25	66	40,7
	25-30	27	19,1
	>30	65	40,1
Final education	SMP	4	2,5
	SMA	98	60,5
	Diploma (D3)	14	8,6
	Sarjana (S1)	44	27,2
	Magister (S2)	1	0,6
	Lainnya	1	0,6
Long working time	<5	96	59,3
	>5	66	40,7

Table 1. Shows the demographic results of the respondents. The value obtained at the origin of the company was dominated by the Karlita Hotel as many as 56 respondents (34.6%). The value on gender showed that respondents were dominated by male respondents as many as 109 respondents (67.3%). The age of the respondents was dominated by employees with an age range of 20-25 years as many as 66 respondents (40.7%). Based on the above data, respondents are dominated by men who mostly work in F&B Service, House Keeping, and Enggenering. While the rest are women who work in the Accounting department. The working period of employees of Hotel Grand Karlita, Hotel Luminor, and Wisata with the research sector that we research in this study every year shows that there is a high commitment of employees to the company.

This data analysis was carried out in 2 rounds. This is because there are indicators that are eliminated, namely X1.1, X1.4, and X1.5 because they have external load values that are lower than 0. 7. While the external loading value exceeds 0. 70 indicates that the statement item is valid (Hair et al., 2017).

Table 2. Outer Loading

	Indicator Items	Outer Loading
TL 2	Leaders can encourage employees to collaborate in achieving the organization's vision and mission.	0.784
TL 3	Leaders demonstrate honesty in their professional endeavors.	0.781
TL 6	Leaders create opportunities for employees to collaborate.	0.759
TL 7	Leaders motivate me to collaborate with fellow employees.	0.785
PC 1	I am confident that I can set goals for myself in my professional field.	0.801
PC 2	I feel positive about my future in this organization.	0.899
PC 3	When facing obstacles in my work, I can find different solutions to those obstacles.	0.823
PC 4	I can find different methods to achieve my goals.	0.864
PC 5	In the work environment, it is regularly noted that every challenge has a proper resolution.	0.836
PC 6	I usually manage stressful situations at my workplace with calm and strength.	0.736
IWB 1	I am aware of the difficulties faced by the organization.	0.826
IWB 2	I am curious about the new information or concepts needed to get a solution.	0.806
IWB 3	I analyze new information or ideas that I acquire to help the success of the organization.	0.832

Indicator Items		Outer Loading
IWB 4	I was able to methodically articulate my concepts to fellow leaders and team members.	0.861
IWB 5	I try to encourage other employees to explore the concepts I propose.	0.798
IWB 6	I have adopted innovative concepts that I have designed as components of my daily routine at work.	0.836
IWB 7	I incorporate the fresh concepts I receive from others into my daily work.	0.811
KS 1	I often gain new insights from my colleagues.	0.792
KS 2	I often share the information I have with colleagues.	0.872
KS 3	Sharing information among individuals is quite feasible in this organization.	0.814
KS 4	There are many opportunities to share knowledge with colleagues.	0.841
KS 5	Technology is essential in sharing information between colleagues.	0.819
KS 6	Management holds an important position in knowledge sharing.	0.777
KS 7	When I acquire new information, I want to explore it further and improve it.	0.736

Table 2. The results of the analysis showed that there was a loading factor value of more than 0.7 in the variables of Transformational Leaderships, Capitals Psychology, Innovative Work Behavior and Knowledge Sharing. A high value on the external loading proves that the applied indicator can be explained by the measured construction, the general rule that applies to the value of the outer load must be 0.70 or higher (Sofyan, 2023). Therefore, it can be said that the loading factor values of all indicators have sufficient values to meet the convergence validity requirements.

Table 3. Construct Reability and Validity

	Cronbach's Alpha	rho_A	Composite Reability	Average Variance Extracted (AVE)
Innovative Work Behavior	0.922	0.923	0.937	0.680
Knowledge Sharing	0.911	0.915	0.929	0.653
Psychological Capital	0.908	0.927	0.929	0.686
Transformational Leadership	0.781	0.782	0.859	0.604

Table 3. The above shows that the value of Construct Reliability and Validity of the variables Transformational Leaderships, Psychological Capitals, Knowledge Sharing on Innovative Work Behavior is greater than 0.5, then all of these variables can be declared reliable.

Table 4. R Square Value

	R Square	R Square Adjusted
Innovative Work Behavior	0.673	0.667
Knowledge Sharing	0.464	0.458

Table 4. shows an R Square Adjusted value at Innovative Work Behavior of 0.667. These figures show that knowledge sharing, psychological capital, and transformational leadership account for 66.7% of the variance in creative employment actions. Then it can be concluded that the value of R squared is declared sufficient. The R-Square Adjusted value on the knowledge sharing variable is 0.458. This value shows that transformational and psychological capital ownership variables can explain the knowledge sharing variable by 45.8%. So it can be concluded that the Adjusted R Square value is declared weak.

