Effect of Organizational Politics on Job Insecurity in Hotels and Travel Agencies: The Moderating Role of Authentic Leadership

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Keywords

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Abstract

The study explored how employees' perception of organizational politics influences job insecurity and the role of authentic leadership in moderating this relationship. The study model was established and tested using 474 responses from five-star hotels (26 hotels) and travel agencies (65 travel agency) in Egypt's Greater Cairo area using the PLS-SEM approach. Results revealed that employees' perception of organizational politics positively influences job insecurity; authentic leadership negatively influences the perception of organizational politics and job insecurity and negatively moderates the relationship between organizational politics and job insecurity. The study offers comprehensive theoretical and practical insights into organizational politics in the Egyptian hospitality and tourism sector. It also emphasizes the role of authentic leadership in fostering workplace social exchange and enhancing employees' sense of job security. Hospitality and tourism organizations can create a culture of trust and security, effectively mitigating the negative effects of perception of organizational politics on employee well-being and job security. This ultimately leads to a more engaged, productive, and thriving workforce, contributing to both individual and organizational success.

1. Introduction

The hospitality and tourism organizations operate within a context of profound change. Recent years have witnessed economic downturns, disruptive technological innovations, the unprecedented COVID-19 pandemic, and intensified global competition (Ivanov et al., 2022; Jafari et al., 2023). While these forces have driven substantial organizational restructurings, they have also generated significant challenges for employees, such as organizational politics (Khairy, 2019; Lawong et al., 2021; Khairy et al., 2023; Al-Romeedy & Khairy, 2024) and job insecurity (Ghani et al., 2022; Abouelenien et al., 2024). Organizational politics describes situations where employees engage in self-serving behaviors that prioritize personal gain over the organization's interests or the well-being of colleagues (Rosen et al., 2014). This often involves manipulating unwritten rules and influencing power dynamics rather than following established policies and ethical conduct (Yang, 2017). When employees sense this political climate, their work environment becomes unpredictable and stressful (Parvaiz et al., 2015). The usual standards of fairness and transparency get replaced by manipulation and hidden agendas (Hassard & Morris, 2020). This constant pressure negatively affects both employee well-being and organizational effectiveness. Research shows that high levels of organizational politics are linked to negative outcomes for employees, including lower job satisfaction, reduced organizational commitment (Awan et al., 2014), less involvement in their work, less helpfulness towards colleagues, reduced organizational citizenship behaviors (Atta & Khan, 2016), increased absenteeism, and higher intentions to quit their jobs (Arefin et al., 2020; Jabeen et al., 2021).

On the other hand, unlike actual job loss, job insecurity embodies a subjective experience characterized by an individual's anticipation of potential employment termination (Keim et al., 2014). This perceived vulnerability reflects anxieties regarding external threats impacting their job status (De Beer et al., 2016). Scholars differentiate between two critical facets of this phenomenon: quantitative job insecurity, which refers to the fear of complete job loss, mirroring the broader anxiety of unemployment (Wang et al., 2015); and qualitative job insecurity, which encompasses concerns about the quality of one's work experience, including potential detriments such as deteriorating work conditions, diminished career opportunities, stagnant wages, and a perceived disconnect between employee and organization values (Callea et al., 2019). Notably, the research underscores the importance of recognizing this qualitative aspect to gain a holistic understanding of job insecurity (Sverke et al., 2019; Urbanaviciute et al., 2021).

Depending on the leadership style, leaders can positively or negatively influence employee attitudes and behaviors (Khuwaja et al., 2020). Authentic leadership, for example, often fosters employees' performance, self-efficacy, and working engagement (Sani et al., 2023). While organizational politics thrives on self-interest and manipulation for personal gain (Arefin et al., 2020), Authentic leadership presents a starkly different path. Characterized by genuineness, integrity, and transparency, this approach fosters positive outcomes for both leaders and followers (Munyon et al., 2021). Authentic leadership thrives on self-awareness, transparency, and a commitment to both personal values and follower development (Khuwaja et al., 2020). Through genuine behavior, ethical conduct, and open communication, these leaders inspire positive responses from their followers. Their transparency, trustworthiness, and dedication to truthfulness foster a deep sense of trust and commitment within the organization (Gardner et al., 2021). This ethical foundation translates into tangible benefits for both individuals and the organization. Leaders

exhibiting authenticity cultivate enhanced organizational commitment and performance from their followers (Gardner et al., 2021; Sani et al., 2023).

