


## Enhancing Innovative Work Behavior through Proactive Personality, Psychological Capital, Perceived Organizational Support, and Knowledge Sharing

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### Abstract

This study examines the influence of proactive personality, psychological capital, and perceived organizational support on innovative work behavior, with knowledge sharing as a mediating variable. Mediation testing focuses on the relationship between perceived organizational support and innovative work behavior to understand the social mechanisms that drive employee innovative behavior. The research method uses a quantitative approach with a purposive sampling technique with a minimum working time of 1 year as the criteria, the population in this study was 315 and the sample used in the analysis was 190 employees from three hotels in Purwokerto. Data were collected through a questionnaire with a 5 point likert scale, then data analysis was performed using Structural Equation Modeling Partial Least Squares (SEM-PLS). The result showed that proactive personality and psychological capital had no effect on innovative work behavior, while perceived organizational support and knowledge sharing had a positive and significant effect on innovative work behavior. Furthermore, the result of the mediation test demonstrated that only knowledge sharing significantly mediated the relationship between perceived organizational support and innovative work behavior. This finding confirms that, in addition to individual factors, social and work environment factors such as organizational support and a culture of knowledge sharing are important in fostering innovation in the evolving hospitality workplace.

**Keywords:** Proactive Personality, Psychological Capital, Perceived Organizational Support, Knowledge Sharing, Innovative Work Behavior

### ARTICLE INFO

#### Article history:

Received  
October 03, 2025  
Revised  
November 17,  
2025  
Accepted  
December 27,  
2025

Published by

ISSN

Website

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2774-4299

<https://attractivejournal.com/index.php/bse/>

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## INTRODUCTION

Innovation is the most dynamic element in creating highly competitive products and services to meet consumer needs. For businesses to thrive in today's dynamic marketplace, innovation plays a vital role for both the company and its employees (Suprpto et al., 2024). This is relevant for the hospitality industry, where innovation focuses on service aspects, requiring continuous innovation to address challenges and create unique experiences for customers (Zhu et al., 2023). Various services, such as hotel accommodation, culinary, tourism, recreation, and transportation, are interconnected, with hotels and tourism as mutually reinforcing elements (Nicolescu & Ripa, 2024).

Overall, this industry plays a role in economic progress, operational innovation, and tourism development, as seen in Indonesia (Pradana et al., 2025). To achieve sustainable success, companies must provide a high-quality workforce that can work under pressure (Purwanto et al., 2021). Individual factors such as proactive personality and self-efficacy, as well as external factors such as organizational support, are determinants of innovative work behavior (Rozaq et al., 2025). The integration of these two factors becomes increasingly important when organizations are faced with dynamic and unpredictable business environments (Zhao et al., 2022).

Global changes caused by the COVID-19 pandemic are a clear example of the changing dynamics of the business environment, particularly in the hospitality industry, which has been severely impacted. The COVID-19 pandemic has impacted the entire hospitality value chain in various countries, including event cancellations, accommodation closures, and impacts on support services such as catering and laundry. A number of restaurants have switched to take-away services to maintain their existence, while hotel revenues have decreased drastically due to unoccupied room capacity (Gössling et al., 2020). The crisis also became a catalyst for accelerating the digital transformation of the hospitality sector, where 92% of hotel managers acknowledged that the pandemic encouraged the digitalization of operational processes and a shift in work culture towards a more efficient system (António & Rita, 2021). In Indonesia, a proactive culture of innovation has proven effective in strengthening organizational resilience, as a work environment that encourages experimentation improves hotels' ability to adapt to external pressures (Haerul et al., 2024). Furthermore, responsible leadership plays a vital role in balancing business sustainability and stakeholder well-being through collaboration and technological innovation during times of crisis (Yildiz et al., 2023).

Knowledge sharing is one of the driving factors of innovation. This behavior is defined as the sharing of information and knowledge with colleagues across units, including work experience, skills, expertise, and procedures for carrying out tasks, which promotes learning and enhances employees ability to achieve their goals (Ramadhan et al., 2025; Rohman et al., 2020). Knowledge is needed to build new strategies in business and produce creative human resources (Ramadhan et al., 2025). Based on previous studies, knowledge sharing has a significant influence on innovative work behavior (Asmoro & Handoyo, 2021; Pandanningrum & Nugraheni, 2021; Vandavasi et al., 2020). However, other studies show that knowledge sharing has only a small impact on innovative work behavior (Meidawati et al., 2023).

In addition to knowledge sharing, individual factors such as proactive personality also influence innovative work behavior. Personality is a crucial factor because employees perceptions and ability to respond to environmental changes determine behavioral patterns that impact organizational processes and strategies (Bagis, Adawiyah, et al., 2025). Proactive individuals will have a forward looking vision, be more sensitive to new opportunities, and continue to behave proactively to improve the work environment (Hakim et al., 2025). According to previous research, proactive personality has a significant impact on innovative work behavior (Bai et al., 2022; Dewi et al., 2023; Farooq et al., 2022). However, there are contradictory studies that state that innovative work behavior is not influenced by proactive personality (Aloulou et al., 2025).

