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Work-family policies and perceived organisational support as drivers of well-being and satisfaction among employees in the tourism industry

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ABSTRACT

This study investigated the effects of accessible work-family policies (WFP) and organisational support on job satisfaction mediated by employee well-being. Furthermore, it examined whether these relationships differed depending on employees' gender and family responsibilities. The study involved 568 participants employed in the Spanish tourism industry, including front-line workers and managerial staff, with a similar proportion of male and female employees, nearly half of whom had family responsibilities. The valid questionnaires were analyzed using the PLS-SEM technique. The results highlighted the importance of organisational support and the accessibility of WFP in determining satisfaction in the workplace. While WFP accessibility had a residual effect, organisational support had a more substantial impact on overall satisfaction. Moreover, emotional and physical well-being (EWB, PWB) were crucial factors that directly influenced job satisfaction and mediated the relationship. The study revealed that family responsibilities and gender significantly shaped the relationships between organisational support, WFP accessibility, EWB, and PWB.

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Employee well-being;
Employee satisfaction;
Balance; Family-friendly policies; Work-family policies

Introduction

Tourism is one of the most widespread industries worldwide and considerably influences the economy, society, and the environment. However, the importance of the tourism industry contrasts with the fact that employees in this sector often experience conflicts when trying to reconcile work and family life, and it is crucial to find a balance between the two (Tepavčević, Blešić, et al., 2021) and to take into account the well-being of workers in this sector. Therefore, managers of tourism companies, such as those in the hotel sector, should consider work-family conflict (WFC) and take measures to reduce it (Zhao, Ghiselli, et al., 2020), given its impact on the subjective well-being of employees in this sector (Yang & Jo, 2022).

The concept of WFC and the implementation of work-family policies (WFP) progressively garnered the interest of researchers (Anand & Vohra, 2021; Arefin et al., 2020; Bettac & Probst, 2023; Vadvilavičius & Stelmokienė, 2020). It was shown that managers' policies favourable to work-family balance and supervisor support negatively affected WFC (Yadav & Sharma, 2023). In this sense, promoting WFP was essential to overcome WFC and increase well-being and job satisfaction

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(Isfianadewi & Noordyani, 2020; Kashyap & Kaur, 2021). The need to analyze the impact of WFP on well-being and job satisfaction was due to the fact that the tourism sector presented obstacles for balancing work responsibilities with family responsibilities, due to the characteristics of work organisation and structural issues. Among these obstacles was a highly variable demand cycle, with irregular work schedules, part-time employment, and unpredictable work shifts (ILO, 2017). Additionally, industries with high levels of informal work, common in tourism, often reduced job security and limited access to social protection, which affected workers' well-being and satisfaction (El Achkar, 2023). For this reason, increasingly more organisations implemented WFP due to the beneficial effects for workers and organisations (Lyonette & Baldauf, 2019). However, the simple implementation of WFP was insufficient to overcome WFC. In addition, employees should have accessed WFP without reprisal or any other negative consequences (Medina-Garrido, Biedma-Ferrer, and Rodríguez-Cornejo, 2021). In this regard, the literature showed some gaps when studying the impact of WFP on job satisfaction. On the one hand, research on the influence of WFP on job satisfaction did not differentiate between the existence of these policies and their actual accessibility for workers (Medina-Garrido, Biedma-Ferrer, and Ramos-Rodríguez, 2021). Moreover, these studies often did not investigate the extent to which these policies received strong support within the organisation (Burke, 2010). On the other hand, there were no studies on how this organisational support and accessibility to WFP impacted satisfaction regarding the mediating role of the well-being that this support and these policies could generate in employees (Yadav & Sharma, 2023).

To address the research gaps identified earlier, this study investigated the influence of accessibility of WFP and organisational support on employee satisfaction, directly and indirectly, by considering the well-being these WFP and support generated. Additionally, the analysis examined whether these relationships were contingent upon employees' family responsibilities and gender. To accomplish this objective, the following section outlined several hypotheses that established connections between organisational support, WFP accessibility, and job satisfaction, with emotional and physical well-being (EWB, PWB) as sequential mediators. A dataset comprising 568 valid questionnaires was gathered from individuals employed in the Spanish tourism sector to test these hypotheses. Subsequently, the data underwent analysis through a structural equation model employing the PLS-SEM approach.

The findings of this study provide practical contributions to the management of tourism companies. In this regard, it is suggested that management adopt a holistic approach that considers how work-family balance and organisational support can improve employee well-being and satisfaction, benefiting both workers and organisations. This knowledge would allow the design of policies, guidelines, and training courses that guide management in making WFP accessible within a supportive organisational culture. This is especially relevant in many positions within the tourism sector, where job demands make such balance difficult and are a potential source of conflict between work and family. Additionally, company management should ensure their employees' emotional well-being and the work-family balance measures implemented should be tailored to each worker's specific needs based on their gender and family responsibilities.

Theoretical framework and hypotheses

Organisational support is the degree to which an organisation values and cares for its employees in various dimensions, including equipment, materials, information, new technologies, financial resources, new ideas, and physical and emotional assistance (Kurtessis et al., 2017). The literature has highlighted that managing the relationships between managers and employees in the tourism industry requires a deep understanding of the specific needs and expectations of employees in this sector, as well as efforts to create an inclusive, equitable, and supportive work environment (Faddila & Senen, 2023). The academic literature has pointed to the importance of organisational support in improving working conditions and employee well-being (Arslaner & Boyle, 2017). Moreover, Claudia (2018) found that organisational support significantly improved job satisfaction in the educational sector. Additionally, Yadav and Sharma (2023) observed that workers perceived

organisational support positively in the services sector, which helped reduce WFC. Iqbal et al. (2022) highlighted that organisational support significantly impacted employees' work-life balance in the educational sector. Supervisors had a crucial role to play in reducing WFC (Yadav & Sharma, 2023), and it was essential that they provided support to their employees at all levels to facilitate access to WFP. However, employees should perceive that access to these policies would not generate social or professional retaliation (Medina-Garrido et al., 2020). Based on these arguments concerning different sectors, and by analogy in the tourism sector, we can define our first hypothesis:

H1. Organizational support is positively related to WFP accessibility.