Studies examined the impact of organizational politics on several organizational behaviors, such as job involvement (e.g., Awan et al., 2014), organizational citizenship behavior and job attitudes (e.g., Atta, M., & Khan, 2016; De Clercq, D., & Belausteguigoitia, 2017), work-family conflict (e.g., Arefin et al., 2020), intentions to quit (Jabeen et al., 2021), perceptions of organizational justice (e.g., Aggarwal et al., 2022), job performance (e.g., Muiruri, 2023; Al-Romeedy & Khairy, 2024), and work engagement (e.g., Fahmy et al., 2024). Despite the recognized issue of job insecurity within hospitality and tourism organizations (Abouelenien et al., 2024), surprisingly, no prior research has explored its potential connection to political behaviors. This presents a compelling research gap, as organizational political behaviors may contribute to or exacerbate feelings of job insecurity in this dynamic and often precarious work environment. So, the current study aimed to investigate the impact of employees' perceptions of organizational politics on job insecurity while considering authentic leadership as a potential moderating factor. Investigating this relationship could unlock valuable insights into employee well-being, organizational dynamics, and ultimately, industry success.

2. Theoretical Background and Literature Review

Organizational Politics and Job Insecurity

In the contemporary workplace, characterized by flux and uncertainty, job insecurity has emerged as a prominent concern for employees. Defined as the perceived threat to the stability and continuity of one's current employment (De Witte et al., 2015), it captures the anxieties individuals harbor regarding the future of their roles within their organizations (Shoss, 2017). Recognized as a prominent and common workplace stressor, job insecurity can significantly impact the attitudes, behaviors, and well-being of employees (Shoss, 2017; Lee et al., 2018). Previous research often portrayed employees experiencing job insecurity as passive victims, focusing primarily on the detrimental consequences for both individuals and organizations. These consequences included poorer health outcomes, decreased organizational commitment and job satisfaction, and increased workplace deviance, turnover, and absenteeism (Huang et al., 2017; Karatepe et al., 2020; Jung et al., 2021). Under significant pressure (e.g., job insecurity), individuals naturally gravitate towards actions perceived to offer higher rewards (Trougakos et al., 2015; Gabriel et al., 2018). This brings us to the concept of organizational politics, defined as informal activities undertaken to influence the thinking, perceptions, or behavior of other organizational members for personal gain (Perrewé et al., 2012). In contexts characterized by uncertainty and ambiguity, such behaviors gain considerable appeal as potential coping mechanisms (Sun & Chen, 2017). Unlike organizational citizenship behaviors that prioritize the collective good, workplace political acts are inherently self-serving, aiming to secure immediate and direct benefits for the individual (Zhang et al., 2022).

The conservation of resources theory proposed by Hobfoll (2001) sheds light on the link between organizational politics and job insecurity. According to conservation of resources theory, individuals prioritize protecting existing resources over acquiring new ones, making them more motivated to avoid perceived threats like job loss (Halbesleben et al., 2014). Workplaces characterized by strong organizational politics often exhibit counterproductive behaviors, self-serving biases, and a lack of fairness (Aggarwal et al., 2022). This creates a toxic environment that undermines employee trust and fuels anxieties about job security (Zhang et al., 2022).

Furthermore, fierce competition for status, career advancement, and power can exacerbate political behavior (Amponsah-Tawiah & Annor, 2017). This fosters a cutthroat environment where unethical practices like the sabotage of others may be perceived as necessary for success, further perpetuating a climate of fear and job insecurity (Malik & Malhi, 2020; Fahmy et al., 2024). Within the conservation of resources theory framework, job security is considered a valuable resource for employees. In politicized workplaces, employees are more susceptible to resource-loss situations, such as unfair performance evaluations or potential layoffs (Cho & Yang, 2018; Al-Romeedy & Khairy, 2024). This heightened threat (perception of organizational politics) directly contributes to increased feelings of job insecurity (Zhang et al., 2022). Hence, the current study hypothesizes that:

H1: Perception of organizational politics increases job insecurity.

Authentic Leadership and Organizational Politics

Organizational politics, characterized by the pursuit of individual interests through influence tactics and power struggles, represents a complex and pervasive element within the workplace (Ferris et al., 2019). This phenomenon transcends overt maneuvering, encompassing both direct and indirect actions aimed at securing personal gain or avoiding negative consequences (Hassard & Morris, 2020). Previous research showed that organizational politics acts as a potent force for negativity within workplaces. Its detrimental effects on individual well-being, organizational performance, and social cohesion necessitate the development and implementation of effective strategies to mitigate its influence and foster a more positive and productive workplace environment (Arefin et al., 2020; Jabeen et al., 2021; Muiruri, 2023).

