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Understanding psychological wellbeing in the hospitality industry: The role of perceived organizational support and compassionate leadership to improve job satisfaction among frontline employees

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Abstract

This study investigates the influence of perceived organizational support and compassionate leadership on psychological well-being, and how psychological well-being subsequently impacts job satisfaction among frontline hotel employees in Malang, East Java, Indonesia. Grounded in Affective Event Theory, this quantitative study collected data from 114 frontline employees working in 3-, 4-, and 5-star hotels in Malang, East Java, Indonesia. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to analyze the data and test the hypothesized relationships. The results show that compassionate leadership has a significant positive effect on both psychological well-being and job satisfaction. Psychological well-being also mediates the relationship between compassionate leadership and job satisfaction. In contrast, perceived organizational support does not have a significant direct or indirect effect on psychological well-being or job satisfaction. The findings underscore the critical role of emotionally intelligent leadership over formal organizational support in enhancing employee psychological well-being and satisfaction, particularly in the hospitality sector, where emotional labor is prevalent. This study provides insights for hotel managers and HR practitioners by emphasizing the importance of developing compassionate leadership practices to foster a supportive work environment, improve employee well-being, and enhance job satisfaction among frontline service workers.

Keywords: Compassionate leadership, Hospitality, Job satisfaction, Perceived organizational support, Psychological well-being.

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1. Introduction

Organizations face increasing challenges due to rapid technological change, evolving customer expectations, and complex workforce demands in today's highly dynamic and competitive business world [1]. In this condition, fostering employees' psychological well-being (PW) has become a strategic priority, particularly in the hospitality industry, where human interaction directly influences service excellence [2, 3]. Employees with high levels of PW tend to experience engagement, motivation, and positive relationships with guests and coworkers [2, 4]. This suggests that psychological well-being is crucial for maintaining emotional resilience, increasing productivity, and creating a positive workplace environment [5]. Conversely, poor employee well-being leads to burnout, stress, and high employee turnover, undermining company performance and stability [6].

Due to working hours, work-family conflict, and high guest expectations, employees can face significant stress [7-9]. Furthermore, these things can make hotel employees vulnerable to psychological distress [6, 10]. These challenges also impact employee satisfaction and service quality [7, 9, 11]. To overcome this, psychological well-being can be used as a driver of service quality in the hospitality sector [12] and reduce employee turnover rates [13]. Empirical studies underscore the importance of identifying organizational components that promote employee well-being, such as good leadership and perceived organizational support (POS) [10, 11, 14-16].

Emotional stability, resilience, and coping with work-life challenges are all aspects of psychological well-being. According to the Well-Being and Job Satisfaction Model, high levels of PW increase life satisfaction, autonomy, and positive affect, which impact workplace behaviors and attitudes [17]. They also demonstrate better performance, better interpersonal relationships, and lower vulnerability to work stress [18-21].

Structural and interpersonal factors shape organizational support. Greater psychological resilience and emotional satisfaction are associated with Perceived Organizational Support (POS), defined as employees' perceptions that their organization values their contributions and well-being [22-25]. According to several studies, feeling supported improves workers' psychological well-being, helps them manage stress, and enhances workplace performance [26-30].

To improve employee well-being, in addition to POS, leadership practices, especially compassionate leadership, are crucial. Compassionate leadership increases psychological safety and trust in the workplace because of its empathy, active listening, and emotional responsiveness [31]. Leaders who genuinely care about their employees help create a supportive environment, reduce stress, and increase emotional resilience [29, 32, 33]. According to Elkhwesky, et al. [34] many leadership styles are used in the hospitality industry, but compassionate leadership is particularly effective in emotionally charged environments.

Indonesia's tourism sector is an essential pillar of the national economy, generating US\$12.63 billion in foreign exchange and contributing approximately 4.01% to national GDP in the first half of 2024, according to BPS-Statistics Indonesia. In this rapidly evolving landscape, Malang, a major city in East Java, is well known for its diverse tourist and culinary attractions [35]. The continued development of tourism in and around Malang has triggered a corresponding growth in the need for hotels and lodging. According to data from the Malang City Tourism and Culture Office, the city welcomed 3.1 million tourists in 2024, consisting of 3 million domestic and 67,000 international tourists. This high volume of tourists directly translates into a Hotel Occupancy Rate of more than 60% for star-rated hotels in the same year, based on data from Statistics Malang/BPS-Malang. Such high operational demand puts considerable pressure on hotel staff, making Malang a critical and highly relevant context in which to investigate factors that influence employees' psychological well-being and job satisfaction.

Although the relationship between POS, leadership, and job satisfaction has been widely studied, significant research gaps exist. In particular, research examining the mediating role of psychological well-being (PW) in the emotionally demanding hospitality industry is still minimal [36]. This gap is even more pronounced in the Indonesian context, where similar studies, especially in a city with a thriving hospitality industry such as Malang, are still hard to find. Therefore, this study aims to fill the gap by analyzing how psychological well-being mediates the influence of organizational support and compassionate leadership on hotel employees' job satisfaction.

Therefore, by implementing Affective Event Theory, this study examines how supportive organization and leadership influence psychological well-being and how this well-being mediates job satisfaction. It focuses on hotel employees in Malang, East Java, Indonesia and offers theoretical and practical perspectives on how companies can promote sustainable mental health in the workplace.

