Hospitality diversity management and job satisfaction: the mediating role of organizational commitment across individual differences[1]

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Abstract: The present study examines the effects of diversity management on hospitality employees' organizational commitment and their job satisfaction bearing in mind individual differences. A representative sample of hotel workers were surveyed in the Canary Island, one of the main tourist destinations in the world, which receives over fifteen million tourists a year. Using moderated mediation analyses, the study confirms our hypothesis that employees' perceptions of diversity management have a positive and significant direct effect on job satisfaction. In addition, an indirect effect through employees' organizational commitment was found. Results support the moderating role of age, but not of ethnic origin or gender on the proposed mediation. Previous research relating diversity management and organizational performance could be explained through job satisfaction. From a managerial perspective we encourage hoteliers to consider diversity management when they plan their human resources policies due to its effects on employees' job satisfaction and organizational commitment.

1. Introduction

Globalization has changed the labor force of most nations around the world. This creates an arena in which organizations increasingly employ workers and meet customers' needs from very diverse backgrounds, including sociodemographic as well as culturally different ones (Kalargyrou & Costen, 2017; Madera, 2018). This phenomenon is especially important in the hospitality sector, where ethnic, cultural and gender diversity are an integral part of the workforce (Manoharan et al., 2019). Research on the effects of the presence of a diverse workforce in organizations have certainly found contradictory results on its positive (or negative) effects on business performance (Bell et al., 2011; Joshi & Roh, 2009; Mor Barak et al., 2016; Stahl et al., 2010; Webber & Donahue, 2001) and as a consequence "the management of diversity, in the broadest sense of the word, will be a lever of change and differentiation for the future" (UNWTO, 2019).

In this context, diversity management (DM hereinafter) has increasingly gained the attention of academics and practitioners across different industries. This results in an increasing number of studies aiming to better understand such a phenomenon (Choi, 2009; Foster & Harris, 2005; Madera, 2013; Manoharan & Singal, 2017; Pitts, 2009). Indeed, DM has recently gained momentum not only for its direct impact on employees' quality of working life (Santero-Sanchez et al., 2015; Yirik & Babür, 2014) but also for its influence on organizational outcomes (Chi & Gursoy, 2009; Cox & Blake, 1991; Gilbert et al., 1999).

DM represents the voluntary organizational actions that are designed to create greater inclusion of employees from various backgrounds into the formal and informal structures through deliberate policies and programs (Mor Barak et al., 2016, p.218). It refers to the extent to which everyone is treated equally in organizations regardless of their demographic or other individual differences, thus enhancing individuals' inclusiveness (Gilbert et al., 1999). It includes programs, policies, and practices developed and implemented in order to effectively manage a diverse workforce and promote organizational equality (Nkomo & Hoobler, 2014).

Although DM research suffers from a lack of strong theoretical foundation (Mahonaran & Singal, 2017), previous studies point out that main components of organizations policies and procedures to effectively manage diversity are the encouragement of fairness and inclusion (Mor Barak et al., 1998). DM can be formal or informal (Manoharan et al., 2019) and it involves organizational efforts to reducing discrimination and establish rules so that minorities will not receive fewer opportunities or confront barriers for development and also foster their integration (Mor Barak et al., 1998, 2016). Thus, effective management of diversity results in lack of discrimination, equal opportunities and inclusiveness of all employees in the organization. DM enhances social integration among individuals in promoting inclusiveness of everyone no matter their differences (Choi, 2009). In addition, it positively influences the extent to which individual differences are respected within the organization proving a certain extent of sensitivity to discrimination against minorities (Mor Barak et al., 2016). Also, equal employment opportunities for workers is a very good indicator of effective management of diversity inside organizations assuring sameness of treatment despite distinctive characteristics (Choi, 2009). As a result, DM allow organizations to recruit and maintain talent from diverse workers, enhance organizational culture and improve delivered service to customers (Manoharan & Singal, 2017).

Although diversity in the workplace could have business benefits, its positive effects depend on DM practices (Sorouklis & Tsagdis, 2013). Thus, DM is viewed positively as a way of improving organizational competitiveness, helping to recruit and retain the most talented employees, increase organizational innovation, enhance creativity and improve customer relationships, among others, thus improving organizational performance (Cox & Blake, 1991; Gilbert et al., 1999). However, we still know little about employees' perceptions of such practices (Dennissen et al., 2020).

Employees who work in a diverse workplace under DM practices feel they are treated fairly and have the same opportunities (Chrobot-Mason & Aramovich, 2013). In particular, DM is especially strategic in the hospitality and tourism industry due to the large representation of minorities in this activity (Kalargyrou & Costen, 2017). Consequently, it is essential that managers focus on creating work environments that promote inclusion and ensure that this diverse workforce is satisfied with their employment and committed to the organization. In this sense, it is necessary to understand how diversity is managed and what employees perceive.

Following scholars suggestions that DM should focus on specific business settings (Joshi & Roh, 2009; Manoharan & Singal, 2017; Mor Barak et al., 2016), we turn our attention here to the hospitality and tourism industry, which is globalized in essence and characterized by high levels of labor intensity (UNWTO, 2019). Employment in tourism is widely associated with low pay, monotonous tasks, minimal job security, and low-status positions (Baum, 2006, 2015; Ladkin, 2011). The quality of working life in the sector is frequently questioned. This is due to the high incidence of temporary and part-time jobs, long and irregular working hours, abundance of low educational level labor, outsourcing of activities, reduced wages and less than optimal working conditions, among others (ILO, 2017; UNWTO, 2019). Activity is affected by increased competition, accelerated technological and organizational changes (Baum, 2015) as well as high sensitivity to short-term shocks and depressive economic cycles. This puts constant pressure on organizations to create fair work environments and have a wide diversity of employees who are productive, ensure a high-level offering of competitive services and business performance (UNWTO, 2019).

