

Transformational Leadership and Work Motivation in Enhancing Innovative Work Behavior: The Mediating Role of Job Satisfaction in Hospitality Sector Employees

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ABSTRACT

Behavior innovative work Still become necessary factors be considered and improved, especially in the sector services in Banyumas, Indonesia. Research This aims to to study influence leadership transformational and motivational Work to behavior innovative work, with satisfaction Work as variable mediation. Questionnaire given online using Google Form, and is carried out with use approach quantitative with technique taking sample using accidental sampling. Population in study This as many as 255 and the samples used is 162 respondents from employees in the sector hospitality in Banyumas. Research This using SEM-PLS for analyze data. Research results show that, although motivation work and leadership transformational No in a way direct influence behavior innovative, both in a way significant influence satisfaction work, which is positive arrange connection between both and behavior innovative in place Work.

INTRODUCTION

The hospitality industry is a dynamic and competitive industry, and opportunities for companies to differentiate their products and services are essential (Bagis, 2024). Several studies have shown that innovative behavior among hospitality industry employees is still relatively low (Fathiyah et al., 2022).

The hospitality industry is an important part of the global economy and encompasses a wide range of hospitality-related services such as accommodation, food and beverage, and travel (Khan et al., 2020). This industry not only serves customers but also contributes significantly to economic growth in many countries, including Indonesia, especially in the Banyumas area (Bagis et al., 2023; Darmawan et al., 2021). As demand for tourism and supporting services increases, the sector faces increasing challenges, including increasing competition, changing consumer preferences, and the need for continuous innovation (Bagis dan Darmawan, 2024). However, the industry is becoming increasingly competitive, and hotels in Banyumas face major challenges to remain competitive and improve service quality (Muamar & Bagis, 2022).

Innovation is very important for the success of a company, especially in the hospitality sector, besides that, employee innovative work behavior (IWB) is also related with the survival of the company (Kyei-Frimpong et al., 2024). Innovative behavior in the workplace, especially in the hospitality sector, is when employees develop and develop new ideas that improve service quality, improve work processes, and present creative solutions to overcome existing problems so that they can be implemented (Hussain & Wahab, 2021). However, this innovative behavior will not occur without strong supporting factors. One of the main factors influencing innovative behavior is individual creativity (Zuhaena & Harsuti, 2021). Creativity is psychological capital that plays an important role in helping employees develop new ideas and solutions that drive positive change in the organization (Bagis et al., 2024)

Employees in the hospitality industry should be encouraged to have good behavior. innovative work in a business context. In recent years, the hospitality sector in Banyumas Regency, Central Java has experienced positive progress, especially after the COVID-19 pandemic. Major events such as the Purwokerto Half Marathon and Tour of Baturraden contributed significantly to a 30% increase in hotels in Banyumas in May 2024, with hotels in Purwokerto reaching 80 & 90% (Bagis et al., 2023).

Hotels in Purwokerto and Baturraden have groups different guests, although Purwokerto as a more active activity center, hotels in Baturraden have experienced an increase in certain programs, such as Jazz Gunung Slamet. As the hospitality industry in Banyumas Regency, especially in the city of Purwokerto and its surroundings, we need to produce employees who think and compete in the future. The hospitality business also recognizes the customer's need for continuous discovery (Breier et al., 2021).

Innovation can be influenced by behavior, and behavior is one element of innovation that can be influenced by human resources. Therefore, there is a close relationship between innovation and behavior in achieving competitive

advantage (Bagis et al., 2023). (Newman & Cragg, 2020) stated that action is an individual's effort to develop and implement new ideas that are beneficial to other people or organizations.

Work Motivation is an important factor to increase employee performance, especially in the hospitality sector. Recent research explains that high motivation can drive employees to perform at their best, which has a positive impact on customer satisfaction & hotel reputation. Motivation Work have a direct impact not only to performance but also to satisfaction work. Results study This confirm that with increasing motivation Work so satisfaction Work also increased, Which on Finally impact positive to performance employee overall (Kirani & Bagia, 2021). By giving them motivation to work, they can achieve company goals. In addition, work motivation can increase employee efficiency levels, resulting in a more productive work environment (Arfah, 2023). Motivated employees will feel more challenged and satisfied, so they will be more enthusiastic about doing their jobs (Fathiyah et al., 2022). Therefore, hotel management needs to implement effective strategies to increase work motivation in order to achieve organizational goals optimally (Pabate & Pongtuluran, 2023).

Transformational leadership is a management approach that focuses on growing and motivating employees to achieve organizational goals through innovation and inspiration. Transformational leadership is essential in the hospitality industry because it can increase employee job satisfaction. According to research (Bagis, Tubastuvi, et al., 2025), leaders who can inspire and motivate their teams tend to create a more enjoyable work environment. This study found that leaders who adopt a transformational leadership style have the ability to increase their employees' intrinsic motivation and increase their levels of job satisfaction. The results of the analysis showed that the elements of transformational leadership are responsible for 65% of the variables of job satisfaction variables (Bagis, Astuti, et al., 2025).