2. Theoretical Background

This study examines the relationship between perceived organizational support, compassionate leadership, and job satisfaction with psychological well-being as a mediating variable. Affective event theory (AET) is used as the underlying theoretical framework, providing insight into how affective experiences such as moods, emotions, attitudes, and behaviors are influenced by events that occur in the workplace. AET offers valuable insights for organizations and professionals to enhance employee satisfaction and optimize performance by recognizing and addressing the complex interplay between emotions and work-related behaviors [37]. AET explains employee behaviors triggered by emotions, which typically occur in the workplace and, as a result, influence their behavior at work [38-40].

Affective Events Theory (AET), developed by Moustafa, et al. [36] is widely recognized and respected as a significant contribution to the discussion of employees' emotional experiences in the workplace [41, 42]. The core principle of AET is that an employee's work-related affective experience, such as moods and emotions, attitudes, and behaviors, is influenced by the occurrence of significant events in the workplace. Therefore, AET focuses on how employees feel while working, the workplace events that trigger those feelings, and the impact of those feelings on organizational attitudes and behaviors

[38]. AET emphasizes the importance of understanding the distinct roles of emotions and cognition in shaping work-related behavior and job satisfaction. Furthermore, it highlights the significant impact of emotional incidents, both positive and negative, on employee well-being and performance [37].

Perceived Organizational Support (POS) refers to employees believing that the organization values their contributions and cares about their well-being [43]. Meanwhile, Compassionate Leadership (CL) refers to the capacity of leaders to recognize the difficulties experienced by employees and provide emotional support and concrete actions empathetically [44].

In the Affective Events Theory (AET) framework, POS and CL are classified as work environment features, structural and ongoing elements of the work environment that shape employees' perceptions of the organization [38]. This environment then creates work events, emotionally charged workplace events, that trigger affective reactions or affective responses to employees' psychological conditions.

In the context of this research, the affective reaction is Psychological Well-Being (PW), which is a condition of psychological well-being that includes positive feelings, social engagement, meaning in life, and self-achievement [15, 45, 46]. PW represents employees' emotional response to a supportive work environment, ultimately shaping work attitudes through job satisfaction [21].

3. Hypothesis Development

3.1. Perceived Organizational Support and Psychological Well-Being

Perceived Organizational Support (POS) refers to how employees feel that their company values their work, cares about their well-being, and provides the support necessary to meet their social and emotional needs [43]. POS can be essential in providing a support system that can improve employee well-being [47]. POS helps employees meet their psychosocial and emotional needs, which directly contributes to psychological well-being, as they feel more motivated and better able to cope with challenges at work [46]. In the context of AET, POS is classified as a feature of the work environment and a perceptual condition shaping a supportive workplace climate. As a result, employees are more likely to interpret various work events as experiences with positive affective meaning. In the context of Affective Event Theory (AET), positively perceived POS fosters the development of pleasant affective experiences, which, in this case, manifest as enhanced psychological well-being [38, 48].

Several other empirical studies also support the relationship between POS and psychological well-being. Medzom-M'engone [14] found that higher levels of organizational support significantly improve employees' mental health while reducing stress levels. This suggests that employees feel better about their mental health when they perceive strong organizational support. Similarly, a study by Mansouri, et al. [16] showed that POS positively and significantly influences psychological well-being (PW) by helping employees cope with workplace stress and adapt to a dynamic work environment.

H₁: Perceived Organizational Support has a significant effect on Psychological Well-Being.

3.2. Perceived Organizational Support and Job Satisfaction

Job satisfaction is a pleasant emotional state resulting from an individual's assessment of their job as something that can achieve or facilitate the achievement of their work values [49, 50]. This concept can also be understood as an individual's positive or negative evaluative opinion of their job or overall work situation [51, 52].

According to Affective Event Theory (AET), an individual's emotional reactions to work events are the primary determinants of job satisfaction [53]. Within this framework, Perceived Organizational Support (POS) functions as a work environment characteristic that influences how employees perceive and emotionally interpret daily work events. POS fosters a supportive work climate, making employees more likely to interpret events, such as concern, attention, and assistance, as positive experiences. These favorable interpretations then trigger pleasant affective reactions (such as feeling cared for, valued, and comfortable in the workplace), which ultimately shape a positive work attitude in job satisfaction [25].

The positive relationship between POS and job satisfaction has been confirmed by previous research. Mascarenhas, et al. [50] found that employees' perceived organizational support has a positive impact on job satisfaction. Similarly, Duarte and Silva [52] confirmed the positive relationship between the two variables among employees in the hospitality industry. A meta-analysis by Rhoades and Eisenberger [54] also concluded that employees who feel supported by their organization tend to report higher levels of job satisfaction.

H₂: Perceived Organizational Support has a significant effect on Job Satisfaction.

3.3. Compassionate Leadership and Psychological Well-Being

Compassionate Leadership is a leader's ability to recognize and acknowledge the difficulties experienced by employees, empathize with them, and respond with emotional support and concrete practical actions [44]. This leadership style is not a static trait but rather a series of situational actions activated in response to the challenges employees face to offer appropriate support [55]. This leadership style is holistic because it integrates essential elements from other leadership styles, such as accountability from transformational leadership, authenticity from authentic leadership, and integrity and dignity from ethical leadership [55].

