

Psychological Well-Being at Hospitality: Configuring the Antecedents and Outcomes from Millennials Perspectives

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ABSTRACT

This study provides a new perspective on the psychological well-being of millennial employees in the Bali hospitality industry by identifying its key predictors and assessing its impact on work and organizational engagement. The study employed explanatory sequential analysis of 153 millennial workers working in various star-rated hotels in Bali. The quantitative analysis with SmartPLS revealed that ambidextrous leadership ($\beta = 0.578$, $p < 0.001$) and psychological capital ($\beta = 0.346$, $p < 0.001$) significantly enhanced psychological well-being, while job satisfaction showed a negative effect ($\beta = -0.186$, $p < 0.05$) and perceived organizational support showed no significant impact ($p = 0.160$). Furthermore, psychological well-being strongly predicted organizational engagement ($\beta = 0.760$, $p < 0.001$) and work engagement ($\beta = 0.705$, $p < 0.001$), with a greater influence on organizational engagement. This study contributes to the literature by demonstrating that psychological well-being exerts a stronger influence on organizational engagement than on work engagement, highlighting millennials' deeper commitment to their organizations when their well-being is supported. These findings underscore the importance of psychological capital in fostering resilience and offering fresh insights to enhance organizational engagement. Unlike previous research, this study uniquely integrates ambidextrous leadership and psychological capital as primary drivers of psychological well-being, revealing their significant positive influence.

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1. INTRODUCTION

Currently, the workforce is predominantly composed of Millennials, those born between 1980 and 2000, who are known for their ability to adapt to technology and flexible work approaches (Naim, 2022). This generation brings distinct characteristics and values, such as a greater emphasis on job stability, work-life balance, and a preference for working in inclusive and socially responsible environments (Dorina Racolța-Paina & Dan Irini, 2021; Mahmoud et al., 2021). These differing values and expectations present new challenges for managers and organizations, which must adapt to effectively manage a multigenerational team. This shift not only affects work practices but also influences human resource management strategies, innovation, and overall organizational culture. This focus has implications for high employee turnover rates if they feel dissatisfied or do not find the value they seek within the organization (Frye et al., 2020; Sahu et al., 2018).

Millennials play a key role in the hospitality industry (Utami et al., 2020; He et al., 2019). Millennials in the hospitality sector face challenges related to emotional labor, which involves managing emotions to meet guest expectations (Visser, 2018). Research suggests that mindfulness and emotional intelligence may play crucial roles in the well-being and job performance of millennial employees (Erben, 2019; Khan & Abbas, 2022; Verma & Garg, 2024). Additionally, human resource management (HRM) practices and responsible leadership have been found to positively impact the well-being and task performance of millennial employees in the hospitality sector (He et al., 2019). Understanding these factors can help organizations develop strategies to enhance the engagement, satisfaction, and retention of Millennial employees in the hospitality industry (Delina, 2020; Jang et al., 2020).

Individual well-being can be a critical contributor to maintaining the sustainability of the workforce in the tourism and hospitality industry. While sustainability has been widely researched in the literature, few studies have examined sustainability from the perspective of human resources. This is crucial because the sustainability of an organization also heavily depends on the configuration of the potential, skills, and cognitive abilities of its human assets to build competitive advantages in the highly dynamic tourism industry. Employees are likely to remain with an organization for a longer period if they experience the psychological well-being they expect. Well-being is a multifaceted concept encompassing individual, community, and social perspectives (Haworth & Hart,

2007). It is associated with numerous benefits, including improved physical and mental health, social relationships, work performance, and resilience (Diener, Lucas, et al., 2018).

Researchers have identified various components of well-being, such as autonomy, environmental mastery, positive relationships, purpose in life, and self-acceptance (Bantha et al., 2023). Well-being can be understood through two practical dimensions: feeling good (happiness) and doing good (sense of meaning and self-worth) (Haybron & Tiberius, 2015). It is characterized by positive emotions ranging from contentment to intense joy and is often considered more valuable than the pursuit of money or moral goodness (Sundriyal & Kumar, 2014). Happiness economics suggests that measures of public happiness should supplement traditional economic indicators when evaluating public policy success (Sundriyal & Kumar, 2014). Overall, well-being is crucial for coping with the challenges of the 21st century and has implications for researchers, policymakers, and individuals (Haworth & Hart, 2017).