Costantini et al. (2021) conceptualised WFP as a job resource, and their study findings showed that the availability of policies was either directly or indirectly positively related to work attitudes. Bourdeau et al. (2018) highlighted the importance of managers, especially their interpretation of the WFP used, which might have resulted in positive and negative career consequences for employees. In this regard, and since issues related to WFC have received less attention in the tourism sector, the reviewed literature was inconclusive, demanding the need for further research on WFP in this sector (Kim et al., 2023). Lee and Kramer (2022) proposed a new construct, 'psychological accessibility', since not all employees embraced the benefits of WFP because they experienced a fear of using such policies. Psychological accessibility could moderate the relationship between employees' family needs and the utilisation of WFP (Lee & Kramer, 2022). Therefore, it is not enough that WFP exist in the organisation. Hence these policies must also be accessible without subsequent reprisals for workers who use them (Medina-Garrido et al., 2017, 2020). Increased accessibility to WFP is crucial for enhancing employee job satisfaction (Debnath, 2023; Memili et al., 2023). Based on these findings, our second hypothesis is:

H2. WFP accessibility is positively related to satisfaction.

A range of recent studies identified positive relationships between organisational support perceived by employees and job satisfaction (Crucke et al., 2022; Ganji et al., 2021; Jamal et al., 2021; Mascarenhas et al., 2022; Park et al., 2021). However, research on the mechanisms behind this relationship is limited. According to the Job Demands-Resources Theory (Bakker & Demerouti, 2007), stress and burnout increase when job demands are high and resources are low. Organisational support can be seen as a job resource, and the presence of high resources was related to job satisfaction (Bakker & Demerouti, 2017). According to Social Exchange Theory, employees who perceived heightened organisational support tended to experience increased satisfaction and feel more obligated to contribute to the organisation (Crucke et al., 2022). Recent longitudinal studies found that individuals who experienced higher levels of perceived organisational support tended to have increased job satisfaction in sectors other than the tourism sector (Appelbaum et al., 2019). The cause of this positive direction was that organisational support played an instrumental role in promoting positive emotions and increased employee motivation, which resulted in improved performance and high levels of job satisfaction. Additionally, research evidenced the importance for tourism organisations to continuously monitor employee satisfaction, identify the factors that drive workplace well-being, and take measures to improve employee satisfaction (Bednarska, 2015). In this regard, we propose our third hypothesis:

H3. Organizational support is positively related to satisfaction.

Studies established a positive correlation between WFP and both physical and psychological well-being (Medina-Garrido et al., 2017), while WFC was shown to have detrimental effects on worker satisfaction and well-being in studies conducted on social workers (Kalliath et al., 2017). Furthermore, research conducted on workers in different sectors revealed a positive correlation between the accessibility of WFP and improved mental health outcomes, including reduced levels of anxiety and depression (Grzywacz & Marks, 2000). According to a study conducted with employees in various industries in Sweden, managers were determined to implement WFP to improve the EWB of their workforce, given the influence of employee well-being on performance (Nordenmark & Alm, 2020). However, it is essential to note that simply having WFP in place was not enough, and

these policies should also be easily accessible to workers without fear of reprisal (Biedma-Ferrer & Medina-Garrido, 2014). As can be observed, the aforementioned research was conducted in sectors other than tourism. However, the literature has indicated that employee well-being programs, including WFP, generally suffered from low organisational commitment in the hotel sector. Therefore, the study of the impact of WFP on EWB requires special attention, considering the unique conditions and requirements of the hotel sector (Zhang, 2018). Based on these arguments, we propose our fourth hypothesis:

H4. WFP accessibility is positively related to EWB.

Organisational support has been shown to positively impact employee well-being and organisational outcomes (Medina-Garrido et al., 2023; Roemer & Harris, 2018). Job Demands-Resources Theory suggests that high levels of resources, such as organisational support, are related to psychological well-being and job satisfaction (Bakker & Demerouti, 2017). As noted by Gordon et al. (2019), within the limited research on select-service hotels, existing studies found that when employees felt supported by their managers, they had higher levels of well-being and were less likely to leave their jobs (Gordon et al., 2019). These authors highlighted the importance of hotel organisations paying more attention to improving the subjective well-being of employees beyond the workplace and emphasised the lack of research on the emotional aspect of workers within an organisational context. On the other hand, workers who perceived a reduction in organisational support may feel threatened in their social identities and reacted negatively, leading to lower levels of well-being and less positive attitudes and behaviours (Caesens et al., 2020). In a meta-analysis of 558 studies on Organisational Support Theory, Kurtessis et al. (2017) observed that well-being, employee attitudes toward the organisation and work, and employee performance all experience a positive impact from perceived organisational support. Cross-sectional research within select-service hotels also showed that organisational support positively affected subjective well-being (Gordon et al., 2019). A study by Mihalache and Mihalache (2022) found that perceived organisational support and supervisor accessibility were linked to more positive changes in employee EWB and that this effect was mediated by changes in employees' affective commitment to their organisation. Based on these findings, we present our fifth hypothesis:

H5. Organizational support is positively related to EWB.