Psychological capital describes the positive psychological condition of a worker, which is an important intangible asset for a company (Manuti & Giancaspro, 2019). Psychological capital is a concept that can encourage workers to share knowledge, such as positive emotions (Mustika et al., 2020). A person's positive psychological state is determined by self-efficacy, or the belief in exerting the effort necessary to complete a difficult activity, followed by optimism for success and persistence, which together create flexibility towards victory (Luthans & Youssef, 2007; Szaharanityas et al., 2025). According to previous studies, innovative work behavior is significantly influenced by

psychological capital (Novitasari et al., 2020; Ratri et al., 2024; Viani et al., 2023). However, some findings indicate that psychological capital has an insignificant impact on innovative work behavior (Moegni & Sulistiawan, 2012; Zulhapis & Rahayu, 2025).

On the other hand, perceived organizational support is the perception of the extent to which the organization cares about and values their contributions (Imran et al., 2020). Organizational support, such as management assistance and a conducive work environment, plays a crucial role in fostering positive attitudes and enhancing employee commitment and creativity. POS is built on employee experiences, which can drive innovation in the exchange process of daily business activities, both tangible and intangible (Mustika et al., 2020). Previous research that examined the influence between perceived organizational support and innovative work behavior resulted in a significant influence (Nazir et al., 2019; Rahmah & Dwarawati, 2023; Wahid & Ayub, 2024). However, there are other studies showing that POS is not significant towards innovative work behavior (Ranihusna et al., 2021).

Organizational support plays a crucial role in developing emotional attachment to the organization, thus leading employees to contribute their best to the organization. Perceived organizational support has a positive impact on knowledge sharing, according to a number of contradictory studies (Choi et al., 2022; Husni & Gunawan P, 2022; Winarno et al., 2021). According to other studies, POS does not result in major changes in knowledge sharing (Mutahar et al., 2021). Compared with the direct impact of organizational support on innovative behavior, the function of knowledge sharing in the relationship between organizational support and innovative behavior has a greater correlation (Mustika et al., 2020). Consistent with other studies showing that the relationship between POS and innovative work behavior is mediated by knowledge sharing (Afsar & Badir, 2015; Mustika et al., 2020). According to other research, perceived organizational support is not enough to encourage knowledge sharing, which means it has no further impact on the development of innovative work behavior (Cardina et al., 2022).

To address the gap, this study combines two previous research models (Ullah et al., 2024) and (Mustika et al., 2020) into a single comprehensive conceptual framework. Broaden and build theory as a primary theory explains how positive psychological emotions such as self-efficacy, hope, optimism, and resilience can broaden one's thinking and create personal resources to stimulate innovative action (Fredrickson & Joiner, 2018). In addition, social exchange theory explains that when workers feel appreciated and encouraged by the company, they will reciprocate by knowledge sharing and using innovative work behavior (Blau, 1964; Setyoko et al., 2022).

Therefore, the purpose of this study is to investigate the influence of proactive personality, psychological capital, and perceived organizational support on innovative work behavior and knowledge sharing as mediators. The integration of these two previous research models into a more comprehensive framework is what makes this study novel. Furthermore, because this study was conducted in the Purwokerto hotel sector, it is a unique addition. Practically, the findings of this study are expected to help hotel management create an innovative work culture by enhancing proactive character, strengthening psychological capital, and creating productive support networks and knowledge exchange within the organization.

## **LITERATURE REVIEW**

### **Broaden-And Build Theory**

This study integrates broaden-and build theory to explain the relationship between psychological capital and innovative work behavior. This theory explains that daily positive emotional experiences broaden an individual's awareness and gradually build personal resources that contribute to positive psychological (Fredrickson & Joiner,

2018). Consistent positive emotions make thoughts and actions more open to new opportunities, strengthen cognitive capacity, and build psychological resources such as optimism, self-efficacy, hope, and resilience as the core of psychological capital (Fredrickson & Joiner, 2018). In addition, positive emotions increase the chances of feeling good in the future through a dynamic broaden and build process, creating an upward spiral that fosters psychological resilience, increases self-confidence, and facilitates innovative behavior in the workplace (Fredrickson & Joiner, 2018). In an organizational context, this theory explains how positive psychological conditions strengthen psychological capital which ultimately increases employees innovative work behavior (Sirgy, 2019). Positive emotions not only improve psychological well-being but also form internal resources that encourage productive and innovative behavior, so that employees are more open to new experiences, dare to take risks, and are able to develop creative ideas that are valuable to the organization (Sirgy, 2019). Recent research shows a close relationship between proactive personality and innovative work behavior through a broaden-and-build mechanism, where proactive individuals create positive emotions and self-confidence that expand cognitive flexibility and innovative capacity (Li et al., 2022). Positive emotions and a healthy psychological state encourage innovative behavior by expanding thinking capacity, increasing self-confidence, and strengthening resilience to work challenges. This theory also focuses on how employees behave regarding innovation in the workplace (Mishra et al., 2019).