Psychological well-being is a multidimensional construct that encompasses overall happiness, life satisfaction, and mental health (Disabato et al., 2016). It includes components such as positive emotions, autonomy, positive relationships, and personal growth (Johnson et al., 2018). This concept has been approached from both hedonic and eudaimonic perspectives, with subjective well-being and psychological well-being emerging as two prominent understandings (Abolnasser et al., 2023; Darvishmotevali & Ali, 2020). Psychological well-being is considered crucial for comprehensive health and has been linked to better mental and physical health, as well as longer life expectancy (Ardelt, 2019). Various determinants of well-being have been investigated, including income level, genetic factors, optimism, interpersonal relationships, and physical activity (Darvishmotevali & Ali, 2020). However, ongoing debates persist regarding the definition and measurement of psychological well-being, with different terms and approaches used by researchers, highlighting the need for further research and clarification in this field (Netemeyer et al., 2018). Particularly in the context of young workers, there has yet to be a comprehensive study examining the predictors and consequences of this psychological well-being (Figure 1).

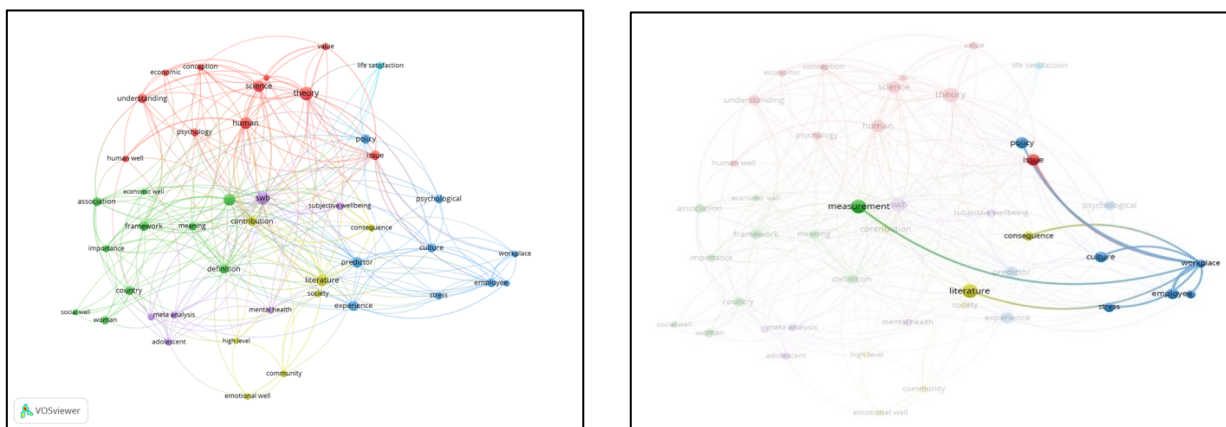


Figure 1. Network Visualization of Well-Being Literature

This topic is important because various dimensions and factors interact with each other in shaping psychological well-being across multiple generations in today's industry. The transformation of the tourism and hospitality industry, with its various challenges, has led to differences in workers' perceptions of psychological well-being. Based on the literature mapping, the following variables emerge as the antecedents and outcomes that will be examined in this study (Figure 2).

