

**THE INFLUENCE OF DECENT WORK (SDG 8) ON EMPLOYEE WELL-BEING (SDG 3) IN STRESS RELATED JOBS IN THE HOSPITALITY SECTOR: ASSESSING JOB SATISFACTION AS A MEDIATOR AND THE MODERATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT**

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**Abstract**

This study explores the influence of Decent Work (SDG 8) on Employee Well-Being (SDG 3) in high-stress roles within Pakistan's hospitality sector, with a particular focus on the mediating role of Job Satisfaction and the moderating effect of Perceived Organizational Support (POS). Grounded in the Job Demands–Resources (JD-R) model, and the Self-Determination Theory, the research adopts a time-lagged survey design across three-star hotels in Lahore. Data were collected from 300 customer service employees using validated scales for decent work, job satisfaction, employee well-being, and Perceived Organizational Support. Structural Equation Modeling (SEM) revealed that while decent work did not have a significant direct effect on employee well-being, it significantly enhanced job satisfaction, which in turn positively influenced well-being. Job satisfaction was found to mediate the relationship between decent work and well-being. Furthermore, POS negatively moderated the relationship between decent work and job satisfaction—indicating that higher organizational support reduced the marginal benefit of decent work on satisfaction. However, POS did not significantly moderate the link between

job satisfaction and well-being. The findings emphasize the importance of creating supportive, equitable, and fulfilling work environments to foster sustainable workforce outcomes in stress-intensive service roles. Implications for HR practices and sustainable employment policy are discussed.

### Introduction

Employee training and development play a pivotal role in the realization of the United Nations' Sustainable Development Goals (SDGs), particularly **SDG 3: Good Health and Well-being** and **SDG 8: Decent Work and Economic Growth**. Workplace training initiatives that emphasize mental health awareness, stress management, and ergonomic practices contribute to improved employee well-being by fostering healthier and safer work environments. These programs not only reduce the incidence of workplace injuries and illnesses but also promote psychological resilience and stress reduction (Uddin & Ahmed, 2024). Concurrently, training and development enhance employee skills, productivity, and employability, thereby facilitating access to meaningful employment and fostering inclusive economic growth key objectives of SDG 8 (Uddin & Ahmed, 2024).

In today's high-pressure work environments, particularly within high-stress industries such as healthcare, hospitality, finance, and emergency services, employee well-being has emerged as a strategic priority. Well-being, defined as a holistic construct encompassing physical, mental, and emotional health, directly influences an employee's ability to perform effectively under demanding conditions (Sharma, 2024). The importance of fostering employee well-being is reflected in its positive associations with key outcomes such as work engagement, role clarity, proactive behavior, and organizational commitment (Boudrias et al., 2022; Galanti et al., 2021; Rasool et al., 2021; van Zyl et al., 2020).

Research consistently shows that when employees perceive organizational support and feel valued, they experience heightened job satisfaction and are more engaged at work (Sharma, 2024). This is particularly critical in high-stress contexts where the risks of burnout and

turnover are elevated. Organizations that implement wellness initiatives such as mental health support, flexible work arrangements, and stress management programs often witness reduced absenteeism and improved retention rates. The relationship between well-being and job satisfaction is reciprocal; well-being fosters engagement, and engagement, in turn, reinforces well-being, creating a virtuous cycle that benefits both employees and organizations (Moustafa et al., 2024)

The hospitality industry, in particular, exemplifies the challenges faced by employees in high-stress roles. Frontline hospitality workers often contend with demanding schedules, role ambiguity, emotional labor, and interpersonal conflicts, all of which contribute to elevated stress levels (Karatepe & Uludag, 2008; Kahn et al., 1964; Kim & Agrusa, 2011). These stressors not only undermine employee well-being but also impact the quality of service delivery. Interpersonal conflict and emotional demands are especially pronounced in hospitality settings due to frequent guest interactions and teamwork requirements (De Dreu & Weingart, 2003; Bodtker & Katz Jameson, 2001). Consequently, the need for targeted interventions that mitigate job stress and support mental health in this sector is paramount (Yoo, 2023).

Building on this understanding, the current study seeks to examine the implications of job-related stressors for employee well-being in the hospitality industry. Specifically, the research is guided by three objectives: (1) to investigate the adverse outcomes frontline hospitality employees face due to job stressors; (2) to explore the effect of these stressors on psychological well-being; and (3) to assess the mediating role of job satisfaction in this relationship.

Moreover, **Perceived Organizational Support (POS)** acts as a key moderating factor that amplifies the positive impact of decent work on employee outcomes. POS encompasses a range of organizational practices including training opportunities, rewards, recognition, and flexible work arrangements, which collectively contribute to employee motivation, satisfaction, and well-being (Eisenberger et al., 1986; Rhoades & Eisenberger,

2002). Prior studies affirm that when employees perceive strong organizational support, they are more committed and less likely to engage in job search behaviors (Rhoades et al., 2001; Eisenberger et al., 1990).

While past studies provide important insights into Decent Work, Job Satisfaction, and Employee Well-Being, they often generalize stress without acknowledging sector-specific dynamics. The hospitality sector, especially customer service or frontline roles, is characterized by high emotional labor, irregular schedules, interpersonal conflicts, and guest-facing challenges that uniquely affect psychological outcomes. This study addresses that empirical gap by focusing on stress-related jobs within hospitality and examining how Decent Work, mediated by Job Satisfaction and moderated by POS, influences Well-Being under those sector-specific stressors.

