

Disentangling organizational commitment in hospitality industry: The roles of empowerment, enrichment, satisfaction and gender

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Abstract

This Paper identifies how the motivational strategies of empowerment and enrichment affect on the organizational commitment of hotel staff, and how the job satisfaction mediates in these relationships. We applied a Structural Equations Modeling to a sample of 257 front line hotel employees from Madrid, of which 144 were men and 113 were women. Our results provide evidence about several contributions: first, employees empowerment significantly grows job enrichment and organizational commitment; second, job enrichment increase workers' satisfaction and commitment; third, job satisfaction enhances organizational commitment; fourth, job enrichment plays a mediating role between empowerment and both satisfaction and organizational commitment; fifth, satisfaction mediates between enrichment and commitment; finally, gender moderates the relationship between enrichment and commitment.

1. Introduction

Research on organizational commitment is a constant concern in the hospitality industry due to companies showing a preference to employing loyal and committed staff, since these employees will employ all their abilities to the work to be realized (Deepa et al., 2014). Moreover, organizational commitment enforces both attitudinal and behavioral loyalty of employees (Yao et al., 2019). However, recent studies have shown that posts in the hotel sector are characterized for having low wages, little job security, long working hours, lack of opportunities for personal development, and seasonality (Zhao et al., 2016). In addition, working in the hotel industry differentiates from all other industries with regards to the following aspects: rest time, regular shift work, and irregular working Schedule (Wan and Chan, 2013). In consequence, hotels need to achieve a higher degree of commitment among their employees in all areas for reducing turnover intention (Marco-Lajara and Úbeda-García, 2013).

Organizational commitment can be defined by the personal benefit from the functions performed, the autonomy to develop the position's tasks and the strategic management undertaken by the worker (Slåtten and Mehmetoglu, 2011a). Then, it is widely accepted that hotel work is often perceived as a routine with bad working conditions (Kuslivan, 2003), as many employees do their work without giving it any importance and considering they have little influence on the lives of others (Ferreira et al., 2017; Grobelna, 2019). Therefore, prior research considered the need to implement motivation strategies in hotel workers. Thus, enrichment strategies generate enriched working positions, which will produce a greater importance perception to the task to be realized, improving employee motivation, and this will provide the worker with energy and enthusiasm in their job (Grobelna, 2019). Concisely, it is manifested that enriched working positions will improve employee responsibility towards the company (Dost et al., 2012). In the same way, empowerment strategies will also positively affect the organizational commitment of hotel workers (Meng and Han, 2014), due to the empowerment of workers implies guaranteeing that employees have the skills, knowledge and the autonomy to make decisions relevant to their posts (Kruja et al., 2016). Hence, empowered employees may carry out more efficiently their work which will increase their organizational commitment (Meng and Han, 2014).

Furthermore, in the last years there has been a growing interest regarding the relationship existing between job satisfaction of hotel workers and their organizational commitment. It is considered that workers feel satisfied if they are committed to the decision making process, receive suitable job training and employee incentives and have an effective manager (Spinelli and Canavos, 2000). So, job satisfaction is considered a significant predictor for organizational commitment, a the employee's emotional perception of the organization will determine their loyalty and performance (Prasetio et al., 2015).

However, it is still remaining a systematic research gap about the organizational commitment process developed by women (McCull-Kennedy and Anderson, 2005; Scandura and Lankau, 1997). Despite previous empirical evidence demonstrated that women hold positions with less job enrichment than men (Chen et al., 2018), woman have a greater commitment level to their company than men do (Marsden et al., 1993). In consequence, such a research gap about the gender perspective in commitment is gaining more and more importance.

Accordingly, the aims of this study are contrast whether job empowerment and enrichment strategies facilitate worker's organizational commitment, disentangle the role of the employee satisfaction in it, and identify if potential differences in the effect of enrichment strategies on the organizational commitment may be explained from a gender perspective. To reach these goals, we develop a Structural Equations Model (SEM) that provides an essential contribution to the understanding of organizational commitment and its antecedents.

After this introductory section, Section 2 gives the hypotheses development; Section 3 exhibits the methodological aspects. Section 4 shows the results, while Section 5 discuss these results from a gender perspective. Finally, Section 6 presents the main conclusions.

2. Hypotheses development

On the perspective of hotel establishments, the importance of empowerment lies in the fact that hotels offer services, so production

and consumption occur simultaneous and therefore it is necessary to solve potential problems in the same instance they occur (He et al., 2010). Accordingly, employee empowerment is a far reaching activity and is related to enriching the task performed (Pelit and Arslantürk, 2011). Besides, a reward system based on enriched performance and work will provide greater worker autonomy (Hackman et al., 1975; Ugboro and Obeng, 2000). Thus, we propose the following research hypothesis:

Hypothesis 1. (H1): Implementing empowerment strategies has a positive effect on job enrichment in hotel organizations.

