

**THE EFFECT OF PSYCHOLOGICAL EMPOWERMENT ON
INNOVATIVE WORK BEHAVIOR WITH JOB SATISFACTION AS A
MEDIATING VARIABLE**

(Undergraduate Thesis)

By:

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**STUDY PROGRAM OF MANAGEMENT
FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITAS LAMPUNG
2026**

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Undergraduate Thesis

**As One of Requirements to Achieve
BACHELOR OF MANAGEMENT**

At

**The Department of Management
Faculty of Economics and Business**



**STUDY PROGRAM OF MANAGEMENT
FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITAS LAMPUNG
2026**

ABSTRAK

PENGARUH PEMBERDAYAAN PSIKOLOGIS TERHADAP PERILAKU KERJA INOVATIF DENGAN KEPUASAN KERJA SEBAGAI VARIABEL MEDIASI

Oleh

DIVIA SALSABILA

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 disebarikan 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 memiliki pengaruh positif dan signifikan terhadap perilaku kerja inovatif dan kepuasan kerja, sehingga mendukung Hipotesis 1 dan Hipotesis 2. Namun, kepuasan kerja tidak memiliki pengaruh signifikan terhadap perilaku kerja inovatif serta tidak memediasi hubungan antara pemberdayaan psikologis dan perilaku kerja inovatif, sehingga Hipotesis 3 dan Hipotesis 4 tidak didukung. Berdasarkan hasil penelitian, perusahaan pada sektor akomodasi dapat memperkuat pemberdayaan psikologis dengan meningkatkan otonomi karyawan dan keterlibatan dalam pengambilan keputusan, karena pemberdayaan psikologis terbukti secara langsung meningkatkan perilaku kerja inovatif dan mendorong karyawan untuk merealisasikan ide menjadi perbaikan layanan serta inovasi praktis. Meskipun kepuasan kerja tidak berpengaruh signifikan terhadap perilaku kerja inovatif, perusahaan tetap perlu mempertahankan lingkungan kerja yang positif dan suportif untuk menjaga kepuasan kerja yang berbasis afektif karyawan sebagai salah satu hasil penting dari pemberdayaan psikologis. Penelitian ini berkontribusi dalam memberikan pemahaman yang lebih mendalam mengenai pemberdayaan psikologis, perilaku kerja inovatif, dan kepuasan kerja pada sektor akomodasi di Provinsi Lampung.

Kata Kunci: Pemberdayaan Psikologis, Kepuasan Kerja, Perilaku Kerja Inovatif.

ABSTRACT

THE EFFECT OF PSYCHOLOGICAL EMPOWERMENT ON INNOVATIVE WORK BEHAVIOR WITH JOB SATISFACTION AS A MEDIATING VARIABLE

By

DIVIA SALSABILA

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 result showed that psychological empowerment has a positive and significant effect on innovative work behavior and job satisfaction, supporting Hypothesis 1 and Hypothesis 2. 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, as the result Hypothesis 3 and Hypothesis 4 is not supported. Based on the research findings, companies in the accommodation sector can strengthen psychological empowerment by increasing employee autonomy and involvement in decision-making, as psychological empowerment was found to directly enhance innovative work behavior and encourage employees to realize ideas into practical service improvements and innovations. Although job satisfaction did not significantly affect innovative work behavior, companies should still maintain a positive and supportive work environment to sustain employees' affective-based job satisfaction as an important outcome of psychological empowerment. This research contributes to a deeper understanding of psychological empowerment, innovative work behavior, and job satisfaction within the accommodation sector in Lampung Province.

Keywords: Psychological Empowerment, Innovative Work Behavior, Job Satisfaction.

STATEMENT OF PLAGIARISM-FREE

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This statement is made truthfully and responsibly for all due purposes.

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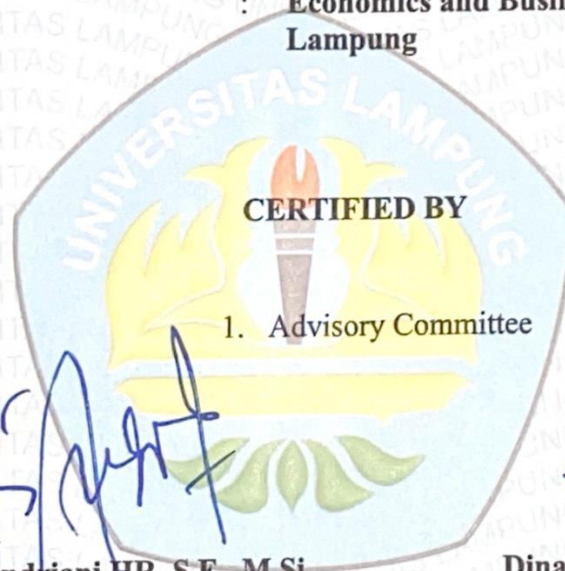
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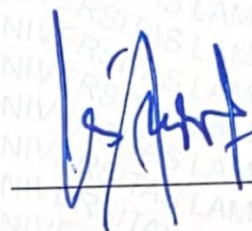
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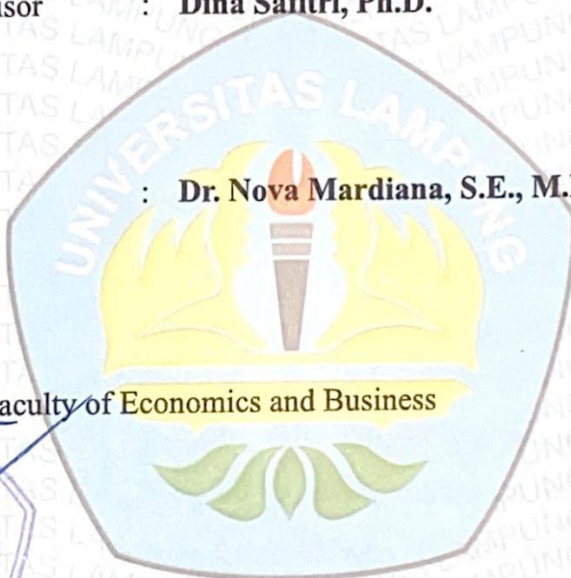
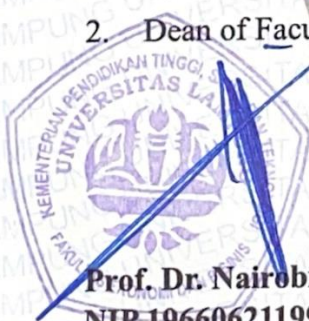


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BIOGRAPHY



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Throughout the academic journey, the author gained valuable experiences that contributed to both academic development and personal growth. These experiences and meaningful memories are deeply appreciated. The author extends sincere gratitude to all individuals who provided support and assistance during the completion of this thesis. It is hoped that this thesis will be beneficial to readers, particularly in the field of human resource management.

MOTTO

“Wherever life leads you, every journey becomes an opportunity to learn and grow”

“Do not falter or grieve, for you will have the upper hand, if you are (true) believers.”
(Surah Ali ‘Imran 3:139)

“And ‘surely’ your Lord will give you (all i.e. good) so that you shall be well-pleased.” (Surah Ad-Duha 93:5)

DEDICATION

All praise and deepest gratitude belong to Allah SWT, whose endless mercy, love, and guidance provided strength and ease throughout every step of this journey.

Peace and blessings be upon the Prophet Muhammad SAW.

With a heart full of gratitude, this work is dedicated as a loving tribute to the endless sacrifices, unconditional love, and unwavering support of:

My cherished parents, Ibu and Bapak

First teachers in life, whose love and prayers led me here, who held my dreams when they were fragile and taught me to walk forward with faith.

My dearest sisters, Mbak and Ayuk

The ones who listened, stayed, and gave me the courage to believe in my future. I learned that hope is something we carry, even into the unknown.

ACKNOWLEDGEMENTS

All praise and gratitude are due to Allah SWT. By His grace, mercy, and guidance, the author has been able to complete this undergraduate thesis entitled “The Effect of Psychological Empowerment on Innovative Work Behavior with Job Satisfaction as a Mediating Variable” as one of the requirements to complete the undergraduate program and obtain a Bachelor of Management degree in the Undergraduate Management Study Program, Faculty of Economics and Business, University of Lampung.

On this occasion, with sincere gratitude, the author wishes to express the deepest appreciation to all parties who have contributed their support, guidance, and encouragement during the preparation and completion of this thesis, including the following:

1. Prof. Dr. Nairobi, S.E., M.Si., as the Dean of the Faculty of Economics and Business, University of Lampung.
2. Mr. Dr. Ribhan, S.E., M.Si., as the Head of the Management Department, Faculty of Economics and Business, University of Lampung.
3. Mrs. Dr. Zainnur M. Rusdi, S.E., M.Sc., as the Secretary of the Management Department, Faculty of Economics and Business, University of Lampung.
4. Mrs. Lis Andriani HR, S.E., M.Si., as the First Thesis Supervisor for her willingness to provide support, motivation, guidance, and direction with great patience throughout the completion of this thesis.
5. Mrs. Dina Safitri, Ph.D., as the Second Thesis Supervisor for her willingness to provide support, motivation, guidance, and direction with great patience throughout the completion of this thesis.
6. Mrs. Dr. Nova Mardiana, S.E., M.M., as the examiner and discussant lecturer who has provided advices and corrections for the improvement of this thesis.
7. All lecturers of the Faculty of Economics and Business, University of Lampung, who have provided useful knowledge and lessons during the lecture period.

8. All academic staff and employees of the Faculty of Economics and Business, University of Lampung for all their assistance and cooperation during the lecture period.
9. All companies in the accommodation sector in Lampung Province and all respondents who participated in this research for their support, cooperation, and willingness to contribute valuable information for the completion of this thesis.
10. My beloved family, Bapak, Ibu, Mbak, Ayuk, Maryam, Kak Barli, and Mas Fitra, for your constant presence, encouragement, joy, and support, as well as for being my closest companions during this journey.
11. My companion, Vito, for his unwavering support and willingness to assist in both academic matters and other responsibilities encountered throughout this academic journey.
12. Management International Class of 2022, for the camaraderie, mutual support, and shared experiences throughout the academic journey.
13. Human Resource Management International Class of 2022: Puput, Salsa, Silvi, Rafi, and Oji, for the meaningful moments shared throughout the academic journey.
14. My lovely Roblox mates, Rafa, Shira, Audrey, Rhea, and Affan, who kept me sane during the completion of this thesis.
15. Last but not least, sincere appreciation is extended to all parties who contributed to the completion of this thesis but cannot be mentioned individually. Thank you for the time, support, and valuable input.

Finally, the author acknowledges that this thesis is not without limitations. Nevertheless, it is hoped that this research will be beneficial to readers. May God Almighty reward the kindness and support of all those who contributed to the completion of this thesis.

Bandar Lampung, April 2026

Divia Salsabila

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I. INTRODUCTION

1.1 Background

The tourism sector continues to be a government priority as it is considered capable of serving as a driving force for economic growth. In addition to being a potential source of both national and regional income, the tourism sector also provides wide opportunities for job creation and generates positive impacts on other economic sectors (BPS Lampung, 2024). Tourism is a service sector with high labor absorption capacity due to its labor-intensive nature. Globally, data from the United Nations World Tourism Organization show that tourism accounts for over 10% of jobs. More precisely, the sector generates about 1 in every 10 jobs worldwide. Furthermore, tourism also makes a significant contribution to the global Gross Domestic Product (GDP), reaching 3% in 2023 (UN Tourism, 2024).

