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FLOURISHING IN THE HOSPITALITY INDUSTRY: THE ROLE OF DECENT WORK, WORK ENGAGEMENT, AND PSYCHOLOGICAL SAFETY IN BUILDING SUSTAINABLE WORKPLACE WELL-BEING

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Abstract:

This study addresses the hotel industry, which relies heavily on employees' intensive emotional and physical involvement, yet has historically been characterized by challenging working conditions. Despite this, research on flourishing in the hospitality sector remains limited, particularly in developing-country contexts. This study examines an integrative model explaining the mechanisms through which decent work contributes to flourishing at work, with work engagement as a mediator and psychological safety as a moderator, grounded in Job Demands-Resources theory. Data were collected from 327 hotel employees in Bali through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling. The results show that decent work has a positive effect on flourishing at work and work engagement, while work engagement positively influences flourishing at work. Work engagement was found to partially and complementarily mediate the relationship between decent work and flourishing at work, while psychological safety strengthens the effect of decent work on flourishing at work. The findings reveal that the direct effect of decent work on flourishing is the weakest effect in the model, positioning decent work as a necessary but insufficient foundation for optimal well-being. This study contributes to the literature by extending Job Demands-Resources theory through the incorporation of institutionally embedded resources, identifying the motivational pathway linking decent work to flourishing, and positioning psychological safety as a resource-conversion mechanism.

Keywords: Decent Work; Flourishing at Work; Work Engagement; Psychological Safety; Sustainable Wellbeing

INTRODUCTION

The increasingly complex and dynamic nature of the modern workplace has created significant challenges for employee well-being across industries. Intensified job demands, digitalization, work flexibility, and economic uncertainty require organizations to balance performance objectives with employee well-being (Putra et al., 2023). Mental health is now recognized as a fundamental component of health and sustainable development. The World Health Organization and the International Labour Organization report that approximately 15% of the working-age population experience mental health disorders, while work-related depression and anxiety contribute to approximately 12 billion lost working days annually, with an estimated global economic cost of USD 1 trillion (World Health Organization & International Labour Organization, 2022).

These challenges are particularly relevant to the hospitality industry, which relies heavily on employees' physical and emotional involvement in delivering high-quality services. Hospitality employees frequently face intensive workloads, irregular working hours, and high interpersonal demands, which may undermine their well-being, work engagement, and ability to flourish at work.



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Flourishing at work represents an optimal state of well-being characterized by positive functioning, meaningfulness, competence, and personal development. In this context, creating working conditions that support employee well-being is also aligned with the Sustainable Development Goals (SDGs), particularly SDG 3 on Good Health and Well-Being and SDG 8 on Decent Work and Economic Growth (World Health Organization, 2025).

The Job Demands-Resources (JD-R) Theory provides a relevant framework for understanding employee well-being by proposing that job resources stimulate motivation and work engagement, whereas excessive job demands may lead to exhaustion and declining well-being (Bakker & Demerouti, 2016). From this perspective, decent work can function as an important job resource by providing fair compensation, reasonable working conditions, occupational safety, and opportunities for development. These conditions may enhance work engagement, which is characterized by vigor, dedication, and absorption, and subsequently contribute to flourishing at work. In addition, psychological safety may strengthen this process by creating an environment in which employees feel safe to express themselves, take interpersonal risks, and fully engage in their work.

Although previous studies have examined flourishing across various sectors, including education, healthcare, banking, agriculture, and social services, research in the hospitality industry remains limited (Thilagavathy, 2025). Research examining flourishing in developing-country contexts, particularly Indonesia, is also relatively scarce. This gap is important because employee well-being may be shaped by cultural, economic, and organizational contexts. Furthermore, limited empirical research has simultaneously examined the relationships among decent work, work engagement, flourishing at work, and psychological safety within an integrated model.

Therefore, this study aims to examine the relationship between decent work and flourishing at work, with work engagement as a mediating mechanism and psychological safety as a moderating factor, among employees in the Indonesian hospitality industry. By integrating these variables within the JD-R framework, this study seeks to contribute to the literature on sustainable employee well-being while providing practical insights for hospitality organizations and human resource professionals in creating healthier, more supportive, and more sustainable workplaces.

