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Ecuador cuenta con un Sistema Nacional de Educación, en el que el Ministerio de Educación administra la educación fiscal, fiscomisional (pública-religiosa), privada y municipal.

Employment Relationship Modalities and Job Stability in La Salle Fiscomisional Educational Institutions in the Southern Region

Ecuador has a National System of Education, in which the Ministry of Education governs fiscal, fiscomisional (public-religious), private, and municipal education

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RESUMEN

El estudio caracteriza la relación entre las modalidades de vinculación y la estabilidad laboral en las Unidades Educativas Fiscomisionales La Salle de la Zona Austral del Ecuador, considerando dimensiones objetivas y subjetivas de la estabilidad laboral. La investigación fue de tipo cuantitativa, de diseño no experimental y transversal. En el estudio participaron 105 personas de una población de 138 trabajadores entre docentes, administrativos y personal de apoyo. Los datos se recolectaron mediante un cuestionario estructurado y una escala tipo Likert enfocada en la medición de la inseguridad laboral explícita, la inseguridad laboral implícita, y del impacto percibido en el bienestar y desempeño. El procesamiento y análisis de los datos fue realizado mediante el software estadístico SPSS, para ello se realizaron análisis estadísticos de tipo descriptivo e inferencial a través, de pruebas no paramétricas para estudiar las diferencias en función de la modalidad contractual y también se estudió la relación entre la estabilidad objetiva y la estabilidad subjetiva. Se obtuvieron resultados significativos en lo que respecta a los niveles de la inseguridad laboral subjetiva en función de la modalidad contractual. Así mismo, se pudo evidenciar que la inseguridad laboral subjetiva se relacionaba de forma significativa con la forma de la modalidad contractual. Esta es la razón por la cual se puede concluir que la estabilidad laboral en un contexto fiscomisional se orienta desde las expectativas vinculadas a la continuidad futura y no principalmente por las condiciones contractuales formales.

PALABRAS CLAVES: estabilidad laboral, gestión del talento humano, inseguridad laboral subjetiva, instituciones educativas fiscomisionales, modalidades de vinculación laboral.

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ABSTRACT

This study examined the relationship between employment contract type and objective and subjective job stability among employees of La Salle Catholic Schools in southern Ecuador, considering both objective and subjective dimensions of job stability. This research was conducted using a quantitative, non-experimental, cross-sectional design. The population consisted of 138 employees, including teachers, administrative staff, and support personnel, of whom only 105 voluntarily agreed to participate. Data were collected using a structured questionnaire and a Likert-type scale focused on measuring explicit and implicit job insecurity, as well as the perceived impact on well-being and performance. Data processing and analysis were performed using SPSS statistical software. Descriptive and inferential statistical analyses were conducted using non-parametric tests to study differences based on the type of contract. The analyses revealed significant differences in levels of subjective job insecurity according to the type of employment contract. The findings revealed that the perceived probability of remaining with the institution is negatively and significantly associated with job insecurity and its impact on well-being. Therefore, it is concluded that job stability in semi-private (Fiscomisional) contexts is centered on expectations related to future continuity and not so much on formal contractual conditions.

KEYWORDS: employment modalities, fiscomisional educational institutions, human talent management, job stability, subjective job insecurity.

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INTRODUCTION

Education, recognized as a fundamental pillar for social development and human progress, depends largely on the quality and commitment of its teaching staff (UNESCO, 2023). However, in recent decades, human talent management in the educational sector has undergone structural transformations associated with new public management and global economic dynamics, which have resulted in processes of labor flexibilization and precarization, evidenced by contractual temporariness, work intensification, and the weakening of labor rights.

Under this context, it can be said that educational quality is not exclusively related to pedagogical aspects, but also to the way human talent is managed. In fact, as Peralta et al. (2023) affirm, correct administrative management helps to properly use human resources, strengthen institutional leadership, and increase staff job satisfaction. Along this line of argument, the study of employment modalities, as well as job stability, goes beyond the institutional context, since these employment arrangements are what regulate the worker's experience in the organization. When speaking of employment modality, we refer to the legal forms of the contract, while job stability is the objective relationship of the continuity of the bond and the subjective relationship of security regarding the future.

