

Building Societal Human Systems in Hospitality: The Roles of Capability Culture, Psychological Safety, and Purposeful Work

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Abstract

This study examines how human systems in hospitality are shaped through the integration of capability-oriented culture, psychological safety, and purposeful work in explaining employee outcomes. Drawing on socio-technical systems theory and self-determination reasoning, the study investigates whether capability-oriented culture strengthens psychological safety, whether psychological safety promotes purposeful work, and whether purposeful work enhances job satisfaction, team creativity, and employee performance. A quantitative explanatory design was applied using survey data from 330 employees working in hotels and resorts in Indonesia. The data were analyzed using partial least squares structural equation modeling (PLS-SEM) to assess direct and mediated relationships. The findings reveal that capability-oriented culture strongly improves psychological safety, while psychological safety significantly enhances purposeful work. Purposeful work, in turn, positively affects job satisfaction, team creativity, and employee performance. The mediation results confirm purposeful work as a central mechanism linking psychological safety to employee outcomes, while capability-oriented culture influences outcomes indirectly through psychological safety and purposeful work. This study contributes by showing that developmental culture, interpersonal safety, and meaningful work jointly support resilient human-centered service systems.

Keywords: capability-oriented culture, psychological safety, purposeful work, hospitality employees, socio-technical systems, team creativity and performance

1. Introduction

The hospitality sector operates through dense human interactions, in which value is created not merely through procedures, but through employees' moment-to-moment judgments, emotional labor, and relational engagement with guests. This human-centric character has increased pressure on organizations to move beyond mechanistic, efficiency-driven designs toward anthropocentric and sociocentric systems that privilege capability development, relational quality, and meaningful work as core organizing principles (Kamboj & Eronimus, 2024). At the same time, accelerated digitalization and post-pandemic disruptions have reshaped service processes and customer interfaces, underscoring the importance of cultures that sustain learning, creativity, and psychological conditions conducive to adaptive service behaviors (Alshammari et al., 2023).

Within this changing landscape, three constructs—capability-oriented culture, psychological safety, and purposeful work—have emerged as central levers for sustaining employee well-

being and service resilience. Capability culture embeds learning, empowerment, and continuous improvement, equipping employees for complex interpersonal encounters (Kamboj & Eronimus, 2024). Psychological safety provides the relational climate in which voice, experimentation, and error-tolerant behavior can flourish, enabling adaptive responses to customer needs (Mehmood et al., 2020). Purposeful work—through autonomy, mastery, and a sense of meaningful contribution—aligns employees' intrinsic motivation with high service quality and creative problem-solving (Kaur & Malik, 2025; Ohri & Dutta, 2025). Evidence increasingly suggests that organizations that combine technological investments with human-centered HR systems achieve more resilient service delivery and stronger employee outcomes under volatile conditions (Guest et al., 2022; Schau et al., 2024).

Despite growing recognition of these constructs individually, hospitality scholarship has yet to fully articulate an integrated "societal human systems" perspective that treats capability culture, psychological safety, and purposeful work as mutually reinforcing elements within broader socio-technical environments. Existing studies frequently examine culture, safety, meaningful work, or performance outcomes in isolation or in partial chains, leaving a limited understanding of how these processes unfold sequentially to shape frontline outcomes. Likewise, although recent methodological advances—particularly variance-based structural equation modeling—provide tools for testing complex serial mediation, few hospitality studies have simultaneously modeled job satisfaction, team creativity, and employee performance within a unified explanatory framework (Low & Memon, 2023). This gap restricts insight into comparative effect sizes and the relative power of social versus motivational mechanisms.

Responding to these gaps, this study develops and tests an integrated socio-technical human systems model that traces how capability-oriented culture cultivates psychological safety, how psychological safety enables purposeful work, and how purposeful work drives three critical employee outcomes: job satisfaction, team creativity, and performance. By doing so, the study advances anthropocentric–sociocentric theory in hospitality, offers a comprehensive mediation-rich analytical approach, and provides managers with evidence-based levers—capability-building practices, safety-promoting routines, and purpose-enhancing job design—to strengthen societal human systems in an industry increasingly shaped by technological change and service complexity.

