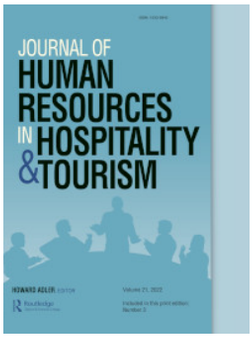

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ARTICLE

The impact of mentoring on work-family balance and job satisfaction in hotel industry in Greece: The mediating role of working environment and flexibility

Maria Tsagkanou[a], Panagiotis Polychroniou[b] and Tryfon Vasilagkos[c]

[a]Department of Business Administration, University of Patras, Patras, Greece; [b]Human Resource Management and Conflict Management, University of Patras, Patras, Greece; [c]Blue Star Ferries & Super Fast, Patras, Greece

ABSTRACT
This study investigate the relationship between work-family balance (WFB), job satisfaction and mentoring in the Greek hotel organizations. In particular, it investigates how mentoring contribute to career and family life outcomes with an additional emphasis on the role of the working environment (work demands, time & schedule flexibility). The findings indicate that both job satisfaction and career mentoring are positively related to WFB, while socioemotional mentoring is negatively related. Furthermore, work demands and flexibility are negatively associated both with WFB and job satisfaction. This study could turn the attention of hotel organizations to provide more mentoring and formal flexible arrangements.

KEYWORDS
Work-family balance; job satisfaction; mentoring receipt; work demands; flexibility

Introduction

The hotel industry is considered one of the most difficult for balancing work and family domain. This is because of the increasing global competitive environment and the demanding working conditions (long and unusual working hours, workload, direct contact with customers, etc.). Hotel staff often sacrifices family responsibilities and personal lives to ensure the efficiency and quality of services (Karatepe & Uludag, 2008; Mulvaney, O'neill, Cleveland, & Crouter, 2007). In addition, a significant factor in enhancing the competitive advantage of hotel organizations is customer satisfaction. This also includes the quality of services to a large extent. Therefore, meeting customer expectations is a key component of employee job satisfaction (Karatepe & Sokmen, 2006; Yang, 2010). In this environment, individuals experience conflicts between their work and family roles; that is, work interferes with their family duties and vice versa (García-Cabrera, Lucia-Casademunt, Cuéllar-Molina, & Padilla-Angulo, 2018).

CONTACT Maria Tsagkanou, PhD msagkanou@upatras.gr Department of Business Administration, University of Patras, Patras, Greece.
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Many studies give emphasis on workplace issues that are likely to impact on employee attitudes in order to develop strategies to improve both individual and organizational performance (Zopiatis, Constanti, & Theocharous, 2014). A part of researchers from different scientific fields examine the conflict of a person's two domains of work and family life as a causal link influenced by several intrinsic and extrinsic factors (French, Dumani, Allen, & Shockley, 2018). Moreover, another part of researchers focus on the differences arising from the impact of work flexibility on job satisfaction and the conflict between work and family life (Erden Bayazit & Bayazit, 2019; Jang, Park, & Zippay, 2011; Russell, O'Connell, & McGinnity, 2009; Scandura & Lankau, 1997). Other studies are performed between different socioeconomic environments (Anttila, Oinas, Tammelin, & Nätti, 2015; Bosch, Rubery, & Lehndorff, 2007; Chung & Tijdens, 2013; Haar, Russo, Suñe, & Ollier-Malaterre, 2014).

A crucial question arises from the hotel context is if the existing "family-friendly" related practices adequate for employees to deal with their daily family responsibilities (Wong & Ko, 2009). The literature suggests that mentoring providing positively affect the commitment and satisfaction of employees (Allen, Eby, Poteet, Lentz, & Lima, 2004; Bozionelos, Bozionelos, Kostopoulos, & Polychroniou, 2011; Bozionelos, Bozionelos, Polychroniou, & Kostopoulos, 2014; Janssen, Vuuren, & Jong, 2016; Ragins & Cotton, 1999; Xu & Payne, 2014). In a similar vein, researchers highlight the positive impact of having a mentor on reducing work-family conflict, increasing job satisfaction and emotional commitment of employees, emphasizing the role of mentoring in career development, turn over intentions, increasing wages, etc. (de Janasz, Behson, Jonsen, & Lankau, 2013; Harris, Winskowski, & Engdahl, 2007; Ragins, Cotton, & Miller, 2000).