While organizational politics often casts a shadow over workplace environments, research suggests that authentic leadership may serve as a powerful antidote to its negative effects (Kim & Park, 2020; Khairy et al., 2023). Characterized by genuine behavior, transparent communication, and strong ethical values, authentic leaders foster trust and a sense of psychological safety (Wirawan et al., 2020). This allows authentic leaders to effectively intervene in the dynamics of organizational politics, disrupting its potentially harmful influence and creating a more conducive work environment (Munyon et al., 2021). It's important to emphasize that authentic leadership goes beyond mere self-expression. It embodies a commitment to self-awareness, transparency, and value-driven decision-making (Bishop, 2013). Authentic leaders do not shy away from revealing their strengths and weaknesses, fostering a sense of relatability with employees (Edú-Valsania et al., 2016). This openness facilitates honest communication and builds trust with followers, encouraging collaboration and engagement (Gardner et al., 2021). Through transparent communication and consistent adherence to ethical principles, authentic leaders create a work environment where individuals feel respected, valued, and empowered to excel (Kuranchie & Junior, 2021). This fosters a sense of community, shared purpose, and ethical decision-making, which can effectively counteract the divisive and self-serving nature of organizational politics (Rodriguez et al., 2024). Therefore, the following hypothesis was formulated:

H2: Authentic leadership decreases the perception of organizational politics.

Authentic Leadership and Job Insecurity

Emerging from the fields of positive psychology and organizational behavior, authentic leadership has gained traction as a promising leadership style (Abbas et al., 2022). This approach embodies four key aspects: self-awareness, internalized moral perspective, balanced processing of information, and relational transparency (Puni & Hilton, 2020). Recognized for its positive impact on employee well-being and

performance (Cao et al., 2020), authentic leadership presents a potential avenue for addressing the growing concern of employee job insecurity (Wang et al., 2021). Job insecurity, defined as the subjective perception of potential unemployment, has garnered significant attention from organizations due to its detrimental effects on employee morale and productivity (Loi et al., 2012). While research suggests that positive leadership can mitigate job insecurity (Olaniyan & Hystad, 2016), a gap exists in our understanding of how authentic leadership specifically influences this perception and the underlying mechanisms driving this influence (Wang et al., 2021).

Authentic leadership, characterized by self-awareness, genuine communication, and moral grounding, has garnered significant attention as a potential undoing of employee job insecurity. By fostering an inclusive and transparent team environment, authentic leaders cultivate a sense of belonging and organizational trust among employees, ultimately reducing anxieties about employment stability (Malekzadeh, 2019). Drawing upon the conservation of resources theory, which posits that individuals prioritize resource acquisition and protection, we can understand how authentic leadership mitigates job insecurity (Hobfoll, 2001). Firstly, authentic leaders exhibit relational transparency, building strong bonds with employees and fostering trust, which enhances employees' perceived status within the team, leading to access to valuable conditional resources (Agote et al., 2016). Secondly, authentic leadership often involves balanced processing and empowering employees through appropriate decentralization. This increases employees' work autonomy and self-efficacy, enabling them to cultivate critical psychological resources (Laschinger et al., 2015). These enhanced resources allow employees to more effectively navigate workplace challenges and manage uncertainties, further reducing job insecurity (Olaniyan & Hystad, 2016). Therefore, authentic leadership, through the creation of a trusting and empowering environment, plays a crucial role in addressing employee job insecurity concerns (Bannay & Hadi, 2021; Wang et al., 2021). Consequently, the next hypothesis was proposed:

H3: *Authentic leadership decreases job insecurity.*

The Moderating Role of Authentic Leadership

Organizational cultures characterized by strong political behaviors are often plagued by negative consequences, including counterproductive work behaviors, self-serving biases, and an absence of justice (Aggarwal et al., 2022). This pervasive negativity creates a toxic environment that erodes employee trust and fuels anxieties about job security (Zhang et al., 2022). Employees' competition for status, advancement, and power can exacerbate political behavior within organizations, this fosters a cutthroat environment where unethical practices like sabotage become normalized, leading to a climate of fear and job insecurity (Malik & Malhi, 2020; Fahmy et al., 2024). Previous research explored the potential of authentic leadership to counteract the detrimental effects of perceived organizational politics (Arefin et al., 2020). The findings suggest that leaders who embody authenticity can effectively intervene in political environments, fostering a work climate conducive to feeling job security (Kim & Park, 2020).

