Examining the key determinants of **subjective well-being** among **hotel employees**: The moderating role of psychological resilience

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Abstract | Drawing upon the theory of displacement, the job-demands resources (JD-R) theory, and the conservation of resources (COR) theory, the current study seeks to develop an integrated model investigating the factors determining subjective well-being among hotel employees, considering the mediating impact of work-family conflict as well as the moderating role of psychological resilience. This paper applied a quantitative method relying on a self-administered questionnaire to gather primary data from the staff of 5-star hotels in North Cyprus. Performing PLS-SEM, the empirical findings indicated that job insecurity significantly impacts both work-family conflict and employees' subjective well-being. Work-family conflict has a positive impact on emotional exhaustion, which in turn negatively influences subjective well-being. Work-family conflict also significantly mediates the link between employees' job insecurity and their emotional exhaustion. Psychological resilience significantly moderates the link between job insecurity and subjective well-being. This study provides various theoretical and practical implications for scholars and administrators.

Keywords | Job insecurity, work-family conflict, emotional exhaustion, subjective well-being, psychological resilience

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1. Introduction

Individuals' mental health has been the key resource to boost employee productivity in organizations (Tisu et al., 2020). During the last 25 years, researchers have made remarkable efforts to address this issue in service occupations (Waldrop et al., 2017; Ochieng, 2020; Uysal et al., 2020). In this regard, studies highlighted the importance of mental health on job commitment employee productivity, and physical and mental exhaustion (Cocker et al., 2013; Anasori et al., 2021). Nevertheless, this is more sophisticated and common in crises and pandemics (Dewey et al., 2020; Greenberg et al., 2020). Epidemics and pandemics, such as global crises have always exerted a huge impact on humans and affected the lives of those involved (Samal, 2014). Pandemics (e.g., COVID-19) do affect individuals in all aspects of their lives (economically, physically, mentally, and behaviorally) (Tran, et al., 2022a; Uysal et al., 2020). This phenomenon has also brought major changes for people who work in the hospitality industry.

Due to the latest pandemic (COVID-19), many countries closed their borders to travelers and, as a result, tourism-related activities were stopped (Hassan & Soliman, 2021). Consequently, travel companies and hotels across the world were forced to temporarily suspend their operations, leading to the loss of many employees (Hassan & Soliman, 2021; Mekawy et al., 2021). In the meantime, this issue has increased the stress and anxiety caused by job loss among employees. Some employees who lost their jobs due to the pandemic returned to work after the situation became more stable, but this issue and this pandemic took away a sense of job security from people (Abbas et al., 2021). This has become a complex issue among hotel staff, as they were among the employee groups that suffered the most from the pandemic (Abbas et al., 2021). As a result of the pandemic, employees' feelings of job insecurity grew in a variety of settings (Soliman et al., 2021), which in turn had a negative impact on people's psyche and their relationships with others (Richter & Näswall, 2010; Buonocore et al., 2015; Minnotte & Yucel, 2018). Research has shown that feelings of job insecurity among employees increase conflict in work and family relationships (Nauman et al., 2020). This can be justified based on the theory of displacement proposed in psychology.

In the current study, feeling insecure about one's future career can lead to conflict in the family. Therefore, job insecurity puts additional pressure on employees by creating conflict in the home setting (Nauman et al., 2020; Abbas et al., 2021). This in turn leads to emotional exhaustion and dissatisfaction with life among employees (McDowell et al., 2019). Emotional exhaustion is defined as mental and physiological weariness that is caused by high personal or organizational strains, and it is a component of burnout (Wright & Cropanzano, 1998). Emotional exhaustion has a negative impact on not only individual employees but also on the overall performance and productivity of an organization (e.g., Kenworthy et al., 2014; Mekawy et al., 2021). However, there are several factors that diminish the adverse effects of job uncertainty and subsequent consequences. Two of the factors that profoundly influence people are psychological factors and individual coping methods. Resilience as an individual asset leads to life satisfaction by increasing the level of mental health (Buzdag & Ergun, 2020; Prayag, 2020). Resilience is a constituent of psychological resources and is the ability to cope with and overcome stressful events. Based on the job-demands resources (JD-R) model, job burdens and mental demands drain workers' physiological and emotional assets and in turn lead to exhaustion (Bakker & Demerouti, 2007). However, individuals' mental resources such as resilience help them to overcome harsh conditions and avoid the negative consequences of job demands (Shoss, 2017; Arslan, 2019).