While in Indonesia the sector contributed approximately 4.3% to national GDP and absorbed more than 22 million workers in 2023 or around 16.92% of the total national workforce (Kemenparekraf, 2023). As a multidimensional industry, tourism produces multiplier effects across sectors, particularly in hospitality and accommodation services (Alegre & Sard, 2015). This sector not only creates direct employment (hotels, restaurants, transportation), but also indirectly through the supply chain (agriculture, crafts, local trade).

The Covid-19 pandemic severely impacted the tourism sector in 2020, with international tourist arrivals dropping by more than 75% globally (UN Tourism, 2024). In Indonesia, this sector recorded a decline in tourist arrivals by 74.84%, which caused tourism's contribution to Indonesia's GDP to fall. However, in 2022–2023, the tourism sector began to show signs of recovery. Cumulatively, foreign tourist visits from January to December 2023 increased by 98.30% compared to the same period in 2022 (BPS, 2024), underscoring the sector's role in revitalizing economic growth.

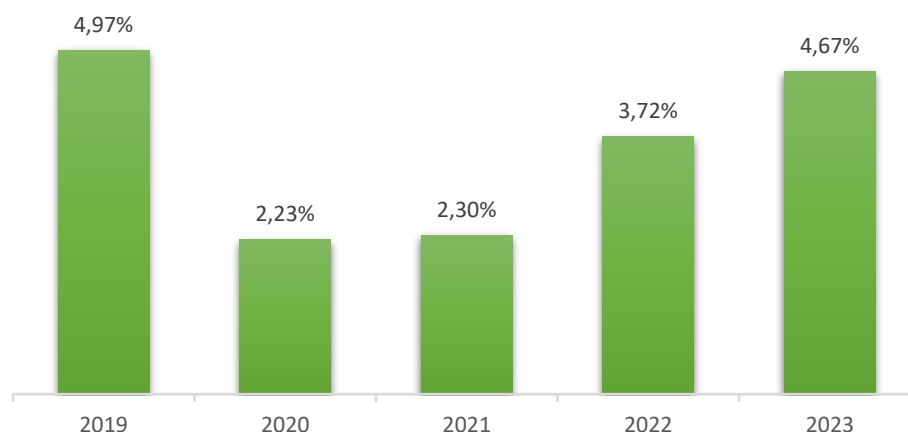


Figure 1.1 Development of GDP Contribution of Tourism Sector

Source: Kemenparekraf, 2025.

The trend of Indonesia's tourism industry contribution to the national Gross Domestic Product (GDP) from 2020 to 2023 shows dynamics that approaching pre-pandemic as economic revitalization. In 2020, tourism's contribution dropped sharply to 2.23% from 4.97% in 2019. This decline was caused by travel restrictions, the decrease in the number of tourists, and the slowdown in global economic activity. A similar condition continued in 2021, when tourism's contribution only slightly increased to 2.30%. In 2020 and 2021, tourist arrivals were recorded at only 4.05 million and 1.56 million respectively, far below the pre-pandemic figure of 16.11 million in 2019.

However, since 2022, the tourism sector has begun to show signs of recovery along with the easing of travel restrictions and increasing public mobility. The number of international tourist arrivals rose to 5.89 million. This recovery strengthened further in 2023, with tourism's contribution to GDP increasing significantly to 4.67%, or 11.68 million tourist arrivals. This achievement indicates that the tourism sector is once again becoming one of the main drivers of national economic growth.

Tourism development is closely connected with the growth of supporting industries, particularly the accommodation sector. As tourist mobility increases, the demand for lodging facilities such as hotels, homestays, and other accommodation services also rises because accommodation represents one of the essential components of tourism activities (Iryani et al., 2024). The availability of adequate accommodation

facilities not only supports tourists' comfort and length of stay but also contributes to local economic activities through employment creation and service expansion. In this regard, the accommodation sector plays a strategic role in sustaining tourism growth and ensuring that tourist destinations are able to accommodate increasing visitor demand effectively (UN Tourism, 2024).

Lampung Province represents one of Indonesia's emerging tourist destinations, endowed with natural attractions such as beaches, national parks, and cultural heritage sites (BPS Lampung, 2024). The development of these tourist attractions has the potential to increase the number of tourist visits, which is expected to encourage the growth of hotels and accommodation businesses in various regions. Therefore, the growth of the tourism sector needs to be supported by the adequate provision of accommodation facilities for tourists. Otherwise, efforts to develop the tourism sector may face obstacles.

Accommodation services are generally divided into star-rated hotels and other accommodation businesses, including budget hotels, homestays, guesthouses, campgrounds, and other lodging facilities. Accommodation businesses refer to enterprises that provide short-term lodging services for tourists and other travelers, either solely in the form of accommodation or combined with additional facilities such as food and beverage services. In general, accommodation services are intended to provide temporary stays on a daily or weekly basis. Meanwhile, hotels are accommodation establishments that operate in dedicated buildings or parts of buildings where guests can stay, dine, and access various supporting services and facilities in exchange for payment. Based on the standards by the Direktorat Jenderal Pariwisata, hotels that meet the required criteria are classified as star-rated hotels, while those that do not meet these standards are categorized as non-star hotels or melati hotels. Hotel and accommodation classification, both star hotels and non-star hotels, is determined by Perhimpunan Hotel dan Restoran Indonesia of Lampung Province (BPS Lampung, 2024).

According to Badan Pusat Statistik Provinsi Lampung (2024), the Covid-19 pandemic in 2020 had a significant impact on the decline of the national economy, including in Lampung Province. Tourism activities and attractions in the province

were severely affected, particularly among visitors using lodging facilities. The number of guests staying in both star-rated hotels and non-star accommodations or other lodging facilities in Lampung Province in 2020 decreased drastically by 30% compared to 2019.

In 2023, the economic recovery showed stronger signals and had a positive impact on tourism development, as reflected in the increase in the number of tourists visiting Lampung Province. The total number of guests staying in star-rated hotels and non-star/other accommodations reached 1,831,764 people, consisting of 4,660 international guests and 1,827,104 domestic guests. The number of hotel guests increased by 8.89% compared to the previous year.

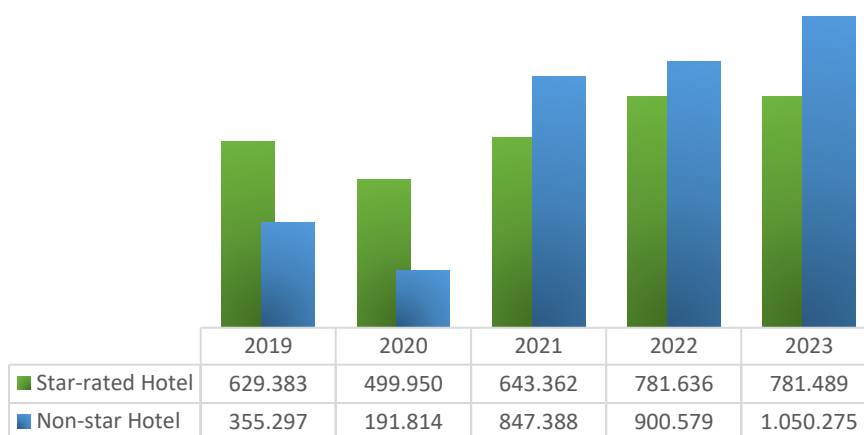


Figure 1.2 Foreign and Domestic Guests Staying at The Lampung Province Hotel, 2019–2023

Source: BPS Lampung, 2024.

This trend reflects the recovery potential of the sector. However, the increase in the number of hotel guests in 2023 occurred mainly in non-star hotels/other accommodations, while the number of guests in star-rated hotels experienced a slight decline. Guests staying in non-star hotels rose by 16.62%, reaching 1,050,275 people, whereas guests in star-rated hotels decreased by 0.02% to 781,489 people. Meanwhile, the share of guests staying in non-star hotels/other accommodations in 2023 increased to 57.34%, with the remaining 42.66% staying in star-rated hotels. This indicates a shift in market preferences toward budget-friendly lodging options. This phenomenon indicates a structural challenge in Lampung's hospitality sector, particularly for star-rated hotels struggling to maintain competitiveness amid

evolving consumer expectations (Rehman et al., 2019). Although Lampung continues to attract more visitors overall, the stagnation in star-rated hotel performance highlights the need for improved service innovation, differentiation, and customer experience (Abuzaid et al., 2024). This makes Lampung an important case for research, as it combines the paradox of increasing tourism demand with declining occupancy performance in premium accommodation facilities.

The hospitality industry is inherently labor-intensive, relying heavily on human resources rather than technology or capital. Unlike manufacturing sectors that demonstrate machines or standardized production, hospitality services depend primarily on employees' ability to deliver personalized, timely, and high-quality service (Alagarsamy et al., 2020). The quality of customer experience in hotels is strongly shaped by front-line employees who interact directly with guests, making workforce performance a critical determinant of organizational success (Rehman et al., 2019).

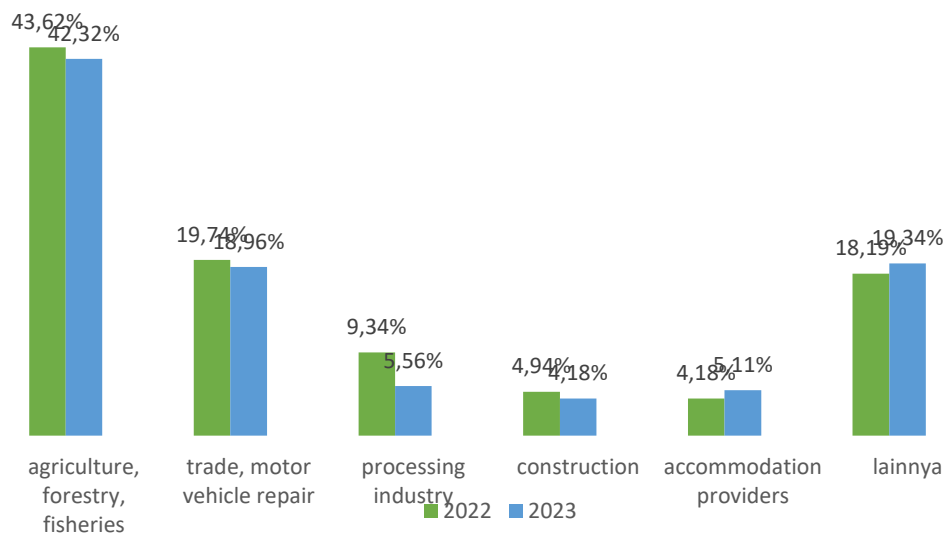


Figure 1.3 Working Population by Industry of Lampung Province 2022-2023
Source: BPS Lampung, 2024.

The agricultural, forestry, and fisheries business fields are the largest contributors to the economy of Lampung Province are able to absorb 42,32% workforce. It was followed by the trade and industrial sectors which were able to absorb 18.96% and 8.72%. But the highest increase in the percentage of the working population in August 2022 was in the accommodation include star-rated hotels, food service, and

other accommodation businesses (0.93% points); transportation and storage (0.72% points); and construction (0.62% points). Meanwhile the decrease in the percentage of the working population, is in agriculture, forestry and fisheries (1.30% points); wholesale and retail trade, repair of cars and motorcycles (0.78% points); and manufacturing (0.61% points).

