

# STUDY ON INNOVATIVE BEHAVIOR OF “X” HOTEL EMPLOYEES IN SURABAYA

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**Abstrak.** Vulnerability is constantly looked at in a steadily changing business climate, this makes associations should have the availability and capacity to make developments. This examination plans to investigate the impact of perceived peer support and perceived organizational support on innovative behavior. This study uses work engagement as a mediating variable, and leader-member exchange as a moderating variable. This examination was directed at Hotel “X” Surabaya, which is important for a four-star public lodging network to discover how the impact of help that has been felt by workers from the hierarchical level and the socio-enthusiastic level on their innovative behavior, also the mediating role of work engagement. The sample in this study was an employee of “X” Hotel in Surabaya who worked in the operational division with a total number is 40 people. The sampling technique used is a census. After testing the hypothesis using Partial Least Square, the results showed that the perception of peer support does not influence the innovative behavior of “X” Hotel employees in Surabaya. Work engagement is proven to fully mediate the effect of perceived peer support on the innovative behavior of “X” Hotel employees in Surabaya. Furthermore, work involvement is proven to partially mediate the effect of perceived organizational support and innovative behavior of “X” Hotel employees in Surabaya. This examination likewise shows the outcomes that leader-member exchange strengthens the influence of perceived organizational support and innovative behavior of “X” Hotel employees in Surabaya

**Keywords:** innovative behavior, leader-member exchange; perceived organizational support; perceived peer support; work involvement.

## INTRODUCTION

The uncertainty that is always faced in an ever-changing business environment makes organizations and must have the readiness and increase the ability to create innovation. The goal is to maintain and produce products that excel in the face of change. As stated by [Yang et al.](#) 2020 that in a complex, competitive, and ever-changing environment, organizations must rely on innovation to meet and achieve competitiveness in a sustainable manner. According to [Sintes & Mattsson](#) (2009) competitiveness in the hotel sector also depends on innovation to achieve lower costs but produce higher quality outputs, either in the form of improving services and products or in the form of innovation in solving environmental problems. In addition, innovation in the hospitality sector can improve finance, productivity, quality standards, organizational value, and performance ([Edghiem & Mouzughi](#), 2018).

This change was also experienced by Hotel "X" Surabaya. Hotel "X" Surabaya is one of the four-star hotels in Surabaya, East Java. Initially, Hotel "X" Surabaya was part of one of the international hotel chains. In 2017 ownership changed to part of one of the national hotel chains. This rebranding makes Hotel X Surabaya also implement a new strategy to achieve its goals. One of them is innovation in the organization. In the past, innovation was only limited to the top management line. However, currently, innovation at Hotel "X" Surabaya involves cooperation at all levels of employees. Hotel "X" Surabaya creates a new image for

the hotel and increases consumer interest in the services provided by the hotel.

Employees get encouragement and support from the organization to provide new ideas, which include improvements, the development of existing ideas, or the creation of new service products. Representatives get the chance to make thoughts identified with the improvement of new items, occasions that can be acknowledged, plans to tackle issues that frequently emerge at work or thoughts identified with working on the association to surpass the yearly turnover target The openness of innovation implemented by Hotel "X" Surabaya has succeeded in increasing customer interest in this hotel, which can be seen from the increase in the number of guests, and annual turnover. Compared to before, Hotel "X" Surabaya currently also rarely receives complaints from disappointed guests regarding the services provided.

Hotel "X" Surabaya in addition to motivating employees, the organization also provides support so that employees can work beyond performance. This support is in the form of programs packaged in various forms, such as general staff meetings to accommodate ideas and explore creativity, organizational organizations to accommodate complaints related to work problems, coaching, to training that must be attended every month for a minimum of six hours so as not to get bored at work. In addition, Hotel X Surabaya also provides programs to strengthen the closeness between employee members so that they are always

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compact to work together between individuals and teams. As per the JD-R model, the availability of job resources both at the organizational level, social-interpersonal relationships, work, and task levels can be a great source of motivation for employees to produce high performance (Bakker & Demerouti, 2007).

