

Beyond resilience: The primacy of engagement and social presence in shaping guest satisfaction in social hub and co-living spaces

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Abstract

Purpose – This study examines the psychosocial mechanisms underlying guest satisfaction in social hub and co-living hotels in Indonesia, with a focus on the mediating roles of resilience, engagement, and social presence. Grounded in an integrated framework of Relational Systems Theory (RST) and Social Cognitive Theory (SCT), it explores how self-efficacy influences guest satisfaction through these psychosocial pathways within hybrid living-service environments.

Design/Methodology/Approach – A quantitative approach was employed using Structural Equation Modeling (SEM) with LISREL to analyze data from 525 guests in co-living spaces located in Jakarta, Bali, and Yogyakarta. The model tested direct and indirect effects of self-efficacy on satisfaction via resilience, engagement, and social presence, using validated multi-item scales and bootstrapping for mediation analysis.

Findings – Self-efficacy significantly enhances resilience, engagement, and social presence. However, only engagement and social presence were found to mediate the path to satisfaction, with social presence exhibiting the strongest direct and indirect effects. Resilience, despite being predicted by self-efficacy, does not significantly influence satisfaction, challenging conventional assumptions regarding its role in well-being.

Originality/Value – This research offers a novel theoretical integration of RST and SCT, redefining satisfaction as an emergent, relational outcome rather than a function of individual coping. It highlights the primacy of social connection over psychological endurance in transient living environments.

Research Limitations/Implications – This study's cross-sectional design and urban Indonesian sample limit causal inference and generalizability, warranting longitudinal and cross-cultural research to validate the primacy of engagement and social presence.

Practical Implications – Operators should prioritize community-building, inclusive programming, and relational service design to enhance engagement and social presence, ultimately driving guest satisfaction in co-living ecosystems.

Keywords – Self-Efficacy, Resilience, Engagement, Social Presence, Guest Satisfaction

1. Introduction

The hospitality industry is undergoing a paradigmatic shift, evolving from traditional accommodation providers into integrated lifestyle ecosystems that blend living, working, and socializing. This transformation has been driven by the rise of digital nomadism, remote work, and the growing demand for flexible urban living ([Philipp et al., 2022](#); [Zeqiri, 2024](#)). In

Indonesia, this transformation is exemplified by the emergence of social hub and co-living hotels, which are hybrid spaces combining residential comfort with coworking facilities, community programs, and curated social experiences ([Prayana & Darma, 2023](#); [Roy et al., 2024](#)). These spaces primarily cater to a new generation of transient residents, including digital nomads, freelancers, and university students, who seek not only functional lodging but also a sense of belonging, productivity, and social connection. While still a niche, their proliferation in urban centers such as Jakarta and Bali indicates a growing demand for experience-driven, community-centric hospitality ([Prayana & Darma, 2023](#)).

Despite their rising popularity, the operational and experiential success of social hub hotels remains underexplored theoretically. Existing hospitality studies often rely on frameworks such as Resource-Based Theory or the Technology Acceptance Model (TAM), which emphasize cognitive evaluations of service quality or efficiency ([El Archi & Benbba, 2023](#)). These models, however, fall short of capturing the relational, dynamic, and psychosocial nature of value co-creation in hybrid living and service environments. In co-living hotels, guests are not passive consumers but active participants in relational systems where satisfaction emerges from interactions with hosts, peers, digital platforms, and spatial design ([Pacheco & Azevedo, 2023](#)). This requires a theoretical shift from linear input-output models to systems-oriented perspectives that account for emergent, co-constructed experiences.

To address this gap, this study introduces Relational Systems Theory (RST), a framework rooted in complexity science and organizational dynamics, as a foundation for understanding guest satisfaction in social hub hotels. RST posits that satisfaction is not determined by isolated attributes (e.g., room quality or Wi-Fi speed) but emerges from recurrent patterns of interaction among actors, emotions, and feedback loops ([Fiaz & Fahim, 2023](#)). Unlike conventional service paradigms, RST treats the hotel as a living system where agency, emotion, and communication continuously shape the guest experience. This perspective is especially relevant in co-living environments, where the boundaries between private and social life blur, and emotional well-being is intertwined with communal rhythms and relational trust.

RST alone, however, does not fully account for individual agency. To complement this, the present study integrates RST with Bandura's Social Cognitive Theory (SCT), which emphasizes self-efficacy as a driver of behavior ([Bandura, 1977](#)). Together, these frameworks enable a dual-level analysis. At the individual level, SCT highlights how self-efficacy influences guests' willingness to engage, form social connections, and manage stress. At the systemic level, RST explains how these actions contribute to relational patterns, such as peer interaction and staff responsiveness, that shape emergent outcomes like satisfaction.