Consequently, the current research aims to (1)

investigate the impact of job insecurity on both work-family conflict and subjective well-being, (2) examine the influence of work-family conflict on emotional exhaustion and how the latter affects employees' subjective well-being, (3) evaluate the intervening role of work-family conflict in the link between employees' job insecurity and emotional exhaustion, and (4) assess the moderating role of psychological resilience on the connection between employees' job insecurity and subjective well-being.

Therefore, as there is a need for more study in this field, the current research adds to the present knowledge both theoretically and practically. First, the study further explores the influence of job insecurity and its outcomes during the global pandemic on hotel employees who were the most vulnerable people during this period. Studies are limited to examine the effect of job insecurity on employee's productivity, performance, and behavior amid the pandemic (e.g., Abbas et al., 2021; Soliman et al., 2021; Wilson et al., 2020) despite the fact that hospitality workers have faced more pressures in this regard due to the pandemic (Mo et al., 2020; Nauman et al., 2020). Second, the current study examined the mediating role of work-family conflict in the relationship between job insecurity and employees' mental health (emotional exhaustion). The effect of job insecurity on work-family conflict has been overlooked in the hotel industry. Since this issue has not been sufficiently addressed, more extensive research is needed in this area. Third, the moderating role of psychological resilience to lessen the adverse effect of job insecurity on subjective well-being is unexplored. Effects of resilience to improve individuals' psychological health have been discovered (Zhou et al., 2017; Anasori et al., 2019). Hence, evaluating the moderating effect of resilience on people's mental health (e.g., subjective well-being) in dealing with harsh conditions is critical.

2. Theoretical background and hypotheses development

Job insecurity, work-family conflict, and emotional exhaustion

Based on the Theory of Displacement, generally, when people experience negative emotions, they try to cope with the anxiety that results from it. Sometimes people are aware of doing this, but in many cases, it happens without awareness. Defense mechanisms are one way to reduce anxiety and restore balance. Displacement is a common defense mechanism in which a person transmits negative emotions from the source to the person or thing that is less threatening (Costa, 2017). In the present study, it is assumed that anxiety resulting from job insecurity is transferred to the home environment, which is considered less threatening than the outside environment. Greenhalgh and Rosenblatt (1984, p. 438) define job insecurity as "the perceived powerlessness to maintain the desired continuity in a threatened job situation". Job insecurity causes uncertainty and hopelessness for individuals (Nella et al., 2015).

Scholars investigated the role of job insecurity and its influence on family relationships (Richter et al., 2010, 2015; Minnotte & Yucel, 2018; Nauman et al., 2020; Hu et al., 2021). These studies have been performed in different work environments such as education, companies, and services. Although the tourism and hospitality industry is already a vulnerable industry due to its seasonality, part-time workers, and minorities, this issue is more critical during times of crisis such as economic and health crises (Ram, 2018; Breier et al., 2021). A few studies have examined the effect that this issue can exert on the breakdown of family relationships and the mental health of individuals and, ultimately, their job productivity (e.g., Buonocore et al., 2015; Richter & Näswall, 2015; Minnotte and Yucel, 2018; Nauman et al., 2020). Negative feelings about the future of work create significant

pressure and stress for people, and these stresses have a negative impact on family relationships and create in-time work-family conflict. As defined by Greenhaus and Beutell (1985; p,77) is a "form of interrole conflict in which the role pressures from work and family domains are mutually incompatible in some respect". Minnotte and Yucel (2018) reported that those who suffered from job insecurity had poorer mental and physical health. Based on the stress process model, in the Nauman et al. (2020) study, job insecurity moderated the relationship between work-family conflict and family–work conflict. Based on the abovementioned argument, it is posit that:

H1: Job insecurity positively and significantly affects work–family conflict.