The research problem lies in the tension produced by the structural permanence of educational activity and the diversity of contractual modalities in the La Salle Fiscomisional[3] Educational Units of the Southern Zone, particularly La Salle Azogues, San José de Cuenca, and Santa Juana de Arco in Cariamanga. Now, since educational activity satisfies permanent needs, the different forms of contract, with different degrees of temporariness, protection, or dedication, produce differentiated labor conditions that could affect the work experience of teaching, administrative, and support staff.

With this premise, the direction of the research is oriented toward answering the following question: what relationship exists between employment modalities and the perception of job continiuity levels among the staff of these institutions? To this end, it is proposed to empirically characterize the current employment modalities and analyze their association with employment stability, understood in both its objective and subjective dimensions.

The general objective of the study was to analyze the relationship between employment modalities and levels of objective and subjective job stability among the staff of the La Salle Fiscomisional Educational Units, Southern Zone. To this end, the following specific objectives were formulated: to characterize the contracting modalities, to identify the levels of job stability, and to analyze the relationship between both variables. The importance of this research lies in its contribution to the literature on job stability in Fiscomisional institutions, which is still a little-studied area, as well as in its practical contribution to human talent management, by evidencing how expectations of employment continuity affect well-being, commitment, and institutional sustainability. Finally, it was hypothesized that there are significant differences in levels of subjective job security according to employment modality, and that a lower perceived probability of permanence is associated with higher levels of job insecurity and a greater negative impact on staff well-being and performance.

[3] **Fiscomisional schools are privately managed educational institutions, typically administered by religious organizations, that receive public funding and operate within Ecuador's national education system**

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1.1 Employment Modalities

At the global level, a transition is observed from stable educational employment models toward more flexible and diversified contractual schemes, characterized by temporary, part-time, and hourly contracts (Zavgorodniy, 2024). This transformation not only redefines the employment structure but also introduces new forms of labor instability. In educational systems, this trend translates into the expansion of contractual figures that blur the boundaries between salaried work and service provision (Waaijer et al., 2017; De la Rica & Gorjón, 2022; Aparicio-Fenoll & Quaranta, 2025).

In the case of religious institutions, this problem is more complex due to the mixture of religious freedom and labor rights. Vickers (2024) shows how these educational institutions attempt to preserve their doctrinal identity without violating principles of equality, which entails tension in hiring practices. Along the same line of argument, Nagita et al. (2025) show how the implementation of symbolic retention strategies does not always lead to contractual stability.

Beyond religious institutions, similar trends have been documented across Latin American educational systems or this reason, an extension of the use of temporary contracts for permanent functions has been generated (Sánchez & Cortés, 2012; Anaya et al., 2023; Valdeiglesias, 2018). Various studies have shown that these different modalities lead to job precariousness, work overload, and deterioration of well-being (Estrada, 2022; Garzón & Pineda, 2022; Satizabal Reyes et al., 2021).

Regarding Ecuador, the existence of labor regimes is explained by the type of institutional support; for example, the fiscal sector is regulated by the LOEI and the public career, while fiscomisional institutions combine personnel under LOEI-LOSEP and the Labor Code (National Assembly, 2024; Ministry of Education, 2017). This normative duality has created heterogeneous labor scenarios where different types of contracts coexist within the same institution.

Against this background, the La Salle Fiscomisional Educational Units provide an appropriate setting for examining how multiple employment modalities coexist within the same educational organization.

1.2 Job Stability and Regulatory Framework

Job stability is conceived as a multidimensional construct that integrates an objective dimension related to contractual continuity and a subjective dimension linked to the perception of job security (Colak & Altinkurt, 2022; Zhang & Qiu, 2024). Such a distinction shows that stability cannot be reduced to the mere duration of the contract, since the subjective experience of workers is also present. Some studies have revealed that insecurity can present itself both in the fear of losing employment and in the deterioration of working conditions, generating effects on well-being and job satisfaction (Colak & Altinkurt, 2022; Aparicio-Fenoll & Quaranta, 2025). Beyond its conceptual definition, job stability has important implications for employees' psychological well-being and organizational performance. In education, these dynamics not only refer to the worker but can also affect the quality of the educational process.