Hotels located across the globe, employ workers with diverse characteristics as well as serving customers from all over the world, resulting in an even higher importance of DM (Kalargyrou & Costen, 2017; Manoharan et al., 2019; Vassou et al., 2017). In such situations, it is reasonable to consider that DM will positively influence the extent to which everyone perceives that they are treated equally despite their individual differences and therefore, it directly and positively improves employees' job satisfaction.

Similarly, indirect effects could be considered through organizational commitment, since DM satisfies basic employees' psychological needs. This will result in higher levels of attachment to the hotels by their workers (Meyer & Maltin, 2010). However, derived from some key elements of the social identity and intergroup relations theory suggesting that people are not attracted to groups with different characteristics and also that the way people perceive their context is determined by their group membership, the proposed relationships may be amplified depending on workers' gender, age, and ethnicity (Tajfel, 2010; Vassou et al., 2017). This is because women and other minorities are treated differently within organizations, thus as direct beneficiaries of DM, it is reasonable to expect a stronger commitment from minorities in the presence of DM in their workplace (Ibarra, 1993, 1995).

The purpose of this paper is to study DM in hotels to advance our knowledge on organizational effectiveness in the hospitality and tourism context, trying to fill two important gaps existing in this research field. First, we answer several recent calls highlighted in the literature to carry out empirical studies aiming at better understanding the DM phenomenon in the hospitality context (Kalargyrou & Costen, 2017; Manoharan et al., 2019; Manoharan & Singal, 2017; Song et al., 2020; Vassou et al., 2017). This is a noteworthy contribution as hotels employ workforces that are diverse in nature and, therefore, they are in urgent need of better understanding DM effects on employees' commitment and satisfaction. More specifically, demographic diversity has been considered an under-researched area in hospitality firms and when it has been analyzed the focus has been partially centered only on several categories of workers (Song et al., 2020). Second, we contribute to the burgeoning research stream that supports the benefits of DM across different organizational settings (Pitts, 2009; Vanderschuere & Birdsall, 2019) and extends those assumption to the hotel industry by testing empirical evidence on the positive effects of DM on employees' organizational commitment and job satisfaction.

Consequently, we provide recommendations for strategic and tactical managers as well as for human resources specialists in charge of working with a diverse workforce.

This paper is organized as follows. In the next section, we present the theoretical context and the hypotheses to be tested in relation to the characterization and links existing between DM, organizational commitment and job satisfaction in hospitality sector, analyzing the moderating role of sociodemographic differences. We subsequently introduce the measurement model, our sample and methodological approach, before reporting the empirical results. Lastly, we conclude with a discussion of results, theoretical and managerial implications and our main conclusions for further research.

2. Theoretical Framework and Hypotheses

2.1 Effects of Employees' Perceptions of DM on Job Satisfaction

Despite hospitality and tourism firms employing a larger number of minorities than other business, this research line in these industries still remains in its infancy (Kalargyrou & Costen, 2017). Although it has provided valuable contributions on DM best practices and training, there are significant gaps in DM research conducted in hospitality and tourism disciplines and other business fields. Though the general literature has moved forward on DM effectiveness, contextual differences, and (individual, team and organizational) outcomes derived from its implementation (Kalargyrou & Costen, 2017). Building on this identified gap, we focus here on job satisfaction, as the main determinant for providing value and tourist satisfaction resulting in higher organizational outcomes (Chi & Gursoy, 2009). Therefore, we explore the effects of employees' perceptions of DM on job satisfaction.

When organizations deal with a diverse workforce, managerial and strategic staff can implement DM practices as a way of encouraging the appreciation of demographic and other individual differences (Gilbert et al., 1999; Kersten, 2000). Although difficult to apply in practice, DM is supposed to provide teams and organizations with benefits in their daily operations (Foster & Harris, 2005). In this sense, although little attention has been given to DM in the hospitality industry (Kalargyrou & Costen, 2017; Manoharan & Singal, 2017), recent research suggests that it could have a positive and significant effect on hospitality firm performance (Song et al., 2020). Moreover, previous studies have found that DM positively impacts job satisfaction in the public sector, (Pitts, 2009; Vanderschuere & Birdsall, 2019), educational sector, (Ordu, 2016) or even the retail sector (Foster & Harris, 2005). This evidence seems to suggest that hotel employees' perceptions of DM may be positively and directly related with their job satisfaction.

In this sense, according to previous results of studies on other sectors, workers of hotels lacking DM will perceive unfairness in the way decisions are made, inequality of opportunities, unfair treatment at work and even discrimination (Foster & Harris, 2005). For example, in front-office departments, a lack of DM could result in an unfair decision-making process involving discrimination due to individual differences. In particular, this could be more tangible in terms of a promotion for future vacancies to become a shift leader or the head of the front-office department. In this sense, giving preference to senior white Caucasian men would mean that other minorities such as women, people from different ethnicities, or younger workers could have fewer opportunities to develop their professional career in that front-office department.