In addition, the Job Demands-Resources (JD-R) theory (Bakker & Demerouti, 2007) is used to build the correlation between job insecurity, work-family conflict, and emotional exhaustion. According to the JD-R model, job insecurity, as a stressor, could lead to emotional exhaustion since an employee's resources deplete as a reaction to an imbalance between a work request job demand (e.g., job insecurity) and a job resource (Broeck et al., 2011).

Work-family conflict is a major issue among hospitality staff due to the job nature (irregular working hours, seasonality, heavy workloads) (Karatepe, 2010). Work-family conflict has adverse consequences on the health and well-being of those working in the hospitality service (Minnotte &Yucel, 2018; Nauman et al., 2020; Terry & Woo, 2021). According to Soliman et al. (2023), work-family balance has gained widespread attention in organizational studies and human resource management, and it has been a significant motivating factor in numerous studies. The frequent occurrence of conflict between work and family causes the loss of psychological resources of individuals and causes emotional and physical exhaustion (Lee et al., 2013). This is not just a personal matter and does not only threaten the mental health of

the organization's employees; it also has a negative impact on the performance of the organization and reduces productivity (Soomro et al., 2018). Studies in this regard have been conducted in various organizations. As an example, Rubio et al. (2015) revealed that work-family conflict raised emotional exhaustion and reduced work satisfaction. Studies show that employees with heavy workloads and those who felt insecure and anxious about the future of their jobs were unable to balance their work and their emotions between work life and family life, leading to emotional exhaustion (Glaser & Hecht, 2013; Karatepe, 2013; Richter et al., 2015; Rubio et al., 2015; Nauman et al., 2020; Zhang et al., 2020). Based on the Nauman et al. (2020) study, work–family, and family–work conflicts deteriorated individuals' mental health which in turn influenced employee performance and organization productivity (Asbari et al., 2020). Therefore, it is posit that:

H2: Work-family conflict positively and significantly increases emotional exhaustion.

H3: Work-family conflict exerts a mediating role between job insecurity and emotional exhaustion.

Job insecurity, emotional exhaustion, and subjective well-being

Subjective well-being is a person's evaluation of their life. The evaluation might be cognitively based on conscious judgment, or it might be effective as the emotional reaction to the event (Diener, Sandvik, & Pavot, 1991). Subjective well-being in times of crisis has been challenged and demands different versions of personal and mental resources from individuals (Brand et al., 2020). In times of crisis people need to find and upgrade their mental resources to cope with unprecedented challenges which they have never experienced before (Veer et al., 2020).

Stressors in work settings such as job insecurity raise distress among employees and adversely

affect their well-being perception (Anasori et al., 2019; Nica et al., 2016). Stressors demand individuals physically and psychologically (Anasori et al., 2021). Job insecurity has been found to reduce mental and physical well-being (De Witte et al., 2015). Bernhard-Oettel et al (2011) also claimed that job insecurity adversely affects people's well-being. Hence, in this regard, it is supposed that:

H4: Emotional exhaustion negatively impacts subjective well-being.

H5: Job insecurity exerts an adverse effect on subjective well-being.

The moderating role of psychological resilience

Based on the Conservation of Resources (COR) theory, individuals' resources help them to handle harsh situations (Hagger, 2015; Siu et al., 2015). Resilience as an individual's resource which raises the ability to cope with adversity helps individuals to tackle rough and threatening situations. Research claimed that unpleasant events in life reduce psychological resilience (Liu et al., 2015) also pleasant life events favorably influence resilience (Sarubin et al., 2015). However, studies also implied that personal factors and characteristics play significant roles in boosting individuals' strength in dealing with negative events and stressors (Anasori et al., 2023; Hu et al., 2015). Psychological resilience is a powerful personal asset that reduces the impact of negative factors on people's mental health (Garcia & Calvo, 2012; Killgore et al., 2020; Fletcher & Sarkar, 2013; Hu et al., 2015; Satici, 2016; Taku, 2014). For instance, Killgore et al. (2020) found that resilience helped adults to keep their mental health during the pandemic. Shoss (2017) also revealed that resilience reduced the negative effects of job insecurity on emotional exhaustion in addition led to counter-productive work behavior which was tested one month later. Therefore, based on the literature, the following hypothesis is developed:

H6: Psychological resilience moderates the relationship between job insecurity and subjective well-being.
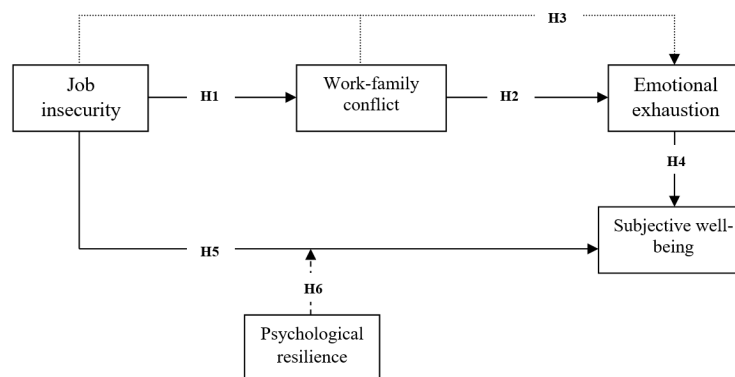
Figure 1 represents the conceptual model.

Figure 1 | Conceptual Model

Research Methods

Sampling and data collection

This study was conducted on the employees of 5-star hotels operating in the Kyrenia region, North Cyprus. Employing a questionnaire as a tool for data collection, a non-probability sampling (i.e. convenience sampling method) was used in this

study. The purpose of choosing this method is that it is the simplest and most frequently used sampling method. In addition, this method enables data collection in the easiest, fastest, and most economical way (Özdemir, 2008; Haşıloğlu et al., 2015).

There are a total of 153 hotels in Northern Cyprus and 22 of them are in the 5-star hotel group (Cizrelioğulları et al., 2020). In the study, six Kyrenia hotels included in this 5-star hotel group were selected as research locations. The questionnaire was left with the hotel employees to be filled in between 15 August and 15 September 2021, and a total of 320 were returned. However, 19 of these questionnaires were answered incorrectly or incompletely, so they were omitted from the study. Therefore, 301 responses (an average response rate of 94 To determine the minimum sample size, G*POWER 3 was used (Faul et al., 2007). The sample size was calculated as 77 (power = 0.80, $f^2 = 0.15$, $\alpha = 0.05$) (Cohen, 1992). Ringle et al. (2015), however, suggested tripling this number for a more constant model. Therefore, the minimum sample size was determined as 231 cases. This signifies that the 301 valid responses received for the current study are adequate.

The sample of the study included full-time staff (frontline office, housekeeping and cooks). 177 of them were male and the rest were female; 115 of them were married and the rest were single. Four hold a master's or PhD degree, 123 graduated from university, 25 of them completed vocational school and the rest of them had high school degrees or finished primary school. Twenty respondents were in the 48–57 age range, forty-four were in the 38–47 age range, 103 were in the 28–37 age range, and 103 were in the 18–27 age range. In terms of organizational tenure, 63 employees had worked for the organization for more than 15 years, 46 had worked there for less than a year, 103 had worked there for five to fifteen years, and the remaining 89 had worked there for one to five years.

Measurements

The study model includes five reflective constructs, as indicated in Figure 1. Some items, adopted from prior research, are utilized to measure each construct, as follows. Job insecurity was measured by four scale items adopted from Elst et al. (2014); while six items, from Luthans, et al. (2007), have been applied to test psychological resilience. Emotional exhaustion is measured by eight items taken from Maslach and Jackson (1981). Five items taken from Netemeyer et al. (1996) were used to measure work-family conflict, while the five items of subjective well-being were adopted from Diener et al. (1985).