Grounded in this integrated model, the study investigates how self-efficacy influences satisfaction in Indonesian social hub hotels, mediated by resilience (adaptive coping in transient living), engagement (active participation in work and social activities), and social presence (perceived connectedness within the community). While these mediators have been studied in contexts such as social media ([He et al., 2024](#)), organizations ([Ojo et al., 2021](#)), and education ([Liu et al., 2022](#)), their role in hybrid hospitality ecosystems remains underexplored.

Indonesia provides a compelling context for this inquiry. As a leading destination for digital nomads and a rapidly urbanizing society with rising youth mobility, its co-living market reflects diverse cultural, linguistic, and socioeconomic interactions ([Bahri, 2024](#)). The high-stress nature of transient lifestyles, marked by isolation, work-life imbalance, and cultural dislocation, heightens the importance of psychosocial support within the built environment ([Barca et al., 2025](#)). Yet, many co-living operators emphasize infrastructure and aesthetics while neglecting the relational architecture that sustains guest well-being and loyalty ([Mellner et al., 2021](#)).

By applying an integrated RST and SCT framework, this study contributes in several ways. Theoretically, it bridges the gap between individual agency (SCT) and systemic dynamics (RST), offering a holistic model of satisfaction. Empirically, it demonstrates that in social hub hotels, satisfaction depends less on personal resilience and more on relational engagement and perceived presence, challenging assumptions in traditional service literature.

2. Literature review

The rise of co-living hotels, hybrid spaces integrating accommodation, coworking, and community programming, reflects a fundamental shift in hospitality from transactional service delivery to relational value co-creation ([Mellner et al., 2021](#); [White & Madden, 2024](#)). These environments, particularly in Indonesia, attract digital nomads, freelancers, and mobile professionals who seek not only functional lodging but also belonging, productivity, and social connectivity. Unlike traditional hotels, co-living spaces operate as socio-technical ecosystems in which guests continuously interact with hosts, peers, digital platforms, and the physical environment ([Christy & Tan, 2022](#)). In such contexts, satisfaction is less determined by static service attributes and more by relational patterns and psychosocial processes that unfold over time ([Brandão & Cupertino de Miranda, 2022](#)).

This study develops an integrated theoretical model combining Relational Systems Theory (RST) and Social Cognitive Theory (SCT) to explain how guest self-efficacy influences satisfaction through three psychosocial mediators: resilience, engagement, and social presence. SCT emphasizes individual agency, whereas RST highlights dynamic interaction processes, demonstrating how satisfaction emerges from the interplay of beliefs, behaviors, and feedback loops in complex adaptive systems ([Brandão & Cupertino de Miranda, 2022](#); [Du et al., 2025](#)).

Central to this model is self-efficacy, defined as an individual's belief in their capacity to succeed in specific contexts ([Bandura, 1977](#)). In co-living settings, self-efficacy reflects guests' confidence in navigating shared spaces, initiating interactions, managing remote work, and adapting to cultural or linguistic differences.

2.1. *The influence of self-efficacy on resilience.*

Resilience refers to the ability to adapt positively to adversity, stress, or disruption ([Masten, 2021](#); [Saeed et al., 2023](#)). Guests in co-living hotels often face transient living challenges, work-life imbalance, cultural dislocation, and digital fatigue ([Mellner et al., 2021](#)). SCT posits that individuals with high self-efficacy view challenges as manageable, employ adaptive coping strategies, and sustain motivation under pressure ([Bandura, 2023](#)). Empirical studies confirm that self-efficacy predicts resilience in demanding contexts such as remote work and cross-cultural mobility ([Papoulidi & Maniadaki, 2025](#); [Qin et al., 2023](#); [Wang et al., 2024](#)).

In co-living settings, guests with strong self-efficacy are more likely to regulate their emotions, seek support, and maintain optimism, which are core dimensions of resilience ([Wu et al., 2023](#)). Thus, we hypothesize:

H₁: Self-efficacy has a positive influence on resilience.

2.2. *Self-efficacy and engagement.*

Engagement in co-living spaces encompasses emotional investment, cognitive focus, and behavioral participation in both work and social activities ([Tan & Toh, 2025](#)). It manifests in attending community events, contributing to coworking culture, and actively using shared facilities. SCT suggests that self-efficacy enhances engagement by increasing motivation, effort, and persistence ([Schunk & DiBenedetto, 2021](#)). Acosta-Gonzaga and Ruiz-Ledesma ([2022](#)) found that self-efficacy predicts engagement in blended environments, while Hong et

al. (2021) demonstrated its role in sustaining effort in challenging learning contexts. In co-living hotels, where autonomy and self-regulation are crucial, self-efficacy likely serves as the motivational foundation for active participation. Thus, we hypothesize:

H₂: Self-efficacy has a positive influence on engagement.

