


## Article

# The Effect of Personal Environment Suitability and Work Environment of Luxury Hotels on Psychological Capital and Innovation Behavior

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**Abstract:** The purpose of this study is to determine the impact of personal environment suitability and the work environment of luxury hotels on psychological capital and innovation behavior. Seven hypotheses were proposed. First, the work environment will have a positive effect on psychological capital. Second, personal environment suitability will have a positive effect on psychological capital. Third, the work environment will have a positive impact on innovation behavior. Fourth, the suitability of one's environment will have a positive impact on one's innovation behavior. Fifth, psychological capital will have a positive (+) effect on innovation behavior. Sixth and seventh, work environment and personal environment suitability will have a positive (+) effect on innovation behavior through psychological capital. To achieve the purpose of this study, eligible respondents (n = 327; 214 male and 113 female) were recruited from four-star hotels or higher located in Seoul, Incheon, and Gyeonggi-do and then evaluated for an online survey method. Hypothesis verification was conducted through CFA and structural equation model analysis. As a result of the analysis, all hypotheses except Hypothesis 3 were adopted. Personal environmental suitability drives innovation behavior at the organizational level, but programs that recognize work environment fit are also needed. This study has an advantage in that psychological capital has a mediating role in the relationship between work environment, personal environment suitability, and innovation behavior. As a result, it is suggested that hotels need to understand the psychological state of their members and manage their responses and attitudes. This study also suggests that personal environment suitability leads to organizational-level innovation behavior, but programs for work environment suitability are also needed.

**Keywords:** work environment; personal environment suitability; psychological capital; innovation behavior hotel industry



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## 1. Introduction

Recently, the hotel industry sector has changed rapidly and has reached a high level of competitiveness [1]. Accordingly, the primary concern of managers is the employment and maintenance of highly skilled front-line employees in hotels. However, since most of the work is difficult meetings with customers, they have a high turnover rate. They are underpaid despite their hard work and high stress [2]. Therefore, in the hotel industry, the management method of human resources is an essential factor. These factors include compensation levels and benefits, promotion and promotion systems, working conditions, training and development, leadership, and social relationships. These factors are linked to motivation and job satisfaction, allowing highly motivated employees to concentrate on their work [3]. Hotel companies want to achieve competitive goals by successfully managing employees in the long run. Managers strive to develop employees through

organizational career management to maintain and improve the company's superior position through employees [4]. In this way, employee competency development in hotel companies is an essential factor in developing organizational competitiveness, as seen in strategic human resources management [5]. In addition, if the mutual exchange between hotel managers and employees continues, the organization's performance is improved by actively participating in its service work and the organization [6]. Therefore, employee performance is one of the essential characteristics of striving to ensure the sustainability and innovation of the organization, along with the financial and environmental dimensions [7].

Meanwhile, the suitability of the personal environment cannot sufficiently explain human behavior or attitude by individual characteristics or situations themselves, and conformity or harmony with the environment should be considered [8]. As a result, the more consistent and similar the elements provided by the individual's needs and environment are, the more positive and satisfied the individual is, and this perception of suitability influences the individual's behavior and choice [9,10]. This series of events eventually leads to employee behavior, which is a set of activities that can contribute to improving the performance of a group or organization within an organization and is regarded as the concept that best encompasses individual-level innovation by introducing new and beneficial ideas [11–14]. Most of the prior studies on innovation focus on the organizational level. Many empirical studies on individual-level innovation behavior have not been conducted [11,15,16] but have recently attracted attention [17–19].

Meanwhile, recent efforts to broaden the concept of capital beyond the idea of human capital and social capital have been actively pursued in various academic fields, one of which is psychological capital [20]. Psychological capital is a complex concept that combines self-efficacy, hope, optimism, and resilience, and is a positive psychological development state of individual members of the organization. It is a concept that is distinct from the form of an individual. This changes from moment to moment because of mood, atmosphere, and state of mind, which can be developed through experience, education, and training [21]. According to Seligman [22], positive individual psychologies aid in improving individual and group performance, as well as individual mental and physical health. As the significance of positive organizational behavior was emphasized in these studies, it sparked increased interest [21,23–26]. However, because the majority of previous studies on the relationship between psychological capital and performance had limitations in influencing complex management performance of organizations and individuals [20], the need for concurrent research on organizations and individuals is highlighted.

Various support provided by hotel companies to increase fairness and employee efficiency will increase employees' motivation and recognize that they are necessary for the organization, leading to the innovative behavior of positive psychology and contributing to the improvement of hotel companies' performance. Likewise, the suitability of a smooth relationship between an organization, a boss, and a job can be a factor that determines the survival and success of a hotel company by producing good results. As a result, hotel employees' quality is essential in the performance of the business, and personal relationships in the work environment will determine success or failure. Therefore, this study aims to understand what career-related factors and job-related psychological phenomena provided by hotel companies strengthen target performance for individuals and companies and how a positive psychological status promotes development for individuals and companies. Therefore, this study aims to determine the impact of personal environmental suitability and the work environment of luxury hotels on psychological capital and innovation behavior. This study is intended to provide implications for an effective method of deriving positive and innovative behavior from a hotel employee. In particular, it is meaningful to maximize hotel companies' human management efficiency and provide efficient information in establishing strategies for management plans.