Table 5. Path Coefficients

Original Sample	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
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KS -> IWB	0.597	0.598	0.066	9.09	0.000	Accepted
PC -> IWB	0.083	0.085	0.04	2.091	0.037	Accepted
PC -> KS	0.188	0.197	0.062	3.041	0.002	Accepted
TL -> IWB	0.253	0.243	0.065	3.897	0.000	Accepted
TL -> KS	0.603	0.597	0.087	6.902	0.000	Accepted
PC -> KS -> IWB	0.112	0.117	0.036	3.074	0.002	Accepted
TL -> KS -> IWB	0.36	0.358	0.072	4.963	0.000	Accepted

Table 5. To determine the validity of the hypothesis, the coefficient of the path that has a P value of less than 0.05 is declared significant (Sofyan, 2023). The first and second hypotheses show a positive and significant influence between Transformational Leadership and Capital Psychology on Innovative Work Behaviors as both hypotheses have a P value of less than 0.05 which means that the first hypothesis is the second accepted hypothesis. The third and fourth hypotheses show a positive and significant influence between Transformational Leadership and Capital Psychology on Knowledge Sharing, as they have a P-value lower than 0.05 so the third and fourth hypotheses are accepted. Meanwhile, the fifth hypothesis of the relationship between Knowledge Sharing and Innovative Work Behavior has a positive and significant relationship because the P value is less than 0.05 so the fifth hypothesis is accepted. Next, to test the mediation hypothesis, namely the sixth and seventh hypotheses. Knowledge Sharing mediated the influence of Transformational Leadership and Innovative Work Behavior with a P value of 0.000 less than 0.05 which means that the sixth hypothesis is accepted. Then Knowledge Sharing mediated the influence of Psychological Capitals and Innovative Work Behavior with a P value of 0.002 less than 0.05 which means that the seventh hypothesis is accepted.

DISCUSSION

The Influence of Transformational Leadership on Innovative Work Behaviors

The results of the study show that transformational leadership has an effect on innovative behavior. The results explain that so far hospitality sector leaders can encourage their employees to collaborate with other employees, besides that employees are able to systematically explain ideas to leaders and other employees. This gives rise to innovative behaviors. Innovative work behavior is an individual behavior that aims to introduce new and useful ideas in work. Transformational leadership can encourage innovative work behaviors by motivating and inspiring to work together and seek out new ideas to achieve the organization's vision and mission (Ekrem Aydın, 2020). Social Exchange Theory states that employees are expected to try and implement new ideas by creating and implementing them (Aydın-küçük, 2020). In this case, a leader in an organization encourages his employees to try and create new ideas to apply in his work.

These results are supported by previous research that states transformational leaders encourage employees to stimulate them intellectually to seek innovative solutions to existing problems (Pradhan & Jena, 2019). This research is also supported by (Messmann et al., 2022) which examines the

relationship between transformational leadership and innovative work behavior which provides insight into innovation development facilities in an organization.

The Influence of Psychological Capital on Innovative Work Behavior

The results of this study show that the psychology of capital has an influence on innovative work behavior. The results of the study explained that so far employees in the hospitality sector feel optimistic about their future in the organization, besides that they also find alternative ways to achieve their goals. In work, employees also always explain ideas systematically to leaders and employees. This shows that there is support for innovative work behavior. Innovation activities involve risks, this implies that if employees can engage in innovation, they must have strong internal support, or belief that they are capable of generating original ideas (W. Chen et al., 2021). Psychological capital refers to a person's positive traits and qualities that can improve the performance of a person and the organization (Kokt & Mphirime, 2022). In the context of social exchange theory, employees who feel supported by the organization will feel obligated to reciprocate through higher engagement and innovative behaviors (Haerani, 2023).

These findings are in line with research (Khairunnisa et al., 2024) that shows that increasing psychological capital can encourage innovative behaviors in the work environment. A supportive work environment that gives rise to an organizational culture that provides freedom of expression and supports creativity will strengthen the positive impact of psychological capital on innovation (Tripathi & Kalia, 2024).

The Influence of Transformational Leadership on Knowledge Sharing

The findings of the analysis showed a positive and significant result of the relationship between transformational leadership and knowledge sharing. A leader in a company encourages its employees to work together with other employees to achieve an organization's vision and mission. Then, an employee also often shares the knowledge they have with other colleagues. With cooperation between employees, it will help employees to exchange knowledge. Transformational leadership is a leadership style carried out by leaders by motivating and encouraging their employees to work together to achieve company goals (Novitasari et al., 2021). Transformational leadership is essential for building trust among members of the organization to share knowledge, provide motivation and support to motivate members of the organization, and create a culture where people share knowledge (Kese et al., 2021). SET emphasizes that employees reciprocate positive treatment from leaders with contributions such as knowledge sharing (H. Liu & Li, 2018). Transformational leadership encourages employees by building trust through honest communication and tailored assistance.

This is in line with the findings (Ekrem Aydın, 2020) that transformational leaders help employees to share information by bringing them together around a common goal. The results of this study are in line with previous research (Anggraeni & Rachmawati, 2023) which showed positive and significant results on the relationship between transformational leadership and knowledge sharing.