Furthermore, in the Latin American context, the precarization of teaching work is associated with contractual flexibility, fragmented working hours or work overload (Sánchez & Cortés, 2012). These conditions" are associated with occupational stress, burnout, and weakened pedagogical relationships (Sánchez & Rodríguez, 2022; Satizabal Reyes et al., 2021). The situation in Ecuador has also recently revealed conditions of labor overexploitation and the affectation of teacher well-being (Guerrero et

al., 2024; Calderón et al., 2021). One of the fundamental aspects is the use of the provisional appointment figure which, despite its provisional nature, can remain in time without stability, generating discrepancies between regulations and practice (Uriarte & Andrade, 2025). All of this has especially to do with the fiscomisional context where the existence and practice of regimes could give rise to inequalities and inequities from the point of view of employment protection and expectations of job security.

The Ecuadorian regulatory framework promotes job stability as a general principle. The LOEI establishes the teaching career and access through merit-based competitions (National Assembly, 2024), while the LOSEP regulates rights such as stability and remuneration (National Assembly, 2025). For its part, the Labor Code privileges the indefinite contract and restricts the use of temporary contracts (National Congress, 2025).

Nevertheless, in fiscomisional institutions, this regulation is articulated in a complex manner. These institutions, defined as privately administered institutions that receive public funding operate under a legal duality that allows the coexistence of different contractual regimes (Ministry of Education, 2017). This situation generates a tension between the stability declared by the regulations and the flexibility practiced in institutional management.

MATERIALS AND METHODS

The research was developed under a quantitative approach, with descriptive, comparative, and correlational scope, and a non-experimental cross-sectional design. The population consisted of 138 collaborators belonging to the three La Salle Fiscomisional Educational Units of Ecuador's Southern Zone, including teaching, administrative, and auxiliary staff. A non-probabilistic convenience sampling was used; initially, it was intended that all members of the available population could participate, resulting in 105 final participating collaborators, equivalent to 76.09% of the total sample.

Data collection was carried out using a structured questionnaire in digital format, designed to obtain sociodemographic and contractual data, as well as the participants' perceptions. The instrument comprised five sections: general data, contractual modality, objective job stability, subjective job stability, and perceived impact on well-being and performance. Subjective job stability was measured using an adapted version of the instrument developed by Colak and Altinkurt (2022) using a five-point Likert-type scale.

From the different items proposed, three composite variables were constructed: Explicit job insecurity (inseg_exp), formed by items referring directly to fear of losing employment and not having the contract renewed; Implicit job insecurity (inseg_impl), created from items that evaluate the perception of future deterioration of working conditions; and Impact, formed by items relating the effects of insecurity on well-being, work planning, and institutional commitment.

Data were analyzed using SPSS software, version 26. In the first phase, a descriptive analysis was performed using absolute and relative frequencies for categorical variables, and measures of central tendency and dispersion for scale variables. The distribution of quantitative variables was verified with the Shapiro-Wilk test. Since the variables inseg_exp, inseg_impl, and Impact were not normally distributed non-parametric tests were used. To compare levels of subjective job stability according to the contractual modality, the Kruskal-Wallis test was applied; once significant global differences were detected, post hoc comparisons were performed using the Mann-Whitney U test to identify which contractual groups differed significantly while controlling for Type of error associated with multiple comparisons.

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Likewise, to examine the relationship between objective job stability, operationalized as participants' contractual status during the previous five years and the perceived probability of permanence in the institution, and subjective job stability, Spearman's Rho coefficient was used, due to the ordinal nature of the variables and the absence of normality. In all inferential analyses, a significance level of $p < 0.05$ was adopted, interpreting the findings as statistical associations, without establishing causal relationships.

RESULTS

Table 1.