Authentic leaders, through transparent communication and behavior, disrupt the negativity often associated with organizational politics. By refocusing employees on shared goals and organizational purpose, they create a more stable and secure work environment (Cho & Yang, 2018). Authentic leadership can influence how employees perceive and respond to political situations (Bannay & Hadi, 2021). Leaders who cultivate trust and openness encourage employees to engage in discretionary behaviors (organizational citizenship behaviors) that benefit the organization and

contribute to their sense of security (Kuranchie & Junior, 2021). Even in highly political contexts, authentic leaders can foster a culture of openness among employees, reducing the fear and insecurity associated with political behaviors (De Clercq, D., & Belausteguigoitia, 2017; Lee et al., 2020). This fosters a sense of security and motivates employees to contribute beyond their minimum requirements (Zeb et al., 2020). Evidence suggests that authentic leadership acts as a buffer, weakening the positive relationship between perceived political interference and feelings of job insecurity (Wang et al., 2021). Hence, the current study proposes that leaders who embody trust, ethical decision-making, and effective communication create a positive work environment that decreases the positive correlation between organizational politics and job insecurity and makes employees feel secure and contribute meaningfully. This leads to the following hypothesis:

> *H4: Authentic leadership moderates the relationship between the perception of organizational politics and job insecurity; it dampens the perception of organizational politics → job insecurity relationship.*

The conceptual framework of the study is illustrated in Figure 1 below.
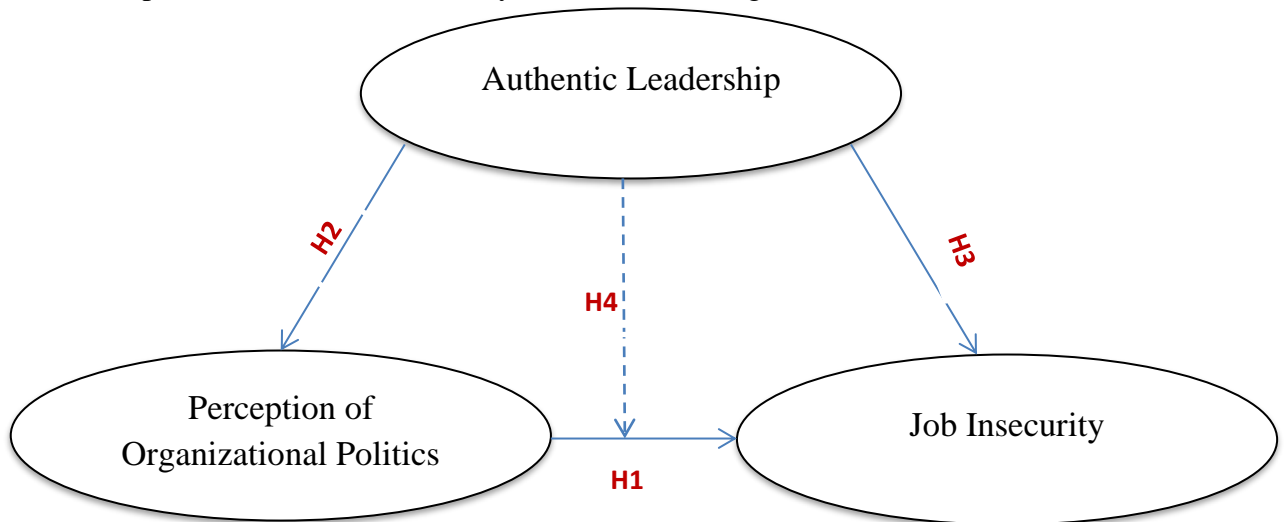
(Fig. 1) Conceptual framework of the study

3. Methodology
3.1. Measures and Instrument Development

This study utilized a survey to examine organizational politics, job insecurity, and authentic leadership, as well as employee demographics, including gender, age, education, tenure, and work organization. The survey was initially conducted in English and then translated into Arabic using a back translation method, and all responses were assessed using a 5-point Likert scale.