To the contrary, employees of hotels with high levels of DM will positively perceive that they are equally treated at their jobs regardless of their individual differences (Armstrong et al., 2010; Larrieta-Rubín de Celis et al., 2015). Following our example in front-office departments, proper DM would result in of the same treatment when addressing specific the rights and needs of individuals. In particular, this could be noticeable in the assignment of working shifts for the team of receptionists. Concretely, receptionists with children could be given preference in the assignment of morning shifts, so that they can end their working hours by the time their children

are finished with their school. Consequently, it may be true that hospitality firms' proactive efforts towards individuals' greater inclusion is perceived as positive. Therefore, it is reasonable to expect a direct positive impact of hospitality employees' perception of DM on their job satisfaction. Thus, we submit that:

Hypothesis 1: *Hospitality employees' perception of DM positively and directly affects job satisfaction.*

2.2 The Mediating Role of Organizational Commitment on the relationship between Perceptions of DM and Job Satisfaction

Employees' organizational commitment refers to the sense of belonging they feel towards their firm resulting in psychological attachment to the places they work in (Allen & Meyer, 1996; Meyer et al., 1993). There is substantial research supporting the benefits of committed employees' for organizations such as improvements in workers' citizenship behavior (Kehoe & Wright, 2013), enhanced job performance (Kim et al., 2017) as well as reductions in employees' intentions to leave their jobs (Mathieu & Zajac, 1990). As widely acknowledged in the literature, employees' organizational commitment is of crucial importance in the hotel industry, because it greatly determines job satisfaction and consequently, the quality of the interactions with clients that will positively influence customer satisfaction (Kim et al., 2007; Lam et al., 2002; Zopiatis et al., 2014).

Although research points out that DM or the lack of it is directly related to workers' intention to leave their organization (McKay et al., 2007), there is no empirical evidence to support the claim that this effect holds true for hotel employees. Literature on the topic suggests that the key for achieving higher levels of commitment relies on satisfying employees' basic psychological needs (Meyer & Maltin, 2010) and enhancing conditions that increase individuals' job satisfaction (Lin et al., 2018). Existing research supports that in order to increase levels of employee commitment, organizations should develop policies aiming at caring and investing in their employees such as enhancing training opportunities (Newman et al., 2011) and implementing DM practices (Gilbert et al., 1999). For example, it may be the case that a particular worker in a hotel has an accident ending up with a physical disability. Hotels with high levels of DM would probably place this person in another position that does not require physical effort such as central offices or the reservations department. This particular action may be perceived as positive by all workers, who will perceive the hotel they work for takes care of them. As a result, it is likely that employees will be more committed to their hotels and will want to continue working there for the long term. On the contrary, if the worker with the disability is fired, employees will perceive that their hotel does not embrace diversity, and they will want to find another place to work.

Empirical studies provide evidence that DM is negatively associated with less turnover intention (Groeneveld, 2011; Stewart et al., 2011) and positively related to employee retention (Kaplan et al., 2011; McKay et al., 2007) suggesting that high perceptions of organizational fairness and sameness of treatment is positively related to employees' psychological sense of belonging to their workplaces. In this sense, it is reasonable to expect that hotel employees' perceptions of diversity being properly managed within their firms reduce their intentions to leave their organizations. Consequently, they increase their attachment to the hotels they work in, ultimately resulting in higher levels of job satisfaction. Stated formally, we hypothesize that:

Hypothesis 2: *Organizational commitment mediates the relationship between hospitality employees' perception of DM and job satisfaction.*

2.3 The Moderating Role of Gender, Ethnicity and Age

In this study, we adopt some of the salient cues of the social identity and intergroup relations theory (Tajfel, 2010) to infer the moderating role of certain essential demographic characteristics on the proposed mediating effect of organizational commitment between perceptions of DM and job satisfaction. People want to belong to groups with distinctive positive characteristics while they exclude others perceived as different, resulting in discrimination and exclusion of those minoritarian groups. Therefore, the way individuals perceive their context is demonstrated to be highly determined by their group membership, such as those related to their demographic characteristics, including age, gender and ethnicity (Alderfer, 1983). In this sense, literature provides evidence on the differential treatment experienced by women and other minorities in organizations (Ibarra, 1993). This scenario is no different in the hotel industry, where minorities suffer from barriers to career development (Ng & Pine, 2003). In our research we expect that these minoritarian groups (i.e., women, foreigners and young workers) are discriminated in hotels and suffer more barriers for career development. Consequently, DM strategies fostering inclusion, lack of discrimination and equal opportunities will benefit these minorities to a higher extent, thus increasing the effect on their organizational commitment.

From a conceptual perspective, an infinite number of dimensions on diversity could be considered (Prasad & Mills, 1997). However, DM literature (Manoharan & Singal, 2017) groups them based on visible characteristics (gender, age, ethnicity, disabilities, etc.) and deep-level dimensions (education, religion, personality, etc.). Concretely, gender, ethnicity and age have received the most attention in existing studies (Manoharan & Singal, 2017), and therefore we focus here on testing their moderating effects on the relationship between perceptions of DM and employees' job satisfaction.

Concerning gender, women lag in educational attainment, are underemployed and face higher rates of joblessness compared to men. They experience limited access to organizational resources useful for career development within their enterprises (Morrison & Von Glinow, 1990). Therefore, they are underrepresented in management positions due to the so called glass ceiling (Maxwell, 1997) and also because of the lack of career paths for higher positions instead being predominantly stuck in certain departments such as catering, sales or housekeeping (Woods & Viehland, 2000). Nevertheless, recent literature shows a positive relationship in hospitality firms between broad diversity and firm performance, as it is reasonable to expect that it could be explained by greater job satisfaction derived from higher levels of commitment (Song et al, 2020).