### **Innovative Work Behavior**

Innovative work behavior (IWB) is defined as employee behavior that focuses on developing, implementing, or modifying new concepts, methods, or processes for related adopting units within a group or organization (Haris et al., 2023; Karimi et al., 2023). To improve the productivity, effectiveness and overall performance of an organization, this behavior is more than just coming up with new concepts, this behavior also requires adjustments and changes to existing procedures (Afriandika et al., 2025). Innovative work behavior is essential for developing skills and achieving personal or organizational goals. Demonstrating creative behavior is difficult because it requires more than just imagination, it also requires the emergence of new concepts that must be investigated and refined before being put into practice (Lin, 2023; Murniasih, 2023).

### **Proactive Personality and Innovative Work Behavior**

Proactive personality describes the behavioral tendency to proactively bring about change in one's environment (Robbins & Judge, 2005). Proactive people must acquire knowledge, identify and exploit opportunities, and change the current scenario to significantly improve their workplace. In contrast, less proactive people prefer to passively shape their environment (Muamar & Bagis, 2022). Proactive personality is also associated with the capacity to expand positive thinking and build new psychological resources, as described in Broaden and Build's theory. In this regard, proactive personality encourages employees to expand their cognitive and affective capacities to generate innovative ideas and actions in the workplace (Li et al., 2022).

Research findings show that proactive personality and innovative work behavior are positively correlated (Dewi et al., 2023). In previous research, people with a proactive personality tend to exhibit innovative work behavior in the workplace. Proactive people act on their knowledge, rather than waiting for change (Farooq et al., 2022). In this case, several previous studies show that proactive personality has a positive influence on innovative work behavior (Bai et al., 2022; Dewi et al., 2023; Farooq et al., 2022).

*H1: proactive personality has a positive influence on innovative work behavior*

### **Psychological Capital and Innovative Work Behavior**

Psychological capital (PsyCap) is a multifaceted construct that describes a person's positive psychological state through four characteristics: self-efficacy, optimism,

hope, and resilience (Bagis, Adawqiyah, et al., 2025; Fredrickson & Joiner, 2018). This positive psychological development includes their resilience in the face of setbacks and challenges, optimism about the future, persistence in pursuing goals, the ability to change direction to move forward to succeed, and their ability to face challenging tasks (Slåtten et al., 2020). According to broaden and build theory, psychological capital consisting of optimism, self-efficacy, hope, and resilience enables individuals to build positive resources that strengthen their ability to adapt and innovate (Fredrickson & Joiner, 2018).

Previous research has found that PsyCap plays a significant role in innovative work behavior. These results indicate that employees who feel confident and capable of handling problems tend to be motivated to develop new skills and ideas in completing tasks (Novitasari et al., 2020). Psychological capital is also an individual factor that encourages innovative behavior, which includes the ability to complete tasks, the drive to change, and the flexibility of individual behavior, thus enabling the emergence of new ideas (Ratri et al., 2024). In addition, high psychological capital tends to be involved in increasing innovative work behavior (Viani et al., 2023). The results of previous research stated that psychology has a positive influence on innovative work behavior (Novitasari et al., 2020; Ratri et al., 2024; Viani et al., 2023). So the second hypothesis of this study is as follows.

*H2: psychological capital has a positive influence on innovative work behavior*

### **Perceived Organizational Support and Innovative Work Behavior**

Employees' perceptions of the extent to which the company values their efforts and cares about their well-being are known as perceived organizational support (Robbins & Judge, 2019). The impact of perceived organizational support (POS) on employee behavior is determined by social exchange theory (Bagis et al., 2024; Rhoades & Eisenberger, 2002). Employees are motivated to reciprocate by engaging in constructive activities that advance the company when they see that the company recognizes and values them, as evidenced by promotions, raises, and other resources that support their success (Park & Kim, 2022).

Organizational support has a substantial impact on innovative work behavior, according to research on teachers in special needs schools (SLB). In the context of inclusive education, POS encourages teachers to be more proactive in developing and implementing new ideas (Rahmah & Dwarawati, 2023). According to another study, POS has a significant impact on IWB in Pakistani higher education. Furthermore, this study shows how when employees in Pakistani higher education institutions feel valued and encouraged, their work habits can drive innovation (Wahid & Ayub, 2024). Thus, it is proven that POS can positively predict innovative work behavior (Nazir et al., 2019; Rahmah & Dwarawati, 2023; Wahid & Ayub, 2024). The third hypothesis is.