Organizational commitment was traditionally defined as the measure of identification of the employee with the objectives of the organization (Dunham et al., 1994). A considerable quantity of empirical studies has been published regarding organizational commitment experienced by workers in hotel companies (Tsai et al., 2010; Yeh, 2013, 2019; Grobelna, 2019). Recent evidence on this issue suggests that organizational commitment in the hotel sector is defined by the personal benefits of the functions performed, the autonomy to develop own tasks in working positions and the strategic management undertaken by the worker (Slåtten and Mehmetoglu, 2011b). Moreover, this commitment is considered a critical element when influencing employee behavior at the time of generating positive benefits to an organization (Kuo et al., 2010).

Empowerment may be seen as a way to stimulate a worker's commitment to the organization, as it generates an adjustment between job roles and a personal value system, a greater trust in a worker to the end of performing a good job, the greater the participation in decision making and a greater impact of the worker on the arrangement of organizational systems (Janssen, 2004; Kazlauskaitė et al., 2006). Research to date suggests that the organization needs to empower employees to be more independent, so they can make decisions while carrying out their duties and offer a satisfactory service to the clients (Wirtz, 1998; Kashyap, 2001). In consequence, the committed hotel workers respond quickly to clients demands, avoid their complaints, increase customer loyalty and offer a quality service (Ma and Qu, 2011; Raub, 2008; Yoon and Suh, 2003). However, the hotel industry requires a high number of workforce and, simultaneously, the employee turnover rate of this industry is usually very high due to the low salaries, long working hours, the lack of opportunities for professional development and the poor working conditions (Kruja et al., 2016). Hence, prior research affirm that employee empowerment strategies improve organizational commitment (Han et al., 2009; Pelit and Arslantürk, 2011; Sigler and Pearson, 2000; Spreitzer and Mishra, 2002). Thus, we formulate our first research hypothesis as follows:

Hypothesis 2. (H2): Implementing empowerment strategies in hotel organizations has a positive effect on the workers' organizational commitment.

Otherwise, job enrichment refers to the integration of elements in the performance of the job, which will favor the variety of tasks to be performed, the freedom to make decisions regarding the work carried out, greater implication in decision making, more responsibility, feedback on performance and participation in change initiatives (Curtis and O'Connell, 2011). Job enrichment has as its main objective to redesign work positions in order to increase the intrinsic motivation of the workers (Gallagher and Einhorn, 1976). For this reason job enrichment intends to enhance responsibility and decision making and increase the autonomy and authority of the workers (Thamrin Benna et al., 2017). As such, employees hold a greater power over the tasks they perform and for this reason manage to make their work more specialized (Gallagher and Einhorn, 1976). As is well known, hotel work is frequently perceived as routine work with bad working conditions (Kuslivan, 2003). Therefore, to improve the nature of the work characterized in the hotel industry, it is of vital importance to consider re-designing the work performed in these jobs (Ferreira et al., 2017; Grobelna, 2019). This way managers may improve the workers commitment by enriching their jobs as it is seen that job enrichment has a positive influence on employees organizational commitment (Miarkolaei and Miarkolaei, 2014), as the design of the task leads to an intrinsic betterment of the hotel employees, thanks to providing them with a greater energy and enthusiasm towards their work (Grobelna, 2019). Hence, we formulate the following research hypothesis:

Hypothesis 3. (H3): Job enrichment favors hotel workers' organizational commitment.

Job satisfaction has received considerable critical attention in a large number of investigations (Abu-Shamaa et al., 2015; Spinelli and Canavos, 2000; Yeh, 2013). It is defined as the way the employees develop a perception about their job and the degree to which

employees like their jobs (Abu-Shamaa et al., 2015). Furthermore, the importance of worker's job satisfaction has been emphasized as a consequence of empowerment (Chiang and Jang, 2008). For this reason, the more power the workers have the greater is their job satisfaction (Kim and Kim, 2009), because empowerment generates intrinsic rewards associated to the work, which positively affects the workers (Meng and Han, 2014). This way, empowered workers will have a more active role in the organization, will take initiatives and will improve their participation in the organization's activities (Pelit and Arslantürk, 2011). Hence, we formulate the following research hypothesis:

Hypothesis 4. (H4): Implementing empowerment strategies has a positive effect on hotel workers' satisfaction.

The job enrichment theory consolidates the claim that enriched workers will lead to a greater job satisfaction, because of involving a high quality of work take in a lower absenteeism rate (Hackman and Oldham, 1980, 1976), a high performance level and a better quality (LaLopa, 1997; Yeh, 2013). Consequently, we formulate the following research hypothesis:

Hypothesis 5. (H5): Implementing enrichment strategies produces a positive effect on hotel worker's job satisfaction.

Moreover, the hotel workers who feel satisfied with their work, are more willing to be committed to their organization and remain in the job for longer than those dissatisfied workers (LaLopa, 1997). Therefore, we formulate the following research hypothesis in the forthcoming terms:

Hypothesis 6. (H6): Job satisfaction exerts a positive influence on organizational commitment.

Previous research settled that motivational strategies, such as empowerment and enrichment, are broadly related to the workers satisfaction (Pelit and Arslantürk, 2011; Yoon et al., 2001). If H1 is supported, workers empowerment may improve job enrichment, as well as their responsibilities and motivation. In consequence, the level of worker satisfaction with the company is improved (Hunjra et al., 2011). In this sense, if H5 is supported, the effect of empowerment on satisfaction could be indirectly derived through the enrichment. Hence, we propose the following hypothesis:

Hypothesis 7. (H7): The implementation of enrichment strategies mediates the relationship between empowerment and workers' job satisfaction.