An increasing number of women are entering the workforce leading to a change in the gender composition of organizations. Thus, if this diversity is not managed properly organizational outcomes could be compromised. However, the abovementioned conditions may be discouraging for women considering a career in the lodging industry. In this sense, (Cox & Blake, 1991) suggest that DM negatively impacts on women's frustration and turnover intentions. In order to counter gender differences, hotels could implement DM policies aimed at assuring women representation at all operational, departmental and managerial levels (Gröschl, 2011). In line with previous studies, (Lee & Lee, 2012) and as direct beneficiaries of such policies, DM may very well have a more positive effect on women than on men's outcomes. In this way, hospitality employees' gender could moderate the mediating effect of organizational commitment in the positive relationship between perceptions of DM and job satisfaction. Thus, as extant literature seems to indicate, we formally state:

Hypothesis 3: *The positive effect between hospitality employees' perception of DM and job satisfaction through organizational commitment will be stronger for women than for men.*

As for ethnicity, research on the topic suggest that workers from different countries already perceive high levels of workplace discrimination and career barriers in the hospitality industry when they are pursuing their studies at university (Wen & Madera, 2013). This creates a disheartening context for ethnic minorities aiming to pursue a career in the hospitality industry. As a result, it may be the case that these potential workers will look for employment opportunities

in other industries. However, as the workforce in the hospitality industry will continue to become more ethnically diverse (Littlefield & Sarabakhsh, 1997), hoteliers are in urgent need of finding solutions. For example, hotels could emphasize their DM practices in order to show themselves as more inclusive (Madera et al., 2012, 2013). Concretely, hotels could show their commitment to diversity by placing people from different countries in their recruitment leaflets (Avery et al., 2004). According to Avery et al., (2004), such practices have proven to have positive effects on foreign minorities, and, therefore, it is reasonable to expect that DM practices will be more valued by these groups coming from different countries and with different nationalities. Thus, hospitality employees' ethnic origin could moderate the mediating effect of organizational commitment in the positive relationship between perceptions of DM and job satisfaction. Consequently, we formally hypothesize:

Hypothesis 4: *The positive effect of perceptions of DM on job satisfaction through organizational commitment will be stronger for foreign than for local workers.*

With regards to age, it is an important paradigm of individual difference and has been considered as a relevant dimension in different studies on diversity. For example, with an increase in age, older workers might place more importance on integrity, pride in the organization, whereas younger workers could place greater emphasis on monetary aspects. Concerning the work environment, the literature has proven evidence on discrimination towards both young (Magd, 2003) and old workers (Jenkins, 2008) in the hospitality industry. The main explanation is that both, young and old workers differ to a great extent concerning their interests and needs (Freedman & Bartholomew, 1990). In this paper, we follow previous studies proving that older workers are more attached to their organizations than younger workers (Lee & Lee, 2012), suggesting that organizations are failing to satisfy the particular needs of younger workers in the hospitality industry. However, younger employees are supposed to outperform those of older ages (Iun & Huang, 2007), providing evidence on the importance of managing age diversity within the hospitality industry. For example, hotels could provide workers with opportunities for foreign language training as a way of embracing diversity within the organization. Such practices are aligned with younger professionals' particular needs (Dorta-Afonso & Cantero-García, 2020; Lee & Lee, 2012). Therefore, it is reasonable to expect an amplified effect of perceptions of DM on the commitment of younger compared to older workers. From this perspective, hospitality employees' age could moderate the mediating effect of organizational commitment in the positive relationship between perceptions of DM and job satisfaction. Consequently, we submit that:

Hypothesis 5: *The positive effect of employees' perception of DM on job satisfaction through organizational commitment will be stronger for young than for old workers.*

Bearing in mind the rationalities before, we have designed a study that investigates the direct effects of DM on employees' job satisfaction and its indirect effects through organizational commitment. We also analyze how these relationships are divided across demographic characteristics (gender, ethnic origin and age). To test for these relationships, we used moderated mediation analyses according to Hayes' (2017) recent recommendations. Figure 1 depicts our research model.
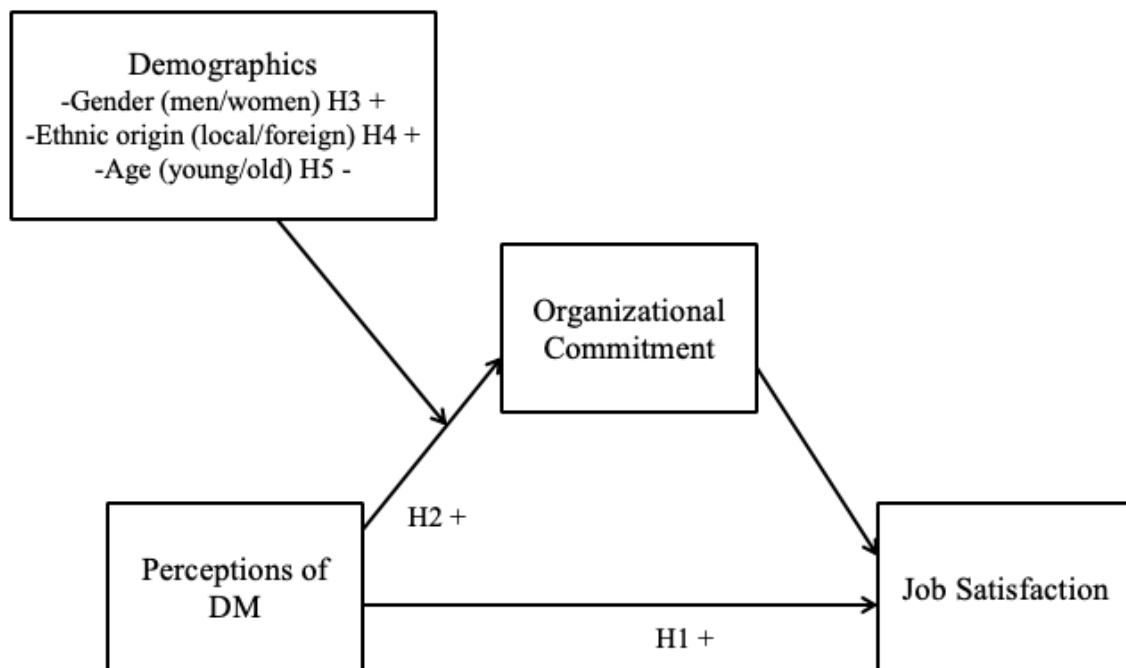
Figure 1. Research model