## 2. Theoretical Background

### 2.1. Work Environment

A series of relevant experiences and work activities aimed at individual and organizational goals are divided into a career management system to improve the fairness and efficiency of the organization relating to the personnel system of salary increase and promotion [27,28].

Employees become interested in what support and rewards are given for their additional efforts and performance, and the appropriate compensation structure of the organization's personnel system motivates employees. The effort-reward imbalance model developed by Peter, Alfredsson, Knutsson, Siegrist, and Westerholm [29] is used to investigate fairness in this personnel system. Appropriate compensation should be provided for the effort put into the work. If the struggles and rewards are inconsistent, the balance in terms of effort compensation is disrupted, and each person suffers from stress. If appropriate compensation is made for the job, members of the organization will have rewarding and positive emotions about the job [30], but if the compensation imbalance is severe compared to the efforts perceived by each individual, it negatively affects psychological and mental health [31].

As the concept of lifetime employment and lifelong employment fades, it plays a new role in the career system as a helper and human resource development based on preferring a stable, lifelong job [32]. Career management in an organization provides a variety of career experiences to members to help them develop new skills, improve the organization's performance, and satisfy their desire for career advancement. As a result of career development, it aims to meet the needs of individuals and organizations, such as promoting the development of human resources [33]. As a result, from the perspective of the organization, it is necessary to secure excellent external personnel or to utilize internal talent development through career management support at the organizational level [34].

### 2.2. Personal Environment Suitability

Personal environmental suitability refers to the similarity or consistency of individuals and environments. Depending on the viewpoint, it is described in detail by individuals and organizations, individuals and bosses, and individual duties [35]. Individual-organizational suitability is concerned with organizational values, goals, missions, and how individuals match [36]. Individual-company suitability represents the degree of suitability between the boss and subordinates in a two-person relationship between the individual and the working environment [37]. Individual-job suitability refers to the degree to which an individual's ability and value match the job's requirements or characteristics, as well as the degree of suitability [38]. Individuals at various levels of personal environmental suitability are subjected to job-related psychological phenomena [39].

### 2.3. Psychological Capital

Psychological capital, which is an important concept in positive organizational behavior, refers to the complex psychological capabilities of members by contributing to performance enhancement through active thinking and behavior in a given environment [40]. In other words, positive psychological capital influences the job patterns of organizational members. Positive emotions that persist over time become capital and, as a result, have a positive impact on organizational effectiveness [41]. As a criterion for positive organizational behavior, positive psychological capital is a critical component of optimism, hope, and self-efficacy [42]. Optimism is the expectation of positive results despite realistic limitations or limitations on attribution theory [23]. Hope denotes a goal-oriented strategy and a positive attitude based on the interaction of the energy required to achieve the goal [43]. Self-efficacy is a behavioral process in which a person believes in one's ability to produce positive outcomes through actions and influence environmental situations. One must be self-confident in a given job or role [44].

#### 2.4. Innovation Behavior

Innovation behavior refers to a variety of processes in which individuals or groups present solutions based on previous experiences or new ideas that have not previously existed and produce models that can support opinions [45]. Exploration of opportunities and creative behaviors, as well as process development to use new knowledge, make changes, and improve performance, are examples of innovative work behaviors [46]. In other words, it is a series of actions required for the development, initiation, and implementation of ideas aimed at improving individual and corporate performance, as well as a series of activities aimed at recognizing problems and introducing new and valuable ideas [47]. The performance of a company's management is an important factor in determining an organization's survival and success through the innovative actions of its members. As a result, organizations require human resources to create creative new ideas [48].

#### 2.5. Correlation among the Variables

The psychological factors experienced by members are linked to the work environment organized and provided by each organization. Positive emotions in the work environment disrupt people's repertoire of instant apologies and actions, resulting in a slew of new ideas and actions to broaden and build a theory of positive emotions. Positive psychological capital was high among organizational members with high corporate fairness who perceived themselves as receiving appropriate compensation. Career satisfaction and emotional orientation for career roles as a result of achieving career goals produce psychological self-esteem and influence at work [49], and career planning is related to self-efficacy, increasing the possibility of career outcomes [49]. Career planning is related to self-efficacy, increasing the possibility of career outcomes [50]. Career management factors such as career development, career evaluation, and career training for hotel company employees are presented [51]. They are interested in individual career management as a cost-effective method of developing high-quality employees [52]. Positive work-related resources, such as work participation, have a long-term impact on positive psychological capital and actively participate in daily work [53]. Employees spend a lot of time each day within the company's work environment, so the work environment provided to the organization members affects their behavior, emotions, and quality of life. Furthermore, it can be stated that improving the culture of various organizations and improving performance, thereby increasing the internal capacity of human resources, is directly related to work productivity. As a result, the following hypothesis was developed in this study by assuming that the work environment's personnel system and career management would influence positive psychological capital.