The Hospitality sector faces growing challenges, one of which is the need to innovate to meet the increasing needs of customers. There is evidence that transformational leadership can increase employee motivation, which can trigger innovative behavior. (Putra & Sudibya, 2019) . Previous studies have shown that transformational leadership improves employee performance and their motivation to work (Veliando & Yanuar, 2021) . Employee satisfaction is also an important factor that can mediate the relationship between transformational leadership and innovative behavior. Therefore, this study will investigate the hypothesis that work motivation and transformational leadership have a positive influence on innovative behavior, and that there is a relationship between job satisfaction and transformational leadership.

Most people consider transformational leadership *as* a leadership style that can improve innovation and organizational performance. However, research (Miharja & Ruhkviyanti, 2024) found that there is a negative relationship between transformational leadership and employee innovative behavior. (Miharja & Ruhkviyanti, 2024) . (Ashari et al., 2024) found negative and insignificant results of the relationship between transformational leadership and innovative work behavior. Although transformational leadership is considered to be able to

encourage innovation, the challenges of implementing this style often led to unsatisfactory results. This shows that there are difficulties for leaders who adopt this leadership style to create an environment that supports creativity and innovation (Miharja & Ruhkviyanti, 2024) .

There are various research results conducted on the relationship between transformational leadership, work motivation, and innovative work behavior; however, only a few studies have specifically investigated how these two components affect innovative behavior in the hospitality industry (Veliando & Yanuar, 2021) . Previous studies have ignored the role of job satisfaction as a mediator of this relationship, thus developing job satisfaction as a mediator. In addition, most current studies focus on other industries, thus lacking understanding of the hospitality industry (Hadi et al., 2019) . Lack of motivation can cause innovative behavior to stop. Studies show that when employees are not motivated, they are less likely to try new things to solve problems. This is in line with (Firdaus & Sakinah, 2023) who stated that lack of motivation can result in decreased productivity and creativity in the workplace.

Recent research shows that job satisfaction is an important component in HR management strategies in the hospitality industry (Budhiana et al., 2022) . Therefore, this study tries to develop by investigating the influence of transformational leadership and work motivation on innovative behavior in the Hospitality and Tourism industry. By finding how the variables relate to each other, this study is expected to make a significant contribution to management practices in the hospitality industry. It is hoped that this study will add to the number of studies that have been conducted on leadership and innovation (Purnomo Hadi et al., 2019). Overall, this study emphasizes the importance of work motivation and transformational leadership in driving innovative behavior in the hospitality industry, with job satisfaction as an important mediator. This study shows that increasing employee motivation and improving leadership can have an impact on organizational innovation. This study aims to increase the scope of previous research (Purnomo Hadi et al., 2019) which was developed into transformational leadership and work motivation on innovative work behavior mediated by employee job satisfaction working in the hospitality sector in Banyumas Regency.

LITERATURE REVIEW

Social Exchange Theory (SET)

George C. Homans created (1985) *Social Exchange Theory (SET)* Peter Blau expanded on it in 1964. This theory is based on the idea that the principle of social exchange shapes social relationships between individuals, including the relationship between employees and organizations. Exchanges can be in the form of goods or services, such as trust, appreciation, attention, and support (Emerson, 2008) In transformational leadership, leaders who provide individual attention, inspiration, and intellectual stimulation to their employees are considered to have "given something" in a social exchange. In response to this positive treatment, employees show higher levels of job satisfaction, or job satisfaction, and want to do more innovative things (Cropanzano & Mitchell, 2005). When organizations create a motivating work environment, both intrinsically (self-

development, meaningful work) and extrinsically (incentives, recognition), employees feel valued (Ahmad Prayudi & Imas Komariyah, 2023). According to SET, high work motivation indicates organizational support for employees, which is then reciprocated by employees through increased personal happiness and creative contributions (Diem Vo et al., 2022). Job satisfaction in social exchange theory acts as an outcome from positive perceptions of organizational or leadership treatment. Employees who are satisfied with their jobs and work relationships are more likely to contribute actively in the form of innovative behavior (Lee et al., 2022). Thus, job satisfaction becomes both a result and a bridge in social exchange towards innovative work behavior.