EWB is a critical aspect of an individual's overall health and well-being (Leger et al., 2022), and refers to an individual's subjective sense of psychological well-being, including his/her ability to experience positive emotions, such as joy, contentment, and satisfaction, and to cope with negative emotions, such as stress and anxiety (Park et al., 2022). In our study, the examination of mental well-being in the tourism sector is justified by the findings of Levey (2023), who referenced data from the Royal Society of Public Health indicating that one in five workers in the hotel industry experienced serious work-related mental health issues. Persistent stress was recognised to adversely affect physical health, elevating the susceptibility to chronic conditions like diabetes, heart disease, and obesity (Ng & Chin, 2021). Moreover, EWB could affect physical health through the impact of stress on the immune system (Acosta-González & Marcenaro-Gutiérrez, 2021). Studies have shown that individuals who experienced high levels of stress in the workplace were more likely to report poor physical health and had higher rates of absenteeism due to illness (Brunner et al., 2019). Conversely, research has shown that individuals with high EWB tended to engage in healthy behaviours, such as regular exercise and a healthy diet (Quezada, 2022), resulting in improved PWB and reduced absenteeism (Medina-Garrido et al., 2020). Substantial evidence indicates that emotional issues could significantly impact one's health (European Agency for Safety and Health at Work, 2016). According to Gip et al. (2023) and Baker and Kim (2020), we consider it necessary to further study the psychological well-being of employees in the tourism sector because employees frequently interact with customers, and their emotional well-being especially affects organisational performance. Based on the above, we propose our sixth hypothesis:

H6. EWB is positively related to PWB.

PWB refers to an individual's overall physical health and fitness (McKee-Ryan et al., 2005). Job satisfaction is determined by individuals' perceptions regarding their work in relation to their personal values (Locke, 1976). One of the key ways in which PWB affects job satisfaction is through the link between physical health and job satisfaction. Individuals in good physical health have higher job satisfaction since they feel more capable of performing their job tasks (Nahar et al., 2015). Individuals in good physical health tend to have more energy and stamina, and to experience less fatigue and less physical discomfort, which enables them to perform better in their job tasks and leads to greater job satisfaction (Wattles & Harris, 2003). Thus, employee well-being impacts individual and organisational performance and enhances job satisfaction (Hayat & Afshari, 2022; Kosec et al., 2022). In the tourism sector, it has become evident that, due to multiple factors detrimental to employee well-being, more studies are needed on the impact of employee well-being on job satisfaction (Hayat & Afshari, 2022; Kosec et al., 2022). Considering the above arguments, we propose our seventh hypothesis:

H7. PWB is positively related to job satisfaction.

Considering the aforementioned arguments and the proposed hypotheses regarding the relationship between organisational support, the accessibility of WFP, emotional and physical well-being, and job satisfaction, the mediating role of both WFP accessibility and emotional and physical well-being can be deduced. Thus, the following mediation hypothesis can be established:

H8. WFP accessibility, EWB, and PWB sequentially mediate the relationship between organizational support and job satisfaction.

Many studies showed that work-life balance was more complex for women than for men since women often struggled to balance multiple roles both at work and at home (Poggesi et al., 2019), and they still held the main responsibility for their families and children (Boeckmann et al., 2015). Since earlier studies of the impact of gender showed mixed results, more studies of gender as a moderating variable were requested (Medina-Garrido, Biedma-Ferrer, & Ramos-Rodríguez, 2021; Yadav & Sharma, 2023). Clark et al. (2017) found differences among men and women regarding supervisor support in their study. The results showed that women benefited from supportive work-family supervisors, with reduced intention to quit, while men experienced increased job satisfaction. Additional research has identified that men and women encountered inter-role conflict disparately, a distinction attributed to their varying commitments regarding work and family (Adams & Golsch, 2021) and their distinct perceptions of WFC (Schulz & Reimann, 2022). In any case, despite the importance of the tourism sector, the impact of gender on the relationship between WFC and employee well-being in this sector has been little studied (García-Cabrera et al., 2018). Considering the above arguments, we propose the following hypothesis:

H9. The gender of the worker moderates the model's relationships.

A recent literature review consistently indicated an association between having younger children and higher levels of family-work conflict (Reimann et al., 2022). Caring for family members can often be a source of stress. The study by DePasquale et al. (2017), undertaken among information technology professionals, showed that child caregivers reported more perceived stress and partner strain than non-caregivers. Furthermore, elder caregivers reported greater perceived stress and psychological distress. Women who were both child caregivers and elder caregivers reported more family-to-work conflict and less partner support than their male counterparts (DePasquale et al., 2017). In their study, Stewart et al. (2022) found that caring for a child with a disability is associated with higher levels of WFC, family-work conflict, and stress. Those authors emphasised the importance of building family-supportive organisational cultures to reduce WFC and stress, thereby supporting caregivers' well-being. Undoubtedly, work-family balance challenges are greater when family members need care, particularly in the tourism sector. The literature calls for more research

on this sector (Martins & Silva, 2023). Finally, Nordenmark’s work (2021) revealed that women with children at home had lower mental well-being than those without, especially in places with limited family policies, with no such gender difference for men. It is important for employers and policy-makers to consider these factors to support caregivers’ well-being and reduce WFC. Considering the above arguments, we propose the following hypothesis:

H10. Worker family responsibilities moderate the model’s relationships.

Figure 1 illustrates the seven hypotheses proposed in this study, along with the moderating roles of family responsibilities and gender in these hypotheses.

Methodology

Survey procedure and sampling method

The study was conducted across Spain and included any industry within the tourism sector. The study encompassed 568 valid surveys, with 45.1% from females, 54.9% from males, and 73.8% reporting family responsibilities among the respondents. The survey was designed and administered online using Google Forms. Participants were contacted through representatives of associations to which the employees belonged. To avoid work-related issues, participants were invited to forward the email to their personal email addresses and complete the survey outside of work hours and premises. Ethical considerations were also addressed by obtaining informed consent from all participants and ensuring the confidentiality of their responses. The estimated time to complete the survey was 15 minutes.