**Hypothesis 1 (H1).** *The work environment will have a positive (+) effect on psychological capital.*

The level of personal environmental suitability increased psychological capital's hope, resilience, optimism, and self-efficacy, influencing work performance and satisfaction [16]. Recognizing that the organization and individual suitability are high based on similarities such as values and atmosphere between individuals and organizations, members identify themselves with the organization and faithfully complete their roles with a positive attitude [36]. Employees who have diverse job areas and work levels have a positive impact on their psychological capital in the relationship between the leader and the member exchange [54]. Servant leaders can improve individual-group suitability, person-supervisor suitability, and employees' psychological capital effects by following the guidelines of LMX theory and social exchange theory [55]. Psychological capital takes thought and action while maintaining an individual's positive psychological state in a given environment, and the causal logic between the two variables can be established. As a result, the following hypothesis was confirmed in this study by assuming that personal environmental suitability influences psychological capital.

**Hypothesis 2 (H2).** *Personal environment suitability will have a positive (+) effect on psychological capital.*

Innovative tendencies emerge from within the organization [56], resulting in greater innovation in organizations that provide long-term economic support to employees [57]. Human resource management relies heavily on career management.

Employees of hotel companies who participate in work-related career management programs such as career development, career evaluation, and career training have a positive impact on high-quality service innovation behavior [51]. In other studies, the impact on human resource practices and job satisfaction was positively related to innovative behavior. Nonetheless, satisfaction with primary compensation was negatively associated with innovative behavior [58]. Existing studies have discussed most employees' various work environments and the importance of innovative behavior [51,59–62]. The following hypothesis was developed by assuming that creating a working environment for employees working at a hotel company would have an effect by forming positive psychological capital in individuals.

**Hypothesis 3 (H3).** *The work environment will have a positive (+) effect on innovation behavior.*

Research on personal environmental suitability is an essential factor in explaining job types, starting from psychology and spreading to private companies and the public sector [16]. Personal environmental suitability corresponds to what each individual owns and provides in a work environment. The better the individual integrates into the organization, workplace, and colleagues, the better the company performs [63]. The impact of a personal environment that is conducive to employees' innovative work behavior resulted in improved work performance for employees' innovation, which motivated them to demonstrate innovative work behavior when they were highly compatible with the environment [64]. Individual suitability and innovative work behavior for the environment influenced individual performance positively [48]. Personal environmental suitability had a direct effect on innovative behavior in many other studies [35,38,65–69]. As a result, the following hypothesis was developed in this study by assuming that personal environmental suitability would influence innovation behavior.

**Hypothesis 4 (H4).** *Personal environment suitability will have a positive (+) effect on innovation behavior.*

Optimistic individuals believe that their future is prosperous and friendly [70]. Individuals with higher levels of hope are more likely to pursue new, creative, and valuable ideas and solutions than those with lower levels of hope [71]. Front-line employees who have direct contact with customers require a high level of self-efficacy, and responding to the diverse needs of customers necessitates innovative and creative thinking [72]. Psychological capital, individual immersion, and work role performance were all positively related to high-level relationships with leaders [54]. Positive psychological capital resources and innovative performance were positively related to significant interest in creative processes and personal characteristics [73]. Positive emotions are associated with members who have a high level of positive psychological capital, influencing attitudes and behaviors related to organizational change [23,43,74]. As a result, positive psychological capital improves employee innovation performance while also demonstrating creativity and innovative behavior [62,75]. Thus, the following hypothesis was established in this study by assuming that the factors of positive psychological capital would affect the relationship between innovative behaviors.