Against this backdrop, this study aims to fill a significant research gap because of the lack of mentoring research in the hotel sector. None model link work-family balance, job satisfaction and mentoring. A key contribution of our study concerns the research of the role of mentoring in hotel managers' work-family balance. The main cause is the need for mentoring programs as a strategy for their professional development and mental health (Rutherford, 1984; Rutherford & Wiegenstein, 1985). The purpose of this study is to explore the relationships between work-family balance, job satisfaction and mentoring in hotel industry emerging the need of supportive policies to the balance of two life domains. Specifically, the main objectives of this study are to:

1. Investigate the relationships between work-family balance, job satisfaction and mentoring among hotel managers.
2. Determine which function of mentoring received (career/socioemotional) affects positively hotel managers' work family balance.

3. Examine the moderating role of working environment (work demands, time & schedule flexibility) in work-family balance and job satisfaction.

Literature review

Work-family balance (WFB)

Extensive literature indicates that WFB affects positively not only the organizational performance as the job satisfaction and organizational commitment but also the individual well-being (Allen, Herst, Bruck, & Sutton, 2000; Keyes, 2002).

In relative literature there are many definitions and theoretical approaches of WFB. The previous research categorizes these definitions based on two main elements: a) the role enrichment in work/non-work life and b) the minimal conflict (role conflict) between work and non-work roles (Sirgy & Lee, 2018). A definition that is accepted in general refers to employees' perceptions that the domain of personal time and family care and the domain of work reconciled with minimal role conflict and that individuals are equally satisfied with their roles (Allen et al., 2000; Clark, 2000). Other authors define WLB as a high degree of role enrichment with a low degree of role conflict in work and non-work life domains (Frone, 2003; Greenhaus & Powell, 2006). The positively concept of work-family balance is defined as *enrichment* (Carlson, Kacmar, Wayne, & Grzywacz, 2006; Greenhaus & Powell, 2006), *facilitation* (Frone, 2003; Voydanoff, 2004), *enhancement* (Grzywacz & Marks, 2000), *spillover* (Geurts et al., 2005; Hanson, Hammer, & Colton, 2006).

On the other hand, Greenhaus and Beutell (1985) define WFC as the negative interaction between work and family where the individuals take on too many responsibilities at work and at home. They distinguish three aspects of WFC: *time based conflict, strain based conflict and behavior based conflict*. *Time based conflict* is clear when time devoted to one role makes it difficult to participate in another role or when time pressures do not allow expectations to be met by another role. *Strain based conflict* occurs when pressure symptoms from one role (burnout, depression, headache) interfere with another role. *Behavior based conflict* is caused when the specific behaviors required in a role (e.g., emotional sensitivity, mode of expression) are incompatible with expectations of behavior in another role (Greenhaus & Beutell, 1985).WFC is a bidirectional tool with two spheres of influence; work interfering with family- *WIF* and family interfering with work – *FIW* (Frone, Russell, & Cooper, 1992). WIF and FIW are in action when employees transfer their work-related problems to their family or family-related pressure to their work, with a negative effect on both domains (Netemeyer, Boles, & McMurrian, 1996).

The existing longitudinal studies come in accordance with the vast majority of outcomes of WLB for the employees and organizations (Adams, King, & King, 1996; Frone et al., 1992; Greenhaus & Beutell, 1985; Netemeyer et al., 1996), as job satisfaction, family satisfaction (Carlson, Grzywacz, & Zivnuska, 2009; Stock, Bauer, & Bieling, 2014) organizational performance, affective commitment, absenteeism, turnover intentions, physical health, satisfaction of personal time, quality of life and career achieve (Allen et al., 2000; Aryee, Srinivas, & Tan, 2005; Carlson et al., 2009; Greenhaus & Powell, 2006). WFC, on the other hand, has negative effects on work, family and organizations (Amstad, Meier, Fasel, Elfering, & Semmer, 2011; Fiksenbaum, 2014), as job dissatisfaction, negative organization commitment, job burnout (Netemeyer et al., 1996; Peeters, Montgomery, Bakker, & Schaufeli, 2005), life dissatisfaction (Greenhaus & Powell, 2006), bad physical and mental health (Allen & Armstrong, 2006; Frone, Russell, & Cooper, 1997), organizational citizenship behavior (Netemeyer, Maxham, & Pullig, 2005), marital and family dissatisfaction (Cardenas, Major, & Bernas, 2004; Voydanoff, 2004).