Innovative Work Behavior

Innovative work behavior is an important component in an organization because it shows a person's ability to be creative and innovative in various workplaces. According to one definition, innovative work behavior is when everyone at all levels of the organization comes together to create, disseminate, and use profitable innovations (Stanescu et al., 2021). Scott and Bruce (1998), idea generation, namely the creation and application of new ideas in a number of fields, is the beginning of individual innovation (Soebardi, 2020). The process of developing and implementing new ideas to achieve professional goals, organizational standards, and progress is innovative behavior. Innovation involves implementing ideas or processing (Sueb Sueb & Sopiah Sopiah, 2023). When employees of a group or organization develop, discover, and implement new ideas to improve their performance, this is called innovative work behavior (Nguyen et al., 2019). In the literature review (ArfahAstuti & Rachmawati, 2023) there are two components that influence innovative work behavior: individual and organizational.

Some traits of transformational leaders that fall into the category of organizational factors include being inspiring, accepting new ideas, being proactive, sharing organizational knowledge with others, and having the courage to take calculated risks. Because they can foster courage, passion, and curiosity in followers, these characteristics of transformational leaders will motivate and trigger good organizational behaviors for employees (Gashema & Kadhafi, 2020). They are expected to be able to motivate others to support their creative ideas; in addition, they must have the courage to incorporate new concepts into the work process (Fathiyah et al., 2022)

Transformational Leadership and Innovative Work Behavior

Leadership is essential to encourage, guide, and shape innovative employees (Sudibjo & Prameswari, 2021). Since Burns' first book, transformational leadership has evolved into one of the most well-known theories and approaches to leadership and organizational behavior (Singh et al., 2023). Transformational leadership is closely related to innovative work behavior because transformational leaders can inspire and motivate their team members to act in innovative and creative ways. Not only do they provide a clear vision and encourage people to develop new ideas, but they also create an environment that supports experimentation and risk. Every worker is encouraged to improve their abilities and find new ways to work in a workplace like this (Aydin &

Erkilic, 2020) . Workers can become more creative and critical through transformational leadership (Sudibjo & Prameswari, 2021).

Transformational leadership greatly influences the performance of innovative employees. Therefore, previous studies have shown that there is a positive relationship between transformational leadership and innovative work behavior (Anggraeni & Rachmawati, 2023) . Innovative work behavior is defined as ideas that are useful for the progress of the organization that are created, developed, and implemented (Dewi et al., 2023) . Research shows negative and insignificant results between transformational leadership and innovative work behavior (Dewi et al., 2023) . Social Exchange Theory states that employees are expected to try and implement new ideas by creating and implementing them (Aydin Küçük, 2020) . In this case, a leader in an organization encourages his employees to try and create new ideas to apply in their work.

H1: *Transformational Leadership has a significant positive relationship with Innovative Work Behavior.*

Work Motivation and Innovative Work Behavior

Work motivation is a curiosity or drive that drives someone to complete a task effectively and efficiently. Motivation comes from how a person acts in a particular situation (Siagian, 2023) . Motivational variables that influence increased innovative behavior in the workplace, employees who have high levels of motivation may be more motivated to find innovative solutions to problems in their workplace (Anjani, 2019) . Employees who have high levels of motivation may be more motivated to find innovative solutions to problems in their workplace. Many factors influence the desire to work, including the company's compensation system, individual needs, and the workplace. Work motivation can also have a positive effect on innovative behavior (Anggraini & Mansyur, 2024) . According to Karlina & Alamsyah (2024), employees who engage in innovative behavior can make a significant contribution to achieving company goals. Therefore, organizations must create a culture that supports innovation and rewards innovative workers. According to SET, I WB is triggered by work motivation (both intrinsic and extrinsic) in response to investment of organizational or leader resources (Ndudi et al., 2023)

H2: *Work motivation has a significant positive relationship with innovative work behavior.*

The Influence of Transformational Leadership and Job Satisfaction

It is very important for leadership in an organization because transformational leadership affects the level of employee satisfaction and how someone leads their subordinates (Ludi Priyatmo, 2018) . In an organization, leaders or managers who implement transformational leadership can create harmonious integrity and encourage employee work enthusiasm to achieve maximum goals (Agazu et al., 2025) . An important factor in employee performance motivation is employee job satisfaction. According to a review of relevant literature, leadership is an important factor in employee satisfaction (Raharjo, 2023) . By considering leadership behavior as an independent factor, transformational leadership is considered a leadership style that can increase

employee satisfaction (Mahvia et al., 2023) . *Social Exchange Theory* (SET) explains how transformational leadership affects job satisfaction through social exchange and norm of reciprocity.