To explore the potential moderating impact of the variables gender and family responsibilities, we partitioned the sample into four distinct subsamples. To study this effect, we created a categorical variable based on permutation analysis, which is the most reliable and recommended test for this

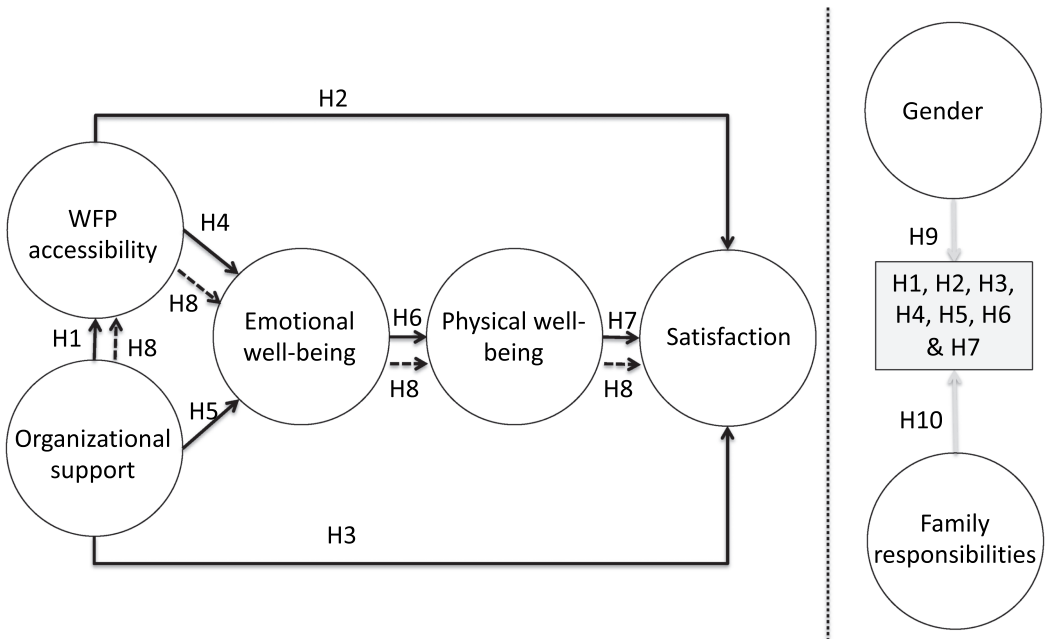


Figure 1. Theoretical model.

Note: H8, a mediation hypothesis with indirect effects, is represented with a dashed line to differentiate it from direct effects. For simplification and visual clarity, the moderation hypotheses are represented separately. These affect all relationships in the model.

analysis (Chin, 2003). The subsamples we generated were: (1) men without family responsibilities, (2) men with family responsibilities, (3) women without family responsibilities, and (4) women with family responsibilities. With a statistical power of 0.8 and a standard alpha level of 0.05, our sample size of 568 enables us to detect even very small effect sizes, which are typically more challenging to discern, as Cohen's (1988) guidelines. The sample size associated with each group is 94, 218, 55, and 201 observations, respectively.

Measures

Due to correlations among indicators within each variable, we employed composites in Mode A and utilised correlation weights (Henseler, 2017). The indicators for all variables were multiple and based on the assessment of statements with a Likert scale of 7, except for the moderating variables of gender and family responsibilities. We measured the WFP Accessibility with 15 items from the scales of Anderson et al. (2002) and Families and Work Institute (2012b, 2012a). Sample items include: 'The application procedures are simple' and 'I have the flexible working hours I need at work to manage my personal and family responsibilities'. We measured the Organisational Support variable with a 7-item scale from the Families and Work Institute measurement scale (2012b). Sample items include: 'My supervisor or manager is fair and doesn't show favoritism in responding to employees' personal or family needs' and 'I have support from coworkers that helps me to manage my work and personal or family lives'. The EWB variable was composed of 15 items, based on the scales of Warr (1990) and Kossek et al. (2001). Sample items include: 'In relation to the well-being or discomfort you feel at work, during the last few weeks, how many times has your work made you feel?: Calm' and '(...) Depressed'. PWB, composed of 9 items based on the Kossek et al. (2001) scale, considered somatic reactions felt in the previous weeks by individuals caused by their work concerns. Sample items include: 'In relation to the well-being or discomfort you feel at work, during the last few weeks, how many times has your work made you feel?: Annoying trembling of my hands' and '(...) Problems with sleeping at night'. The Satisfaction variable was measured with 14 indicators taken from various scales validated by the previous literature (Anderson et al., 2002; Caplan et al., 1975; Carlson et al., 2000; Judge et al., 2003). Sample items include: 'The work I do on my job is meaningful to me' and 'All in all, I am satisfied with my job'. As for the moderating variables, we used two categorical variables referring to gender and family responsibilities. The existence of family responsibilities is considered if individuals without partners or with working partners have children under the age of 18 or have disabled or elderly dependents in their care. Appendix I contains, at the end of this paper, all the measurement scale items for the variables of the model.

Method

We applied structural equation modeling using PLS-SEM methodology to test the proposed hypotheses. We ensured consistent estimates and followed the methodological recommendations of Hair et al. (2014) since the variables were modeled as composites. Before the analysis, we assessed this study's potential impact of common method bias. Following Koc's (2015) recommendations, we conducted the full collinearity test based on variance inflation factors (VIFs) to investigate this potential issue. The test establishes that a VIF value exceeding 3.3 would suggest the presence of common method bias in the model. In our study, the highest VIF value observed is 1.814, indicating the absence of this bias in the model.

Results

Evaluation of the global model

In our study, we conducted two assessments of the global model: one considering all the indicators before analyzing the measurement model and another after eliminating the indicators that did not

meet the reliability and validity requirements. To analyze the global model, we used approximate fit measures (Henseler, Hubona, et al., 2016), such as the standardised root mean square residual (*SRMR*), whose threshold was set at 0.08 in the study by Hu and Bentler (1998) or, in a more flexible option proposed by Ringle et al. (2015), below 0.1. The results indicated values of 0.085 before the removal of indicators and 0.082 following the removal of these indicators. These findings suggest that the model exhibits improved fit after removing problematic indicators. In short, the model has an acceptable fit using the more flexible Ringle et al.

Other model adjustment measures that support the obtained result include the normalised fit index (*NFI*), with a value of 0.906 in the model, which indicates an acceptable fit since it is above 0.9. Additionally, the root mean square residual covariance matrix of the external model (*RMS theta*) has a value of 0.107 in our study, which is below the threshold of 0.12, indicating a good fit.