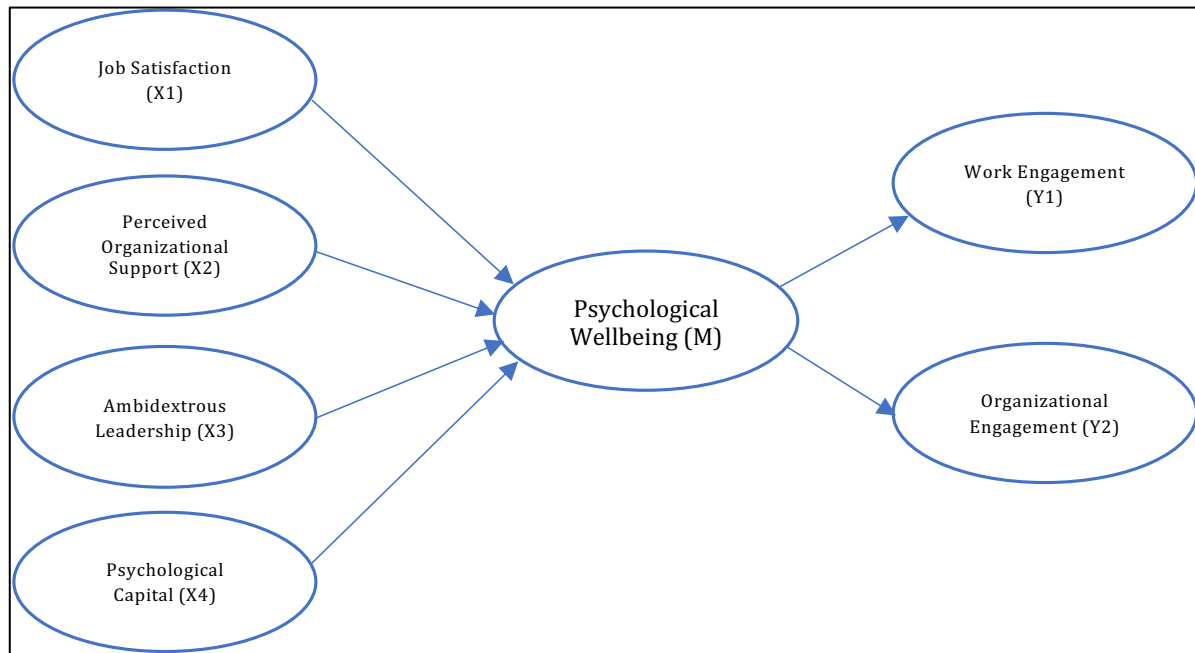


Figure 2. Research Model

This study aims to explore the antecedents and outcomes of psychological well-being among the hospitality workforce in Bali. By exploring the antecedents and outcomes of psychological well-being, this study can provide valuable insights for human resource management and industry stakeholders in developing more effective strategies to enhance employee well-being. Additionally, the study seeks to identify and reveal differences in the meaning of psychological well-being across various aspects, including age, gender, job status, and tenure.

Despite the growing interest in well-being within service sectors, limited studies have explored how the unique generational traits of millennials interact with leadership style and psychological resources to shape their well-being. Moreover, there is a lack of research investigating the integration of ambidextrous leadership and psychological capital in predicting well-being outcomes in hospitality. This study addresses these gaps by proposing a novel framework that highlights the dynamic interplay of leadership, psychological traits, and generational perspectives to understand millennial psychological well-being.

The significance of this research lies in its contribution to a deeper understanding of psychological well-being within the context of a multigenerational workforce in the tourism and hospitality industry in Bali. Furthermore, by identifying differences in the meaning of psychological well-being, this research can assist organizations in creating a more inclusive work environment that is responsive to the diverse needs of individuals. The findings of this study can also serve as a reference for policies and management practices that support the sustainability of a healthy and productive workforce, ultimately contributing to the performance and competitiveness of the hospitality industry in Bali.

2. METHOD

In the pursuit of comprehensively examining the multifaceted phenomenon of millennials, this study strategically adopts a mixed-methods approach using an explanatory sequential design. This design involves an initial phase of quantitative research followed by a qualitative phase, allowing for a thorough exploration and validation of the specific variables relevant to millennials. The explanatory sequential approach permits the quantitative phase to identify statistical relationships initially, followed by the qualitative phase, which could alleviate unexpected or paradoxical findings, such as the negative influence of work satisfaction. This method allows researchers to gain in-depth insights before conducting quantitative studies, potentially leading to more relevant and sustainable interventions (Munce et al., 2020). This design is advantageous to other mixed-methods designs (such as convergent design) since it ensures that qualitative propositions are promptly supported by quantitative data, resulting in a stronger explanatory relationship. The integration was accomplished by utilizing the quantitative findings as a reference to create the interview protocol, thus allowing for the investigation of the reason particular variables, such as organizational support, were less significant.

Data collection is conducted in two distinct phases to thoroughly examine millennial characteristics, attitudes, and behaviours. Initially, a quantitative phase is implemented where structured questionnaires (Pradhan & Hati, 2022), informed by the prior literature mapping, are distributed to a larger, diverse sample of millennials. Structured questionnaires were developed by adapting validated scales from prior studies (Pradhan & Hati, 2022; Darvishmotevali & Ali, 2020). Items measuring ambidextrous leadership, psychological capital, organizational support, and wellbeing were translated and back-translated into Indonesian. A pilot test was conducted with 30 hotel employees to ensure clarity, reliability, and contextual suitability before full deployment.

The sampling method is purposive sampling, by abiding by two important requirements: 1) age between 27 and 43 years old, and 2) working tenure minimum of 2 years. The selection of respondents aged 27–43 was based on the classification of millennial employees in their productive career phase, which often reflects a critical balance between ambition and emotional maturity. This group is likely to be most affected by leadership dynamics and psycho-logical resource demands in high-paced environments. The sample in this study is 153 millennial workers spreading across various hotels in different areas of Bali. The study focused on employees from star-rated hotels in Bali, as these establishments represent the largest formal sector in the local hospitality industry and employ the majority of millennial workers. However, non-star or community-based accommodations were not included as this could introduce bias, as employees in smaller establishments may have different work dynamics and levels of organizational support. The response rate is 100 percent.