*H3: perceived organizational support has positive effect on innovative work behavior*

### **Knowledge Sharing and Innovative Work Behavior**

Knowledge sharing is the process of sharing skills aimed at creating or improving valuable products and services (Castaneda & Cuellar, 2020; Lim & Ok, 2021). People use various methods to share knowledge, such as discussions, meetings, study sessions, seminars, and other forms of communication. The subjects of knowledge-sharing activities can be ideas, information, skills, and experiences (Bagis, Faridli, et al., 2024). Knowledge sharing is also a form of social participation that reflects a social exchange mechanism based on mutual trust, as explained in Social Exchange Theory (Locke, 2015). When employees are actively involved in knowledge sharing, they broaden their horizons and build social resources that fuel innovative work behavior (Cropanzano et al., 2017).

According to a number of studies, knowledge sharing has a big impact on innovative work behavior (Asmoro & Handoyo, 2021). According to this study, knowledge

sharing encourages employee creativity, which in turn inspires team members to be more creative (Vandavasi et al., 2020). Knowledge sharing suggests that employees will exhibit more creative work behavior if knowledge sharing initiatives are implemented more effectively. These results are consistent with research showing that knowledge sharing significantly and positively influences innovative work behavior (Asmoro & Handoyo, 2021; Pandanningrum & Nugraheni, 2021; Vandavasi et al., 2020). Based on this, hypothesis 4 is proposed as follows.

*H4: knowledge sharing has a positive effect on innovative work behavior.*

#### **Perceived Organizational Support and Knowledge Sharing**

High perceived organizational support can encourage employees to knowledge sharing (Yang et al., 2020). To encourage and enhance knowledge sharing practices in any business relies heavily on the support of top and middle management as part of the organization's support for knowledge sharing (Ali et al., 2019). According to social exchange theory, it provides a theoretical explanation of the relationship between perceived organizational support and knowledge sharing (Blau, 1964; Yang et al., 2020). When employees feel their contributions are valued and treated well (for example through salary, promotions and working conditions) by the organization, they will feel obliged to pay attention to the interests and goals of the organization (Yang et al., 2020).

The significance of POS as a catalyst for knowledge sharing has been highlighted in previous research. Additional research has verified that knowledge sharing is positively influenced by POS (Choi et al., 2022; Husni & Gunawan, 2022; Winarno et al., 2021). In addition, organizational support is important to foster emotional bonds with the organization, which motivates employee to give their best to help the organization (Winarno et al., 2021). In other words, high POS can make individuals more likely to knowledge sharing (Husni & Gunawan, 2022). The following is a proposal for the fifth hypothesis.

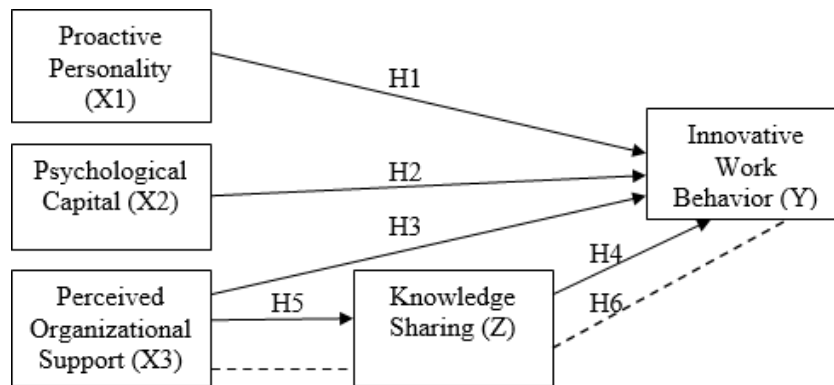
*H5: perceived organizational support has a positive effect on knowledge sharing.*

#### **Knowledge Sharing Mediates The Relationship Between Perceived Organizational Support and Innovative Work Behavior**

Compared with the direct impact of organizational support on innovative work behavior, the function of knowledge sharing in the relationship between POS and IWB has a greater correlation (Cristache et al., 2025). Based on the principles of social exchange theory, a culture of knowledge sharing not only improves teamwork but also fosters mutual trust between the company and its employees (Noe et al., 2020). This situation fosters a sense of reciprocal responsibility, where employee members are motivated to share their expertise in return for the organization's assistance (Cropanzano et al., 2017). Substantial organizational support can motivate employees to actively knowledge sharing, thus creating an environment that encourages the development of innovative work behavior. High organizational support also enables hotel staff to participate in increasing added value, improving service quality, and promoting and implementing new ideas through knowledge sharing (Afsar & Badir, 2015). Previous research states that knowledge sharing successfully mediates the relationship between POS and IWB (Afsar & Badir, 2015; Mustika et al., 2020). The sixth hypothesis proposed is as follows.

*H6: perceived organizational support has a positive effect on innovative work behavior through knowledge sharing*

## Research Framework



**Figure 1. Research Framework**

Developed from articles (Ullah et al., 2024) and (Mustika et al., 2020)

## METHOD

This study uses a quantitative methodology to investigate the influence of proactive personality, psychological capital, and perceived organizational support on innovative work behavior, with knowledge sharing as a mediator. This research builds on previous research (Mustika et al., 2020; Ullah et al., 2024). Knowledge sharing was identified as a mediator in the relationship between POS and IWB, which was not found in previous studies, and perceived organizational support was introduced as a third independent variable. A new conceptual model was created as a result of this study.