H3: *Transformational Leadership has a significant positive relationship with Job Satisfaction.*

The Influence of Work Motivation and Job Satisfaction

Job satisfaction is inseparable from the work motivation expected by employees (Cvjetkovic, 2022) . Motivation is the drive or reason that drives someone to do something they want. It is important for employees to have motivation to work, employees who are highly motivated will feel satisfied with their work (Grantor, 2025) . Motivation related to needs begins with the recognition of unmet needs, both consciously and unconsciously (Basalamah et al., 2021) . Providing financial incentives to employees can increase work motivation and make them feel supported and satisfied to have a place in the organization (Qayum et al., 2014) . *Social Exchange Theory* (SET) provides an explanation of the reciprocal relationship between employees and organizations, where employees respond to resources (economic, social, and emotional) received from the organization with positive attitudes and behaviors. This theory provides a basis for understanding the mechanisms of social exchange that enable work motivation and job satisfaction (Wijaya, 2020) .

H4: *Work Motivation has a significant positive relationship with Job Satisfaction*

The Influence of Job Satisfaction and Innovative Work Behavior

Job satisfaction has an influence on innovative behavior. This strengthens the results of research showing that satisfied employees will tend to increase innovative behavior at work (Susanti & Lizarti, 2021) . because innovative behavior is not something innate to employees but a behavior that can be stimulated by increasing employee job satisfaction (Wahyunianti Dahri & Aqil, 2018) . The formation of employee job satisfaction needs to be done to increase innovative behavior to make a change (Ozsoy, 2022) . In accordance with (Hadi et al., 2020) innovative behavior does not always appear on its own. However, when employees face challenges in the workplace and have broad abilities to complete their tasks, they will become more innovative. *Social Exchange Theory* (SET) explains the reciprocal relationship between job satisfaction and innovative work behavior through the mechanism of social and economic resource exchange in the organization, Employees who are satisfied with their work will create new ideas (Afnan et al., 2025) .

H5: *Job Satisfaction has a significant positive relationship with Innovative Work Behavior.*

Transformational Leadership on Innovative Work Behavior with Job Satisfaction as a Mediator

Transformational leaders have the ability to create attractive goals and motivate their employees to achieve them. They are also able to build strong relationships with their followers, encouraging them to think creatively and innovatively (Aditianto & Amir, nd) . According to De Jong and Hartog (2010),

innovative work behavior is behavior that sees new opportunities and ideas. This behavior can also include doing new things, applying new knowledge, and achieving increased personal or business performance. The relationship between transformational leadership and innovative behavior is often mediated by job satisfaction and readiness to change. Studies show that employees who are satisfied with their jobs are more likely to develop new ideas (Ozsoy, 2022) .

H6: Transformational leadership has a positive and significant effect on job satisfaction, a positive and significant effect on innovative work behavior.

Work Motivation towards Innovative Work Behavior Innovative with Job Satisfaction as a Mediator

The stimulus that drives someone to do the tasks they have with enthusiasm and dedication is known as work motivation. According to Pratiwi and Yuniarto (2021), job satisfaction is related to work motivation, which has a positive impact on employee performance. Studies show that motivated employees tend to be more innovative and productive in their workplace (Pratiwis & Yuniartos, 2018) . In innovative work behavior, employees do new things that can improve organizational performance. A study conducted by Indrayana (2019) found that work motivation and innovative behavior are positively correlated; employees who are highly motivated to work are more likely to do new things. Job satisfaction increases the desire to achieve innovative work behavior. (Fenny & Setyawan, 2024) found that job satisfaction has a significant influence on motivation and innovative behavior. The results of this study indicate that if job satisfaction increases, employees may be more open to new ideas. (Rosna et al., 2023).

H7: Work motivation has a positive and significant influence on innovative work behavior with the mediation of job satisfaction.

This study uses transformational leadership factors, work motivation, and job satisfaction in relation to innovative work behavior. With the research model shown in the conceptual framework as follows:

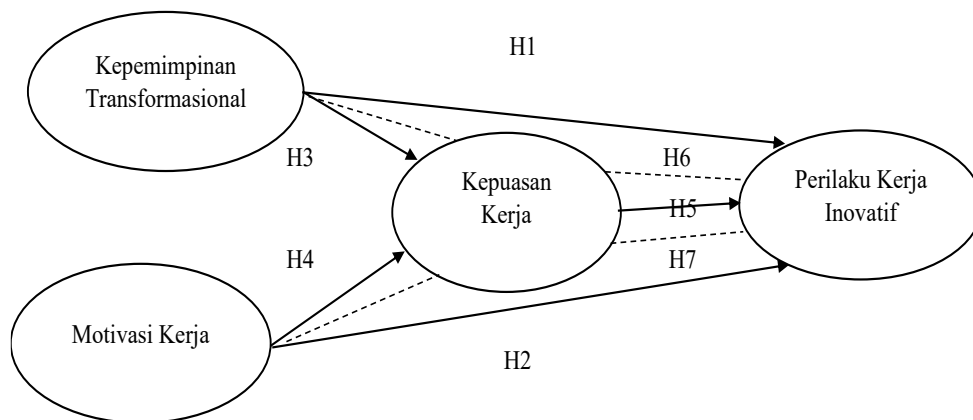


Figure 1. Conceptual Framework

METHODOLOGY

This research using research types quantitative and is type study development with the aim of developing previous research (Soebardi, 2020) . This study investigates several factors such as transformational leadership, work motivation and innovative work behavior. However, job satisfaction is included as a dependent variable. But it is a new part of the formation of a conceptual model. With this research, it has seven hypotheses to be analyzed.