The Job Demands-Resources (JD-R) Theory provides a relevant theoretical foundation for explaining how working conditions influence employee well-being. The theory proposes two complementary psychological processes: the motivational process and the health impairment process (Bakker et al., 2023; Bakker & Demerouti, 2016). Job resources, such as social support, autonomy, constructive feedback, career development opportunities, and supportive leadership, stimulate motivation and work engagement, whereas excessive job demands may deplete employees' energy and contribute to stress, exhaustion, and reduced well-being (Demerouti et al., 2001). From this perspective, decent work can be conceptualized as a comprehensive job resource that provides fair working conditions, safety, adequate compensation, and opportunities for development, thereby creating conditions that support employee flourishing.

The relationship between decent work and flourishing at work may also operate through work engagement. When employees perceive their working conditions as fair, safe, meaningful, and supportive, they are more likely to experience higher levels of vigor, dedication, and absorption in their work (Schaufeli et al., 2002). Previous research has shown that decent work is positively associated with employee well-being and career capabilities (Su & Chan, 2023; Hassan et al., 2024), while work engagement has been identified as an important mechanism through which positive job characteristics contribute to favorable employee outcomes. However, empirical research examining work engagement as a mediating mechanism linking decent work to flourishing remains limited.



In addition, psychological safety may determine the extent to which favorable working conditions are translated into flourishing. A psychologically safe environment enables employees to express ideas, concerns, and opinions and to take interpersonal risks without fear of negative consequences (Edmondson, 1999; Edmondson & Bransby, 2023). When psychological safety is high, employees may be more willing to invest themselves fully and authentically in their work, allowing the benefits of decent work to be more strongly experienced as positive well-being and flourishing (Kahn, 1990). Thus, psychological safety may function as a contextual factor that strengthens the relationship between decent work and flourishing.

Although previous studies have examined decent work, work engagement, flourishing, and psychological safety, these constructs have rarely been integrated into a single research model, particularly in the hospitality industry and in developing-country contexts such as Indonesia. Therefore, this study proposes an integrated model in which decent work predicts flourishing at work directly and indirectly through work engagement, while psychological safety moderates the relationship between decent work and flourishing. This model extends the JD-R perspective by incorporating both a motivational mechanism and a contextual condition in explaining employee flourishing in the Indonesian hospitality industry.

METHODS

This study employed a quantitative approach with a cross-sectional design to examine the relationships among decent work, work engagement, flourishing at work, and psychological safety among employees in the hospitality industry in Bali. A quantitative approach was adopted because the study aimed to empirically examine the relationships and effects among the variables using standardized instruments and statistical analyses. The study population comprised employees working in the hospitality industry in Bali. The sample was selected using a simple random sampling technique, with a total of 327 hotel employees participating in the study. Data were collected using a structured questionnaire distributed to hospitality employees in Bali. All variables were measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

The research instruments were adapted from scales that had been previously developed and validated in prior studies. Decent work was measured using 15 items adapted from Duffy et al. (2017), reflecting employees' perceptions of decent, meaningful, and supportive working conditions. Work engagement was measured using nine items adapted from Schaufeli et al. (2006), encompassing the dimensions of vigor, dedication, and absorption. Flourishing at work was measured using 17 items adapted from Rautenbach and Rothmann (2017), reflecting positive functioning, well-being, meaning, competence, and personal development in the workplace. Meanwhile, psychological safety was measured using seven items adapted from Edmondson (1999), capturing employees' perceptions of safety in expressing opinions, sharing ideas and concerns, and taking interpersonal risks within the work environment.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 4. PLS-SEM was employed because it is appropriate for examining predictive and explanatory relationships among latent constructs in models involving multiple variables and moderation effects (Hair et al., 2021, 2022). The measurement model was evaluated based on outer loadings, Average Variance Extracted (AVE), Composite Reliability, Cronbach's Alpha, the Heterotrait-Monotrait ratio (HTMT), and the Fornell-Larcker criterion. Multicollinearity was assessed using the Variance Inflation Factor (VIF). Subsequently, the structural model was evaluated using R^2 , f^2 , Q^2 , and the Standardized Root Mean Square Residual (SRMR). Hypotheses



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were tested using the bootstrapping procedure to obtain path coefficients, t-values, confidence intervals, and p-values, including the assessment of the moderating effect of psychological safety.