Characterization of the study population

Sex %	
Male	Female
36.2	63.8
Age %	
30–39 years	43.8
40–49 years	15.2
50–59 years	13.3
60 years or more	3.8
Less than 30 years	23.8
Education %	
Master's degree	62.9
Secondary	2.9
Bachelor's/Engineering	34.3
Position type %	
Administrative	13.3
Teacher	84.8
Support staff	1.9
Experience at La Salle %	

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1–3 years	32.4
4–6 years	17.1
7–10 years	11.4
More than 10 years	21.0
Less than 1 year	18.1

Table 1 presents the sociodemographic characterization of the studied population; it can be observed that 63.8% is represented by female individuals, compared to 36.2% male, with age concentration in young adults aged 30–39 at 43.8%, followed by those under 30 at 23.8%. A high academic capital stands out, with 62.9% of staff holding master's degrees and 34.3% holding bachelor's degrees; it is evident that the studied staff is mainly composed of teachers at 84.8%, followed by administrative staff at 13.3%. Furthermore, Table 1 shows that institutional experience is heterogeneous, with 32.4% having 1–3 years and 21% exceeding 10 years, reflecting both recent and consolidated trajectories.

Table 2.

Type of contractual relationship

	Frequency	**Percentage**	**Valid %**	**Cumulative %**
Occasional service contract	11	10.5	10.5	10.5
Private labor contract (LC)	53	50.5	50.5	61.0
I don't know / I'm not sure	3	2.9	2.9	63.8
Permanent appointment	32	30.5	30.5	94.3
Provisional appointment	6	5.7	5.7	100.0

Table 2 presents the distribution of staff according to the type of current contractual relationship. The results show that the predominant modality corresponds to the private labor contract regulated by the Labor Code, which concentrates 50.5% of the studied population. Next are permanent appointments at 30.5% of the total, followed by occasional service contracts at 10.5%, then provisional appointments at 5.7%, and finally a smaller percentage of participants, 2.9%, state they are not sure which type of contractual relationship regulates their labor relationship.

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Table 3.

Time with current contract

	Frequency	Percentage	Valid %	Cumulative %
1–2 years	22	21.0	21.0	21.0
3–4 years	18	17.1	17.1	38.1
5 years or more	48	45.7	45.7	83.8
Less than 1 year	17	16.2	16.2	100.0

Regarding time with the current contract, Table 3 shows that 45.7% of staff report a duration of five years or more under the same contractual modality. However, a significant percentage of staff is concentrated in shorter periods, particularly between 1 and 2 years represented by 21.0% and less than one year at 16.2%, evidencing the coexistence of prolonged contractual trajectories with relatively recent or potentially unstable bonds.

Table 4.

Perceived labor regime

	Frequency	Percentage	Valid %	Cumulative %
Labor Code	62	59.0	59.0	59.0
LOEI – LOSEP (public servant with fiscal position)	43	41.0	41.0	100.0

Regarding the perceived labor regime in Table 4, it is observed that 59.0% of participants identify their labor relationship as governed by the Labor Code, while 41.0% recognize themselves under the LOEI-LOSEP regime, corresponding to public servants with fiscal positions. This distribution confirms the simultaneous presence of differentiated legal regimes within the La Salle Fiscomisional Educational Units in the Southern Zone.

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Table 5.

Type of workday

	Frequency	Percentage	Valid %	Cumulative %
Hour-class / by hours	2	1.9	1.9	1.9
Part-time	1	1.0	1.0	2.9
Other	1	1.0	1.0	3.8
Full-time	101	96.2	96.2	100.0

Regarding the type of workday, Table 5 shows a clear predominance of full-time, which concentrates 96.2% of cases. Part-time modalities, by hours, or other forms represent marginal percentages, indicating that the majority of staff perform functions of a permanent nature with full dedication.

Table 6.

Contractual situation in the Institution in the last 5 years

	Frequency	Percentage	Valid %	Cumulative %
Stable, no changes in contract type	74	70.5	70.5	70.5
Less than 5 years in the institution	27	25.7	25.7	96.2
Periodic renewals of the same contract type	4	3.8	3.8	100.0

Regarding the contractual situation in the last five years, Table 6 shows that a significant majority of staff, 70.5%, report a stable trajectory, with no changes in contract type. Nevertheless, 25.7% indicate having less than five years in the institution, revealing the existence of an important segment of workers with recent trajectories, while 3.8% refer to periodic renewals of the same contract type.

Table 7.