Job satisfaction

Job satisfaction is defined as the enjoyable emotional state ensuing from appraisal of one's job and job experience (Locke, 1976). According to the Locke and Latham (1990) model, job satisfaction is strongly associated with success in the workplace. Their approach begins from the assumption that high-level goals and expectations for success at work lead to successful performance of tasks. Other researchers define job satisfaction as a function of a person's degree of coincidence in personality and needs with the characteristics of his or her working environment (Holland, 1996; Wanous & Lawler, 1972). Christen, Iyer, and Soberman (2006), in their attempt to make clearer the previous literature gap on job satisfaction definitions, propose a model that includes personal characteristics, perceptions of roles and organizational variables (job and organizational performance). They are based on relationships that empirically demonstrate in meta-analysis Brown and Peterson (1993).

A large group of authors investigate the importance of personal characteristics (Bruk-Lee, Khoury, Nixon, Goh, & Spector, 2009; Dalal, 2005; Judge, Heller, & Mount, 2002; Mount, Ilies, & Johnson, 2006; Steel, Schmidt, Bosco, & Uggerslev, 2019), the impact of the working environment (physical/social working conditions) (Clark, 1997; Gazioglu & Tansel, 2006; Schneider, Hanges, Smith, & Salvaggio, 2003; Van den Broeck, Vansteenkiste, De Witte, & Lens, 2008) and the effect of flexible working arrangements on job satisfaction, that can be either positive (Baltes, Briggs, Huff, Wright, & Neuman, 1999; de Menezes & Kelliher, 2017; Gajendran & Harrison,

2007; Kelliher & Anderson, 2010; McNall, Masuda, & Nicklin, 2009; Wheatley, 2017) or negative (Morganson, Major, Oborn, Verive, & Heelan, 2010; Silla & Gamero, 2014).

Mentoring

According to Kram (1985), mentoring is defined as a developmental relationship between two individuals, the mentor and the protégé, through which the mentor provides career-related (e.g., challenging assignments, exposure and visibility, and coaching) and socioemotional (e.g., friendship, counseling and role modeling) function for the protégé. Another definition for mentoring by Eby, Allen, Evans, Ng, and DuBois (2008) concerns an idiosyncratic relationship that is characterized by emotional bond between the two parties, where mentor provides guidance and new learning opportunities. A different approach displays mentoring as the interaction between the employees of an organization, that have different experience, job tenure, background and job level. This interaction consists as a method of learning or training (Kram, 1985; Lankau & Scandura, 2002). The career development function allows mentees to improve their working performance, succeed their career goals and encourages them to aggressively take advantage of mentoring (Allen, Eby, O'Brien, & Lentz, 2008; Viator, 2001). The socioemotional mentoring can improve mentees' work performance and desire to work for their organization (Allen et al., 2008; Kram, 1985).

It is widely argued that most directly results of mentoring bear on skill-based learning, cognitive learning, affective learning and social networks (Wanberg, Welsh, & Hezlett, 2003). Eby et al. (2008) found that mentoring has significant effects on the behavior, attitude, health, relationships, motivations and careers of the protégé. Empirical estimations by other researchers show that mentoring has a direct positive effect on job satisfaction and job performance (Lankau & Scandura, 2002; Pan, Sun, & Chow, 2011; Van Vianen, Rosenauer, Homan, Horstmeier, & Voelpel, 2018), career development (Allen et al., 2004; Bozionelos et al., 2011; Ragins, & Cotton, 1999, Ragins et al., 2000), organization commitment (Eby et al., 2013), turn over intentions (Chen, Liao, & Wen, 2014; Payne & Huffman, 2005; Van Vianen et al., 2018) and other positive physical/psychological consequences (Bozionelos et al., 2014; Eby et al., 2008).