**Hypothesis 5 (H5).** *Psychological capital will have a positive (+) effect on innovation behavior.*

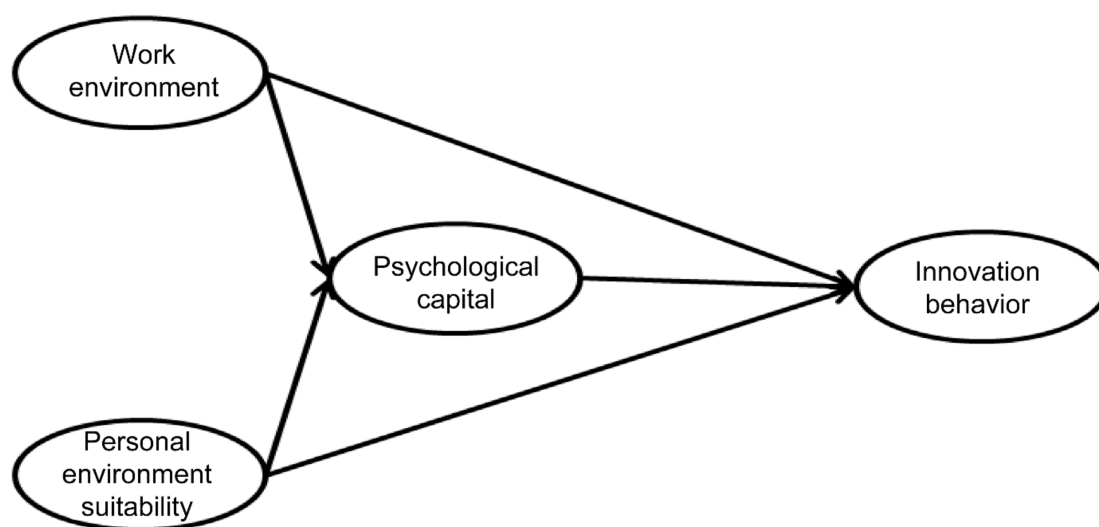


Support for various educational, environmental, and financial tasks contributes to the formation of employees' self-esteem in a harmonious relationship between companies and employees, and employees increase voluntary behavior for companies [76]. Leadership style is appropriate for stimulating creativity and innovation because the mediating role of psychological capital reaches employee creativity through work-related flows, and true leaders are tolerant of ambiguity and open to experience and change [77]. Above all, psychological capital was presented as a mediating factor between personal environment suitability and creative and innovative behavior [69], and positive emotions played a mediating role in members' attitudes and behaviors in organizational change situations [78]. Finally, the sixth and seventh hypotheses were tested to determine whether psychological capital played a mediating role in the effects of work environment and personal environment suitability on innovative behavior.

**Hypothesis 6 (H6).** *The working environment will have a positive (+) effect on innovation behavior through psychological capital.*

**Hypothesis 7 (H7).** *The suitability of the personal environment will have a positive (+) effect on innovation behavior through psychological capital.*

As depicted in Figure 1, this research examines the effect of work environment and personal environment suitability on psychological capital and innovation behavior.



**Figure 1.** Study model.

### 3. Materials & Methods

#### 3.1. Ethical Statement

This study does not require Institution Review Board approval because there were no procedures that could cause psychological and social inconvenience to those surveyed.

#### 3.2. Data Collection and Method

According to previous studies related to the working environment, in a study conducted on 50 public officials, respondents were randomly selected, and regression analysis was performed for hypothesis verification [79]. In another study, a survey was conducted on scholars from 200 schools in public higher education facilities using the convenience sampling method, and a multiple regression analysis was conducted to verify the hypothesis [80]. In a study on the working environment conducted on 472 single employees working in 12 hotels, a survey was conducted with the consent of the head of each hotel department, and structural equation analysis was performed using Mplus to verify the hy-

pothesis [81]. This study conducted an online survey of employees working in exceptional second-class hotels' food and beverage departments (four stars or more) in Seoul, Incheon, and Gyeonggi Province from 1 November to 31 November 2020. The questionnaire was distributed on social media. It was first conducted for hotel employees the first author had worked with, and then participants were recruited through a snow sampling method. A total of 327 copies were used for empirical analysis, excluding 40 copies of the questionnaire that were deemed unfit for use as data. The collected data were statistically analyzed using SPSS 24.0 (SPSS Inc., Chicago, IL, USA) and AMOS 24.0 (IBM, Armonk, NY, USA). To begin, a frequency analysis was performed to better understand the demographic characteristics of respondents (gender, age, education, working period, and employment type). Furthermore, using Cronbach's Alpha and confirmatory factor analysis (CFA), the scales used in previous studies were validated for conceptual independence. CFA was performed to verify the conceptual independence used in the study. After that, structural equation modeling (SEM) was used to test the hypothesis after confirming the direction and discriminant validity of the hypothesis using correlation analysis. The mediating effect of psychological capital was verified through bootstrap by applying the maximum likelihood method.

### 3.3. Measurement

Based on prior research on the work environment, personal environment suitability, psychological capital, and innovative behavior, the questionnaire was revised and supplemented. The detailed questionnaire is in Appendix A.

All questionnaires were graded using a 5-point Likert scale of 1. "Strongly disagree" through 5. "I wholeheartedly disagree." The contents' validity was ensured by confirming the questionnaire's verification from three industry workers with 20 years or more of experience in luxury hotels. To measure the working environment, 2 dimensions (human resource [HR] system, career management) measured in 10 items (5 items each) were used [25,26]. To assess personal environmental synthesis, 3 dimensions (Personal-organizational suitability, Personal-supervisor suitability, and Personal-job suitability) were measured in 15 items (5 items each) [34]. Moreover, 3 dimensions (self-efficacy, hope, and optimism) were measured in 12 items (4 items each) to determine psychological capital [82–84].

Innovative behavior was represented as "I am quite trying to enhance my work," "I frequently discuss issues and ways to enhance my work with my colleagues," and "I always try to work in new and improved ways." Three items, including Scott & Bruce, were translated and measured [85–88].

## 4. Results

### 4.1. Demographics of the Participants

Table 1 depicts the demographic characteristics of the sample. It was distributed as 65.4% for males and 34.6% for females. In the age group, 42.2% were in their 20s and 62.4% graduated from junior colleges. In terms of experience, 42.5% had less than five years, and 75.8% had the highest employment type.

