

Bending Without Breaking: An Examination of Hotel Workers' Resilience in the Face of Job Insecurity and Burnout

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Turnover intention is a critical indicator for hotels, as high levels of employee turnover signal disruption in performance, increased recruitment and training costs, and potential productivity losses. Therefore, the aim of this study was to evaluate the effects of job insecurity, job burnout, and turnover intention, with job burnout as a mediating variable and employee resilience as a moderating factor. Data were collected from employees working in hotels in Tunisia, with 516 usable responses obtained. The data were analyzed using SPSS version 25 and AMOS. The results indicate that job insecurity has a significant and positive effect on both turnover intention and job burnout, while job burnout also shows a significant and positive influence on turnover intention among hotel employees. Furthermore, the findings confirm the mediating role of job burnout between job insecurity and turnover intention. In addition, the moderating effect of employee resilience is statistically supported in this study. Decision-makers in the hospitality sector can utilize these insights to design strategies that retain employees for longer periods.

Keywords: Job Insecurity, Turnover Intention, Job Burnout, Employee Resilience, Employee Behaviour

Introduction

Employee retention is one of the major concerns in the hospitality sector.

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Employee turnover leads to both direct and indirect costs for organizations, including expenses related to the recruitment and training of new employees. In addition, turnover results in the loss of organizational knowledge and a cohesive workplace culture (Nguyen et al., 2023). The hospitality sector should give substantial attention to turnover intention and turnover behavior to better understand the overall phenomenon and its impact. For decision-makers in the hospitality sector, retaining employees is essential to maintain a skilled and high-quality workforce. An organization may face losses of millions of dollars if a skilled employee leaves (Davras & Manap Davras, 2024). At the macrolevel, employee turnover can have negative effect on economic activity and lead to unemployment.

Job insecurity (JI) is a complex concept that reflects the worries and doubts employees may have about the continuity and stability of their current job. Political, economic, and technological changes have significantly altered the nature of work (Maalouf & Maalouf, 2025). As a result, employees often experience insecurity and uncertainty about their jobs. With technological advancements, the nature and requirements of certain types of jobs have shifted. Consequently, it has become essential for organizations to adapt their processes to remain competitive in the global marketplace (Burhan, 2025). Precisely, employees often face issues of outsourcing and employee downsizing because of global crisis, creating uncertainty in the mind of employees.

Studies have emphasized the importance of job burnout due to its significant negative impact on the employee work environment. The losses caused by job burnout are comparable to the financial profits of the ten largest MNCs (Nunes & Palma-Moreira, 2024). Reports indicate that more than 75% of employees have experienced job burnout, which often leads to turnover intention. Job burnout is also considered one of the important outcomes of work-related stress. Therefore, it is crucial for both employers and employees to address this issue, as it significantly affects productivity and the overall organizational environment (Quarnberg, 2025).

In the current turbulent economic environment, organizations are focusing on employee resilience, as this factor has a direct impact on both employee performance and organizational success (Robinson et al., 2024). Resilience refers to an employee's ability to function normally after recovering from setbacks during times of crisis. Resilient employees are better equipped to handle crisis situations compared to others working in constantly challenging environments. The HRM functions of an organization are

significantly influenced by environmental uncertainties, highlighting the need to strengthen employee resilience in order to mitigate the negative effects of such challenges (Lu et al., 2023). Organizational HR plays a vital role in fostering resilience through effective communication, adaptability, and the promotion of continuous learning. Consequently, resilient employees are more likely to engage in proactive behavior, while resilience also helps reduce job burnout and turnover. Therefore, this study aimed to explore the effect of job insecurity, and job burnout on turnover intention of employees through mediation of job burnout of hotel sector in Tunis. Present study also explored the moderating effect of employee resilience.

Literature Review

Hypothesis Building

Job Insecurity and Turnover Intention

Studies has referred turnover intention (TI) as thought or awareness of employees regarding leaving the job (Kellerer & Süß, 2025). Turnover intention is discussed as critical premise of actual voluntary turnover. Scholars have reported a number of factors including supervisor support, LMX, and job satisfaction that effect TI in all sectors. Employees retention has the direct effect on the economic stabilization of the organization. When a well-trained employee leave the job, organization lose its one of the best asset (Kanchana & Jayathilaka, 2023). The customer satisfaction of employees is poor for the organizations that have high level of employee turnover. Employees who quit the job are unwilling to participate, less motivated and mentally disengaged. The hotels that have high level of employee turnover rate have to bear extra expenses in the form of development, training, and recruitment. Moreover, service quality of such hotels is reduced as well.