Hypotheses development

Empirical evidence shows that WFB increases job satisfaction (Carlson, Kacmar, Zivnuska, Ferguson, & Whitten, 2011). Haar et al. (2014) in a cross-country survey of seven different cultures showed that WFB is positively

related to job satisfaction and life satisfaction. In line with these results, Mulvaney et al. (2007) proposed a model of work-family life for hotel managers where show the positive association between WFB and job satisfaction. Moreover, several studies in hospitality industry show as well that conflict between work and family domain negatively associated with job satisfaction (Karatepe & Bekteshi, 2008; Namasivayam & Zhao, 2007; Zhao, Qu, & Ghiselli, 2011; Zhao & Mattila, 2013). In contrast to previous results, Jung Choi and Tae Kim (2012) in their study on the impact of conflict and facilitation of work -family life on job satisfaction found that the intervention from the family to work (FIW) has a positive effect on job satisfaction.

Furthermore, a recent study by Van Vianen et al. (2018) shows that employees who received more career mentoring were more satisfied with their job and had a stronger career motivation. This finding is supported by several previous studies that indicated a positive association between mentoring and job satisfaction (Allen et al., 2004; Kram, 1985; Lankau, Carlson, & Nielson, 2006; Scandura, 1992). Lankau and Scandura (2002) advocate that only career mentoring bring outcomes to the protégés. Kammeyer-Mueller and Judge (2008) found that career mentoring is positively related to job satisfaction, whereas socioemotional mentoring is negatively related to job satisfaction. On the contrary, Payne and Huffman (2005) indicated that socioemotional mentoring encourages employees to be more satisfied with their jobs. Eby et al. (2013) have also found that those who receive career support are more satisfied with their jobs. Additionally, de Janasz et al. (2013) show that existence of a mentor and supportive work-family culture are significantly related to lower conflict of work-family life, with higher emotional commitment and job satisfaction. On the same wavelength is moving the meta-analysis of Underhill (2006) which shows that mentoring leads to increased job satisfaction, self-esteem and organizational commitment and decreased work stress and work-family conflict. More specifically, in hotel industry researchers concluded that all mentoring functions had a significant and positive effect on job satisfaction (Kim, Im, & Hwang, 2015). However, none research highlights the interaction effects between WFB, job satisfaction and mentoring functions. Therefore, this study estimate to extent previous literature by examining the above relationships in hotel context.

Thus, the following hypotheses are proposed:

Hypothesis 1a. Work–family balance (WFB) is positively related to job satisfaction and career mentoring.

Hypothesis 1b. Work–family balance (WFB) is positively related to job satisfaction and negatively related to socioemotional mentoring.

According to Spector et al. (2007) working hours and workload are used as the main indicators of *work demands*. The authors suggest that individuals

with greater workloads are likely to expend more effort, which should increase strain-based work-family conflict. Several studies show that long working hours and heavy workloads are antecedents of WFC (Frone, 2003; Greenhaus & Beutell, 1985). Furthermore, it is highly plausible that there is a positive association between work demands, WFC (Byron, 2005; Frone et al., 1997) and job dissatisfaction (Allen et al., 2000; Aryee et al., 2005; Spector et al., 2007).

Additionally, a small part of researchers focus on the positive effect of *time flexibility* on job satisfaction (Costa, Sartori, & Åkerstedt, 2006; Jang et al., 2011; Kelliher & Anderson, 2008; Scandura & Lankau, 1997) and work–life balance (Brough et al., 2014; Casey & Grzywacz, 2008; Galea, Houkes, & De Rijk, 2014; Jang, 2009; McNall et al., 2009; Valcour, 2007). Moreover, *schedule flexibility* is proved that associated with increased job satisfaction and reduced WFC (Baltes et al., 1999; Carlson, Grzywacz, & Kacmar, 2010; Glass & Finley, 2002; Jang, 2009; Michel, Daniel, Michel, & Eduardo, 2015). Especially in hotel industry, Karatepe and Uludag (2008) point out that long work hours, work on weekends, irregular and inflexible work schedules are antecedents of work–family conflict.