A leader's behavior creates daily experiences that significantly influence employees' psychological conditions [11]. Within the framework of Affective Events Theory (AET), Compassionate Leadership (CL) is positioned not only as a structural and constant feature of the work environment but also as a direct source of affective events in the workplace.

Concrete actions by empathetic leaders, such as presence, understanding, emotional support, and tangible assistance to employees facing difficulties, constitute emotionally meaningful work events for employees. These events trigger positive affective reactions, such as feeling valued, supported, and emotionally secure, which ultimately contribute to enhanced psychological well-being [15].

Previous studies support the positive relationship between compassionate leadership and employee well-being. Pansini, et al. [11] found that compassionate leadership significantly enhances employee well-being. Huang, et al. [15] also demonstrated that perceived compassionate leadership is positively associated with employees' psychological well-being. Furthermore, a meta-analysis by Kim and Cruz [10] confirmed that leadership, which has elements of caring, is consistently positively associated with improvements in employees' psychological well-being.

H₃: Compassionate Leadership has a significant effect on Psychological Well-Being.

3.4. Compassionate Leadership and Job Satisfaction

According to Yang, et al. [56] leaders can provide positive affective experiences to employees in the workplace. Referring to the Affective Events Theory proposed by Weiss and Cropanzano [38] actions within Compassionate Leadership (CL), such as providing support, showing empathy, and demonstrating care, are considered forms of affective events. These actions are emotional and meaningful for employees, as they directly touch on their psychological and personal feelings. As emotional experiences, CL behaviors trigger positive affective reactions, such as feeling valued, supported, and cared for. Over time, the accumulation of these affective reactions shapes a positive and stable work attitude, particularly in the form of Job Satisfaction [38, 57].

Various empirical studies have confirmed the positive relationship between employee-centered leadership styles and job satisfaction. Basu [58] found that compassionate leadership practices have a significant positive impact on employee job satisfaction levels. Similarly, Chi, et al. [59] demonstrated that compassionate leadership significantly influences job satisfaction. Torlak, et al. [60] also found that this leadership style has a significant positive relationship with job satisfaction. A meta-analysis by Kim and Cruz [10] also confirmed that leadership involving supportive behavior has a positive and moderate effect on employee well-being, which is an essential antecedent of job satisfaction.

H₄: Compassionate Leadership has a significant effect on Job Satisfaction.

3.5. Psychological Well-Being and Job Satisfaction

Psychological Well-Being (PW) refers to an individual's overall satisfaction with their life and ability to function effectively, including a combination of feeling good and functioning well [1, 61, 62]. This concept involves various dimensions, including self-acceptance, positive relationships with others, autonomy, environmental mastery, personal growth, and life purpose [63, 64].

Affective Event Theory (AET) states that work attitudes (e.g., job satisfaction) are greatly influenced by individuals' emotional reactions to events they experience at work [38]. Within this framework, PW can be viewed as a positive and more stable affective state. Therefore, high levels of PW serve as an emotional resource that makes employees more likely to respond positively to work events, which fosters more positive work attitudes and leads to higher job satisfaction [21].

Previous studies have consistently shown a positive relationship between these two variables. Lee and Kim [1] found that psychological well-being significantly influences job satisfaction among employees. Jung, et al. [64] also showed that higher levels of psychological well-being lead to higher job satisfaction among hotel employees. Abolnasser, et al. [21] also reaffirmed that psychologically healthier employees feel more satisfied with their work.

H₅: Psychological Well-Being has a significant effect on Job Satisfaction.

3.6. Mediating Role of Psychological Well-Being

A study by Vakira, et al. [65] found that employees with higher psychological well-being showed more positive attitudes toward their work and higher levels of job satisfaction. Employees who feel emotionally supported tend to have higher levels of job satisfaction [66]. Like many other aspects of human life, employee psychological well-being (PW) is influenced by various factors. Some of these factors are limited to the individual, while others are found in the environment in which they operate [23, 67].

Research indicates that Perceived Organizational Support (POS) can be an essential source of support for employee well-being [47]. When employees feel emotionally and socially supported, they experience positive feelings that contribute to their psychological well-being and ultimately enhance job satisfaction [46]. Additionally, compassionate leadership plays a crucial role in improving employees' psychological well-being [68]. Research indicates that compassionate leadership can enhance psychological well-being by creating a positive and safe work environment Östergård, et al. [69] and Salminen-Tuomaala and Seppälä [70]. Pansini, et al. [11] found that compassionate leadership has a positive impact on employees' psychological well-being, leading to higher job satisfaction.

This is supported by the Affective Event Theory (AET), which explains how emotional events at work influence employees' emotional states and their impact on organizational attitudes and behaviors [38]. Perceived Organizational Support (POS) is positioned within this framework as a work environment feature that shapes a supportive climate and influences how employees emotionally interpret workplace events. In contrast, Compassionate Leadership (CL) is a direct source of affective events through concrete actions such as empathy, support, and care. These actions create emotionally meaningful experiences for employees and trigger positive affective reactions, ultimately contributing to enhanced psychological well-being [21].