3. Method

To test the proposed hypotheses in the previous section, we conducted a quantitative study focused on hospitality employees currently working in hotels located in the Canary Islands, considered a world reference tourist destination. In 2018, tourism contributed 35% of the GDP and 40.4% of employment, with more than 15 million tourists visiting the destination (Exceltur, 2018).

3.1 Data Collection and Sampling Procedure

Prior to administration of the questionnaire, we conducted a pilot test with twenty students from a bachelors' degree in tourism due to their similarities concerning professional and study backgrounds to assure content understanding of items. After correction of some wording mistakes, we proceeded with the data collection. Data collection took place between December 2019 and February 2020 in the Canary Islands. The data collection method involved using a questionnaire to measure hospitality employees' perceptions of DM in their hotels, as well as their organizational commitment and job satisfaction. We first contacted hotels' human resources managers to present our research objectives and kindly asked them to encourage employees to take part in our survey. Hotels who wanted to take part in our research were then set an appointment so that two research assistants, who were not familiar with our research hypotheses, could access their facilities and organize the data collection. Research assistants administered the survey and provided hotels workers with standardized instructions on how to complete the questionnaire.

Concerning the sampling procedure, we first characterized the whole population of hotels of the destination, which consists of 238 establishments. From those, three, four and five-star hotels represented almost 75% of the total; therefore, we decided to focus on them. From this group of interest, four-star hotels were the most important (54.21%) followed by three-star hotels (31.45%) and five-star hotels (14.34%). We intended to collect a representative sample of the mentioned population so that results could be generalizable (see table 1). The survey was administered to 458 individuals currently working in three, four and five-star hotels of Tenerife.

From the 458 surveyed individuals, 245 were working in four-star hotels (53.5%), 98 were three-star hotels workers (20.7%) and 118 were employed by five-star hotels (25.8%). Respondents were between 20 and 65 years old (M = 40.73; SD = 9.36), 57% were females and 23% were foreigners. Participants belonged to all the departments of the hotels: housekeeping (26.7%), reception (17.1%), kitchen (15%), food and beverage (26%), administration (10%) and maintenance (5.2%). Participants' educational level was normally distributed: without studies or primary school (11.1%), secondary school (19.9%), high school (18.1%), low-level vocational training (15.6%), high-level vocational training (15.2%), bachelor's degree (16.1%) and master's degree (4%).

Table 1. Sociodemographic, job characteristics and study variables means, standard deviations and % of the study sample.

Workers Characteristic	%	Mean	SD	Workers Characteristic	%	Mean	SD
Hotel workers age		40.73	9.36	Hotel Category		4.05	.68
20 - 30 years old	17.15%			three-star hotels	20.7%		
31 - 40 years old	33.50%			four-star hotels	53.5%		
41 - 50 years old	34.03%			five-star hotels	25.8%		
51 - 65 years old	15.30%			Departments:			
Hotel workers gender		1.58	.50	Housekeeping	26.7%		
males	42.4%			Reception	17.1%		
females	57.6%			Kitchen	15.0%		
Hotel workers ethnic origin		1.22	.42	Food and beverage	26.0%		
foreigners	22.6%			Others	15.2%		
locals	77.4%			Education			
Organizational commitment		4.24	.90	High school or lower	49.1%		
Perceptions of DM		3.77	.84	Vocational training	30.8%		
Job satisfaction		4.19	.91	University	20.1%		

3.2 Measurement of constructs

We assessed constructs through self-reported measures via a questionnaire administered by two research assistants. We developed the survey to cover more than one phenomenon and this research article uses employees' answers concerning perceptions of DM, organizational commitment, job satisfaction and demographic data such as gender, country of origin and age. The questionnaire gathered sociodemographic data, job-related information and the constructs of the study. The questionnaire was developed by conducting a thorough review of related literature and collecting measures previously used in other studies to form a pool of items. Three professors specialized in the area discussed in-depth the inclusion of each specific item into the measurement scale, therefore assuring content validity of the instrument. Table 2 shows each of the items used to assess constructs and references that supports its inclusion in the questionnaire.

Perceptions of DM. We measured employees' perceptions of DM with six items developed according to our literature review on the topic (Bean et al., 2001; De Meuse & Hostager, 2001; McKay et al., 2007; Mor Barak et al., 1998). As highlighted in the literature we assessed employees' perceptions of both fairness and inclusion in their hotels. Concretely, we measured the extent to which the hotel provided workers with equal opportunities, a climate of inclusion and the lack of discrimination within the organization (Choi, 2009; Mor Barak et al., 1998; Mor Barak et al., 2016). The scale was very reliable with a Cronbach's alpha (α) of .70. The measure ranged between 1 and 5 with higher scores meaning employees' higher perceptions of DM.