The study utilized Kacmar and Ferris's (1991) 12-item scale to evaluate a perception of organizational politics. For example, "In this organization, policy changes help only a few" and "In this organization, there is an influential group no one crosses". In addition, the study assessed job insecurity using an 8-item scale adapted from Karatepe (2022). For instance, "I do not feel secure about my prospects for advancement in my job" and "I believe the future will see a decline in the interest of my work". Moreover, authentic leadership was assessed using an 8-item scale derived from Phuong and Takahashi (2021). For example, "My leader demonstrates beliefs that are consistent with actions" and "My leader listens carefully to different points of view before coming to conclusions".

3.2. Sampling and Data Collection

The research model was assessed through data from staff members at Egypt's category (A) travel agencies and five-star hotels, which consistently strive for high-quality service. Organizations with high workloads and demands often experience frequent disagreements and unethical behaviors among employees, including politics. The Egyptian Ministry of Tourism and Antiquities reports that there are 30 five-star hotels and 1666 category-A travel agencies in the Greater Cairo region. The study relied on convenience sampling technique. The human resources managers of the properties under investigation were contacted to obtain permission to distribute the surveys within their respective establishments. The research sample consisted of employees from 65 travel agencies and 26 hotels. Out of the 900 questionnaires distributed, only 474 were considered valid, indicating a response rate of 52.7%.

3.3. Data analysis

The study utilized the PLS-SEM approach with WarpPLS software version 7.0 to validate the research hypotheses and investigate the study's measurement and structural model.

4. Results

4.1. Participants' profile

Table (1) shows that 474 employees participated in the study, with men making up the majority (n=352, 74.26%). 76.79% of the participants were bachelor's degree holders, 43.25% were in the 18–<30 age range, and 41.77% had worked for three to six years. Specifically, 41.77% of participating staff members were employed by travel agencies, while 58.23% worked in five-star hotels.

Table (1) Employee's profile (N=474).

		Frequency	Percent
Gender	Male	352	74.26
	Female	122	25.74
Age	18:< 30 years	205	43.25
	30 : ≤45 years	187	39.45
	≥45 years	82	17.30
Education	High schools/institute	64	13.50
	Bachelor	364	76.79
	Master/PhD	46	9.70
Tenure	6 months :< 3 years	182	38.40
	3 to ≤6 years	198	41.77
	≥6 years	94	19.83
Work enterprise	Hotels	276	58.23
	Travel agency	198	41.77

4.2. Reliability and validity

The study's factor loading was confirmed through confirmatory factor analysis (see Table. 2), with item loadings ranging from 0.553 to 0.881, indicating appropriate loading levels (Hair et al., 2010). Scale validity was confirmed by composite reliability and Cronbach's alpha values (>0.7). Scales are deemed valid by their AVE>0.5 (Hair et al., 2020). VIF values of 3.3 or less for each latent variable indicate no common method bias (Kock, 2015).

Table (2) Item loading, Cronbach alpha, CR, AVE, and VIF.

	Item Loading	CR	CA	AVE	VIF
Perception Organizational Politics (POP)	-				
POP.1.	0.657**				
POP.2.	0.715**				
POP.3.	0.716**				
POP.4.	0.832**				
POP.5	0.848**	0.943	0.933	0.581	1.393
POP.6	0.827**				
POP.7	0.770**				
POP.8	0.666**				
POP.9	0.846**				
POP.10	0.819**				
POP.11	0.750**				
POP.12	0.658**				
Authentic Leadership (AL)	-				
AL. 1.	0.725**				
AL.2.	0.790**				
AL.3.	0.740**				
AL.4.	0.804**	0.907	0.881	0.551	1.063
AL.5.	0.553**				
AL.6.	0.785**				
AL.7.	0.776**				
AL.8.	0.736**				
Job Insecurity (JI)					
JI.1.	0.813**				
JI.2.	0.881**				
JI.3.	0.843**				
JI.4.	0.713**	0.934	0.919	0.642	1.430
JI.5.	0.792**				
JI.6.	0.847**				
JI.7.	0.719**				
JI.8.	0.786**				
"CR: Composite reliability; CA: Cronbach's alpha; AVE: average variance extracted, VIF: variance inflation factor"					
** P value for item loading					

Statistical tests assess discriminant validity by evaluating a correlation between two constructs less than unity, a widely used approach (Cheung et al., 2023). Therefore, data in Table (3) confirm discriminant validity in the current study.