Assessment of the measurement model

We evaluated the individual reliability of each item by examining the factor loadings relative to their respective constructs. We considered the threshold recommended by Carmines and Zeller (1979), indicating that indicators with factor loadings exceeding 0.707 are considered valid. However, it's noteworthy that some scholars argue that indicators with factor loadings within the range of 0.4–0.707 need not be removed unless they pose issues to the measurement model. In this study, three indicators corresponding to the 'Accessibility' variable with very low loads (below 0.4) were eliminated. Additionally, two indicators from the 'Accessibility' variable, one from the 'Organizational Support' variable, and four from the 'Satisfaction' variable were removed to adhere to convergent validity requirements, thus enhancing the average variance extracted (*AVE*). The final Appendix of this paper shows the measurement scale items that were removed. Secondly, we examined construct reliability to determine the similarity in scores of items measuring a construct. The composite reliability measure proposed by Werts et al. (1974) and Dijkstra and Henseler (2015) was used, with values above 0.8 considered suitable for advanced stages of research according to Nunnally and Bernstein (1994). Following that, we conducted a test for convergent validity to confirm that the indicators collectively represent a unified underlying construct. We utilised the *AVE* measure, setting a minimum acceptable value at 0.5, which is in line with the recommendation of Fornell and Larcker (1981). Finally, we assessed discriminant validity, gauging the extent to which a specific construct differs from others, using the heterotrait-monotrait ratio of correlations (*HTMT*) as recommended by Henseler, Ringle, et al. (2016). Alternatively, the criterion of Fornell and Larcker (1981) can also be used via the matrix of correlations between variables. Once the aforementioned indicators have been eliminated, the model meets the requirements of construct reliability, convergent validity, and discriminant validity. Table 1 includes a summary of the results of the measurement model evaluation.

Structural model

After confirming our model's reliability and validity, we investigated the seven hypotheses embedded within the model by employing the bootstrapping resampling method, which involved

Table 1. Assessment of the measurement model.

	Threshold	Values in the Study
Individual Reliability	Loadings > 0.707 (valid); 0.4–0.707 (conditionally valid)	Loadings < 0.4 removed
Construct Reliability	Composite reliability > 0.8	All constructs > 0.8
Convergent Validity	$AVE \geq 0.5$	<i>AVE</i> improved by removing low loading indicators
Discriminant Validity	$HTMT < 0.85$ (Henseler, Ringle, et al., 2016); Fornell-Larcker criterion	$HTMT < 0.85$; Fornell-Larcker criterion met

Table 2. Structural model. Direct effects.

	Direct effect	<i>p</i> -value	<i>t</i> - value	CI	Supported	Variance explained	<i>f</i> ²
Satisfaction ($R^2 = 0.368$)							
H2: Accessibility	0.108	0.011	2.534	(0.106;0.287)	Yes	3.64%	0.015
H3: Organisational Support	0.356	0.000	8.459	(0.274;0.438)	Yes	17.41%	0.164
H7: Physical well-being	0.340	0.000	9.411	(0.270;0.412)	Yes	15.81%	0.164
Emotional well-being ($R^2 = 0.213$)							
H4: Accessibility	0.247	0.000	5.692	(0.162;0.334)	Yes	9.04%	0.066
H5: Organisational Support	0.305	0.000	7.147	(0.221;0.388)	Yes	12.23%	0.100
Physical well-being ($R^2 = 0.452$)							
H6: Emotional well-being	0.672	0.000	32.390	(0.632;0.713)	Yes	45.16%	0.824
Accessibility ($R^2 = 0.150$)							
H1: Organisational Support	0.388	0.000	9.112	(0.306;0.475)	Yes	15.05%	0.177

Note: Bootstrapping process based on $n = 5,000$ samples. Hypotheses using a two-tailed *Student's t* distribution (95% CI).

5,000 samples. Using this methodology, we evaluated the magnitude, direction, and statistical significance of the relationships between variables. Moreover, we measured the model's predictive capacity by examining the coefficient of determination (R^2) for endogenous variables (Chin, 1998). Later, we decomposed the explained variance to understand the importance of each antecedent variable in the dependent variable. Finally, we used rules of Cohen (1988) to assess the size of the effects. The results of the analysis are reflected in Table 2.

The R^2 values obtained in this model indicate that the predictive power for the dependent variables of Accessibility and EWB is relatively low, while it is moderate for the variables of PWB and Satisfaction. All seven of our hypotheses are supported, although they exhibit varying degrees of effects. Specifically, H2 is confirmed with a residual effect, H4 and H5 with small effects, H1, H3, and H7 with moderate effects, and H6 with a large effect, which aligns with Cohen's (1988) guidelines. Furthermore, when examining potential mediating effects within the model to validate H8, we discovered that WFP Accessibility, EWB, and PWB mediate all conceivable relationships within the theoretical model (Table 3).

Moderating role of gender and family responsibilities

Ultimately, a multigroup analysis was conducted to explore the moderating effect of the variable associated with individuals' family responsibilities and gender to validate hypotheses H9 and H10. The sample was divided into four subsamples: (1) men without family responsibilities, (2) men with family responsibilities, (3) women without family responsibilities, and (4) women with family responsibilities. Analysis of the models for these groups revealed certain distinctions. To assess their significance, we employed a multigroup analysis based on permutations (Chin, 2003).

Table 3. Structural model. Indirect effects (Mediation).