Organizational commitment. It was measured with a four-item test (using a five-point Likert scale: 1 = "strongly disagree", and 5 = "strongly agree") that combined and adapted items used in the existing literature to measure the same construct (Allen & Meyer, 1996; Kehoe & Wright, 2013; Kunze et al., 2011; Meyer et al., 1993; Zopiatis et al., 2014). The reliability of the scale was quite high with a Cronbach's alpha (α) of .92. The measure ranged between 1 and 5 with higher scores meaning higher levels of organizational commitment.

Job satisfaction. We measured job satisfaction with a three-item test in which participants had to rate each statement according to their degree of agreement (using a five-point Likert scale: 1 = "strongly disagree", and 5 = "strongly agree"). We developed the measure adapting items used in existing studies (Chi & Gursoy, 2009; Suazo, 2009; Zopiatis et al., 2014). Reliability of the scale was high with a Cronbach's alpha (α) of .90. Higher scores (from 1 to 5) revealed individuals' higher levels of job satisfaction.

Gender. Participants in our survey were asked to indicate their gender in the sociodemographic part of the administered instrument. Gender was coded as a dummy variable (1 = male, 2 = female).

Ethnic origin. Within the discourse on DM, the category of origin or ancestry of employees is addressed through the dimensions of race, ethnicity, national origin and nationality. Although the concept of ethnicity and the political concept of nationality is quite blurred (Woodwell, 2007), we decided to assess ethnic origin through participants' country of origin. It was then coded as a dummy variable (1 = local, 2 = foreigner).

Age. Existing studies indicate that the dimension of age is studied either through the actual age of the respondents or through generational cohorts. In this research, we asked participants to indicate their current age in the sociodemographic part of the questionnaire, and it was treated as a continuous variable.

Control variables. We controlled for participants' educational level (1 = "without studies" and 10 = "PhD") as well as contract type (1 = "fix term" and 2 = "temporary"). Additionally, we controlled for hotel strategy, typically assessed by lodging star rating (Sun et al., 2007).

Table 2. Study variables and study references supporting items

Constructs and items	Study reference
Diversity Management 1. This company guarantees equal opportunities and sameness of treatment at work 2. In this company, there is discrimination against gender 3. In this company, there is discrimination against ethnicity or country of origin 4. In this company, there are equal opportunities for promotions to higher positions 5. My company encourages good relationships and teamwork among all employees 6. My company develops policies aimed at improving work environment and labor climate among all employees	(Bean et al., 2001; De Meuse & Hostager, 2001; McKay et al., 2007; Mor Barak et al., 1998)
Organizational Commitment 1. This organization deserves my loyalty 2. I feel a strong sense of belonging to this organization 3. I would be very happy to spend the rest of my career with this organization 4. I would recommend this hotel as a place to work	(Kehoe & Wright, 2013; McKay et al., 2007; Meyer et al., 1993; Suazo, 2009)
Job Satisfaction	

1. Overall, I am satisfied with my job at this hotel	(Chi & Gursoy,
2. In general, I like working here	2009; Suazo, 2009;
3. I get feelings of accomplishments at my job and it positively contributes to my life satisfaction	Zopiatis et al., 2014)

3.3 Statistical analysis

We performed regression analysis in three steps using SPSS. First, we performed a simple linear regression to confirm the relationship between hospitality employees' perception of DM and job satisfaction (Hypothesis 1). Second, we conducted a simple mediation analysis (calculated using Hayes's, 2018 Model 4 for PROCESS) to find the mediational path between employees' perceptions of DM and job satisfaction through organizational commitment (Hypothesis 2). Third, we analyzed the moderating role (calculated using Hayes's, 2018 Model 7 for PROCESS) of gender, ethnicity and age through moderated mediation analysis (Hypotheses 3, 4 and 5). The macro PROCESS (Hayes, 2018) allows to test for mediation and moderated mediation hypotheses using 10,000 bootstrap estimates to obtain 95% bias-corrected confidence intervals for indirect effects (in the case of simple mediation analysis) and conditional effects (in the case of mediated moderation analysis). We controlled for participants' educational level, type of contract and star rating of the hotel in all the analysis.

4. Results

Means, standard deviations and intercorrelations among all study variables are depicted in Table 3. In line with our hypotheses, perceptions of DM, organizational commitment and job satisfaction are highly correlated.

Table 3. Descriptive statistics and two-tailed Pearson correlations of study variables

Variable	M	SD	1	2	3	4	5	6	α
1. Perceptions of DM	3.77	.84	—						.70
2. Organizational Commitment	4.24	.90	.55**	—					.92
3. Job Satisfaction	4.19	.91	.60**	.82**	—				.90
4. Gender	1.58	.50	-.09*	-.01	-.04	—			
5. Ethnic Origin	1.22	.42	.04	-.03	.01	.00	—		
6. Age	40.73	.36	.01	.12**	.12*	.02	-.04	—	

N = 458

*= $p < 0.05$; **= $p < 0.01$

4.1 Hypotheses testing

Hypothesis 1 stated that hospitality employees' perceptions of DM positively and directly impacts employees' job satisfaction. We calculated a simple linear regression to predict job satisfaction based on perceptions of DM. We found a significant regression equation ($F(1, 452)$ = 249.16, $p < .00$), with an R^2 of .36. Participants' job satisfaction was equal to 1.76 + .65 (DM). Participants' job satisfaction increased .65 for each unit of perception of DM. This provides enough evidence to support hypothesis 1.