2. Literature Review

2.1 Theoretical Foundations

Socio-Technical Systems Theory provides the foundation for conceptualizing “societal human systems” in hospitality as interdependent constellations of people and technologies jointly optimized to support service work. Contemporary pressures, such as digitalization, revive the STS concern with designing work that protects job quality while enabling technological benefits and organizational adaptability (Guest et al., 2022). This perspective stresses the alignment of technical elements (digital platforms, service ecosystem architectures, knowledge management systems) with social elements (shared norms, trust, voice, leadership forms) so frontline employees can exercise discretion, access information, and co-create value (Guest et

al., 2022; Nyame et al., 2021; Vink et al., 2020). Self-determination constructs (autonomy, mastery, purpose) and team-level psychological safety specify the motivational and interactional pathways through which socio-technical designs foster creativity and purposeful work (Mehralian et al., 2025). Leadership and culture that encourage humility, participation, and inclusive status behaviors enhance psychological safety and, in turn, team creativity and resilient innovation in hospitality (Ali et al., 2020; Sung & Choi, 2021; Ye et al., 2020).

2.2 The Influence of Culture, Psychological Safety, and Purposeful Work on Employee Outcomes

Capability-oriented culture refers to an organizational climate that systematically emphasizes learning, skill development, empowerment, and continuous improvement by deploying HR practices and developmental norms that prioritize competence-building, voice, and access to resources (J. He et al., 2021; Yang et al., 2022). In hospitality, developmental and innovative cultures foster openness and innovation by shaping regulatory processes that balance openness versus resistance, and by linking HR practices to empowerment, engagement, and creative performance (J. He et al., 2021; Senbeto et al., 2021; Yang et al., 2022). Such cultures cultivate interpersonal trust and shared norms that support knowledge sharing and supportive communication (Nyame et al., 2021). Psychological safety—team members’ shared belief that they can speak up without fear of negative consequences—mediates the relationship between culture, leadership, and creativity by reducing interpersonal threat and enabling open exchange (Ali et al., 2020; Sung & Choi, 2021; Ye et al., 2020). Purposeful work, grounded in autonomy, mastery, and purposefulness, is more likely when psychological safety supports risk-taking, experimentation, and developmental feedback (Mehralian et al., 2025; Nyame et al., 2021). Accordingly, we propose the following hypothesis:

H1: A capability-oriented culture has a positive influence on Psychological Safety.

H2: Psychological Safety positively influences Purposeful Work (Autonomy–Mastery–Purposefulness).

2.3 The Role of Purposeful Work in Shaping Job Satisfaction, Creativity, and Performance

Purposeful work, conceptualized through the Self-Determination Theory (SDT) lens as satisfaction of autonomy, mastery, and purpose, reflects an intrinsic motivational state in which employees experience volitional control, competence development, and a connection between tasks and meaningful goals (Ting & Ahn, 2022). When workplaces support these needs, SDT predicts intrinsic motivation and positive affect, with evidence linking experienced meaningfulness to higher job satisfaction through enhanced positive emotions and a reduced risk of burnout (Min et al., 2021). Intrinsic motivation, rooted in autonomy and mastery, also underpins team creativity. Motivated individuals exhibit curiosity, share ideas, and engage in collaborative problem-solving, generating functional service solutions, especially in climates characterized by psychological safety and voice efficacy (Huang et al., 2023; Mao et al., 2020). In hospitality, purposeful work improves overall employee performance by channeling learning and adaptive behavior into service encounters and innovation (Schau et al., 2024; Yang et al.,

2022), supporting:

H3: Purposeful Work (Autonomy–Mastery–Purpose) positively influences Job Satisfaction among hospitality employees.

H4: Purposeful Work (Autonomy–Mastery–Purpose) positively influences Team Creativity in hospitality settings.

H5: Purposeful Work (Autonomy–Mastery–Purpose) positively influences Employee Performance in hospitality settings.

2.4 Indirect Effects of Psychological Safety on Employee Outcomes

Mediation refers to an indirect effect whereby an independent variable shapes an outcome through an intervening construct: the predictor modifies the mediator, which subsequently affects the outcome, potentially alongside any direct path. In this framework, psychological safety—a shared belief that team members can speak up, take interpersonal risks, and acknowledge mistakes without sanction—encourages fuller engagement in role-related tasks and learning behaviors, thereby deepening employees’ experience of purposeful work (autonomy, mastery, and purpose) by lowering threat perceptions that typically inhibit exploration and meaning-making (Lysova et al., 2022). Purposeful work then serves as a motivational bridge, converting safety-enabled discretion and learning into intrinsic motivation and a stronger sense of contribution to organizational goals, which, in turn, shapes satisfaction, creative input, and performance (Fürstenberg et al., 2020; Hora et al., 2021). Accordingly, we hypothesize:

H6: Psychological safety indirectly influences job satisfaction via purposeful work

H7: Psychological safety indirectly influences team creativity via purposeful work

H8: Psychological safety indirectly influences employee performance via purposeful work.