Despite its growing role in attracting visitors, many hotels in Lampung face challenges in maintaining competitiveness, as reflected in the declining occupancy rates of star-rated hotels (BPS Lampung, 2024). This situation can be linked to service stagnation, where hotel services fail to adapt to evolving tourist preferences for affordability, digital convenience, and experiential value (Çetinkaya & Yeşilada, 2022). When services remain rigid and lack responsiveness to changing demands, guests tend to shift toward alternative accommodations such as budget hotels, homestays, or online rental platforms (Airbnb, 2023). Therefore, the performance gap is not only a numerical issue of occupancy but also a qualitative problem in service delivery and innovation.

Addressing these challenges requires hotels to embrace innovation in service delivery. Innovation in hospitality may include redesigning guest experiences, integrating digital solutions, developing unique offerings, or enhancing staff responsiveness to customer feedback (Rehman et al., 2019; Abuzaid et al., 2024). At the employee level, this is reflected in Innovative Work Behavior (IWB), which refers to employees' intentional actions aimed at generating, promoting, and realizing new ideas that can improve work processes, services, or products within an organization (Janssen, 2000). Unlike routine job performance, which focuses on executing existing tasks, IWB shows creativity, adaptability, and proactive problem-solving to address changing organizational needs (De Jong & Den Hartog, 2010). In service-oriented industries such as hospitality, IWB is particularly critical, as employees interact directly with customers and are often the first to identify areas for improvement or opportunities for innovation (Abuzaid et al., 2024). By engaging in IWB, employees contribute not only to operational efficiency but also to long-term competitiveness, as organizations that foster such behavior are better positioned to adapt to market shifts and enhance customer satisfaction (Zia et al., 2023).

However, fostering IWB requires more than just managerial directives; it depends on employees' psychological investment in their roles (Spreitzer, 1995; Zia et al., 2023). Psychological Empowerment (PE) is a motivational construct that reflects employees' intrinsic orientation toward their work, encompassing four dimensions: meaning, competence, self-determination, and impact (Spreitzer, 1995), has been identified as a key factor in stimulating IWB (Zia et al., 2023; Sinha et al., 2016). Meaning refers to the alignment between an employee's role and personal values, competence reflects confidence in one's ability to perform tasks, self-determination relates to autonomy in decision-making, and impact denotes the perception of influencing organizational outcomes (Thomas & Velthouse, 1990; Spreitzer, 1995). Unlike structural empowerment, which focuses on organizational policies and practices, PE focuses on how employees cognitively and emotionally perceive their roles within the workplace (Seibert et al., 2011). Employees who feel psychologically empowered are more likely to take initiative, engage in problem-solving, and contribute to innovation, making PE a critical factor in enhancing both individual and organizational performance (Zia et al., 2023). Despite its recognized importance, empirical research on the role of PE in tourism and hospitality, particularly in emerging economies like Indonesia, remains limited.

The relationship between PE and IWB is well-documented in various industries: in Pakistan's service sector (Zia et al., 2023), Jordan's ICT industry (Daboub et al., 2023), Indian IT companies (Sinha et al., 2016), and Western technology firms (Grošelj et al., 2020), yet its application in the hospitality sector presents unique challenges. High employee turnover, seasonal demand fluctuations, and intense customer service pressures necessitate a workforce that is both motivated and innovative (Rehman et al., 2019). Studies in other contexts, such as Pakistan's service sector and Jordan's ICT industry, have demonstrated that PE significantly enhances employees' willingness to engage in innovative behaviors (Zia et al., 2023; Daboub et al., 2023). These findings align with Social Exchange Theory (SET), which suggests that employees reciprocate organizational support through proactive and creative contributions (Blau, 1964). Nevertheless, other studies highlight that the influence of PE on IWB is not always consistent across contexts. For instance, Malik et al. (2020) found limited effects of PE on innovation in

manufacturing firms, suggesting that contextual factors such as industry characteristics and work environments may moderate this relationship.

Job satisfaction (JS) emerges as a potential mediator in the PE–IWB relationship. When employees feel psychologically empowered, they experience a heightened sense of meaning, competence, self-determination, and impact in their work roles (Zia et al., 2024), which generates positive affective responses toward their job. These positive psychological states, rooted in the fulfillment of intrinsic needs for autonomy and competence, are argued to manifest as elevated job satisfaction (Sinha et al., 2016). In general, job satisfaction is understood as a positive emotional state resulting from one's evaluation of the job and work environment (Locke, 1976; Spector, 1997, Kong et al., 2017).

From this perspective, Netemeyer et al. (1997) conceptualized job satisfaction as a global evaluative state of general satisfaction with one's work role, capturing both affect-based responses (how much employees feel satisfied and fulfilled) and cognition-based evaluations of compensation, promotion opportunities, supervisory relationships, and overall work experience. This approach highlights that job satisfaction is not tied to one specific facet but reflects an employee's overall stance toward their job. Psychologically empowered employees are more likely to experience this positive evaluative state because empowerment directly addresses the intrinsic psychological needs that underpin satisfaction when the sense that work is meaningful, that one is competent to perform it, that one has control over how it is done, and that one's efforts produce tangible impact (Da Cruz et al., 2021; Orgambidez et al., 2024).

Once job satisfaction is established as an internal affective state, it functions as a motivational mechanism that bridges empowerment and innovative behavior. Scholars highlight that job satisfaction is closely associated with employee motivation, organizational commitment, and performance outcomes (Cao et al., 2025). Satisfied employees tend to experience higher intrinsic motivation, leading them to invest greater cognitive and emotional effort in their work which is conditions that are particularly conducive to idea generation, promotion, and implementation (Chung & Kim, 2017; Gasic et al., 2025). From this standpoint, job

satisfaction serves not merely as an outcome of empowerment but as an internal process through which empowered employees convert their psychological resources into innovative action (Waheed et al., 2018; Mustafa et al., 2021).

In service-oriented industries such as hospitality, where employees regularly face high workloads, customer demands, and emotional labor, this affective pathway becomes especially salient. Maintaining job satisfaction is crucial to ensuring consistent service quality and reducing turnover (Çetinkaya & Yeşilada, 2022). Employees who feel satisfied with their work are generally more engaged, motivated, and willing to go beyond formal job requirements, which ultimately benefits organizational effectiveness (Gu et al., 2022). In the Maldives tourism sector, for example, Alagarsamy et al. (2020) find that psychological empowerment enhances job satisfaction, leading to greater employee engagement and productivity, further supporting the argument that JS functions as an internal affective bridge between PE and IWB.

The declining occupancy rates in Lampung's hotels highlight the urgent need for strategies that enhance employee motivation and innovation. Several researchers studying PE and IWB have limited their focus to leadership factors (Grošelj et al., 2020; Çetinkaya & Yeşilada, 2022), educational institutions (Abuzaid et al., 2024), manufacturing (Malik et al., 2020), and IT sectors (Daboub et al., 2023; Sinha et al., 2016), with regional specificity concentrated in South and East Asia, Europe, and the Middle East (Zia et al., 2024). The tourism and hospitality industry, however, presents unique contextual factors that may amplify these relationships (Rehman et al., 2019; Abuzaid et al., 2024). The transient nature of hospitality work, coupled with the industry's reliance on customer interactions, creates a work environment where empowerment and job satisfaction may play even more critical roles in driving innovation (Alagarsamy et al., 2020). This is evidenced by studies showing that psychologically empowered hospitality employees exhibit greater creativity in solving service challenges (Abuzaid et al., 2024) and are more likely to implement customer-focused innovations (Rehman et al., 2019). Despite this, empirical evidence on how empowerment strategies can be effectively implemented in Lampung's hospitality sector remains scarce.

This research explores how psychological empowerment influences innovative work behavior, with job satisfaction as a mediator, focusing on Lampung's tourism and hospitality sector. Declining hotel occupancy rates highlight the need for workforce revitalization, making it crucial to understand how empowered and satisfied employees drive innovation. Therefore, this research wants to develop research on Lampung to provide more comprehensive data. By integrating organizational psychology and HR perspectives, the research aims to provide actionable insights for improving service quality and competitiveness while contributing to theoretical discourse on employee motivation and organizational performance.

1.2 Research Questions

Previous studies show that psychological empowerment enhances IWB by strengthening employees' intrinsic motivation, autonomy, and sense of purpose (Spreitzer, 1995; Zia et al., 2024). Although this relationship is well-supported in sectors such as manufacturing and healthcare, its application within high-touch service environments like tourism and hospitality requires further validation (Gu et al., 2022; Rehman et al., 2019). Specifically, hospitality roles involve emotional labor and customer-facing demands, making it crucial to examine whether empowered employees translate this sense of control into innovative behaviors.

Furthermore, PE is also positively associated with job satisfaction, as employees who feel empowered are more likely to perceive their work as meaningful and within their influence (Aydogmus et al., 2016; Sinha et al., 2016). However, in hospitality, JS is often volatile due to fluctuating workloads and service pressures, which may alter its effect on IWB (Rehman et al., 2019; Alagarsamy et al., 2020). Although Social Exchange Theory supports the idea that PE leads to JS, which then fosters IWB (Blau, 1964), empirical research exploring JS as a mediating variable in this context remains limited and warrants further study.

Therefore, this research discusses several problems with the following details:

1. Does psychological empowerment affect innovative work behavior among workers in the accommodation sector in Lampung Province?

2. Does psychological empowerment affect job satisfaction among workers in the accommodation sector in Lampung Province?
3. Does job satisfaction affect innovative work behavior among workers in the accommodation sector in Lampung Province?
4. Does job satisfaction mediate the effect of psychological empowerment on innovative work behavior among workers in the accommodation sector in Lampung Province?

1.3 Research Purpose

The objectives that are expected to be achieved in this research are as follows:

1. Examine the effect of psychological empowerment on innovative work behavior among workers in the accommodation sector in Lampung Province.
2. Examine the effect of psychological empowerment on job satisfaction among workers in the accommodation sector in Lampung Province.
3. Examine the effect of job satisfaction on innovative work behavior among workers in the accommodation sector in Lampung Province.
4. Examine the effect of job satisfaction in mediating psychological empowerment and innovative work behavior among workers in the accommodation sector in Lampung Province.

1.4 Research Benefits

The benefits of the research include:

1. For practitioners, this research provides valuable insights for professionals in the tourism and hospitality industry, particularly in Lampung, by explaining how psychological empowerment can be used to stimulate employees' innovative work behavior through enhanced job satisfaction.
2. For academics, this research enriches the field of Human Resource Management by offering empirical insights into the mediating role of job satisfaction between psychological empowerment and innovative work behavior.
3. For the author, this research serves as a requirement for graduating from the University of Lampung's S1 Management program.

II. LITERATURE REVIEW, FRAMEWORK AND HYPOTHESIS

2.1 Social Exchange Theory

Social Exchange Theory (SET) is a sociological framework that explains how social behavior is guided by an exchange process wherein individuals seek to maximize benefits and minimize costs in interactions. The development of SET is attributed to the contributions of several ideas, including Thibaut and Kelley (1959), Homans (1961), Emerson (1962), and Blau (1964), each offering distinct perspectives that collectively enrich the theory.

Thibaut and Kelley (1959) introduced interdependence theory, which explains how individuals evaluate relationships based on comparison levels and alternatives. People are more likely to maintain relationships that yield outcomes exceeding their expectations or that are more favorable than other available options.