Perception of permanence in the institution

	Frequency	Percentage	Valid %	Cumulative %
High	74	70.5	70.5	70.5
Medium	27	25.7	25.7	96.1
Low	4	3.9	3.9	100

Regarding the perception of permanence in the institution, the results shown in Table 7 indicate that

70.5% of staff are in a high perception category, 25.7% have a medium perception, and 3% express low perceptions of labor continuity. Together, medium and low perception represent 29.6%, revealing that even in relatively stable contractual trajectories, considerable levels of uncertainty regarding labor continuity persist.

Table 8.

Levels of subjective job stability

Variables	N	Minimum	Maximum	Mean	Std. Deviation
inseg_exp	105	1	5	2.457	1.06744
inseg_impl	105	1	5	2.514	1.07221
impacto	105	1	5	2.248	0.89594

Table 8 presents the levels of subjective job stability, measured through the dimensions of explicit job insecurity, implicit job insecurity, and perceived impact on well-being and performance. The results show that explicit job insecurity presents a mean of 2.46 (SD = 1.07), while implicit job insecurity reaches a slightly higher mean of 2.51 (SD = 1.07). Regarding the impact derived from well-being and performance, it reflected a mean of 2.25 (SD = 0.89). In sum, the three dimensions would be positioned on a scale that could be considered low or moderate. These figures show that staff on average are not considered to be in an extreme situation of job insecurity, although the standard deviation suggests that there are different perceived experiences within the study population.

Table 9.

Kruskal-Wallis Test. Differences between employment modality and job stability

Parameters	Impacto	inseg_impl	inseg_exp
Test statistic	17.550^a^	13.961^a^	19.535^a^
Degrees of freedom	4	4	4
Asymptotic Sig. (bilateral test)	**0.002**	**0.007**	**0.001**

Table 9 presents the results of the non-parametric Kruskal-Wallis test, applied to analyze whether there are statistically significant differences in the dimensions of subjective job stability (explicit job insecurity, implicit job insecurity, and perceived impact on well-being and performance) based on the contractual modality.

The results point to statistically significant differences between employment modalities in the three dimensions under study. The dimension of perceived impact on performance and well-being obtained H = 17.550, df = 4, and p = 0.002, indicating differences between the perception of impact and the contractual situation, which can affect visible well-being and job performance depending on the type of contract.

Similarly, the dimension of implicit job insecurity presents statistically significant differences (H = 13.961; df = 4; p = 0.007), which would corroborate that there are indeed differences in implicit

insecurity and the contractual situation of the research participants, which confirms the perception of future deterioration of working conditions and institutional uncertainty in the different employment modalities.

The explicit job insecurity dimension shows the highest value in terms of the test statistic ($H = 19.535$; $df = 4$; $p = 0.001$), evidencing significant differences in the area of contract types in relation to the fear of losing employment or not having the contract renewed. In general, it can be said that the contractual modality is significantly associated with perceived job insecurity and with the subjective impact on staff well-being and performance, even in contexts where formally stable contractual trajectories coexist.

Table 10.

Mann-Whitney U Test

Comparison	Dimension	U	Z	p
Private vs. Permanent Appointment	Explicit job insecurity	761	-0.796	**0.426**
	Implicit job insecurity	737	-1.015	**0.31**
	Perceived impact	601.5	-2.247	**0.25**
Private vs. Provisional Appointment	Explicit job insecurity	139.5	-0.496	**0.62**
	Implicit job insecurity	120.5	-0.973	**0.33**
	Perceived impact	130	-0.731	**0.464**
Private vs. Occasional Services	Explicit job insecurity	98	-3.471	**0.001**
	Implicit job insecurity	93.5	-3.544	**0**
	Perceived impact	95	-3.512	**0**

Post hoc comparisons using the Mann-Whitney U test ($\alpha = 0.05$) showed that statistically significant differences are concentrated exclusively between collaborators with a private labor contract and those with an occasional service contract, in the three dimensions analyzed: explicit job insecurity, implicit job insecurity, and perceived impact on performance and well-being. In contrast, no significant differences were identified between the private labor contract and the permanent or provisional appointment modalities.

Table 11.