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

Based on the calculation of the Slovin formula to determine the number of samples, the results obtained were 156 respondents, but to increase the level of accuracy of the research results, the sample was increased to 162 respondents.

The technique of determining samples using accidental sampling. Accidental sampling is a sample selection that is carried out in a way subjective by researchers with consideration convenience, place taking sample and quantity sample to be taken in Research. Sample the can take in accordance with desire researcher without systematics certain (Amruddin et al., 2022: 145). The population used in study This is employee the hospitality sector consisting of from sector hospitality and sector tourism. From the hospitality sector, the population of the Grand Karlita Hotel is 115 employees, the Luminor Hotel is 90 employees, and from from the tourism sector in Baturaden Tourism Forest 50 employees. Sample collection technique sample use formula slovin with standard correlation 0.05 so found sample a total of 157 respondents, to avoid errors the number sample used for study amounting to 162 respondents. The sampling determination technique is based on acidental sampling due to the busyness of the research subjects, namely a non-probability sampling technique where samples are selected based on ease of access and availability, not randomly. Distribution questionnaire done online using Google Form. Each answer chosen by the respondent has its own value which is arranged using stages according to (5) points on a Likert scale with Likert values, (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree. The analysis used by researchers in conducting this study is SEM-PLS using Smart Partial Least Square (SmartPLS) software.

The variables in the study consist of Transformational Leadership as an independent variable (X1) with 6 indicators, Work Motivation as an independent variable (X2) with 8 indicators, Job Satisfaction as a mediating variable (M) with 9 indicators, and Innovative Work Behavior as a dependent variable (Y) with 7 indicators.

RESEARCH RESULT

Table 1. Demographics Respondents

Identity	Information	Frequency	Percentage
Company Origin	Hotel Karlita	56	34.6
	Hotel Luminor	56	34.6
	Baturraden Ecotourism	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
last education	Junior High School	4	2.5
	Senior High School	98	60.5
	Diploma (D3)	14	8.6
	Bachelor degree)	44	27.2
	Master (S2)	1	0.6
	Other	1	0.6
Length of work	<5	96	59.3
	>5	66	40.7

Table 1. Shows the results of the demographics of the respondents. The values obtained on the origin of the company are dominated by Hotel Luminor and Karlita, each with 56 respondents (34.6%). The value of gender shows that respondents are dominated by male respondents with 109 respondents (67.3%). The age of the respondents is dominated by employees with an age range of >30 years with 65 respondents (40.1%). Based on the data, the respondents are dominated by men who mostly work in the F&B Service, House Keeping, and Engineering sections. While the rest of the women work in the accounting section. The length of service of employees of Hotel Karlita, Hotel Luminor, and Wanawisata Baturaden with the research sector that we studied in this study every year shows that there is a high commitment of employees to the company.

The following is data management carried out by applying the PLS 3 method. The use of PLS is to conduct data analysis in order to produce a comprehensive understanding of the relationship between variables. The results of the PLS test can also create new insights that may need to be expressed in the form of simple analysis (Ghozali, 2015). The results of the study can be seen as follows:

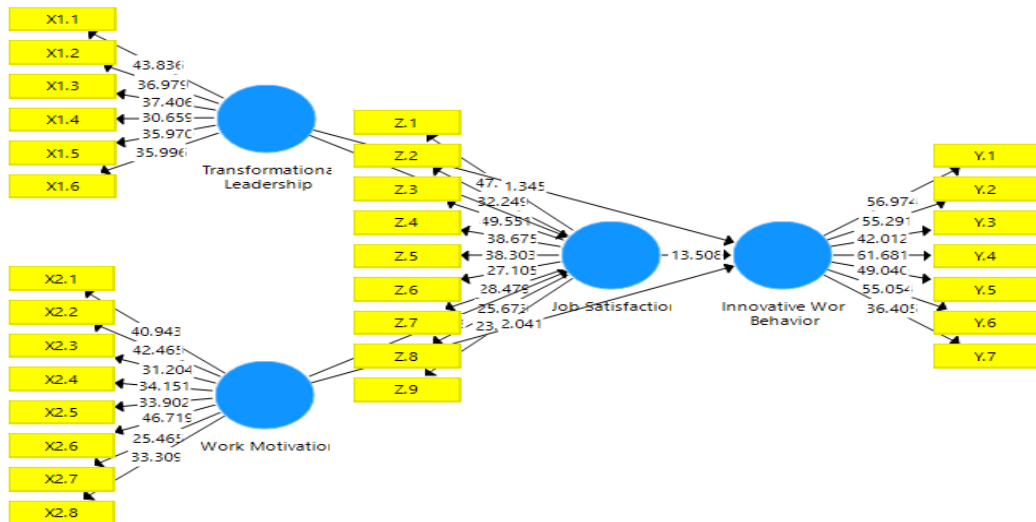


Figure 2. Results of SEM-PLS model analysis

Based on Figure 1. This data analysis was carried out in 2 rounds, this data shows that there is one indicator that must be eliminated because it has an outer loading value below 0.7. While the outer loading value is still tolerable and below 0.70 can be removed from the analysis (Ghozali, 2015).

Table 2. Outer loading

Statement Items	Outer Loading
X1.1 Leader can explain with clear vision and mission organization to employee.	0.873
X1.2 The leaders can invite employee For Work together for the sake of achieving vision mission organization.	0.865
X1.3 The leaders show integrity in work they.	0.865
X1.4 Leader show appropriate behavior with values adopted by the organization.	0.829
X1.5 The leaders show not quite enough answer for do repair in organization	0.855
X1.6 The leaders give chance for employee For Work The same	0.865
X2.1 Work moment This Already mastered with Good	0.842
X2.2 Work moment This Already in accordance with desire I	0.861
X2.3 Desire employee for valued on results work (recommendation, increase) position and bonus)	0.831
X2.4 Desire employee own connection Good with colleague Work	0.847
X2.5 Get attention in the form of praise, greetings and thanks love on work and personal (family)	0.836
X2.6 Get attention in the form of correct or suggestions for improvement Work on work done	0.852
X2.7 Get award on achievement / result Work like material and non- material	0.801
X2.8 Given chance attend committee events in the hotel environment	0.830
Y.1 I realize challenges faced by the organization.	0.878
Y.2 I am interested in with information or new ideas are needed for get solution	0.896
Y.3 I am processing information or new ideas that I have get for support success organization	0.882
Y.4 I can explain my idea in a way systematic to leaders and employees other.	0.903
Y.5 I try invite other employees to try out the ideas that i have submit.	0.884
Y.6 I have implemented the new idea that I have get as part from life every day in place Work I.	0.893

Y.7	I implement new ideas that I get from other people in work daily	0.848
Z.1	I always obey existing regulations in the company	0.874
Z.2	I always come work and go home appropriate time	0.828
Z.3	I always capable do work I with Good in accordance with standard company	0.880
Z.4	I feel enthusiastic in do work I	0.827
Z.5	I am pleased work and fulfill hope company	0.852
Z.6	I am without hesitant give work best I For company	0.806
Z.7	I feel comfortable working in the office I Now	0.798
Z.8	I do not want to look for other jobs	0.782
Z.9	Work This can give opportunity same alternative how nice with other jobs	0.783

In table 2. The results of the analysis show that there is a loading factor value of more than 0.7 in the variables Work Motivation, Transformational Leadership, Job Satisfaction and Innovative Work Behavior. High values on the outer loading prove that the indicators can be explained by the construct being measured. The general rule that applies to the outer loading value should be 0.708 or higher (Ghozali, 2015). Therefore, it can be said that the outer loading factor value of all indicators has a value that meets the requirements for convergent validity.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Innovative Work Behavior	0.953	0.954	0.961	0.781
Job Satisfaction	0.942	0.942	0.951	0.683
Transformational Leadership	0.929	0.931	0.944	0.737
Work Motivation	0.939	0.942	0.950	0.702

Based on Table 3, it shows that the Construct Reliability and Validity values of the variables Work Motivation, Transformational Leadership, Innovative Work Behavior towards Job Satisfaction are greater than 0.5, so all of these variables can be declared reliable.

Table 4. R square value

	R Square	R Square Adjusted
Innovative Work Behavior	0.792	0.788
Job Satisfaction	0.852	0.850

Table 4 shows the Adjusted R Square value on Innovative Work Behavior 0.788. This value shows that transformational leadership, work motivation and job satisfaction can explain the innovative work behavior variable by 78.8%. So, it can be concluded that the R square value is sufficient. The Adjusted R-Square value on the job satisfaction variable is 0.850. The value shows that the Transformational Leadership and work motivation variables can explain the job satisfaction variable by 85.0%. So, it can be concluded that the Adjusted R Square value is sufficient.