2.3. *Self-efficacy and social presence*

Social presence, defined as the perception of being connected, acknowledged, and supported within a shared environment, is vital for well-being in transient communities (Kreijns et al., 2022; Xu et al., 2021). In co-living hotels, where guests come from diverse cultural backgrounds and stay durations vary, social presence fosters belonging, reduces isolation, and strengthens community cohesion (Lho et al., 2022). SCT suggests that individuals with high self-efficacy are more willing to initiate conversations, join group activities, and participate in mediated interactions, thereby enhancing perceived social presence (Rosen et al., 2023).

Wu (2023) also demonstrated that digital self-efficacy enhances social presence in virtual learning contexts. Given the hybrid nature of co-living, which blends physical and digital interaction, this effect may be even stronger. This supports the hypothesis:

H₃: Self-efficacy has a positive influence on social presence.

2.4. *Resilience and satisfaction*

Resilience enables individuals to manage stress, maintain focus, and recover from setbacks, which may contribute to satisfaction in transient environments. For instance, Romano et al. (2021) found that resilient students reported higher satisfaction in online courses due to improved emotional regulation, and Sahrah et al. (2024) confirmed the same in Indonesian academic settings.

However, RST cautions against assuming a direct, linear impact. In complex systems, coping does not always equate to thriving (McCubbin & McCubbin, 2012). A guest may endure loneliness or work stress yet still feel disconnected or unfulfilled. If resilience functions without relational integration, its effect on satisfaction may remain limited (Romano et al., 2021). This study supports the hypothesis:

H₄: Resilience has a positive influence on guest satisfaction.

2.5. *Social presence and satisfaction*

Social presence is a strong determinant of satisfaction in mediated and communal settings (Kreijns et al., 2022). When guests feel seen, valued, and connected, their experiences become more meaningful and fulfilling (Lho et al., 2022). Studies in online education consistently demonstrate that social presence predicts satisfaction (Nasir & Ngah, 2022; Suryanto et al., 2024). In hospitality, it translates into warmth, inclusivity, and relational authenticity, which are qualities central to co-living hotels (Mellner et al., 2021).

When guests experience a strong sense of social presence, they are more likely to integrate their resources by sharing skills, offering feedback, and participating in events, thereby co-creating richer experiences (Sofi et al., 2025). Furthermore, RST emphasizes that social presence generates positive feedback loops: the more connected a guest feels, the more they engage, which in turn strengthens community bonds and satisfaction (Fiaz & Qureshi, 2023). This supports the hypothesis:

H₅: Social presence has a positive influence on guest satisfaction.

2.6. *Engagement and satisfaction*

Engagement reflects active involvement in the co-living ecosystem, such as participating in coworking sessions, attending social events, and contributing ideas (Mellner et al., 2021).

Research identifies engagement as a predictor of satisfaction across digital and cultural contexts (Cavite & Marcial, 2022; Liu et al., 2023).

In co-living hotels, engaged guests act not only as users but also as contributors, organizing activities, mentoring newcomers, or enhancing space usage (Modarelli & Rainero, 2025). Engaged guests are not just users but also contributors who organize meetups, mentor newcomers, and improve the use of shared spaces. In the context of heritage tourism, Zhou and Yu (2022) found that tourist engagement positively affects satisfaction through perceived value, but not directly. Similarly, Jeong et al. (2019) demonstrated that satisfaction is shaped by external stimuli such as event quality, with engagement not examined directly. In contrast, Gede et al. (2023) reported a significant positive effect of visitor engagement on satisfaction at a cultural museum. RST adds that engagement fosters emergent satisfaction through repeated, positive interactions that build momentum and belonging. This supports the hypothesis:

H₆: Engagement has a positive influence on guest satisfaction.

2.7. The mediating role of psychosocial factors: A systems perspective

The integration of resilience, engagement, and social presence into a unified cluster, termed Psychosocial Mediators (Moges et al., 2023), allows for a holistic examination of how self-efficacy indirectly shapes satisfaction. While SCT frames these as sequential outcomes, RST emphasizes their interdependence and co-evolution within the relational system. According to Bandura's Social Cognitive Theory, self-efficacy influences behavior through cognitive and motivational processes (Kanapathipillai et al., 2024), which are shaped by environmental, personal, and interpersonal contexts (Wei et al., 2022).