Data analysis procedures

Data analysis was conducted with Partial Least Squares-Structural Equation Modelling (PLS-SEM). There were some reasons for its use. First, the research model is complex. Mediation effect and moderation effect were analyzed and there are many items and variables in the model. For both mediation and moderation analyses, PLS-SEM is a very useful tool (Hair et al., 2017; Hair, et al., 2017; Usakli & Küçükergin, 2018). Furthermore, it was observed that almost all absolute skewness and kurtosis values were below 1 indicating normality, while some values were slightly higher than 1. PLS-SEM, however, can handle non-normal data (Hair et al., 2017). PLS-SEM was run by Smart-PLS 3 (Ringle et al., 2015). The PLS-SEM technique is divided into two stages: evaluating the outer model and evaluating the inner model.

Common method bias

As a common method bias test, full-collinearity assessment was used following Kock (2017) and Kock and Lynn (2012). Accordingly, the variance inflation factor (VIF) for each relationship was observed to be below 3.3. Hence, common method bias was not noticed.

3. Results

Outer Model

In the first step, the outer model was evaluated. Since all items were reflectively measured, reflective model evaluation rules were followed (Hair et al., 2017; Usakli & Küçükergin, 2018). As seen in Table 1, all outer loadings with one exception were higher than 0.70. This item of psychological resilience was kept in the model because it did not cause average variance extracted (AVE) and composite reliability (CR) values to fall below their thresholds. All AVE values were found to be higher than 0.50, indicating convergent validity. CR values ranged between 0.922 and 0.955 and Cronbach's Alpha (CA) values were greater than 0.70. Hence, internal consistency reliability was met (Hair et al., 2017).

Table 1 | The Outer Model

Variables	Loadings	AVE	CR	CA
Emotional exhaustion				
I feel emotionally drained from my work.	0.851			
I feel fatigued when I get up in the morning and have to face another day on the job.	0.884			
Working with people all day is really a strain for me.	0.844			
I feel burned out from my work.	0.879	0.727	0.955	0.946
Working directly with people puts too much stress on me.	0.865			
I feel frustrated with my job.	0.858			
I feel used up at the end of the workday.	0.807			
I feel like I am working too hard on my job.	0.833			
Job insecurity				
Chances are I will soon lose my job.	0.851			
I am sure I can keep my job. (R)	0.884	0.773	0.932	0.902
I feel insecure about the future of my job.	0.844			
I think I might lose my job in the near future.	0.879			
Psychological resilience				
When I have a setback at work, I have trouble recovering from it, moving on. (R)	0.423			
I usually manage difficulties one way or another at work.	0.859			
I can be "on my own," so to speak, at work if I have to.	0.887	0.673	0.922	0.893
I usually take stressful things at work in my stride.	0.873			
I can get through difficult times at work because I've experienced difficulty before.	0.883			
I feel I can handle many things at a time at this job.	0.890			
Subjective well-being				
In most ways my life is close to my ideal.	0.829			
The conditions of my life are excellent.	0.934			
I am satisfied with my life.	0.927	0.803	0.953	0.938
So far, I have gotten the important thing I want in life.	0.882			
If I could live my life over, I would change almost nothing	0.905			
Work–family conflict				
The demands of my work interfere with my home and family life	0.871			
The amount of time my job takes up makes it difficult to fulfill family responsibilities.	0.899			
Things I want to do at home do not get done because of the demands my job puts on me.	0.876	0.762	0.941	0.922
My job produces strain that makes it difficult to fulfill family duties.	0.886			
Due to work-related duties, I have to make changes to my plans for family activities.	0.831			

To detect discriminant validity, Heterotrait-Monotrait Ratio (HTMT) was examined. HTMT values of all pairs were less than 0.85 (Table 2).

Besides, bias-corrected confidence intervals did not contain 1. Therefore, discriminant validity was established (Henseler et al., 2015).

Table 2 | Discriminant Validity (HTMT)

	1	2	3	4	5
1. Emotional exhaustion					
2. Job insecurity	0.164				
	[0.069; 0.280]				
3. Psychological resilience	0.230	0.324			
	[0.118;0.343]	[0.209;0.439]			
4. Subjective well-being	0.372	0.296	0.354		
	[0.265;0.471]	[0.171;0.422]	[0.235;0.457]		
5. Work-family conflict	0.312	0.580	0.253	0.424	
	[0.210;0.421]	[0.476;0.674]	[0.138;0.367]	[0.314;0.525]	

Inner Model

In the second step, inner model results were evaluated. First, as seen in Table 3 the variance inflation factor (VIF) values were less than 3. There-fore, no issues of multicollinearity were detected. The bootstrapping procedure was used with 5000 samples. For significance of paths, both p values and bias-corrected confidence intervals were mentioned (Hair et al., 2017; Hair et al., 2019).

