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ACCEPTED VERSION

Duarte, A.P., Contreiras, J.P., & Seabra, F.M. (in press). Work-family conflict's mediating effect on the relationship between job insecurity and job satisfaction in the hospitality industry: Evidence from the Algarve, Portugal
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Abstract

This study examined work-family and family-work conflicts' mediating effect on the relationship between hotel workers' job insecurity and job satisfaction in the Algarve, Portugal. The final sample comprised 166 employees who voluntarily completed a survey. SPSS and PROCESS macro software was used to analyze the data. Multiple regression analysis revealed that job insecurity is significantly related to job satisfaction both directly and indirectly via work-family conflict. Family-work conflict does not significantly mediate the abovementioned relationship. Hotel managers should continually monitor and enhance employees' job satisfaction including providing more job security and implementing practices that foster a work-family balance.

Keywords: job insecurity; job satisfaction; work-family conflict; hospitality; Portugal

Word count: 8.462

Introduction

In recent decades, initiatives worldwide have sought to encourage more responsible, sustainable business practices in tourism and hospitality companies (e.g., the World Charter on Sustainable Tourism +20 and Responsible Tourism Institute). This industry has been identified as a decisive player in achieving Agenda 2030 goals (United Nations World Tourism Organization [UNWTO], 2015). Tourism and hospitality firms are

directly mentioned in three Sustainable Development Goals (SDGs) including SDG 8, which refers to decent work and economic growth (UNWTO, 2018). This SDG focuses on protecting labor rights and promoting safe and secure work environments for all employees, including migrant workers, women, and individuals with precarious jobs (UNWTO, 2018).

This industry will necessarily play an important role in meeting the challenges addressed by SDG 8 due to tourism and hospitality companies' prominent position as worldwide employers with a bad image. These organizations' services are typically labor intensive, and their workers are affected by fluctuating seasonal demand, low pay, and job insecurity (Elshaer & Marzouk, 2021; Mullins, 2004). Concurrently, the industry requires employees to be highly flexible in their work schedule, work intensity, and workload, while providing high service quality (Davidson & Wang, 2011; Desftrina et al., 2019; Nickson, 2007; Osei et al., 2022; Wong & Ko, 2009). Tourism and hospitality's importance is further reinforced by their capacity to generate jobs, including positions suitable for vulnerable groups with minimal professional qualifications and for migrant workers looking for employment opportunities in host countries (International Labor Organization [ILO], 2011). This industry is thus a crucial player in initiatives that seek to provide decent work for all employees.

Job insecurity and instability cause workers to feel intense mental and emotional exhaustion (Hellgreen et al., 1999; ILO, 2017; Sverke et al., 2002, 2006), which negatively affects their work-family balance (Nauman et al., 2020) and job satisfaction (Cheung et al., 2019; Reisel et al., 2010; Vujičić et al., 2014) and threatens their personal and professional recognition, integration into, and development in society (de Witte, 2005; Vargas-Jiménez et al., 2020). In the Portuguese tourism and hospitality industry, job insecurity or precariousness is also closely associated with an extensive

use of temporary employees (Fonseca, 2017). This practice has multiple negative consequences for workers in terms of instability, minimal appreciation, and low pay, as well as creating social fragility (Lopes, 2017).

The purpose of the current research was to analyze hotel workers' levels of job insecurity, job satisfaction, and work-family conflict in the Algarve, which is a major tourism destination in Portugal. A survey was conducted and the resulting data processed to achieve the following research objectives:

- (1) To determine the levels of job insecurity, job satisfaction, and work-family conflict among workers
- (2) To define the relationship between employees' job insecurity and job satisfaction
- (3) To ascertain whether work-family conflict mediates the link between job insecurity and job satisfaction

Literature review and hypothesis development

Job insecurity

Job insecurity is a serious social problem (Sverke et al., 2002, 2006) with an important negative impact on wages, job quality, and unemployment, thereby contributing to social precariousness and economic deprivation (Abbas et al., 2021; Sá, 2010). Prior studies have focused on job insecurity's effect on workers' attitudes and behavior in the tourism and hotel industry (Abbas et al., 2021; Vargas-Jiménez et al., 2020; Vujičić et al., 2014). The reported results confirm a significant negative association with job satisfaction, organizational commitment, and intention to stay, among other indicators of quality of life at work.