RESULT AND DISCUSSION

Respondent Characteristics. The demographic characteristics of the respondents are presented in detail in Table 1. Overall, the respondents were predominantly employees with a bachelor's degree (S1), comprising 198 respondents (60.5%), followed by those with a diploma-level education at 89 respondents (27.2%), and those with a senior high school/vocational high school education (SMA/SMK) at 40 respondents (12.3%). In terms of gender, the respondents consisted of 182 females (55.7%) and 145 males (44.3%). Regarding age, the majority of respondents were between 26 and 35 years old, comprising 156 respondents (47.7%), followed by those aged 18–25 years with 98 respondents (30.0%), and those aged above 35 years with 73 respondents (22.3%). In terms of length of employment, 142 respondents (43.4%) had worked for 1–3 years, 110 respondents (33.6%) had worked for 4–6 years, and 75 respondents (23.0%) had more than 6 years of work experience.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Woman	182	55.7
	Man	145	44.3
Age	18–25 years	98	30.0
	26–35 years	156	47.7
	> 35 years	73	22.3
Level of education	High School/Vocational School	40	12.2
	Diploma	89	27.2
	Bachelor degree)	198	60.6
Years of service	1–3 years	142	43.4
	4–6 years	110	33.6
	> 6 years	75	22.9
Total		327	100.0

Measurement model evaluation results. The measurement model evaluation can be seen in Table 2, which aims to assess the validity and reliability of the instrument. In the initial stage, several indicators with outer loadings <0.70 were eliminated, namely X05, X10, X14 in decent work and Y03, Y08, Y12 in flourishing at work, to improve the quality of measurement. After elimination, all indicators had outer loadings >0.70 with a range of 0.767–0.862, thus meeting the reliability indicator. All constructs also showed excellent reliability, indicated by Cronbach's Alpha (0.923–0.961), Composite Reliability (0.926–0.961), and rho_A (0.938–0.965), all of which exceeded the 0.70 limit. Convergent validity was met based on the AVE values (0.650–0.685) which were all >0.50, indicating that the construct was able to explain more than half of the variance of its indicators. Thus, all constructs are declared valid and reliable so they are suitable for use in structural model analysis.

Table 2. Measurement model evaluation results



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Construct	Indicator	Outer Loading	Cronbach's Alpha	rho_a	rho_c	AVE
Decent Work (X)	DW 1	0.824	0.954	0.955	0.960	0.666
	DW 2	0.862				
	DW 3	0.827				
	DW 4	0.807				
	DW 5	0.660				
	DW 6	0.817				
	DW 7	0.786				
	DW 8	0.842				
	DW 9	0.823				
	DW 10	0.579				
	DW 11	0.795				
	DW 12	0.781				
	DW 13	0.829				
	DW 14	0.608				
	DW 15	0.800				
Work Engagement (Z)	WE 1	0.831	0.932	0.933	0.943	0.650
	WE 2	0.813				
	WE 3	0.797				
	WE 4	0.788				
	WE 5	0.818				
	WE 6	0.804				
	WE 7	0.781				
	WE 8	0.786				
	WE 9	0.835				
Flourishing at Work (Y)	FW 1	0.840	0.961	0.961	0.965	0.662
	FW 2	0.812				
	FW 3	0.638				
	FW 4	0.832				
	FW 5	0.828				
	FW 6	0.807				
	FW 7	0.789				
	FW 8	0.549				
	FW 9	0.819				
	FW 10	0.854				
	FW 11	0.807				
	FW 12	0.642				