Taking into consideration both the empirical and theoretical literature, the following hypotheses are proposed:

Hypothesis 2. Work-family balance (WFB) is negatively related to work demands and positively related to time & schedule flexibility.

Hypothesis 3. Job satisfaction is negatively related to work demands and positively related to time & schedule flexibility.

Methodology

Sample and procedure

Data were collected from 104 managers that work on different levels of management and departments of 4-star and 5-star hotel organizations in Greece. Managers were selected because they tend to work long hours and have high levels of responsibility and demands at work (Brett & Stroh, 2003). To get permission, the researchers contacted eleven General Managers and HR directors from four 5-star hotels and seven 4-star hotels using the electronic mail and the phone contact. All of them agreed to participate in the present research. The questionnaires with cover letters were delivered to them thought electronic mail emphasizing that participation was anonymous and voluntary. Questionnaires were given to the managers and when were completed they delivered them back to the researchers by mail. Participants were given one month to complete the questionnaires and after phone contact with the researchers they delivered them back with courier. From the 120 returned responses 16 were not usable because of significant missing information.

Measurement

All the measures were originally developed in English and then translated from English to Greek. All items were measured using a five-point Likert scale ranging from "1 = strongly disagree" to "5 = strongly agree."

Work-family balance (WFB)

Work-family balance was measured by a six-item scale development by Carlson et al. (2009).

Job satisfaction

General job satisfaction and facets of job satisfaction were measured using 19 items of the Job Diagnostic Survey developed by Hackman and Oldham (1976).

Mentoring receipt

Mentoring receipt was a measurement with eighteen items on a five-point response (1: not at all, to 5: to a great extent) from Dreher and Ash (1990).

Work demands

Perceived workload was assessed with Spector et al. (2007) quantitative workload inventory (QWI), a 5-item measure of perceived quantitative workload (Spector et al. 2007).

Time and schedule flexibility

In line with other researchers (Thomas & Ganster, 1995; McNall et al., 2009), access to benefits was measured rather than usage to estimate in the availability of work–family programs as a symbol of organizational concern for work and family issues. Specifically, participants were asked, "Do you have flexibility on your working time and schedule?", which was coded as 1 to participants who answered *yes* and 0 to participants who answered *no* (Figure 1).

Results

Validity and reliability

Exploratory factor analysis with varimax rotation to check the validity of the measures was conducted.

For *WFB* both the Kaiser-Meyer-Olkin (KMO) test and Bartlett's Test of Sphericity (χ^2) were satisfied in terms of significance (KMO = 0.903,

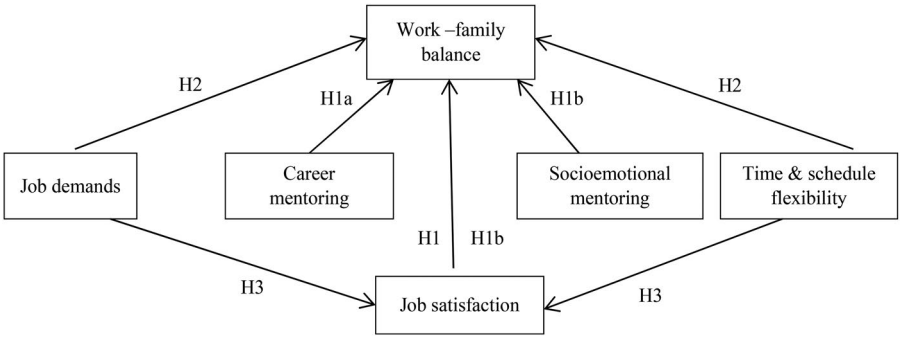

Figure 1. Conceptual model.

$\chi^2 = 734.726^{***}$). They explain the 84.254% of the variance. According to Cronbach's alpha coefficient, the scales used to measure work-family balance acquired internal consistency (0.962).

For *job satisfaction* both the Kaiser-Meyer-Olkin (KMO) test and Bartlett's Test of Sphericity (χ^2) were satisfied in terms of significance (KMO = 0.927, $\chi^2 = 2567.233^{***}$). The two-factor structure accounted for 78.880% of the variance. The internal consistency estimates (Cronbach's a) for these two domains were 0.859 and 0.983 which confirm good internal consistency of the items within each domain.