	Indirect effect	<i>p</i> -value	<i>t</i> -value	CI	Supported
Support → Emotional well-being → Physical well-being	0.205	0.000	6.891	(0.147;0.263)	Yes
Support → Accessibility → Emotional well-being	0.096	0.000	5.053	(0.062;0.137)	Yes
Accessibility → Emotional well-being → Physical well-being → Satisfaction	0.057	0.000	4.670	(0.035;0.083)	Yes
Emotional well-being → Physical well-being → Satisfaction	0.228	0.000	7.924	(0.175;0.288)	Yes
Support → Emotional well-being → Physical well-being → Satisfaction	0.070	0.000	5.360	(0.046;0.097)	Yes
H8: Support → Accessibility → Emotional well-being → Physical well-being → Satisfaction	0.022	0.000	4.297	(0.013;0.033)	Yes
Accessibility → Emotional well-being → Physical well-being	0.166	0.000	5.518	(0.107;0.227)	Yes
Support → Accessibility → Emotional well-being → Physical well-being	0.064	0.000	4.914	(0.042;0.093)	Yes
Support → Accessibility → Satisfaction	0.042	0.013	2.480	(0.010;0.078)	Yes

Note: Bootstrapping process based on $n = 5,000$ samples. Hypotheses using a two-tailed *Student's t* distribution (95% CI).

In the initial step, we examined measure invariance to confirm that differences between groups could be attributed to path coefficients rather than parameters of the measurement model. The preliminary analysis indicated total or partial invariance in all cases, except for the variable Accessibility in the comparison between Men without responsibilities and Women without responsibilities, for the variable PWB in the comparisons between Men with responsibilities and Women without responsibilities, and between Women without responsibilities and Women with family responsibilities. Following the permutation analysis (Chin, 2003), significant differences were identified in the following comparisons: (1) between men with and without family responsibilities regarding the relationship between EWB and PWB, with a greater impact on the relationship when they had family responsibilities; (2) between men and women without family responsibilities in the relationships between Organisational Support and EWB, as well as between EWB and PWB, with a greater impact of the female gender on both relationships; (3) between men with responsibilities and women without family responsibilities in the relationships between Accessibility and EWB, with a greater impact of men, and between Organisational Support and EWB, for which women have a greater impact; and (4) between men and women with family responsibilities concerning the relationship between Accessibility and EWB, with a stronger moderating effect in the case of men.

Discussion

The main objective of this work is to address some gaps in the literature on work-family balance and its impact on workers. In this regard, we have focused on the impact of organisational support for workers and their actual accessibility to their organisation's WFP on job satisfaction (Yadav & Sharma, 2023), examining the mediating role of well-being in these relationships (Medina-Garrido, Biedma-Ferrer, & Ramos-Rodríguez, 2021). Additionally, this work also analyzes how gender and family responsibilities moderate these relationships, responding to the demand for more detailed studies that include the impact of these variables in the area of work-family balance (Yadav & Sharma, 2023). Moreover, it is relevant to highlight that this analysis is carried out in the tourism industry in Spain, a sector known for its high stress levels and work-family conflict (Tepavčević, Vukosav, et al., 2021; Zhao, Ghiselli, et al., 2020). Previous studies do not show conclusive results and call for more research on WFP in this sector (Kim et al., 2023). The tourism industry requires a deep understanding of the needs and expectations of employees, as well as efforts to create an equitable and supportive work environment (Faddila & Senen, 2023). Additionally, research has evidenced the importance of tourism organisations continuously monitoring their staff's satisfaction and taking measures to improve it (Bednarska, 2015).

As a result of the study's objective, the tested theoretical model offers a holistic view of the impact of WFP and organisational support on employee satisfaction. In line with the proposed model, the findings of this study indicate that merely implementing WFP is not sufficient; the accessibility of these policies and the support provided play crucial roles in generating well-being and, both directly and indirectly, in employee job satisfaction. Organisational support emerges as a central factor that directly influences job satisfaction but also has a significant indirect effect by enhancing the accessibility of WFP and, in turn, employees' emotional well-being. This interaction highlights the synergy between work-family balance policies and a supportive culture. Furthermore, the moderating influence of gender and family responsibilities reveals significant disparities in how organisational support and access to WFP affect the mentioned well-being, suggesting the need for personalised approaches and further studies on these differences. The results of this study are described in greater detail below.

From our results, it is clear that accessibility to WFP has a positive impact on satisfaction, although its effect is residual. However, organisational support is even more important than WFP accessibility in increasing employee satisfaction. Organisational support improves employee job satisfaction, both directly and indirectly, by mediating the accessibility of WFP and the well-being that this support and WFP generate. These results are consistent with previous studies confirming the importance of organisational support for employee satisfaction (Crucke et al., 2022; Ganji et al., 2021;

Mascarenhas et al., 2022; Zeng et al., 2020) and the mediating effect of well-being between accessibility to WFP and key organisational variables (Medina-Garrido et al., 2017, 2020). According to the previous literature, organisational support increases job satisfaction because workers positively value this support, and it has a synergistic effect with WFP in reducing employees' WFC (Iqbal et al., 2022; Maszura & Novliadi, 2020; Yadav & Sharma, 2023). However, our results contrast with those of Zhao, Wang, et al. (2020), whose results showed that organisational support reduces tourism employees' WFC and improves their life satisfaction, but not their job satisfaction. In this regard, our work enriches the scarce literature on this subject in the tourism sector.

Furthermore, this study contributes to previous work highlighting the importance of organisational support on employee well-being (Kurtessis et al., 2017; Roemer & Harris, 2018). However, to our knowledge, no previous research has analyzed the positive impact, investigated in the present study, of accessibility to WFP on workers' EWB, either directly or through its role as a mediator in the relationship between organisational support and EWB.

On the other hand, consistent with the literature, our findings provide evidence that EWB and PWB are positively and strongly connected (Acosta-González & Marcenaro-Gutiérrez, 2021; Brunner et al., 2019) and essential for job satisfaction (Semlali & Hassi, 2016). In this regard, managers in the tourism sector should be aware of the importance of caring for employees and take appropriate measures to take care of their mental health and PWB (Xiong et al., 2023).