Construct	Indicator	Outer Loading	Cronbach's Alpha	rho_a	rho_c	AVE
	FW 13	0.783				
	FW 14	0.816				
	FW 15	0.767				
	FW 16	0.833				
	FW 17	0.801				
Psychological Safety (M)	PS 1	0.836	0.923	0.926	0.938	0.685
	PS 2	0.812				
	PS 3	0.838				
	PS 4	0.850				
	PS 5	0.787				
	PS 6	0.851				
	PS 7	0.818				

Discriminant Validity. Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT) criteria. In Table 3, all HTMT values between constructs are in the range of 0.062–0.638, all of which are below the 0.85 limit. The HTMT value between flourishing at work and decent work is 0.575, psychological safety and decent work is 0.149, psychological safety and flourishing at work is 0.315, work engagement and decent work is 0.582, work engagement and flourishing at work is 0.638, and work engagement and psychological safety is 0.062. Thus, all pairs of constructs meet the HTMT criteria.

Table 3. Results of the Discriminant Validity Test – Heterotrait-Monotrait Ratio (HTMT)

Construct Pair	HTMT	Information
Flourishing at Work (Y) ↔ Decent Work (X)	0.575	Fulfilled
Psychological Safety (M) ↔ Decent Work (X)	0.149	Fulfilled
Psychological Safety (M) ↔ Flourishing at Work (Y)	0.315	Fulfilled
Work Engagement (Z) ↔ Work Decent (X)	0.582	Fulfilled
Work Engagement (Z) ↔ Flourishing at Work (Y)	0.638	Fulfilled
Work Engagement (Z) ↔ Psychological Safety (M)	0.062	Fulfilled

Table 4 shows that all VIF values are in the range of 1.000–1.480, thus there is no multicollinearity problem. The effect size (f^2) value indicates that the influence of decent work on work engagement is relatively large (0.438), while the influence of work engagement on flourishing at work is relatively medium (0.268) and the influence of decent work on flourishing at work is relatively small (0.114). Meanwhile, the interaction effect of psychological safety × decent work on flourishing at work has an f^2 value of 0.037. Based on Kenny's criteria for moderating effects, namely 0.005, 0.01, and 0.025 as the limits of small, medium, and large effects, respectively, these values indicate a large moderating effect (Kenny, 2018; Hair et al., 2022).

The R^2 value indicates that the model is able to explain 51.2% of the variation in flourishing at work ($R^2 = 0.512$) and 30.4% of the variation in work engagement ($R^2 = 0.304$). The Q^2_{predict} values of 0.367 and 0.299, respectively, indicate the predictive relevance of the model. Furthermore, the



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SRMR value of 0.035 in the saturated model and 0.036 in the estimated model, both of which are below 0.08, indicate good model fit. Overall, the structural model meets the collinearity criteria, has adequate explanatory power and predictive relevance, and shows good model fit and can proceed to the hypothesis testing stage. The predictive ability of the model was also evaluated using the PLSpredict procedure. The results show that all indicators in the flourishing at work and work engagement constructs have positive $Q^2_{predict}$ values, indicating predictive relevance to the endogenous construct indicators. Furthermore, the RMSE and MAE values generated by PLS-SEM for all indicators were lower than those of the benchmark linear model (LM). This finding indicates that the PLS-SEM model has high predictive ability for endogenous constructs, as it produces lower prediction errors than the comparison model (Hair et al., 2022).

Table 4. Results of Structural Model Quality Evaluation

Panel A. Collinearity and Effect Size of Structural Paths			
Structural Path	VIF	f²	Category f²
Work Decent (X) → Work Engagement (Z)	1,000	0.438	Big
Work Engagement (Z) → Flourishing at Work (Y)	1,447	0.268	Currently
Decent Work (X) → Flourishing at Work (Y)	1,480	0.114	Small-medium
PS (M) × DW (X) → Flourishing at Work (Y)	1,009	0.037	Large (moderate)*
Panel B. Apparent Power and Predictive Relevance of Endogenous Constructs			
Endogenous Construct	R² (R² adj.)	Q²predict	Category R²
Flourishing at Work (Y)	0.512 (0.505)	0.367	Moderate
Work Engagement (Z)	0.304 (0.302)	0.299	Moderate-weak
Panel C. Model Fit			
Criteria	Sat. Model	Est. Model	Threshold
SRMR	0.035	0.036	< 0.08