For *mentoring receipt* the Kaiser-Meyer-Olkin (KMO) test and Bartlett's Test of Sphericity (χ^2) both showed satisfactory levels (KMO = 0.931, $\chi^2 = 2558.859^{***}$). The two-factor structure (career-related and socioemotional mentoring) accounted for 78.977% of the variance. The internal consistency estimates (Cronbach's a) for these two domains were 0.921 and 0.976 which confirm good internal consistency of the items within each domain.

For *work demands* the Kaiser-Meyer-Olkin (KMO) test and Bartlett's Test of Sphericity (χ^2) both showed satisfactory levels (KMO = 0.776, $\chi^2 = 337.758^{***}$). They explain the 69.604% of the variance. According to Cronbach's alpha coefficient, the scale had internal consistency (0.881).

Descriptive statistics

The participants were 54% males and 46% females. The age of respondents was between 34 and 38 years on average. Around half of them were unmarried (56.1%), while 43.9% were married. Most managers had no children (65%) and elderly protected people (83%).They oversee a large range of tasks as Assistant HR Manager, Sales and marketing Manager, Sales/Reservations Manager, Marketing/Public Relations Manager, Assistant Operations Manager, Reception Manager.

Table 1 shows the means, standard deviations and correlation coefficients among the study variables. Work-family balance is positively related to overall

Table 1. Means, standard deviations and correlations.

Variables	Mean	SD	1	2	3	4	5	6	7
(1) Work-family balance	3.48	1.26	1	.819**					
(2) General job satisfaction	3.90	1.52	.819**	1					
(3) Facets of job satisfaction	3.11	1.46	−.033	.000	1				
(4) Career mentoring	3.40	1.37	.677**	.783**	.257**	1			
(5) Socioemotional mentoring	3.05	1.45	.400**	.529**	−.253**	.000	1		
(6) Work demands	3.83	1.23	−.474**	−.523**	−.113	−.472**	−.206*	1	
(7) Time and schedule flexibility	1.66	0.47	−.280**	−.259**	.292**	−.115	−.236*	.033	1

Notes: $N = 104$;
*$p < 0.05$;
**$p < 0.01$; two-tailed.

between WFB, work demands and time & schedule flexibility proposed in Hypothesis 2 is only partially supported. The results suggest that when work demands and time & schedule flexibility increase then WFB decreases.

Hypothesis 3. Job satisfaction is negatively related to work demands and positively related to time & schedule flexibility.

Similarly, Hypothesis 3 predicted that job satisfaction has a negative association with work demands and positive association with time & schedule flexibility. In the model, this prediction received partial support (β=−0.516, $p < 0.001$, β=−0.510, $p < 0.001$) in line with expectations; thus Hypothesis 3 is partially supported. This suggests that when work demands time & schedule flexibility increase then job satisfaction decreases.

Discussion

This study contributes to the understanding of determinants of WFB in hotel industry. The results raise vital questions for WFB research in hospitality context. First, the findings are consistent with past studies that examine the positive association between WFB, job satisfaction (Carlson et al., 2011; Mulvaney et al., 2007) and career mentoring (Allen et al., 2004; Kammeyer-Mueller & Judge, 2008; Kram, 1985; Lankau et al., 2006; Scandura, 1992). Career mentoring is more related to outcomes for protégés (Allen et al., 2004; Bozionelos et al., 2011; Kram, 1985; Lankau & Scandura, 2002). Probably, this is due more to the difficulty of career than socio-emotional mentoring providing which reflect greater organizational commitment (Bozionelos et al., 2011). Therefore, WFB is more likely to increase when there are increases job satisfaction and career mentoring. The interpretation is that protégés are more satisfied with their working environment, resulting in work domain interferring positively with family domain.

Second, the findings also determined the importance of work demands on WFB and job satisfaction. The theories proclaim that work demands have a positive association with WFC and job dissatisfaction (Allen et al., 2000; Aryee et al., 2005; Byron, 2005; Frone et al., 1997; Spector et al., 2007). Additionally,

Table 2. Bootstrapping results.