It is widely accepted that as the employee perceives the support of the organization, confidence is generated, in such a way that the confidence obtained will affect the organizational commitment, since over time the employee demonstrates higher levels of commitment towards the organization (Niehoff et al., 2001). Additionally, employee confidence might be generated by motivational strategies, such as empowerment and enrichment strategies. In this sense, the employees empowerment facilitates their job enrichment; then, job enrichment contributes to their organizational commitment, since workers perceived their jobs as more significant, with more responsibility and with more knowledge of the work; hence it results on a higher commitment of the employee (Hackman et al., 1975; Fang, 2001). Thus, if H1, and H3 are supported, it could be considered that empowerment might indirectly affect to commitment, through its positive effect on enrichment. This way, we formulate the following hypothesis:

Hypothesis 8. (H8): Implementing enrichment strategies mediates the relationship between empowerment and organizational commitment.

Moreover, previous research has shown that job satisfaction increases the level of organizational commitment in the the hotel industry (Meng and Han, 2014), since the employee's satisfaction creates a greater emotional commitment and continuity with the company, in addition to a lower staff turnover (Yang, 2010). This effect could be partially stemmed from the positive effect of employees on job satisfaction. Hence, we formulate the next research hypothesis as follows:

Hypothesis 9. (H9): Job satisfaction mediates the relationship between empowerment and organizational commitment.

Likewise, enrichment strategies encourage increase hotel employee's motivation and satisfaction, the intrinsic importance of motivation underlies the concept of job enrichment which, in turn, leads to an improved company performance (Wood and Wall, 2007). Also, with the aim to increase organizational commitment, some researchers have proposed to redesign and enrich working positions in the hotel sector (Lin et al., 2013; Zhao et al., 2016). This way, hotel workers perceive their jobs as more significant due to feeling less stress and a greater satisfaction (Zhao et al., 2016; Grobelna, 2019). Accordingly, the task's importance enhances organizational commitment to not

leave the hotel company (Ferreira et al., 2017; Grobelna, 2019). Therefore, we propose the following research hypothesis:

Hypothesis 10. (H10): Hotel workers' job satisfaction mediates the relationship between job enrichment and organizational commitment.

The role of gender is of a constant concern within organizational commitment research. Initial studies theorized that men possess a higher probability than women to have jobs with characteristics which improve commitment; conversely, women tend to exhibit a slightly higher commitment level to the company than men do (Marsden et al., 1993). Likewise, for the last decades it has been manifested that women hold posts with lower enrichment levels than any man (Chen et al., 2018; Hughes and Galinsky, 1994). So, some studies demonstrated a possible solution to this discrimination could be on the behalf of management by adopting company policies orientated towards de-creasing the differences between men and women in the organization as this may well improve work commitment (Ebeh et al., 2017). Thus, numerous researchers have demonstrated the positive effect of perceived supervisor support regarding organizational commitment, in such that those who felt backed up by their supervisors had a higher probability of obtaining greater levels of organizational commitment (Ng and Sorensen, 2008; Wickramasinghe and Jayaweera, 2010). Nevertheless, the controversy regarding the scientific evidence that said effect exercises on women working in hotels has been discarded in literature, since on the one hand there are authors who assure that the perceived supervisor support is the same for both men and women (Demirer et al., 2008). On the other hand, other authors assure that the greater commitment of women to the company is due to the higher levels of support they receive from the organization (Sloan, 2017; Sundar, 2019). As such, we formulate our oncoming research hypothesis in the following terms:

Hypothesis 11. (H11): Gender moderates the relationship between enrichment strategies and organizational commitment in the hotel industry.

3. Methodology

3.1. Sample and data collection

Hospitality industry has a great economic relevance in the province of Madrid as in 2019 it reached 1.211 hotel establishments with a capacity for 85.482 people and 47.051 rooms, according to data from the General Board of Tourism in Madrid, managing to hold the third position for hotel room occupation (60,4%) (INE, 2020).

An ad hoc questionnaire was designed to inquire about the workers' perceptions regarding their own empowerment and task characteristics, as well as their organizational commitment and satisfaction with their jobs. Multi-item questions were based on previous literature, setting 5 or 7-point Likert scales. These different ranges are not a concern since we compare standardized results. The questionnaire was prepared using after several semi-structured interviews with Human Resource and Hotel experts. These interviews were mainly exploratory to analyse the existing options about how to measure the conceptual variables. Later, a group of academics reviewed the questionnaire to identify questions that could have been biased. Moreover, the questionnaire was tested in a small sample to assess that questions could be easily understood. Based on this feedback, some items were modified or eliminated from the initial questionnaire, and other items were added to the final questionnaire. Data collection was carried out in September 2019. The initial sample used was constituted of 300 workers belonging to 60 different Spanish hotels in Madrid. Human Resources staff were re-quested to collect the permissions to front line employees to participate. Then, data collection was conducted through personal interviews. The participants were given confidentiality guarantees. Those questioned who decided not to answer were substituted by other with similar characteristics.