As an effective response to a positive work environment, PW acts as an affective mediator linking work environment features (POS and CL) to work attitude in the form of job satisfaction [11, 23, 48, 67, 71]. Thus, psychological well-being functions as an important mediator in the relationship between perceived organizational support and compassionate leadership toward employee job satisfaction. Based on these insights, we hypothesize that:

H₆: Psychological Well-Being significantly mediates the relationship between Perceived Organizational Support and Job Satisfaction.

H₇: Psychological Well-Being significantly mediates the relationship between Compassionate Leadership and Job Satisfaction.

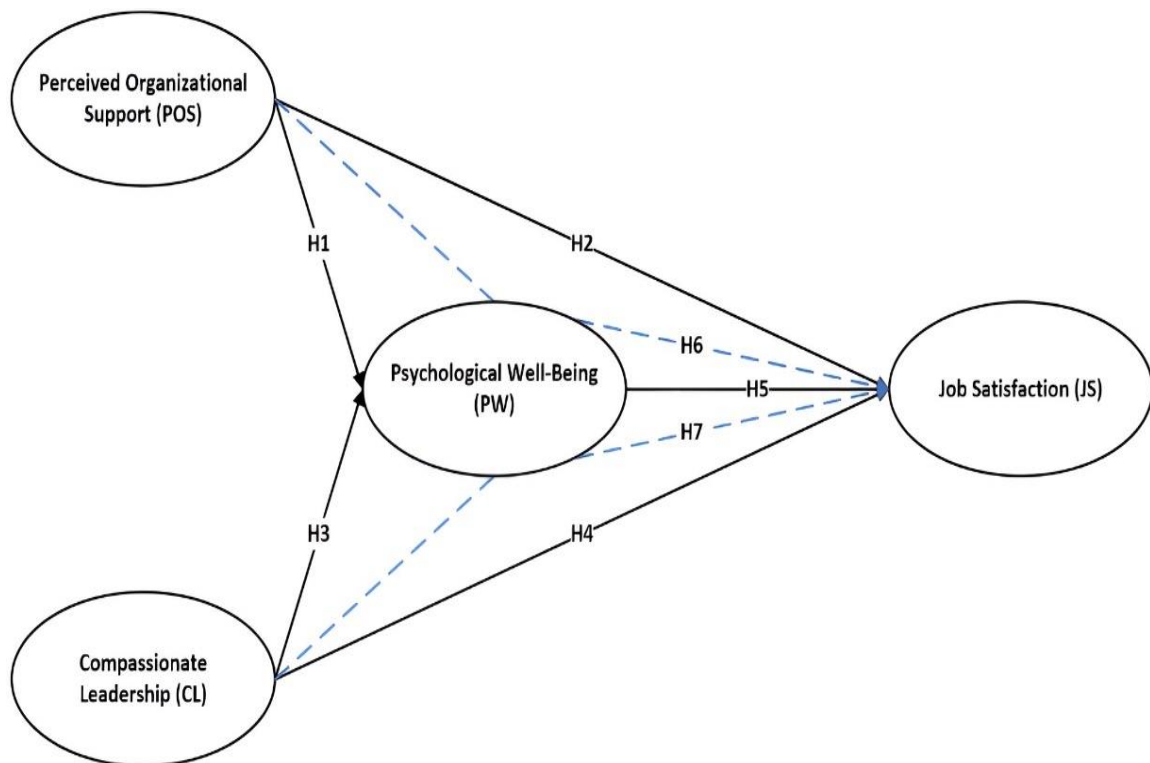


Figure 1.
The Research Model.

4. Methods

4.1. Sampling and Data Collection Method

This study employed a quantitative approach with a cross-sectional survey design. This study focuses on 3-, 4-, and 5-star hotels in Malang, Indonesia, which were selected for their significant tourism value, as tourists generally prefer them for their diverse packages and exclusive facilities with professional workers [72]. This study investigated the relationship between perceived organizational support, compassionate leadership, psychological well-being, and job satisfaction, given the significant psychological and economic impacts experienced by hotel employees during the COVID-19 pandemic.

The minimum required sample size was determined through power analysis using G*Power software, which indicated that at least 107 participants were necessary. A convenience sampling method was employed to recruit participants from the total population of 176 employees working across three different hotels. This approach enabled the inclusion of staff who were readily accessible and available during working hours, thereby facilitating efficient data collection with minimal time and resource constraints. Employees from various departments within the three hotels were invited to complete an online survey, which they could access at their convenience. Anonymity and confidentiality were assured to encourage honest responses. A total of 114 completed responses were collected, exceeding the minimum sample size requirement.

4.2. Respondent Demographic Profile

To get more insight about the respondents, the demographic characteristics of the respondents are shown in Table 1.

Table 1.
Demographic Characteristics of the Respondents.