Hotel "X" Surabaya realizes that the work environment in the hospitality industry has high work pressure, so the organization ensures that employees do not feel pressured and bored by providing training that is required to be followed for a minimum of six hours every month. Given the work environment that has high pressure, organizations must be able to create a sense of employee engagement with work. Because through this work engagement, employees can produce various positive results (Grobelna, 2019). In addition, this work engagement can make employees more likely to play their role in work voluntarily (Dai et al. 2020). Because employee boredom can make them unproductive, create feelings of displeasure at work, to make employees often waste their free time at work to do other things that are not useful.

Leaders and employees form exchange relationships based on various things. As in high-level relationships or also called in groups, this relationship can be caused by mutual trust between leaders and employees, mutual respect, and mutual influence. On the other hand, the exchange-level leader relationship or so-called out-group can be caused by employees who do not have the desire to work more, there is no emotional closeness between leaders and subordinates, or there

is no interpersonal interest (Liden & Maslyn, 1998). Employees get more responsibility from their supervisors to do certain jobs. As in the front office, an employee can be asked to help serve certain guests in a restaurant. Furthermore, during the night shift, a housekeeping employee is also asked to assist room attendants to help provide services for certain guests. Compared to out-group, in-group employees have higher levels of self-efficacy, greater opportunity to be involved in the decision-making process, a better quality of communication with management, and information related to work, mentoring, and other developmental processes related to work (Casimir et al. 2014). Supervisors as organizational agents can be a picture for employees of how the organization provides support to them, this picture they get based on the treatment they receive. So that this leader-member exchange can be a factor that strengthens the relationship between employees' perceptions and their innovative behavior (Agarwal, 2014).

This research was conducted based on the phenomena previously mentioned, to find out how the influence of support that has been felt by employees from the organizational level and the socio-emotional level on their innovative behavior, also the mediating role of work engagement. In which employees have experienced a change in the pattern of the work system from being not involved in creating innovations to being more open for them in high work pressure, like before and after rebranding. In addition, previous research is still limited to include variables in the form of social-emotional level

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support, namely Perceived Peer Support as an independent variable, on Innovative Behavior.

### **Theoretical Basis and Hypothesis Development**

Innovative behavior is an imaginative representative work conduct, which alludes to the inception, advancement, acknowledgment, and execution of groundbreaking plans to further develop items, administrations, cycles, and work techniques. This imaginative conduct is made from a thought purposefully, advancing the thought, and acknowledging it in a work job, workgroup, or association ([Wang et al.](#), 2015). Imaginativeness can be depicted as where workers' novel thoughts, by implies, are created, made, acknowledged, executed for their execution ([Thurlings et al.](#), 2015). Imaginative conduct is a cycle where the monetary or social worth got from information happens through the dispersion, and change of information to create valuable new items or ([Akram et al.](#), 2020). Following the definition recently referenced, [Janssen](#) (2000), additionally clarifies that innovative behavior is characterized as the aftereffect of the making of thoughts that are intentionally made by representatives, just as the presentation, and utilization of these thoughts in work jobs, gatherings, or associations that are useful for job execution, gathering, or association. remembering past research, in this examination, it very well may be characterized that imaginative conduct is the conduct of representatives who are inventive as far as making, presenting, and

acknowledging thoughts inside the extent of work.

Perceived co-worker support or perceived co-worker support is a representative's view of the degree to which their collaborators give business-related help with completing tasks ([Loi et al.](#), 2014). This help from collaborators is one of social help identified with enthusiastic consideration, giving instrumental help, and data support from partners ([Karatepe](#), 2012). In addition, ([Swift & Virick](#), 2013) define co-worker support as singular representative convictions regarding how much their associates as an aggregate gathering offer help, and consistently like the commitment of the worker. For example, getting help when representatives need it in completing work, and backing and help when managing circumstances that can cause pressure.

While [Hammer et al.](#) (2004) explain the perception of co-workers' support is the impression of representatives concerning the different types of help they get from associates at work. From the definitions recently referenced, in this investigation, the view of associates' help can be characterized as the impression of the conviction that their colleagues give help and backing to work.