In sum, this research contributes to the literature on sustainable employment by investigating the role of decent work in enhancing well-being within high-stress service environments. By addressing these relationships, the research contributes to the growing body of knowledge on sustainable employment practices and offers practical guidance for organizations striving to foster healthier, more resilient workforces.

### **Research Questions**

1. How does Decent Work influence Employee Well-Being in high-stress customer service environments?
2. What is the relationship between Decent Work and Job Satisfaction in the hospitality sector?
3. How does Job Satisfaction affect Employee Well-Being in customer service roles?
4. Does Job Satisfaction mediate the relationship between Decent Work and Employee Well-Being?
5. Does perceived organizational support (POS) moderate the relationship between decent work and job satisfaction?

### **Significance of the Study**

This study holds significant value as it bridges the gap between sustainable employment practices and employee psychological outcomes in the hospitality sector, a domain often characterized by high stress, emotional labor, and high turnover rates. By examining the influence of Decent Work (aligned with SDG 8) on Employee Well-Being (aligned with SDG 3), the study contributes to the growing discourse on how sustainable and equitable work environments can enhance mental and emotional health among employees (Begum, 2025). Furthermore, by assessing job satisfaction as a mediating mechanism, it deepens our understanding of how positive job features translate into well-being. The inclusion of Perceived Organizational Support (POS) as a moderator adds practical relevance, helping organizations recognize the pivotal role of supportive workplace environments in amplifying or diminishing the effects of decent work. (Abdullahi et al., 2024). Overall, the findings can inform HR policies, organizational development strategies, and government labor reforms aimed at promoting healthier, more sustainable work environments in stress-prone sectors.

## Literature Review and Hypothesis Development

### Theoretical Framework

- **The Job Demands–Resources (JD-R) model** (Bakker & Demerouti, 2007, 2017) offers a valuable framework for understanding how work conditions influence employee well-being and performance. It classifies work factors into job demands (e.g., emotional labor, long hours, customer aggression) and job resources (e.g., fair wages, job security, supportive supervision). In high-stress sectors like hospitality, decent work—which includes healthy work conditions, fair pay, and work-life balance—serves as a key psychological resource that helps employees manage stress and maintain well-being (Chatterjee et al., 2022; Wang et al., 2021).
- The model highlights two processes: the health impairment process, where high demands lead to stress and burnout, and the motivational process, where resources boost engagement and job satisfaction. In this framework, job satisfaction can mediate the relationship between decent work and well-



being, while Perceived Organizational Support (POS) can moderate it, amplifying the positive effects of job resources (Zheng et al., 2024). When employees feel supported and valued by their organization, the benefits of decent work on satisfaction and well-being become even stronger, making the JD-R model a comprehensive tool for analyzing employee outcomes.

- In this study, Decent Work serves as a job resource that mitigates the adverse effects of job demands such as long hours, customer aggression, and emotional labor in the hospitality sector. The motivational process described in JD-R helps explain how decent work enhances Job Satisfaction (by increasing autonomy, fairness, and support), which subsequently improves Employee Well-Being. Perceived Organizational Support (POS), within this model, functions as a job resource that can further amplify—or paradoxically dilute—these positive effects.
- **Self-Determination Theory (SDT)**, developed by Deci and Ryan (1985, 2000), emphasizes that fulfilling three innate psychological needs—autonomy, competence, and relatedness promotes intrinsic motivation, well-being, and job satisfaction. When employees feel in control of their work, capable in their roles, and connected to others, they are more likely to be motivated by internal satisfaction rather than external rewards, leading to greater engagement and psychological well-being (Deci & Ryan, 2000; Ryan & Deci, 2001).
- In high-stress sectors like hospitality, meeting these needs can significantly enhance job satisfaction and reduce burnout. Providing autonomy through decision-making, competence through training, and relatedness through team support fosters a healthy work climate. This leads to sustained engagement, lower turnover intentions, and improved employee performance (Gagné & Deci, 2005; Van den Broeck et al., 2010).
- In this study, Decent Work contributes to satisfying these needs. For example, autonomy is enhanced through fair treatment and decision-making latitude, competence through training and growth opportunities, and relatedness through a respectful and inclusive work environment. This

need satisfaction underlies the link between Decent Work and Job Satisfaction, thereby influencing Employee Well-Being. SDT also sheds light on the mechanism by which POS operates—not just as an external resource but as a supportive context that fosters need fulfillment, hence influencing motivation and satisfaction.

### **Decent Work and Employee Well Being**

According to Psychology of Working Theory, decent work can directly influence individuals' well-being, and indirectly allow individuals to achieve well-being by satisfying their needs for survival, social contribution, and self-determination (Duffy et al., 2016). Empirical studies show that decent work not only has a positive impact on employees' job satisfaction and life satisfaction (Chen et al., 2020), it can also make employees perceive the meaning of work (Allan et al., 2019). It can be seen that the three types of need satisfaction fulfilled by decent work are consistent with the three dimensions of employee well-being. Specifically, decent work can meet the survival needs of employees by offering sufficient remuneration for food, shelter, medical care, and other resources, which will in turn promote their life well-being (Blustein et al., 2016). In addition, decent work is also an important avenue for employees to establish social ties with colleagues in the workplace and make contributions to others, which will in turn increase their workplace wellbeing (Autin et al., 2019). Finally, according to PWT, decent work can fulfill employees' self-determination needs such as autonomy, competence, and relatedness (Duffy et al., 2016) and the satisfaction of these psychological needs can help improve the psychological well-being of employees (Allan et al., 2016; Van den Broeck et al., 2016). Hence, we propose the following hypotheses:

### **H1: Decent work has a positive impact on Employee well-being**

#### **Decent Work and Job Satisfaction**

Decent work is explained as a place where a living wage is paid with the necessary social protection, human rights are protected, equality of opportunity is ensured, and human dignity is protected. The ILO regards

decent work as a fundamental human right and a mechanism for enhancing working conditions, akin to the rights to life and employment. (Mundlak, 2007). Over time, the idea of decent work has shifted from a narrow evaluation of job satisfaction to a broader and more inclusive evaluation of job and employment quality (Burchell et al., 2014). Decent work is also associated with positive outcomes such as work motivation (Ferraro et al., 2020), well-being, and career development (Su & Chan, 2023 ). For example, decent work, employee commitment (Braganza et al., 2021), job satisfaction (Seubert et al., 2021), and organizational commitment are positively related (DeConinck & Stilwell, 2004). However, to date, there exists a scarcity of research examining the correlation between decent work and intent to quit.

As such, decent work focuses on four main strategies: fundamental rights related to employment, work, social security, social protection, and social dialog. The main goal is to create jobs and ensure that the jobs created are of acceptable quality (ILO, 1999).

Academics have long believed that job satisfaction provides insight into individuals' work conditions (Judge et al., 2017), and it is positively related to decent work (Atitsogbe et al., 2021). According to PWT, decent work can allow individuals to obtain job satisfaction via need satisfaction (Duffy et al., 2016). Specifically, when people are involved in decent work, they can not only gain decent pay but also build good relationships with others in the workplace. As survival needs and social connection needs are met, people also experience higher job satisfaction and lower job burnout (Duffy et al., 2017). In addition, people who are involved in decent work tend to think of their work as meaningful (Rosso et al., 2010), which can promote them to enjoy their work better (Andreassen et al., 2010). Thus, the following hypothesis is proposed:

**H2: Decent work positively affects Job Satisfaction.**

### **Job Satisfaction and Employee Well Being**

Job satisfaction is an attitude which reflects one's positive and negative feelings toward work, coworkers, and work environments (Hegar, 2011; George & Jones, 2012; Helvey, 2013), for example, a disgruntled employee will



use his time effectively while working, minimize pain, and lower a turnover rate. According to Smith, Kendall and Hulin as cited in Adeniji (2011), there are five things that are important in improving job satisfactions of a person: 1) payment, 2) promotion, 3) coworkers, 4) supervision, and 5) the work itself. Employees who have job satisfactions will feel happy and enjoy themselves in every job done, especially when they are given the opportunities to innovate or the time to learn new skills (Sandhu, 2015). A person who has a high job satisfaction will show a positive attitude towards the work. Otherwise, employees with a low job satisfaction will show a negative attitude towards the work (Robbins, 2009).

In terms of the survival needs of employees, numerous studies have depicted the effect of financial resources on employee well-being, representing a consistent pattern in the relationship between happiness and income (Kahneman & Deaton, 2010). In other words, even though money does not, in itself, make people happier, a lack of financial resources does weaken one's sense of overall well-being. Here, Kim et al. (2017) further state that satisfaction of survival needs strongly links with psychological well-being among midlife adults, and the above study suggests that a basic level of financial security is more strongly related to eudemonic well-being than the need for self-determination. However, this study is concerned only with items related to monetary concerns in measuring survival needs, while other fundamental components of survival need such as social capital and safe working conditions (Duffy et al., 2016) have not been included. The study reflects the compensatory phase of decent work as hypothesized by Duffy et al. (2016), which acts as the most significant and largest determinant in predicting employee well-being. Diener et al. (2015) further supported this argument by pointing out that the happiest countries are those that are economically developed - 13 - and comparatively wealthy. This reveals the association between national income and employee well-being, which is likely because people's basic needs and desires are met to a larger extent when they live in rich nations. In addition to the financial aspect, the previous research

study reflected the significance of fulfilling survival needs by accessing healthcare, which in turn leads to the improvement of employees' well-being (Diener et al., 2015). The examination of several characteristics of healthcare access around the world revealed that healthcare has the potential to determine subjective well-being. Consequently, the following hypothesis is developed to assess the association between survival needs satisfaction and employee well-being.

**H3: Job satisfaction positively influences Employee Wellbeing.**

**Job Satisfaction mediates the relationship between Decent Work and Employee Well-Being**

Duffy et al. (2016) from the perspective of PWT, (Psychology of Working Theory) stated that job satisfaction arises from meeting the needs of employees and showing emotional reactions toward their work. It is stated that people who have decent jobs are more effective in contributing to society, sustaining their lives, and determining their destinies. In this way, they can increase their job satisfaction and, therefore, their welfare levels (Ferraro et al., 2020). Studies in the PWT field also show that factors such as working conditions (Wang et al., 2019), adequate compensation (Nam & Kim, 2019), and career compatibility (Fiori et al., 2015) exert an influence on an employee's inclination to remain in or intent to quit. Wang et al. (2019) investigated a sample of 337 individuals in China. He reported that decent work positively affects job satisfaction. Koekemoer and Masenge (2023), in a study conducted on blue-collar employees, reported that decent work conditions were associated with a significant increase in job satisfaction.

Empirical research supports the mediating role of job satisfaction in the relationship between decent work and well-being outcomes. For instance, Chen et al. (2020) found that decent work significantly predicted job and life satisfaction, which further contributed to improved psychological well-being. Similarly, Allan et al. (2019) argued that individuals who perceive their jobs as meaningful and aligned with decent work principles report higher levels of job satisfaction, which subsequently enhances their overall well-being.

The Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2017) also offers a theoretical framework supporting this mediation. Within this model, decent work functions as a job resource that buffers against job demands and fosters motivational processes, such as increased job satisfaction, leading to better well-being outcomes. Xie et al. (2021) provide further support, showing that job satisfaction partially mediates the relationship between decent work and psychological well-being among service employees in high-stress environments.

In summary, the literature consistently indicates that Job Satisfaction serves as a critical psychological mechanism through which decent work enhances employee well-being. This suggests that organizations aiming to promote well-being should focus on providing decent work conditions that cultivate satisfaction in employees' daily work experiences.

#### **H4: Job satisfaction mediates the relationship between decent work and employee well-being**

#### **Perceived Organizational Support Moderates The Relationship Between Decent Work And Job Satisfaction**

Although Perceived Organizational Support (POS) is traditionally viewed as a beneficial resource, its moderating role in this study introduces a paradox. Drawing on **Conservation of Resources (COR) Theory** (Hobfoll, 2002), when employees already perceive high levels of organizational support—via training, recognition, or emotional backing—the *marginal utility* of Decent Work features like fair pay or job security may diminish (Jones et al., 2016). Their psychological needs are already being fulfilled, thereby weakening the additional motivational effect that Decent Work typically provides (Karatepe, 2015).

This counterintuitive dynamic aligns with the **JD-R model** (Bakker & Demerouti, 2017), which suggests that when resources are abundant (e.g., high POS), the incremental benefit of adding another resource (e.g., Decent Work) on Job Satisfaction may be reduced. Thus, POS *negatively moderates* the Decent Work–Job Satisfaction relationship (Fuller et al., 2006). For

employees with *low POS*, Decent Work becomes more critical, serving as their primary source of satisfaction. This theoretical framing contributes a nuanced understanding of how overlapping job resources can sometimes dampen each other's influence rather than always compounding it. (Eisenberger et al., 1986) From a practical perspective, this counterintuitive moderation implies that in organizations where employees already perceive strong support from their employer (e.g., recognition, emotional backing, flexibility), the motivational benefits of improving structural job conditions (like fair pay or physical safety) may not be as pronounced (Chiang and Hsieh, 2012; Eisenberger and Stingl Hamber, 2011). This does not suggest that decent work is unimportant—but rather, that it may be less noticeable or less psychologically impactful when employees already feel well-supported. Managers in such settings might focus more on customizing support strategies to individual employee needs, ensuring that Decent Work enhancements go beyond generic compliance and instead address unmet psychological or developmental goals (Cheng and Yi, 2018; Kurtessis et al., 2017; Wood, 2008).

Conversely, in low-POS environments, Decent Work becomes a vital compensatory mechanism that can uplift satisfaction and retention. Therefore, the interaction effect offers nuanced HR guidance: organizations must balance relational resources (like support and appreciation) with structural resources (like job security and fair conditions). It also opens the possibility that over-supportive environments may unintentionally foster complacency or mask dissatisfaction—an area worthy of future qualitative inquiry (Karatepe, 2015).

**H5: POS negatively moderates the positive relationship between the decent work and the job satisfaction: the higher the POS, the lower the strength of the positive relationship between decent work and job satisfaction.**

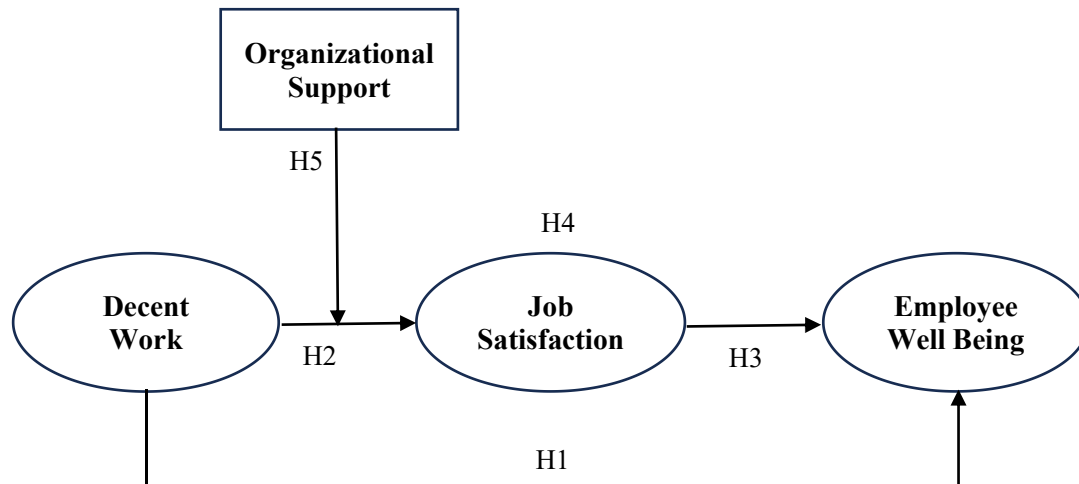
**Alternative Model or Hypothesis:** the moderating impact of customer service employees' POS on the relationship between their job satisfaction and employee wellbeing.