Hypothesis testing was conducted through a bootstrapping procedure with the results as presented in Table 5. The first hypothesis (H1) which states that decent work has a positive and significant effect on flourishing at work is supported by a path coefficient of 0.287 ($t = 6.401$; $p < 0.001$). The second hypothesis (H2) which states that decent work has a positive and significant effect on work engagement is also supported, even with the largest coefficient in the model, namely 0.552 ($t = 14.714$; $p < 0.001$). The third hypothesis (H3) regarding the effect of work engagement on flourishing at work is supported by a path coefficient of 0.435 ($t = 8.921$; $p < 0.001$).

Mediation analysis (H4) was tested through a specific indirect effect. The results showed an indirect effect of decent work on flourishing at work through work engagement of 0.240 ($t = 7.539$; $p < 0.001$), thus the fourth hypothesis was accepted. Considering that the direct effect of decent work on flourishing at work (0.287) was also significant and had the same direction as the indirect effect, the form of mediation that occurred was classified as complementary partial mediation.

Table 5. Path Analysis

Hip.	Track	β (O)	t-stat.	p-value	Conclusion
H1	Decent Work → Flourishing at Work	0.287	6,401	0,000	Accepted
H2	Decent Work → Work Engagement	0.552	14,714	0,000	Accepted
H3	Work Engagement → Flourishing at Work	0.435	8,921	0,000	Accepted



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Hip.	Track	β (O)	t-stat.	p-value	Conclusion
H4	Decent Work → Work Engagement → Flourishing at Work	0.240	7,539	0,000	Accepted
H5	Psychological Safety × Decent Work → Flourishing at Work	0.139	3,656	0,000	Accepted

Moderation analysis (H5) shows that the interaction term between psychological safety and decent work has a positive and significant effect on flourishing at work with a coefficient of 0.139 ($t = 3.656$; $p < 0.001$), thus the fifth hypothesis is accepted. The positive direction of the coefficient indicates a strengthening or enhancing moderation, that is, the higher the perception of psychological safety, the stronger the influence of decent work on flourishing at work. To interpret this interaction, a simple slope analysis was conducted at three levels of the moderator as presented in Figure 1. The positive effect of decent work on flourishing was strongest for employees with high psychological safety (+1 SD; $b = 0.42$), moderate at the average level ($b = 0.29$), and much weaker for employees with low psychological safety (−1 SD; $b = 0.15$). Thus, the slope of the line in the high psychological safety condition was approximately 2.8 times steeper than that in the low psychological safety condition. Because all three lines remain positively sloped and move away from each other progressively without intersecting within the observation period, this pattern represents enhancing/synergistic moderation, not buffering moderation. Thus, H5 is supported.

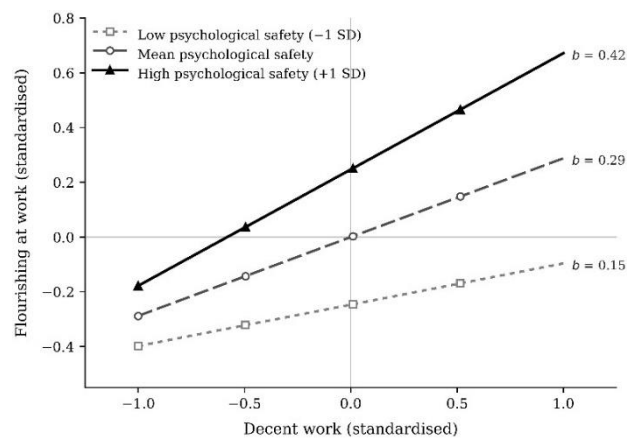


Figure 1. Slope Plot analysis

Decent Work and Flourishing at Work as a Foundation (H1). Decent work has been shown to have a positive and significant effect on flourishing at work, despite being the weakest structural pathway in the model. This finding suggests that decent work's contribution to work well-being is more indirect than direct. From the JD-R perspective, decent work provides basic resources such as job security, adequate compensation, healthcare, reasonable working hours, and value alignment, which primarily serve to mitigate the negative impact of work demands (health impairment processes) (Bakker & Demerouti, 2016; Duffy et al., 2017). In contrast, flourishing is a eudaimonic state that demands the actualization of potential, meaningfulness of work, and optimal social functioning (Rautenbach & Rothmann, 2017; Verma, 2025). Therefore, improving formal working conditions does not automatically result in flourishing but rather provides a foundation for the development of higher well-being.