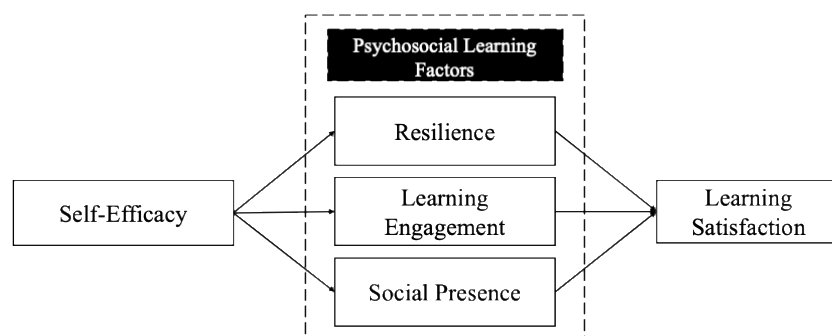
Prior studies (Deng et al., 2023; Na-Nan et al., 2021) confirm that self-efficacy affects satisfaction through these mediators. However, in the co-living context, the relative strength of each pathway may differ. RST predicts that social presence and engagement, being more relational and interactive, will serve as stronger mediators than resilience, which is more individualistic and internal. Similarly, Bargsted et al. (2019) demonstrated that social presence serves as a significant mediator in this relationship. Collectively, these findings suggest that resilience, engagement, and social presence are essential psychosocial conduits through which self-efficacy influences positive outcomes. Based on these findings, the study proposes the following model (Figure 1) and hypotheses:

H₇: Resilience mediates the relationship between self-efficacy and guest satisfaction.

H₈: Engagement mediates the relationship between self-efficacy and guest satisfaction.

H₉: Social presence mediates the relationship between self-efficacy and guest satisfaction.

This integrated model not only extends SCT into a novel hospitality context but also leverages RST's systems lens to provide a more nuanced and dynamic understanding of guest satisfaction. It challenges the assumption that resilience is universally beneficial, suggesting instead that, in social hub hotels, connection and participation matter more than coping alone.



Source: Own by authors

Figure 1. Research Framework

3. Methodology

This study employed a quantitative research design using Structural Equation Modeling (SEM) with LISREL to test a mediation model examining the impact of guest self-efficacy on satisfaction through psychosocial mediators: resilience, engagement, and social presence. Data were collected via non-probability snowball sampling from 525 participants staying at co-living spaces and social hub hotels in Jakarta, Yogyakarta, and Bali. The sample comprised digital nomads (38.7%), freelancers or remote workers (36.0%), and university students (25.3%). Participants were aged between 18 and 45 years, with 54.7% female and 45.3% male.

Five constructs were measured using validated multi-item scales. Self-efficacy was assessed using seven items adapted from Bosmans et al. (2017). Resilience was measured using four items from Jardim et al. (2021), while engagement and social presence were each measured with four items adapted from Zhong et al. (2022). Guest satisfaction was evaluated using four items from Almufarreh (2024). All scale items were culturally adapted to the local context and rated on a 6-point Likert scale ranging from strongly disagree to strongly agree.

Data analysis included confirmatory factor analysis (CFA) for construct validity and reliability, employing composite reliability (CR), average variance extracted (AVE), and discriminant validity testing. The structural model fit was evaluated with indices such as chi-square/df, RMSEA, CFI, IFI, NNFI, and SRMR. Hypothesis testing was conducted using standardized path coefficients, t-values, and p-values, with mediation assessed through bootstrapping following Preacher and Hayes (2001). This approach ensured a rigorous theoretical and analytical examination of psychosocial mechanisms influencing guest satisfaction in hybrid living and working hospitality environments.

4. Results

4.1. Validity and reliability.

The measurement model demonstrates strong reliability and validity. Composite Reliability (CR) values across constructs range from 0.902 to 0.944, well above the 0.70 threshold, indicating excellent internal consistency. Average Variance Extracted (AVE) values exceed 0.50 for all constructs (0.698 to 0.775), confirming good convergent validity. Factor loadings for all indicators are above 0.80, reflecting strong item reliability and construct representation. These results support the psychometric robustness of the guest satisfaction, social presence, resilience, engagement, and self-efficacy scales, ensuring valid and precise measurement of the latent variables within this hospitality research context.

Table 1. Construct Validity and Reliability

Constructs	Indicator	Factor loading	CR	AVE
<i>Guest satisfaction</i>				
	I feel satisfied with the overall quality of my stay in this co-living space.	0.837	0.902	0.698
	The activities and services provided in this space contribute meaningfully to my personal and professional growth.	0.825		
	I am satisfied with the level of support I receive from staff and fellow guests.	0.860		
	My experience allows me to feel connected, engaged, and personally fulfilled during my stay.	0.818		
<i>Social presence</i>				
	I feel a sense of belonging when interacting with other guests and staff in this co-living environment.	0.831	0.913	0.725
	I feel comfortable expressing my opinions and participating in community events or discussions.	0.851		