Job insecurity can be defined “as the perception of . . . [a risk] of being fired, as well as a stressor . . . [linked to] a threatening work situation” (Bohle et al., 2018, p. 394). This insecurity also comprises a subjective experience of anticipating job loss or a threat to a current professional position’s continuity (de Witte, 2005). As a subjective perception, different people may feel distinct levels of job insecurity when faced with the same situation. According to Hellgren et al. (1999), insecurity can also refer to anticipated changes in various aspects of work (i.e., qualitative insecurity) or to a job’s temporariness (i.e., quantitative insecurity).

The current research concentrated on employees’ perception of quantitative insecurity as a result of hotel managers’ frequent adoption of a short-term contract strategy to address seasonality. De Witte and Naswall (2003) report that people with temporary contracts and/or few qualifications tend to experience more job insecurity.

Job insecurity and job satisfaction

Job insecurity affects work-related indicators on a physical, psychological, and behavioral level (Jiang & Lavaysse, 2018). This insecurity affects individuals’ self-esteem (Abbas et al., 2021), health, and well-being, causing them to feel burnout (De Witte, 2000; Reisel et al., 2010) and psychological distress (Hellgren et al., 1999; Jansen et al., 2003). Other areas affecting organizational performance are also altered, such as organizational commitment (De Witte, 2000), organizational citizenship behaviors (Reisel et al., 2010), and job satisfaction (De Witte, 2005; Sverke et al., 2006; Vargas-Jiménez et al., 2020).

As mentioned previously, the present study focused on the relationship between job insecurity and job satisfaction. The latter variable refers to employees’ assessment of their work situation (Locke, 1976; Spector, 1997) based on different facets of their job (Warr et al., 1979). This appraisal leads to a “positive (or negative) evaluative

opinion of one's job or work situation" (Weiss, 2002, p. 6) and implies individuals' assessment of multiple aspects of their current position and the extent to which these correspond to their expectations and aspirations (Duarte et al., 2019). Previous research has found that job insecurity is related to lower job satisfaction (Cheung et al., 2019; Jansen et al., 2003; Reisel et al., 2010), while job security is positively related to employee satisfaction (Ashton, 2017). To reflect the above findings, the present investigation included the following hypothesis:

Hypothesis 1: Workers' perceived job insecurity is negatively related to their job satisfaction.

Mediating role of work-family conflict

Job insecurity also affects other spheres of life beside work because employees feel this problem threatens their own and their family's economic well-being (Richter et al., 2010; Voydanoff, 2004). Job insecurity can further alter family dynamics by decreasing individuals' mental or physical availability to participate actively in their home life (Voydanoff, 2004). The resulting stress may affect employees' mood or patience to the degree that they fail to fulfill their family roles adequately (Richter et al., 2010) as these individuals tend to react emotionally to job insecurity (Boswell et al., 2014). This problem thus can exacerbate work-family conflicts, constraining workers' ability to balance their responsibilities in different areas of life (i.e., work, family, and personal).

Work-family conflict refers to employees' struggle to manage their responsibilities at work and in family and/or personal contexts (Carlson et al., 2000) because of heavy demands on their time and the resulting strain. Despite workers from different industries can feel work-family conflict, this tends to be more intense in the hospitality industry due to the nature of the job (Gamor et al., 2018). Netemeyer et al.

(1996) observe that this conflict may take two directions. Work-family conflicts arise when job responsibilities interfere with family and/or personal activities, whereas family-work conflicts are present when family and/or personal responsibilities impede the fulfillment of work duties.

The conservation of resources (COR) theory (Hobfoll, 1989) has previously been used to explain job insecurity's negative effect on work-family conflict. According to the COR theory, individuals strive to find a balance between diverse resources including valued conditions (e.g., employment, status, and parenthood) and energy (e.g., money and knowledge). When employees' resources are threatened, these individuals experience strain and stress. Job insecurity threatens various resources, such as employment, money, and the family provider role, thereby increasing tension, reducing any sense of control, and, subsequently, inhibiting effective participation in work and family duties.

In addition, the literature suggests that work-family conflict is related to lower job satisfaction (Bedeian et al., 1988; Chau, 2019; Namasivayam & Zhao, 2007; Nauman et al., 2020; Tsagkanou & Polychroniou, 2023). The current study, therefore, sought to determine whether work-family conflict can help explain the negative relationship between job insecurity and job satisfaction. Given the above findings, the next two hypotheses were formulated as follows:

Hypothesis 2: Work-family conflict mediates the relationship between job insecurity and job satisfaction.