Concerning the moderating influence of gender and family responsibilities, notable disparities were observed in how organisational support and access to WFP affected EWB and the connection between EWB and PWB. More specifically, there are significant differences between men with and without family responsibilities in the EWB and PWB relationship. When comparing men and women without family responsibilities, significant differences were observed in the relationship between organisational support and EWB and between EWB and PWB. For men with responsibilities and women without family responsibilities, there are significant differences in the relationship between WFP accessibility and EWB and between organisational support and EWB. Finally, there are significant differences between men and women with family responsibilities in the relationship between WFP accessibility and EWB. These results are consistent with previous studies analyzing the variable family responsibilities, in which the importance of job well-being is evident, as caring for family members can often be a source of stress (DePasquale et al., 2017; Stewart et al., 2022). However, the previous literature on the moderating role of gender shows contradictory results and calls for further studies (Medina-Garrido, Biedma-Ferrer, & Ramos-Rodríguez, 2021; Yadav & Sharma, 2023). In this sense, the findings of our work on the gender variable provide additional evidence to the literature on its moderating role.

Theoretical implications for the literature

Regarding the implications of this study for the literature, we have addressed some gaps in the literature on the impact of WFP accessibility and organisational support on job satisfaction. This approach is particularly important, given that some studies confuse the mere existence of WFP, often imposed by government regulation, with the worker's actual possibility of enjoying such measures without retaliation (Medina-Garrido et al., 2017, 2020). However, in this paper, we also analyzed the critical role of organisational support as an independent factor that enhances job satisfaction and as a facilitator that increases accessibility to WFP (Yadav & Sharma, 2023). There is little study on this relationship in the literature, despite previous studies indicating that supervisors play a crucial role in reducing WFC (Yadav & Sharma, 2023). Moreover, while the previous literature has studied the impact of WFP and organisational support on job satisfaction separately (Medina-Garrido et al., 2017, 2020), our study further demonstrates the synergistic impact of these two variables on job satisfaction in the same model.

The reasons behind these findings can be diverse. The unique nature of work in the tourism industry, with irregular hours and high job demands, can amplify both the impact of WFP and the importance of

organisational support. This specific context could explain why organisational support has a stronger effect on job satisfaction than studies in other sectors (Tepavčević, Vukosav, et al., 2021; Zhao, Ghiselli, et al., 2020). It is also important to consider employees' perceptions of the accessibility to WFP and organisational support, which can vary significantly depending on corporate cultures. In organisations where employees perceive that using WFP does not have negative repercussions, these policies are more likely to positively impact their well-being and satisfaction (Medina-Garrido et al., 2020).

On the other hand, it is demonstrated that well-being is a desired outcome and a critical mediator that connects organisational policies with job satisfaction (Kurtessis et al., 2017; Roemer & Harris, 2018). Our findings confirm the strong connection between EWB and PWB. While this connection is present in the previous literature (Acosta-González & Marcenaro-Gutiérrez, 2021; Brunner et al., 2019), our work analyzes this relationship within the specific domain of work-life balance in the tourism sector. Additionally, the analysis of gender differences and family responsibilities as moderators of these relationships offers new perspectives on how these factors can influence work-family conflict and balance, responding to the demand for more detailed studies on these differences (Medina-Garrido, Biedma-Ferrer, & Ramos-Rodríguez, 2021; Yadav & Sharma, 2023). This implies the need to develop personalised approaches to implement work-life balance and support policies.

Practical implications

The findings of this study have important practical implications. As noted, the accessibility of WFP has a positive effect on job satisfaction. Organisations in the tourism industry, as well as in other sectors, can benefit by recognising that it is not only crucial to have work-family policies but also to ensure that employees feel comfortable using them without fear of repercussions (Medina-Garrido et al., 2020). For this reason, organisations should regularly evaluate the accessibility of their WFP. Anonymous surveys and focus groups can be useful in identifying perceived barriers by employees and adjusting policies according to the workforce's specific needs. This proactive approach can help ensure that policies not only exist on paper but are also effectively utilised by employees freely (Medina-Garrido, Biedma-Ferrer, & Ramos-Rodríguez, 2021).

However, the effect of WFP on satisfaction is residual compared to that of organisational support. This suggests that while WFP are important, their effectiveness largely depends on the organisational support context in which they are implemented (Medina-Garrido et al., 2023). Organisational support emerges as a critical factor for job satisfaction, directly and through its influence on the accessibility of WFP and employee well-being. This finding underscores the need for organisations to promote a culture that actively values and supports employees among their managers and leaders (Yadav & Sharma, 2023). In any case, work-family balance needs can vary among employees, so it would be beneficial for organisations to offer options that best suit the personal and family circumstances of their employees. Undoubtedly, this flexibility can increase the perception of organisational support and improve job satisfaction (Bourdeau et al., 2018).

Moreover, this study confirms that emotional and physical well-being are key mediators in the relationship between organisational support, the accessibility of WFP, and job satisfaction. This implies that initiatives that generally enhance employee well-being can also have amplified positive effects on job satisfaction (Kurtessis et al., 2017; Roemer & Harris, 2018). Therefore, human resources management should focus on support and work-family policies and on developing an environment that promotes overall employee well-being (Gordon et al., 2019). A practical recommendation is that managers should be aware of the strong impact of EWB on PWB, striving to create and develop an organisational culture of emotional support for workers. In this regard, it is essential that managers receive training in empathetic leadership skills and well-being management, equipping them to offer emotional support and enhance the accessibility of WFP, fostering a more family-friendly work environment (Dalgaard et al., 2023). Additionally, initiatives such as stress management workshops, physical activities at the workplace, and employee assistance programs can contribute to a more satisfying work environment (Grzywacz & Marks, 2000).

Finally, the observed differences in how gender and family responsibilities moderate these relationships highlight the need for personalised approaches in policy implementation. Organisations should consider these differences to design inclusive and suitable policies for all employees (DePasquale et al., 2017; Stewart et al., 2022).