After eliminating inconsistent answers and missing values, 257 valid polls were achieved, of which 144 were answered by men and 113 by women. We confirmed that there were not extreme values in the sample and verified that nonresponse bias was not a concern by comparing earlier responses with later responses. Neither t-test nor chi-squared test were significant. A front line sample of employees was chosen due to such employees having frequent contact with clients (Rust et al., 1996) and they are considered of a vital importance when offering a quality service to them (Hartline and Ferrell, 1996; Karatepe and Uludag, 2007). Front line employees included in the sample were related to the catering, cleaning and reception departments. Table 1 shows the final sample composition.

Table 1. Sample composition.

		Age				Total
		18 – 25	26 – 35	36 – 50	51 or more	
Men		38	45	24	37	144
Company rank Status	Basic	8	3	3		14
	Medium	30	34	12	18	94
	High		8	9	19	36
Been promoted during last 5 years	Yes	24	22	15	26	87
	No	14	23	9	11	57
Women		35	27	21	30	113
Company rank Status	Basic	11	3	4	9	27
	Medium	24	23	13	18	78
	High		1	4	3	8
Been promoted during last 5 years	Yes	22	16	12	23	73
	No	13	11	9	7	40
Total sample		73	72	45	67	257

3.2. Measurements

Table 2 summarizes the definition, composition and references supporting research variables.

First, we measured job empowerment adapting the organizational empowerment scale (Matthews et al., 2003) to a scale with four items (Ugboro and Obeng, 2000). Second, job enrichment was measured similarly to Hackman and Oldham's job diagnosis survey (Hackman and Oldham, 1975, 1974). Third, Organizational Commitment scale was adapted from the Organizational Commitment Questionnaire (Meyer and Allen, 1997) to a six-items scale that capture the identification of the worker with the aims of the organization (Bakari et al., 2019; Chen and Francesco, 2000; Testa, 2001). Fourth, job satisfaction was measured with a general item, similarly to previous literature (Dolbier et al., 2005; Whittington et al., 2004). Fifth, gender was computed as a dichotomic variable (1: women, 0: else) (Little, 2017). Finally, we controlled five potential confounders to assess the validity of the model. These variables are related to the demographic characteristics of the workers, such as age, status in company ranks, participate in training activities last year, being promoted in last five years, or number of years working in the firm. Fig. 1 represents the research model and summarizes the hypotheses and variables.

3.3. Factor analyses

We carried out all our analyses using Stata (v.14). First, possible collinearity was tested by estimating a common factor for all measurement error variances from multi-item latent variables. The model shows a very bad adjustment ($\chi^2 = 731.2$, SRMR = 0.132; RMSEA = 0.211; CFI = 0.692; TLI = 0.593) and none of the loadings were significant, suggesting that error variances are uncorrelated. Secondly, we assess the potential influence of common method bias and the reliability and validity of scales through a double process. We first run an Exploratory Factor Analysis (EFA) based on principal components factors (Podsakoff et al., 2016). Results identified 5 significant factors (eigenvalue > 1) explaining 69.4 % of the common variance (25.2 %, 14.5 %, 11.6 %, 11.4 % and 6.7 % respectively), Chronbach's $\alpha = 0.867$. In the varimax rotation, the first factor corresponds to Organizational Commitment measures; the second factor join up the Empowerment measures; the third one groups the Enrichment measures; Satisfaction and control variables are gathered across the fourth and the fifth factor: the age of respondents, years working in the firm and status in the company ranks are collected in the fourth factor, while the fifth one bunches satisfaction, being promoted in the last 5 years and to participate in training activities. Secondly, a Confirmatory Factor Analysis (CFA) was performed to test two SEM models: A single factor model whose results are not satisfactory ($\chi^2 = 672.2$; RMSEA = 0.19; SRMR = 0.15; AVE = 0.40; CFI = 0.72; NNFI = 0.67), and it is not nested in the second one, conducted with

three latent variables (log-likelihood ratio test $\chi^2 = 570.3^{***}$). These results suggest that the common method variance was not a problem since no single factor accounted for the majority of the variance (Podsakoff et al., 2003) and the individual factors separated performance significantly better than the single factor model (Podsakoff et al., 2012). Thirdly, additional tests were conducted to assess the reliability and the validity of the scales. Table 3 reports the convergent validity and reliability of the scale. We assess reliability through CFA goodness of fit indexes. CFI and TLI are superior to 0.90 while RMSEA is lower than 0.08 (Bentler, 1990), while its lower bound is below 0.05 (Browne and Cudeck, 1992); similarly, SRMR is lower than 0.08 (Hu and Bentler, 1998). We verify that the amount of variance extracted averaged more than the shortcut of 0.5 for every latent variable (Hair et al., 1998), and Composite Reliability and α are above 0.7

Table 2. Measurement Variables.