Table 5. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	
Transformational Leadership -> Innovative Work Behavior	-0.077	-0.079	0.054	1,409	0.160	Rejected
Work Motivation -> Innovative Work Behavior	-0.206	-0.204	0.094	2,178	0.030	Rejected
Transformational leadership -> Job Satisfaction	0.252	0.252	0.049	5,141	0,000	Accepted
Work Motivation -> Job Satisfaction	0.717	0.718	0.043	16,714	0,000	Accepted
Job Satisfaction -> Innovative Work Behavior	1,132	1,132	0.083	13,582	0,000	Accepted
Transformational Leadership -> Job Satisfaction -> Innovative Work Behavior	0.286	0.285	0.060	4,744	0,000	Accepted
Work Motivation -> Job Satisfaction -> Innovative Work Behavior	0.811	0.813	0.077	10,534	0,000	Accepted

Table 5. To determine the validity of the hypothesis, path coefficients that have a P-value of less than 0.05 are declared significant (Haryono, 2016) and (Ardiansyah et al., 2022). The first and second hypotheses show a negative and significant influence between Transformational Leadership and Work Motivation on Innovative Work Behavior because both hypotheses have a P-value of less than 0.05, which means that the first and second hypotheses are rejected. The third and fourth hypotheses show a positive and significant influence between Transformational Leadership and Work Motivation on Job Satisfaction, because they have a P-value lower than 0.05, so the third and fourth hypotheses are accepted. While the fifth hypothesis, the relationship between Job Satisfaction 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. The next step is to test the mediation hypothesis, namely the sixth and seventh hypotheses. Job Satisfaction mediates 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 Job Satisfaction mediates the influence of Work Motivation and Work Behavior

DISCUSSION

The Influence of Transformational Leadership on Innovative Work Behavior

The results of this study indicate that transformational leadership has a negative effect on innovative work behavior, this shows that employees in the

hospitality sector feel that leaders do not encourage collaboration with other employees, although sometimes leaders show behavior that is in accordance with the values adopted by the organization, but this does not make employees have the desire to apply new ideas in their daily work (Wibowo et al., 2023) . So far, leaders have been considered able to clearly explain the vision and mission of the organization's values to employees, they are also unable to invite employees to work with other employees to try existing ideas to be implemented. Innovative behavior is setting goals that are too high without providing the necessary resources or training, employees may feel burdened and unwilling to take innovative risks (Rahmawati & Achmad, 2025) . One factor that can improve other research is transformational leadership, but this was not found in this study. Social Exchange Theory states that employees are expected to try and implement new ideas by creating and implementing them (Aydın-küçük, 2020).

This is in line with research (Sudibjo & Prameswari, 2021) , Transformational leadership does not affect the innovative behavior of employees in the hospitality sector, the results of this study are in line with research conducted at the Gajahmada Graha Hotel Malang in 2023, transformational leadership has a negative impact on innovative performance. leaders can clearly explain the vision and mission of the organization to their employees and employees can apply new ideas obtained from others in their daily work so that they create innovative work behavior (Dewi et al., 2023).

The Influence of Work Motivation on Innovative Work Behavior

The results of the study above show a negative and significant relationship between work motivation and innovative work behavior; this shows that the factor most often used by employees to innovate is their work motivation. However, this study shows that an unbalanced level of motivation can cause excessive pressure on employees, preventing them from taking risks and creating something new. For example, when receiving an award or achievement, if the award given does not match the employee's needs or does not match expectations, employees can become less motivated and ultimately show a lack of innovative behavior (Rahmadhani et al., 2024) . Ultimately, rewards for work performance, both material (eg bonuses or incentives) and non-material (eg recognition and praise), can affect employees' desire to work. Employees may become less creative because they feel that their efforts are not appreciated (Steven & Yanuar, 2024) . (Kesuma et al., 2023) show that to create a culture of innovation in hospitality companies, an integrated HR management approach is needed. These methods include better reward systems and better training to improve employees' ability to innovate.

This is in line with (Noerchoidah et al., 2020) research conducted in the hospitality industry which emphasizes the importance of maintaining a balance between motivation and freedom to innovate. A study conducted at Airlangga University found that inconsistent or inadequate rewards can affect innovative behavior.

The Influence of Transformational Leadership on Job Satisfaction

The results of this study indicate that Transformational leadership has a positive and significant effect on Job satisfaction. This shows that transformational leadership employees are able to do their jobs well according to company standards, and always obey the regulations in the company. So that it creates a sense of employee satisfaction with their work. In transformational leadership, a leader must motivate and inspire his followers to achieve common goals through change (Wiyono, 2019) . Employees tend to be more satisfied with their jobs when management applies a transformational approach (Sibarani et al., 2024) . Transformational leaders increase employee morale and satisfaction by providing a clear vision and motivating the team to achieve higher goals. (Rulianti & Nurpribadi, 2023) . So that transformational leadership directly affects employee job satisfaction.