Scholars have referred JI as concern which is experienced by the employee regarding his or her job continuity (Sora et al., 2023). Some of the studies has discussed it as powerlessness of the employee felt while maintaining current job. JI has negative outcome on the psychological and physical resources of the employees. Therefore, JI has significant direct effect on the mental wellbeing of employee. JI creates economic stress leading to negative impact on mental energy. Employees who experience JI often lose confidence to manage their economic needs (Pires, 2025). Thus, job security is threat to lose important resource resulting in negative effect on mental health and energy.

TI among employees is increased because of JI as this factor creates uncertainty regarding future employment, lowering employee commitment and reducing job satisfaction (Akçin, 2023). The employees who fear job loss will actively seek to find alternative opportunities. At a certain point, such employee will design from the job creating work instability within firm. Well-being of the employee is dependent upon their pool of resources. Basically resources are the entities that have some values including energies, personal resources, conditions and objects. The energies are represented in the form of physical and mental energy, personal resources include skills, conditions are referred as being employed and objects are mentioned as house car assets. The decline in resources or threat to lose the resources can have negative consequences (Chang, 2024). On the other hand, when JI is faced by the employees, the important resource in the form of being employed is under threat. In this situation employees may try to maintain their remaining resources and withdraw from stressful situation by changing job. As a result, JI leads to TI among the employees (Richter et al., 2020).

A number of past empirical studies have reported linkage between JI and TI. The study by Syifa and Merdiana (2025) reported positive relationship between JI and TI. Likewise Horpynich et al. (2025) and Zhou et al. (2025) also revealed significant role of JI in developing employee TI. Moreover, study by Ergun et al. (2023) stated that employees often develop negative attitude as a result of JI. This situation leads to withdrawal intention from the job.

Therefore, it is hypothesize that:

H1. Job Insecurity significantly influences Turnover Intention.

Job Insecurity and Job Burnout

Literature has discussed JB as regular stress having three essential factors namely reduction in personal accomplishment, depersonalization, and emotional exhaustion (Whitacre et al., 2025). Reduced personal accomplishment is perceived in the form of non-productivity and incapability of the employee, depersonalization is referred as detachment from work and emotional exhaustion is referred as loss of energy in the employee as result of JB. The issue of JB need extensive attention from the managers and researchers. It is regular and negative state of mind related to work found in an employee having link to the anti-social behavior, lack of drive, sense of efficacy, distress and exhaustion in a normal employee. JB is one of the most important predictor of anxiety, depression, health problems and TI declining

employee performance, commitment, job satisfaction and well-being (Whitacre et al., 2025). Scholars have found five key factors of employee burnout including high time pressure, lack of managerial support, communication issues with stakeholders, inappropriate work behavior and increased workload.

There exist close relationship among JB and JI as JI often contributes to JB. JI and unemployment both are equally harmful for the employees (Chong et al., 2024). JI lowers the work engagement contributing to burnout. Studies pointed that burnout level is higher among the employees who have higher level of JI. The uncertainty and stress among the employees is increased as a result of JI that leads to the development of feeling of anxiousness among employees regarding their future (Chen & Eyoun, 2021). As a result of this pressure, physical and emotional energy among employees is drained. With the passage of time, instability and regular worry becomes a significant contributor of JB characterized by reduced performance, cynicism, and exhaustion. This situation ultimately harm organizational productivity and employee wellbeing. Hence, the gap an employee faced in the workload arise burnout. Employees also experience fatigue at work (burnout) when they feel their status at work unclear. Employees remain in constant state of worry as result of perceived threat and uncertainty leading to lack of motivation and emotional exhaustion.

A number of past studies mentioned significant relationship among JI and burnout. The study by Chong et al. (2024) confirmed that JI is significant contributor of employee burnout. Likewise, Pratama et al. (2025) and Maslić Seršić and Tomas (2025) reported that JI is an important antecedent of JB. Furthermore, Elisza and Isnaini (2025) pointed positive relationship among JI and employee burnout among employees.

Thus, this study hypothesise that

H2. Job Insecurity significantly influences Job Burnout.

Job Burnout and Turnover Intention

TI among employees is increased as a result of JB as it depletes emotional and physical resources of employees (Saleh et al., 2023). Burnout is characterised a sense of low accomplishment, depersonalization, and emotional exhaustion. All these factors lead to situation where employees develop negative feelings regarding their organization and job. As a result, employees look for the alternative job. Scholars mentioned that employee

response has direct effect of the work performance. Negative behavior is the outcome of the employees who experience JB. One of the negative outcomes is willingness to leave the current job from their current employer (Susilowati et al., 2024). Burnout has negative effect on the employee commitment, making workers feel undervalued and disconnected from their tasks. Employees look for alternative job as a result of emotional strain. Preference is given to the organization where work-life balance is better and stress level is low (Guzaiz, 2025). With persistence of burnout, employee shift coping strategy to escape orientation rather than problem solving, leading to active search for job and higher absenteeism. Ultimately, JB has negative effect on employee well-being, leading to employee willingness to leave the job (Ran et al., 2020).