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	69	60.53
	Female	45	39.47
Age (years)	< 25	61	53.51
	25 - 33	16	14.04
	34 - 42	24	21.05
	> 42	13	11.40
Education Level	Senior High School	46	40.35
	Diploma	36	31.58
	Bachelor's Degree	31	27.19
	Master's Degree	1	0.88
Tenure (years)	< 4	89	78.07
	4 - 6	14	12.28
	7 - 9	9	7.89
	> 9	2	1.75
Work Division	Front Office	6	5.26
	Back Office	8	7.02
	Engineering & Maintenance	16	14.04
	Housekeeping	35	30.70
	Food & Beverage	49	42.98

4.3. Data Analysis Technique

Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed for data analysis using SmartPLS version 3.0. This method was chosen due to its ability to handle complex models while remaining robust with small to medium sample sizes [73]. Furthermore, this study employed an embedded two-stage approach [74]. In the first stage, low-order component (LOC) estimation was used to generate latent variable scores, which were then used as indicators for the higher-order construct (HOC) in the second stage. This model was designed as a reflective-reflective type, where the low-order construct (LOC) and the higher-order construct (HOC) were depicted as reflective indicators. This method allows for a more accurate representation of abstract theoretical concepts because it increases the validity and reliability of multidimensional constructs [73].

4.4. Measures

All variables in this study were measured using validated scales adapted from prior research. Respondents rated each item using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Perceived Organizational Support was measured using items adapted from Eisenberger and Stinglhamber [43] such as “My hotel values its employees' opinions”. Compassionate Leadership was assessed using items adapted from Shuck, et al. [55] for example, “My supervisor listens carefully to employees' concerns”. Psychological Well-Being was measured using items from Ryff and Singer [75] such as “I am easily influenced by others' opinions”. Job Satisfaction was measured using items adapted from Robbins and Judge [76] a sample item included “I find my job interesting”.

5. Results

5.1. Evaluation of the Lower Order Construct Measurement Model

Reflective model criteria were used to assess measurement models to ensure their accuracy and reliability [77]. Item reliability, internal consistency, and convergent validity at the lower-order construct (LOC) level were important components evaluated. External loadings were used to evaluate indicator reliability, with a minimum threshold of 0.708. Internal consistency reliability was measured using Cronbach's alpha (α) and composite reliability (CR), ensuring a balanced value between 0.7 and 0.95 for robustness and redundancy. Average Variance Extracted (AVE) was used to test convergent validity. A minimum acceptable value of 0.5 indicates that each construct can explain the variance in its indicators adequately.

The LOC measurement model was validated based on these criteria, confirming its reliability and suitability for further structural analysis (see Table 2).

Table 2.
Evaluation of the LOC Measurement Model.

Variables	Indicators	Number of Items	Item deleted	Items	Loading	Cronbach's Alpha	Composite Reliability	AVE
Perceived Organizational Support (POS)	POS.1	2	0	POS.1.1	0.841	0.749	0.850	0.740
				POS.1.2	0.879			
	POS.2	2	0	POS.2.1	0.835	0.779	0.826	0.704
				POS.2.2	0.843			
	POS.3	2	0	POS.3.1	0.842	0.701	0.834	0.715
				POS.3.2	0.849			
	POS.4	2	0	POS.4.1	0.869	0.749	0.850	0.740
				POS.4.2	0.851			
Compassionate Leadership (CL)	CL.1	4	0	CL.1.1	0.761	0.747	0.840	0.568
				CL.1.2	0.733			
				CL.1.3	0.749			
				CL.1.4	0.773			
	CL.2	4	0	CL.2.1	0.733	0.759	0.847	0.582
				CL.2.2	0.713			
				CL.2.3	0.813			
				CL.2.4	0.787			
	CL.3	4	0	CL.3.1	0.737	0.760	0.847	0.581
				CL.3.2	0.781			
				CL.3.3	0.772			
				CL.3.4	0.760			
	CL.4	4	0	CL.4.1	0.738	0.738	0.835	0.559
				CL.4.2	0.743			
				CL.4.3	0.750			
				CL.4.4	0.758			
Psychological Well-Being (PW)	PW.1	3	0	PW.1.1	0.758	0.717	0.842	0.640
				PW.1.2	0.838			
				PW.1.3	0.803			
	PW.2	3	1	PW.2.2	0.869	0.798	0.832	0.712
				PW.2.3	0.818			
	PW.3	3	1	PW.3.1	0.857	0.761	0.855	0.747
				PW.3.2	0.871			
	PW.4	3	0	PW.4.1	0.787	0.734	0.803	0.576
				PW.4.2	0.751			
				PW.4.3	0.738			
	PW.5	3	0	PW.5.1	0.786	0.703	0.835	0.628
				PW.5.2	0.838			
				PW.5.3	0.752			
	PW.6	3	0	PW.6.1	0.781	0.725	0.845	0.645
				PW.6.2	0.773			
				PW.6.3	0.853			
Job Satisfaction (JS)	JS.1	4	0	JS.1.1	0.752	0.745	0.839	0.566
				JS.1.2	0.741			
				JS.1.3	0.766			
				JS.1.4	0.751			
	JS.2	4	1	JS.2.2	0.767	0.722	0.844	0.643
				JS.2.3	0.800			
				JS.2.4	0.836			
	JS.3	4	0	JS.3.1	0.823	0.761	0.848	0.583
				JS.3.2	0.751			
				JS.3.3	0.754			
				JS.3.4	0.723			
	JS.4	4	1	JS.4.1	0.788	0.738	0.851	0.656
				JS.4.2	0.839			
				JS.4.4	0.802			
	JS.5	4	1	JS.5.1	0.842	0.716	0.841	0.639
				JS.5.3	0.785			
				JS.5.4	0.768			

Discriminant validity, which ensures that each indicator is conceptually distinct, was part of the measurement model assessment. To demonstrate discriminant validity, the Heterotrait-Monotrait Ratio (HTMT) was used; all Lower-Order Constructs (LOC) met the HTMT threshold of <0.90 [73].