Considering that few studies have investigated the topic, we examine an alternative model that proposes that employees' POS moderates the association between their job satisfaction and their wellbeing. Social exchange theory (Blau, 1964) posits that POS conveys a sense of caring and regard for employees' well-being when they are confronted with challenges. Similarly, organizational support theory postulates that care from corporate agents (e.g., offering involvement in decision-making, providing appropriate incentives, offering development opportunities) increases employee job satisfaction (Eisenberger et al., 1986, 2004). More precisely, studies confirm that receiving support from other people or organizations helps workers cope with stress and anxiety and reduces their turnover intention (Akgunduz and Sanli, 2017; Rhoades et al., 2001; Eisenberger et al., 2002; Sakurai and Jex, 2012). Hence, we propose the following alternative hypothesis:

**Alternative Hypothesis: POS negatively moderates the positive relationship between their job satisfaction and employee wellbeing: the higher their POS, the lower the negative relationship between their job satisfaction and employee wellbeing.**



### Research Model Diagram



### Methodology

#### Research Design and Sampling

We used a snowball technique (Creswell and Creswell, 2017) to approach 20 three-star hotels in the city of Lahore (Pakistan), and 15 of them agreed to participate. A questionnaire-based survey was designed and distributed among their customer service employees. We conducted multi-wave surveys to minimize the common method bias (Podsakoff et al., 2012). A time-lagged research design was selected, with two waves of data obtained from customer service employees. The first wave survey (T1) measured decent work and related demographic information. Two weeks later, we conducted the second wave survey (T2) to measure employee job satisfaction, employee well being, perceived organizational support, and felt obligation.

Using a purposive sampling technique (Saunders, 2011), we asked 350 customer service employees to complete the questionnaire in T1. A letter attached to each questionnaire explained that the investigation was for academic purposes and that all information collected would be kept secret and anonymous. Almost 91% (n = 320) of employees completed it. In T2, we approached the employees who responded the first time and asked them to complete another questionnaire: 300 valid completed ones were returned (response rate: 94%). According to the rule of item ratio (10:1) (Randall and

Gibson, 2013), the sample size would be 200 because the questionnaire contains 20 items. In this study, we used a sample size of 300 respondents to avoid non-responsiveness or generalizable issues (Bryman, 2016) and to lessen sample error.

### **Measurements of Variables**

#### **Decent Work**

We used 5-item Decent Work Scale (DWS) developed by Duffy et al. (2017) ranging from (1) Strongly disagree to (5) Strongly agree. Cronbach's alpha for this scale is .86. Example items include "I am paid fairly for the work I do" and "My job provides me with access to health care benefits".

#### **Job Satisfaction**

We retained 4 item Job Satisfaction scale developed by Brayfield & Rothe (1951) used to measure the Job Satisfaction ranging from (1) Strongly disagree to (5) Strongly agree.. The Cronbach's alpha for this scale is .77. Two sample items are "I feel satisfied with my chances for salary increment" and "The benefits we receive are as good as most other organizations offer".

#### **Employee Well Being**

We adopted 5-item Employee Well Being scale developed by Zheng et al. (2015) ranging from (1) Strongly disagree to (5) Strongly agree ranging from (1) Strongly disagree to (5) Strongly agree.. Cronbach's alpha for this scale is .85. Example items include "My work environment supports my well-being and personal growth" and "I feel happy and satisfied with my life".

#### **POS**

We used the 6-item scale of Eisenberger et al. (1986) ranging from (1) Strongly disagree to (5) Strongly agree. Two sample items are "My organization takes pride in my accomplishments" and "My organization cares about my well-being." Cronbach's alpha for this scale is .84.

#### **Control Variables**

We introduced some demographic variables (i.e., gender, age, and experience) as control variables to rule out their potential impacts on the links among the variables of interest.

### Description Of The Sample And The Research Variable Profile And Quality

Half of the respondents are female (n = 154, 51.3%). Half of them have a graduate education level (n = 161, 54%) and the remaining either a MS/M.Phil. (n = 82, 27%) or an undergraduate level (n = 57, 19%). The majority of the customer service employees are between 20 and 29 years old (n = 210, 70%). Half of the respondents have between 1 and 5 years of job seniority (n = 145, 48.3%); the others have between 6 and 10 (n = 113, 37.7%) or above ten years (n = 42, 14%).

Table 1 shows the descriptive statistics and reliability and correlation test results. We used the Harman single factor test (Podsakoff et al., 2003) and multi-wave response method (Podsakoff et al., 2012). All scale items load into a single latent variable that explains 25.5% of the total variance, below the 50% threshold, indicating no issue of common bias (Mattila and Enz, 2002). All the scales show adequate internal consistency with a Cronbach's alpha greater than 0.70 (Fornell and Larcker, 1981; Nunnally and Bernstein, 1994). Multicollinearity is not an issue as the correlation among study variables is less than 0.70 (Tabachnick and Fidell, 1996).

All constructs were measured using established scales with strong psychometric properties. Reliability was assessed via Cronbach's alpha (Decent Work  $\alpha = .86$ ; Job Satisfaction  $\alpha = .77$ ; Employee Well-Being  $\alpha = .85$ ; POS  $\alpha = .84$ ). Validity was confirmed through Confirmatory Factor Analysis (CFA). Convergent validity was established with Average Variance Extracted ( $AVE \geq 0.50$ ) and Composite Reliability ( $CR > 0.70$ ). Discriminant validity was confirmed as the square root of AVE for each construct exceeded inter-construct correlations.