Perceived organizational support is a representative's inclination that alludes to the faith in the association that each commitment made by workers will be valued, and gets consideration from the association concerning their government assistance ([Loi et al.](#), 2014). [Wayne et al.](#), (1997) clarified that apparent authoritative help is the overall conviction of

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representatives regarding how to esteem every one of their commitments, and care about the government assistance of every worker. Moreover, [Eisenberger et al.](#), (2001) likewise characterize that organizational support clarified that apparent authoritative help is the overall conviction of representatives regarding how to esteem every one of their commitments, and care about the government assistance of every worker. Moreover, [Eisenberger et al.](#), (2001) likewise characterize.

Work engagement is a good perspective and is described by the energy, devotion, and ingestion that representatives feel in their work ([Schaufeli et al.](#), 2006). According to [Breevaart et al.](#), (2015) work engagement is a positive perspective of representatives, which is identified with their work. Hence, representatives who have a feeling of work commitment show that they have high energy levels, are excited about work, are motivated, and are pleased with the work they do. [Bakker et al.](#), (2011) explain that work engagement is a positive condition of representatives at work, which tells the best way to esteem their work as something that can be a boost and energy, and something that makes workers need their time and energy. Just as things that make representatives.

Theory about Leader-Member Exchange (LMX) is based on Social Exchange Theory (SET) and represents that leaders have an alternate communication measure with every representative ([Saeed et al.](#) 2019). In the Leader-member exchange, there is a dyadic connection between the leader and the worker individuals they lead ([Porter et al.](#) 2019).

[Liden & Maslyn](#) (1998) explain that leader-member exchange is the utilization of an alternate style of the pioneer in every one of his representatives, for this situation, the leader fosters an alternate sort of relationship or kind of trade for every worker.

H1: Perceived peer support has positive influences on the innovative behavior of "X" hotel employees in Surabaya

H2: Perceived peer support has a significant influence on the innovative behavior of "X" hotel employees in Surabaya mediated by work engagement

H3: Perceived organizational support has positive influences on the innovative behavior of "X" hotel employees in Surabaya

H4: Perceived organizational support has a significant influence on the innovative behavior of "X" hotel employees in Surabaya mediated by work engagement

H5: Perceived organizational support has a significant influence on the innovative behavior of "X" hotel employees in Surabaya moderated by leader-member exchange

## METHODS

### Type of research

This research used the quantitative method. Perceived Peer Support and Perceived Organizational Support were the independent variables. Work Engagement was mediating variable. Innovative Behavior was a dependent variable. And Leader-Member Exchange as moderating variable.

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### Participant / Sample

The population in this study was an employee of "X" Hotel in Surabaya who worked in the operational division with a total number is 40 people. While the technique used to determine the sample is the census technique. That is, taking all members of the population as research samples.

### Measurement

Perceived co-worker support is the perception or acceptance of Hotel "X" employees about the various supports and assistance they receive from their co-workers at work. The indicators used in this study are based on the statement of [Hammer et al.](#) (2004). As employees receive help from co-workers, employees feel welcome in the workgroup.

Perceived Organizational Support is the perception of Hotel "X" Surabaya employees about support from organizations that care about their welfare. In this study, the Perceived Organizational Support indicator is based on the statement of [Eisenberger et al.](#) (2001). As proud of the pride of employees, the organization cares about the welfare of employees, appreciates the organization, and contributes to the success of the organization.

Work engagement is the positive psychology of Hotel "X" Surabaya employees with their work which is characterized by strength, dedication, and absorption in work. Indicators of Work Engagement are based on the statement of [Schaufeli et al.](#) (2006). which consists of passion, dedication, and absorption.

Innovative behavior is the behavior of

Hotel X Surabaya employees to provide useful new results, through the formation of ideas, promotion of these ideas, to realization. The employee's innovative behavior indicator is based on research by [Janssen](#) (2000), which consists of idea formation, idea promotion, and idea realization.

Leader-Member Exchange (LMX) is a reciprocal relationship between the leadership and employees of Hotel "X" Surabaya, in which the leader develops a different type of relationship or exchanges with each subordinate. The indicator of this variable is based on the statement [Liden & Maslyn](#) (1998) which consists of influence, loyalty, contribution, and professional award.

### Data Collection

After the data was obtained through interviews and questionnaires, also through primary and secondary data, the researcher then conducted an analysis using statistical test tools. This study uses PLS (Partial Least Square) analysis with SmartPLS software.