Pei et al. (2024) reported that JB is one of most significant antecedent of employee intention to leave the job. In other words, higher burnout will lead to situation where employees will have intention to move away from their current organization. Furthermore, a number of other studies has reported positive linkage among JB and employee TI (Horpynych et al., 2025). Research conducted by Gün, Çetinkaya Kutun, et al. (2025) found positive and significant association among JB and TI.

Thus, its hypothesise that

H3. Job Burnout significantly influences Turnover Intention.

Mediating Role of Job Burnout - Between Job Insecurity and Turnover Intention

When employees have perception that their job is insecure, they mostly experience accelerated anxiety and stress. Sometimes, they face uncertainty regarding their future. As a result of these negative thoughts, employee develop disengagement and emotional exhaustion along with reduced motivation (Steindórsdóttir et al., 2024). All these factors are core factors of JB. As a result, JB weakens the employee relationship with organization, having negative effect on job commitment and satisfaction. Resultantly, these employees consider switching their jobs in order to escape from uncertainty and stress. By this way, JB act as a bridge among JI and employee's willingness to leave the job (Pratama et al., 2025).

Mediating role of JB is reported in a number of past studies. the study conducted by Laily et al. (2020), showing that employee feel burnout who experience JI, leading to TI. Likewise, Chong et al. (2024) highlighted

mediating effect of JB in their study as well. Additionally, some of the studies reported JI as antecedent of JB. whereas, employees who feel burnout are often less engaged, satisfied and motivated towards their jobs. As a result, absenteeism of employee is increased and productivity is decreased, ultimately increase intention to leave the job Zanafar et al. (2023). Essentially, JI leads to intention to leave the job through JB. Moreover, a number of empirical studies significant mediating role of JB between different relationships Gün, Balsak, et al. (2025) and He et al. (2025).

H4. Burnout mediates the relationship between job insecurity and turnover intention.

Scholars has defined employee resilience (ER) as employee's ability to adapt and bounce back in the situation of setbacks, stress and challenges (Caniëls et al., 2022). The factor of ER helps them to keep their mental well-being intact coping in the pressure of workplace and improve their performance. Resilience is the positive resource of the organization as employees get the ability to handle the situation when they are stressed. A resilient employee can better deal with the difficulties of organizational and social life. A workforce that is resilient can react powerfully and positively in difficult situations and take important decisions for the future progress of the organization (Ahsan & Tahir, 2025).

ER has the ability to moderate the relationship between JI and JB Aybas et al. (2015) as it has ability buffer the negative effect of JI on emotional and mental well-being. In case of JI, ER help in development of coping strategies that are essential to manage work related stress and emergency. As a result, stress is prevented and exhaustion is reduced. High resilience helps the employees to protect their psychological health, maintain performance and reframe challenges. Thus, the linkage between JI and burnout is weaken. On the other hand, low resilience develop feelings of depression, anxiety and helplessness, contributing to poor physical and mental health (Tare & Jahagirdar, 2025). Therefore, resilience plays the role of protective mechanism in order to mitigate risks related to burnout.

In other words, ER reduce the chances that JB will lead to job quitting. Burnout is s state of physical, mental and emotional exhaustion resulting from prolonged exposure to stress. This situation derives employee to leave the job. Whereas, resilient employee can better handle the stress, maintaining work commitment and recover from challenging situation efficiently (Chen et al., 2024). The positive mindset and coping ability of the employees help the

employees to manage the burnout without developing intention to leave the job. High resilience weakens the relationship among JB and turnover by fostering commitment and perseverance. Whereas, low resilience intensify the intention to withdraw (Handayani & Pujianto, 2024). Therefore, ER plays the role of protective buffer, enabling employees to handle the situation of burnout and minimizing TIs.