Hypothesis 3: Family-work conflict mediates the relationship between job insecurity and job satisfaction.

Methodology

Participants

A quantitative study was conducted to achieve the defined objectives and empirically test the proposed hypotheses. The research was carried out in one of Portugal's main tourism regions: the Algarve. Located in the south, this region is known as a sun-and-beach destination recognized for outstanding offers and as a winner of varied international prizes (e.g., Europe's Leading Beach Destination at the 2021 World Travel Awards). The Algarve's visitors can enjoy complementary activities (e.g., golf and wine tourism), which makes this destination a reference point for the tourism and hospitality industry worldwide. Services play a major role in job creation, and tourism is a fundamental economic activity at this level in the Algarve region (Padinha et al., 2021).

A cross-sectional correlational design was adopted to test the research model based on a survey of workers in the Algarve hotel industry. To this end, the directors of human resource departments were contacted in four hotel groups with four- and five-star establishments in the region. The project was presented to them, and authorization was requested to approach their employees and invite them to take part in the survey on the hotel premises.

Three hotel groups consented to the questionnaire's distribution to their workers, in eight hotels, in a paper-and-pencil format. The completed surveys were collected by a research team member who returned to the hotels between November 2018 and February 2020 (i.e., the autumn-winter low season) and approached workers from different departments in the hotels' canteens, regardless of their work schedule and type of employment contract. The data collection ended due to the restrictions related to the coronavirus disease-19 (COVID-19) pandemic in Portugal.

The procedures followed the Declaration of Helsinki's ethical research guidelines, including ensuring the participants' anonymity and their data's confidentiality. Participation in the study was voluntary. This information was included in the informed consent form provided on the questionnaire's first page and was reinforced by the researcher who invited the employees to take part in the survey. Envelopes were provided to guarantee confidentiality.

The data collection relied on non-probabilistic convenience sampling. From the 300 surveys distributed, 251 surveys were received. Only 166 valid questionnaires remained after the elimination of incomplete surveys and participants with less than a three-month tenure in their current company. Having, at least, three-month tenure in the hotel was the only requirement for inclusion in the present study. G*Power software was used to calculate the minimum sample size based on statistical power (Faul et al., 2009) and to certify the collected sample's adequacy. A sample size of 119 was recommended to achieve a statistical power of 0.95 in the model testing phase. The final sample exceeded this number, so the dataset was deemed large enough to continue the study.

Instrument

The self-administered survey consisted of measures selected from the literature reviewed for the present study and of socio-professional questions. Two items developed by Vander Elst et al. (2014) were included to assess the workers' perceived job insecurity (i.e., predictive variable). The participants indicated the degree to which they agreed with each statement on a 5-point Likert scale (1 = "Strongly disagree"; 5 = "Strongly agree").

The scale created by Carlson et al. (2000) was used to measure the level of conflict between work and family (i.e., mediating variable). These items assessed

conflicts in the two previously theorized directions: 5 items measuring work-family conflict (e.g., “My work keeps me away from my family activities more than I would like”) and 7 items for family-work direction (e.g., “The time I spend on family responsibilities often interferes with my work responsibilities”). The respondents registered how much they agreed with each statement using a 5-point Likert scale (1 = “Strongly disagree”; 5 = “Strongly agree”).

Eleven items from Warr et al.’s (1979) research were used to assess the employees’ level of job satisfaction (i.e., criterion variable) (e.g., “Cooperation and relationships with coworkers” and “The work performed”). The participants indicated their degree of satisfaction with each job facet on a 5-point Likert scale (1 = “Very dissatisfied”; 5 = “Very satisfied”).

Results

The data analysis was conducted using the IBM SPSS and PROCESS macro programs (Hayes, 2018). The results were organized to reflect the research objectives and facilitate hypothesis testing.

Reliability of measures and common method bias

The measures used in the present study were found to have very good internal consistency values. More specifically, the Cronbach’s alpha value for job satisfaction was 0.85. This allowed to calculate an overall job satisfaction score for each respondent by averaging the responses to the scale’s items, with higher values representing greater job satisfaction.

The Cronbach’s alpha values for the measure of work-family conflict and family-work subscales were 0.84 and 0.90, respectively. An overall score for each type of conflict was calculated by averaging the responses to each set of items. Higher values reveal more conflict in the relevant direction.