2.5 The Mediating Role of Purposeful Work in the Culture–Outcome Chain

A capability-oriented culture is conceptualized as an organizational condition that prioritizes learning, skill development, empowerment, and continuous improvement through HR practices, leadership norms, and shared expectations that foreground the development of capabilities (Crawford et al., 2021). We argue that this culture fosters trustful, learning-oriented interactions and participative communication that reduce interpersonal threat and enhance team psychological safety, the shared belief that members can take interpersonal risks without penalty (Hundschell et al., 2024). Greater psychological safety then allows employees to exercise autonomy, pursue mastery, and connect tasks to meaningful purposes, creating purposeful work characterized by autonomy, mastery, and purposefulness (Aleksić et al., 2023). Purposeful work serves as a proximal motivational mechanism, converting socially afforded safety into higher job satisfaction, greater team creativity, and improved employee performance. Accordingly, we hypothesize that Capability-Oriented Culture indirectly influences Job Satisfaction, Team Creativity, and Employee Performance through Psychological Safety and Purposeful Work. Accordingly, we posit:

H9: Capability-Oriented Culture indirectly influences Job Satisfaction, Team Creativity, and Employee Performance through Psychological Safety and Purposeful Work

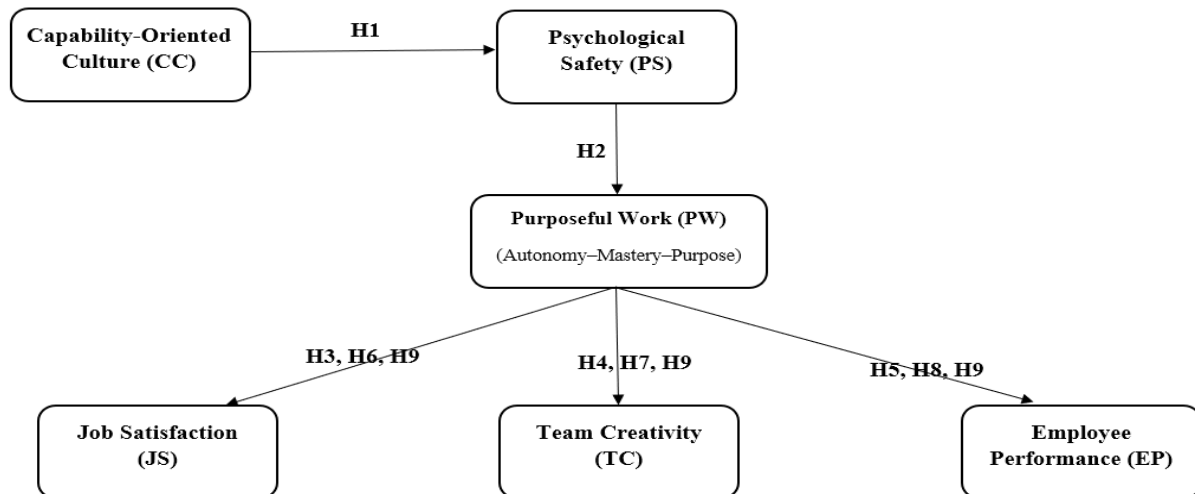


Figure 1. Conceptual Model

3. Research Method

3.1 Research Design

In this study, a cross-sectional survey was used within a quantitative, explanatory research design to test a theory-guided structural pattern of human systems in the hospitality industry. The model associates capability-oriented culture, psychological safety, and purposeful work (autonomy, mastery, purpose) with three employee outcomes: job satisfaction, team creativity, and employee performance. The design is grounded in deductive logic, which shifts between socio-technical systems theory and self-determination concepts to empirically testable hypotheses. The structured questionnaire was administered to collect data on a structured basis using established Likert-type scales, which enabled variance-based structural equation modeling (PLS-SEM) to estimate both direct and mediated relationships between the latent constructs and to assess model complexity and numerous endogenous outcomes (Hair et al., 2024).