Furthermore, five items (PW.2.1, PW3.3, JS.2.1, JS.4.3, and JS.5.2) were removed as they did not meet the reliability criteria due to their low external loadings. This addition increased the model's robustness and validity. After re-evaluation, all criteria were met, as shown in Table 2, confirming that the LOC model was suitable for further analysis.

5.2. Evaluation of the Higher Order Construct Measurement Model

Next, the measurement model was evaluated at the higher-order construct (HOC) level. The evaluation criteria remained consistent with those applied at the lower-order construct (LOC) level, but this time they were examined at the construct level. Table 3 shows the results for the first three criteria at the HOC level, and Table 4 shows the discriminant validity assessed using the Heterotrait-Monotrait ratio (HTMT). This comprehensive validation indicates that all the necessary criteria for a measurement model at the HOC level have been met, ensuring that the structure is unique and internally consistent, supporting validity and reliability.

Table 3.
Evaluation of the HOC Measurement Model.

Variables	Indicators	Loading	Cronbach's Alpha	Composite Reliability	AVE
Perceived Organizational Support (POS)	POS.1	0.730	0.759	0.844	0.576
	POS.2	0.709			
	POS.3	0.804			
	POS.4	0.792			
Compassionate Leadership (CL)	CL.1	0.744	0.752	0.841	0.569
	CL.2	0.787			
	CL.3	0.775			
	CL.4	0.710			
Psychological Well-Being (PW)	PW.1	0.785	0.782	0.845	0.577
	PW.2	0.778			
	PW.3	0.765			
	PW.4	0.727			
	PW.5	0.723			
	PW.6	0.763			
Job Satisfaction (JS)	JS.1	0.786	0.769	0.844	0.520
	JS.2	0.751			
	JS.3	0.731			
	JS.4	0.709			
	JS.5	0.733			

Table 4.
Heterotrait-Monotrait Ratio (HTMT) – Higher Order Construct (HOC).

	POS	CL	PW	JS
POS				
CL	0.761			
PW	0.408	0.560		
JS	0.495	0.603	0.845	

Note: POS: Perceived Organizational Support; CL: Compassionate Leadership; PW: Psychological Well-Being; JS: Job Satisfaction.

5.3. Evaluation of the Structural Model

After meeting the measurement model evaluation criteria for LOC and HOC, the next step was to assess the structural model, which was conducted according to the procedures outlined by Hair, et al. [77]. The Variance Inflation Factor (VIF), path coefficient significance, explanatory power (R^2), and predictive power (PLS prediction and Q^2 prediction) were used to assess collinearity in this evaluation. The results of the structural model assessment are presented in the following section.

Table 5.
Variance Inflation Factors (VIF).

Variables	VIF
Perceived Organizational Support	1.137
Compassionate Leadership	1.183
Psychological Well-Being	1.214
Job Satisfaction	1.176

The VIF is crucial to this process because it assesses multicollinearity among variables. A VIF value of less than 3.3 indicates an acceptable level of multicollinearity, indicating that the predictor variables do not influence each other excessively and can be safely used in the model [78]. There was no multicollinearity among variables, as shown in Table 5.

With p-values exceeding 0.05, H1, H2, and H6 are not supported. Specifically, compassionate leadership (CL) has a significant positive effect on psychological well-being (PW) ($\beta = 0.381$, $p = 0.001$) and job satisfaction (JS) ($\beta = 0.171$, $p = 0.023$). Furthermore, psychological well-being (PW) has a significant positive effect on job satisfaction (JS) ($\beta = 0.552$, $p = 0.001$), supporting H3 and H4.

In the indirect effect, the mediating role of PW between CL and JS is confirmed ($\beta = 0.210$, $p < 0.001$), supporting H7. On the other hand, the mediating effect of PW between POS and JS is not significant ($\beta = 0.066$, $p < 0.133$), thus rejecting H6.

This finding was reinforced by the total effects analysis, which showed that CL had a significant impact on overall JS ($\beta = 0.381$, $p = 0.001$). Conversely, POS had a smaller but significant impact on JS ($\beta = 0.168$, $p = 0.038$).

Furthermore, the R^2 value demonstrated the model's explanatory power, with PW ($R^2 = 0.411$) and JS ($R^2 = 0.487$). This indicates that the combined influence of POS, CL, and PW accounts for 48.7% of the variance in job satisfaction. These results suggest that compassionate leadership and psychological well-being are crucial in determining job satisfaction. These results may be influenced by organizational support in this situation, both directly and indirectly.

Table 6.
Hypothesis Testing Results.