Dependent variable *WFB*	Independent variables	Least squares	Bootstrapping
Model 1	Job satisfaction	0.745***	0.498***
	Career mentoring	0.093	0.298**
	Constant	-5.61×10^{-7}	0.151**
Adjusted R-squared		0.667	0.542
Model 2	Job satisfaction	0.843***	0.882***
	Socioemotional mentoring	−0.046	−0.136**
	Constant	-5.71×10^{-7}	−0.039
Adjusted R-squared		0.665	0.699

**$p < 0.01$,
**$p < 0.001$.

job satisfaction ($r = 0.819$, $p < 0.01$), career mentoring ($r = 0.677$, $p < 0.01$) and socioemotional mentoring ($r = 0.400$, $p < 0.01$). In addition, work-family balance and job satisfaction are negatively related to work demands ($r = -0.474$, $p < 0.01$, $r = -523$, $p < 0.01$). However, both are negatively related to (time & schedule) flexibility ($r = -0.280$, $p < 0.01$, $r = -0.259$, $p < 0.01$).

Hypothesis testing

Hypothesis 1a. Work–family balance (WFB) is positively related to job satisfaction and career mentoring.

Table 2 exhibits the results. In particular, the first bootstrapping procedure indicates the significant positive association between WFB, job satisfaction ($\beta = 0.498$, $p < 0.001$) and career mentoring ($\beta = 0.298$, $p < 0.01$). Hence, Hypothesis 1a is supported. This suggests that when job satisfaction increases and career mentoring takes place, WFB also increases.

Hypothesis 1b. Work–family balance (WFB) is positively related to job satisfaction and negatively related to socioemotional mentoring.

The second bootstrapping procedure shows that WFB is significant positively related to job satisfaction ($\beta = 0.882$, $p < 0.001$) and negatively related to socioemotional mentoring ($\beta = -0.136$, $p < 0.01$). Therefore, Hypothesis 1b is also supported. This suggests that when job satisfaction increases WFB increases. On the contrary, when socioemotional mentoring takes place then WFB decreases.

Hypothesis 2. Work-family balance (WFB) is negatively related to work demands and positively related to time & schedule flexibility.

As well as, in order to test Hypothesis 2 and Hypothesis 3 hierarchical multiple regressions were carried out. Table 3 presents the results. The findings indicate that WFB is significant negatively related with work demands ($\beta = -0.465$, $p < 0.001$) and time & schedule flexibility ($\beta = -0.558$, $p < 0.001$). Therefore, the expectation on the nature of the relationship

Table 3. Multiple linear regressions.

Dependent variable	Independent variables	Unstandardized B	t-Value
Model 1	Work demands	−0.465	−5.559***
WFB	Time & schedule flexibility	−0.558	−3.169***
	Constant	0.928	3.048***
Adjusted R-squared	0.280		
Model 2	Work demands	−0.516	−6.339***
Job satisfaction	Time & schedule flexibility	−0.510	−2.978***
	Constant	0.849	2.865***
Adjusted R-squared			
	0.319		

***$p < 0.001$.

the present research measured the WFB and found that work demands (workload) were predominant than (time & schedule) flexibility to decrease WFB.

Third, interestingly, the results are inconsistent with prior work linking the positive impact of (time & schedule) flexibility on WFB (Karatepe & Uludag, 2008); our findings reveal the negative impact of flexibility on WFB. Indeed, hotel managers are more likely to work strongly and not use the time and schedule flexibility because of the customer's pressure with face to face/voice to voice contact and pressure working conditions (irregular hours, working on weekends). Results also suggest that flexibility has a negative impact on job satisfaction. Regarding de Menezes and Kelliher (2017) job satisfaction may be mitigated by the potential insecurity of an informal flexibility arrangement which is resulted from negotiation directly between the employee and their line manager.

This study aids to knowledge and understanding of the determinants of WFB and job satisfaction in the hotel industry, highlighting the importance of career mentoring. This is a first step for examining the effect of mentoring on hotel managers' WFB and job satisfaction. Hotel managers have been selected because their responsibilities are more likely to prevent balancing two domains of life. It is claimed that hotel managers need mentoring programs for their professional development and mental health (Rutherford, 1984; Rutherford & Wiegenstein, 1985).