A number of past studies discussed the moderating role of resilience. The study carried out by Havnen et al. (2020) reported moderating role of resilience on the path of stress and anxiety. Likewise, Safiye et al. (2021) also reported moderating effect of ER between JB and employee well-being. Moreover, Berg et al. (2025) also confirmed the moderating role of resilience in their study conducted in context of Covid-19. Based on above discussion, we hypothesise that

H5. Employee Resilience act as a moderating variable between Job insecurity and Job Burnout

H6. Employee Resilience act as a moderating variable between Job Burnout and Turnover Intention

Proposed conceptual model

Present study proposed following conceptual model (Figure 1) on the basis of above in-depth literature review. There are two sections of this framework. In the first section we examined mediating role of JB between JI and TI based on assumptions of (Baron & Kenny, 1986). Whereas, this study examined moderating effect of ER as well on two paths, namely JI and JB, and JB and TI. This relationship was examined on the assumptions of (Ping Jr, 1995).

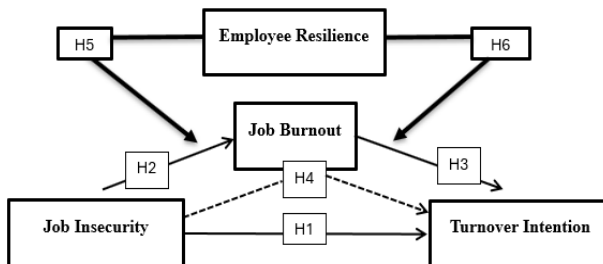


Figure 1: The Proposed Model

Methodology

Measurement and research sample

Present study used quantitative research method and cross-sectional

research design. Population of study was employees working in the hotels of Tunisia. Questionnaire was developed to collect the data from the respondents. We adapted the eight-item Karatepe (2022) scale to measure JI (JI). We then adapted Maslach and Jackson (1981) nine-item scale to measure Job Burnout (JB), and Michaels and Spector (1982) three-item scale to measure Turnover Intention (TI). Finally, to measure Employee Resilience (ER) as a moderating variable, we chose the Smith et al. (2008), which covers six items. This questionnaire was divided in two sections. 1st section was designed to collect the information regarding characteristics of the respondents. Whereas, second section was designed to collect the information regarding variables of the study. This developed questionnaire was distributed among 600 employees working in hotels of Tunis, Djerba, Hammamet, and Sousse in Tunisia by using simple random sampling. The usable response rate was 86% as we successfully received 516 usable questionnaire from the employees. The gathered data was analyzed using AMOS and SPSS.

Results

Characteristics of Respondents

This study used SPSS V 25 to analyse the demographics and other characteristics of respondents, given in table 1.

Table 1

Details of respondents

Distribution	Division		%
Gender	Male	196	37.98
	Female	320	62.02
Marital status	Married	420	81.40
	Single	96	18.60
Length of service in the hotel	Less than 5 years	55	10.66
	Around 6 to 10 years	104	20.16
	Around 11 to 15 years	211	40.89
	More than 15 years	146	29.29
Age	< 30	105	20.35
	30 – 40	274	53.10
	41 – 50	119	23.06
	> 50	18	3.49
Income level	<606 Euros	251	48.65
	607 Euros – 1212 Euros	138	26.74
	1213 Euros – 1818 Euros	108	20.93
	> 1818 Euros	19	3.68
Academic level	Professional two-year diploma	265	51.36
	Bachelor's degree	27	5.23
	4 years after Bachelor's Degree	204	39.53
	6 years after Bachelor's Degree	20	3.88
Total		516	100%

As per statistics, 37.98% of respondents are male and 62.02% are female. Moreover, 81.40% respondents are married and 18.60% of respondents are single. It is interesting to mention that 40.89% of employees has experience between 11 to 15 years, 20.16% employees has the experience between 6 to 10 years, 20.29% employees has the experience more than 15 years and 10.66% employees have the experience less than 5 years.

Confirmatory factor analysis

The first order CFA reflects the consistency of independent and dependent variables (see Table 2). Indeed, the results show a ratio of Chi-square (410) to its degree of freedom (200) χ^2/ddl (2.05), which is considered more than acceptable since it is less than 3. In addition, the RMSEA index is equal to 0.045, i.e. very close to zero, which indicates that the fit is acceptable. The indices NFI = 0.968, TLI = 0.975, IFI=0.985 and CFI = 0.979 also consolidate the values accepted in the literature as offering a very good fit. We note that the first-order results meet the standards required by (Roussel et al., 2002).

We examined convergent validity to determine whether variables of the study are evaluating same phenomenon. For this purpose, Composite reliability was measured for which all values should be higher than 0.70. Moreover, AVE is also calculated for this purpose having benchmark of 0.50 (Haji-Othman & Yusuff, 2022). The results of convergent validity in the form of loading, CR and AVE are given in Table 2.

The factor loading of all items in present study is more than 0.62 showing satisfactory reliability of the items. Moreover, AVE is also more than benchmark level of 0.50 (See Table 2) (Higgins, 1998).