Homans (1961) focused on the behavioral foundations of exchange. He proposed that behavior that is rewarded is likely to be repeated, and that the more valuable the reward, the greater the likelihood of repetition. Homans also underline the principle of distributive justice, suggesting that individuals expect rewards to be proportional to their contributions and investments in an exchange relationship.

Emerson (1962) extended the theory by introducing the concepts of power and dependence. Power emerges in exchange relationships when one party controls access to resources that the other values, creating an imbalance. Emerson's perspective highlighted that dependency influences the dynamics and stability of social exchanges.

Blau (1964) confirm the role of social norms and moral obligations in shaping exchange behavior. He viewed voluntary actions as driven by expectations of returns from others and stated that exchanges are sustained when individuals perceive fairness. According to Blau, 'voluntary actions of individuals are motivated by the returns they are expected to bring and typically do bring from others' (Blau, 1964, p. 91). Blau also discussed how perceptions of injustice could lead to negative emotional responses such as anger, which may disrupt the exchange relationship. Additionally, he introduced the idea of secondary exchange, where

intangible rewards such as approval or respect also influence behavior and help maintain social structure.

Later, Monge and Contractor (2003) point out that individuals evaluate relationships by subtracting perceived costs from rewards, and they remain in those relationships if the net outcome is favorable. This view aligns with the broader principle that individuals are rational actors who seek to maintain beneficial social ties.

In the context of this research, SET provides a useful explanation for the relationship between psychological empowerment, job satisfaction, and innovative work behavior. Social Exchange Theory provides a valuable framework for understanding why employees choose to engage in positive organizational behaviors when they perceive fair treatment and support from their organization. Organizational support and fairness are positively associated with job satisfaction and organizational commitment, which in turn enhance discretionary behaviors such as innovation and citizenship (Cropanzano & Mitchell, 2005; Eisenberger et al., 2001). When employees feel that their psychological needs are met through empowerment and recognition, they are more likely to reciprocate by investing greater effort in their roles (Aryee et al., 2012). When employees feel empowered through a sense of competence, autonomy, meaning, and impact, they are more likely to perceive organizational support and fairness. This perception motivates them to reciprocate through positive work behaviors. Psychological empowerment enhances intrinsic motivation (Spreitzer, 1995), which fosters greater job satisfaction (Aydogmus et al., 2016). Satisfied employees are then more likely to engage in innovative work behavior (Janssen, 2000). This reflects a social exchange process where perceived support and empowerment lead to positive attitudinal and behavioral outcomes.

2.2 Psychological Empowerment

In today's increasingly dynamic and competitive organizational environment, understanding what drives employees to go beyond routine performance has become a central theme in management research. One psychological construct that has gained wide attention for its role in enhancing employee effectiveness,

engagement, and innovation is psychological empowerment. This concept does not merely focus on managerial actions such as delegating tasks, but rather on how employees perceive their roles, their autonomy, and their influence within the organization. Psychological empowerment represents a shift from external structures to internal experiences, and its implications span individual motivation, team dynamics, and organizational innovation.

2.2.1 Defining Psychological Empowerment

Empowerment was viewed primarily as a structural phenomenon, involving organizational mechanisms such as the delegation of authority, decentralization of decision-making, and the provision of necessary resources. Researchers like Kanter (1977) and Bowen & Lawler (1992) described empowerment in terms of formal management practices intended to give employees greater responsibility and autonomy. However, Conger and Kanungo (1988) challenged this view by arguing that empowerment should be understood as a psychological state, not merely as a set of organizational interventions. According to their framework, empowerment reflects an individual's perception of self-efficacy, or their belief in their ability to influence outcomes in their work environment.

This reconceptualization marked a turning point. Rather than focusing solely on organizational systems, researchers began to explore the subjective experiences of employees. Thomas and Velthouse (1990) expanded on this by introducing a cognitive model of empowerment, proposing that intrinsic task motivation is shaped by four cognitive elements. These are meaning, competence, self-determination, and impact. Their work formed the foundation for Gretchen Spreitzer's (1995) influential study, which validated and operationalized these four dimensions, giving rise to the multidimensional model of psychological empowerment that is widely accepted today.

2.2.2 Dimensions of Psychological Empowerment

Spreitzer (1995) defines psychological empowerment as a motivational construct manifested in four cognitions reflecting an individual's orientation to his or her work role. These four dimensions are not isolated traits but interrelated experiences

that shape how employees view themselves in their professional context. These include:

1. **Meaning** is the degree to which employees perceive their work as personally important and aligned with their own values, beliefs, and standards (Thomas & Velthouse, 1990; Spreitzer, 1995). Abuzaid et al. (2024) find that ethical leaders who help employees perceive the value and importance of their work role directly enhance their sense of meaning, which subsequently motivates innovative engagement.
2. **Competence** sometimes equated with self-efficacy, refers to employees' confidence in their capability to perform work activities effectively (Bandura, 1989; Gist, 1987). Ergun et al. (2025) reinforce this, demonstrating that employees with stronger beliefs in their own capabilities shaped by psychological empowerment exhibit higher self-efficacy that motivates them to develop and implement innovative solutions to organizational challenges.
3. **Self-determination** encompasses the autonomy employees feel in initiating and regulating their actions. When employees experience genuine autonomy in determining how their tasks are carried out, they develop stronger positive cognitive and affective states toward their work, which manifests in higher personal initiative and job satisfaction (Orgambidez et al., 2024).
4. **Impact** is the extent to which employees believe their actions can influence organizational outcomes. Employees who perceive their contributions as making a tangible difference to their organization are more inclined to take calculated risks and generate novel ideas (Daboub et al., 2023).

These four dimensions contribute to an individual's overall sense of empowerment. A deficiency in one may weaken but not completely negate the experience of empowerment (Spreitzer, 1995; Thomas and Velthouse, 1990). This integrative model highlights that psychological empowerment is an active orientation toward one's work, reflecting a desire and perceived capacity to shape the work environment rather than simply respond to it.

2.2.3 Antecedents of Psychological Empowerment

A critical assumption in this framework is that psychological empowerment is not a fixed personality trait, but a context-sensitive cognitive state. It emerges from the interaction between individual characteristics and the work environment (Spreitzer, 1995). This means that organizations can foster psychological empowerment through supportive leadership, clear communication, and job designs that promote autonomy and participation. It also means that empowerment can fluctuate over time as employees' perceptions evolve in response to organizational changes. Abuzaid et al. (2024) found that ethical leadership increases employees' perceptions of meaning, competence, and autonomy at work. Çetinkaya and Yeşilada (2022) also stated that psychologically empowered employees are more willing to engage in proactive and innovative behaviors because they feel trusted and included in organizational processes.

Studies on the antecedents of psychological empowerment generally classify them into individual and organizational factors (Skrinou and Gkorezis., 2019; Llorente-Alonso et al., 2024). On the individual side, self-esteem and self-efficacy influence how employees evaluate their capabilities and contributions at work (Brockner, 1988; Gist & Mitchell, 1992). Singh and Sarkar (2019) found that employees who perceive their work as meaningful and who feel competent in their roles show stronger innovative behavior. Ghosh et al. (2019) also reported that employees with higher perceptions of competence (self-efficacy) and impact (influence on work outcomes) are more willing to take risks and implement new ideas.

Organizational factors appear to play a more consistent role. Important factors that precede employee psychological empowerment include: access to information, leader behavior, interpersonal relationships and teamwork, trust in leadership, organizational climate and culture, and training opportunities (Skrinou and Gkorezis., 2019). Access to information, particularly about the organization's mission and performance metrics, has been shown to enhance both the meaning and impact dimensions of empowerment. When employees understand the broader purpose of their work and how their efforts contribute to organizational goals, they are more likely to feel empowered (Kanter, 1983; Bowen & Lawler, 1992). Daboub et al. (2023) found that HR practices such as training, compensation, and

participation opportunities positively influence psychological empowerment. Çetinkaya and Yeşilada (2022) also reported that inclusive leadership increases employees' feelings of empowerment because employees feel respected and psychologically safe.

2.3 Innovative Work Behavior

In the knowledge-based economy, where adaptation and transformation are essential for survival, the capacity for innovation is no longer exclusive to research and development departments. Instead, organizations increasingly recognize the importance of innovation at the individual level, often referred to as Innovative Work Behavior (IWB).

2.3.1 Defining Innovative Work Behavior

As defined by West and Farr (1989), IWB encompasses the intentional generation, promotion, and implementation of new ideas within a work role, group, or organization, aimed at improving performance or creating beneficial outcomes. This conceptualization is echoed by Janssen (2000), who also emphasizes that IWB is not simply a byproduct of job design but a discretionary behavior that employees choose to exhibit depending on their perceptions, motivations, and work context. Unlike routine tasks, innovative behavior is typically extra role, meaning it is not formally required but often crucial for long-term organizational growth (Katz & Kahn, 1978; Organ, 1988). Van de Ven (1986) further reinforces this by suggesting that organizations survive and thrive through the ideas their employees develop, adapt, and bring to life.

2.3.2 The three-stage process of IWB

IWB is a multifaceted behavioral construct that unfolds in three distinct but interrelated phases: idea generation, idea promotion, and idea realization (Janssen (2000); Scott & Bruce, 1994; Kanter, 1988). The process typically begins with the identification of problems or opportunities and the creation of novel and useful ideas (Amabile et al., 1996).

1. **Idea generation** draws heavily on the cognitive flexibility and creative capacity of the individual where employees identify problems or opportunities and propose novel solutions (Amabile et al., 1996; Scott &

Bruce, 1994). Once an idea is formed, the next phase involves mobilizing support, persuading others, and building coalitions to move the idea forward. When employees perceive their work environment provides relationships and resources that enhance competence, meaning, and impact their intrinsic motivation is elevated, which directly triggers the cognitive engagement necessary to generate ideas (Ghosh et al., 2019).

2. **Idea promotion** stage requires interpersonal skills and organizational awareness that involves gaining support from colleagues, supervisors, or other stakeholders to move the idea forward. This stage is heavily influenced by interpersonal communication and social influence skills (Galbraith, 1982; Kanter, 1983; Scott & Bruce, 1994). Employees who report high job satisfaction are not only more willing to generate ideas but are also more inclined to actively promote them to owner-managers, as satisfaction provides the psychological security and sense of organizational belonging needed to advocate for change (Mustafa et al., 2021).
3. **Idea realization** transforms the abstract into action. This could mean creating a prototype, applying a new process, or influencing systemic change (Kanter, 1988; Janssen, 2000). Employees who feel fulfilled and valued in their roles are more likely to follow through on the practical implementation of novel ideas rather than abandoning them at the conceptual stage (Gasic et al., 2025).

Each stage may require different competencies and organizational support mechanisms, which explains why not all employees consistently engage in the full innovation cycle (Schroeder et al., 1989; Scott & Bruce, 1994). Employees with higher levels of PE and organizational support demonstrate significantly greater engagement across all stages of IWB, while those lacking these resources face persistent barriers to completing the full innovation process (Ergun et al., 2025).

2.3.3 Factors Influencing IWB

Empirical studies have consistently found that IWB is shaped by (1) motivational, (2) cognitive, and (3) social factors. From a motivational standpoint, intrinsic motivation fueled by meaningful work and autonomy. It plays a central role in stimulating creativity and innovation (Amabile, 1988). Daboub et al. (2023)

demonstrate that when employees are granted autonomy in decision-making and develop a sense of ownership over their work, they become significantly more inclined to generate innovative solutions and undertake calculated risks. Saeed et al. (2019) also found that intrinsic motivation is a critical condition for innovative work behavior, particularly for employees who simultaneously experience high levels of psychological empowerment, as the combination of these two motivational states produces the strongest positive relationship with IWB.