Hypothesis	Relationship	Original Sampl	T Statistics	P Value	95% Confidence Intervals	f ²	Decision
<i>Direct Effect</i>							
H ₁	POS → PW	0.119	1.156	0.124	[-0.038;0.298]	0.012	Not Supported
H ₂	POS → JS	0.102	1.333	0.091	[-0.022;0.231]	0.013	Not Supported
H ₃	CL → PW	0.381	3.928	0.000	[0.229;0.548]	0.123	Supported
H ₄	CL → JS	0.171	1.995	0.023	[0.029;0.309]	0.034	Supported
H ₅	PW → JS	0.552	8.845	0.000	[0.451;0.654]	0.468	Supported
<i>Indirect Effect</i>							
H ₆	POS → PW → JS	0.066	1.111	0.133	[-0.020;0.172]		Not Supported
H ₇	CL → PW → JS	0.210	3.868	0.000	[0.127;0.307]		Supported
<i>Total Effect</i>							
	POS → JS	0.168	1.770	0.038	[0.025;0.339]		
	CL → JS	0.381	4.163	0.000	[0.234;0.534]		

Note: R^2 (PW) = 0.411; R^2 (JS) = 0.487; POS: Perceived Organizational Support; CL: Compassionate Leadership; PW: Psychological Well-Being; JS: Job Satisfaction.

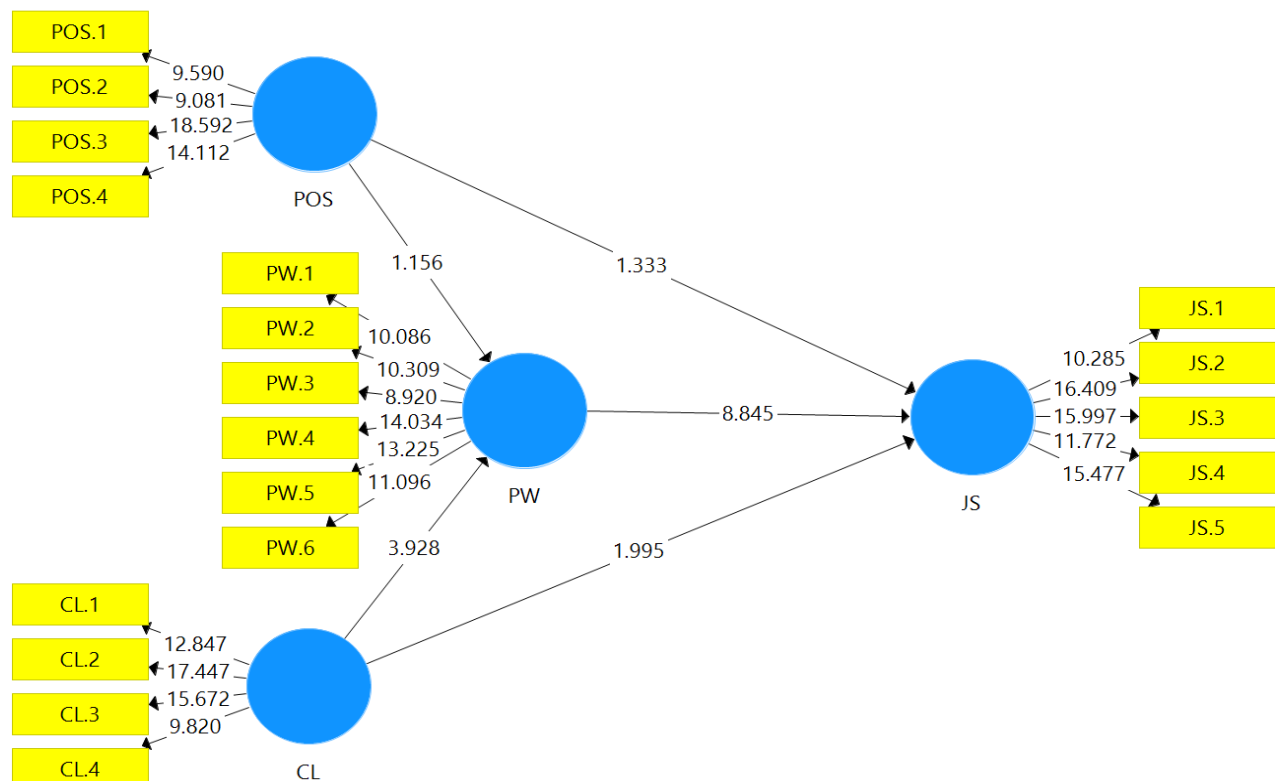


Figure 2.
Hypothesis Testing Results.

6. Discussion

6.1. Supported Hypothesis

The findings of this study provide support for hypotheses H3, H4, H5, and H7, which can be explained using the Affective Events Theory (AET) framework. AET explains that workplace features create the context for various emotionally charged events (work events) that trigger employees' affective reactions and ultimately influence their attitudes and work behavior [38].

In this context, Compassionate Leadership (CL) is categorized as a work environment feature, i.e., a structural and relatively stable element of the work environment that shapes employees' perceptions of their organization and supervisors. Through empathy, attention, and genuine support, CL creates a work climate that fosters positive work events, such as emotionally meaningful interpersonal interactions. This compassionate leadership-driven work environment triggers positive affective reactions from employees, which manifest in this study as an increase in Psychological Well-Being (PW). Support for Hypothesis H3 indicates that compassionate work environment features can create significant positive emotional conditions for employees [10, 11, 15].