Finally, the two items encompassed in the job insecurity measure presented a Person's correlation coefficient of 0.60 (statistical probability [p] < 0.001). A composite score of each respondent's perceived job insecurity was calculated by averaging the answers to the two items. Higher values represent more job insecurity.

As the data were gathered from a single source at a single time, common method variance (CMV) was a concern (Bozionelos & Simmering, 2022; Podsakoff et al., 2003). Harman's single-factor test was conducted to check whether CMV was a problem in the current study's dataset (Podsakoff et al., 2003). This technique postulates that, if significant bias is present, one general construct will account for most of the covariance between all the measures. The test results reveal that the first factor is responsible for less than 50% of the variance, more specifically, 31.29% of a total variance explained of 63.97%. Hence, any CMV in the sample was found to be too insignificant to produce bias.

Profile of hotel workers

The participants were between 18 and 65 years old (mean [M] = 39.18; standard deviation [SD] = 11.48). Out of the 166 participants, the majority were female (62.7%) and had Portuguese nationality (89.8%). About one quarter had an elementary school education (26.5%), one third had a secondary education (33.7%), and the rest had at least some higher education (39.8%). About half of the respondents were single, divorced, or widowed (50.3%), while the remaining half were married or living in a domestic partnership. Slightly over half had dependents who were either children or adults (51.2%).

The participants worked in different areas including, among others, cleaning services (15.8%), maintenance (10.9%), sales (10.3%), and reception (10.2%). The average length of time in the organization was 7.31 years (minimum = 0.25; maximum

= 47 years; SD = 9.97), and 48.8% of the respondents had a permanent employment contract. Most had no managerial functions (69.09%), worked full time (98.0%), and had a fixed work schedule (77.0%). About half of the participants earned a net monthly salary of up to 750 euros, which was just slightly higher than the national minimum salary in Portugal of 665 euros at that time.

Workers' levels of job insecurity, job satisfaction, and work-family conflict

The first objective was to measure hotel employees' job insecurity, job satisfaction, and work-family conflict. As shown in Table 1, the participants reported having relatively low perceived job insecurity ($M = 2.61$), namely, below the midpoint score of 3, but the responses are highly variable ($SD = 1.23$). This result indicates that the respondents include workers who are extremely afraid of losing their job in the near future and others who feel quite secure about keeping their job. The variability is probably due to the participants' type of employment contract as nearly half of the sample had a permanent contract.

Regarding job satisfaction, the average value is above the scale's midpoint ($M = 3.72$; $SD = 0.65$), suggesting that most employees have a positive view of their work's different aspects. Thus, the respondents are overall quite satisfied with their job.

Finally, the results for clashes between work and family duties suggest that few perceived conflicts exist in either the work-family direction ($M = 2.83$; $SD = 0.97$) or the family-work direction ($M = 1.92$; $SD = 0.75$). The average values of the two types of conflicts fall below the midpoint of 3 on the response scale. Notably, the difference between the two directions is statistically significant, with relatively more conflict in the work-family direction than in the opposite direction (t -test for paired sample [165] = 12,768; $p < 0.001$).

Hypothesis testing: the relationship between job insecurity and job satisfaction and work-family conflict's mediating role

Before testing the hypotheses, the correlations between the model's variables were calculated using Spearman's correlation coefficient, which suggests that the constructs are significantly intercorrelated. Job insecurity has a positive relationship with both types of conflict so that greater perceived insecurity is associated with more conflict. The three variables are negatively associated with job satisfaction as greater job insecurity and conflict are linked with lower job satisfaction. The two types of conflicts were also connected to each other, that is, a positive correlation indicating that more

Table 1. Means (Ms), standard deviations (SDs), correlations, and Cronbach's alphas.

	M	SD	1	2	3	4	5	6	7
1. Managerial position ^a	–	–							
2. Contractual situation ^b	–	–	0.16*						
3. Monthly net salary ^c	2.88	1.23	0.59**	0.25**					
4. Job insecurity	2.61	1.02	–0.18*	–0.21**	–0.27**	(0.60 ^d) ^e			
5. Work-family conflict	2.83	0.97	0.09	0.08	–0.03	0.39**	(0.84)		
6. Family-work conflict	1.92	0.75	–0.08	0.02	–0.19*	0.28**	0.42**	(0.90)	
7. Job satisfaction	3.72	0.65	0.26**	0.04	0.24**	–0.37**	–0.35**	–0.32**	(0.85)

Note. * $p < 0.05$; ** $p < 0.01$; ^a managerial position: 0 = no, 1 = yes; ^b contractual situation: 0 = other, 1 = permanent employment

contract; ^c monthly net salary: 1 = <500 euros (€), 2 = €500–750, 3 = €750–1,000, 4 = €1,000–1,250, 5 = €1,250–1,500, 6 = >€1,500; ^d

correlation coefficients; ^e Cronbach's alphas in parentheses.

perceived conflict in one direction coincides with greater conflict in the other direction (see Table 1).