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Constructs	Indicator	Factor loading	CR	AVE
	I believe my perspectives are acknowledged and respected by others in the community.	0.856		
	The interactions I have here help me develop a sense of collaboration and mutual support.	0.867		
<i>Resilience</i>				
	I feel confident in my ability to succeed in managing daily life and work challenges during my stay.	0.829		
	I am able to manage my emotions, such as frustration or anxiety, when facing difficulties in shared living conditions.	0.856	0.908	0.712
	I know how to seek support from others when I am struggling with work or personal issues.	0.861		
	I remain hopeful about my progress, even after experiencing setbacks during my stay.	0.829		
<i>Engagement</i>				
	I actively participate in community activities such as coworking sessions, events, and social gatherings.	0.876		
	I remain focused and attentive during my work and community time.	0.863	0.932	0.775
	I feel enthusiastic and motivated when engaging with work and social opportunities in this space.	0.897		
	When I encounter difficulties in understanding shared rules or using facilities, I take initiative to clarify them.	0.885		
<i>Self-efficacy</i>				
	I can manage my emotions, such as frustration or anxiety, when facing challenges in my stay.	0.805		
	I am able to handle the impact that unexpected changes or disruptions have on my daily routine.	0.825		
	I can continue with my regular responsibilities, even when things get tough.	0.848		
	I feel capable of talking to others about the challenges I experience in this environment.	0.865	0.944	0.707
	I can cope effectively with distressing thoughts or memories related to my work or personal life.	0.867		
	I remain hopeful about my progress, even after experiencing failure or disappointment.	0.854		
	I know how to seek support from others when I am struggling with my responsibilities.	0.818		

Source: LISREL by authors (2025)

Discriminant validity was assessed using the Fornell-Larcker criterion (Fornell & Larcker, 1981), as shown in Table 2. The square roots of AVE (diagonal elements) were higher than the correlations between constructs (off-diagonal elements) in every case, confirming that each construct was empirically distinct from the others (Hair et al., 2019). For example, the square root of AVE for engagement (0.880) was greater than its correlations with resilience (0.816), self-efficacy (0.785), social presence (0.828), and guest satisfaction (0.778). The diagonal value for self-efficacy (0.841) was also higher than its correlations with all other constructs.

Table 2. Discriminant validity

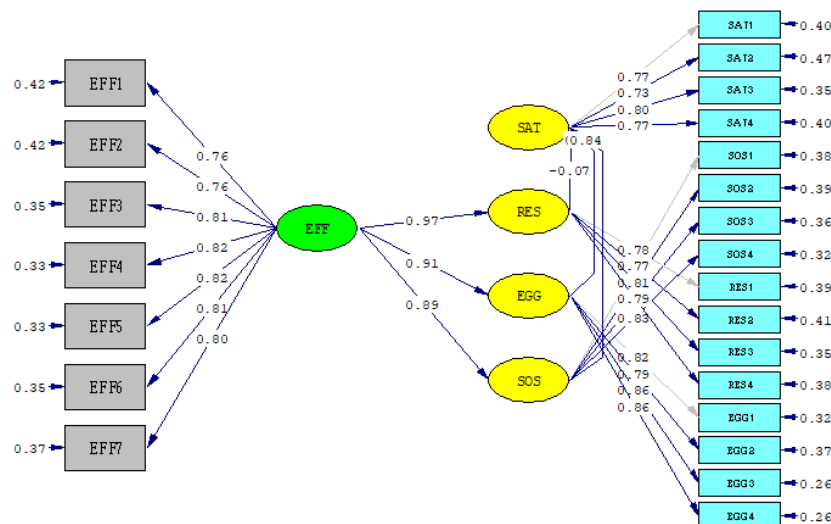
	EGG	RES	EFF	SOS	SAT
Engagement	0.880				
Resilience	0.816	0.844			
Self-efficacy	0.785	0.826	0.841		
Social presence	0.828	0.816	0.744	0.851	
Satisfaction	0.778	0.765	0.710	0.832	0.835

Source: LISREL by authors (2025)

Model fit indices showed mixed results (Jöreskog, 2005). The chi-square value was significant, $\chi^2(224) = 1242.81$, $p < 0.001$, a common occurrence with large sample sizes and not necessarily indicative of poor fit. The Root Mean Square Error of Approximation (RMSEA) was 0.098 (90% CI: 0.093 to 0.10), exceeding the recommended cutoff of 0.08, suggesting a less-than-optimal approximate fit. However, incremental fit indices exhibited excellent model performance: Comparative Fit Index (CFI = 0.98), Incremental Fit Index (IFI = 0.98), Normed Fit Index (NFI = 0.97), Non-Normed Fit Index (NNFI = 0.97), and Relative Fit Index (RFI = 0.97), all exceeding the 0.95 threshold, signifying strong relative model fit. Absolute fit indices, Goodness of Fit Index (GFI = 0.82) and Adjusted Goodness of Fit Index (AGFI = 0.77), were below the recommended 0.90 threshold, suggesting room for improvement. The Standardized Root Mean Square Residual (SRMR = 0.051) was within acceptable limits (<0.08), suggesting adequate residual-based fit. Overall, despite some absolute fit limitations, the high incremental fit indices affirm that the model adequately explains the observed data.

4.2. The results of hypotheses.

Structural Equation Modeling (SEM) analysis with maximum likelihood estimation was conducted on data from 525 participants to examine the hypothesized relationships among self-efficacy (EFF), resilience (RES), engagement (EGG), social presence (SOS), and guest satisfaction (SAT). Figure 2 presents the standardized parameter estimates illustrating the measurement and structural model.