Variable	Description	Measure	References
gender	Gender of the respondent	1: Women; 0: Men.	Little (2017)
em1	I can decide the priority of the tasks	5-point Likert scale (1: absolutely disagree; 5: absolutely agree)	Matthews et al. (2003); Ugboro and Obeng, 2000
em2	I can influence in the rhythm of the tasks		
em3	I can decide stopping the tasks if necessary		
em4	I can decide how to do the tasks		
en1	I can learn new things in the work	5-point Likert scale	Hackman and Oldham (1974)
en2	I feel that my work can improve my professional skills		
en3	My job needs a lot of skills and capabilities		
oc1	I belong to my firm's community	7-point Likert scale (1: absolutely agree; 7: absolutely disagree)	Meyer and Allen (1997); Bakari et al., 2019; Chen and Francesco, 2000; Testa, 2001
oc2	I am emotionally attached to my organization		
oc3	My company is very important to me		
oc4	I feel as a part of a family in my company		
oc5	I like to talk about my company with people outside it		
oc6	I feel that my company's problems are mine	5-point Likert scale	Dolbier et al. (2005); Whittington et al., 2004
sat	I am satisfied with my work		
cv1	Age of the respondent		
cv2	Status in company ranks		
cv3	Participate in training activities last year		
cv4	Being promoted in last 5 years	1: yes. 0: otherwise	
cv5	Years working in the firm	1: 0/2.5; 2: 3/5; 3: 6/10; 4: 11/15; 5: 16/20; 6: 21/25; 7: 26+	

Figure 1. Research Model

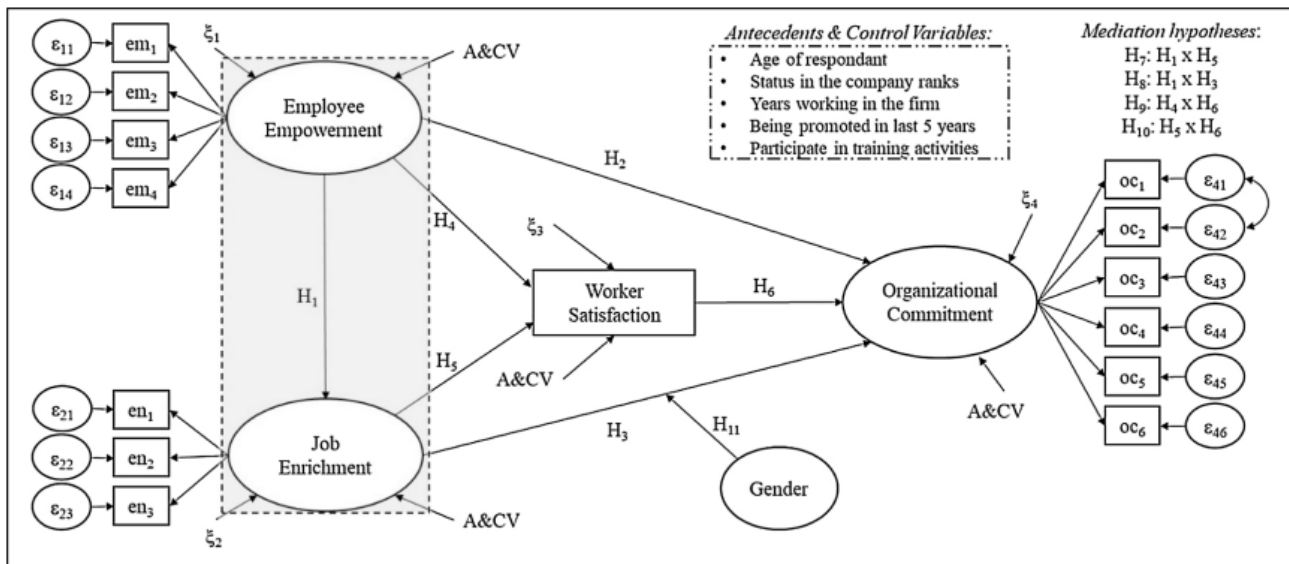


Table 3. Convergent validity and reliability

		λ	t		
Empowerment	em ₁	0.78	24.2	AVE:	0.58
	em ₂	0.82	27.7	α :	0.84
	em ₃	0.69	17.7	CR:	0.84
	em ₄	0.76	22.3		
Enrichment	en ₁	0.79	21.4	AVE:	0.58
	en ₂	0.90	26.1	α :	0.79
	en ₃	0.56	11.5	CR:	0.81
Organizational Commitment	oc ₁	0.84	40.0	AVE:	0.72
	oc ₂	0.92	78.2	α :	0.94
	oc ₃	0.94	94.3	CR:	0.93
	oc ₄	0.85	45.3		
	oc ₅	0.67	18.9		
	oc ₆	0.81	35.9		
	cov. (oc ₁ , oc ₃)	0.34	04.9		

CD: 0.999. NFI: 0.96. TLI: 0.98. CFI: 0.98. SRMR: 0.042. RMSEA: 0.051 [0.03; 0.07]. χ^2 : 101.98 (61).

λ : Standardized loadings.