These results are in line with research conducted by Nurtjhjani and Suyanto (2020) that employee job satisfaction increases with transformational leadership. Employees feel trust, pride, and loyalty towards their leaders, which encourages them to work better. (Lestari et al., 2023) States that transformational leadership style increases employee motivation and creativity, creates a positive work environment, and reduces turnover and stress. This transformational leadership style causes employees to be more satisfied with their jobs overall.

The Influence of Work Motivation on Job Satisfaction

The results of this study indicate that work motivation has a positive and significant effect on job satisfaction. This shows that the work is in accordance with what is desired because it gets attention and is given suggestions for improving work for mistakes made, so that employees become motivated and feel satisfied in their work. That motivation has a positive and significant effect on job satisfaction shows that increasing motivation will significantly increase employee job satisfaction (Veliando & Yanuar, 2021) . Thus supporting the hypothesis that the more motivation given by superiors, the higher the level of employee job satisfaction (Franedy & Kadang, 2020) .

This finding is in line with previous research findings (Paskanindia, 2019) which showed that motivation is an important factor in increasing employee satisfaction with their work. From this study, it can be concluded that work motivation has a significant and positive influence on employee satisfaction levels in the hospitality sector. Organizations should focus on increasing their employee motivation by using various strategies to achieve higher levels of satisfaction.

The Influence of Job Satisfaction on Innovative Work Behavior

The results of this study indicate that job satisfaction has a positive and significant effect on work innovation behavior. This shows that employees do not want to work elsewhere because employees can explain ideas systematically to other employees. So that innovative work behavior arises, that increasing job satisfaction can be a great way to encourage innovative behavior in the workplace (Zain et al., 2024) . Job satisfaction serves as a mediating variable in this study, strengthening the relationship between creativity and innovative

behavior with employee performance. Employees who are satisfied with their jobs tend to be more motivated to do new and creative things in the workplace (Astuti et al., 2019). Employees who feel satisfied and supported tend to be more confident in making innovations and contributing new ideas to innovative behavior. This suggests that increasing job satisfaction can be a successful strategy to encourage innovation in the workplace (Zain et al., 2024).

This is in line with (Harianto et al., 2021) showing that job satisfaction has a positive influence on innovative behavior among hotel employees. This study emphasizes that when employees are satisfied with their work environment, they are more likely to engage in innovative behavior that can improve quality and satisfaction. Previous researchers (Astuti et al., 2019) showed that job satisfaction functions as a mediating variable. The results of the analysis show that job satisfaction has a significant positive influence on innovative behavior. This study emphasizes the importance of creating a pleasant work environment to encourage creativity in the workplace.

The mediating effect of job satisfaction between transformational leadership and innovative work behavior

The study found the results of the mediating role of job satisfaction which has a significant positive relationship with transformational leadership and innovative work behavior. Transformational leadership encourages employees to work together and employees can explain their ideas to leaders and coworkers. Employees who are satisfied with their leadership tend to engage in innovative behavior, when employees feel valued and supported by their leaders, they are more likely to develop and implement new ideas. In addition, it shows that this leadership style not only increases job satisfaction but also contributes to improving employee performance. In this context, job satisfaction functions as an important mediator in the relationship between transformational leadership and innovative work behavior (Rahmawati & Achmad, 2025). It was found that job satisfaction plays a significant role as a variable. This means that an increase in transformational leadership not only directly increases innovative behavior but also through increased job satisfaction (Yulianto & Saryono, 2023). This is in line with research conducted by Afsar and Umrani (2020), which states that transformational leadership can encourage employees to do new things by creating a sense of togetherness.

The mediating role of Job Satisfaction between Work Motivation and Innovative Work Behavior

The results of this study indicate that job satisfaction mediates positively and significantly between work motivation and innovative work behavior. Employees with high work motivation tend to be more satisfied with their jobs, which in turn causes them to act more creatively at work (Li et al., 2023). When work meets employee expectations and interests, they are more motivated to do their jobs well and find new ways to complete tasks so that they meet company standards will be more confident and motivated to innovate. Effective communication is usually very important for innovation. Employees who can

communicate their ideas well to their leaders and coworkers have a greater chance of seeing the implementation of their ideas.

This relationship is also supported by recent research. Social resources in organizations, according to research conducted by (Li et al., 2023) , increase employee creativity, especially with superior support. Other studies also show that job satisfaction and work motivation are important components in creating a work environment that encourages innovation and high performance (Ningsih et al., 2023) .

CONCLUSIONS AND RECOMMENDATIONS

The results show that work motivation and transformational leadership have a positive and significant impact on employee creative behavior in the hospitality industry in Banyumas. Job satisfaction plays an important role in enhancing creativity and innovation in the workplace. By using transformational leadership, leaders can inspire, provide clear direction, and encourage their employees to achieve higher work standards. When employees have high work motivation and are satisfied with their jobs, they tend to be more open to generating new ideas and improving their work efficiency.

ADVANCED RESEARCH

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

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