Following this, qualitative data is gathered through semi-structured interviews and observations to explore the nuances of millennial experiences and perspectives. The qualitative phase was designed to enrich the understanding of the quantitative findings by capturing deeper insights into how psychological well-being is experienced in practice. It specifically clarified surprising results, such as the inverse relationship between job satisfaction and well-being, and illuminated nuanced contextual factors like emotional labour and post-pandemic recovery stressors. The observations were conducted in five-star hotels located in Badung, Gianyar, and Denpasar as the top 3 most developed tourism areas in Bali. While the interviews involved six informants, representing each criterion in this study, such as gender (female and male), level of employment (managerial and technical staff), and job tenure (2–9 years and above ten years).

Data is analysed using Smart Partial Least Square (Smart-PLS). This phase generates the antecedents and outcomes of psychological wellbeing which identified by the strongest to the weakest effect of each variable. The insights gained from quantitative analysis inform the development of qualitative approach to uncover key themes and patterns related to millennials. This phase involves transcribing interviews to specific target informants into initial themes. The integration of both qualitative and quantitative data ensures a robust foundation for evidence-based recommendations, which can inform effective strategies and practices in various organizational and societal contexts.

3. RESULT AND DISCUSSION

Result

The initial stage in SmartPLS method is examining outer model or measurement model. This examination can be undertaken by observing convergent validity, discriminant validity, and composite reliability. Convergent validity testing in PLS employing reflecting indicators is evaluated based on the loading factor (the connection between item/component scores and variable scores) of the indicators measuring the variable. The outer loading should be greater than 0.708. Although most indicators exceeded the recommended loading threshold, several items with low factor loadings were removed during the model refinement process.

Discriminant validity refers to the notion that measurements of various constructs are not supposed to be strongly correlated. Hair et al. (2021) use the Fornell-Larcker criterion to determine discriminant validity. An indicator is considered valid if the square root of the average variance extracted (\sqrt{AVE}) for each variable is greater than the highest correlation value between that latent variable and any other latent variables. Validity testing can also be performed with the Heterotrait-Monotrait Ratio (HTMT) parameter. This test requires that all variables have HTMT values less than 0.85 (Nitzl et al., 2017). HTMT scores greater than 0.85 imply low discriminant validity. Table 1 shows the discriminant validity test with the Fornell-Larcker criteria and HTMT.

Table 1. Fornell-Larcker Criterion

	AL	JS	OE	POS	PWB	PC	WE
Ambidextrous Leadership	0,780						
Job Satisfaction	0,693	0,819					
Organizational Engagement	0,771	0,739	0,850				
Perceived Org. Support	0,806	0,799	0,870	0,821			

Psychological_Wellbeing	0,803	0,571	0,760	0,700	0,788		
Psychological Capital	0,680	0,693	0,700	0,680	0,710	0,813	
Work Engagement	0,730	0,536	0,560	0,608	0,705	0,625	0,876

Source: SmartPLS (2024)

Table 2. Heterotrait-Monotrait Ratio (HTMT) - Matrix

	AL	JS	OE	POS	PWB	PC	WE
Ambidextrous Leadership							
Job Satisfaction	0,757						
Organizational Engagement	0,817	0,797					
Perceived Org. Support	0,867	0,877	0,931				
Psychological_Wellbeing	0,876	0,629	0,824	0,771			
Psychological Capital	0,719	0,777	0,730	0,722	0,765		
Work Engagement	0,791	0,580	0,586	0,649	0,780	0,673	

Source: SmartPLS (2024)

This study found that the square root of average variance extracted (\sqrt{AVE}) for each variable exceeds the greatest correlation value between latent variables. Furthermore, the HTMT values produced for all variables are less than 0.85, and the HTMT confidence intervals do not include the value 1. As a result, all variables are valid.

Two approaches were used to assess internal consistency, they are Cronbach's Alpha and Composite reliability. Cronbach's Alpha is used to calculate the lower bound of a variable's reliability, whereas composite reliability is used to determine the genuine reliability value of a variable. The composite reliability value should be more than 0.7. Table 3 summarizes the reliability results.

Table 3. Construct Reliability

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
Ambidextrous Leadership	0,919	0,928	0,933	0,609
Job Satisfaction	0,876	0,897	0,910	0,671
Organizational Engagement	0,945	0,950	0,954	0,722
Perceived Org. Support	0,931	0,932	0,943	0,674
Psychological_Wellbeing	0,878	0,878	0,908	0,621
Psychological Capital	0,927	0,937	0,940	0,662
Work Engagement	0,923	0,926	0,942	0,767

Source: SmartPLS (2024)

After testing measurement or outer model, the next step is to assess the structural or inner model. The first stage in testing the structural model is to evaluate it for collinearity by estimating the VIF values for each set of predictor variables in the model. The VIF tolerance values for each predictor variable should be greater than 0.2 but less than 5. Table 4 shows the results of the inner VIF calculations.