Hypothesis 2 submitted that organizational commitment mediates the direct relationship between employees' perception of DM and job satisfaction in such a way that perceptions of DM indirectly impact job satisfaction through the organizational commitment of hotel workers. We conducted a simple mediation analysis with Model 4 for PROCESS (Hayes, 2018) using 10,000 bootstrap samples with bias-corrected bootstrap confidence intervals. See Table 4 for unstandardized coefficients, standard errors and confidence intervals.

Table 4. Analysis for simple mediation model

	Org. commitment (M)			Job satisfaction (Y)		
Variable	*Coeff.*	*SE*	*95% CI*	*Coeff.*	*SE*	*95% CI*
Diversity Management (X)	.57**	.04	.48, .66	.24**	.03	.17, .31
Organizational Commitment (M)	----	----	----	.70**	.03	.63, .76
Constant	1.90**	.30	1.31, .2.50	.40	.21	-.01, .82
Educational level	-.05*	.02	-.08, -.01	-.03*	.01	-.05, -.01
Contract type	.03	.09	-.15, .20	.09	.05	-.02, .21
Hotel Strategy	.10	.06	-.01,.21	-.01	.03	-.08, .06
	$R^2 = .30$			$R^2 = .69$		
	$F_{(4, 418)} = 44.50, p<.001$			$F_{(5, 417)} = 189.87, p<.001$		

*= $p < .05$; **= $p < .01$

The indirect effect of perceptions of DM (X) on job satisfaction (Y) through organizational commitment (M) was positive and statistically different from zero (*Coeff.* = .40, 95% *boot CI* = .31 to .49, $p < .05$). Results show that workers reporting higher perceptions of DM feel more committed to their organizations, which translates into higher levels of job satisfaction. Concretely, two workers differing by one unit in their reported perceptions of DM are expected to differ .40 units of job satisfaction. Thus, hypothesis 2 is fully supported.

Hypotheses 3, 4 and 5 stated that gender, ethnic origin and age (respectively) would moderate the mediation of organizational commitment between perceptions of DM and job satisfaction. We conducted three first stage mediated moderation analyses with Model 7 for PROCESS (Hayes, 2018) using 10,000 bootstrap samples with bias-corrected bootstrap confidence intervals. Table 5 shows the conditional indirect effects of perceptions of DM on job satisfaction through organizational commitment at different values of the moderators (gender, ethnic origin and age).

Table 5. Analysis for moderated mediation

Conditional indirect effects (LLCI, ULCI) at different values of the moderators (W)		
Model 1; W = gender	Model 2; W = ethnic origin	Model 3; W = age
Female; .45 (.32, .56)	Foreigner; .43 (.32, .54)	30; .48 (.33, .64)
Male; .34 (.23, .46)	Local; .42 (.22, .65)	40; .38 (.29, .48)
		50; .28 (.19, .38)
Index of moderated mediation (LLCI, ULCI)		
Model 1; .09 (-.06, .25)	Model 2; .01 (-.21, .23)	Model 3; -.01 (-.02, -.01)

Although the conditional indirect effect was higher for females than males as expected, the confidence interval for the moderated mediation index included zero suggesting that the difference is not significant (see Table 5, Model 1). Consequently, we cannot provide support for hypothesis 3. Similarly, and as expected, the conditional indirect effect was higher for foreign than for local workers, but this difference was not significant (see Table 5, Model 2). Thus, hypothesis 4 was not supported. Concerning age, the conditional indirect effect was higher when employees were younger. Moreover, these differences proved significant as the confidence interval for the moderated mediation index did not include zero (see Table 5, model 3). Therefore, hypothesis 5 is confirmed.

5. Discussion

The main purpose of this study was to analyze the direct effects of perceptions of DM on job satisfaction of hospitality workers and its indirect effect through employees' organizational

commitment and to investigate if these relationships were amplified depending on workers' gender, ethnic origin and age. We confirmed our first and second hypotheses concerning the direct effect of perceptions of DM on job satisfaction as well as the mediational role of organizational commitment. Although we found moderating effects of age (hypothesis 5), significance was not reached on the amplifying effect of gender (hypothesis 3) nor on ethnic origin (hypothesis 4) in the mediation.

Our findings advance literature in several ways. The first contribution of our research is that is has brought together management constructs related to employee outcomes such as organizational commitment and job satisfaction and linked them with DM in the hotel industry context. Concretely, we have enlarged the body of knowledge that supports the positive effects of DM for organizations (Armstrong et al., 2010; McKay et al., 2007) and made those assumptions generalizable for the hotel setting in such way that DM is positively related with employees attachment to their organizations as well as with their job satisfaction. By doing so, we have answered several recent calls claiming the urgent need to analyze DM in the hospitality and tourism industry (Kalargyrou & Costen, 2017; Manoharan & Singal, 2017). Obtained results can contribute to explain the conclusions of several new studies that have found a positive relationship between DM and organizational performance in the hospitality industry (Manoharan et al., 2019; Song et al., 2020). In this sense, it seems that the positive relationship of perceptions of DM with job satisfaction not only directly but indirectly could explain to a great extent the latter positive impact on organizational performance.

5.1 Theoretical Implications

Our empirical evidence on DM becomes even more important in a globalized world in which organizations increasingly deal with diverse workforces (Cox & Blake, 1991; Kalargyrou & Costen, 2017; Madera, 2018), which has become more evident in the hotel industry. In this sense, we contribute to the research on the hospitality context that has analyzed how to improve organizational commitment as well as job satisfaction (Chi & Gursoy, 2009; Lam et al., 2002; Madera et al., 2013; Vassou et al., 2017; Zopiatis et al., 2014). This is important because of the urgent need for hoteliers to have psychologically attached employees as well as people working who are satisfied with their jobs due to the direct impact of both variables in client satisfaction as well as in organizational performance.