3.2 Sampling and Data Collection

The sample population included hotels and resorts in Indonesia with full-service units that run teams in key hospitality locations. Non-probability purposive sampling was used to select frontline employees, supervisors, and line managers to participate in the study, as most of them have frequent contact with guests and also operate within consistent staff (team) structures. Inclusion criteria were based on six months' tenure in the respondent's current organization, as this would provide sufficient exposure to the culture and climate. A self-completion, self-administered questionnaire was used to collect data, distributed both in paper and online, with anonymity and voluntary participation promised. Following screening for incomplete data and

haphazardly completed questionnaires, 330 viable questionnaires were retained for analysis, as the sample handling procedures were sufficient to support the rigor of the research model proposed in the PLS-SEM format (Hair et al., 2024; Henseler et al., 2025).

3.3 Measures and Instrument Development

All latent variables were measured using multi-item Likert scales adapted from prior studies. Capability-Oriented Culture was captured through five items, focusing on learning orientation, empowerment, and continuous improvement (Crawford et al., 2021; Yang et al., 2022). Psychological safety was assessed using five items that reflected voice, error tolerance, and a supportive team climate (Ali et al., 2020; Ye et al., 2020). Purposeful Work (Autonomy–Mastery–Purposefulness) was assessed using six items that tapped autonomy, opportunities for skill development, and experienced meaningfulness (Aleksić et al., 2023; Ting & Ahn, 2022). Job Satisfaction was measured using five items that covered satisfaction with work, supervisor, and working conditions (Salem et al., 2021; Yin et al., 2022). Team Creativity employed five items on idea generation and implementation within teams (Lua et al., 2023; Sung & Choi, 2021). Employee Performance was assessed using five items that captured task and contextual performance in service encounters (Aksoy et al., 2020; Pak et al., 2023). All items used a five-point agreement scale.

3.4 Data Analysis Procedures

Data analysis was performed in two steps, with SPSS and SmartPLS used for initial data checks and structural equation modeling, respectively. The descriptive statistics and screening tests were conducted initially to assess normality, missing values, and outliers. Subsequent evaluation of the measurement model was conducted using indicator reliability, internal consistency reliability (Cronbach's alpha, composite reliability), convergent validity (average variance extracted), and discriminant validity (HTMT). To check for multicollinearity, the variance inflation factors were examined. The second stage entailed testing the structural model by estimating path coefficients, the coefficient of determination (R^2), the coefficient of effect size (f^2), and predictive relevance (Q^2) (Hair et al., 2024). Bootstrapping of indirect and serial mediation effects was performed with 5,000 resamples, and other predictive analyses (e.g., PLSpredict and importance performance map analysis) helped to understand the practical importance of key antecedents.

3.5 The Common Method Bias and Robustness

Common method bias was addressed through procedural and statistical remedies. Ex ante measures included assuring respondents that there were no right or wrong answers, varying item wording, and separating predictor and outcome blocks. Post hoc assessment used Harman's single-factor test to confirm that no single factor explained most variance, while full collinearity VIFs were examined for potential bias. Robustness was further evaluated by re-estimating models with alternative indicator specifications, adding theoretically relevant controls, and comparing results across frontline and supervisory subgroups to verify parameter stability and mediation consistency in model.

4. Finding and Discussion

4.1 Descriptive Statistics

Table 1 presents the demographic and organizational profiles of the 330 hospitality industry employees surveyed. There is equal gender representation, but it is slightly skewed towards male respondents (50.9 percent) over female respondents (49.1 percent). Regarding age, the majority of respondents are young adults: 41.8 percent fall within the 25 to 34 years age bracket, 25.5 percent within the 35 to 44 years age bracket, and 10.9 percent within the 45 and above age bracket. The sample is highly educated, with 40 percent holding a bachelor's degree and 30 percent holding a diploma. In line with the study's subject, frontline service work, 60 percent of frontline workers are frontline workers, 23.6 percent are supervisors, and 16.4 percent are line managers across major four- and five-star hotels and upscale resorts.