In addition, the correlation coefficients were calculated for the links between the model's constructs and the socio-professional variables included in the questionnaire. The variables of gender, age, education, dependents (i.e., children or adults), and employment tenure are not significantly associated with the constructs in question. However, a managerial position and monthly net salary are significantly related to the participants' reported job satisfaction. That is, workers who have management responsibilities and those with higher salaries report being more satisfied with their job. These two socio-professional variables also have a significant negative connection with job insecurity so that management employees and people paid higher salaries report being less afraid of being let go. Individuals with a permanent contract are also less fearful of losing their job in the near future than workers with other types of employment contracts. Further analyses thus controlled for these three variables.

The research hypotheses proposed that job insecurity would be significantly related to less job satisfaction and that the conflicts between work and family responsibilities (i.e., both directions) would mediate this relationship. PROCESS macro for SPSS's Model 4 (Hayes, 2018) was used to test the hypotheses, including the three covariates previously identified as significant. The analyses included checking for multicollinearity between the variables, but no points of concern were found (Tolerance values between 0.705 and 0.808; variance inflation factor between 1.238 and 1.418) (Cohen et al., 2003).

Hypothesis 1 - Workers' perceived job insecurity is negatively related to their job satisfaction

Regarding Hypothesis 1, the results indicate that job insecurity's total effect on job satisfaction is negative and statistically significant (see Table 2), which confirms that more job insecurity is related to less job satisfaction (beta [B] = -0.22 ; 95% confidence interval [CI] lower limit = -0.32 and upper limit = -0.13). As such, increased job insecurity contributes to reduced job satisfaction. Hypothesis 1 was thus supported by the empirical research.

Hypotheses 2 and 3 - Work-family conflict and family-work conflict mediate the relationship between job insecurity and job satisfaction.

Next, job insecurity was also found to be positively correlated with work-family ($B = 0.46$; 95% CI = $0.32, 0.60$) and family-work conflicts ($B = 0.23$; 95% CI = $0.11, 0.34$). These findings indicate that job insecurity contributes to workers' increased difficulty with finding a balance between work and home life due to their job duties' intrusion into family and/or personal activities and vice versa.

In addition, this study hypothesized that conflicts between work and family have an impact on job satisfaction, but only work-family conflict has a statistically significant negative effect on satisfaction ($B = -0.18$; 95% CI = $-0.30, -0.07$). The results further show that work-family conflict's indirect impact is significant as it exerts a mediating effect on the relationship between employees' perceived job insecurity and satisfaction ($B = -0.08$; 95% CI = $-0.15, -.02$), which supports Hypothesis 2. The mediation is only partial since job insecurity's direct effect on job satisfaction remains significant ($B = -0.14$; 95% CI = $-0.25, -0.04$). The findings suggest that job insecurity contributes to

Table 2. Total, direct, and indirect effects.

	Work-family conflict				Family-work conflict				Job satisfaction			
	<i>B</i>	<i>t</i>	LLCI	ULCI	<i>B</i>	<i>t</i>	LLCI	ULCI	<i>B</i>	<i>t</i>	LLCI	ULCI
Constant									4.17	20.96	3.78	4.56
Job insecurity									−0.22	−4.69	−0.32	−0.13
Managerial position ^a									0.23	1.87	−0.01	0.48
Contractual situation ^b									−0.06	−0.61	−0.25	0.13
Monthly net salary ^c									0.03	0.64	−0.06	0.13
									<i>F</i> (4,160) = 9.21; <i>p</i> < 0.001			
<i>Direct effects</i>												
Constant	1.37	4.74	0.80	1.94	1.45	6.09	0.98	1.92	4.41	20.21	3.98	4.84
Job insecurity	0.46	6.62	0.32	0.60	0.23	3.95	0.11	0.34	−0.14	−2.70	−0.25	−0.04
Work-family conflict	—	—	—	—	—	—	—	—	−0.18	−.319	−0.30	−0.07
Family-work conflict	—	—	—	—	—	—	—	—	0.01	0.15	−0.13	0.15
Managerial position	0.32	1.78	−0.04	0.68	0.02	0.13	−0.28	0.32	0.29	2.38	0.05	0.54
Contractual situation	0.27	1.95	0.00	0.55	0.15	1.31	−0.08	0.38	−0.01	−0.11	−0.20	0.18
Monthly net salary	0.01	0.17	−0.13	0.15	−0.07	−1.17	−0.18	0.05	0.03	0.72	−0.06	0.13
	<i>F</i> (4,160) = 11.80; <i>p</i> < 0.001				<i>F</i> (4,160) = 5.13; <i>p</i> < 0.001				<i>F</i> (4,158) = 8.44; <i>p</i> <0.001			