The support for hypothesis H4 is also consistent with the AET principle, which states that work environment features not only influence attitudes through affective reactions but can also directly impact work attitudes [38]. Consistent CL behavior can directly shape employees' perceptions of their work environment and ultimately enhance overall job satisfaction [58-60].

Furthermore, AET distinguishes between behavior influenced by momentary emotions (affect-driven behavior) and behavior shaped by long-term judgments such as work attitudes (judgment-driven behavior) [57]. Within this framework, Job Satisfaction (JS) is viewed as a work attitude formed through the accumulation of positive affective experiences. Support for hypothesis H5 indicates that an increase in PW as an affective response to CL directly contributes to the formation of positive work attitudes (JS) [1, 21, 64].

Additionally, findings supporting hypothesis H7 confirm the mediating role of PW in the relationship between CL and JS. PW acts as an affective reaction that mediates the influence of work environment features (CL) on work attitude (JS), consistent with the primary mechanism in AET [79]. This means that the influence of compassionate leadership on job satisfaction does not occur solely through direct effects but is significantly explained through the enhancement of employees' psychological well-being. Overall, the findings of this study emphasize that in the emotionally demanding hospitality industry, positive and supportive interactions with supervisors are a crucial foundation for the formation of positive daily affective experiences, which ultimately serve as the basis for sustained job satisfaction.

6.2. Unsupported Hypothesis

The findings of this study indicate that there is no significant effect of Perceived Organizational Support (POS) on Psychological Well-Being (PW) (H1) or on Job Satisfaction (JS) (H2), and that PW does not mediate the relationship between POS and JS (H6). Although these findings appear to contradict some previous studies [14, 16, 25, 50, 52]. In this context, POS is categorized as a distal or abstract work environment feature. For frontline employees in the hospitality industry, leaders play a more significant role and have a direct emotional impact, consistent with the context, particularly in Indonesian culture, which has a high power distance [80, 81] where direct actions and the presence of leaders tend to carry greater emotional weight [82] compared to formal organizational policies like POS.

The non-significant influence of POS on PW (H1) and JS (H2) indicates that general perceptions of organizational support do not automatically translate into emotionally meaningful work events for employees. In the dynamic and high-pressure environment of the hospitality industry, formal organizational support is often perceived as less relevant than direct interpersonal interactions with supervisors, as exemplified by Compassionate Leadership. In a collectivist cultural context like Indonesia, directly felt interpersonal support—such as attention, relationships, and collaborative approaches—is more valued [83] than abstract institutional support.

The unsupported mediation hypothesis (H6) is a logical consequence of the insignificant relationship between POS and PW. Within the AET framework, mediation only occurs when work environment features influence work attitudes through affective reactions [79]. Since POS, as a work environment feature, failed to elicit significant affective reactions (PW), the mediation pathway toward work attitudes (JS) could not be established. In the Indonesian work context, particularly on the island of Java, personal relationships and respect for superiors are highly valued [84, 85] and direct interactions driven by leadership (such as Compassionate Leadership) become far more dominant affective triggers than impersonal organizational policies.

7. Conclusion

This study examines the influence of Perceived Organizational Support (POS) and Compassionate Leadership (CL) on Job Satisfaction (JS) through the mediation of Psychological Well-being (PW) using the Affective Event Theory (AET) framework. The main findings confirm that Compassionate Leadership, which functions as a positive and proximal work event, significantly enhances Psychological Well-being (as an affective reaction) and ultimately increases Job Satisfaction (as a work attitude). Conversely, POS, which is a more distal or abstract work environment feature, does not show a significant effect.

This study empirically demonstrates the central role of psychological well-being as an affective mechanism mediating the relationship between work environment features (POS and CL) and work attitudes, specifically job satisfaction. This aligns with AET, which states that the accumulation of affective reactions contributes to the formation of employees' work attitudes [38]. The insignificance of POS's influence challenges the assumption that all forms of support will always yield

positive outcomes and suggests that in high-emotional-demand environments, the nature and proximity of support from supervisors become more important. These findings encourage a more nuanced application of AET in challenging work environments to investigate how leaders can foster well-being as a relational investment that enhances organizational effectiveness and reciprocity.

The study demonstrates that compassionate leadership behaviors, such as empathy, active listening, and emotional support, are crucial for improving psychological well-being. Emotional intelligence should be a focus of leadership development programs to equip managers with the skills to identify and meet their employees' emotional needs [86]. Hospitality organizations are encouraged to implement targeted interventions that support mental health and emotional resilience, given the mediating role of psychological well-being. Practical initiatives such as well-being check-ins, peer support, stress management courses, and counseling can help hotel staff feel psychologically safe. Ultimately, this will improve job satisfaction and customer service. Interventions should be proactive and tailored to the specific challenges faced by frontline employees.

The finding that POS has no significant effect indicates that traditional HR practices may need to be reevaluated in the context of the dynamic hospitality industry. Rather than relying on broad and abstract organizational policies, HR should focus on practices that provide direct and tangible support to employees. This could include the implementation of fair scheduling systems, equitable distribution of workloads, and swift recognition mechanisms for employee contributions.

Despite its contributions, this study has certain limitations. It focused solely on the hospitality industry in Malang, East Java, Indonesia, which may limit the generalizability of the findings to other organizational settings or cultural contexts. Future research could extend this model to different sectors and regions to provide broader insights.

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