**Table 1: Descriptive Statistics, Internal Reliability, And Correlation (r).**

	1	2	3	4	5	6	7	8	9
1. Decent									

Work	(.86)									
2. Job Satisfaction	.57**	(.77)								
3. Employee Well Being	.34*	.38*	(.85)							
	*	*								
4. Perceived organization support	-	-	-	(.84)						
	.29**	.19**	.17**							
5. Gender	-	.023	-	.017	-.110	NA				
	.030		.010							
6. Age	-	-	-	.058	-	-	NA			
	.038	.052	.037		.051	.134				
						*				
7. Experience	.058	.044	.003	.040	.073	.037	.078	NA		
8. Education	-	.003	.076	-	-	.071	.125	.246	NA	
	.046			.037	.001		*	**		
Mean	3.13	3.32	3.38	3.58	3.79	1.51	1.42	1.68	2.12	
SD	.93	.83	.94	.72	.67	.51	.76	.77	.76	

Cronbach's alphas ( $\alpha$ ) are on the diagonal in parentheses. Gender: 1 = male, 2 = female.

Age: 1 = 20–29, 2 = 30–39, 3 = 40–49, 4 = 50–59, 5 = 60 or above.

Experience in years: 1 = 1–5, 2 = 5–10, 3 = 11–15, 4 = 16–20.

Education: level 1 = undergraduate, 2 = graduate, 3 = M.S/M.phil.

\*  $p \leq 0.05$ .

\*\*  $p \leq 0.01$

Unsurprisingly, decent work appears positively related to their job satisfaction ( $r = 0.57$ ,  $p \leq 0.01$ ) and their well being ( $r = 0.34$ ,  $p \leq 0.01$ ). Job satisfaction is also positively associated with employee well being ( $r = 0.38$ ,  $p \leq 0.01$ ). There

are no significant relationships between all control variables (age, gender, experience, education level) and all key variables. The lack of a link between the gender of participants and their well being is congruent with prior studies (Kim, 2005; Lambert et al., 2001; Mor Barak et al., 2005). Moreover, the participating employees are over whelmingly young and with little seniority, which may explain why their well being is not related to these individual characteristics, as previous studies show (Griffeth et al., 2000).

According to Anderson and Gerbing (1988), the measurement model is a prerequisite to testing the structural model. Table 2 shows that the proposed 5-factor model results indicate good fit values ( $\chi^2/df = 288, \chi^2 = 567.772, 2/df = 1.971, RMSEA = 0.057, CFI = 0.92, NNFI = 0.91$ ) that meet the criteria of suggested standard values ( $\chi^2/df < 3, RMSEA < 0.05, NNFI > 0.95$ ) (Bagozzi and Yi, 1988; Browne and Cudeck, 1993; Hu and Bentler, 1999). Additionally, a comparative fit index (CFI) and a non-normed fit index (NNFI) value should be  $\geq 0.90$  to be acceptable (Cheung and Rensvold, 2002). As shown in Table 2, a single-factor model provides a poor fit ( $\chi^2 = 2180.390, df = 299, \chi^2/df = 7.292, RMSEA = 0.145, CFI = 0.423, NNFI = 0.373$ ). Hence, we retained the proposed 5-factor model as it indicates the best fit values.

**Table 2: Confirmatory Factor Analyses Results**

Variables	$\chi^2$	Df	Ratio $\chi^2 / df$	CFI	NNFI	RMSEA
1-factor model <sup>a</sup>	2180.390	299	7.292	0.423	0.373	0.145
2-factor model <sup>b</sup>	1871.989	298	6.282	0.517	0.474	0.133
3-factor model <sup>c</sup>	1290.383	296	4.359	0.695	0.665	0.106
4-factor model <sup>d</sup>	783.819	293	2.675	0.849	0.833	0.075

<sup>a</sup>. Decent Work, Job Satisfaction, Employee Well Being and POS



all combined as one-factor.

<sup>b</sup> Decent Work, Job Satisfaction, Employee Well Being in a single factor and POS in a single factor.

<sup>c</sup>. Decent Work, Job Satisfaction in a single factor, Employee Well Being in a single factor and POS in a single factor

<sup>d</sup> Decent Work, Job Satisfaction, Employee Well Being and POS, each, in a single factor.

Finally, Table 3 also confirms that convergent validity is fully satisfied (AVE is  $\geq 0.5$ , CR values are  $> 0.7$  (Fornell and Larcker, 1981), and item factor loadings are  $\geq 0.5$ ). Tables 1 and 3 also confirm that the research data satisfy the discriminant validity criteria since the square root value of AVE is higher than the correlations of constructs (Zait and Berteau, 2011).

**Table 3: Factor Loading And Scale Validities**

Variables	Items	Loading	CR	AVE	Square root of AVE
Decent Work	DW1	.815	0.86	0.56	.75
	DW2	.585			
	DW3	.744			
	DW4	.952			
	DW5	.556			
Job Satisfaction	JS1	.681	0.77	0.50	.71
	JS2	.558			
	JS3	.500			
	JS4	.923			
Employee Well Being	EW1	.576	0.86	0.55	.75
	EW2	.830			
	EW3	.858			
	EW4	.769			
	EW5	.643			
Perceived organizational support	POS1	.607	0.83	0.50	.71
	POS2	.881			
	POS3	.713			
	POS4	.640			
	POS5	.689			
	POS6	.559			

#### **Data Analysis**

We used the Statistical Package for Social Sciences (SPSS 22) and Analysis of Moment Structures (AMOS 22) to test our hypotheses through Structural Equation Modeling (SEM). Mediation effects were assessed via direct and

indirect paths using the bootstrapping technique (10,000 samples, 95% confidence interval), following Iacobucci et al. (2007). To examine the moderating effects of Perceived Organizational Support (POS) and Felt Obligation, we applied Baron and Kenny's (1986) method and plotted interaction effects. The structural model demonstrated a good fit, with model fit indices showing  $\chi^2 = 156.779$ ,  $df = 72$ ,  $\chi^2/df = 2.177$ ,  $RMSEA = 0.063$ ,  $CFI = 0.96$ , and  $TLI = 0.95$ . All structural paths were evaluated using standardized path coefficients ( $\beta$ ), standard errors (SE), and significance levels. For instance, the indirect effect of Decent Work on Well-Being via Job Satisfaction was  $\beta = 0.27$ ,  $SE = 0.08$ ,  $CI [0.15, 0.46]$ ,  $p < 0.01$ , indicating significant mediation.