Table 1. Attributes of review respondents

Respondent Attributes	Categories	Frequency (N)	Percentage (%)
Gender	Male	168	50.9
	Female	162	49.1
Age	< 25 years	72	21.8
	25–34 years	138	41.8
	35–44 years	84	25.5
	≥ 45 years	36	10.9
Education	Senior high school	66	20.0
	Diploma	99	30.0
	Bachelor's degree	132	40.0
	Postgraduate degree	33	10.0
Job Position	Frontline staff	198	60.0
	Supervisor	78	23.6
	Line manager	54	16.4
Organisational Type	4-star hotel	132	40.0
	5-star hotel	99	30.0
	Upscale resort	66	20.0
	Boutique hotel	33	10.0

4.2 Measurement Validation

The summary of the appraisal of the external measurement model is presented in Table 2. All indicators load well on their respective constructs, with standardized loadings ranging from 0.725 to 0.943, well above the 0.70 threshold and indicative of acceptable indicator reliability. The internal consistency is very good: Cronbach's alphas range from 0.851 (Psychological Safety) to 0.951 (Purposeful Work), and composite reliability coefficients are above 0.90 across all constructs. Convergent validity is also sufficiently strong, with AVE values ranging between 0.50 and 0.855 (Purposeful Work and Job Satisfaction, respectively). Although the average

values of the outer VIFs range from 2.16 to 4.43, they are below the conservative cut-off of 5, suggesting that multicollinearity is unlikely to distort the measurement model's estimates. All these findings provide strong evidence that the reflective measures adopted in this research are both valid and reliable.

Table 2. Analyses of the External Model

Construct / Item	Loadings	Alpha	CR	AVE	VIF
Capability-Oriented Culture (CC)		0.941	0.955	0.810	3.77
CC1	0.931				
CC2	0.911				
CC3	0.917				
CC4	0.867				
CC5	0.872				
Psychological Safety (PS)		0.851	0.899	0.691	2.16
PS1	0.833				
PS2	0.834				
PS3	0.841				
PS4	0.816				
Purposeful Work		0.951	0.957	0.651	4.42
Autonomy1	0.845				
Autonomy2	0.847				
Autonomy3	0.864				
Autonomy4	0.829				
Mastery1	0.830				
Mastery2	0.865				
Mastery3	0.804				
Mastery4	0.762				
Purposefulness1	0.815				
Purposefulness2	0.744				
Purposefulness3	0.736				
Purposefulness4	0.725				
Job Satisfaction (JS)		0.943	0.959	0.855	4.43
JS1	0.939				
JS2	0.936				
JS3	0.943				
JS4	0.877				
Team Creativity (TC)		0.911	0.938	0.789	3.32
TC1	0.894				
TC2	0.892				

TC3	0.875				
TC4	0.893				
Employee Performance (EP)		0.863	0.907	0.710	2.23
EP1	0.880				
EP2	0.790				
EP3	0.808				
EP4	0.887				

Source: Author's Calculation Results.

The findings from the Fornell-Larcker discriminant validity test are documented in Table 3. The items in the diagonal (Square roots of AVE of each construct, e.g., 0.900 for Capability-Oriented Culture, 0.924 for Job Satisfaction, 0.831 for Psychological safety, 0.807 for Purposeful Work, and 0.889 for Team Creativity), are always larger than the respective inter-construct measures. Even the strongest latent correlations, including those between Psychological Safety and Purposeful Work (0.772) and between Purposeful Work and Job Satisfaction (0.772), are less than the square roots of AVE. These tendencies suggest that each construct is more closely associated with its indicators than with the others, confirming the discriminant validity.

Table 3. Result of Discriminant Validity

Variable	Capability-Oriented Culture (CC)	Job Satisfaction (JS)	Psychological Safety (PS)	Purposeful Work	Team Creativity (TC)
Capability-Oriented Culture (CC)	0.900				
Employee Performance (EP)	0.670				
Job Satisfaction (JS)	0.586	0.924			
Psychological Safety (PS)	0.850	0.578	0.831		
Purposeful Work	0.654	0.772	0.772	0.807	
Team Creativity (TC)	0.619	0.670	0.745	0.690	0.889

Source: Author's Calculation Results.

The explanatory and predictive power of a structural model is summarized in Table 4. The Coefficients of effect size demonstrate that the influence of Capability-Oriented Culture on Psychological Safety appears to be very big ($f^2 = 2.604$), and the effects of the predictors of Purposeful Work are also very big (f^2 up to 1.476). Purposeful Work, in its turn, demonstrates medium-to-large scale differences on three outcomes associated with employees, with f^2 values of 0.513 for Employee Performance, f^2 of 0.596 for Job Satisfaction, and f^2 of 0.476 for Team Creativity. The correlation coefficients of Determination are always high: R^2 /Psychological

Safety is 0.723; Purposeful Work is 0.907; Employee Performance is 0.513; Job Satisfaction is 0.596; and Team Creativity is 0.476. All endogenous constructs are also strongly predictive, with Q^2 values ranging from 0.356 to 0.596, indicating strong in-sample explanatory and out-of-sample predictive validity.