Table 3 | Inner Model

Hypothesis	Path	Path Coefficients (95% BCCI)	T	Result	f^2	VIF
H1	JI→WFC	0.533 [0.429;0.612]	3.877	Supported	0.396	-
H2	WFC→EE	0.297[0.172;0.406]	4.920	Supported	0.069	1.396
H4	EE→SWB	-0.320[-0.416;-0.210]	6.125	Supported	0.122	1.025
H5	JI→SWB	-0.226[-0.339;-0.106]	11.465	Supported	0.061	1.025
H6	JIxPR→SWB	0.187[0.073;0.290]	3.401	Supported	0.044	-
R^2	EE= 0.087; SWB= 0.254; WFC= 0.284					
Q^2	EE= 0.059; SWB= 0.187; WFC= 0.203					

Note: JI= job insecurity; WFC= work-family conflict; EE= emotional exhaustion; SWB= subjective well-being; PR= psychological resilience

The empirical findings (Table 3) indicated that job insecurity had a positive and significant effect on work-family conflict ($\beta = 0.533$ [0.429; -0.612]; p<0.05). Hence, H1 was supported. The effect of work-family conflict on emotional exhaustion was found to be positive and significant ($\beta = 0.297$ [0.172; 0.406]; p<0.05), meaning that H2 was supported. In addition, it is revealed that emotio-nal exhaustion negatively and significantly affected subjective well-being ($\beta = -0.320$ [-0.416; -0.210];

p<0.05). This result supported H4. Moreover, job insecurity had a negative and significant effect on subjective well-being ($\beta = -0.226$ [-0.339; -0.106]; p<0.05). Therefore, H5 was confirmed.

Zhao et al.'s (2010) recommendations were followed for the mediation analysis. The authors stated that "There should be only one requirement to establish mediation, that the indirect effect a x b be significant" (p. 198). Since the indirect effect from job insecurity to emotional exhaus-

tion via work-family conflict was significant (β = 0.158 [0.097;0.228]) but the direct effect was not significant (β = -0.003 [-0.131;0.123]), it was found that work-family conflict had a mediation (indirect-only) role (see Table 4). Thus, H3 is accepted.

The moderating effect of psychological resilience on the relationship between job insecurity and subjective well-being was analyzed with the two-stage approach (Hair et al., 2017). As shown in Table 3, the effect of job insecurity x psychological resilience on subjective well-being is positive and significant (β = 0.187, p<0.05). When the simple effect of job insecurity on subjective well-being was examined, it was found to be negative. Therefore, psychological resilience weakened this relationship. This finding supported H6.

Table 4 | Mediation Analysis

Path	Indirect Effect [95% BCCI]	Direct Effect [95% BCCI]	Type of Mediation
H3 JI→WFC→EE	0.158 [0.097;0.228]	-0.003 [-0.131;0.123]	Indirect-only (mediation)

4. Discussion

This study determined the factors influencing hotel employees' subjective well-being. More precisely, the current paper looked into how job insecurity and emotional exhaustion might affect hotel employees' subjective well-being. It also investigates the impact of job insecurity on work-family conflict and how that might affect the emotional exhaustion of hotel employees. It also assesses the mediating role of work-family conflict between job insecurity and employees' emotional exhaustion, as well as psychological resilience's interaction role in the relationship between job insecurity and hotel employees' subjective well-being.