From a cognitive perspective, employees' beliefs about their own capabilities and the perceived value of their contributions directly shape their engagement in innovative behavior. Ergun et al. (2025) confirm that self-efficacy refers to individuals' beliefs in their ability to affect outcomes is a strong determinant of innovative performance, as employees who perceive themselves as effective contributors are more likely to persist in generating, promoting, and implementing new ideas. Ghosh et al. (2019) further demonstrate that creative self-efficacy specifically infuses confidence and positive energy that enables employees to leverage their psychological empowerment, motivating them to take greater risks and display more innovative behaviors across all three stages of the innovation cycle.

From a social perspective, the quality of relationships with supervisors and peers, as well as the broader organizational climate, significantly influences employees' willingness to engage in IWB. Rehman et al. (2019) confirm that social support within organizations, whether from managers or coworkers, plays an important role in shaping psychological empowerment, which in turn determines employees' innovative work behavior. Çetinkaya and Yeşilada (2022) add that employees need psychological empowerment at the individual level to manage the complexities of initiating and implementing IWB, and that this empowerment is most effective when embedded in high-quality leader-member exchange relationships that provide trust, resources, and recognition.

IWB is not merely a function of individual personality but is deeply shaped by organizational context and employee perception. Organizations therefore play a decisive role in cultivating or suppressing innovative potential through their

empowerment practices, leadership styles, and support systems (Zia et al., 2024; Ergun et al., 2025).

2.4 Job Satisfaction

In the field of organizational behavior, job satisfaction remains one of the most enduring and widely studied constructs, owing to its close association with employee motivation, performance, and well-being. At its core, job satisfaction reflects an individual's overall evaluative judgment about their job, encompassing both emotional and cognitive appraisals of work-related experiences.

2.4.1 Defining Job Satisfaction

Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. This emotional-cognitive view is echoed by Weiss (2002), who confirm that satisfaction with one's job is shaped by affective reactions to work, as well as beliefs and values associated with job outcomes. Different scholars have conceptualized job satisfaction from varying perspectives. For instance, Hoppock (1935) considered it as any combination of psychological, physiological, and environmental circumstances that lead a person to truthfully say they are satisfied with their job. Meanwhile, Netemeyer et al. (1997) defined job satisfaction as an overall global state that reflects an individual's affect- and cognition-based evaluation of their job, encompassing both positive and negative feelings about one's work. These conceptualizations converge on a common understanding that job satisfaction is reflecting how well an employee's reflecting how well an employee's expectations, values, and needs are met in the workplace.

2.4.2 Operationalization of Job Satisfaction

Netemeyer et al. (1997) conceptualized job satisfaction as a global evaluative state that integrates both emotional reactions (affect-based) and rational assessments (cognition-based) toward one's job. Rather than focusing on specific facets such as pay or supervision in isolation, their approach shows the overall stance employees take toward their work role, combining feelings of fulfillment with evaluative judgments about the broader work environment. This view aligns with Locke's (1976) foundational definition, which characterizes job satisfaction as a pleasurable

or positive emotional state resulting from the appraisal of one's job or job experiences

From an **affect-based perspective**, job satisfaction reflects the emotional responses employees develop toward their work, such as feelings of pride, fulfillment, or general happiness derived from performing their tasks. Da Cruz et al. (2021) demonstrate that employees' feelings of meaning, competence, self-determination, and impact translate directly into positive emotional states at work, manifesting as job satisfaction. Orgambidez et al. (2024) find that when employees perceive their work as meaningful and feel capable of performing it well, they experience positive affective states that are conceptualized as job satisfaction. These findings suggest that the affective component of job satisfaction is not merely a passive emotional response but an active psychological state shaped by the quality of employees' work experiences.

From a **cognition-based perspective**, job satisfaction reflects an employee's evaluative judgments regarding different aspects of the job, including compensation, promotion opportunities, supervisory relationships, and coworker interactions. This dimension highlights how employees rationally appraise whether their job meets expectations and provides the desired rewards and conditions. Manyama and Siming (2026) reinforce this view, noting that employees' perceptions of their responsibilities, autonomy, and recognition directly influence their cognitive evaluations of job satisfaction, which in turn shapes their performance. Cao et al. (2025) further argue that when organizations invest in employees' development and provide adequate resources, employees engage in positive cognitive and affective appraisals of their jobs which is a process that elevates satisfaction and subsequently enhances performance.

By capturing both affective and cognitive orientations, job satisfaction can be understood as a holistic construct that not only reflects how employees feel about their work but also how they evaluate it. In recent research, job satisfaction is positioned not only as a result of attitudes, but also as an active motivational mechanism. Hagen et al. (2025) demonstrate that job satisfaction mediates the relationship between job resources and work engagement, suggesting that

satisfaction operates as an internal psychological process that converts positive work conditions into motivated behavior. Dorta-Afonso et al. (2025) also confirm that job satisfaction fully mediates the relationship between supportive organizational practices and employee performance, reinforcing its role as a critical internal pathway through which contextual resources are translated into behavioral outcomes.

2.4.3 Factors Influencing Job Satisfaction

Job satisfaction is shaped by a wide range of internal and external factors, including individual characteristics, job design, organizational climate, and interpersonal relationships. From an individual perspective, personality traits and values alignment exert meaningful influence on how employees evaluate their work. Aydogmus et al. (2016) demonstrate that personality traits such as conscientiousness positively predict job satisfaction, while neuroticism is associated with lower satisfaction levels, particularly when employees perceive their leaders as transformational. Beyond personality, the alignment between employees' personal values and organizational conditions plays an equally important role. Shahzad et al. (2024) find that when employees perceive their psychological needs as met through strategic HR practices, their satisfaction increases significantly, reinforcing that internal psychological states mediate the relationship between organizational conditions and satisfaction outcomes.

Externally, organizational practices such as compensation, recognition, participation in decision-making, and supportive leadership consistently emerge as critical determinants of job satisfaction. Manyama and Siming (2026) find that when employees understand their responsibilities clearly and are given meaningful autonomy and participation in organizational planning, their satisfaction and performance improve considerably. Dorta-Afonso et al. (2025) confirm that ability-enhancing and opportunity-enhancing HR practices including rigorous selection, training, and employee participation significantly influence job satisfaction, which in turn drives both retention and performance outcomes in service industries.

Social relationships at work, particularly with supervisors and peers, also play a vital role in shaping job satisfaction. Hagen et al. (2025) demonstrate that social

support from supervisors is positively related to job satisfaction among employees, and that this satisfaction subsequently drives higher work engagement. This suggests that interpersonal resources at work operate through satisfaction as an internal psychological mechanism. At the peer level, Manyama and Siming (2026) note that strong interpersonal relationships among colleagues and between employees and management foster collaboration and a supportive atmosphere, which enhances satisfaction and ultimately facilitates the achievement of organizational goals. Cao et al. (2025) further argue that collaborative learning environments characterized by questioning, feedback, and shared knowledge contribute to positive cognitive and affective states that employees experience as job satisfaction.

Work conditions and psychological resources constitute another critical layer of determinants. Orgambidez et al. (2024) establish that structural empowerment providing employees with access to information, resources, opportunities, and support generates higher perceptions of psychological empowerment, which in turn elevates job satisfaction. Da Cruz et al. (2021) further confirm that informal controls of a flexible and communicative nature contribute to psychological empowerment, which in turn positively predicts job satisfaction underscoring that empowerment is a consistent and robust antecedent of satisfaction across organizational contexts.

Job satisfaction is not only a desirable outcome in itself but also functions as a psychological mechanism that links empowering environments to positive behavioral outcomes such as innovative work behavior. Gasic et al. (2025) confirm that job satisfaction positively influences innovative work behavior suggesting that satisfied employees are intrinsically motivated to contribute creatively to their organizations. Ani and Arijanto (2024) further demonstrate that higher levels of employee satisfaction produce a stronger sense of organizational belonging that motivates employees to share knowledge and generate innovative ideas, as satisfied employees feel a psychological obligation to contribute to collective organizational progress. Mustafa et al. (2021) add nuance to this relationship by showing that the link between job satisfaction and innovative work behavior is further strengthened by individual openness to experience, indicating that satisfaction functions as a

foundational motivational state whose behavioral expression is shaped by individual characteristics.

2.5 Previous Research

2.5.1 Psychological Empowerment and Innovative Work Behavior

Empirical research across various industries has consistently demonstrated a positive relationship between psychological empowerment and innovative work behavior. Zia et al. (2023), in their study of Pakistan's service sector encompassing education, IT, and healthcare, find that psychological empowerment significantly predicts innovative work behavior, with informal learning serving as a mediating factor. However, the cross-sectional nature of their study limits the ability to draw definitive causal conclusions. Daboub et al. (2023) also conducted longitudinal research in Jordan's ICT firms, revealing that psychological empowerment directly enhanced innovative work behavior, which subsequently improved overall firm innovation. While insightful, these findings may have limited generalizability to the hospitality sector due to their focus on high-skilled technology workers.

The connection between empowerment and innovation has also been examined in cultural contexts. Sinha et al. (2016) in Indian IT and telecom firms, discovering that psychological empowerment fully mediated the relationship between organizational culture and innovative work behavior. This study, while valuable, may be subject to common-method bias due to its reliance on self-reported data. Collectively, these studies suggest that the empowerment-innovation relationship holds across diverse industries and cultural settings, though the specific mechanisms may vary depending on contextual factors.

The relationship between psychological empowerment and job satisfaction has been extensively documented in organizational research. Aydogmus et al. (2016) examine this connection in Turkish Research and Development firms and find that psychological empowerment positively influences job satisfaction, particularly among conscientious employees. However, the study's exclusive focus on high-autonomy roles may limit the applicability of its findings to other work contexts. More comprehensive evidence comes from Gu et al. (2022), who conducted a meta-analysis of 20 studies involving Asian healthcare workers. Their analysis revealed

a strong correlation between psychological empowerment and job satisfaction, with notably higher associations in Asian cultural contexts compared to Western settings. This cultural specificity suggests that the empowerment-satisfaction relationship may be influenced by regional work values and norms.

In the technology sector, Rehman et al. (2019) study Pakistani software firms and find that psychological empowerment enhances job satisfaction, which in turn improves innovative work behavior when supervisor support is present. While this research provides valuable insights into the potential mediating role of job satisfaction, it did not formally test this mediation hypothesis. These findings collectively suggest that psychological empowerment serves as an important antecedent of job satisfaction across various professional contexts, though the strength of this relationship may depend on factors such as cultural background and industry-specific characteristics.

The relationship between job satisfaction and innovative work behavior has produced mixed findings in the literature. Janssen (2000), in a multi-wave study of Dutch service organizations, found that job satisfaction positively predicted innovative work behavior, but only when employees perceived innovation as being rewarded by the organization. While methodologically rigorous, these findings from Western contexts may not fully translate to collectivist cultures where different motivational factors may be at play. Contrasting results emerged from Coetzer et al.'s (2018) large-scale survey of 1,200 employees in South African SMEs, which revealed that job satisfaction actually had a negative effect on innovative work behavior in stable organizational environments. The researchers suggested this might reflect a complacency effect, where satisfied employees feel less compelled to innovate.