### Research Results

Table 4 shows the results of our analyses aimed at testing the first five hypotheses, and Fig. 2 represents them using the research model. Decent work is linked to customer service employees' wellbeing, but the relation is not statistically significant ( $\beta=0.137$ ,  $p>0.05$ ), which does not support Hypothesis 1. Our results support Hypotheses 2 and 3: decent work is positively linked to job satisfaction ( $\beta=0.722$ ,  $p<0.05$ ), and the latter is positively related to their wellbeing ( $\beta=0.369$ ,  $p<0.05$ ).

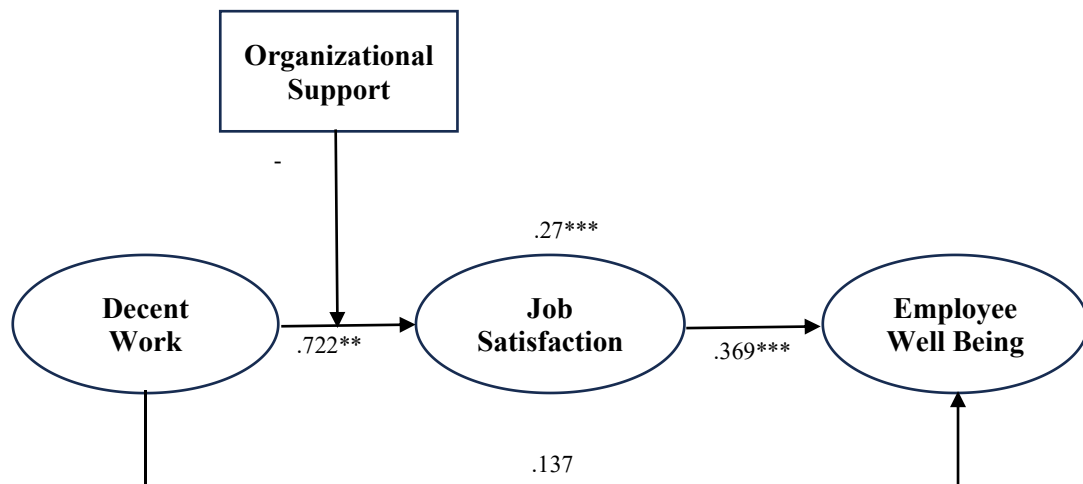
**Table 4: Structural Model Results**

Hypotheses	Hypothesized paths	( $\beta$ )	t-value	p-value
H1	DW→EW	.137	1.521	.128
H2	DW→JS	.722	6.658	***
H3	JS→EW	.369	4.629	***
	DW→JS	.548	11.760	***
H5	POS→JS	-.034	-2.810	***
	DW*POS →JS	-.149	-3.565	***
	JS→EW	.326	6.469	.040

DW: Decent Work//JS: Job Satisfaction// EW: Employee Well  
Being//POS: Perceived organizational support.

\*  $p \leq 0.05$ .

\*\*\*  $p \leq 0.01$ .



**Fig. 2. The Results Of The Structural Equation Modeling. \*\*\*,  $p < 0.01$ , \*\*,  $p < 0.05$ , \*,  $p < 0.10$ .**

Results in Table 5 confirm Hypothesis 4. As expected, customer service employees' job satisfaction mediates the relationship between decent work and employee wellbeing: decent work enhances employees' job satisfaction and increases the employee wellbeing.

**Table 5: The Mediating Role Of Frontline Employee's Job Satisfaction.**

Bootstrap BCa 95% confidence intervals	Estimate	Lower	Upper	P
Relation between Decent Work and Employee Well Being	.14	-.08	.35	.15
Mediating impact of Job Satisfaction	.27	.15	.46	.00

BCa: bias-corrected and accelerated bootstrapping confidence intervals. Estimate based on 10,000 bootstrap samples.

Results in Table 4 also confirm Hypotheses 5 regarding one moderator variables. As illustrated in Fig. 3, employees' POS has a significant negative moderating impact on the relationship between the decent work and their job



satisfaction ( $\beta = 0.149$ ,  $p < 0.001$ ): the higher the POS, the weaker the negative link between decent work on job satisfaction (and vice versa).

**Fig. 3.** The moderation plot of employees perceived organizational support (POS) on the relationship between the decent work and their job satisfaction

Finally, the results reported in Table 6 do not support the alternative model or hypothesis. Customer Service employees' POS does not significantly negatively affect the positive relationship between their job satisfaction and wellbeing ( $\beta = 0.071$ ,  $p > 0.05$ ).

**Table 6: Structural Model Results**

Alternative Hypotheses	Hypothesized paths	( $\beta$ )	t-value	p-value
	JS→EW	.341	6.391	***
	POS→EW	-.106	-1.978	.048
	JS*POS→EW	.071	1.543	.123

JS: Job Satisfaction// EW: Employee Well Being//POS: Perceived organizational support.