Table 4. Coefficient of Effect Size (f^2), Determination (R^2) and Predictive Relevance (Q^2)

Variable	f^2					R^2	Q^2
	2	3	4	5	6		
Capability-Oriented Culture (CC)			2.604				
Employee Performance (EP)						0.513	0.356
Job Satisfaction (JS)						0.596	0.504
Psychological Safety (PS)				1.472		0.723	0.485
Purposeful Work	1.052	1.476			0.907	0.596	0.384
Team Creativity (TC)						0.476	0.371

Source: Author's Calculation Results.

4.3 Structural Model Results

Figure 2 presents the final PLS-SEM results, covering both measurement and structural model outputs. The reflective indicators show strong loadings and meaningful contributions to Capability-Oriented Culture, Psychological Safety, Purposeful Work, Job Satisfaction, Team Creativity, and Employee Performance, supporting construct reliability. Structurally, Capability-Oriented Culture strongly enhances Psychological Safety, which then significantly improves Purposeful Work. Purposeful Work positively affects Job Satisfaction, Team Creativity, and Employee Performance, confirming its central motivational role. Overall, the direction and strength of the relationships are consistent with the hypothesized hospitality employee outcomes model.

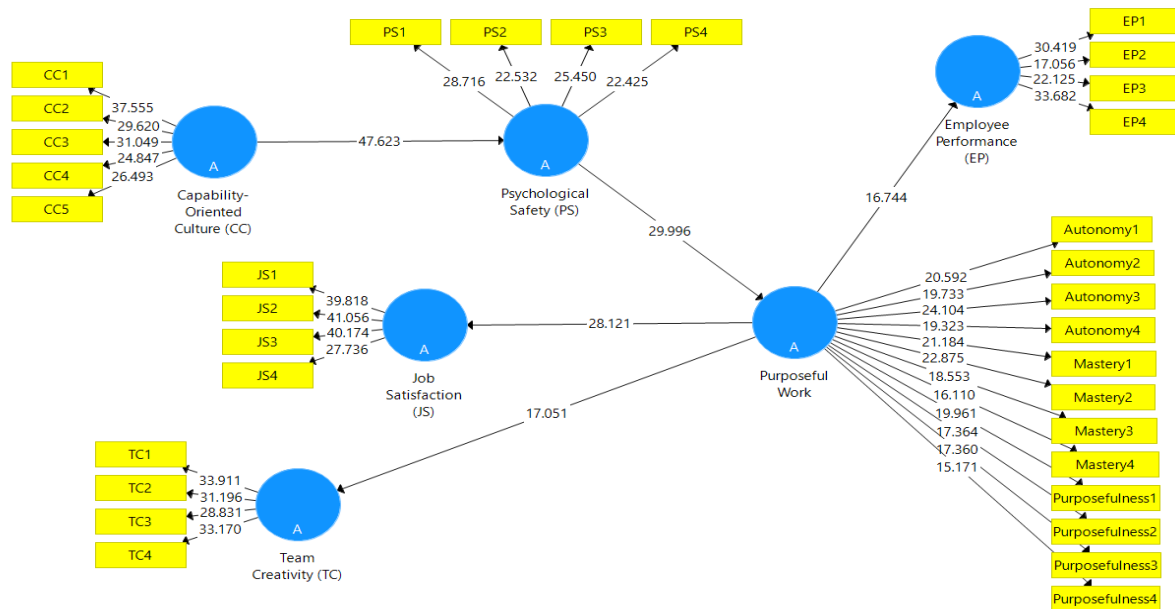


Figure 2. Bootstrapping Results

Table 5 indicates the hypothesis test on the direct structural paths. The positive effect of Capability-Oriented Culture on Psychological Safety ($= 0.850$, $t = 47.623$, $p = 0.001$) is extremely high, revealing the close connection between norms and practices that enhance capabilities and employees' reports that the workplace atmosphere is not only safe but also healthy. In turn, Purposeful Work is greatly helped by Psychological Safety ($= 0.772$, $t = 29.996$, $p = 0.001$), which confirms the view that the feeling of being safe to speak up and experiment can help experience autonomy, mastery, and purposefulness at the workplace. Purposeful Work demonstrates significant positive effects on the three employee outcomes: Employee Performance ($= 0.716$), Job Satisfaction ($= 0.772$), and Team Creativity ($= 0.690$), all with $p < 0.001$. Reflectively, these conclusions support all the postulated direct hypotheses and reiterate the focal importance of purposeful work as a motivational medium between the organizational circumstances and frontline performance in hospitality.