Table (3) Discriminant validity

	POP	AL	JI
Perception Organizational Politics (POP)	0.762	-0.183	0.508
Authentic Leadership (AL)	-0.183	0.742	-0.083
Job Insecurity (JI)	0.508	-0.083	0.801

4.3. Model fit metrics

Table (4) indicates that the study satisfied Kock's (2021) model fit and quality index criteria.

Table (4) Model fit results

	Assessment	Criterion
Average path coefficient (APC)	0.229, P<0.001	P<0.05
Average R-squared (ARS)	0.198, P<0.001	P<0.05
Average adjusted R-squared (AARS)	0.195, P<0.001	P<0.05
Average block VIF (AVIF)	1.207	acceptable if = 5, ideally =3.3
Average full collinearity VIF (AFVIF)	1.244	acceptable if = 5, ideally = 3.3
Tenenhaus GoF (GoF)	0.370	small = 0.1, medium = 0.25, large = 0.36
Sympson's paradox ratio (SPR)	1.000	acceptable if = 0.7, ideally = 1
R-squared contribution ratio (RSCR)	1.000	acceptable if = 0.9, ideally = 1
Statistical suppression ratio (SSR)	1.000	acceptable if = 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)	0.750	acceptable if =0.7

4.4. Testing hypotheses results

When the Multi-Group Analysis (MGA) was originally performed, the results showed no apparent variances in path coefficients between employees of travel agencies and five-star hotels due to workplace variations.

According to Figure 2, the study found that perception of organizational politics positively impacts job insecurity ($\beta=0.52$, P<0.01), with increased organizational politics leading to higher job insecurity, therefore supporting H1. In addition, authentic leadership negatively affects perception of organizational politics ($\beta=-0.20$, P<0.01) and job insecurity ($\beta=-0.09$, P=0.03), and negatively moderates the relationship between perception of organizational politics and job insecurity ($\beta=-0.12$, P<0.01). This means that when authentic leadership increases perception of organizational politics and job insecurity tend to be low, and then dampens the relationship between perception of organizational politics and job insecurity. Thus, H2, H3, and H4 are supported. Figure 2 also reveals that authentic leadership and perception of organizational politics interpreted 36% of the variance in job insecurity ($R2=0.36$).
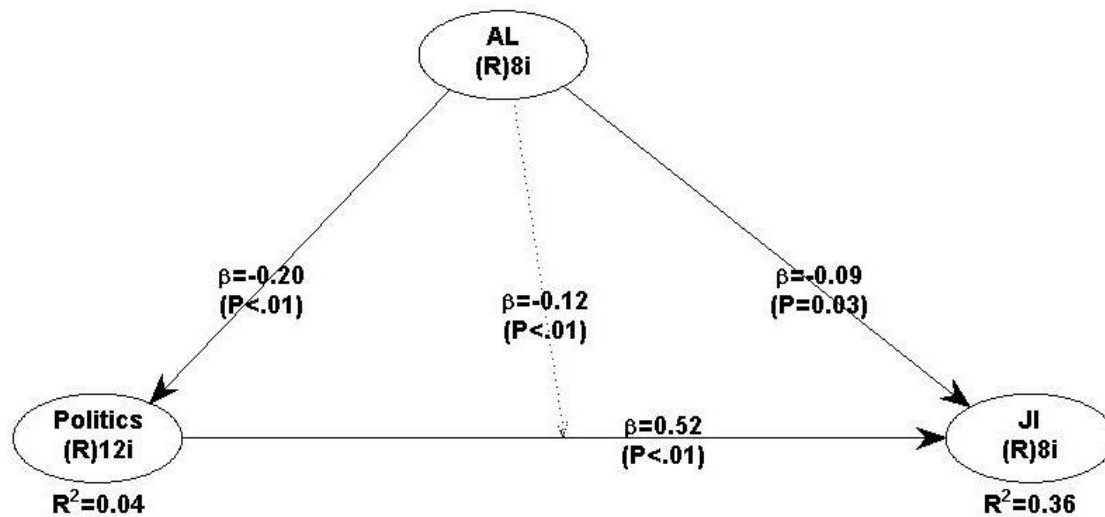
(Fig. 2) final model of the study