\*  $p \leq 0.05$ .

\*\*\*  $p \leq 0.01$ .

## Discussion

Grounded in Conservation of Resources (COR) and Social Exchange theories, this study investigates whether the relationship between Decent Work and Employee Well-Being is mediated by Job Satisfaction and moderated by Perceived Organizational Support (POS). The findings reveal that Decent Work does not have a significantly positive direct impact on Employee Well-Being, contrary to what was proposed in Hypothesis 1. This outcome deviates from previous research that established a positive association between Decent Work and Employee Well-Being. The lack of a significant direct relationship suggests the presence of intervening variables, such as Job Satisfaction and POS, which align with the study's subsequent hypotheses.

According to job embeddedness theory (Mitchell et al., 2001), factors beyond work-related attitudes or contexts such as life events may influence an employee's overall well-being. Supporting Hypotheses 2 and 3, the results indicate that Decent Work is positively associated with higher levels of Job Satisfaction, which in turn positively contributes to improved Employee Well-Being. As predicted in Hypothesis 4, Job Satisfaction mediates the relationship between Decent Work and Employee Well-Being. In essence, employees who perceive their work as decent tend to experience greater job satisfaction, which enhances their overall well-being.

Furthermore, the findings validate the moderating role of Perceived Organizational Support as proposed in Hypothesis 5. Specifically, the positive relationship between Decent Work and Job Satisfaction is weaker when employees perceive high levels of organizational support. This suggests that POS serves as a buffering resource: when organizational support is strong, the additional value of Decent Work in driving Job Satisfaction is reduced. This is consistent with the argument by Muschalla et al. (2013), who noted that social support contributes positively to employee well-being by alleviating the negative effects of stressors.

However, the study does not find support for the alternative model suggesting that POS significantly moderates the link between Job Satisfaction and Employee Well-Being. The effect of POS appears more impactful in proactively reducing dissatisfaction through support mechanisms related to work conditions, rather than reacting after well-being has already been compromised.

### **Practical Implications**

The findings of this study have several important practical implications for managers and decision-makers in the hospitality sector, particularly in customer service roles. First, organizations should actively promote decent work conditions by ensuring fair compensation, job security, safe and respectful work environments, and opportunities for career advancement. These foundational elements not only support employees' rights but also

significantly enhance job satisfaction, which, as this study shows, is a key pathway to improving employee well-being.

Furthermore, efforts to improve job satisfaction should be strategically prioritized. Human resource policies should address both intrinsic and extrinsic aspects of the job—such as recognition, workload balance, autonomy, and purposefulness to foster a more satisfied and engaged workforce. The role of perceived organizational support (POS) also offers practical insight.

While POS generally benefits employees, this study reveals that high levels of support can diminish the direct motivational impact of decent work on job satisfaction. This suggests that organizational support should be provided in a way that complements, rather than replaces, structural improvements in work conditions. Managers should ensure that support is proactive, continuous, and embedded in the organizational culture rather than merely reactive to challenges. By aligning decent work practices with supportive organizational policies, hospitality employers can create a healthier and more resilient workforce, reduce turnover, and enhance service quality in customer-facing roles.

### **Limitations and Future Recommendations**

Despite offering valuable insights, this study is subject to certain limitations that should be acknowledged. First, the cross-sectional design limits the ability to establish causal relationships between decent work, job satisfaction, and employee well-being. Future research could benefit from longitudinal or experimental designs to better capture changes over time and determine directionality in these relationships.

Second, this study concentrated solely on customer service employees in three-star hotels in Lahore, Pakistan, which may limit the generalizability of the findings to other industries, job roles, or regions. While the focus offers valuable insights into stress-related roles within the hospitality sector, the results may not be applicable to other hospitality settings such as five-star hotels, budget accommodations, or establishments in different cities. Broadening the scope to include diverse sectors, geographic locations, and

organizational levels in future research would offer a more comprehensive understanding of how decent work impacts employee outcomes and enhance the external validity of the findings.

Third, the reliance on self-reported data may introduce common method bias, as participants' responses could be influenced by social desirability or individual mood at the time of data collection. Future studies could incorporate multi-source data or objective indicators to strengthen the robustness of findings.

Additionally, while this study examined perceived organizational support (POS) as a moderator, other contextual or psychological variables such as leadership style, organizational justice, or resilience could be explored in future research to further unpack the mechanisms through which decent work translates into improved well-being.

Lastly, cultural factors unique to the local context may have shaped employee perceptions and responses. Comparative studies across different cultural or national settings would help determine whether these findings hold universally or are context-specific.

### **Conclusion**

This study contributes to the growing body of literature on sustainable employment practices by examining how decent work influences employee well-being in customer service roles within the hospitality sector. Grounded in Conservation of Resources and Social Exchange theories, the findings reveal that job satisfaction serves as a crucial mediating mechanism through which decent work enhances employee well-being. Furthermore, perceived organizational support (POS) plays a significant moderating role, weakening the strength of the relationship between decent work and job satisfaction when support levels are high. These results underscore the complex interplay between structural work conditions and organizational support in shaping employee outcomes. By highlighting both the direct and indirect pathways through which decent work impacts well-being, this study offers valuable theoretical and practical insights. It reinforces the need for hospitality

organizations to not only uphold decent work standards but also to strategically manage support mechanisms that sustain employee satisfaction and psychological health. Overall, the study provides a nuanced understanding of how decent work and supportive environments together foster a more engaged, resilient, and well-functioning workforce.

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