More recently, Abuzaid et al. (2024) examined Jordanian hotel employees and found that job satisfaction mediated the effect of ethical leadership on innovative work behavior. While this study provides valuable insights into the hospitality context, it did not isolate the unique contribution of job satisfaction independent of leadership factors. These divergent findings highlight the complex and potentially context-dependent nature of the satisfaction-innovation relationship, suggesting

that additional research is needed to clarify the conditions under which job satisfaction promotes versus inhibits innovative behavior.

2.5.2 Job Satisfaction as a Mediating Variable

The potential mediating role of job satisfaction in the empowerment-innovation relationship has received some empirical attention. Alagarsamy et al. (2020) in Maldivian resorts found that job satisfaction fully mediated the effect of psychological empowerment on work engagement, which serves as a proxy for innovative work behavior. While compelling, this study did not measure innovative work behavior directly, leaving open questions about the complete mediation pathway. In line with this, Waheed et al. (2018) examined faculty members in Pakistani academic institutions and demonstrated that job satisfaction mediated the relationship between performance appraisal quality and innovative work behavior. However, the study's narrow focus on appraisal systems limits the generalizability of its findings to other organizational contexts.

2.6 Hypothesis Development

The following hypotheses are formulated based on the literature review regarding the relationship between psychological empowerment and innovative work behavior with job satisfaction as a mediating variable.

2.6.1 The effect of psychological empowerment on innovative work behavior

Psychological empowerment comprising feelings of autonomy, competence, and impact fuels employees' confidence and motivation to take initiative (Spreitzer, 1995; Zia et al., 2023). When individuals feel empowered, they are more likely to think creatively, propose novel ideas, and engage in problem-solving (Janssen, 2000; Daboub et al., 2023), thereby driving innovation in the workplace (Sinha et al., 2016; Abuzaid et al., 2024). Building on this, Zia et al. (2024) support that psychological empowerment allows employees to perceive themselves as competent and capable of initiating changes independently, which creates an internal drive to exceed standard job requirements and actively contribute to organizational effectiveness through innovative actions. This dynamic suggests that fostering a culture of empowerment can unlock employees' potential to contribute meaningfully to organizational growth through innovative actions (Rehman et al.,

2019). Based on the above discussion, the following hypothesis can be developed to guide the empirical analysis.

Hypothesis 1 (H₁): Psychological empowerment positively and significantly affects innovative work behavior among workers in the accommodation sector in Lampung Province.

2.6.2 The effect of psychological empowerment on job satisfaction

Psychological empowerment rooted in a sense of meaning, competence, self-determination, and impact plays a pivotal role in shaping employees' workplace experiences (Spreitzer, 1995; Thomas & Velthouse, 1990). When individuals feel empowered, they perceive greater control over their work (Conger & Kanungo, 1988), derive fulfillment from their contributions (Spreitzer et al., 1997), and develop a stronger sense of purpose (Spreitzer, 1995; Aydogmus et al., 2016). This positive correlation is supported by findings that empowerment dimensions, such as autonomy and control over work, directly enhance the psychological well-being and job satisfaction of employees (Aydogmus et al., 2016). When employees feel they have a tangible impact on organizational outcomes, their level of emotional fulfillment toward their role increases significantly (Spreitzer, 1995). These factors collectively enhance overall job satisfaction, as employees feel valued and capable in their roles (Laschinger et al., 2004; Gu et al., 2022). Based on the above discussion, the following hypothesis can be developed to guide the empirical analysis.

Hypothesis 2 (H₂): Psychological empowerment positively and significantly affects job satisfaction among workers in the accommodation sector in Lampung Province.

2.6.3 The effect of job satisfaction on innovative work behavior

When employees experience high job satisfaction, they feel fulfilled, motivated, and valued in their roles, they are more likely to be proactively engaged in their work (Judge et al., 2001; Weiss, 2002). This positive emotional state fosters creativity, risk-taking, and a willingness to experiment (Amabile, 1988; Janssen, 2000), all of which are key drivers of innovation (Scott & Bruce, 1994; West & Farr, 1989). Satisfied employees tend to have a stronger attachment to the organization, which in turn triggers their willingness to experiment with new

working methods (Organbidez et al., 2024). This sense of satisfaction acts as a source of psychological energy that motivates individuals to contribute fresh ideas and solutions as a form of reciprocity for a positive work experience (Rehman et al., 2019). Satisfied employees not only perform their duties but also go beyond them, contributing fresh ideas and solutions that propel organizational progress (Organbidez et al., 2024; Rehman et al., 2019). Based on the above discussion, the following hypothesis can be developed to guide the empirical analysis.

Hypothesis (H₃): Job satisfaction positively and significantly affects innovative work behavior among workers in the accommodation sector in Lampung Province.

2.6.4 The mediating role of job satisfaction in the relationship between psychological empowerment and innovative work behavior

While psychological empowerment directly stimulates innovative behavior (Daboub et al., 2023), its most significant impact emerges through enhanced job satisfaction (Organbidez et al., 2024). When organizations empower employees by granting autonomy, fostering mastery, and clarifying purpose, this consistently elevates their work satisfaction (Borrego et al., 2022; Ergun et al., 2025). This heightened satisfaction then serves as the critical catalyst that motivates employees to experiment with new approaches, embrace calculated risks, and actively contribute innovative ideas (Abuzaid et al., 2024; Pham et al., 2024). In this context, job satisfaction functions as a bridge that transforms an individual's sense of empowerment into tangible actions in the form of innovative work behavior (Abuzaid et al., 2024). Findings suggest that without adequate satisfaction, the sense of empowerment may not be optimally channeled into sustained creative contributions in the workplace (Pham et al., 2024). Based on the above discussion, the following hypothesis can be developed to guide the empirical analysis.

Hypothesis 4 (H₄): Job satisfaction mediates the relationship between psychological empowerment and innovative work behavior among workers in the accommodation sector in Lampung Province.

2.7 Research Model

Aligned with the objectives and theoretical discussions outlined earlier, the research model illustrating that psychological empowerment positively affects job

satisfaction which, in turn, positively affects innovative work behavior is presented in Figure 2.1.

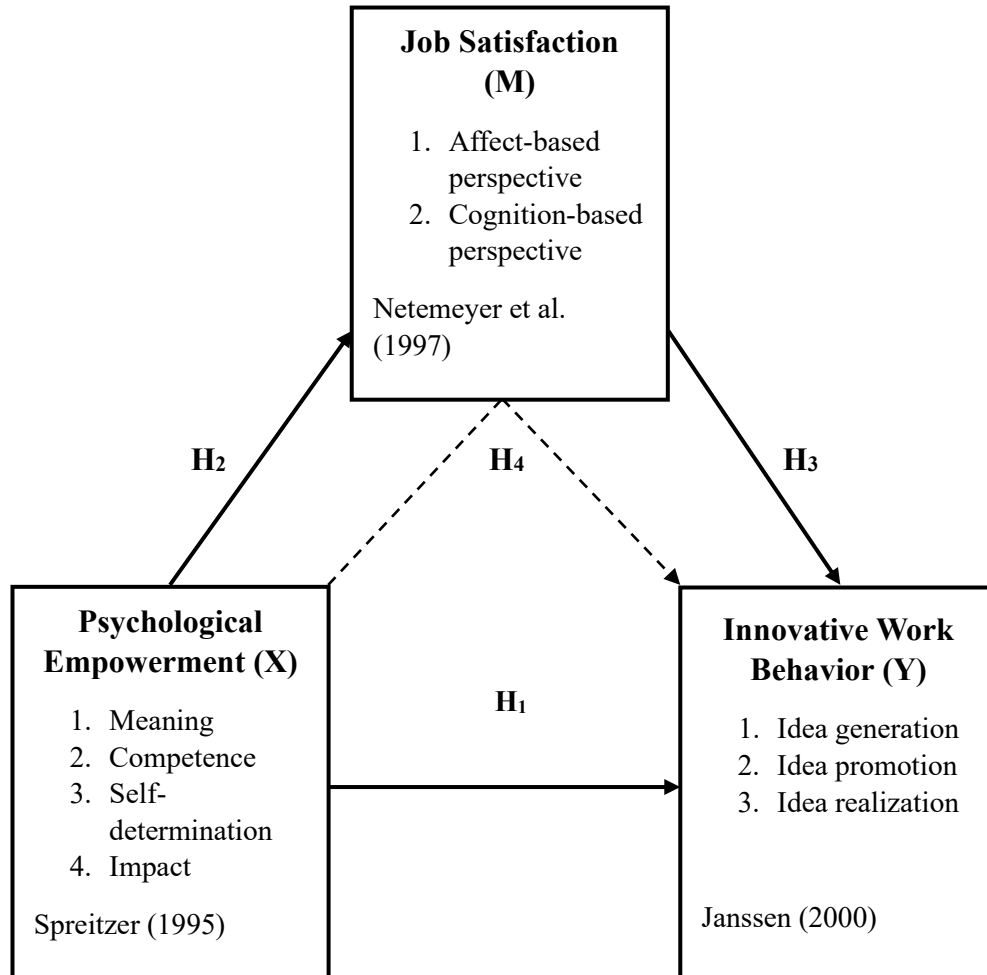


Figure 2.1 The effect of PE on IWB with JS as a Mediator

Sources: Prepared by the author

III. RESEARCH METHOD

3.1 Research Design

The method employed in this research involves collecting, analyzing, and interpreting data to produce empirical findings that address the research problem regarding the relationship between psychological empowerment, job satisfaction, and innovative work behavior. Based on the formulation of the research problem, this research adopts a quantitative approach using the survey method. Quantitative survey method allows the researcher to gather information on both past and present conditions (Lawrance, 2003). Through this approach, numerical data can be collected and statistically analyzed to determine the strength and direction of relationships between variables (Kerlinger, 1973). The survey method, as a type of quantitative research, aims to gather information from a large population by selecting a relatively small sample as its representative (Sekaran & Bougie, 2016).

This research utilizes a causal research design, which examines whether one or more variables (independent variables) influence another variable (dependent variable) while controlling for potential confounding factors (Babbie, 2016). Specifically, this research tests hypotheses about the effect of psychological empowerment on innovative work behavior, with job satisfaction as a mediator. Causal research enables researchers to examine cause–effect relationships among variables by assessing the direction and magnitude of structural paths, commonly through regression-based techniques and structural equation modeling (SEM), particularly when the research objective focuses on explanation and prediction (Hair et al., 2022).

Additionally, this research incorporates a correlational research design, which assesses the symmetrical relationships between variables without implying causation (Creswell & Creswell, 2018). For instance, the study examines the association between psychological empowerment and job satisfaction, as well as between job satisfaction and innovative work behavior. Correlational analysis helps determine the strength and direction of these relationships (Field, 2018).

3.2 Definition and Operationalization of Variables

The operational definition of a variable is an important aspect of research that provides information or clarification on how a variable is measured. According to Sugiyono (2019) an operational definition of a variable refers to anything determined by the researcher to be studied in order to obtain information about it, which will then be used to draw conclusions. The operational definitions of the variables used in this research are as follows:

1. Independent variable

Based on Sekaran & Bougie (2016), an independent variable is one that influences the dependent variable in either a positive or negative way. When the independent variable is manipulated, the effect on the dependent variable is observed. This means that the independent variable is the presumed cause in a cause-and-effect relationship. It is the variable that researchers manipulate or categorize to examine its impact on another variable (the dependent variable), which represents the effect. In this research the independent variable is psychological empowerment (PE).