These findings support the view (Blustein et al., 2023) that decent work is a prerequisite for well-being, not its ultimate goal. The study's findings are also consistent with those of (Marzocchi et al., 2025) and (Ragadu & Rothmann, 2023), which suggest that the influence of decent work on well-being is realized more through specific psychological mechanisms. Thus, the benefits of decent work do not emerge automatically but depend on psychological processes that link working conditions to employees' experiences of well-being (Ho & Chan, 2022).

The context of the Balinese hospitality industry and culture also explains these findings. The hospitality industry remains characterized by wage inequality, long working hours, and limited social mobility (Giousmpasoglou, 2024; Robinson et al., 2019). Under these conditions, meeting decent work standards is seen as a basic need, but it does not necessarily create a thriving work experience. Furthermore, Balinese workers' well-being stems not only from their work but also from their involvement in traditional villages, banjar (traditional community groups), *ngayah* practices, and the values of *Tri Hita Karana*. Because sources of meaning and identity largely originate from the socio-communal realm outside the organization, the flourishing of Balinese hospitality employees is a result of the interaction between the work and community domains, making the direct contribution of decent work to overall well-being relatively moderate.

Decent Work as an Institutional Job Resource for Work Engagement (H2). The influence of decent work on work engagement is the strongest path in the model with a large effect size, thus providing strong support for the motivational process in JD-R theory. This finding confirms that work engagement is more determined by the availability of job resources than job demands, as demonstrated by (Schaufeli & Bakker, 2004) and confirmed meta-analytically by (Mazzetti et al., 2023). Through adequate compensation, development opportunities, safe working conditions, and reasonable working hours, decent work provides resources that increase employee reciprocity, free up cognitive and affective energy, and fulfill the need for existential security that underlies the emergence of intrinsic motivation (Bakker et al., 2023).

Conceptually, these findings broaden the scope of the JD-R by demonstrating that decent work, as an institutional resource rooted in the ILO framework and SDG 8, has strong predictive power for engagement. Unlike the micro-resources commonly studied in the JD-R, such as autonomy, feedback, and supervisor support, decent work encompasses social security, workers' rights, and dignity of work. These results indicate that the JD-R framework remains relevant at a more macro-level of analysis, while also bridging the policy-oriented decent work literature with the individual-focused occupational health psychology.

The research findings are also in line with studies (Hassan et al., 2024; Kashyap et al., 2021), although the obtained influence coefficient is in the higher range. Based on the Conservation of Resources theory, this difference can be explained by the principle of resource scarcity, where the motivational value of a resource increases when its availability is limited. In the hospitality sector, which is still characterized by relatively vulnerable working conditions (Robinson et al., 2019), meeting decent work standards becomes a highly valued resource, thus having a stronger motivational impact on work engagement compared to groups of workers who already have better levels of job security and autonomy.

Work Engagement as the Strongest Determinant of Flourishing at Work (H3). Work engagement has been shown to be the strongest predictor of flourishing at work, even surpassing the direct influence of decent work. This finding suggests that engagement is not merely an intermediary variable, but rather a key psychological mechanism driving optimal well-being at work. Theoretically, this relationship is supported by the congruence between the dimensions of



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engagement and flourishing: vigor enhances emotional well-being, dedication enhances personal meaning and growth, and absorption supports experiences of competence and mastery (Schaufeli et al., 2002). Thus, engagement is the primary means through which eudaimonic well-being is formed in daily work activities, in line with the gain spiral mechanism in JD-R theory (Bakker et al., 2023).