### 4.2. Analysis of the Reliability and Validity

#### 4.2.1. CFA

Table 2 displays the results of CFA for each scale used to assess the validity of the study's structure. In this study, the work environment, personal environment suitability, and psychological capital, which are secondary factors, were measured as primary factors by averaging the measurement concept's sub-variables. As a result of the suitability statistics, the results presented in Table 2 indicate work environment, personal environmental suitability, psychological capital, and innovative behavior in the data. The model was deemed to be acceptable:  $\chi^2 = 78.233$  (df = 38,  $p = 0.000$ ), CMIN/DF = 2.059, RMR = 0.012, GFI = 0.958, AGFI = 0.928, NFI = 0.975, CFI = 0.987, RMSEA = 0.057. Furthermore, Cronbach's alpha demonstrates good levels at 0.858–0.931, with a standardized factor loading of 0.5 or higher and conceptual confidence of 0.7 or higher, exceeding the cutoff value [88].

**Table 1.** Demographic factors of the participants.

| Demographic Factors | Category                              | Number of Participants | Percentage (%) |
|---------------------|---------------------------------------|------------------------|----------------|
| Gender              | Male                                  | 214                    | 65.4           |
|                     | Female                                | 113                    | 34.6           |
| Age                 | 20s                                   | 138                    | 42.2           |
|                     | 30s                                   | 124                    | 37.9           |
|                     | 40s                                   | 54                     | 16.5           |
|                     | 50s and older                         | 11                     | 3.4            |
| Education           | High school diploma or less           | 21                     | 6.4            |
|                     | Associate degree                      | 204                    | 62.4           |
|                     | Bachelor's degree (4-year university) | 86                     | 26.3           |
|                     | Graduate degree or higher             | 16                     | 4.9            |
| Working period      | Less than 5 years                     | 139                    | 42.5           |
|                     | Between 6 and 10 years                | 82                     | 25.1           |
|                     | Between 11 and 16 years               | 57                     | 17.4           |
|                     | Between 15 and 20 years               | 37                     | 11.3           |
|                     | 20 years or more                      | 12                     | 3.7            |
| Employment type     | Full-time employee                    | 248                    | 75.8           |
|                     | Non-regular employee                  | 79                     | 24.2           |
| Total               |                                       | 327                    | 100            |

**Table 2.** Confirmatory factor analysis.

| Factor and Variable              |                                     | Standardized Loading | S.E   | C.R        | Average Variances Extracted (AVE) | Composite Construct Reliability (CCR) | Cronbach's $\alpha$ |       |
|----------------------------------|-------------------------------------|----------------------|-------|------------|-----------------------------------|---------------------------------------|---------------------|-------|
| Work environment                 | HR system                           | 0.826                | 0.54  | 17.862 *** | 0.869                             | 0.930                                 | 0.829               | 0.858 |
|                                  | Career management                   | 0.912                | -     | -          |                                   |                                       | 0.834               |       |
| Personal environment suitability | Personal-organizational suitability | 0.888                | 0.036 | 23.990 *** | 0.914                             | 0.970                                 | 0.872               | 0.931 |
|                                  | Personal-supervisor suitability.    | 0.938                | 0.037 | 27.206 *** |                                   |                                       | 0.883               |       |
| Psychological capital            | Personal-job suitability            | 0.894                | -     | -          | 0.819                             | 0.931                                 | 0.912               | 0.890 |
|                                  | Self-efficacy                       | 0.918                | -     | -          |                                   |                                       | 0.887               |       |
|                                  | Hope                                | 0.876                | 0.047 | 23.717 *** |                                   |                                       | 0.889               |       |
|                                  | Optimism                            | 0.782                | 0.057 | 18.784 *** |                                   |                                       | 0.876               |       |
| Innovation behavior              | IB1                                 | 0.682                | -     | -          | 0.607                             | 0.902                                 | 0.832               |       |
|                                  | IB2                                 | 0.719                | 0.098 | 11.231 *** |                                   |                                       |                     |       |
|                                  | IB3                                 | 0.608                | 0.092 | 9.712 ***  |                                   |                                       |                     |       |

$\chi^2 = 78.233$  (df = 38,  $p = 0.000$ ), CMIN/DF = 2.059, RMR = 0.012, GFI = 0.958, AGFI = 0.928, NFI = 0.975, CFI = 0.987, RMSEA = 0.057. \*\*\*  $p < 0.001$ .

#### 4.2.2. Discriminant Validity

Both convergent and discriminant validity were successfully demonstrated. When the average variances extracted (AVEs) for the two constructs are greater than the square of the correlation coefficient for the said construct's validity, it is stated that there is discriminant validity [89]. Table 3's data show discriminant validity. A formularization of the relationship between "work environment suitability" and "psychological capital," which has the highest correlation coefficient of any of the variables, reveals the correlation coefficient for work environment suitability and psychological capital to be 0.769, which means  $(0.769)^2 = 0.591$ . Work environment suitability and psychological capital have AVEs of 0.914 and 0.819, respectively. The AVEs for both variables exceeded the square of the correlation coefficient,



and the AVE for job insecurity exceeded 0.591. As a result, the results were shown to be discriminant.