The psychological empowerment construct in this research is measured using an instrument adapted from Spreitzer (1995), which conceptualizes psychological empowerment as a multidimensional construct consisting of meaning, competence, self-determination, and impact. This measurement scale has been extensively validated in prior research, where Spreitzer (1995) confirmed its construct validity and reliability through confirmatory factor analysis across two independent samples, demonstrating strong factor loadings and acceptable internal consistency reliability, with Cronbach's Alpha values ranging from 0.62 - 0.72. The operational definition of this variable is constructed based on the following four indicators:

Table 3.1 Operational Definition of PE

No	Variable	Indicator	Item	Scale
1	PE	1. Meaning 2. Competence 3. Self-determination 4. Impact Spreitzer (1995)	1. Meaning a) The work I do is very important to me b) My job activities are personally meaningful to me c) The work I do is meaningful to me 2. Competence a) I am confident about my ability to do my job	Likert

No	Variable	Indicator	Item	Scale
			b) I am self-assured about my capabilities to perform my work activities c) I have mastered the skills necessary for my job 3. Self-determination a) I have significant autonomy in determining how I do my job b) I can decide on my own how to go about doing my work c) I have considerable opportunity for independence and freedom in how I do my job 4. Impact a) My impact on what happens in my department is large b) I have a great deal of control over what happens in my department c) I have a significant influence over what happens in my department	

Source: Prepared by the author

2. Dependent variable

Dependent variable is the variable that is influenced by the independent variable. According to Sekaran & Bougie (2016), the dependent variable is the variable of primary interest to the researcher. The goal of the research is to understand and describe the dependent variable, or to explain its variability, or predict it. In other words, when the researcher manipulates or changes the independent variable, the changes in the dependent variable are observed and measured. In this research the dependent variable is innovative work behavior (IWB).

This measurement scale has been empirically validated in prior research, where Janssen (2000) reported high internal consistency reliability, with Cronbach's Alpha values reaching 0.95 for self-rated IWB and 0.96 for supervisor-rated IWB. The high intercorrelations among the three dimensions further support their combination into a single higher-order IWB construct, indicating that the instrument reliably captures employees' innovative behaviors in the workplace. The operational definition of this variable is constructed based on the following three indicators:

Table 3.2 Operational Definition of IWB

No	Variable	Indicator	Item	Scale
1	IWB	1. Idea generation 2. Idea promotion 3. Idea realization Janssen (2000)	1. Idea generation a) Creating new ideas for difficult issues b) Searching out new working methods, techniques, or instruments c) Mobilizing support for innovative ideas 2. Idea promotion a) Generating original solutions for problems b) Acquiring approval for innovative ideas c) Making important organizational members enthusiastic for innovative ideas 3. Idea realization a) Transforming innovative ideas into useful applications b) Introducing innovative ideas into the work environment in a systematic way c) Evaluating the utility of innovative ideas	Likert

Source: Prepared by the author

3. Mediating variable

A mediating variable also referred to as an intervening variable serves to explain the process or mechanism through which an independent variable influences a dependent variable (Sekaran and Bougie, 2016). This variable emerges in the sequence of events between the initial impact of the independent variable and the eventual outcome observed in the dependent variable. Rather than exerting a direct effect, the independent variable first affects the mediator, which in turn impacts the dependent variable. In this research the dependent variable is job satisfaction (JS).

The job satisfaction construct in this research is grounded in the conceptualization of job satisfaction as a positive emotional and evaluative state toward one's job (Locke, 1976; Churchill et al., 1985) and is operationalized as a global evaluative construct adapted from Netemeyer et al. (1997). Empirical validation reported by Netemeyer et al. (1997) demonstrates strong psychometric properties, with indicator loadings ranging from 0.85 to 0.94, Cronbach's Alpha values of 0.90–

0.94, Composite Reliability between 0.91 and 0.94, and AVE values ranging from 0.77 to 0.83. These results indicate high internal consistency reliability and satisfactory convergent validity, supporting the suitability of the instrument for measuring job satisfaction in the present study. The operational definition of this variable is constructed based on the following two indicators:

Table 3.3 Operational Definition of JS

No	Variable	Indicator	Item	Scale
1	JS	1. Affect-based perspective 2. Cognition-based perspective Netemeyer et al. (1997)	a) I feel fairly well satisfied with my present line of work b) I feel a great sense of satisfaction from my line of work c) All things considered (i.e., pay, promotion, supervisors, co-workers, etc.), how satisfied are you with your present line of work?	Likert

Source: Prepared by the author

This research examines three primary variables: psychological empowerment as the independent variable, innovative work behavior as the dependent variable, and job satisfaction as the mediating variable. By clarifying the role and conceptual meaning of each variable, the research establishes a clear framework for investigating how psychological empowerment influences innovative work behavior, both directly and indirectly through job satisfaction.

3.3 Measurement of Variables

The operationalization of each variable in this research is guided by established and validated measurement instruments and employs Likert-type ordinal scales to quantify respondents' perceptions. As originally proposed by Likert (1932), the Likert scale is widely used in social and organizational research to measure individuals' attitudes, opinions, or perceptions through a series of statements evaluated across ordered response categories.

This research employs a 4-point Likert scale, ranging from 1 (strongly disagree) to 4 (strongly agree). The use of an even-numbered scale is intended to reduce the tendency of respondents to select a neutral midpoint, which may function as an avoidance option rather than a true reflection of attitude. As noted by Kulas and

Stachowski (2009), forced-choice Likert scales can encourage respondents to express clearer evaluative judgments and enhance attitude discrimination.

The selection of a 4-point scale is particularly appropriate in applied organizational settings such as the hospitality industry, where employees often complete surveys under time constraints and high work intensity. Prior methodological studies suggest that reducing response ambiguity can improve response quality in workplace surveys (Dillman et al., 2014; DeCastellarnau, 2018). Furthermore, the use of ordinal Likert-type data is compatible with PLS-SEM, which does not require strict assumptions of multivariate normality and is suitable for analyzing perceptual constructs measured on ordinal scales (Hair et al., 2022).

Psychological empowerment: The 12-item psychological empowerment scale developed by Spreitzer (1995) is employed in this research to assess employees' perceived meaning, competence, self-determination, and impact in their roles. The scale uses a 4-point Likert scale (1 = 'strongly disagree' to 4 = 'strongly agree'), where higher scores indicate stronger feelings of empowerment. Its multidimensional structure allows for a nuanced understanding of empowerment as both a cognitive and affective experience, making it suitable for examining its influence on innovative behavior and job satisfaction.

Innovative work behavior: Janssen's (2000) 9-item scale is used to measure innovative work behavior across three sequential stages: idea generation, idea promotion, and idea realization. Unlike the other variable measurement, this variable adopts a frequency-based 4-point Likert scale (1 = 'never' to 4 = 'always'), enabling the identification of how often individuals engage in innovation-related activities. The scale's strong theoretical grounding in innovation process models and its demonstrated reliability across various job contexts support its appropriateness for this research. By capturing the behavioral manifestation of innovation in daily work, the scale aligns with the research's focus on discretionary, proactive employee behavior.

Job satisfaction: Job satisfaction is assessed using a 3-item scale adapted from Netemeyer et al. (1997), which captures affect-based perspective (e.g., satisfaction of line of work itself) and cognition-based perspective (e.g., satisfaction with pay,

promotion, supervisors, co-workers, etc.). The scale employs a 4-point Likert scale, two of the items were (1 = 'strongly disagree' to 4 = 'strongly agree'), and the other item was a (1 = 'very dissatisfied' to 4 = 'very satisfied'), with higher scores reflecting more favorable evaluations of one's job. This global measure by Netemeyer et al. (1997) is widely recognized for its parsimony and ability to capture both emotional and evaluative judgments of work. Its strong reliability and conceptual clarity make it particularly appropriate for examining the mediating role of job satisfaction between psychological empowerment and innovative behavior.

All scales have been extensively used and empirically validated in previous research. The use of these well-established instruments ensures the reliability and validity of measurement and supports the research's objective to generate accurate and meaningful findings.

3.4 Population and Sample Size

The population: A population refers to the complete set of individuals, events, or objects that a researcher seeks to examine in a study (Sekaran & Bougie, 2016). While the broader tourism and hospitality sector consists of several sub-industries including transportation, food and beverages, entertainment, and travel services, this research specifically focuses on the accommodation sector, which plays a central role in supporting tourism activities. As stated by Iryani, et al. (2024) at BPS Statistics Indonesia accommodation services are closely related to tourism and hospitality services. The hospitality industry is one of the key pillars supporting the development of the tourism sector. In a tourist destination, visitors will need a place to stay. As classified by BPS, accommodation is divided into two major categories: star-rated hotels and other accommodation businesses. Other accommodation businesses include budget-friendly hotels, youth hostels, homestays, campgrounds, and other accommodation services.

Based on the August 2023 National Labor Force Survey (Sakernas) data published by the Lampung Province Statistics Agency (BPS), the number of people working in the accommodation and food and beverage sector reached approximately 239,000, or 5.11% of the total working population in Lampung Province (4,697,660 people). However, this figure includes a broad range of employment types and

business scales and does not specifically distinguish permanent employees working in star-rated hotels and other accommodation establishments.

From this population, the target group was further narrowed down to permanent/contract (non-outsourced) employees working in star-rated hotels and other accommodation establishments across Lampung Province. Rather than restricting the study to specific regencies, this research adopts a provincial-level perspective, acknowledging that hotel and accommodation employees are unevenly distributed, with higher concentrations in urban and tourism-oriented areas. This approach allows the research to capture employees who operate within formal organizational settings while maintaining practical feasibility during data collection.

The focus on star-rated hotels and other accommodation providers is strategic, as these establishments generally implement more standardized human resource practices, clearly defined job roles, and formalized performance evaluation systems. Such characteristics support the reliable assessment of psychological empowerment, job satisfaction, and innovative work behavior (Zia et al., 2023; Daboub et al., 2023; Sinha et al., 2016; Grošelj et al., 2020). Moreover, employees in these settings are required to deliver customized services that often extend beyond rigid standard operating procedures, creating opportunities for individual discretion, improvisation, and creativity as essential components of innovative work behavior (Suprpto et al., 2024; Breier et al., 2021).

Furthermore, hotel and accommodation employees particularly those in operational and front-line positions are routinely trained to perform under standardized service conditions while simultaneously facing high work pressure, emotional labor demands, and relatively high turnover rates due to limited autonomy and repetitive tasks (Al-Hawari et al., 2019). These conditions make them a particularly relevant target group for examining how psychological empowerment (Spreitzer, 1995) influences employee attitudes and behaviors, including job satisfaction and innovative work behavior, within dynamic and demanding service environments.

This delineation between the broader population and the defined target group ensures that the research maintains an appropriate balance between practical

feasibility and theoretical rigor, while remaining aligned with contemporary methodological principles focusing on analytical adequacy, model relevance, and explanatory–predictive objectives in organizational and hospitality research (Sekaran & Bougie, 2016; Hair et al., 2022).

Sample size: Sampling involves selecting a suitable number of relevant elements from a population (Sekaran & Bougie, 2016). Due to the absence of precise population data for permanent/contract employees working in star-rated hotels and other accommodations in Lampung Province, this research employs a non-probability sampling approach, focusing on analytical adequacy rather than statistical generalization.

The sample size for this research was determined by referring to the guidelines proposed by Hair et al. (2014), which suggest that, for multivariate analysis, the minimum sample size should be at least 5 times the number of measurement items, while the upper range may extend to 10 times the number of items.