Table 4. Discriminant validity

		I	II	III
I	Empowerment	0.76	<i>0.27</i>	<i>0.44</i>
II	Enrichment	0.25	0.76	<i>0.46</i>
III	Organizational Commitment	0.41	0.42	0.85

Fornell-Lacker criterion: squared root of AVE on the diagonal (bold) and LV correlations below the diagonal. HTMT ratios over the diagonal (cursive).

Table 4 reports the HTMT ratio and the Fornell-Larcker criterion to assess discriminant validity. All the HTMT ratios are below 0.85 (Henseler et al., 2014) and inter-factor correlations are lower than the squared root of AVEs (Fornell and Larcker, 1981). These findings suggest the discriminant validity of the model. In short, the measurement model presents a good fit, surpassing the main indicators their respective thresholds, suggesting the reliability and convergent validity of the model.

4. Results

4.1. Descriptives

Tables 5 exhibits descriptive statistics of all the observed variables. Regarding empowerment measures, deciding the priority of tasks has obtained a slightly higher average than the rest, while the ability to stop tasks was the lowest average. Still, the three enrichment measures were very similar on average. Feeling the company's problems as their own was the lowest average measure involving organizational commitment; conversely, belonging to a community was the highest average on this construct.

Table 5. Descriptive Statistics.

	Whole sample				Men		Women	
	μ	σ	Min.	Max.	μ	σ	μ	σ
gender	0.44		0	1				
em ₁	3.11	0.82	1	4	3.14	0.85	3.06	0.78
em ₂	3.05	0.83	1	4	3.07	0.83	3.03	0.84
em ₃	2.81	0.98	1	4	2.88	0.97	2.73	0.98
em ₄	3.02	0.84	1	4	3.06	0.84	2.97	0.84
en ₁	3.31	0.75	1	4	3.25	0.76	3.38	0.74
en ₂	3.29	0.78	1	4	3.24	0.77	3.36	0.80
en ₃	3.33	0.72	1	4	3.31	0.74	3.35	0.69
oc ₁	4.86	1.74	1	7	4.88	1.82	4.85	1.65
oc ₂	4.58	1.75	1	7	4.63	1.80	4.51	1.69
oc ₃	4.42	1.78	1	7	4.46	1.89	4.38	1.64
oc ₄	4.49	1.74	1	7	4.46	1.82	4.54	1.64
oc ₅	4.46	1.77	1	7	4.58	1.68	4.30	1.87
oc ₆	3.97	1.89	1	7	4.07	1.94	3.84	1.81
sat	2.81	1.00	1	5	2.81	1.00	2.81	1.01
cv ₁	3.34	2.12	1	7	3.34	2.14	3.35	2.09
cv ₂	2.01	0.58	1	3	2.15	0.57	1.83	0.53
cv ₃	0.80		0	1	0.84	0.37	0.75	0.43
cv ₄	0.38		0	1	0.40	0.49	0.35	0.48
cv ₅	2.82	2.23	1	7	2.88	2.32	2.75	2.12
N	257				144		113	

4.2. Hypothesis testing

4.2.1. Structural model

Table 6 and Fig. 2 report the structural model results. The effect of Employees Empowerment on Job Enrichment is significant ($\beta = 0.23^{***}$), supporting H1. Furthermore, both Empowerment and Enrichment significantly affect Organizational Commitment ($\beta = 0.23^{***}$ and $\beta = 0.27^{***}$ respectively), supporting H2 and H3. However, the direct effect of Empowerment on Satisfaction is not significant, hence H4 is not supported. In addition, Enrichment positively affects on Satisfaction ($\beta = 0.20^{***}$), supporting H5. Besides, H6 is also supported since Satisfaction positively and significantly affects Organizational Commitment ($\beta = 0.24^{***}$).

Table 6. Results

	β	z		95 % CI	
Direct effects					
H ₁ : Empowerment → Enrichment	0.23	3.00	***	0.08	0.38
H ₂ : Empowerment → Commitment	0.23	3.43	***	0.10	0.36
H ₃ : Enrichment → Commitment	0.27	4.26	***	0.14	0.39
H ₄ : Empowerment → Satisfaction	0.03	0.37		-0.12	0.18
H ₅ : Enrichment → Satisfaction	0.20	2.96	***	0.07	0.33
H ₆ : Satisfaction → Commitment	0.24	4.23	***	0.13	0.34
Indirect effects					
H ₇ : Empowerment → Enrichment → Satisfaction	0.05	2.08	**	0.00	0.09
<i>Sobel test: 2.11**; Montecarlo test: 2.03**.</i>					
H ₈ : Empowerment → Enrichment → Commitment	0.06	2.49	**	0.01	0.11
<i>Sobel: 2.45**; Montecarlo test: 2.39**.</i>					
H ₉ : Empowerment → Satisfaction → Commitment	0.01	0.38		-0.03	0.04
<i>Sobel test: 0.35; Montecarlo test: 0.73.</i>					
H ₁₀ : Enrichment → Satisfaction → Commitment	0.05	2.46	**	0.01	0.09
<i>Sobel test: 2.43**; Montecarlo test: 2.36**.</i>					
Significant Control Variables					
Age → Empowerment	0.46	4.58	***	0.26	0.66
Status → Empowerment	0.22	3.46	***	0.09	0.34
Status → Enrichment	0.19	2.95	***	0.06	0.32
Status → Satisfaction	0.12	1.83	*	-0.01	0.24
Status → Commitment	0.11	1.98	**	0.00	0.23
Promoted → Enrichment	0.20	3.31	***	0.08	0.32
Promoted → Satisfaction	0.17	2.86	***	0.05	0.29
Intercept → Satisfaction	2.07	7.40	***	1.52	2.62