## RESULTS AND DISCUSSION

### Test Result

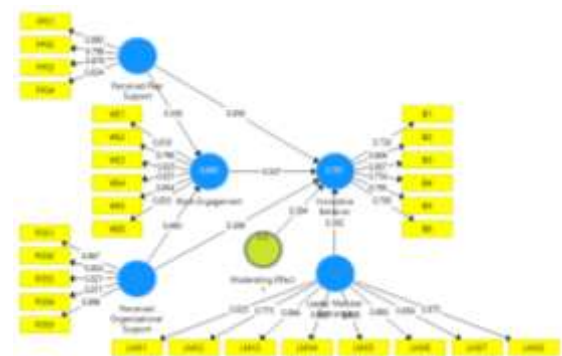


Figure.1 Outer Model

### Outer Model

### **Convergent Validity**

Based on the test, shows that the model has an outer loading value of more than 0.700. So that all indicators of each variable meet convergent validity.

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## Discriminant Validity

Table 1. Cross Loading Value

	Innovative Behavior	Leader Member Exchange	Perceived Organizational Support	Perceived Peer Support	Work Engagement
<b>IB1</b>	0.730	0.347	0.483	0.386	0.557
<b>IB2</b>	0.806	0.608	0.633	0.731	0.756
<b>IB3</b>	0.807	0.471	0.369	0.584	0.642
<b>IB4</b>	0.754	0.318	0.492	0.299	0.533
<b>IB5</b>	0.795	0.403	0.557	0.381	0.516
<b>IB6</b>	0.790	0.374	0.423	0.406	0.580
<b>LMX1</b>	0.474	0.835	0.336	0.674	0.526
<b>LMX2</b>	0.504	0.773	0.436	0.514	0.592
<b>LMX3</b>	0.446	0.864	0.456	0.529	0.497
<b>LMX4</b>	0.474	0.885	0.366	0.558	0.384
<b>LMX5</b>	0.460	0.888	0.306	0.492	0.425
<b>LMX6</b>	0.507	0.893	0.356	0.460	0.407
<b>LMX7</b>	0.451	0.854	0.303	0.403	0.310
<b>LMX8</b>	0.492	0.875	0.370	0.327	0.476
<b>POS1</b>	0.435	0.226	0.867	0.068	0.491
<b>POS2</b>	0.400	0.374	0.822	0.191	0.454
<b>POS3</b>	0.515	0.394	0.821	0.253	0.480
<b>POS4</b>	0.689	0.383	0.871	0.373	0.633
<b>POS5</b>	0.620	0.432	0.898	0.339	0.554
<b>PPS1</b>	0.519	0.501	0.227	0.890	0.609
<b>PPS2</b>	0.500	0.491	0.278	0.798	0.523
<b>PPS3</b>	0.534	0.577	0.188	0.870	0.541
<b>PPS4</b>	0.549	0.384	0.328	0.824	0.586
<b>WE1</b>	0.642	0.374	0.563	0.529	0.818
<b>WE2</b>	0.739	0.318	0.585	0.498	0.790
<b>WE3</b>	0.583	0.452	0.339	0.573	0.835
<b>WE4</b>	0.623	0.377	0.419	0.526	0.831
<b>WE5</b>	0.630	0.547	0.543	0.659	0.854
<b>WE6</b>	0.632	0.553	0.592	0.533	0.835



Based on the data results indicate that the cross-loading value between variables is higher than the others. So it can be said that the model has met the discriminant validity.

**Construct Validity**

**Table 2 construct validity**

	<b>Average Variance Extracted (AVE)</b>
<b>Perceived Peer Support</b>	0.716
<b>Perceived Organizational Support</b>	0.734
<b>Work Engagement</b>	0.685
<b>Innovative Behavior</b>	0.610
<b>Leader Member Exchange</b>	0.739

The results of data processing show that each variable has a value > 0.5, then the conclusion of These data indicates that the indicators used in the study meet the requirements of construct validity.