<i>Indirect effects</i>	<i>B</i>	LLCI	ULCI	$R^2 = 0.24$
Total	−0.08	−0.14	−0.02	
Job insecurity > work-family conflict > job satisfaction	−0.08	−0.15	−0.02	
Job insecurity > family-work conflict > job satisfaction	0.00	−0.03	0.04	

Note. ^a Managerial position: 0 = no, 1 = yes; ^b contractual situation: 0 = other, 1 = permanent employment contract; ^c monthly net salary: 1 = < 500 euros (€), 2 = €500–750, 3 = €750–1,000, 4 = €1,000–1,250, 5 = €1,250–1,500, 6 = >€1,500; *B* = non-standardized coefficients; *t* = *t*-test; LLCI = lower limit confidence interval; ULCI = upper limit confidence interval; R^2 = coefficient of determination.

increasing work-family conflict, which in turn contributes to employees' greater dissatisfaction with their work.

Family-work conflict, in contrast, has no statistically significant impact on the criterion variable (i.e., job satisfaction) ($B = 0.01$; 95% CI = $-0.13, 0.15$). As opposed to what was proposed in Hypothesis 3, family activities' interference with work duties has no mediating role in the relationship between job insecurity and satisfaction (indirect effect = 0.00 ; 95% CI = $-0.03, 0.04$). Hypothesis 3 thus received no support (see Table 2). While job insecurity contributes to increased family-work conflict, this latter does not significantly relates to workers' evaluations their work situation.

It is important to highlight that only managerial position has a statistically significant effect on job satisfaction ($B = 0.29$; 95% CI = $-0.15, -.02$), with those participants holding managerial positions reporting higher satisfaction at work than those who have not such responsibilities. Contractual situation and monthly net salary did not significantly relate with workers' satisfaction at work. The proposed model explains 24% of the variance in the surveyed workers' job satisfaction levels ($F(6.158) = 8.44$; $p < 0.001$).

Discussion and conclusions

This research examined the levels of—and the relationship between—job insecurity and job satisfaction in the Algarve's hospitality industry, with work-family conflict as a potential mediating variable based on the COR theory. Job insecurity and satisfaction have been studied by many academics in the past, but these variables continue to be of interest and importance today given this industry's typical working conditions. The present investigation specifically sought to understand how job insecurity is related to satisfaction at work, proposing that this negative link can be partly explained by the

trouble employees often have with balancing their work and family and/or personal responsibilities.

Regarding the first research objective, the results indicate that, contrary to the tourism and hospitality industry's negative image (Davidson & Wang, 2011; Desfitrina et al., 2019; Nickson, 2007; Osei et al., 2022; Wong & Ko, 2009), the respondents are satisfied with their jobs, reporting a relatively low job insecurity and work-family conflict. Amissah et al. (2016) and Santa Cruz et al. (2014) have also observed relatively satisfied workers in their studies in Ghana and Spanish hospitality, respectively. The hotel groups in which the data were collected have a good reputation as employers, so they may provide better work conditions compared to other Algarve hotels.

The unexpectedly positive results might also be at least partly due to the survey's timing. The data were gathered in low season, and thus many workers had permanent employment contracts, making job insecurity a less significant threat. Self-selection bias could further contribute to the findings as the employees who were more satisfied with their jobs may have been more prone to accept the invitation to take part in the survey. The above results should consequently be interpreted and extrapolated with due caution.