5. Discussion

The study investigates the impact of employees' perception of organizational politics on job insecurity and the role of authentic leadership in moderating this relationship. The study model was established and empirically tested, revealing that employees' perception of organizational politics positively influences job insecurity (H1-supported), authentic leadership negatively influences the perception of organizational politics (H2-supported) and job insecurity (H3-supported) and negatively moderates the relationship between organizational politics and job insecurity (H4-supported). The findings align with and are interpreted in line with previous research. Politics misuses personal power, causing negative workplace outcomes. Intense environments can lead to self-serving behaviors, exhaust employees' energy, and increase anxiety and frustration (Khan et al., 2021). Organizational politics, particularly in the eyes of workers, can negatively impact the level of justice, equity, and fairness within an organization (Ullah & Ahmad, 2018). This perception of justice and fairness can lead to poor job performance. Organizational politics is not unseen but varies across individuals and can include activities like nepotism and exploitation. Awareness of organizational politics is crucial for a functioning atmosphere and can create variance due to the struggle for authority. In addition, increased perception of politics in organizations can decrease employees' perception of justice, equity, and morality (Khuwaja et al., 2020). A high political context can lead to increased stress and resource threats for employees, as they perceive unfair means of gaining resources and favors (Khattak & O'Connor, 2021). Political situations often involve uncertainty and ambiguity, leading to high workloads and a potential lack of appropriate defense measures for individuals (Arefin et al., 2020). Moreover, employees focus on halting work conditions that drain their resources, as they perceive the need to conserve their current energy assets. Employees may feel disappointment in dysfunctional politics, believing their organization endorses the self-serving behaviors. Highly politicized decision-making threatens their professional success, leading to a precarious situation (De Clercq & Pereira, 2022).

Leaders are responsible for creating a fair, healthy, and supportive environment for subordinates and organizations, reducing the perception of organizational politics (Khuwaja et al., 2020), and increasing the sense of job security. Authentic leaders possess positive psychological abilities like confidence, hope,

optimism, and flexibility. They use moral logic and a moral compass to support their decisions, fostering a moral organizational culture. They demonstrate self-awareness, moral perspective, balanced information processing, and transparency in relationships (Bannay et al., 2020). They appreciate others, understand their strengths and weaknesses make decisions based on stakeholder opinions, and maintain open communication.

6. Theoretical and practical implications

The hospitality and tourism industry, with its dynamic environment and emphasis on interpersonal interactions, can be susceptible to perception of organizational politics. This study investigated the moderating effect of authentic leadership on the relationship between perception of organizational politics and job insecurity, offering valuable insights into the conservation of resources theory.

The study enriches the conservation of resources theory by identifying critical resources unique to the hospitality industry, such as genuineness, adaptability, accountability, strong interpersonal skills, and compassion. This refined understanding allows for more targeted interventions and leadership development within the sector. It also highlighted how perception of organizational politics significantly threatens job security, a crucial resource for employees. This perceived threat triggers stress, where employees engage in political behaviors, further jeopardizing job security for colleagues and exacerbating resource depletion. This study's central contribution lies in identifying authentic leadership as a potent moderator in the relationship between perception of organizational politics and job insecurity. Leaders characterized by transparency, accountability, and compassion foster a sense of trust, loyalty, and commitment, significantly mitigating the adverse effects of perception of organizational politics on job security. By fostering trust and security, authentic leadership empowers employees to navigate the complexities of the hospitality industry with greater confidence. The results emphasize the significance of interventions directed at resource restoration, aligning with the conservation of resources theory's focus on resource gain. By promoting open communication, ethical practices, and addressing inequities, authentic leadership disrupts the resource loss cycle and facilitates collective resource recovery within the organization. This study sheds light on how perception of organizational politics undermines job security in hospitality but emphasizes that authentic leadership can act as a powerful shield. By comprehending industry-specific resources and implementing practices that nurture trust and open communication, organizations can disrupt the resource loss spiral and create a more secure and thriving environment for all employees.

Building upon the findings of the study, this analysis outlines key strategies for practitioners and managers to cultivate a healthy and secure workplace environment within the hospitality and tourism industry. By prioritizing transparent communication, equitable practices, and authentic leadership, organizations can effectively mitigate the detrimental effects of perceived organizational politics on employee well-being and job security. Firstly, managers must cultivate a work environment characterized by fairness, transparency, and open communication; implement robust frameworks to discourage negative political behaviors; and promote respectful and ethical interactions by actively involving employees in decision-making processes to reduce perceptions of unfairness and power imbalances and