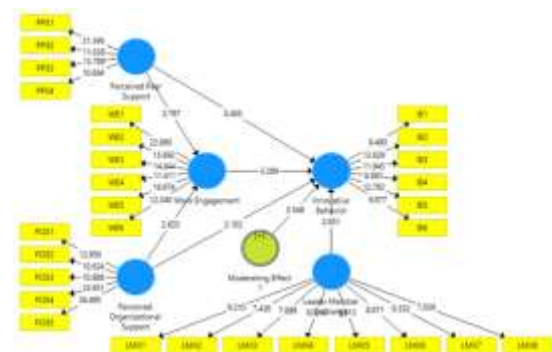
**Composite Reliability**

**Table 3 Composite Reliability**

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>
<b>Perceived Peer Support</b>	0.867	0.910
<b>Perceived Organizational Support</b>	0.910	0.932
<b>Work Engagement</b>	0.908	0.929
<b>Innovative Behavior</b>	0.873	0.903
<b>Leader-Member Exchange</b>	0.949	0.958

results if to indicate that all variables have a value of alpha and composite reliability of more than 0, 7, meaning that the model of all variables is reliable and can be used to conduct research.

**Structural Model (Inner Model)**



**Figure 2. Inner Model**

**Inner Model**

Through the Inner Model can be known the value of the R-Square and the results of hypothesis testing in research.

**Rated R-Square (R<sup>2</sup>)****Table 4 Values of R-Square**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Innovative Behavior</b>	0781	0749
<b>Work Engagement</b>	0640	0620

Results of the data show that the value of R-Square innovative behavior by 0781, which means the percentage of the amount of innovative behavior can be explained by The variables of perceived peer support, perceived organizational support, job involvement, and the interaction between perceived organizational support\*leader-member exchange were 78.1%, the remaining 21.9% explained by other factors. Furthermore, the amount of work

involved that can be explained by the perceived support of coworkers and perceived organizational support is 64%, the remaining 36% is explained by other factors.

Assessment of good of fit can be seen from the value of Q2. Q value<sup>2</sup> indicates that the higher the Q2 the model will be more fit the data. Calculation of the value of Q2 can be done with the formula:

$$\text{Value of } Q^2 = 1 - [(1 - 0.640) \times (1 - 0.781)] = 0.921 \text{ (92.1\%)}$$

The calculation results above show the result of 0.921, which means the diversity of research data research that can be explained by the structural model is 92.1%, while the remaining 7.9% is from other factors outside the model. These results indicate that the structural model is close to 100%, which means that it has good goodness.

## Hypothesis Test

### Direct Effect Hypothesis Test Results

Table 5 Direct Effect Hypothesis Test Results

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Value
Perceived Peer Support -> Innovative Behavior	0050	0059	0123	0405	0343
Perceived Organizational Support -> Innovative Behavior	0309	0303	0147	2102	0018
Moderating effect-> Innovative behavior	0294	0292	0083	3548	0000

### Hypothesis Test Results Indirect Effect

Table 6 Hypothesis Test Results Indirect Effect

	Original Sample	Mean	Standard Deviation	T Statistics	P-Value
Perceived Organizational Support -> Work Engagement -> Innovative Behavior	0.247	0.222	0.113	2.185	0.015
Perceived Peer Support -> Work Engagement -> Innovative Behavior	0.285	0.274	0.116	2.455	0.007

### Scatter plot

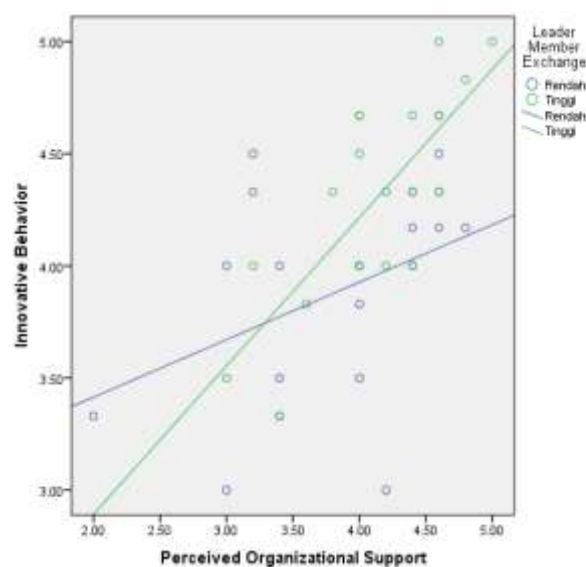


Figure 3. Scatter Plot

**Cross Tabulation**

**Table 7 Cross Tabulation**

SupportPerceived organizational Behavior \* Innovative \* leader Member Exchange cross-tabulation of