Table 4. Collinearity Statistics (VIF)

	AL	JS	OE	POS	PWB	PC	WE
Ambidextrous Leadership					3,152		
Job Satisfaction					3,129		
Organizational Engagement							
Perceived Org. Support					4,226		
Psychological_Wellbeing			1,000				1,000
Psychological Capital					2,275		
Work Engagement							

	Saturated model	Estimated model
SRMR	0,097	0,126
d_ ULS	11,463	19,549
d_ G	n/a	378,509
Chi-square	infinite	infinite
NFI	n/a	n/a

Table 4 indicates that all VIF values for each variable are greater than 0.2 but less than 5. As a result, the structural model does not exhibit collinearity concerns amongst the predictor variables and could progress to the next testing step.

To evaluate the significance of the model, the next step involved examining the path coefficients between the exogenous and endogenous variables. Job satisfaction, perceived organizational support, ambidextrous leadership, and psychological capital were considered exogenous variables affecting psychological well-being. In turn, psychological well-being served as an endogenous variable influencing work engagement and organizational engagement. Figure 3 presents the results of the path coefficients of each relationship.

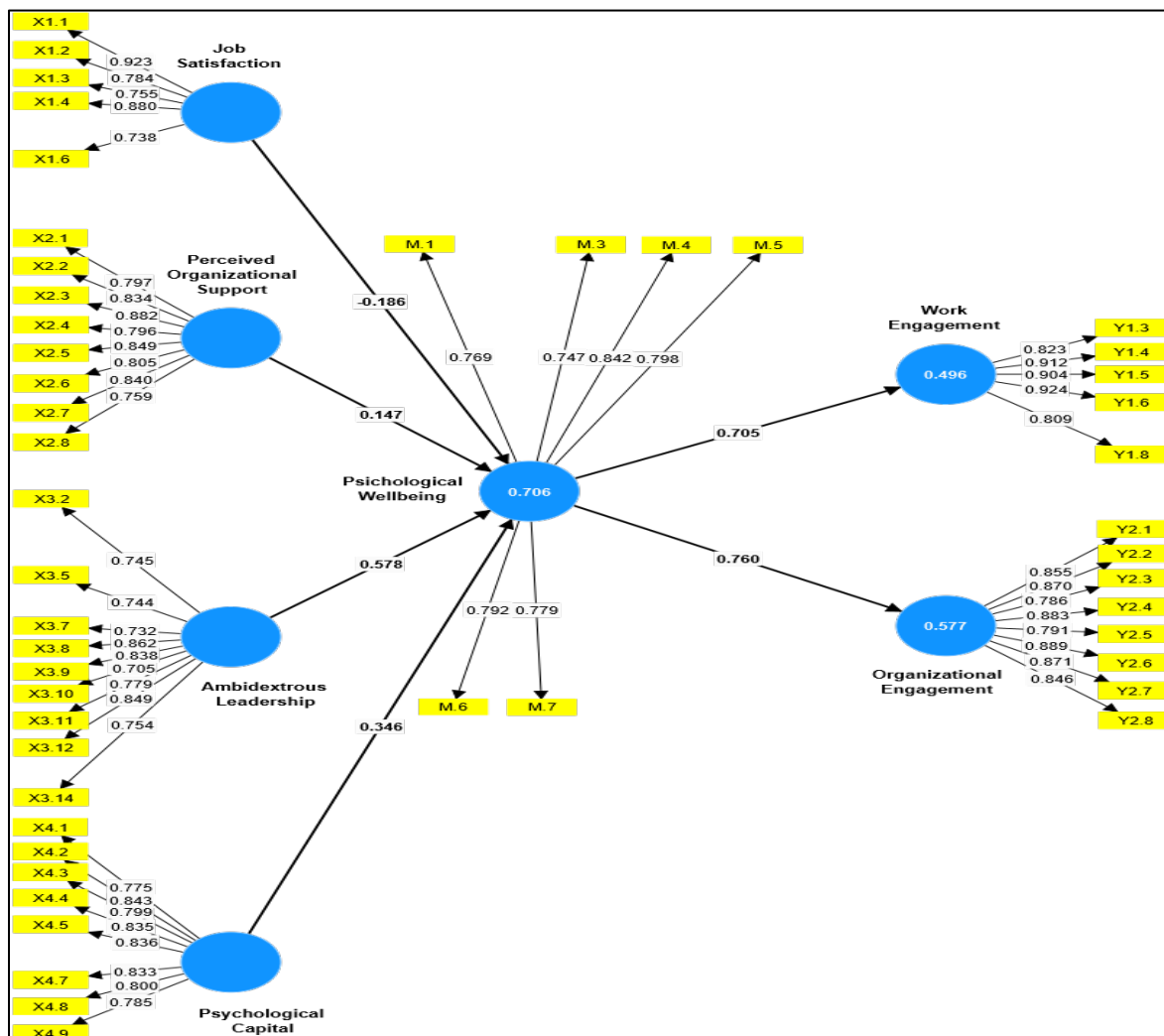


Figure 3. Outer Model

The visualization of Figure 3 can be detailed as in Table 4.