Conclusions

This study focuses on three objectives. The first objective was to investigate the relationships between WFB, job satisfaction and mentoring among hotel managers. Indeed, the results indicate that both job satisfaction and mentoring are determinants of WFB. The second objective was to determine which function of mentoring received (career/socioemotional) affects positively hotel managers' WFB. The evidence is clear; career mentoring has a positive impact on WFB, while socioemotional mentoring has a negative impact. Career mentoring support alleviates the interference of two domains

of life because fosters greater career advancement and promotion opportunities. This prospect seems to be more appreciated than socioemotional support, especially in the demanding environment of hotel industry.

The third objective was to examine the moderating role of working environment (work demands, time & schedule flexibility) in WFB and job satisfaction. The findings show that work demands and (time & schedule) flexibility associated negatively both with WFB and job satisfaction. The existence of family supportive work environment in hotel industry is critical. Hotel managers may not use the existing informal flexibility because of their pressure responsibilities.

In the case of Greece, the hotel industry is a vital part of tourism and its significant growth has positively affected the main tourist data and performance indicators in the country. In conclusion, human resource management has a foundation upon which to begin creating strategies that contribute to organization goals by helping employees to achieve WFB (Grzywacz & Carlson, 2007).

Managerial implications

As deduced career mentoring has a strongly significant effect in WFB and job satisfaction. Additionally, the working environment (work demands, time & schedule flexibility) has a significant impact on WFB and job satisfaction. The findings could turn the attention of hotel organizations to effective human resource management practices such as mentoring providing and formal flexible working arrangements (FWA). Regarding the working environment, organizations should provide more formal flexible working arrangements (e.g., flextime, compressed work week, telecommuting, sharing a full-time job between two employees/job-sharing, childcare, elder care assistance) to increase performance, teamwork effectiveness and profitability. Embedding flexible work within today's hotel organization includes not only investments in training and technology but also the trust that people will complete their tasks. For instance there are positions that allow managers to telecommute part of their time providing quick decisions, actions and responses; Reservations Sales Managers, Marketing Managers, Area Sales Managers at specific hierarchical levels could monitor partially their duties communicating with other employees or clients from home or maintain the necessary social distances due to covid-19 crisis and managing the hotel's website or social media platforms. Managers who access and utilize FWAs are more productive, have higher job satisfaction and lower turnover intentions and work–family conflict (Allen, Johnson, Kiburz, & Shockley, 2013). Hotel organizations should consider their employees' needs and implement FWA programs such as subsidized or on-site childcare services and paid family leave.

Additionally, mentors should be encouraged to provide emotional and instrumental support, discuss work–family issues with their employees and inform them of supportive organizational policies (Nohe & Sonntag, 2014). Hotel organizations with a strong culture should further develop mentoring relationships through training, participation and promotions. Thus, hotel managers could follow tailor -made practices may be beneficial to balance work and family domain.

Limitations and directions for future research

Although the present study makes useful additions to the existing knowledge base, there are certain limitations which recommend possible avenues for future research. First, this study use quantitative methods which may not have exposed fully all the opinions of managers. Future research should move beyond self-report data and use in-depth interviews. Additionally, the present research focus on the side of hotel managers. Future work could extent research by examining the relationship between WFB, job satisfaction and mentoring using data from dyads of mentors-protégés for a more robust investigation.

Furthermore, this study found that work demands (workload) were predominant than (time & schedule) flexibility to increase WFB. Future research could examine which specific work–family support policies can most benefit employees and organizations. Other studies can build upon these results by investigating the above variables in association with mentoring functions (career/socioemotional). Ideally, additional research should include control variables (e.g., gender, age, marital status, protected members) to establish an unequivocal conclusion. Moreover, future studies in different industry contexts would be fruitful to broaden the database for further generalizations. Finally, additionally research is needed to understand more factors affecting work-family balance, job satisfaction and mentoring in hotel context, such as the national economic environment and the crisis of covid 19, which is expected to cause negative consequences in the hospitality industry.

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