The research used the purposive sampling method, namely a research method where researchers have special criteria in determining respondents, such as having worked for at least 1 year (Zaharanura & Sridadi, 2025). The respondents of this study were employees at three Purwokerto hotels consisting of 110 employees of the Java Heritage Hotel, 115 employees of the Grand Karlita Hotels and 90 employees of the Luminor Hotel with the criteria of respondents having worked for a minimum of 1 year. The number of samples was determined using the slovin formula with an error rate of 0.05, resulting in 176 samples. The number of samples used in the analysis was 190 samples. Data collection was carried out using printed questionnaire and google forms. The research instrument in the form of a questionnaire was prepared with a 5 point likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The data analysis technique used Structural Equation Modeling Partial Least Square (SEM-PLS) through SmartPLS software.

The research collected questionnaire items from various sources. The first, proactive personality, adopted 10 items from (Ullah et al., 2024). Psychological capital adopted 6 items from (Luthans & Youssef, 2007; Moustafa et al., 2024). The third, POS variables, with 8 items were derived from (Al-Omar et al., 2019). Finally, the knowledge sharing and innovative work behavior variables adopted 7 statement items from (Sudibjo & Prameswari, 2021).

## RESULT AND DISCUSSION

In this study, partial least squares (PLS) was used to test the proposed hypotheses, which are essentially predictive in nature. PLS aims to minimize variance in variables when estimating model parameters (Hair et al., 2021). All data obtained through the questionnaire were successfully collected with a 100% return rate and prepared for analysis.

**Table 1. Respondent Demographics**

Identity	Information	Frequency	Percentage
Company Origin	Hotel Grand Karlita	70	36.8
	Hotel Luminor	53	27.9
	Hotel Java Heritage	67	35.3
Gender	Man	123	64.7
	Female	67	35.3
Age	>18-25	66	34.7
	>25-30	60	31.6
	>30-35	31	16.3
	>35-40	13	6.8
	>40-50	13	6.8
	>50	7	3.7
Final Education	SLTP	3	1.6
	SLTA	135	71.1
	Sarjana S1	22	11.6
	Diploma D3	30	15.8
Long Time Working	>1-3	85	44.7
	>3-6	63	33.2
	>6-9	13	6.8
	>9-10	5	2.6
	>10	24	12.6
Employment Status	Fixed	108	56.8
	Non Fixed	82	43.2

Based on the demographic data in Table 1. The majority of respondents came from the Grand Karlita Hotel, as many as 70 respondents (36,8%). In terms of gender, the majority of respondents were male, as many as 64,7%. This is due to the demands of physical work and shift work systems such as housekeeping, F&B, security and engineering, while women are generally in the accounting department. From the age group, most respondents were in the productive age range, namely >18-25 years (34,7%) and >25-30 years (31,6%). The most recent education of the majority of respondents was high school education, as many as 135 respondents (71,1%). The most work period was >1-3 years, namely 44,7%. Based on employee status, the majority of respondents were permanent employees, as many as 108 respondents (56,8%).

**Table 2. Outer Loading**

	Indicator items	Outer Loading
X1.1	Wherever I have been, I have been a powerful force for constructive change.	0.762
X1.2	I am always looking for new ways to improve my life.	<b>0.588</b>
X1.3	There is nothing more exciting than seeing my ideas come to life.	0.752
X1.4	If I see something I don't like, I fix it.	0.742
X1.5	Whatever the odds, if I believe in something, I will make it happen.	0.768
X1.6	I enjoy fighting for my ideas, even against opposition from others.	0.711
X1.7	I excel at identifying opportunities.	0.769
X1.8	I'm always looking for better ways to do things.	0.776
X1.9	If I believe in an idea, nothing can stop me from making it happen.	0.747

X1.10	I can see good opportunities long before others can.	0.829
		Outer Loading
X2.1	I feel confident that I am capable of setting goals for myself in my field of work.	0.831
X2.2	I am optimistic about my future in this organization.	0.825
X2.3	When facing challenges in my work, I can find alternative solutions to those challenges.	0.863
X2.4	I can find alternative ways to achieve my goals.	0.918
X2.5	At work, it seems like every difficulty always has a viable solution.	0.900
X2.6	I usually face stressful situations at work with calm and resilience.	0.866
X3.1	This organization takes my goals and values very seriously.	0.823
X3.2	Help was available from the organization when I had problems.	0.832
X3.3	This organization truly cares about my well-being.	0.748
X3.4	This organization will forgive my honest mistakes.	0.777
X3.5	The organization was willing to help me when I needed special assistance.	0.841
X3.6	If given the opportunity, this organization would utilize me.	0.813
X3.7	This organization shows very little concern for me.	0.814
X3.8	This organization cares about my opinion.	0.823
Y1	I recognize the demanding situations organizations face.	0.787
Y2	I am open to new ideas or knowledge needed to find solutions.	0.806
Y3	I process then new ideas I get to support the success of the company.	0.866
Y4	I can explain my ideas systematically to leaders and other employees.	0.844
Y5	I tried to get other employees to try out the ideas I proposed.	0.869
Y6	I have implemented the new ideas I have come up with as part of my daily life at work.	0.876
Y7	I implement new ideas that I get from others at work.	0.774
Z1	I often gain new knowledge from my coworkers.	<b>0.541</b>
Z2	I often share my knowledge with my coworkers.	<b>0.414</b>
Z3	Knowledge exchange between individuals is very possible in this hospitality industry.	<b>0.646</b>
Z4	There are many opportunities to exchange knowledge with colleagues.	<b>0.066</b>
Z5	Technology plays an important role in the exchange of knowledge among colleagues.	0.941
Z6	Management plays an important role in knowledge exchange.	0.940
Z7	When I gain new knowledge, I want to learn more and develop it.	0.924