These results are consistent with findings (Carvalho et al., 2021; Martha et al., 2025; Redelinghuys & Rothmann, 2020). However, research (Imran et al., 2020) suggests a different direction of the relationship, positioning flourishing as a mediator of engagement. Given the cross-sectional design of the study, the possibility of a reciprocal relationship remains to be acknowledged. However, conceptually, engagement is more appropriately positioned as an antecedent because it is a work-specific and more dynamic psychological state, while flourishing reflects a broader and relatively stable evaluation of well-being. These findings also address calls (Verma, 2025) to clarify the conceptual boundaries of flourishing through empirical testing in under-researched contexts.

In the hospitality industry, the powerful influence of engagement on flourishing becomes increasingly relevant because the work demands a high level of emotional labor (Ariza-Montes et al., 2018). Highly engaged employees tend to display emotions more authentically than simply acting superficially, thereby reducing emotional exhaustion and improving well-being. In the Balinese context, this process is reinforced by cultural values such as *ngayah* and *menyama braya*, which interpret service as a form of social and spiritual devotion. Therefore, work engagement not only improves the quality of the work experience but also connects work activities to broader cultural meaning systems, thus becoming a key pathway to flourishing at work.

Mediation Mechanism: Motivational Process as Transmission Pathway (H4). The indirect effect of decent work on flourishing through work engagement proved significant. Because the direct and indirect effects were both significant and in the same direction, this relationship constitutes complementary partial mediation. These findings suggest that most of the well-being benefits of decent work are not obtained directly, but through motivational activation that increases employee work engagement.

These results provide empirical support for the motivational process in JD-R theory. Decent work provides resources that fulfill the needs for security, fairness, and dignity, which then encourages employee engagement in their work. This engagement, in turn, generates meaningful experiences, psychological growth, and social connectedness that shape flourishing. Thus, decent work does not directly "provide" well-being, but rather creates conditions that enable employees to develop their well-being through active participation, in line with the capability approach proposed by (Ragadu & Rothmann, 2023).

The partial nature of this mediation also has important theoretical implications, as it suggests the existence of other mechanisms linking decent work and flourishing. First, the health impairment pathway, in which decent work reduces job demands and insecurity, thereby enhancing well-being through the prevention of burnout (Bakker & Demerouti, 2016). Second, the capability pathway, which expands employees' opportunities to achieve valued functioning across multiple life domains (Ragadu & Rothmann, 2023). Third, the dignity pathway, in which recognition of the value and dignity of work contributes intrinsically to well-being (Winchenbach et al., 2019).

This finding differs from Hassan et al.'s (2024) finding a full mediation of work engagement between decent work and innovative work behavior. This difference can be explained by the characteristics of the outcomes studied. Innovative behavior relies almost entirely on motivation, while flourishing is also influenced by reduced work pressure, increased capabilities, and



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recognition of the dignity of work. Therefore, the existence of a direct effect remains theoretically explainable. In addition to enriching the JD-R literature, this study fills a research gap by providing one of the first empirical evidence demonstrating the role of work engagement as a connecting mechanism between decent work and flourishing. These findings also indicate that improving working conditions will yield more optimal well-being benefits when accompanied by organizational efforts to increase employee work engagement.

Psychological Safety as a Conversion Factor: Reinforcement Moderation (H5). The moderating interaction between psychological safety and decent work had a positive and significant effect on flourishing at work, indicating that psychological safety enhances the well-being benefits of decent work. A simple slope analysis showed that the effect of decent work on flourishing among employees with high psychological safety was nearly three times stronger than among those with low psychological safety. This finding confirms that the effectiveness of organizational investments in providing decent working conditions depends heavily on the quality of the interpersonal climate in which those resources are received.

Theoretically, decent work and psychological safety represent two distinct types of resources. Decent work is a structural resource manifested through policies, worker rights, and formal working conditions, while psychological safety is a relational resource that determines the extent to which employees feel safe taking interpersonal risks (A. Edmondson, 1999; A.C. Edmondson & Bransby, 2023). From a capability perspective, psychological safety functions as a conversion factor that enables formal resources to be transformed into tangible well-being experiences. Thus, practices such as leave, job security, and career development will only provide optimal benefits if employees feel safe utilizing them. These findings extend the person-situation approach in JD-R by demonstrating synergy between structural and relational resources at different levels of analysis (Bakker et al., 2023).