β : standardized path coefficients. CD: 0.398. RMSEA [95 % CI]: 0.063 [0.051; 0.074]. SRMR: 0.052. TLI: 0.932. CFI: 0.949. χ^2 (df): 242.95 (121). Structural model R²: Empowerment: 0.23; Enrichment:0.17; Satisfaction: 0.14; Commitment: 0.37. *: p < 0.1; **: p < 0.05; ***: p < 0.01.

To assess the mediation hypotheses, we followed the Zhao approach (Zhao et al., 2010), using Montecarlo tests (Jose, 2013) and provided additional evidence through the Baron and Kenny (1986) approach adjusted for its use with SEM (Iacobucci et al., 2007). First, the indirect effect of Empowerment to Satisfaction through Enrichment is significant ($\beta = 0.05^{**}$), as Sobel (2.11^{**}) and Montecarlo (2.03^{**}) tests, suggesting a full mediation -no direct, only indirect effect- relationship since H4 was not supported. Moreover, about 62 % of the total effect is indirect. Consequently, H7 is supported. Second, Empowerment positively affects Organizational Commitment through Enrichment ($\beta = 0.06^{**}$), representing a 20 % of the total effect. This result suggests a complementary -partial- mediation effect since Sobel (2.45^{**}) and Montecarlo tests (2.39^{**}) are significant and H3 is supported. Hence, H8 is supported. Conversely, job Satisfaction did not mediate the relationship between Enrichment and Organizational Commitment, since neither the indirect effect neither Sobel nor Montecarlo tests are significant. Therefore, H9 is not supported. Finally, Enrichment significantly affects Commitment through Satisfaction ($\beta = 0.05^{**}$), representing a 15 % of the total effect. This suggest that workers Satisfaction positively and complementary mediates the relationship between tasks Enrichment and Organizational Commitment, since Sobel (2.43^{**}) and Montecarlo (2.36^{**}) tests are also significant and H4 was supported. Thus, H10 is supported.

Regarding antecedents and control variables, Age significantly affects Empowerment, suggesting that older workers enjoy greater confidence in the company, which gives them greater decision-making capacity and autonomy. Status in the company ranks strongly affects Empowerment and Enrichment, and significantly affects Organizational Commitment, while weakly affects Satisfaction. These results suggest that occupying high positions in the ranks clearly provides greater autonomy, greater variety of tasks and higher levels of business commitment, while its effect on worker satisfaction is unclear. Further research would be needed in that sense. On its part, being promoted in the last 5 years significantly affected Enrichment and worker Satisfaction, suggesting that being promoted in the company makes workers perceive that their tasks are more enriching, and that they feel more satisfied with their job. Finally, neither participation on training activities nor the number of years working in the current company significantly affected any variable.

4.2.2. Group segmentation analyses

Contrasting if gender moderates the relationship between job enrichment and organizational commitment (H11) implies that measurement invariance must be assessed. We then conduct a multi-group analysis in two steps: first, we assess measurement invariance by a progressive relaxing of constraints imposed to the group invariance of measures, checking with a log-likelihood ratio test if there are any significant differences between the constrained models and the unconstrained ones. Secondly, a Wald test is conducted to the final model in order to identify which measures may have a loading, intercept, or error variance 95 % significantly different between groups (Coulacoglou and Saklofske, 2017). Table 7 summarizes these results.

There are no significant differences in modelling by relaxing measurement variance hypotheses, and only one intercept is 95 % significantly different between groups (en3). Therefore, it can be assured the comparability of the results between both sub samples.

Table 7. Measurement invariance tests

	χ^2	df	p val.
Constrained models log-likelihood similarity:			
Error Variances, Loadings & Constants Vs. Loadings & Constants	14.4	14	0.42
Loadings & Constants Vs. Loadings	9.8	13	0.71
Error Variances, Loadings & Constants Vs. Loadings	24.2	27	0.62
Loadings Vs. Nothing constrained	9.5	10	0.49
Loadings & Constants Vs. Nothing constrained	19.3	23	0.69
Error Variances, Loadings & Constants Vs. Nothing constrained	33.7	37	0.63
95 % significant measure variances (W):			
Constant of "en ₃ "	5.2	1	0.02

LR: Log-likelihood ratio tests. W: Wald Tests.

4.2.3. Moderation effect

Table 8 collects the relationships whose results are significantly different for the group of men and the group of women, as well as the Wald test to assess the equality of coefficients between groups.

Table 8. Moderation effects.