As for the second research objective, the findings indicate that a negative relationship exists between workers' perceived job insecurity and satisfaction. The more they fear losing their current jobs, the lower these employees' satisfaction is with their work situation. The results are in line with previous research (Ashton, 2017; Cheung et al., 2019; de Witte, 2005; Reisel et al., 2010; Sverke et al., 2006; Vargas-Jiménez et al., 2020), which highlights job insecurity as a significant predictor of job dissatisfaction, and provide empirical support to Hypothesis 1.

Concerning the third research objective, the present findings also reveal that job insecurity contributes to increasing workers' difficulty with balancing job and family and/or personal responsibilities and demands on their time. Fear of losing a job in the near future is associated with more conflicts between diverse spheres of life, whether work-family or family-work (Bedeian et al., 1988; Nauman et al., 2020; Richter et al., 2010). This pattern may arise because job insecurity threatens employees' financial well-being and negatively alters their mood and ability to be patient due to increased work-related strain and stress. Fear of job loss further decreases individuals' mental and physical availability to participate fully in family or personal activities (Richter et al., 2010; Voydanoff, 2004). In others words, job insecurity diminishes workers' resources to deal with work and home life situations.

The current mediation analysis additionally showed that only work's intrusion into family and/or personal life has a significant adverse effect on workers' assessment of their job, thereby contributing to their decreased satisfaction. That is, only work-family conflict mediates the relationship between job insecurity and job satisfaction. Overall, Hypothesis 2 was empirically supported, but Hypothesis 3 was rejected since no evidence was found of family-work conflict's role as a statistically significant mediator in this context. This can be related with spousal support and the type of job developed by workers, two factors that Gamor et al. (2018) found significantly predict work-life conflict amongst Ghana hotel employees. Job insecurity thus contributes to greater work-family conflict, which then decreases job satisfaction (Bedeian et al., 1988; Chau, 2019; Namasivayam & Zhao, 2007; Nauman et al., 2020).

The present results were obtained by controlling for any effects of employment contract, net monthly salary, and management position. Of these three variables, only managerial responsibilities was found to have a significant impact on the respondents'

reported job satisfaction, with those in management positions assessing their job satisfaction as higher than their colleagues did.

Theoretical and practical implications

Regardless of the aforementioned limitations, the current results have theoretical and managerial implications. At a theoretical level, the findings provide a deeper understanding of the relationships between the three variables under study, confirming that job insecurity is a significant predictor of less job satisfaction in the hotel sector. Job insecurity also has a negative effect on employees' ability to balance work-family activities and responsibilities.

Both job insecurity and difficulty with harmonizing work-family duties are characteristics frequently found in the hospitality industry due to these businesses' dynamics (e.g., all staff required 24–7 and heavy workloads). Hotels' human resource strategies further include, among others, short-term contracts, flexible work arrangements, and low pay. The present results confirm that these factors have a negative impact on workers' perception of their workplace conditions and thus reduce their job satisfaction significantly. The literature on organizational behavior and human resources clearly identifies job satisfaction as a key work attitude (Spector, 1997) with different consequences at the individual and organizational level that are important to understand, shape, and acknowledge.

On a practical level, the above findings highlight the importance of ensuring more job security in the hospitality industry. Employees fear losing their job in the near future much too often in this industry because of either hotel activities' inherent seasonality in sun-and-beach tourism destinations or organizational strategies that manage staffing issues by using short-term contracts. This research indicates how much job insecurity limits hotel workers' ability to find a work-family balance, which in turn

affects their job satisfaction. The latter is a critical factor for both individual performance (Yoopetch et al., 2021) and the quality of services delivered to customers (Duarte et al., 2019).

Hospitality organizations must, therefore, invest in strategies that value and retain employees and promote occupational safety and greater job satisfaction—key ingredients of a decent, sustainable work environment. For instance, offering more frequently permanent employment contracts instead of recurring to short-term and contingent employment forms. Offering more robust employment relationships (i.e., contracting for longer periods of time) with the company can be an important value proposition to both attract and retain people (Berthon et al., 2005). Individuals will feel more attracted to hotels that offer such possibility. Moreover, workers will feel lower need to continuously look for other job opportunities if they are not afraid to lose their current jobs in a near future. While this can be challenging in the event of a bad economy or economic turndown where business is bad, or their need to close, when tourism is growing steadily this can be an option. Also, offering more competitive wages and benefits can be a way of attracting and retaining people in the industry as it will allow workers to achieve more decent living patterns and have some savings to face difficult times. Investing in their knowledge, skills and abilities development can also be relevant as it can promote higher performance in current jobs position but also increase their perception of future employability and career. The specific content of training and development initiatives depends on the job position, but may include, for instance, transversal skills such as multitasking and time management or hard skills related to the specifics of the job, such as safety and hygiene procedures. Each company must make a diagnosis of the training contents that help its workers improve their

performance in the current job position, while promoting work-family enrichment and future employability.”