The Influence of Psychological Capital on Knowledge Sharing

The results of the analysis show that the psychology of capital has a positive and significant effect on knowledge sharing. It shows the optimism of the employee with his future within the organization and that the employee can solve any problem consistently in the workplace. Then employees also often carry out activities to share the knowledge they have with other colleagues, and are supported by many opportunities to exchange knowledge with colleagues. So that this gives rise to knowledge sharing activities within an organization. Psychological capital plays a role as a resource for personal characteristics consisting of hope, optimism, resilience, and self-efficacy, and can encourage positive health evaluations and form well-being to help a person in work, thus creating knowledge-sharing activities (Rio et al., 2022). SET shows that individuals will be more motivated to share knowledge if they feel that their contributions will be rewarded and offset by comparable benefits.

This is in line with the findings of Rafique et al., (2022), organizations must manage organizational knowledge and make knowledge sharing activities a norm for their employees. Confident individuals are more willing to voice their opinions to share knowledge (Y. Liu et al., 2023). Goswami & Agrawal, (2023) found that the results of psychological research on capital have a positive and significant effect on knowledge sharing.

The Effect of Knowledge Sharing on Innovative Work Behaviors

The results of this study show that knowledge sharing has an influence on innovative work behavior. This shows that there is often a sharing of knowledge that employees have with colleagues and that employees can explain ideas systematically to other employees, thus giving rise to innovative work behaviors. This means that the better the knowledge sharing activities are carried out, the more innovative work behavior of employees will be improved (W. Chen et al., 2021). People can access and use other people's knowledge to enhance their creative abilities through knowledge sharing, so knowledge sharing encourages more creative behavior by providing greater access to new information and ideas (Bimmo Dwi Baskoro, 2021). SET also explains that fairness in the organization encourages employees to share knowledge, which is an important factor in innovation (Bimmo Dwi Baskoro, 2021).

The results of this study are supported by Dong Phung et al., (2017) who state that an individual's willingness to share knowledge allows organizations to promote innovative work behaviors. The results of this study are in line with Akram et al., (2020) and Nguyen et al., (2020). which shows that knowledge sharing has a positive and significant effect on innovative work behavior.

The Role of Knowledge Sharing Mediation between Transformational Leadership and Innovative Work Behaviors

The study found that the results of the mediating role of knowledge sharing had a significant positive relationship with transformational leadership and innovative work behaviors. Transformational leadership gives employees the encouragement to work with each other and employees can explain their

ideas to leaders and colleagues. In addition to this, there are also knowledge sharing activities that employees have with other employees. This shows that there is a knowledge sharing factor as a mediator between transformational leadership and innovative work behavior. By applying their internal knowledge and exploring ideas or concepts from external sources, creative creators can gain inspiration and new information through an underlying mechanism known as knowledge sharing (Bagis & Adawiyah, 2024).

Transformational leaders create a climate of trust that makes their employees feel comfortable developing ideas and sharing knowledge. By sharing knowledge and experience, employees can collaborate to develop more creative and effective solutions. These results provide support for previous research (Anggraeni & Rachmawati, 2023) but are not in line with the findings ((Kadek Cantika Dewi et al., (2023); Praditya, (2023)).

The Role of Mediating Knowledge Sharing between Psychological Capital and Innovative Work Behaviors

The results of this study show that knowledge sharing successfully mediates positively and significantly between capital psychology and innovative work behaviors. Employees with high psychological capital tend to be more willing and able to share knowledge with others (W. Chen et al., 2021). This is because the self-efficacy factor and optimism make employees believe that by sharing knowledge, they are able to share their abilities can be useful and will produce positive results, such as increasing innovation and team performance. On the expectation factor, they hope that by sharing knowledge, they can help each other to achieve goals and achieve success together. In the resilience factor, employees are not afraid to share ideas even if they are rejected, because they have the ability to bounce back from difficulties. The results of this study are in line with the research (Anggraeni & Rachmawati, 2023). Research (Y. Liu et al., 2023) and (M. Chen et al., 2023) found knowledge sharing outcomes act as partial mediators in the relationship between capital psychology and innovative performance.

CONCLUSIONS AND RECOMMENDATIONS

This study shows that transformational leadership and psychological capital play a positive role in encouraging innovative work behavior of hospitality sector employees in Banyumas, both directly and through knowledge sharing. Transformational leadership drives employee innovation, while psychological capital is an important factor for a company's creativity and sustainability. They also increase knowledge sharing activities between employees, which are essential for ideas and problem-solving and mediate the relationship between the two to innovative behaviors.

To improve employees' innovative work behavior, management needs to develop a transformational leadership style that inspires, supports collaboration, and builds trust. In addition, it is important to strengthen the employee's psychological capital such as confidence, optimism, hope, and resilience. These two factors have been shown to encourage knowledge sharing activities, which ultimately lead to new ideas and creative solutions in daily work.

ADVANCED RESEARCH

This study has limitations, namely only assessing innovative work behavior from one perspective and limited to the hospitality and tourism sectors. To strengthen and expand on the findings, it is recommended that further research include more relevant and influential objects and variables.

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