Table 4. Path Coefficients

			Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Ambidextrous Leadership	->						
Psychological_Wellbeing			0,578	0,565	0,088	6,610	0,000
Job Satisfaction	->						
Psychological_Wellbeing			-0,186	-0,186	0,075	2,484	0,013
Perceived Organizational Support	->						
Psychological_Wellbeing			0,147	0,159	0,104	1,404	0,160
Psychological_Wellbeing	->						
Organizational Engagement			0,760	0,763	0,039	19,470	0,000
Psychological_Wellbeing	->	Work					
Engagement			0,705	0,708	0,048	14,699	0,000
Psychological Capital	->						
Psychological_Wellbeing			0,346	0,352	0,067	5,185	0,000

The p-values for the effects of ambidextrous leadership and psychological capital on the psychological well-being of millennials are 0.000, which is below the 0.05 significance level, and the t-statistic values exceed the critical threshold of 1.96. These results indicate that ambidextrous leadership and psychological capital significantly influence psychological well-being. Among these, ambidextrous leadership exhibits the strongest effect on psychological well-being. Interestingly, job satisfaction was found to have a negative effect on psychological well-being, while perceived organizational support showed no significant impact in this context. Furthermore, psychological well-being positively affects both work engagement and organizational engagement, with its influence on organizational engagement being stronger than on work engagement. A detailed explanation of these findings is presented in the following section.

Discussion

The results of this study offer significant insights into the determinants of psychological well-being among millennials in Bali's hospitality industry and its effects on work and organizational engagement. Ambidextrous leadership shows the strongest positive influence on psychological well-being, suggesting that leaders who can balance innovation with consistency create a supportive environment that resonates with millennials (Kokkoris, 2016). From the interview of six informants, it was verified that millennials generation values flexibility, adaptability, and opportunities for growth; thus, ambidextrous leadership aligns well with their work expectations and directly enhances their psychological well-being. The finding supports previous research indicating that leadership styles that balance competing demands and foster both exploration and exploitation can positively impact employee well-being. In the context of Bali's hospitality industry, where competition and rapid changes are common, ambidextrous leadership appears to be an effective approach for improving the psychological health of millennial employees, ultimately contributing to organizational performance.

Contrary to conventional expectations, job satisfaction was found to have a negative relationship with psychological well-being, indicated by a path coefficient of -0.186. While job satisfaction is generally associated with positive well-being outcomes (Alatartseva & Barysheva, 2015), in this specific industry and demographic, high job satisfaction may come with elevated expectations or demands that potentially lead to burnout or emotional strain, which negatively impacts psychological well-being (Magyar & Keyes, 2019). The counterintuitive negative link between job satisfaction and psychological well-being suggests that traditional metrics of satisfaction may mask underlying emotional strain. In high-touch service sectors like hospitality, satisfaction may arise from goal achievement or recognition but simultaneously burden employees with emotional exhaustion and performance pressure. This highlights the importance of differentiating between superficial satisfaction and sustainable well-being.

To confirm this finding, the interview with six informants revealed that this finding aligns with the idea that millennials may experience stress from meeting high standards or expectations associated with job satisfaction in a high-paced environment, like hotels, specifically in post-pandemic situation. The informants highlighted that job satisfaction in the hospitality industry is closely tied to the ability to deliver exceptional service, which often requires going above and beyond to meet guest expectations. However, this level of service can be emotionally

taxing, as it demands high levels of empathy, patience, and energy, leading to emotional exhaustion over time. Providing excellent service may increase job satisfaction. However, it can also result in emotional exhaustion, which ultimately diminishes psychological well-being.

Perceived organizational support, interestingly, does not show a significant impact on psychological well-being. This contrasts with prior studies that emphasized its positive impact. The interview discovered that while millennials may appreciate support from their organizations, it does not substantially influence their psychological well-being. The qualitative findings revealed that millennials often value leadership styles and personal growth opportunities more than general organizational support structures. Majority of informants indicated that while organizational support such as welfare programs or HR initiatives was appreciated, it did not strongly influence their mental well-being. Instead, millennials may prioritize other factors, such as personal growth opportunities or innovative leadership, over organizational support alone. They perceived psychological well-being as more closely tied to direct leadership practices, career development, and personal resilience. They value mentorship, career progression, and leaders who inspire them. This suggests a generational shift, where millennials prioritize meaning, autonomy, and growth over traditional organizational support. This finding highlights a shift in generational needs and implies that hospitality organizations aiming to support millennial well-being should focus on creating leadership practices and opportunities for personal growth rather than relying solely on perceived organizational support (Day & Nielsen, 2017).