Relationship between objective and subjective stability

		inseg_exp	inseg_impl	impacto
Situc_contra	Correlation coefficient	0.041	0.106	-0.013
	Sig. (bilateral)	0.68	0.281	0.892
ProbLperman	Correlation coefficient	-.393**	-.446**	-.346**
	Sig. (bilateral)	0.000	0.000	0.000

Note: **. Correlation is significant at the 0.01 level (bilateral). N=105. Test = Spearman's Rho.

Table 11 presents the results of the Spearman's Rho correlation analysis, applied to examine the relationship between objective job stability indicators (contractual situation in the last five years and perceived probability of permanence in the institution) and the dimensions of subjective job stability (explicit job insecurity, implicit job insecurity, and perceived impact on well-being and performance).

Based on the evidence of the results presented, it can be said that there is a statistically significant negative correlation between the perception of permanence in the institution (called ProbLperman) and the three dimensions related to subjective job stability. A moderate negative correlation was determined with explicit job insecurity ($\rho = -0.393$; $p < 0.01$), as well as with implicit job insecurity ($\rho = -0.446$; $p < 0.01$), and with the perceived impact on well-being and performance ($\rho = -0.346$; $p < 0.01$). This translates into the fact that a decrease in the perception of job permanence is interpreted as an increase in felt insecurity and a negative effect on staff well-being.

On the other hand, the variable corresponding to the contractual situation in the last five years (Situc_contra) does not show statistically significant correlations. That is, no relevant relationships were found with explicit job insecurity ($\rho = 0.041$; $p = 0.680$), implicit job insecurity ($\rho = 0.106$; $p = 0.281$), nor with perceived impact on well-being ($\rho = -0.013$; $p = 0.892$). Past contractual trajectory, per se, is not directly associated with the current perception of job insecurity.

Furthermore, the analysis of subjective job stability shows that there is no positive correlation between the dimensions of subjective job stability. However, there is a strong and significant correlation between explicit job insecurity and implicit job insecurity ($\rho = 0.739$; $p < 0.01$) and perceived impact on well-being ($\rho = 0.703$; $p < 0.01$). Similarly, implicit job insecurity correlates highly with the impact perceived by the individual ($\rho = 0.712$; $p < 0.01$); observing the degree to which the latter relates to the empirical model and, consequently, evidences the expectations of internal strengthening of the construct of subjective job stability.

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DISCUSSION

The present study sought to examine the relationship between employment modalities and both, objective and subjective job stability among staff in "La Salle" Fiscomisional Educational institutions in Ecuador's Southern Zone. The findings achieved this objective by characterizing existing contractual arrangements and demonstrating their association with perceived job stability

First, the characterization of the population evidenced a coexistence between high levels of academic qualification and unequal career trajectories, which aligns with global trends of teacher professionalization, but also with scenarios of increasing labor instability. This difference makes evident that high qualifications do not necessarily translate into greater job stability, thus deriving in a perception of subjective insecurity, as referred to by Colak and Altinkurt (2022). Therefore, this characterization is not a result in itself, but a guiding explanation for the subsequent differences found in job stability according to the employment modality.

Regarding employment modalities, the results corroborated that most of the staff was under types of contract governed by private labor law, which accounts for the hybrid nature of Fiscomisional institutions. The regulation of employment modalities within the same institution could in turn speak of an internal stratification of employment, generating different perceptions of protection, trajectories, and stability, all of which has been widely discussed in the literature referring to the fact that the use of different contractual regimes generates differentiated levels of employment stability due to the fact that the functions turn out to be similar (Cuenca, 2015). Likewise, the presence of staff who are unaware of their contractual modality, although minor, is relevant, since the lack of clarity in labor status is associated with higher levels of insecurity and less capacity for action regarding labor rights (Salas, 2021).

From the objective dimension, it was found that job stability is ambivalent, characterized by the coexistence of long-term contracts with short-term contractual relationships. Although most staff perform full-time functions, suggesting a permanent institutional need, this condition does not necessarily translate into homogeneous stability. The literature has pointed out that this type of segmentation generates differentiated expectations of permanence and security, directly affecting the perception of job stability (Fernández-Huerga, 2010; María et al., 2024). Added to this is the normative duality between the Labor Code and the LOEI-LOSEP regime, which contributes to the fragmentation of career trajectories within the same organization (Bensusán, 2022).