Limitation

One limitation of this study is that in analyzing the moderating variables of gender and family responsibilities, we cannot state that a model relationship is higher or lower for one group or the other. We can only state that there are significant differences in the model relationships and that these relationships work differently for the compared groups. Another limitation is the contextual factors. Since this study is performed in Spain, cultural norms, laws, and regulations might influence the results. In addition, the sample analyzed belongs to the tourism sector, and although this adds value to the literature on this sector, it also means that the results could differ from those of other sectors.

Future research

However, the limitations mentioned above can be ideas for future studies. Considering that the sample was drawn from the Spanish tourism sector, it would be valuable to duplicate this research in alternative sectors and nations characterised by diverse cultures, labour regulations, and levels of economic advancement. This approach aims to enhance the applicability and broader relevance of the findings. It could also be interesting to repeat the study over several years for a longitudinal analysis. Finally, the differences in the level of well-being between men and women, with or without family responsibilities, maybe a topic for further development.

Conclusion

Despite its significant impact on the economy, society, and the environment, the tourism industry faces considerable challenges regarding worker well-being and job satisfaction due to the specific characteristics of jobs in this sector (Montañés-Del-Río & Medina-Garrido, 2020). This study addresses these challenges by investigating how organisational support and the accessibility of work-family balance policies (WFP) influence employee job satisfaction, considering that this influence is also mediated by emotional and physical well-being. The results indicate that while the accessibility of WFP has a positive impact on job satisfaction, its effect is residual compared to organisational support, which emerges as a key factor both directly and indirectly in improving employee well-being. Furthermore, significant differences are observed in the impact of these variables according to gender and family responsibilities, suggesting the need for personalised approaches in policy implementation. The results of this study are highly relevant for organisations and leaders in the tourism industry, as they provide empirical evidence on the importance of promoting job satisfaction through a culture of organisational support and the design of accessible, inclusive, and adaptive policies that consider the well-being and diverse needs of workers.

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Appendix I. Measurement scale items

Accessibility

- (1) The application procedures are simple. **(Removed)**
- (2) There is an unwritten rule in my job that an employee cannot attend to family or personal needs during work hours.
- (3) At my workplace, employees who put their family or personal needs ahead of their jobs are not well regarded.
- (4) If you have a problem combining your work responsibilities with family and personal ones, the attitude in my work is: It was your decision, now accept the consequences.
- (5) When I am offered more hours than stipulated in the employment contract, I can refuse to work them without negative consequences at work. **(Removed)**
- (6) In my workplace, employees have to choose between advancing their careers or devoting their attention to their personal or family lives.
- (7) In my workplace, employees who apply for permits or licenses for family or personal reasons, or who agree to different schedules for personal or family needs, are less likely to advance in their jobs or careers.
- (8) I have the flexible working hours I need at work to manage my personal and family responsibilities. **(Removed)**
- (9) (If I were to apply to use WFP ...) My work responsibilities do not allow it. **(Removed)**
- (10) (If I were to apply to use WFP ...) There would be negative consequences regarding advancing my professional career.
- (11) (If I were to apply to use WFP ...) There would be negative consequences regarding my current or future income.
- (12) (If I were to apply to use WFP ...) My superior would not support it.
- (13) (If I were to apply to use WFP ...) My colleagues would not support it.
- (14) (If I were to apply to use WFP ...) It would mean that others would have to do more work. **(Removed)**
- (15) (If I were to apply to use WFP ...) They would make me appear to be less committed to my job or career.

Support

- (1) My supervisor or manager is fair and doesn't show favoritism in responding to employees' personal or family needs.
- (2) Supervisors or managers are encouraged to assess employees' performance by what employees accomplish, and not just by 'face-time' – that is, the number of hours they spend at the workplace.
- (3) Management makes an effort to structure work requirements so that they don't have a negative impact on employees' personal and family lives.
- (4) My supervisor or manager really cares about the effects that work demands have on my personal and family life.
- (5) My supervisor or manager is responsive to my needs when I have family or personal business to take care of – for example, medical appointments, meeting with child's teacher, etc.
- (6) The organisation makes a real and ongoing effort to inform employees of available assistance for managing work and family responsibilities.
- (7) I have support from coworkers that helps me to manage my work and personal or family lives. **(Removed)**

Emotional well-being

In relation to the well-being or discomfort you feel at work, during the last few weeks, how many times has your work made you feel?:

- (1) Tense
- (2) Uneasy
- (3) Preoccupied
- (4) Calm
- (5) Content
- (6) Relaxed
- (7) Depressed
- (8) Sad
- (9) Unhappy
- (10) Cheerful
- (11) Enthusiastic
- (12) Optimistic
- (13) Angry
- (14) Annoyed
- (15) Irritated

Physical well-being

In relation to the well-being or discomfort you feel at work, during the last few weeks, how many times has your work made you feel?:

- (1) Annoying trembling of my hands
- (2) Shortness of breath when not working physically or hard
- (3) Pounding heart
- (4) Faster-than-normal pounding of my heart
- (5) Sweat on my hands, feeling wet and sticky
- (6) Momentary dizziness
- (7) Stomach ache or upset
- (8) Loss of appetite
- (9) Problems with sleeping at night

Satisfaction

- (1) The work I do on my job is meaningful to me. **(Removed)**
 - (2) At the company or organisation where I work, I am treated with respect.
 - (3) I feel I am really a part of the group of people I work with.
 - (4) I look forward to being with the people I work with each day.
 - (5) Most days I am enthusiastic about my job.
 - (6) I consider my job rather unpleasant (reverse coded). **(Removed)**
 - (7) All in all, I am satisfied with my job
 - (8) With what I know now, if I had to decide again, I would go back to the same type of job I have now.
 - (9) If I were free to take a different type of job, I would. (reverse coded) **(Removed)**
 - (10) If a friend were interested in working in a job like mine, I would strongly recommend it.
 - (11) I am dissatisfied with the pace of my work. (reverse coded)
 - (12) I am unhappy about my current work load. (reverse coded)
 - (13) My work is interesting to do.
 - (14) I feel bored with the work I have to do. (reverse coded) **(Removed)**
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