**Table 3.** Discriminant validity of the variables.

| Factor                       | Work Environment Suitability | Personal Environment | Psychological Capital | Innovation Behavior |
|------------------------------|------------------------------|----------------------|-----------------------|---------------------|
| Work environment suitability | <b>0.869 (1)</b>             | 0.527 (3)            | 0.422                 | 0.326               |
| Personal environment         | 0.726 ** (2)                 | <b>0.914</b>         | 0.591                 | 0.499               |
| Psychological capital        | 0.665 **                     | 0.769 **             | <b>0.819</b>          | 0.538               |
| Innovation behavior          | 0.571 **                     | 0.707 **             | 0.734 **              | <b>0.781</b>        |
| Mean                         | 3.69                         | 3.77                 | 3.70                  | 3.81                |
| S.D.                         | 0.635                        | 0.624                | 0.696                 | 0.740               |

\*\*  $p < 0.01$ ; Diagonal: (1) Average Variance Extracted (AVE); (2) Area below diagonal: The correlation coefficient for the constructs ( $r$ ); (3) Area above diagonal: The square of the correlation coefficient ( $r^2$ ).

#### 4.3. Hypothesis Testing

To test the hypotheses, SEM was used in this study with AMOS 24.0.

The model fit was determined to be acceptable based on the results of  $\chi^2 = 78.233$  ( $df = 38$ ,  $p = 0.000$ ), CMIN/DF = 2.059, RMR = 0.012, GFI = 0.958, AGFI = 0.928, NFI = 0.975, CFI = 0.987, RMSEA = 0.057 [88]. The results of hypothesis testing are shown in Table 4 and Figure 2.

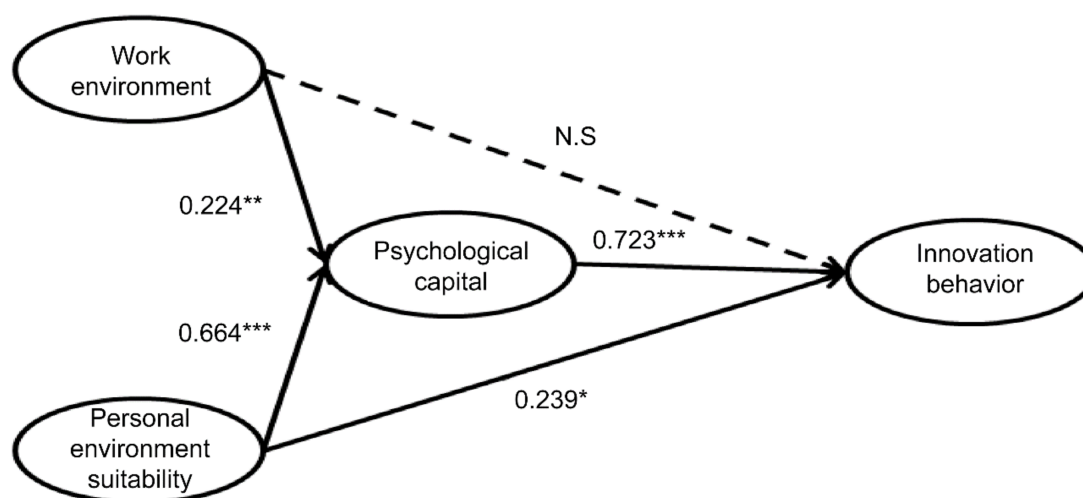
**Table 4.** Results of structural equation model analysis.

| Process (Hypothesis)                        | Beta  | t-Value   | p-Value | Indirect Effect Coefficient | p     | Decision |
|---|-------|-----------|---------|-----------------------------|-------|----------|
| H1 WE → PC                                  | 0.224 | 2.922 **  | 0.003   |                             |       | Accepted |
| H2 PES → PC                                 | 0.664 | 8.641 *** | 0.000   |                             |       | Accepted |
| H3 WE → IB                                  | 0.094 | 1.153     | 0.249   |                             |       | Rejected |
| H4 PES → IB                                 | 0.239 | 2.396 *   | 0.017   |                             |       | Accepted |
| H5 PC → IB                                  | 0.723 | 7.559 *** | 0.000   |                             |       | Accepted |
| H6 WE → IB<br>(the mediating effect of PC)  | 0.094 | 1.153     | 0.249   | 0.162 *                     | 0.35  | Accepted |
| H7 PES → IB<br>(the mediating effect of PC) | 0.239 | 2.396 *   | 0.017   | 0.480 **                    | 0.004 | Accepted |

$\chi^2 = 78.233$  ( $df = 38$ ,  $p = 0.000$ ), CMIN/DF = 2.059, RMR = 0.012, GFI = 0.958, AGFI = 0.928, NFI = 0.975, CFI = 0.987, RMSEA = 0.057. Work environment = WE, Personal environment suitability = PES, Psychological capital = PC, Innovation behavior = IB, \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ .

In the case of Hypothesis 1, the hypothesis that “the working environment will have a positive (+) effect on psychological capital” was adopted ( $\beta = 0.224$ ,  $p < 0.01$ ). In the case of Hypothesis 2, it was decided that “personal environmental suitability will have a positive (+) effect on psychological capital” ( $\beta = 0.664$ ,  $p < 0.001$ ). The hypothesis that the “work environment will have a positive (+) effect on innovation behavior” was rejected in the case of Hypothesis 3 ( $\beta = 0.094$ ,  $p > 0.05$ ). In the case of Hypothesis 4, it was decided that “personal environmental suitability will have a positive (+) effect on innovation behavior” ( $\beta = 0.239$ ,  $p < 0.05$ ). In the case of Hypothesis 5, the hypothesis that “psychological capital will have a positive (+) effect on innovation behavior” was adopted ( $\beta = 0.723$ ,  $p < 0.001$ ). To verify the indirect effect, bootstrapping was performed with Percentile confidence intervals 90, Bias-correct confidence intervals 90, and maximum likelihood. Following the application of sample 500 of bootstrapping to test Hypotheses 6 and 7, it was discovered that the work environment had a positive (+) effect on innovation behavior via psychological capital ( $\beta = 0.162$ ,  $p < 0.05$ ). Furthermore, personal environmental suitability

was found to have a positive (+) effect on innovative behavior via psychological capital ( $\beta = 0.480, p < 0.01$ ).



**Figure 2.** Structural equation model with parameter estimates.;\*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ . Nonsignificant paths are shown in dotted lines.

## 5. Discussion

This research recognized that employees' work environment and personal-environment suitability are relatively essential factors in the hotel industry, which is an aggregate of human resources, and was performed based on previous research that demonstrates that employees' innovation behavior is a significant variable that can increase competitiveness. As a result, it was intended to identify the correlation between these variables and provide data related to human resource management by performing a psychological capital influence relationship. Furthermore, based on this, I attempted to propose effective personnel-related management.

This study's analysis results are as follows. In the case of Hypothesis 1, the hypothesis that the "work environment will have a positive (+) effect on positive psychological capital" is adopted, supporting the results of previous studies [90]. When employees receive appropriate support and compensation for extra efforts and achievements, it acts as positive psychology in the workplace.

In the case of Hypothesis 2, the hypothesis that "personal environmental suitability will have a positive (+) effect on psychological capital" was used, and the results were consistent with previous studies [91]. Individual-environmental suitability is thought to have emerged as a positive organizational behavior when individuals' values and environmental requirements coincide. In the case of Hypothesis 3, the hypothesis that "work environment will have a positive (+) effect on innovative behavior" was rejected, and it was different from the results of previous studies [92]. This means that no matter how good the company's one-sided work environment and personnel system are, acting positively is difficult if the worker himself is dissatisfied. In the case of Hypothesis 4, the hypothesis that "personal environmental suitability will have a positive (+) effect on innovative behavior" was adopted, confirming previous research findings [93]. In the end, it is judged that the suitability of individual and environmental factors actively presents ideas and strives to develop new processes to solve problems or maintain a positive environment for the group to which they belong. In the case of Hypothesis 5, the hypothesis that "psychological capital will have a positive (+) effect on innovation behavior" was adopted, as evidenced by previous research findings [94,95]. A person's positive psychological attitude can be said to induce active thinking and behavior in the organization.

As a result, the higher the level of developing psychological capital, the more likely it is that the essential innovative behavior of organizational success will be promoted. The

validation of Hypotheses 6 and 7 confirms that the suitability of the work environment and personal environment influence innovation behavior via psychological capital.

The theoretical and practical implications of this study are proposed as follows. As a theoretical implication, this study investigated the effect of suitability for the work environment and personal environment on positive psychological capital and innovation behavior for hotel employees. In verifying the mediating effect of this study, theoretical exploration was conducted by differentiating psychological capital from existing studies by identifying that psychological capital had a positive influence on the relationship between work environment, personal environment suitability, and innovation behavior. Therefore, it can be said that the suitability of various career support and smooth relationships between organizations, bosses, and jobs affects the management performance of companies through the active psychological attitudes of hotel employees. These results show that the positive psychological state of each hotel employee affects hotel companies, indicating that the management of human services is the most important factor. In particular, due to the nature of the service industry, hotel employees' actions play many roles in achieving corporate goals and improving performance at the contact point with customers. Therefore, human resources can be a strategic element and a key asset for the development of hotel companies.

As a practical implication, just as the working environment of hotel employees in this study does not affect innovative behavior, it can be said that hotel companies' personnel systems and career management appear negatively to employees. The hotel industry is an industry with high human dependence and seeks to expect the effect of cost reduction through various forms of employment. However, as a result, it will increase job dissatisfaction, leading to problems such as job insecurity, low salary, and welfare, and increase the turnover rate, affecting the company's management performance. Therefore, managers of hotel companies should design new policies on qualitative human management of employees to maximize the cost aspect and the ultimate management performance of the company. In addition, most employees always want to be treated fairly in personnel evaluation, promotion, and compensation for their efforts and outcomes, and this support and these rewards motivate employees [96,97]. Therefore, since employees value fairness in personnel decisions, hotel companies need to establish a fair personnel system to gain trust from employees by placing employees' perception of justice as an essential goal in human resource management. On the other hand, hotel employees are interested in career management that can increase the possibility of employment in the future as the concept of lifelong work and lifetime employment gradually disappears, unlike in the past. Accordingly, hotel companies should develop and introduce various career programs that can manage the careers of employees while at the same time cultivating job performance skills and skills to secure excellent talent and improve innovation behavior. In other words, if policies for organized career development are prepared to eliminate anxiety about the future and focus on the performance of the current job, individuals' voluntary self-development and future employment possibilities can be increased. Therefore, it is judged that the verification of the behavior of individual employees at present, when human resource management is essential, is suitable for the modern ideology that values individuals.