The results of this study align with those of (Frazier et al., 2025; Frazier & Fainshmidt, 2016) but offer a new contribution. While previous research has focused more on the role of psychological safety as a buffer against the negative impacts of job demands, this study demonstrates its function as a reinforcement of the benefits of job resources. Thus, psychological safety serves not only as a protective mechanism but also as a catalyst that maximizes the positive impact of job resources on well-being.

The Indonesian hospitality industry and cultural context also help explain this pattern. The hierarchical organizational structure of hotels, coupled with relatively high power distance norms, can hinder the emergence of psychological safety. However, in the Balinese context, communal traditions such as banjar and paruman emphasize participation and voice, thus providing potential social capital for building a safer psychological climate. These findings suggest that psychological safety is a relatively independent climate dimension, and precisely because of its independence, its role as a moderator is theoretically significant.

CONCLUSION

This study tests an integrative model explaining the mechanisms through which decent work contributes to flourishing at work among employees in the Balinese hospitality industry, with work engagement as a mediator and psychological safety as a boundary condition. While all hypotheses are empirically supported, the study's contribution lies not in confirming the direction of these relationships but in explaining their configuration. The findings suggest that decent work is a necessary but insufficient foundation for optimal employee well-being: its direct effect on



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flourishing is the weakest in the model, while its main strength lies in its capacity to activate work engagement. Thus, decent work serves as a floor, not a ceiling, for well-being, moving employees out of a state of languishing, but the transition to flourishing requires motivational processes that do not occur automatically.

This transmission mechanism operates through work engagement, which has been shown to be the strongest determinant of flourishing at work and transmits most of the well-being benefits of decent working conditions. The partial nature of the mediation indicates that decent work operates through a plurality of motivational, attenuative, and capability pathways and therefore cannot be reduced to a single mechanism. Furthermore, the effectiveness of the direct pathway from decent work to flourishing has been shown to be conditioned by a climate of psychological safety, which substantially strengthens the relationship. This finding positions psychological safety as a conversion factor that determines the rate of transformation of structural resources into truly perceived well-being. One noteworthy finding is that meeting formal decent work standards and establishing a safe psychological climate vary relatively independently, indicating a decoupling between structural employment compliance and the quality of the relational climate in the studied hospitality organizations.

Theoretically, this study extends Job Demands-Resources theory in three directions: demonstrating that institutional-normative resources such as decent work can be accommodated within the JD-R architecture without any apparent loss of power, identifying previously untested motivational pathways linking decent work to flourishing, and introducing interactions between resources from different levels of analysis as an extension of the person-situation approach. Contextually, this study extends the empirical basis of the flourishing literature to the hospitality sector in a developing economy with its distinctive communal social structure, a context that has been neglected in the literature dominated by studies in developed countries.

Practically, the findings of this study direct hotel management to treat labor compliance and psychological climate development as two equal and complementary agendas, rather than as separate ones. Improving structural working conditions without creating a safe space for employees to express their opinions will only partially realize its potential well-being benefits. Within the framework of sustainable development, these findings suggest that the link between SDG 8 on decent work and SDG 3 on health and well-being is not automatic at the organizational level, but rather conditioned by the quality of interpersonal relationships in the workplace, a proposition that has consequences for how the achievement of sustainable development goals is measured and intervened at the company level.

Limitations and Future Research Agenda. This study has limitations because it was only conducted on hotel employees in Bali, so generalization of the results requires caution, and it is recommended that future research expand the scope or conduct cross-regional/national studies to obtain more comprehensive results and test the consistency of the findings. The cross-sectional design limits causality claims, particularly regarding the potentially reciprocal relationship between work engagement and flourishing as implied by Imran et al. (2020) and Marzocchi et al. (2025); longitudinal, wave-like testing or daily diary studies are needed to verify its temporal dynamics.

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