Table 5. Summary of Direct Effects Testing Results

Construct	Original Sample (O)	T Statistics ($ O/STDEV $)	P Values	Result
Capability-Oriented Culture (CC) -> Psychological Safety (PS)	0.850	47.623	0.000	Supported
Psychological Safety (PS) -> Purposeful Work	0.772	29.996	0.000	Supported
Purposeful Work -> Employee Performance (EP)	0.716	16.744	0.000	Supported

Purposeful Work -> Job Satisfaction (JS)	0.772	28.121	0.000	Supported
Purposeful Work -> Team Creativity (TC)	0.690	17.051	0.000	Supported

Source: Author's Calculation Results.

Table 6 documents the specific indirect effects and provides strong support for the proposed mediation mechanisms. As it relates to Purposeful Work, the indirect effects of Psychological Safety on Employee Performance (0.553, $t = 13.392$, $p < 0.001$), Job Satisfaction (0.596, $t = 19.868$, $p < 0.001$), and Team Creativity (0.532, $t = 13.167$, $p < 0.001$) are all significant. Team creativity is over twice as high in a psychologically safe environment. Also, there are significant serial mediation effects of Capability-Oriented Culture through Psychological Safety and Purposeful Work on Employee Performance (0.470), Job Satisfaction (0.506), and Team Creativity (0.452), and are significant ($p < 0.001$). Psychological Safety (0.656, $t = 22.024$, $p < 0.001$) is additional evidence of this direction. All in all, these results provide support for a strong culture-safety-purpose chain that supports the primary outcomes of employees in the hospitality sector.

Table 6. Mediation Analysis Result

Construct	Original Sample (O)	T Statistics (O/STDEV)	P Values	Result
Psychological Safety (PS) -> Purposeful Work -> Employee Performance (EP)	0,553	13,392	0,000	Supported
Capability-Oriented Culture (CC) -> Psychological Safety (PS) -> Purposeful Work -> Employee Performance (EP)	0,470	12,366	0,000	Supported
Psychological Safety (PS) -> Purposeful Work -> Job Satisfaction (JS)	0,596	19,868	0,000	Supported
Capability-Oriented Culture (CC) -> Psychological Safety (PS) -> Purposeful Work -> Job Satisfaction (JS)	0,506	16,416	0,000	Supported
Capability-Oriented Culture (CC) -> Psychological Safety (PS) -> Purposeful Work	0,656	22,024	0,000	Supported
Psychological Safety (PS) -> Purposeful Work -> Team Creativity (TC)	0,532	13,167	0,000	Supported
Capability-Oriented Culture (CC) ->	0,452	11,939	0,000	Supported

Psychological Safety (PS) -> Purposeful Work -> Team Creativity (TC)				d
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Source: Author's Calculation Results.

Table 7 presents the findings from the analysis of the importance and performance maps for job satisfaction, team creativity, and employee performance. In all three results, Purposeful Work is the strongest vision, with the importance value (0.772 in JS, 0.690 in TC, and 0.716 in EP) being the highest, and the performance level is moderate (68.7-68.9). The Psychological Safety scores indicate the following levels of importance (0.596, 0.532, and 0.553, respectively), suggesting that the enhancement of the psychologically safe climate was not in vain. Capability-Oriented Culture places greater yet substantive importance on the three outcomes. When combined, the IPMA findings show that managerial interventions that focus on meaningful work, facilitated by psychological safety and capability-building culture-building practices, are expected to offer the greatest leverage for improving key employee outcomes in hospitality.

Table 7. IPMA for JS, TC, and EP

Construct	Importance JS	Performance JS	Importance TC	Performance TC	Importance EP	Performance EP
Capability-Oriented Culture (CC)	0.506	69.06	0.452	68.72	0.470	68.85
Psychological Safety (PS)	0.596	68.82	0.532	68.72	0.553	68.85
Purposeful Work (PW)	0.772	68.88	0.690	68.72	0.716	68.85

Source: Author's Calculation Results.