Psychological capital was also found to have a positive and significant effect on psychological well-being. Psychological capital, which includes self-efficacy, optimism, hope, and resilience, appears to be a valuable asset for millennials in managing the pressures of the hospitality industry (Diener, Oishi, et al., 2018; Murphy, 2023). Millennials who possess higher psychological capital are likely to feel more empowered, optimistic, and capable of handling work-related challenges, thereby enhancing their psychological well-being. This result underscores the importance of fostering psychological capital in millennial employees as a way to promote well-being. From the interview with six millennial workers, it was found that training programs that enhance these attributes could be particularly beneficial in hospitality, where high job demands and fluctuating customer expectations require resilience and adaptability. Overall, these findings highlight the need for targeted strategies that align with millennial values and preferences to support their well-being and engagement in the hospitality industry (Chakravarty, 2017; Fletcher, 2016).

Psychological well-being was found to significantly affect both work engagement and organizational engagement. This confirms that millennials who experience greater psychological well-being are more likely to be engaged both in their specific tasks and with their organizations as a whole (Park et al., 2023; Viac & Fraser, 2020). Notably, the effect of psychological well-being on organizational engagement was stronger, indicating that a positive mental state may foster a greater sense of loyalty and commitment to the organization, which is crucial for employee retention in the hospitality sector. The informants confirmed that millennials, who often seek meaningful work and a sense of belonging, fostering their psychological well-being can lead to deeper engagement with the organization's goals and values. This finding is consistent with literature suggesting and empirical studies that well-being is a strong predictor of engagement, particularly in younger generations who value purposeful work. As such, hospitality organizations may benefit from investing in programs and practices that support mental health and resilience among millennial employees.

In this study, the antecedents of psychological well-being among millennial employees in Bali's hospitality industry were examined, identifying the strongest to weakest predictors. Ambidextrous Leadership emerged as the most influential antecedent, indicating that leadership styles balancing exploration and exploitation are crucial for enhancing psychological well-being. This suggests that when leaders provide both flexibility and consistency, millennials feel a greater sense of security and empowerment (Gouda & Tiwari, 2025), fostering well-being in a dynamic work environment like hospitality (Ajmal et al., 2024; Indrayani & Sihombing, 2025). The next strongest antecedent was Psychological Capital. Psychological capital plays a significant role in boosting well-being. For millennials, who often face unique stressors and expectations in the hospitality sector, psychological capital helps them build the internal resources needed to navigate challenges and maintain a positive outlook, contributing positively to their psychological well-being.

Regarding the outcomes, Organizational Engagement was the most significantly impacted by psychological well-being. The stronger influence of psychological well-being on organizational engagement compared to work engagement implies that millennials may prioritize purpose, inclusion, and alignment with organizational values over routine task fulfillment. This finding aligns with the growing evidence that millennials seek holistic alignment with their work environment rather than just performance incentives. This indicates that when millennials experience higher psychological well-being, they are more committed to the organization, feeling a stronger sense of loyalty and attachment. This high engagement could stem from their inclination to remain in environments where they feel valued and mentally supported. The second outcome, Work Engagement, also showed a positive and significant effect from psychological well-being. While still highly influenced, work engagement was slightly less affected than organizational engagement. This finding suggests that while millennials

with high psychological well-being engage actively in their tasks, their overall sense of belonging and connection to the organization is even stronger when they feel mentally supported.

The results of the study indicate that psychological well-being among millennial employees in the hospitality industry is higher for males compared to females. This finding suggests a potential gender disparity in the psychological well-being of millennial workers within this sector (Barrington-Leigh & Escande, 2018; Jeffrey, 2016). From the interview, it was found that various factors, such as workplace dynamics, gender-related expectations, and the nature of the hospitality industry itself, could contribute to this difference. Male employees may experience different stressors or coping mechanisms compared to their female counterparts, which can influence their overall psychological well-being (Ryff, 2017). This observation calls for further investigation into the underlying causes of such discrepancies and highlights the importance of considering gender as a significant variable when designing interventions aimed at improving employee well-being in the hospitality industry.

In terms of work experience, the study reveals that psychological well-being is higher among employees with 2 to 9 years of work experience compared to those with over 10 years of tenure. This finding suggests that employees in the mid-career phase may experience greater job satisfaction and mental well-being than those with longer careers. Informants with 2 to 9 years of experience stated that they assumed to achieve a balance between mastering their roles and managing job-related stress, while still having opportunities for growth and development. In contrast, those with more than 10 years of experience sometimes face different challenges, such as career stagnation, burnout, or increased responsibilities, which negatively impact their psychological well-being. These findings highlight the importance of continuous career development and support throughout an employee's tenure, particularly as they move beyond the initial years of experience, to ensure sustained psychological well-being and job satisfaction (Howell et al., 2016). Further research could investigate the specific factors influencing well-being in long-tenured employees to better address their unique needs and challenges.