As hypothesized, *first*, the study results found that job insecurity positively and significantly increases work-family conflict. This finding aligns with the results of earlier studies such as Menaghan (1991), Voydanoff (2004) and Minnotte and Yucel (2018) and other past findings in Western countries. Previous research suggested that job insecurity might lead to emotional consequences that severely impact one's family life (Menaghan, 1991; Minnotte & Yucel, 2018). Voydanoff (2004) claimed med that job insecurity predicts work-family conflict and exerts a negative effect on families economically. There is compelling evidence linking job insecurity and work–family conflict. Prior studies found that a high level of job insecurity increases work-family conflict as it is a threat to one resource such as financial independence, social status, and the community network in the workplace (Richter et al., 2010), establishing a link between job insecurity and work-family conflict.

Second, the study's findings corroborated the anticipated role of work-family conflict on emotional exhaustion. The study replicates prior studies that have found this association and support that work-family conflict led to significant negative outcomes including emotional exhaustion (van Daalen et al., 2009; Wang et al., 2021). Individuals lose primary resources due to work-family conflict (Wang et al., 2021). Secondary resource loss occurs if inner assets are not replaced rapidly if the replacement is insufficient (Wang et al., 2011). Employees who cannot invest in or access resources would not successfully adjust their actions and feelings (Vohs & Heatherton, 2000). Such situations lead to work-family conflict resulting in emotional exhaustion and poor job performance (Wang et al., 2021).

Third, the study findings validate the mediating role of work-family conflict in the relationship

between job insecurity and emotional exhaustion, demonstrating that insecurity negatively impacts employees' psychological and family domains. The results confirm the JD-R theory, which states that job insecurity and persistent job demands drain employees' mental and physical resources, causing emotional exhaustion and health issues (Bakker & Demerouti, 2007). Conflicts between job and family cause individuals to lose psychological resources and become emotionally and physically exhausted (Lee et al., 2013). Work-family conflicts such as irregular shifts and long working hours influence hotel employees' family roles. Moreover, work-family conflicts such as poor pay and stress from family responsibilities that permeate work tend to cause internal resource loss for employees. With a high work-family conflict, an individual need to devote significant efforts to balance the conflicting demands of work and family (Wang et al., 2021). When exhausted physically and mentally, whether at work or home, hotel employees tend to use up a lot of their internal resources.

Fourth, the findings corroborated the anticipated negative role of stressors like emotional exhaustion and job insecurity on the subjective well-being of hotel employees. This confirms that past research emphasized the concrete health costs associated with job insecurity (Hu et al., 2021) and emotional exhaustion (Hori & Chao, 2019). Hotel staff and workers frequently become emotionally exhausted after long hours of offering care and assistance to needy people – subsequently, they cannot provide additional care and support to themselves (Ashforth & Humphrey, 1993; Hori & Chao, 2019). Frontline service employees are more emotionally exhausted because they must constantly regulate their emotions and interact to meet client expectations or organizational rules (Kim et al., 2012). This issue increases the workers' vulnerability to emotional exhaustion and influences subjective well-being.

Additionally, the study examined whether psychological resilience moderates the effect of job in-

security on subjective well-being. The findings of this study corroborate those of Shoss et al. (2018), demonstrating the validity of the general premise that resilience is required to overcome the negative impacts of job insecurity. Psychological resilience facilitates successful coping and adaptation, thus minimizing negative responses to stressful experiences such as job insecurity (Shoss et al., 2018). According to the COR theory, employees with high psychological resilience were able to counter the threats of job insecurity and this positively influenced their subjective well-being as a result (Hagger, 2015). A reduction in job insecurity and a strengthening of psychological resilience would improve subjective well-being among the hotel employees.

Implications

The findings of the current work hold several beneficial theoretical and managerial implications. In terms of theoretical contributions, the findings contribute to the existing body of knowledge on tourism and hospitality, crisis management, and psychologically related research. In addition, the findings of the present study will add to theory by extending the literature on the theory of displacement, the job-demands resources (JD-R) theory, and the conservation of resources (COR) theory through investigating the structural associations between job insecurity, work-family conflict, emotional exhaustion, psychological resilience, and subjective well-being of hotel employees in a non-western context, especially during the time of crisis (i.e., the COVID-19 pandemic).