Table 2

Convergent validity

Variables and items	SL	CR	AVE	S ²	Mean	S.S	S.D	α
1- Job Insecurity (Karatepe, 2022)		.888	.501	0.004	0.705	0.063	0.064	.95
JI-1	.71							
JI-2	.62							
JI-3	.66							
JI-4	.63							
JI-5	.72							
JI-6	.79							
JI-7	.78							
JI-8	.73							

Table 2

Convergent validity (cont...)

Variables and items	SL	CR	AVE	S ²	Mean	S.S	S.D	α
2- Job Burnout (<i>Maslach & Jackson, 1981</i>)		.907	.522	0.002	0.721	0.019	0.048	.959
JB-1	.75							
JB-2	.75							
JB-3	.72							
JB-4	.77							
JB-5	.79							
JB-6	.65							
JB-7	.69							
JB-8	.66							
JB-9	.71							
3- Employee Résilience (<i>Smith et al., 2008</i>)		.861	.509	0.002	0.712	0.014	0.053	.937
ER-1	.72							
ER-2	.74							
ER-3	.73							
ER-4	.78							
ER-5	.63							
ER-6	.67							
4- Turnover Intention (<i>Michaels & Spector, 1982</i>)		.760	.514	0.000	0.717	0.001	0.03	.883
TI-1	.71							
TI-2	.75							
TI-3	.69							

SL= Standard loading from the first-order model

CR= Composite Reliability

AVE=Average Variance Extracted

S²= Variance

SS=Sum of Squares

Discriminant validity of the variables was also examined to confirm distinctness of the variables involved in study. We used two approaches namely Square root of AVE and HTMT approach. Table 3 shows the discriminant validity with both criteria, namely HTMT and Fornell-Larcker approach.

With regard to discriminant validity (Table 3), based on criteria of heterotrait-monotrait ratio (HTMT) where no value exceeds 0.90, revealing the absence of any problem of discriminant validity between the constructs in the study and on the right the Fornell-Larcker criterion which resides in calculating the square roots of AVE where the results found must be strictly

greater than the correlations they share with the other variables (Hair, 2014).

Table 3

Discriminant validity criteria

Variables	HTMT				SQ of AVE			
	JI	JB	ER	TI	JI	JB	ER	TI
JI					0.708			
JB	0.738				0.628	0.722		
ER	0.822	0.637			0.569	0.405	0.713	
TI	0.623	0.509	0.721		0.617	0.661	0.701	0.717

SEM findings

At the beginning of next level we calculated concerns the coefficient of determination (R^2). The two variables mentioned above, job insecurity (JI) and job burnout (JB), together explain around 78% of the variance in TI perceived by hotel employees (Chin, 1998). Later, AMOS bootstrapping technique was used to examine proposed hypothesis of the study. Table 4 and Figure 2 highlight the direct and indirect results of the study. The significance and nature of relationship was examined based on values of P, T and Beta. H1 of the study is confirmed with $B=0.579$, $t=8,250$, showing direct effect of JI on TI.

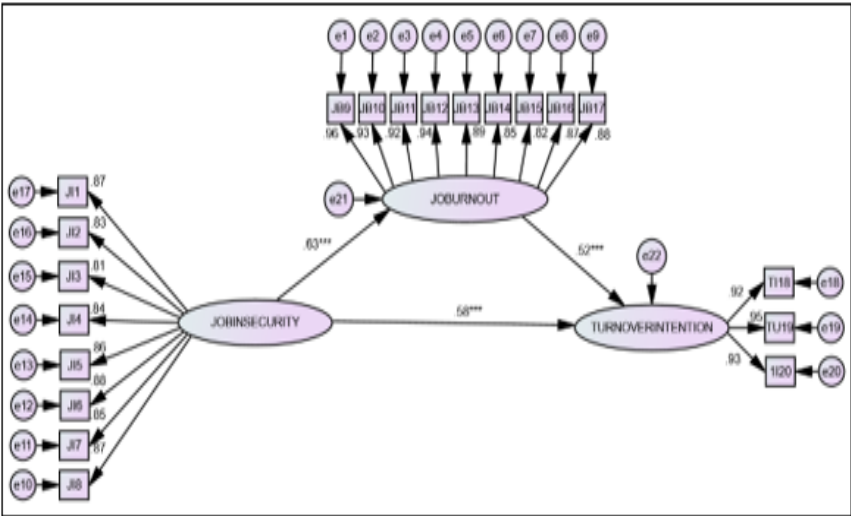


Figure 2: The first final sub-model

It was also found that JI has a significant and positive relationship with JB ($\beta = 0.629$, with $t= 9.142$), so that H2 has also been verified. And to finish with

the first sub-model, JB has a significant and positive association with TI ($\beta = 0.520$, with 7.601), which means that the third Hypothesis is also verified. Figure 3 of the study shows the interaction of variables namely resilience * Job insecurity. On the other hand, figure 4 shows the interaction among resilience * job burnout.