The analysis result show that all variables have outer loading values above 0.7. A high outer loading value indicates that the indicator is able to adequately represent the construct being measured. The outer loading analysis was conducted in three rounds, where indicators X1.2, Z1, Z2, Z3, and Z4 were eliminated because they had outer loading values below 0.7. Meanwhile, indicators with outer loadings above 0.7 were retained because they still met the validity criteria in the PLS analysis (Hair et al., 2021).

**Table 3. Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Innovative Work Behavior	0.927	0.939	0.940	0.693
Knowledge Sharing	0.929	0.937	0.954	0.875
Perceived Organizational Support	0.926	0.936	0.938	0.655
Proactive Personality	0.911	0.917	0.926	0.581
Psychological Capital	0.934	0.945	0.948	0.753

Based on Table 3 above, it shows that the construct reliability and validity values of all variables are more than 0.7. In addition, the average variance (AVE) values is also above 0.5. In this case, all variables meet the criteria and are declared reliable .

**Table 4. Model Fit**

	Saturated Model	Estimated Model
SRMR	0.096	0.096
d_ULS	5.181	5.204
d_G	3.353	3.366
Chi-Square	2797.425	2798.171
NFI	0.608	0.608

The SRMR value in the table above is 0.096, indicating the model is below the threshold of  $\leq 0.10$ . The d\_ULS and d\_G values are 5.204 and 3.366, respectively. Meanwhile, the NFI is 0.608. Thus, the overall model can be declared to have an adequate level of fit and is suitable for use in further analysis.

**Table 5. Discriminant Validity**

	Innovative Work Behavior (Y)	Knowledge Sharing (Z)	Perceived Organizational Support (X3)	Proactive Personality (X1)	Psychological Capital (X2)
Innovative Work Behavior (Y)	0.833				
Knowledge Sharing (Z)	0.558	0.935			
Perceived Organizational Support (X3)	0.475	0.282	0.809		
Proactive Personality (X1)	0.417	0.245	0.591	0.762	
Psychological Capital (X2)	0.356	0.153	0.512	0.751	0.868

Based on the discriminant validity results, all constructs in this study met the Fornell-Larcker criteria. Each construct had a higher AVE value compared to the correlation between other variables. This finding indicates that each variables innovative work behavior, knowledge sharing, perceived organizational support, proactive personality, and psychological capital is able to explain itself more strongly.

**Table 6. R Square Values**

	R Square	R Square Adjusted
Innovative Work Behavior	0.439	0.427
Knowledge Sharing	0.080	0.075

The Adjusted R Square values for the innovative work behavior variable is 0.427. This indicates that 42.7% of the variation in innovative work behavior can be explained by the variables of proactive personality, psychological capital, perceived organizational support, and knowledge sharing. Therefore, it is concluded that the Adjusted R Square value is sufficient . the Adjusted R Square value for knowledge sharing variable is 0.075, which indicates that 7.5% of the perceived organizational support variable can explain the knowledge sharing variable. This concludes that the Adjusted R Square value is relatively weak.

**Table 7. Path Coefficiens**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values	Results
PP -> IWB	0.091	0.078	0.097	0.940	0.348	Rejected
PC -> IWB	0.093	0.110	0.097	0.959	0.338	Rejected
POS -> IWB	0.246	0.243	0.056	4.378	0.000	Accepted
KS -> IWB	0.452	0.457	0.066	6.886	0.000	Accepted
POS -> KS	0.282	0.289	0.060	4.720	0.000	Accepted
POS -> KS -> IWB	0.128	0.132	0.033	3.851	0.000	Accepted

The p-values is used to test the hypothesis, if the p values is < 0.05, the coefficient is considered significant (Hair et al., 2021). In the first and second hypotheses, proactive personality and psychological capital do not have a significant effect on innovative work behavior, because the p-value is 0.348 and 0.338, respectively, which are >0.05, so the first and second hypotheses are rejected. The third and fourth hypotheses are supported because they show a positive relationship between knowledge sharing and perceived organizational support on innovative work behavior, with a p-value less than 0.05. The fifth hypothesis is accepted because the p-value is less than 0.05, indicating that knowledge sharing is positively and significantly influenced by perceived organizational support. The sixth hypothesis is supported because it shows that knowledge sharing effectively mediates the relationship between perceived organizational support and innovative work behavior.