In terms of job position, the study shows that psychological well-being is higher among employees in managerial roles. This suggests that individuals in leadership positions may experience better psychological well-being compared to their non-managerial counterparts. From the interview, several factors could contribute to this outcome, including greater autonomy, decision-making authority, and access to resources that support personal and professional growth. Managerial positions often provide more opportunities for career development and recognition, which enhance job satisfaction and, in turn, improve mental health. Furthermore, the sense of responsibility and accomplishment associated with managerial roles lead to higher levels of self-esteem and overall psychological well-being. Moreover, millennial employees who are in managerial positions tend to exhibit higher levels of psychological capital. These characteristics are key drivers of psychological well-being. Millennials with high psychological capital are more likely to approach challenges with optimism and resilience, which helps them cope with stress and maintain a positive outlook. The combination of an ambidextrous leadership style and strong psychological capital among millennial leaders creates an environment where both personal well-being and leadership effectiveness can thrive.

4. CONCLUSION

In conclusion, this study reveals that the strongest predictors of psychological well-being among millennial employees in Bali's hospitality industry are ambidextrous leadership and psychological capital, both of which significantly enhance mental health and engagement at work. Ambidextrous leadership balancing innovation with stability has the most substantial positive influence, aligning well with millennial preferences for flexibility and growth opportunities. Additionally, psychological capital, encompassing self-efficacy, optimism, hope, and resilience, equips millennials to manage the pressures of the hospitality industry, enhancing their psychological well-being. This well-being most significantly impacts organizational engagement, demonstrating that millennials who experience positive mental health are more loyal and attached to their organizations.

The study also brings to light unique findings, such as the negative association between job satisfaction and psychological well-being in this high-demand sector. This counterintuitive relationship suggests that while job satisfaction may increase due to meeting service demands, it can also lead to emotional exhaustion. Furthermore, gender disparities, tenure differences, and varying well-being levels between managerial and non-managerial roles suggest that well-being interventions in hospitality should be sensitive to demographic and career-stage factors.

Future studies could explore the dynamics of psychological well-being in hospitality across different generational cohorts beyond millennials, investigating whether similar predictors apply or if new factors emerge with older or younger generations. Research could also examine industry-specific stressors, such as post-pandemic challenges, in greater detail to understand their impact on job satisfaction and well-being. Additionally, a longitudinal study approach could provide insights into how psychological well-being and its predictors evolve over time, especially as employees progress through various career stages. Future research might explore how specific aspects of job satisfaction in high-demand sectors like hospitality contribute differently to psychological

well-being, especially for millennials who may value work-life balance over traditional measures of job satisfaction. Finally, examining the impact of specific training interventions for ambidextrous leadership and psychological capital on employee well-being could yield actionable insights for enhancing well-being strategies within the hospitality industry.

Practical recommendations include the implementation of leadership development pro-grams focusing on ambidextrous competencies encouraging leaders to combine consistency with flexibility to address millennial expectations. Furthermore, organizations are advised to de-velop psychological capital interventions, such as resilience training, coaching, and mental well-being support tailored to the needs of millennial workers. For future research, longitudinal stud-ies could examine how psychological well-being evolves over time across career stages. Addi-tionally, exploring the moderating role of organizational culture in shaping the impact of ambi-dextrous leadership on well-being can provide a broader strategic insight.

This research enriches the understanding of how ambidextrous leadership and psychological capital contribute to psychological well-being among millennial hospitality employees. By challenging conventional views of job satisfaction, it suggests that high satisfaction levels can coexist with emotional strain in demanding environments, indicating that well-being models should consider industry-specific factors. The study also underscores the relevance of demographic characteristics like gender, tenure, and role differences in shaping well-being, advancing theories on multigenerational workforce dynamics and employee well-being in high-stress industries.

Hospitality organizations aiming to improve millennial employee well-being should focus on developing leadership that balances adaptability with consistency, through ambidextrous leadership training programs. Enhancing employees' psychological capital by fostering resilience, optimism, and self-efficacy through targeted development programs can further support well-being, equipping employees to thrive in a demanding environment. Additionally, HR policies should consider gender-specific needs, provide sustained career development, and offer support tailored to various tenure levels to prevent burnout and promote long-term well-being. Implementing these practices can help build a resilient, engaged, and loyal workforce, contributing to higher organizational performance in Bali's competitive hospitality sector.

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