Creating committees for sustainable HR management can help organizations to discuss, identify and successfully address key-challenges within their workforces, such as work-family balance, employability, training and development, internal communication, diversity management and inclusion, employee benefits and welfare (Sancho et al., 2018; Wut et al., 2022). This has been done by some hotel groups publicly committed with sustainable develop goals, whose journey can inspire and serve as benchmark for other companies. Moreover, managers should continually monitor and enhance their employees’ job satisfaction by providing job security (e.g., permanent employment contracts) and implementing practices that foster a work-family balance (e.g., focus on productivity rather than hours; frequently review workloads; shifts distribution according to employee preference). Conducting internal climate surveys can be helpful to obtain a picture of workers thoughts and feelings regarding several aspects of their job situation, including job insecurity, work-life conflict and job satisfaction, amongst other variable of interest for human resource (HR) management. These surveys can also be helpful to know what workers want and need and listen their suggestions on how to improve their work experiences (i.e., specific job facets to be enhanced). Although conducting internal climate surveys is not new practice (i.e., diverse hotel chains already implement it), more organizations should adopt it to become more cognizant of their workers’ viewpoints. Implement employee-friendly policies for safe, healthy, and/or fair work conditions can result in heightened employee-organization relationship (Levy & Park, 2011). As recently discussed by Deale and Lee (2023), offering a personalized benefits package can make a difference for workers, with work-life balance items being particularly relevant for them. This industry needs to

increase its commitment to more sustainable, responsible HR management practices not only in unique destinations widely recognized for their quality offers, such as the Algarve region, but also worldwide. Recognizing the negative effects of job insecurity and progressively implementing practices to mitigate them is an important step towards that endeavor. While contributing to stable employment is essential within a socially responsibility approach to HR (Sancho et al., 2018), other aspects of the employment relationship should also be considered, such as providing training and development, communication, and attention to professional career. These will increase workers' perception of consideration and support received from the company (Pimenta et al., 2023), with positive effects on their levels of job satisfaction and intention to stay (Kundu & Gahlawat, 2015), amongst other job attitudes and behaviors (Omidi & Dal Zotto, 2022). Moreover, they can be fundamental for their future career paths and employability.

Limitations and suggestions for future research

This research's findings must be interpreted with caution due to its limitations. Some constraints are commonly associated with a correlational study design, which restricts the determination of causal links between variables. Future studies on this topic may want to adopt a longitudinal design to facilitate firmer conclusions about causality.

Another limitation is that the data were collected at the same time (i.e., cross-sectional research) and from the same source (i.e., each participant), which may have introduced spurious correlations between the variables (Bozionelos & Simmering, 2022; Podsakoff et al., 2003). To reduce this problem, the questionnaire informed the respondents of their responses' anonymity and confidentiality and of the absence of right or wrong answers (Podsakoff et al., 2003). Harman's single-factor test was also run, producing results that suggest CMV is not a problem for the dataset, but further

research could use a multi-stage data collection procedure to reduce CMV's potential occurrence more effectively.

In addition, the data were collected from a non-probabilistic sample of workers from hotels in the Algarve region of Portugal. Given the convenience sample, the results cannot easily be generalized to the entire research population. Future studies need to replicate this investigation with a more representative sample of Portuguese hospitality companies.

Finally, participation in the survey was voluntary, which may have increased the likelihood of self-selection bias. For example, those who agreed to fill out the questionnaire could be those who feel, for various reasons, more secure in their jobs. Researchers can use a probabilistic sampling method to eliminate this potential bias.

Besides overcoming the above limitations, further investigations could integrate other antecedents of job satisfaction into the research model, such as job characteristics, which Hackman and Oldham (1975) suggest can combine with workers' perceived job insecurity to predict their job satisfaction. Analyses of other mediating factors may also produce interesting results (e.g., perceived organizational justice) (López-Cabarcos et al., 2015). Another suggested avenue of future research is to evaluate more possible moderating variables, such as the social support available in work and/or family contexts that might mitigate job insecurity's negative effect on the balance between employees' diverse spheres of life.

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