Source: Own data by LISREL (2025)
Figure 2. Results of hypotheses

The results of the direct effects analysis provide strong empirical support for the hypothesized relationships between self-efficacy and the psychosocial mediators, as well as between these mediators and guest satisfaction in the context of social hub and co-living hotels in Indonesia (Table 3). Specifically, self-efficacy was found to have a significant positive influence on all three mediating constructs: resilience ($\beta = 0.97$, $t = 20.27$, $p < 0.001$), engagement ($\beta = 0.91$, $t = 20.49$, $p < 0.001$), and social presence ($\beta = 0.89$, $t = 18.73$, $p < 0.001$). These findings confirm that guests with higher levels of self-efficacy, defined as their belief in their ability to manage challenges in shared living environments, are more likely to exhibit adaptive coping behaviors and maintain active participation in community activities. They are also more likely to feel confident in forming interpersonal connections within the co-living space. This aligns with Social Cognitive Theory, which posits that self-efficacy

serves as a foundational psychological resource that activates motivation, effort, and behavioral engagement across multiple domains.

However, the relationship between resilience and guest satisfaction was not statistically significant ($\beta = -0.067$, $t = -0.72$, $p = 0.472$), indicating that while resilience is a critical personal trait for navigating stress, it does not directly contribute to overall satisfaction in this setting. This result challenges conventional assumptions in psychology and education literature, where resilience is often treated as a universal predictor of well-being. In the relational environment of co-living hotels, where emotional support and community dynamics are central, the ability to endure adversity may be less consequential than the capacity to engage meaningfully and feel socially connected. The lack of significance suggests that resilience functions more as an internal buffer rather than a driver of experiential fulfillment.

In contrast, both engagement and social presence emerged as significant predictors of guest satisfaction. Engagement demonstrated a moderate but statistically significant positive effect ($\beta = 0.21$, $t = 2.77$, $p = 0.006$), indicating that guests who actively participate in work-related and social activities report higher levels of satisfaction. This supports the idea that perceived value in co-living spaces is closely tied to behavioral investment and cognitive involvement. More strikingly, social presence exerted the strongest direct influence on satisfaction ($\beta = 0.84$, $t = 10.07$, $p < 0.001$), underscoring its pivotal role in shaping positive experiential outcomes. Guests who perceive themselves as belonging, acknowledged, and emotionally supported by others are far more likely to evaluate their stay as fulfilling and meaningful. This finding highlights the importance of relational quality over individual coping mechanisms in hybrid hospitality ecosystems.

Table 3. Direct effect testing results

Hypothesized Relationship	β (Estimate)	t-value	p-value	Result
H ₁ : EFF → RES	0.97	20.27	< 0.001	Supported
H ₂ : EFF → EGG	0.91	20.49	< 0.001	Supported
H ₃ : EFF → SOS	0.89	18.73	< 0.001	Supported
H ₄ : RES → SAT	-0.067	-0.72	0.472	Not Supported
H ₅ : EGG → SAT	0.21	2.77	0.006	Supported
H ₆ : SOS → SAT	0.84	10.07	< 0.001	Supported

Source: LISREL by authors (2025)

The results in [Table 4](#) provide critical insights into the mediating mechanisms through which self-efficacy influences guest satisfaction in social hub and co-living hotels in Indonesia. The findings reveal a clear divergence in the roles of resilience, engagement, and social presence as mediators, with significant implications for both theory and practice.

First, the hypothesized pathway from self-efficacy to resilience and then to satisfaction was not supported ($\beta = -0.065$, $t = -1.01$, $p = 0.31$). This indicates that while self-efficacy significantly predicts resilience, resilience does not serve as a meaningful mediator in the relationship between self-efficacy and satisfaction. This result aligns with the earlier finding that resilience has no direct effect on satisfaction, reinforcing the conclusion that resilience, though important for individual coping, does not translate into higher levels of experiential fulfillment in this context. Instead, it appears that resilience functions more as an internal buffer against stress rather than a driver of positive evaluations of the stay experience.

In contrast, two key pathways were found to be statistically significant. The indirect effect of self-efficacy on satisfaction through engagement was positive and significant ($\beta = 0.191$, $t = 2.10$, $p = 0.036$), indicating that guests with higher self-efficacy are more likely to actively participate in community and work-related activities, and this increased engagement directly

enhances their overall satisfaction. This supports the notion that confidence in one’s abilities motivates behavioral investment, which in turn contributes to a more fulfilling experience. This mediation is consistent with Social Cognitive Theory, which posits that self-efficacy fuels motivation and effort, leading to greater participation and perceived value.