	Men β	z	Women β	z	Wald test χ^2 (df)	p-value
H₁₁:						
Hypothesis testing						
Enrichment → Org. Commitment	0.10	1.02	0.42	4.72***	3.96 (1)	0.047
Other significant differences						
Age → Empowerment	0.73	5.21***	0.25	1.72*	6.57 (1)	0.010

Standardized values are reported. CD: 0.503 (Men: 0.520; Women: 0.391); RMSEA: 0.066 [0.053; 0.079] SRMR: 0.058 (men: 0.051; women: 0.064); TLI: 0.925; CFI: 0.944; χ^2 : 378.4 (Men: 177.9; Women: 200.5). Structural model R²: Empowerment: 0.19; Enrichment: 0.18; Satisfaction: 0.11; Org. Commitment: 0.40. *: p < 0.1; ***: p < 0.01.

Our results suggest that gender moderates the effect of enrichment on organizational commitment, suggesting that women assume a greater commitment with the company when the activities are enriched (χ^2 : 3.96**). Hence, H11 is supported. Figure 3 displays this result.

Figure 3. Moderation effect of gender



5. Discussion

Female gender prevails in the hotel industry (Umbreit and Diaz, 1994). Despite this, management positions are mainly held by men (Fischer, 2013). Upon observing the existing empirical studies, Purcell (1996) highlighted that positions in hotels attributed to women are characterized by the labor cost, as female workers accept jobs with lower salaries, and sexuality, since the sex-appeal is considered a prior requirement for women to receive the employment in numerous hotel organizations. Therefore, female hotel workers recognize the difficulty of working in the industry. However, their solution is to work twice as hard in order to demonstrate their skills and abilities: working long hours, learning skills and knowledge necessary for promotion, dress appropriately, being willing to work night and weekend shifts... (Ng and Pine, 2003). Nevertheless, the recruiters in the hotel industry continue to discriminate against women based on general assumptions. Thus, literature demonstrates that a gender discrimination exists in this industry, as women habitually work in the lower ranks and to the contrary, men generally hold posts of a higher hierarchy in the company (Fischer, 2013). Accordingly, this better response of the female worker may be owing to traditionally having held positions with low levels of importance and poor working conditions; in fact, it is widely accepted that women hold jobs with less enrichment than any man (Chen et al., 2018; Hughes and Galinsky, 1994). Hence, work enrichment of jobs held by women could suppose an additional motivation factor, as they would be able to carry out tasks which often have been assigned to men (Ng and Sorensen, 2008). This way they would be challenging the multiple obstacles that come with workplace discrimination, such as the lack of job opportunities, inequality in the distribution of tasks and other roles traditionally assigned to women and that should be overcome (Baum, 2013).

6. Conclusions

Organizational commitment is an important issue in the hotel sector, since hotels frequently manifest their preference to employ loyal staff committed to the organization. And it has been accentuated by the gradual incorporation of women into the business world. Nevertheless, the impact of enrichment and empowerment strategies on job satisfaction and organizational commitment have not been sufficiently studied. Thus, this study supports new evidence to these studies, highlighting the importance of empowerment strategies in the hotel industry, as their effect on enrichment strategies and job satisfaction will affect the organizational commitment of hotel workers. Similarly, the moderating role of gender on the relationship between job enrichment and organizational commitment needed more evidence.

First, our results confirm that enrichment and empowerment strategies have a positive impact on organizational commitment, as the implementation of these strategies promotes worker's fidelity to the hotel in which the work. Second, enrichment strategies contribute

to a better worker satisfaction, since enriched jobs lead to a high quality of work and hence a greater job satisfaction; however, a positive effect of empowerment on satisfaction could not be supported. Third, job satisfaction has a positive effect on organizational commitment, as hotel workers who feel satisfied show a greater loyalty to their organization. Fourth, job enrichment mediates the relationship between empowerment and both satisfaction and organizational commitment. Fifth, worker's satisfaction mediates between job enrichment and organizational commitment. Finally, the moderating effect of gender suggests a major implementing of enrichment strategies for women, because they assume a greater commitment to the hotel when their activities are enriched.

Our empirical results contribute new evidence regarding empowerment and enrichment strategies effects on workers' satisfaction and their organizational commitment. In this sense, empowerment facilitates job enrichment. Moreover, job enrichment act as a full mediator between empowerment and satisfaction. Furthermore, workers satisfaction mediates the effect of job enrichment on organizational commitment. Likewise, these results have practical implications because they indicate the relevance and need to promote equality policies in hotels which will favor the implementation of empowerment and enrichment strategies, for both men and women equally, facilitating this way the workers' commitment to the hotel. Hence, hotel managers should provide the empowerment and enrichment tools to their workers to improve their job satisfaction and their organizational commitment. The improvement of the working conditions of the workers should be accompanied by higher quotas of confidence, autonomy in their job position and ability to make decisions. In addition, their tasks should be enriched to achieve greater employee loyalty, that is, more committed employees. The latter is especially important in the case of women.

This paper faces some limitations. First, our work relied on perceptions rather than on implemented actions. Future research should compare workers' perceptions with managerial information about their efforts on these areas. Second, our data are cross-sectional. Future research may deepen into the evaluation of these relationships by using longitudinal panel data to confirm our hypotheses over time. Finally, extending our model to other countries is needed to ensure the generalization of our results.

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