In this research, the questionnaire consists of 24 measurement items designed to assess psychological empowerment, job satisfaction, and innovative work behavior. Accordingly, the minimum sample size was calculated:

$$\begin{aligned}\text{The minimum sample size} &= 5 \times \text{numbers of question items} \\ &= 5 \times 24 \\ &= 120 \text{ sample}\end{aligned}$$

$$\begin{aligned}\text{The maximum sample size} &= 10 \times \text{numbers of question items} \\ &= 10 \times 24 \\ &= 240 \text{ sample}\end{aligned}$$

This operational calculation is consistent with more recent methodological guidelines, which suggest that sample size adequacy in PLS-SEM should be evaluated based on model complexity, indicator structure, and the study's explanatory and predictive objectives, rather than relying solely on population-based formulas (Hair et al., 2022). Accordingly, achieving the minimum sample size of 120 respondents is methodologically sufficient to ensure reliable parameter estimation and adequate statistical power for the proposed multivariate analysis.

Such a sample size supports robust explanation and prediction of the relationships among psychological empowerment, job satisfaction, and innovative work behavior and allows for meaningful interpretation across respondent characteristics within a multivariate research context (Hair et al., 2022; Field, 2018).

3.5 Data Collection Method

In this research, the researcher used a data collection technique that draws from primary data sources. According to Sekaran & Bougie (2016), primary data refers to data collected directly by the researcher for a specific research purpose. Sekaran & Bougie (2016) also mention four main methods of primary data collection: interviews, observations, questionnaire distribution, and experiments. In this research, the author collected primary data by distributing questionnaires survey self-administered by respondents and using their responses as research material.

A questionnaire is a series of pre-formulated written questions used by researchers to be presented to respondents (Sekaran & Bougie, 2016). Questionnaires are an effective and efficient data collection tool because they can be distributed directly, by mail, or shared in the form of online forms.

Given the need for targeted insights into psychological empowerment, innovative work behavior, and job satisfaction, the research employs non-probability sampling, specifically purposive sampling, where the researcher uses their judgment to select participants who have specific characteristics that fit the research purposes" (Cooper & Schindler, 2014). The rationale for using non-probability sampling lies in its practicality, as it allows researchers to efficiently access respondents who can provide meaningful insights (Etikan et al., 2016).

Purposive sampling is appropriate for this research as it targets employee groups relevant to the research questions, particularly those likely to experience structured empowerment initiatives and innovation demands, ensuring that selected participants can provide meaningful data (Bryman & Bell, 2015). The respondent focuses on full-time employees (not outsourced) in star-rated hotels and other accommodations with at least one year of tenure, ensuring they have sufficient familiarity with workplace dynamics, organizational culture, and empowerment practices. Additionally, the research seeks representation across key operational

departments, including front office, food & beverage, and housekeeping, to capture diverse perspectives. By focusing on these key respondents, the research ensures that the collected data is relevant and insightful, enhancing the validity of findings related to psychological empowerment, job satisfaction, and innovative work behavior in the hospitality sector (Creswell & Poth, 2018).

3.6 Data Analysis Method

Data analysis techniques are determined based on the quantitative nature of the research, which involves objective measurement and statistical examination of relationships among variables.

3.6.1 Descriptive statistical analysis

Descriptive statistical analysis will be conducted to summarize and describe the main features of the collected data. Specifically, the mean analysis will be employed to compute the average responses for each variable, providing an initial understanding of the overall trends and patterns within the data.

3.6.2 Validity test

The validity of the questionnaire will be assessed by evaluating the measurement model using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. Construct validity will primarily be examined through indicator (outer) loadings to determine whether the items measuring psychological empowerment, job satisfaction, and innovative work behavior adequately represent their respective constructs.

Indicator loadings of ≥ 0.70 are considered ideal, indicating strong indicator reliability. However, indicators with loadings between 0.40 - 0.70 may be retained, provided that other measures of construct reliability and convergent validity such as Composite Reliability (CR) and Average Variance Extracted (AVE) meet the recommended thresholds (Hair et al., 2022).

Convergent validity will be established when the AVE value for each construct exceeds 0.50, while internal consistency reliability will be assessed using Composite Reliability values > 0.70 . In addition, the statistical significance of indicator loadings will be evaluated using a bootstrapping procedure, where

significant t-values and p-values provide further support for indicator reliability and construct validity.

Discriminant validity will be assessed using the Heterotrait–Monotrait ratio (HTMT) to ensure that each construct is empirically distinct from the others, in accordance with the guidelines for PLS-SEM analysis (Hair et al., 2022).

3.6.3 Reliability test

The reliability of the measurement scales will be evaluated using Composite Reliability (CR) as the primary criterion, as recommended for Partial Least Squares Structural Equation Modeling (PLS-SEM). Composite Reliability values of ≥ 0.70 indicate satisfactory internal consistency reliability.

In addition, Cronbach's Alpha will be reported as a complementary measure of internal consistency. A Cronbach's Alpha coefficient of ≥ 0.70 is considered acceptable, while values between 0.60 - 0.70 may be deemed adequate in exploratory research contexts (Sekaran & Bougie, 2016; Hair et al., 2022). The combined use of these reliability measures ensures that the indicators within each construct consistently measure the same underlying concept.

3.6.4 Hypothesis testing

This research employs PLS-SEM using SmartPLS 4 to test the hypothesized relationships among the constructs. Hypothesis testing is conducted by evaluating the structural model through the analysis of path coefficients (β) and their statistical significance, assessed using a bootstrapping procedure. A relationship is considered significant when the p-value is below 0.05.

The direct effects tested include: (1) the effect of psychological empowerment (PE) on innovative work behavior (IWB) (H1); (2) the effect of psychological empowerment (PE) on job satisfaction (JS) (H2); and (3) the effect of job satisfaction (JS) on innovative work behavior (IWB) (H3). The mediation effect of job satisfaction (JS) in the relationship between psychological empowerment (PE) and innovative work behavior (IWB) (H4) is examined using bias-corrected bootstrapping to assess the significance of the indirect effect.

This approach enables a robust evaluation of both direct and mediated relationships in accordance with established PLS-SEM methodological guideline.

V. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusions

This research was conducted to answer four research questions concerning the relationships among psychological empowerment, job satisfaction, and innovative work behavior among workers in the accommodation sector in Lampung Province. The results provide clear answers to each question based on empirical testing and theoretical interpretation.

1. Psychological empowerment has a positive and significant effect on innovative work behavior, thus hypothesis 1 is supported.
2. Psychological empowerment has a positive and significant effect on job satisfaction, thus hypothesis 2 is supported.
3. Job satisfaction does not have a significant effect on innovative work behavior, thus hypothesis 3 is not supported.
4. Job satisfaction does not mediate the relationship between psychological empowerment and innovative work behavior, thus hypothesis 4 is not supported.

It can be interpreted that the higher the level of psychological empowerment felt by employees, the higher their innovative work behavior and job satisfaction. However, job satisfaction does not function as an intermediary mechanism between psychological empowerment and innovative work behavior, meaning that psychological empowerment influences innovative behavior directly rather than through satisfaction. These results imply that efforts by accommodation sector organizations in Lampung Province to foster employee innovation need to be directed primarily toward empowerment-oriented management practices, such as granting employees greater autonomy in decision-making, strengthening their perceived competence and impact, and creating a work environment that supports psychological safety and trust, rather than focusing solely on improving emotional satisfaction levels.

5.2 Limitations

This research is not without limitations, and these constraints provide direction for future research.

1. First, the sample size, although statistically sufficient for PLS-SEM analysis, represents only a small portion of accommodation workers in Lampung Province and is not representative of the broader Indonesian hospitality industry. The limited number of respondents was influenced by time constraints, restricted access to organizational permission, and the voluntary nature of participation. Future studies are therefore encouraged to expand the sample coverage across multiple provinces in Indonesia and involve a larger number of hotels and accommodation types to enhance generalizability at the national level. A broader geographic scope would also allow comparative analysis between regions with different tourism intensities and organizational cultures.
2. Second, the use of self-report questionnaires may introduce common method bias, as respondents assessed psychological empowerment, job satisfaction, and innovative work behavior within the same survey instrument. Although statistical procedures were applied to ensure reliability and validity, future research could strengthen methodological rigor by employing multi-source data, such as supervisor-rated innovative work behavior or objective performance indicators.

Since this research employed a cross-sectional design, data were collected at a single point in time, which limits the ability to establish strong causal inferences and capture changes in empowerment, satisfaction, and innovation over time. Therefore, longitudinal designs are recommended to better capture causal relationships and examine how psychological empowerment influences innovative work behavior across different periods rather than relying solely on cross-sectional data.

3. Third, the findings indicate that job satisfaction does not mediate the relationship between psychological empowerment and innovative work behavior. This suggests that alternative mediating mechanisms may better explain the empowerment–innovation linkage. In addition, the relatively weak

explanatory power of the model for job satisfaction indicates that significant part of job satisfaction may be influenced by other organizational and individual factors beyond the scope of this research. Future research is therefore encouraged to examine other psychological constructs such as intrinsic motivation, psychological ownership, organizational commitment, or informal learning as potential mediators. Exploring moderating variables such as leadership style, organizational climate, or digitalization level may also provide deeper insights into contextual factors that strengthen or weaken empowerment effects.

4. Fourth, although gender was found to significantly influence innovative work behavior, the effect size was small. Future studies could explore gender dynamics more comprehensively by incorporating qualitative approaches to understand how organizational norms, role expectations, and opportunity structures influence innovation behavior in hospitality settings.

From a practical perspective, the findings suggest that industry practitioners should prioritize empowerment-oriented management practices. Hotel managers and HR departments are encouraged to design work systems that enhance autonomy, participation in decision-making, and perceived impact among employees. Training programs that strengthen competence and confidence may also foster innovative behavior. For government and tourism authorities, policies that promote organizational development, employee empowerment, and innovation culture in hospitality businesses may enhance service competitiveness at the regional level. Supporting managerial training programs and encouraging participative leadership practices could help strengthen the innovation capacity of accommodation providers in Lampung Province.

While this research provides empirical evidence on the central role of psychological empowerment in fostering innovative work behavior, future research with broader samples, multi-method designs, and additional mediating mechanisms is necessary to deepen theoretical understanding and strengthen practical applicability across the Indonesian hospitality industry.

5.3 Suggestions

Based on the descriptive analysis results, several dimensions were found to have lower mean scores compared to other dimensions. The researcher proposes several recommendations for improvement as follows:

1. For the psychological empowerment variable, the lowest score was found in the impact dimension, particularly in employees' perceived influence over departmental decisions and work conditions. Therefore, companies in the hotel and accommodation sector in Lampung Province should increase employee involvement in decision-making processes, operational discussions, and service improvement initiatives so that employees feel they have a greater influence within their work environment.
2. For the innovative work behavior variable, the lowest score was identified in the idea generation stage, particularly in the aspect of creating new ideas to solve work-related problems. Therefore, organizations should create a work environment that better supports creativity by providing idea-sharing forums, creativity development training, and a work culture that is more open to experimentation and the expression of new ideas.
3. For the job satisfaction variable, relatively lower scores were found in the cognitive-based perspective, particularly in employees' evaluations of organizational systems, rewards, and career development opportunities. Therefore, companies should improve the clarity of reward systems, career development opportunities, and transparency of organizational policies so that employees not only feel emotionally comfortable but also develop positive rational evaluations toward their jobs.

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