This study contains the following limitations and limits the progress of follow-up studies. To begin, the sample for this study was limited to only employees of hotels in the metropolitan area with exceptional grades of two or higher (hotels with four or higher stars). As this research is related to the "environment," it was overlooked that the results would vary depending on the geographical location and the degree of hotel grade. As a result, geographic expansion and research on hotel employees at various stages are expected in future studies. Second, depending on the employee's subjectivity, even the collective work environment provided by the hotel can be perceived differently. Furthermore, depending on the worker's situation, the suitability of the personal environment may vary. As a result, we propose that an appropriate measurement tool be developed, and we expect to draw more meaningful conclusions from a study that complements the limitations of this study.

## 6. Conclusions

According to the findings of this study, psychological capital eventually leads to innovative behavior within organizations. The greater one's psychological capital, which can inspire potential, vitality, and motivation, the better one's innovative behavior generates ideas that help improve one's work and performance. The higher the perception that self-efficacy, a belief in one's ability to perform tasks, hope, a positive insight that one can accomplish goals, and optimism, a positive expectation to overcome failures, the better the results will be so far as innovative behavior is concerned. These outcomes can improve efficiency by strategically resolving them by prioritizing the psychology of the organization's members based on the tasks at hand. Furthermore, given that the work environment influences innovative behavior via psychological capital, it is understandable that when psychological capital is formed first when members of the organization feel positive about their psychology, they engage in innovative behavior. As a result, managers should give suitable attention and encouragement rather than reprimand to inspire positive psychology. Furthermore, organizations and leaders should try to accurately indicate as much as possible the reasons and expectations for their job performance and assign tasks tailored to the competence of the worker. In other words, it is proposed that the organization should understand its members' psychological states and manage their responses and attitudes, and that programs will be required to recognize the suitability of individuals, work environments, and personal environments at the organizational level.

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## Appendix A

**Table A1.** Measurement items.

| Variables                        |  |
|----------------------------------|--|
| Work Environment                 |  |
| HR system                        | I'm getting a fair reward for the effort I put into my work.   |
|                                  | I am getting fair compensation compared to the performance of my work.                                 |
|                                  | I'm getting a fair reward in light of the stress and tension I get in my job.                          |
|                                  | My organization fairly reflects personnel assessment on promotion.                                     |
|                                  | My organization appropriately distributes it as a bonus when the profits of the organization increase. |
| Career management                | My organization is providing opportunities to improve my work-related knowledge and skills.            |
|                                  | My organization helps me make plans for the development of individual employees.                       |
|                                  | My organization introduces mentors who help me develop my career.                                      |
|                                  | My organization encourages me to take charge of the work to develop the skills of my employees.        |
| Personal Environment Suitability |  |
|                                  | My organization clearly presents members with a vision for career development.                         |
|                                  |  |
|                                  |  |
|                                  |  |

Table A1. Cont.

| Variables                           |   |
|-------------------------------------|---|
| Personal organizational suitability | <p>I have a sense of attachment and belonging to the organization I belong to.</p> <p>The goals that my organization and I pursue fit well.</p> <p>Age individual personality works well with the characteristics of my organization.</p> <p>My values include well with the importance of the organization.</p> <p>The organization meets what I need.</p> |
| Personal supervisor suitability     | <p>My boss and I get along well.</p> <p>My boss and I have similar goals for work.</p> <p>My boss and I have a similar way of handling business.</p> <p>My ability fits well with the ability my boss demands.</p> <p>My boss makes up for my shortcomings.</p>   |
| Personal job suitability            | <p>I am clear about my job description and responsibilities.</p> <p>I have a clear goal regarding my duties.</p> <p>I am well aware of how my duties relate to the organization's goals.</p> <p>My job is suitable for utilizing my skills or knowledge.</p> <p>My job is well suited to my aptitude.</p>   |
| Psychological Capital               |   |
| Self-efficacy                       | <p>I am confident in analyzing long-term problems and finding solutions.</p> <p>I can always set a goal and check the progress of the work in light of it.</p> <p>I am confident in persuading colleagues and clients to solve problems at work.</p> <p>I am convinced that I have superior ability and knowledge to other employees.</p>                   |
| Hope                                | <p>I have a sense of morality.</p> <p>I have a sense of humanity.</p> <p>I have a service mind.</p> <p>I have an enterprising spirit.</p> <p>I have originality.</p>  |
| Optimism                            | <p>My future is what I decide and carve-out</p> <p>If I am in a difficult situation at work, I will develop various ways to solve the problem.</p> <p>I can think of many ways to achieve my current goal.</p> <p>I think I'm doing pretty well at this point.</p>  |
| Innovation Behavior                 |   |
| Innovation behavior                 | <p>I come up with creative methods when I do my work.</p> <p>I spread new ideas to my colleagues.</p> <p>I try to secure the resources needed to implement new ideas.</p>   |

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