			<b>leader Member Exchange</b>	<b>Conduct Innovative</b>		<b>Total</b>
				<b>Low</b>	<b>High</b>	
<b>Low</b>	<b>Perceived organizational Support</b>	<b>Low</b>	Count in Perceived organizational Support	6 75.0%	2 25.0%	8% 100.0%
		<b>High</b>	Count in Perceived Organizational Support	5 50.0%	5 50.0%	10 100.0%
	<b>Total</b>		Count in Perceived Organizational Support	11 61.1%	7 38.9%	18% 100.0%
			Count in Perceived Organizational Support	4 80.0%	1 20.0%	5 % 100.0%
<b>High</b>	<b>Organizational Support</b>	<b>Low</b>	Count in Perceived Organizational Support	4 23.5%	13 76.5%	17% 100.0%
		<b>High</b>	Count in Perceived Organizational Support	8 36.4%	14 63.6%	22% 100.0%
<b>Total</b>	<b>Support</b>	<b>Low</b>	Count in Perceived Organizational Support	10 76.9%	3 23.1%	13% 100.0%
		<b>High</b>	Count in Perceived Organizational Support	9 33,3%	18 66.7%	27% 100.0%
<b>Total</b>			Count % in Perceived Organizational Support	19 47.5%	21 52.5%	40 100.0%

### **The influence of perceived peer support on innovative behavior of "X" hotel employees in Surabaya**

In view of the measurable outcomes displayed in Table 5, it shows that the t-statistic value is  $0.405 < 1.64$ , and p-value  $0.343 > 0.05$ . So it can be seen that the perceived peer support does not affect innovative behavior. Research from [Gountas et al., \(2014\)](#) previously explained that employee interactions with coworkers can produce positive emotions and behaviors from the employee. In addition, employee extra-role performance such as innovative behavior is a reflection of the availability of resources needed by employees on the job. However, in [Schaufeli \(2017\)](#) research it is explained that the available job resources are not able to reduce the impact that is felt by employees at work, in other words, the availability of work resources in the form of support received from co-workers has limited ability to manage arising from the workload and the emotional consequences at work. The impact of this can be in the form of fatigue that cannot be a stimulus for employees to improve performance, extra-role performance.

Working hotel representatives work in the cordiality business area which has high work pressure. The interactions that occur between employees and co-workers shape their perceptions of the support they receive from co-workers. The results of this perception cannot directly lead to innovative behavior, but rather a positive feeling of employees of Hotel "X" Surabaya on their work in an environment with high work pressure, compared to a direct influence on their behavior at work.

### **The mediating of work engagement on the influence of perceived peer support towards innovative behavior of "X" hotel employee in Surabaya**

Table 6 shows the t-statistic of  $2.185 > 1.64$ , and p-values of  $0.007 < 0.05$ . Thus, it shows that work engagement mediates the perceived peer support relationship on innovative behavior. Hotel "X" Surabaya always encourages employees to have a sense of closeness to each other and increases cohesiveness between members. In addition, in a work environment that has high work pressure, the closeness between employees creates positive feelings about their work. Finally, it can lead to positive employee behavior in the workplace as expected by the organization, namely innovative behavior. According to ([Doğru, 2018](#)), employees who feel attached to work will work enthusiastically, not easily get tired, and make employees work in terms of creating and implementing new ideas that are useful in their work, which means that employees behave positively in the form of innovative behavior.

### **The influence of perceived organizational support on innovative behavior of "X" hotel employees in Surabaya**

The results of hypothesis testing listed in table 5 show that the t-statistics value is  $2.102 > 1.64$  and p-values are  $0.018 < 0.05$ . Thus, it is realized that the perception of organizational support has a positive and significant effect on innovative behavior. In the Social Exchange Theory (SET), it is clarified that when workers see that the organization is highly supportive, then employees will tend to give back to the

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organization, from employee perceptions so that it leads to behavior based on high performance ([Cropanzano & Mitchell, 2005](#)). Various supports provided by Hotel "X" Surabaya which aim to improve their performance can increase the extra-role performance of employees.