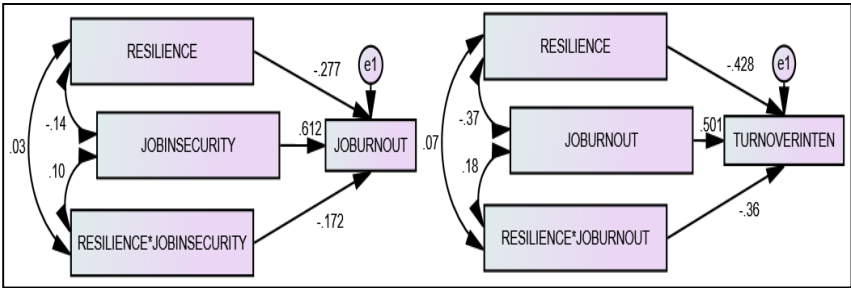


Figure 3 and 4: The second final sub-model

Table 4

Results

Result of the Structural Model	β	C-R T-value	Sig	R ²	Hyp. Results
Direct effects					
H1- JI $\rightarrow$ TI	.579	8.250	***		Supported
H2- JI $\rightarrow$ JB	.629	9.142	***		Supported
H3- JB $\rightarrow$ TI	.520	7.601	***		Supported
Indirect mediating effect					
H4- JI $\rightarrow$ JB $\rightarrow$ TI	.253	3.388	0.042		Supported
Moderating effects					
H5- ER*JI $\rightarrow$ JB	-0.172	-2.375	***		Supported
H6- ER*JB $\rightarrow$ TI	-0.36	-5.983	.025		Supported
Turnover Intention				77.7	

The mediation test following the approach of (Baron & Kenny, 1986)

In order to verify mediating effect of JB between relationship of JI and TI, this study used Baron and Kenny (1986) approach. Table 5 of the study highlights the mediation results. At the first stage, results demonstrated that JI has positive significant effect on TI ($B=0.579$, $t=8.250$). later, the findings shows that JI has significant effect on JB ($B=0.629$, $t=9.142$). Next, statistical findings confirmed direct effect of JB on TI ($B=0.520$, $t= 7.601$). In the end, perfect or partial nature of mediation of JB is to be examined between JI and TI by using bootstrapping approach. As per results in table 5 with $B= 0.253$ and $P=0.042$, the partial mediation is statistically confirmed.

Table 5

Mediation

Path	Est	LB (BC)	UB (BC)	significance (BC)	0.042 < 0.05 <i>PARTIAL Mediation</i>
H4- JI $\rightarrow$ $\rightarrow$ JB TI	0.25 3	0.220	0.578	0.042	

The moderation test following (Ping Jr, 1995)

To confirm the moderating role of ER, at the first stage normality of data was tested through Skewness and Kurtosis. Based on criteria of Hair (2006), the values of skewness and Kurtosis fall between -3 and +3, confirming normality of data (Table 6). At the second stage, we checked the reliability and validity of the variables through Cronbach Alpha Values. For the same purpose, discriminant validity was also assessed at second stage. Both tests showed meet the required criteria (Aguinis, 1995; Fornell & Larcker, 1981). At the third stage, it was confirmed that no case of multicollinearity is reported among variables before assessment of multivariate terms, representing moderating effects. At the fourth stage, CFA was assessed to examine interaction effect.

Fifthly, we need to calculate the interaction effects between (R x JI and R x JB). These interactions are now measured by unique indicators, namely Resilience*Job insecurity (Figure 3) and Resilience*Job burnout (Figure 4).

Finally, using standardised regression weights, we found that firstly, JI has a significant and positive association with JB with ($\beta = 0.612$, $p = 0.001 < 0.05$) and secondly JB has a significant and positive association with TI with ($\beta = 0.501$, $p = 0.001 < 0.05$). Furthermore, the moderator variable R acts significantly and negatively on JB and TI with respectively ($\beta = -0.277$, $p = 0.001 < 0.05$) and ($\beta = -0.428$, $p = 0.001 < 0.05$). Finally, the intercorrelations between (R *JI) and (R *JB) have significant and negative impacts on JB and TI respectively with ($\beta = -0.172$, $p = 0.001 < 0.05$) and ($\beta = -0.360$, $p = 0.025 < 0.05$). These statistics confirmed the moderating role of ER. The negative sign of Beta shows that ER is reducing the effect intensity of JI and burnout on TI. Figure 5 shows the moderation of employee resilience between job insecurity and job burnout in away that high resilience has negative effect on the relationship of job insecurity and job burnout.