## **DISCUSSION**

### **Proactive Personality and Innovative Work Behavior**

The results of the study showed that proactive personality had no effect on innovative work behavior, thus rejecting the first hypothesis. This finding is inconsistent with previous research (Bai et al., 2022; Dewi et al., 2023; Farooq et al., 2022). Therefore, these findings indicate that proactive personality does not influence IWB among hotel employees. Hotels with highly procedural work structures and strict operational standards often hinder employee initiative due to established service regulations. This situation leaves insufficient room for proactive traits to develop into innovative behavior. This finding is supported by other research, which found that proactive personality was not significantly associated with innovative work behavior (Aloulou et al., 2025).

Based on the theory, these organizational result do not fully support the principle of broaden and build theory, which emphasizes that positive psychological states enable individuals to expand their capacity for thought and action. When the work environment does not able to develop optimal innovative work behavior (Fredrickson, 2001; Li et al., 2022). In addition, the proactive effect on innovation can emerge strongly when individuals are in a positive emotional state that encourages exploration and creative thinking, because positive emotions expand the thought action repertoire needed to produce innovative work behavior (Li et al., 2022).

### **Pengaruh Psychological Capital and Innovative Work Behavior**

The results of the psychological capital analysis on innovative work behavior indicate that this analysis has no effect. Psycap, which encompasses hope, efficacy, resilience, and optimism, has not been effective in encouraging hotel employees to demonstrate innovative work behavior. In the hospitality industry, routine work structures, high service pressure, and a focus on service standards often limit employees' ability to implement new ideas. Although contrary to previous research, there are consistent results regarding the influence of Psycap on innovative work behavior, which have not yielded significant results (Moegni & Sulistiawan, 2012; Zulhapis & Rahayu, 2025).

Based on broaden and build theory, psychological capital can be viewed as the result of a "building" process that develops through the experience of positive emotions. However, to generate innovation, this process requires consistent emotional stimulation and an environment that supports the expression (Fredrickson & Joiner, 2018). Positive emotions such as dratitude, interest, and happiness serve to broaden mindsets and enable individuals to build long term resources. When the work environment does not fully support positive emotions, the influence of psychological capital on inovative work behavior is limited because the expansion and development processes do not occur optimally (Fredrickson & Joiner, 2018).

### **Perceived Organizational Support and Innovative Work Behavior**

Innovative work behavior is positively influenced by perceived organizational support. According to social exchange theory, employees who receive favorable treatment from their company will feel compelled to make meaningful contributions in return (Cropanzano et al., 2017; Srirahayu et al., 2023). Perceived organizational support is a key motivator for employees to demonstrate innovative behaviors that can enhance the guest experience and hotel competitiveness in the hospitality sector, which largely depends on service quality and service innovation (Kandemir, 2025). POS systems then foster feelings of emotional attachment and loyalty to the company, which in turn creates an intrinsic incentive to innovate in service delivery (Rhoades et al., 2001; Setyoko et al., 2022). Therefore, employees' tendency to innovate when performing tasks in the

hospitality workplace increases with the level of support they perceive. This research supports a number of previous studies (Nazir et al., 2019; Rahmah & Dwarawati, 2023; Wahid & Ayub, 2024) which shows that perceived organizational support is a major driver of innovative work behavior.

### **Knowledge Sharing and Innovative Work Behavior**

Innovative work behavior has been shown to have a positive impact through knowledge sharing. This suggests that regular knowledge exchange between coworkers fosters creative activity in the workplace (Saif et al., 2024). Employees are more likely to exhibit innovative behavior when they share knowledge, experiences, and work ideas. Knowledge sharing not only improves a person's cognitive abilities but also gives them the confidence to try new things and take risks to create change (Akram et al., 2020; Chin et al., 2025).

Based on social exchange theory, individuals who receive support from coworkers will be motivated to provide commensurate contributions in the form of positive behavior such as innovation (Cropanzano et al., 2017). Knowledge sharing is not just a process of transferring information, but a form of social exchange that creates trust, mutual respect and moral obligations among employees (Ramadhan et al., 2025). The findings of this study align with those of several other researchers who have found that knowledge sharing contributes significantly to increasing innovation, both within individuals and teams. These studies support this finding, stating that knowledge sharing activities not only improve individual competency but also strengthen collaboration within teams, thereby generating innovative ideas that are valuable to the organization (Asmoro & Handoyo, 2021; Pandanningrum & Nugraheni, 2021; Vandavasi et al., 2020).