encourage ownership and autonomy to foster a more positive and secure workplace. Secondly, hospitality and tourism managers must create accessible and safe communication channels where employees can express concerns, share ideas, and provide feedback without fear of reprisal. Transparent communication regarding organizational developments, challenges, and decisions helps alleviate uncertainty and minimize the negative effects of perception of organizational politics. Thirdly, managers must implement measures to ensure the fairness and consistent application of policies, procedures, and decision-making across the organization. This combats favoritism and fosters a sense of equity, trust, and job security. Fourthly, advocate for ethical and authentic leadership across all levels of the organization. Leaders who demonstrate accountability, compassion, and genuineness inspire trust, loyalty, and commitment among employees. Fifthly, hospitality and tourism organizations have to invest in their employee resources. Managers must recognize and enhance employee resources by providing necessary training, tools, and support to optimize work-life balance, career development, and skill acquisition, leading to an increase in their job security. Finally, by implementing these recommendations, hospitality and tourism organizations can create a culture of trust and security, effectively mitigating the negative effects of perception of organizational politics on employee well-being and job security. This ultimately leads to a more engaged, productive, and thriving workforce, contributing to both individual and organizational success.

7. Limitations and further research

While this study offers valuable insights on organizational politics, job insecurity, and authentic leadership, its scope allows for further exploration: Firstly, the study investigated the effect of employees' perception of organizational politics on job insecurity in hotels and travel agencies, while considering authentic leadership as a moderating factor. Further research should explore the influence of perception of organizational politics beyond job insecurity, encompassing organizational facets like dynamic capabilities, innovation, and ambidexterity could unlock novel insights. Future studies could also delve deeper into specific behaviors fueling perception of organizational politics, examining their intricate effects on both individual and organizational well-being.

Secondly, while this study offers valuable insights into the hospitality industry, its focus on five-star hotels and category-A travel agencies in Egypt limits its direct applicability to broader contexts. To enhance the generalizability of the findings and deepen our understanding of the relationships between perception of organizational politics, job insecurity, and authentic leadership, future research should replicate the study in diverse settings such as different hotel star ratings, other hospitality sectors (restaurants, airlines), and wider geographical areas (Middle East, Africa) to enhance its generalizability and practical implications. Thirdly, the current study investigated the moderating role of authentic leadership in the perception of organizational politics - job insecurity relationship. Therefore, further research may investigate the mediating/moderating role of other factors like workplace friendship, self-efficacy, situational leadership, distributive injustice, visionary leadership, etc.

Finally, by exploring these critical areas, future research can unveil a more comprehensive picture of the interplay between perception of organizational politics, job insecurity, and authentic leadership within diverse organizational contexts. This deeper understanding will equip hospitality and tourism organizations with the tools they need to foster ethical work environments, enhance employee well-being, and ultimately achieve sustainable success.

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تأثير السياسة التنظيمية على انعدام الأمن الوظيفي في الفنادق ووكالات السفر: الدور المعدل للقيادة الأصيلة

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الكلمات الدالة

السياسة التنظيمية
انعدام الأمن الوظيفي
القيادة الأصيلة

المستخلص

استكشفت الدراسة كيف يؤثر تصور الموظفين للسياسة التنظيمية على انعدام الأمن الوظيفي ودور القيادة الأصيلة في تعديل هذه العلاقة. تم إنشاء نموذج الدراسة واختباره باستخدام 474 استجابة من فنادق الخمس نجوم (26 فندق) ووكالات السفر (65 وكالة سفر) في منطقة القاهرة الكبرى في مصر باستخدام نهج PLS-SEM. أظهرت النتائج أن تصور الموظفين للسياسة التنظيمية يؤثر بشكل إيجابي على انعدام الأمن الوظيفي. تؤثر القيادة الحقيقية سلبًا على تصور السياسة التنظيمية وانعدام الأمن الوظيفي، وتخفف العلاقة بين السياسة التنظيمية وانعدام الأمن الوظيفي. تقدم الدراسة رؤى نظرية وعملية شاملة حول السياسة التنظيمية في قطاع الضيافة والسياحة المصري. كما تؤكد على دور القيادة الأصيلة في تعزيز التبادل الاجتماعي في مكان العمل وتعزيز شعور الموظفين بالأمان الوظيفي. يمكن للمؤسسات السياحية والفندقية أن تخلق ثقافة الثقة والأمن، مما يخفف بشكل فعال من الآثار السلبية للسياسة التنظيمية على رفاهية الموظف والأمن الوظيفي. يؤدي هذا في النهاية إلى قوة عاملة أكثر مشاركة وإنتاجية وازدهارًا، مما يساهم في النجاح الفردي والمؤسسي.