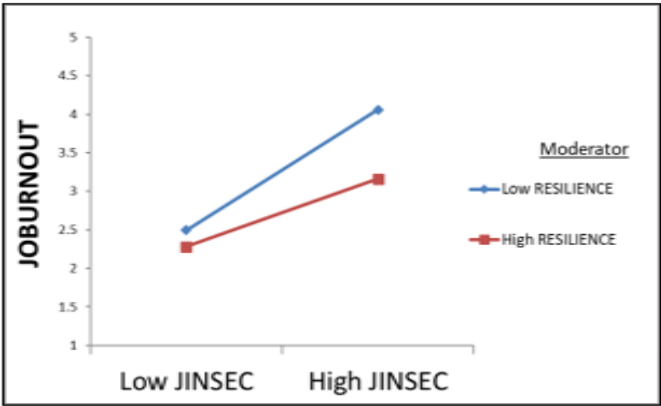


Figure 5: Plot for the R as a moderator on JI towards JB

Moreover, Figure 6 also shows that employee resilience has moderating role between job burnout and turnover intention in a way that high resilience reduces the effect of burnout on turnover intention.

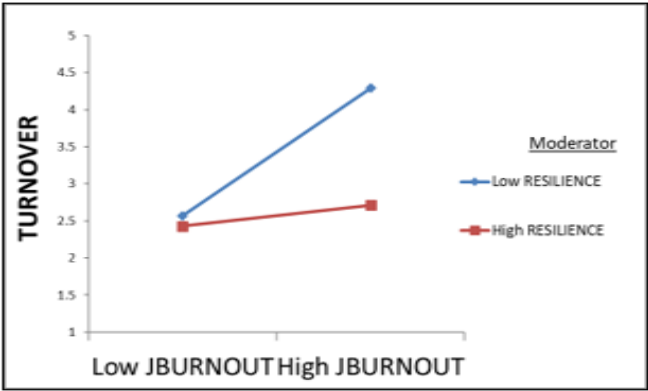


Figure 6: Plot for the R as a moderator on JB towards TI

Table 6
Normality of Data

Constructs	Skew	Kurt
JI	-0.67	1.95
TI	0.74	-0.85
JB	0.58	1.91
ER	-0.66	1.42

Discussion

Employee retention is important for the survival for organizations. Same is

the importance of employees in the hotel industry. Therefore, this study examined the role of insecurity and JB in promoting TI. Firstly, the results of the study confirmed that JI has the positive significant effect on TI as reported by Ergun et al. (2023) in past. The findings confirm that JI has a detrimental effect on employee motivation and efficiency at work. Consequently, hotel employees are more likely to increase their intention to leave the organization. One possible explanation for this finding is the competitive and unstable nature of the hotel industry. Employees in this sector frequently face uncertainty due to seasonal fluctuations, contract renewals, and other external factors. Such insecurities create doubt about their future within the organization. As a result, employee trust, commitment, and motivation are negatively affected. Furthermore, the high stress levels associated with hotel jobs intensify feelings of JI. Consequently, many employees choose to switch jobs in search of greater stability and a more secure work environment.

Secondly, our findings concluded that that JI has a positive effect on JB. Similarly, Pratama et al. (2025) emphasise that companies must promote ethical leadership to counteract the harmful effects of JI and JB. These harmful consequences risk irreversibly affecting employee performance. A plausible explanation for this finding in the present study is the quality-intensive nature of jobs in the hotel sector. Customers are often highly demanding, and employees must endure both emotional and physical strain. When JI arises in such an environment, employees experience heightened psychological stress. This uncertainty depletes their cognitive and emotional resources, leading to detachment from their tasks. In some cases, employees also develop feelings of helplessness. Over time, this stress evolves into burnout, which negatively affects both employee well-being and the overall service quality of hotels.

Later, results of the study also revealed the positive significant effect of JB on employees intention to leave the job. This finding is supported by Horpynich et al. (2025) from the past studies. The respondents attributed these findings to the high physical and emotional demands of their jobs. Many employees reported experiencing burnout due to emotional exhaustion, which negatively affects both job satisfaction and psychological well-being. They often perceive their jobs as unstable when prolonged stress becomes unmanageable. Respondents also highlighted persistent stress caused by limited recovery time, intense customer pressure, and long working hours. Under such conditions, employees tend to seek alternative employment where they can enjoy a healthier work environment, emotional relief, and better

work-life balance. Some respondents further indicated that JB weakens their organizational commitment. Consequently, they feel less motivated in their roles, which undermines both individual performance and the overall effectiveness of the organization.