A particularly relevant finding was that, although the majority of staff reported stable contractual trajectories, a significant proportion expressed medium or low levels of perception of permanence. This indicates that job stability cannot be explained solely by contractual continuity, but also depends on subjective factors linked to future expectations and institutional dynamics. In the Fiscomisional context, this circumstance is intensified by the coexistence of contracting regimes, giving rise to a structural uncertainty that affects the work experience. These findings support the need to strengthen institutional transparency, normative clarity, and the need to carry out renewal and evaluation processes.

Regarding subjective job stability, the findings indicated moderate levels of job insecurity, coinciding with studies that show that labor precarization in education does not always occur in an extreme form, but rather translates into prolonged and normalized uncertainty (Martínez, 2019). The fact that implicit insecurity has slightly higher values than explicit insecurity suggests that staff concerns do

not revolve solely around the possibility of losing employment in the short term, but rather due to the progressive deterioration of certain working conditions. This type of sustained insecurity has been linked to cumulative effects such as stress, exhaustion, and decreased institutional commitment (Yeves et al., 2024).

The results empirically supported the study hypothesis by confirming that there are statistically significant differences in job insecurity and well-being based on employment modality, with the greatest differentiation found in explicit job insecurity, suggesting that fear of job loss constitutes the core of the subjective experience of job stability, in line with authors who point to the direct relationship between job insecurity, professional commitment, and long-term planning (Krys & Konradt, 2022). Similarly, implicit insecurity reflects the more subtle forms of precarity, which tend to naturalize working conditions (Anaya, 2019).

Finally, the correlation analysis showed that subjective job stability is more associated with the expectation of future permanence than with past contractual trajectory, which turns out to be an important contribution of the study. The perceived probability of permanence emerged as the main explanatory factor, while historical stability did not appear to be related to job insecurity. This result has a special connection with Nawrocka et al. (2023), given that they propose that job insecurity is fundamentally based on future expectations. Likewise, the high correlations that emerge between the dimensions of insecurity and well-being confirm that subjective job stability is a quasi-integrated construct, where fear, uncertainty, and impact feed back into the process.

In general, the study yields notable empirical evidence by showing that employment modalities are not neutral but rather They are associated with different experiences of job stability with implications for human talent management. Therefore, it can be said that guaranteeing contractual continuity is not sufficient if it is not accompanied by clear, fair, and predictable institutional policies. Along this line, the central contribution of the study is that the perceptions of job stability appear to depend more on future employment expectations than on contractual formality, which provides an adequate interpretative framework for the design of more sustainable educational and labor policies.

CONCLUSIONS

The findings allowed the study to achieve its objective and support the formulated hypothesis, by evidencing that employment modalities are significantly associated with levels of subjective job stability among staff of the La Salle Fiscomisional Educational Units, Southern Zone. Specifically, staff with permanent appointments reported higher levels of perceived job security and more favorable perceptions of their working conditions; on the contrary, staff under temporary or non-permanent contractual modalities, although they also fulfill their institutional functions, may be doing so from a context of greater uncertainty with uncertain prospects for continued employment, and therefore this even translates into a more negative explicit and implicit perception of the effect of those conditions on their well-being and performance. In this way, it was found that job stability is influenced not only by past contractual trajectory, but also by the expectation of future permanence within the institution.

From a critical position generated from the evidence, it is concluded that the combination of different contractual regimes within a single institution can give rise to disparate realities of stability in labor identification, despite the fact that all staff perform similar functions. However, from direct experience in the institution, it has been observed that staff with lower formal job stability tend to assume a greater workload and greater operational responsibilities, which may be due to the search

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for greater future stability. It is known that 62.9% of the staff working in the institution have master's degrees and the majority maintain contracts governed by labor law. At this point, institutions belonging to “La Salle” network that invest in professional development while relying heavily on temporary employment arrangements may face challenges in retaining qualified personnel owing to better work opportunities.

These findings highlight the need to strengthen human resource management practices in Fiscomisional educational institutions by promoting greater contractual transparency, employment predictability, and equitable working conditions, which improves the quality of education.

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CONFLICT OF INTEREST

The authors report no conflicts of interest.