The out-of-sample predictive assessment, as summarized in Table 8, is based on PLS-Predict. Based on all three target constructs, the PLS model shows positive mean Q^2 values (0.283 for Job Satisfaction, 0.277 for Team Creativity, and 0.291 for Employee Performance), indicating that the structural model has basic predictive relevance. Nevertheless, compared to the linear benchmark, the LM consistently achieves slightly higher Q^2 values and lower RMSE across all results. The fact that the Δ RMSE statistics are positive (between 0.024 and 0.046) indicates that the prediction error is lower with the linear model than with PLS. The predictive adequacy of the PLS model is therefore considered low compared to the benchmark, suggesting that the model is better interpreted as an explanation-based framework rather than as a means of high predictive performance.

Table 8. PLS-Predict summary for Job Satisfaction, Team Creativity, and Employee Performance

Target construct	Mean Q ² _predict (PLS)	Mean Q ² _predict (LM)	Mean RMSE (PLS)	Mean RMSE (LM)	ΔRMSE PLS–LM	Predictive power
Job Satisfaction (JS)	0.283	0.322	0.894	0.869	0.024	Low (LM better)
Team Creativity (TC)	0.277	0.349	0.905	0.859	0.046	Low (LM better)
Employee Performance (EP)	0.291	0.358	0.898	0.854	0.045	Low (LM better)

Source: Author's Calculation Results.

The research contributes to a human systems perspective on society in the hospitality industry by demonstrating that transforming capabilities-based culture and psychological safety into job satisfaction, team creativity, and employee performance through purposeful work is a reality. Its findings reinforce socio-technical explanations that hold that humanizing work systems in the digital era, where robust service performance is realized when technological infrastructures are strategically tied with capability-enhancing and relationally rich environments, is realized (Aksoy et al., 2020; Guest et al., 2022). The findings indicate that culture remains a key driver of adaptive responses in data-intensive service environments, in line with studies on digital transformation and post-pandemic turbulence (Alshammari et al., 2023).

The impact of the capability-oriented culture on psychological safety is very strong, which aligns with the evidence that the developmental and innovative culture that is facilitated through the empowerment of HR practices leads to the formation of openness, trust, and voice in hospitality organizations (Z. He et al., 2022; Senbeto et al., 2021; Yang et al., 2022). Such climates, inclusive and humble leadership can provide the environment where employees can feel free to experiment and break routines without the risk of punishment and, thus, learn and be creative as a team (Ali et al., 2020; Nyame et al., 2021; Sung & Choi, 2021; Ye et al., 2020).

The mediating role of purposeful work aligns with self-determination arguments that autonomy, mastery, and purpose are the pillars of intrinsic motivation, positive affect, and creative involvement (Min et al., 2021; Ting & Ahn, 2022). It has been demonstrated in previous research that meaningful work and voice-supportive climates can boost job satisfaction and performance rated by superiors (Aleksić et al., 2023; Fürstenberg et al., 2020; Lysova et al., 2022), and intrinsically motivated teams are more creative, especially when they are characterized by a sense of psychological safety and voice efficacy (Huang et al., 2023; Lua et al., 2023; Mao et al., 2020). The existing results build on this literature by showing that a culture-safety-purpose chain in hospitality is highly prevalent, and that purposeful work has

medium-to-large impacts on satisfaction, creativity, and performance.

Lastly, the IPMA and the PLS-Predict findings support an explanation-focused reading of the model. Both purposeful work and psychological safety are of high importance, but moderate performance makes them good targets of managerial intervention. In contrast, the low incremental predictive capacity of linear benchmarks reflects the fact that their main contribution lies in clarification mechanisms rather than in maximizing prediction accuracy (Low & Memon, 2023; Schau et al., 2024; Yao et al., 2022).

5. Conclusion

This study concludes that societal human systems in hospitality are strengthened through an interconnected process in which capability-oriented culture promotes psychological safety, psychological safety enhances purposeful work, and purposeful work improves job satisfaction, team creativity, and employee performance. The findings show that developmental culture and safe interpersonal climates are not merely supportive conditions, but central mechanisms shaping employees' autonomy, mastery, and sense of purpose. Purposeful work also serves as the key mediating bridge between organizational context and frontline effectiveness. Theoretically, this study extends socio-technical systems thinking by integrating cultural, relational, and motivational mechanisms, while enriching self-determination-based reasoning by positioning purposeful work as a proximal driver of employee outcomes. Managerially, hospitality firms should build learning cultures, psychologically safe teams, and meaningful job designs. Future studies may use longitudinal, cross-country, and multi-source designs to strengthen causal and generalizable evidence.

Acknowledgement

The authors are thankful to the Faculty of Economics and Business, Widyatama University, for its institutional support in completing this study.

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