Most notably, the indirect pathway via social presence emerged as the strongest and most robust mediator ($\beta = 0.748$, $t = 7.45$, $p < 0.001$). This suggests that self-efficacy exerts its greatest influence on satisfaction not through personal resilience or task persistence, but through the development of relational connections. Specifically, it operates through the sense of belonging, mutual support, and emotional recognition within the co-living community. Guests who believe in their ability to navigate shared living environments are more likely to engage socially, express themselves confidently, and form meaningful interactions, all of which foster a strong sense of social presence. In turn, this perceived relational quality becomes the primary determinant of satisfaction, highlighting the central role of relational well-being in hybrid hospitality models.

Table 4. Indirect effect Testing Results

Hypothesized Relationship	β (Estimate)	t-value	p-value	Result
EFF → RES → SAT	-0.065	-1.01	0.31	Not Supported
EFF → EGG → SAT	0.191	2.10	0.036	Supported
EFF → SOS → SAT	0.748	7.45	<0.001	Supported

Source: LISREL by authors (2025)

5. Discussion

The findings of this study offer a transformative understanding of guest satisfaction in social hub and co-living hotels by shifting the focus from traditional service quality attributes to psychosocial dynamics mediated by individual agency and relational systems. Grounded in an integrated framework that combines Relational Systems Theory (RST) and Social Cognitive Theory (SCT), the results reveal that although self-efficacy strongly predicts resilience, engagement, and social presence, only engagement and social presence significantly mediate guest satisfaction. Notably, resilience, although a well-established correlate of well-being in prior literature, does not demonstrate a direct or indirect effect on satisfaction. This finding challenges dominant assumptions in psychology and hospitality research.

This outcome underscores a critical theoretical contribution: in hybrid, community-centric hospitality environments, the capacity to endure stress (resilience) is not synonymous with experiential fulfillment. While guests with high self-efficacy are indeed more resilient, better able to regulate emotions, seek support, and maintain optimism in the face of challenges, this internal coping mechanism alone does not translate into higher satisfaction. External relational factors appear to play a more critical role in driving guest satisfaction. This aligns with Bukhori et al. (2022) who found that self-efficacy significantly predicts resilience, highlighting resilience as a key mediator linking self-efficacy to subjective well-being. Similarly, Khalil et al. (2024) demonstrated that resilience acts as a protective factor against impostor syndrome, with higher self-efficacy enhancing the capacity to withstand psychological stressors and reduce maladaptive self-perceptions.

In line with these findings, research in other domains has also highlighted the role of self-efficacy in sustaining engagement. Meixner et al. (2025) demonstrated that individuals with higher self-efficacy exhibit greater performance, which in turn fosters sustained engagement. Similarly, Ateş and Kölemen (2025) found that self-efficacy significantly influenced intentions to adopt gamified virtual reality, underscoring its motivational role in driving engagement. Extending this perspective to digital context, González-Prida et al. (2024)

revealed that digital competence strongly predicts self-efficacy, which subsequently enhances readiness to engage with technology-rich environments.

The finding that self-efficacy significantly influences social presence is supported by earlier research demonstrating the positive relationship between these constructs. For example, studies have shown that respondents with higher self-efficacy tend to exhibit greater social presence, which subsequently leads to enhanced engagement and satisfaction in virtual environments ([Wu, 2023](#); [Yang et al., 2024](#)). The results further indicate that resilience has no significant effect on satisfaction. This finding is consistent with Bryan and von Suchodoletz ([2023](#)), who reported no significant effect of resilience on psychological well-being. Similarly, Usán Supervía et al. ([2022](#)) revealed that resilience has no direct significant effect on satisfaction. However, this contrasts with other studies that commonly report a positive association between resilience and satisfaction ([Deng et al., 2023](#); [Wang et al., 2025](#)).

In contrast, both engagement and social presence emerged as significant predictors of satisfaction. Engagement exerted a moderate positive impact, indicating that active participation and emotional investment enhance overall satisfaction. This result is consistent with Liu et al. ([2023](#)), who highlighted engagement as a critical determinant of satisfaction. Social presence, however, demonstrated the strongest effect, underscoring its central role in shaping positive experiences. This aligns with Nasir et al. ([2022](#)), who found social presence to be one of the most powerful predictors of satisfaction. Suryanto et al. ([2024](#)) suggested that peer interaction and accessibility are indispensable for fostering satisfaction.

Mediation analysis provided further insights into the indirect mechanisms through which self-efficacy affects satisfaction. The indirect path via resilience was not supported, reinforcing the earlier finding that resilience does not serve as a mediating conduit in this setting ([Pérez-Aranda et al., 2021](#); [Wu et al., 2021](#)). In contrast, both learning engagement and social presence significantly mediated the relationship between self-efficacy and satisfaction. The mediation through engagement highlights the motivational pathway: respondents with high self-efficacy are more engaged, and this engagement enhances their satisfaction. This result is consistent with Na-Nan et al. ([2021](#)), who identified engagement as a critical mediator of satisfaction. Similarly, Bargsted et al. ([2019](#)) revealed that social presence mediates the relationship between self-efficacy and satisfaction.