Hotel "X" Surabaya is of the view that if it cannot manage employees to produce creative and innovative ideas, this can guarantee the hotel's progress in the future. Hotel "X" Surabaya reflects on other hospitality industries that are reluctant to open with innovation and close their businesses. Employees receive support to improve skills through acquiring new ideas or adopting ideas. Whether in the domain of creation, service, or innovative ideas to solve problems that often arise on the job.

#### **The mediating of work engagement on the influence of perceived organizational support towards innovative behavior of "X" hotel employee in Surabaya**

The results of the data processing are shown in Table 6, the t-statistic value is  $2.185 > 1.64$  and the p-value is  $0.015 < 0.05$ . So it very well may be seen that work engagement mediates the relationship of perceived organizational support to innovative behavior. Based on the JD-R theory, it is explained that the availability of job resources needed by employees such as organizational support can reduce feelings and in work, there is a drive for goals, and create positive feelings in the form of work interactions, which will make employees try new things, create ideas. and solutions ultimately shape innovative behavior ([Agarwal, 2014](#)). The support

provided by Hotel "X" Surabaya for employees makes employees feel positive motivation at work even though they are in a work environment with high work pressure. This positive feeling becomes a stimulus for employees to be productive at work. Positive motivation in employees triggers employees to new ideas, as well as employee confidence to create or adopt useful ideas.

#### **The moderating of leader-member exchange on the influence of perceived organizational support on innovative behavior of "X" hotel employees in Surabaya.**

Because of the consequences of the factual information investigation displayed in Table 5, it can be seen that the t-statistic value is  $3.548 > 1.64$  and p-values  $0.000 < 0.05$ . Furthermore, in the scatter plot, it can be seen that with high leader-member exchange, the perceived influence of organizational support on innovative behavior is more positive, as can be seen from the line that makes the horizontal line, which is more inclined to the right. At the low leader-member exchange, the influence of perceived organizational support on innovative behavior is lower. This can be seen with a line that approaches a horizontal line, is sloping, or approaches a straight line. Reinforced by additional data processing, the table of cross-tabulation results shows that respondents who have high perceived organizational support but with low-level leader-member exchanges (outgroups), only find 50% who have high innovative behavior. Meanwhile, respondents with a high perception of organizational support and a high level of

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leader-member exchange (in-group), as many as 76.5% have high innovative behavior. The consequences of this cross-tabulation demonstrate that the perceived high organizational support supported by the high-level exchange leader relationship quality, the higher the innovative behavior. So from this moderating effect test, it shows that the exchange of leader members moderates the effect of perceived organizational support on innovative behavior so that when the exchange of leader members is high, the relationship of perceived organizational support and innovative behavior becomes stronger.

The Leader-member exchange level forms a reciprocal relationship between supervisors and employees of Hotel "X" Surabaya, which eventually raises information between supervisors and employees. As an agent of the organization, the supervisor can be an illustration for employees of how much support the organization provides to employees. Based on the social exchange theory, employees will tend to give back to the organization based on the view of the support they receive (Cropanzano & Mitchell, 2005).

## CONCLUSIONS

It can be concluded in this study that the perception of peer support has no impact on the innovative behavior of "X" Hotel employees in Surabaya. Work engagement is demonstrated to fully mediate the effect of perceived peer support on the innovative behavior of "X" Hotel employees in Surabaya. Furthermore, work

involvement is proven to partially mediate the effect of perceived organizational support and innovative behavior of "X" Hotel employees in Surabaya. This examination likewise shows the outcomes that leader-member exchange strengthens the influence of perceived organizational support and innovative behavior of "X" Hotel employees in Surabaya.

It is prescribed to improving the innovative work behavior of "X" hotel employees in Surabaya by optimizing the role of leader-member exchange in this organization. For example, using goal settings in achieving individual work targets. Employees work beyond targets and produce high performance, one of which is extra-role performance. In addition, the leader can encourage employees to always develop skills to create useful new ideas or methods to improve performance to support increased employee innovative behavior.

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