### **Perceived Organizational Support and Knowledge Sharing**

Perceived Organizational Support has a positive effect on knowledge sharing. These findings highlight that when employees perceive strong support from the organization, whether in the form of appreciation, concern for their well-being, or assistance in completing tasks, they are more motivated to engage in knowledge sharing behavior. According to Social Exchange Theory, positive social exchange relationships encourage individuals to reciprocate the support they receive with contributions that benefit the organization (Blau, 1964; Cropanzano et al., 2017). In this case, employees reciprocate this support through a commitment to sharing experiences, information and ideas that can improve the effectiveness of teamwork and the organization as a whole.

This finding is in line with previous studies which found that POS has a significant impact on knowledge sharing, because employees feel psychologically safe, supported, and valued by the organization, so they are more open in sharing knowledge in the work environment (Choi et al., 2022; Husni & Gunawan, 2022; Winarno et al., 2021). When organizations demonstrate a commitment to the well-being and needs of employees, it builds trust and emotional attachment. This trust ultimately strengthens employees' desire to reciprocate through prosocial behavior, one of which is sharing knowledge to advance the organization. Thus, the research findings showing a significant influence of POS on knowledge sharing not only support social exchange theory but also reinforce previous empirical findings (Gumelar & Fajri, 2024).

### **Knowledge Sharing Mediates The Relationship Between Perceived Organizational Support and Innovative Work Behavior**

These findings indicate that when employees perceive tangible support from the organization, such as recognition of their contributions, fairness, and concern for their well-being, this encourages the creation of positive relationships that are manifested in knowledge sharing behavior. According to Social Exchange Theory (SET), the

relationship between individuals and organizations is based on social exchanges oriented towards mutual benefit, where individuals are encouraged to reciprocate organizational support through positive behaviors such as knowledge sharing and innovation (Cropanzano et al., 2017).

In the hospitality industry, where service quality relies heavily on collaboration and communication between employees, knowledge sharing is a tangible manifestation of this social exchange. When hotel employees share experiences in serving guests, resolving complaints, or improving operational efficiency, they not only strengthen internal social networks but also expand the organization's capacity for adaptation and innovation. This is in line with the view (Arsawan et al., 2020), that in a social system, positive actions such as sharing information or ideas will be exchanged for social rewards in the form of trust, acceptance, and appreciation, which in turn encourage constructive behaviors such as innovation (Pham et al., 2024). This finding aligns with previous research that high organizational support fosters social trust and a sense of obligation, which encourage employees to share knowledge and create innovative work behaviors in the workplace (Afsar & Badir, 2015; Winarno et al., 2021). Thus, knowledge sharing plays a partial mediating role in the relationship between perceived organizational support and innovative work behavior.

The findings of this study provide important practical and theoretical implications. Practically, the results emphasize the role of perceived organizational support and knowledge sharing in fostering innovative work behavior among hospitality employees. Hotel management is encouraged to strengthen organizational support through fair treatment, recognition of employee contributions, and the creation of an environment that facilitates knowledge exchange across departments. Such practices can enhance service innovation and operational improvement in highly standardized hospitality settings. Theoretically, this study extends the innovative work behavior literature by showing that organizational and social factors play a more dominant role than individual psychological traits in shaping innovation within the hospitality industry.

Despite its contributions, this study has several limitations. First, the study was conducted at a single point in time, which limits the ability to capture changes in employees' innovative work behavior and related perceptions over time. Second, data were collected using structured self-administered questionnaires, which may not fully capture deeper insights into employees' experiences and contextual factors influencing innovative work behavior. Third, this study focused on selected individual and organizational variables, while other potentially relevant factors were not examined.

Considering these limitations, future research could employ a longitudinal research design to better understand changes in innovative work behavior over time. Future studies could also adopt a mixed-methods or qualitative approach to gain deeper insights into employee experiences and organizational contexts. Furthermore, expanding the research model by incorporating other relevant variables, such as leadership style, organizational culture, or work environment characteristics, could provide a more comprehensive understanding of innovative work behavior.

## **CONCLUSION**

This study aims to analyze the influence of proactive personality, psychological capital, and perceived organizational support on innovative work behavior with knowledge sharing as a mediator in the hospitality industry employees. The results showed that proactive personality and psychological capital did not influence innovative work behavior. This indicates that although individuals have high psychological potential and proactive traits, this is not enough to generate innovative behavior without the support of a positive organizational environment. The results of the study on perceived organizational support and knowledge sharing showed an effect on innovative work

behavior. In addition, perceived organizational support also had an effect on knowledge sharing. Furthermore, the results of the mediation study on the variable perceived organizational support (X3) showed that knowledge sharing successfully mediated the relationship between perceived organizational support and innovative work behavior. This indicates that when employees feel support from the organization, they are encouraged to reciprocate with positive behaviors such as knowledge sharing, which ultimately triggers the emergence of innovative behavior. Overall, this study confirms that innovative work behavior in the hospitality industry depends not only on individual factors such as proactive personality and psychological capital, but also on organizational factors in the work environment such as organizational support and a strong knowledge sharing culture.

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