Although the literature suggests that minorities would be more committed to their hotels being direct beneficiaries of DM (Tajfel, 2010), we only found the moderating role of age but not of gender or ethnic origin. This evidence opens up a new interesting debate on DM in hospitality sector and although other studies found higher positive effects of DM on particular groups of workers (Vanderschuere & Birdsall, 2019), it may be the case that in the hotel industry, DM is valued by more groups of workers regardless of their gender or ethnic origin.

Regarding gender, it could be the case that despite women perceiving fewer opportunities and experiencing a wider variety of work duties than men do (Lee & Lee, 2012), probably the necessity to obtain and maintain a job, especially in labor markets with high levels of unemployment mean women do not perceive higher levels of DM as a relevant variable to improve their organizational commitment. On the other hand, in mass tourist destinations with scarce levels of high value human capital, it seems that foreign workers are covering jobs with highest skills and salaries, which results in them not valuing different local workers DM as an independent variable impactor their organizational commitment.

5.2 Managerial Implications

From a managerial point of view, our research becomes even more important in a globalized world in which organizations increasingly deal with diverse workforces which has become more evident in the hotel industry. Hospitality is not only relatively labor intensive, but

it also employs more women, young people and migrant workers than most other sectors, highlighting the need for properly managing diversity. From a practical perspective, the managerial relevance of our findings provides several useful insights for the hotel industry. Hoteliers need to consider DM when they plan their human resource policies (such as recruitment, training or compensation), as it positively affects both the job satisfaction and organizational commitment of their employees. As a starting point, it would be interesting for hotels to explicitly include in their mission statements their commitment to DM (Gröschl, 2011). This is because all managerial strategies, long-term as well as short-term objectives are based to a lesser or greater extent on mission statements (David & David, 2016). Therefore, a hotel mission based on DM would result in a commitment from all organizational levels to fostering proper management of diversity.

Furthermore, hotel managers could follow Kalargyrou & Costens' (2017) DM recommendations such as recognizing, supporting, communicating and valuing all employees as well as respecting differences in cultural values and languages. Hoteliers following these suggestions could reach a general climate of inclusiveness in which all employees perceive that everyone is treated equally despite individual differences. Consequently, hotel managers could improve their workforce's commitment to their hotels as well as their job satisfaction, which seems to be one of the most useful ways to improve organizational performance.

Particularly interesting are our results concerning workers' age as DM can be a solution for young workers' early desire to search for a job in a different industry (Wen & Madera, 2013) if they perceived to be treated equally by employers. We encourage hoteliers to post their job vacancies using different specialized channels to attract diverse workers, to translate recruitment materials into different languages, promoting diverse selection committees (Manoharan et al., 2014, 2019) and depict young workers in recruitment pamphlets and career fairs (Wen & Madera, 2013). Besides, and as recently highlighted in the literature, diversity management is often fueled by managers and leaders' subjective perception on their effectiveness (Manoharan et al., 2019). Therefore, we recommend encouraging training on DM (Madera, 2013) for this particular group of workers as they will end up encouraging formal and informal DM practices across the organization (Manoharan et al., 2019).

5.3 Conclusions, Limitations and Directions for Future Research

Despite our relevant contributions, this study presents several limitations that deserve attention. First, although employees' self-reported answers have been previously used to analyze our research constructs such as DM, researchers should consider placing the focus on measures bearing in mind the objective success of diversity practices and policies implemented within organizations.

In addition, although we are pioneering studies with hotel workers and using a moderated mediation analysis, future research could focus on other variables to be tested as plausible mediators and moderators. Specifically, DM may have indirect effects on job satisfaction through other mediators such as employees' motivation, engagement or effort that deserves attention. Additionally, there are other groups of interests that are direct beneficiaries of DM in hotels belonging to other minorities for whom the moderator effects expected here could emerge (e.g., people with disabilities, LGTB workers, etc.). Concretely, our evidence suggests that future research of DM on the hospitality industry should focus on deep-level individual differences (Manoharan & Singal, 2017).

Moreover, it is necessary to replicate the study in other tourist destinations less massive and with labor markets with less levels of unemployment and more levels of high value human capital to evaluate if the absence of moderating role of gender and ethnic origin are due to of these specific characteristics of the analyzed destination or it could be more generalizable.

Furthermore, although job satisfaction has been analyzed in the literature as one of the main outcomes of employees that directly impacts on client satisfaction and organizational performance, there are other dependent variables that could be of interest such as life satisfaction and quality of working life. Future research could consider placing employees' well-being as a dependent variable similar to other research. Concretely, Kim et al (2018) measured hotel workers' quality of life representing a measure of satisfaction with one own's life going further than mere satisfaction with job, as it includes other domains in life. Similarly, other employees' level outcome variables have been studied in the hospitality literature and may be related with DM such as turnover intentions or self-efficacy which can be easily assessed through self-reported measures (Karatepe et al., 2006).

Overall, this study extends our understanding of workforce DM from a different perspective, that is, DM is conducive to increased job satisfaction as well as the organizational commitment of hotel employees. Therefore, and because todays' hotels contexts are characterized by an increasingly diverse workforce, we encourage hoteliers to implement DM, so that they can ultimately improve their employees' job satisfaction and organizational commitment. We hope this study is useful for academics and practitioners and that it will further stimulates more research on this topic.

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