The theoretical integration of SCT and RST is essential for capturing this complexity. SCT explains why self-efficacy drives psychosocial outcomes: individuals with confidence in their capabilities are more likely to engage and connect. RST explains how these individual actions interact with systemic dynamics to produce emergent satisfaction. Together, they form a holistic lens that transcends the limitations of frameworks in hospitality research, which have traditionally relied on cognitive-evaluative models such as the Technology Acceptance Model (TAM), the Unified Theory of Acceptance and Use of Technology (UTAUT), the Theory of Planned Behavior (TPB) ([Costa et al., 2025](#))

These findings also carry significant practical implications. Hotel operators and designers should prioritize fostering engagement and social presence through intentional community programming, inclusive digital platforms, and staff training in relational service delivery. Simple interventions, such as daily check-ins, peer mentoring, themed events, or digital forums that encourage self-expression, can significantly enhance perceived social presence. These activities help guests feel more connected and engaged within the co-living community. Moreover, cultivating guest self-efficacy through orientation programs, clear communication, and accessible support systems can indirectly boost satisfaction by empowering guests to engage confidently in the community.

In sum, this study redefines satisfaction in social hub hotels not as a function of service efficiency or personal endurance, but as an emergent outcome of relational participation and perceived belonging. It advances hospitality theory by demonstrating that in hybrid living-

service ecosystems, connection matters more than coping, and co-creation outweighs consumption.

6. Conclusion

This study offers a comprehensive understanding of the psychosocial mechanisms underpinning guest satisfaction in social hub and co-living hotels, revealing that although self-efficacy strongly predicts resilience, engagement, and social presence, only engagement and social presence act as significant mediators of satisfaction. The finding that resilience, despite its robust association with self-efficacy, does not significantly influence satisfaction challenges prevailing assumptions in both hospitality and psychological research. In these fields, resilience is often equated with well-being and positive experiential outcomes.

Instead, the results highlight that in hybrid living-service environments, such as Indonesian co-living spaces, the ability to endure stress or adapt to challenges is less critical to satisfaction than active participation and the subjective experience of connection, recognition, and emotional support. Engagement emerges as a meaningful driver of satisfaction, reflecting the extent to which guests invest themselves in community activities, coworking culture, and shared experiences, thereby co-creating value through behavioral and emotional involvement.

However, social presence exerts the most powerful influence, demonstrating the strongest direct and indirect effects on satisfaction. This underscores the centrality of relational quality in shaping guest experiences. These findings suggest that satisfaction in co-living environments is not merely a function of personal competence or coping strategies, but rather a fundamentally relational construct emerging from the dynamic interplay between individual agency and the emotional climate of the community.

The integration of Relational Systems Theory (RST) and Social Cognitive Theory (SCT) provides a robust theoretical foundation for interpreting these results. Together, they illustrate how self-efficacy enables guests to engage and connect, how these interactions generate feedback loops of belonging and participation, and how value is co-constructed through ongoing resource integration within a complex adaptive system.

Despite these insights, the study is constrained by its cross-sectional design, which limits causal inference and prevents observation of how psychosocial dynamics evolve over time. This is particularly relevant as guests transition through different phases of their stay. Additionally, the reliance on self-reported data from a sample concentrated in Indonesia's urban centers may introduce cultural specificity and potential response biases, thereby limiting the generalizability of the findings to contexts where individualism, social norms, or digital nomadism manifest differently.

Future research should incorporate objective behavioral data, such as participation logs or digital interaction metrics, and employ longitudinal or cross-cultural designs. These approaches would allow examination of how collectivist versus individualist values moderate these psychosocial pathways. Moreover, studies could investigate the role of staff training, spatial design, and digital platform architecture in shaping relational climates and facilitating social presence.

For practitioners, the implications are clear: enhancing guest satisfaction in co-living hotels requires going beyond physical amenities and functional efficiency to deliberately cultivate relational ecosystems through community-building initiatives, inclusive programming, and emotionally intelligent service delivery. Operators should prioritize opportunities for meaningful interaction, foster environments where guests feel psychologically safe to express themselves, and empower community managers to act as facilitators of connection rather than mere service providers.

Ultimately, this study redefines satisfaction in contemporary hospitality not as an outcome of service consumption, but as a co-constructed, emotionally resonant experience grounded in presence, participation, and belonging.

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Ethical statement

The authors affirm that this study adheres to the highest ethical standards in academic publishing and complies with the ethical guidelines of the journal.

Data availability

The data used in this study are available from the corresponding author upon reasonable request.

AI assistance statement

AI was used only to improve the language clarity and grammar of the manuscript. All ideas, analyses, and interpretations were entirely developed and verified by the authors.