Moreover, the results of this paper contribute to the extant literature by developing and examining an integrated structural framework of the most crucial factors influencing employees' subjective well-being in the COVID-19 era. To be more specific, the findings add to the limited research conducted to examine the impact of job in-

security on work-family conflict and the subjective well-being of employees working at hotels. Additionally, to the best of our knowledge, this paper is considered one of the limited attempts to investigate the intervening role of work-family conflict between job insecurity and emotional exhaustion during the COVID-19 era, especially within the hospitality setting. In addition, as far as the authors know, this paper is one of the few studies that have been conducted to assess the mediating role of work-family conflict in the association between job insecurity and emotional exhaustion of employees within the hospitality context. Another theoretical contribution of the current work is reflected in the assessment of psychological resilience, as a moderator variable, on the connection between job insecurity and subjective well-being of hotel employees. To the best of our knowledge, the moderating role of psychological resilience on the direct path between job insecurity and subjective well-being has not been studied yet in the hotel setting, especially in North Cyprus.

Regarding managerial implications, this paper presents valuable practical guidelines and solid managerial implications for policymakers, managers of hotels, and other relevant stakeholders. To be more exact, the study enhances the understanding of how job insecurity affects hotel employees' subjective well-being. The findings revealed that the spillover effect of job insecurity on subjective well-being is stronger for those who experience work-family conflict and emotional exhaustion. Although both job insecurity and emotional exhaustion have an immediate and negative impact on hotel employees' well-being, those who adapt and continue with high psychological resilience would experience positive subjective well-being over time. The future of life post-the COVID-19 era is heavily dependent on how societies respond, but the current economic climate could be characterized like a post-recession climate. Minnotte and Yucel (2018) described the post-recession economic climate caused by econo-

mic uncertainty, with emotions of employment insecurity persisting across the social landscape. According to Hu et al. (2021), job insecurity looks to be a threat to numerous existing employment resources such as objects, circumstances, and energies (e.g., losing promising pay development, favorable career opportunities, and satisfactory competency development). As such, individual hotel employees' perceptions of the insecurity of their current positions are fundamentally subjective (Minnotte & Yucel, 2018).

Additionally, the findings of this study indicate that when a stressor is eliminated or a well-being remedy is adopted, hotel employees may regress to their earlier subjective well-being levels following an initial reduction in job insecurity and emotional exhaustion. So, hotels should pay greater attention to employee job insecurity and take proactive measures to reduce its negative effects on employee family life and well-being. The hotels could implement such interventions at the individual, team, and organizational levels. The hotel sector should encourage environmental conditions that support, foster, enhance, and preserve employees' resources, hence mitigating any morally questionable situations and their related negative repercussions (Bernuzzi et al., 2021). In doing so, hotels should allow employees to use organizational resources to settle ethical disputes without exhausting their own resource pools (Sommovigo et al., 2019). Along with interventions aimed at reducing job insecurity, additional interventions to reduce emotional exhaustion and increase psychological resilience may be intended by the hotel industry to directly increase subjective well-being. Thus, hotel managers should support and provide resilience-based and emotion-regulation training to safeguard their employees against the negative effects of job insecurity.

Limitations and future research

The current research, like any other study, contains a number of limitations that should be taken into account in future research. *First*, because the current research was empirically and quantitatively applied inside one country, North Cyprus, generalizing the findings should be done with caution. As a result, the authors urge that more data be collected and analyzed from additional industrialized and/or countries to produce robust findings about the research model. *Second*, this study investigated the role of psychological resilience in moderating the direct link between job insecurity and subjective well-being. As a result, more academic effort is needed to add other interaction variables (such as mindfulness, self-compassion, etc.) (e.g., Tran, et al., 2022b) into the research framework, resulting in more solid findings and contributions. *Third*, the current study employed a convenience sampling technique. Therefore, adopting probability sampling techniques (e.g., simple random sampling) could be a suitable area for future research and help overcome the problems associated with non-probability sampling methods. *Last*, this study examined the most important elements affecting hotel employees' subjective well-being. Future research is suggested to consider the perspectives of employees at various tourism and hospitality businesses (e.g., tour operators, travel agents, airlines, restaurants, etc.). This could aid in gaining a better grasp of the study model and the relationships between the variables being examined.

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