Our research also found that JB acts as a mediating variable in the relationship between JI and TI. This result is consistent with previous research, which has emphasised that JI and JB are two predictive variables of TI (He et al., 2025). The findings of present study highlight the psychological process that create the link between JI and TI. Continuous stress is created by JI among employees leading to development of fear of layoff. Employees also remain uncertain regarding stability of their career which gradually impacts mental and emotional resources. Employees go through JB because of this prolonged stress impacting their performance. Then, because of burnout employees are pushed to switch their job. In other words, employees job satisfaction is reduced which make their job position vulnerable. In hotels employees must maintain high energy to serve customers efficiently. This task is not possible to achieve because of JB for which employees often are willing to leave their jobs. It has been shown in the findings that ER has a moderating effect, as it reduces the positive influence of JI on JB.

The results concerns the moderating effect of hotel employees' resilience on the relationship between JB and TI is also proved to be significant. The moderating effect analysis revealed that ER at work reduces, the positive impact of JI on burnout. On the other hand, ER mitigate the impact of burnout on the TI of hotel employees. The moderating role of ER is supported by Havnen et al. (2020) in literature as well.

Implications

In terms of managerial implications, we can suggest to readers, academics and decision-makers, in light of the results of this research, that it is incumbent upon human resources managers to take seriously both JI and JB, which can form a devastating organisational cocktail. Indeed, the findings of this study draw attention to the societal challenge posed by JI and burnout, while calling for immediate collaboration between policymakers, employers and employees to create a more humane working environment.

Furthermore, decision-makers must pay close attention to the indicators of turnover among hotel employees. Indeed, given that the harmful combination of JI and JB has been recognised as a warning sign of TI at the end of this

research, hotel managers must use HRM practices wisely to counteract TI among employees. This will enable them to save on unnecessary recruitment costs.

Furthermore, contrary to an archaic, purely Taylorist vision focused on tasks, it is the duty of human resources managers to further develop the concept of organisational mentoring. In other words, a professional relationship in which the line manager acts as a mentor to their employee, placing their trust in them while providing unconditional support and guidance, two-way communication coupled with active listening, advice on demand and skills development to help them achieve their goals. This range of actions will result in a sense of security, integration, recognition and unwavering commitment, thereby strengthening employees' sense of belonging.

In terms of managerial implications, in addition to the statistically proven partial mediation of JB in the relationship between JI and TI, the results of this paper suggest that employees with resilient behaviour are better able to cope with and even overcome JI and JB than less resilient employees. Moreover, this study is also among few studies that has discussed employee TI in context of Tunis based hotel sector.

Limitations

Starting from the empirical research that focused on a single sector, namely the hotel industry. This shortcoming may be taken into account at a later date in order to obtain more generalisable results. The second limitation, which we will certainly address in future research, lies in the fact that we did not examine the role of certain demographic variables, such as age and gender, in testing the moderating role of ER. In other words, upcoming studies can analyse the role of age and gender in influencing ER. Additionally, the study examined the results through AMOS and SPSS. It is proposed that future studies may use SMART PLS 4 for the analysis of same data in future.

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Appendix

Research Items

Variables and items
1- Job Insecurity (Karatepe, 2022)
My concern is the rise in my salary.
I worry that I may soon be required to work in a different location or department.
My workload is probably going to become heavier in the future.
I do not feel secure about the potential scope of my job.
I believe the future will see a decline in the interest of my work.
I am concerned that I could have a different boss in the future.
I am not certain who coworkers I will be working with in the near future.
I do not feel secure about my prospects for advancement in my job.
2- Job Burnout (Maslach & Jackson, 1981)
You feel emotionally drained from your work.
You feel exhausted by the end of the workday.
You feel overtired when you wake up in the morning and have to experience another day on the job.
Working with people of diverse nature all day is actually a tension for you.
You feel burned out due to your work.
You feel frustrated by your job.
You feel you are working too hard on your job.
Working directly with people puts too much tension on you.
You feel like you are simply finished.
3- Employee Resilience (Smith et al., 2008)
I tend to bounce back quickly after hard times.
I have a hard time making it through stressful events.
It does not take me long to recover from a stressful event.
It is hard for me to snap back when something bad happens.
I usually come through difficult times with little trouble.
I tend to take a long time to get over set-backs in my life.
4- Turnover Intention (Michaels & Spector, 1982)
I often seriously consider leaving my current job.
I intend to quit my current job.
I have started to look for other jobs.