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The Impact of Diversity Perception on Organizational Commitment: A Research in Hotel Enterprises[1]

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Abstract

The purpose of this study is to reveal the impact of diversity perception of employees on organizational commitment. For this purpose, the data were collected by questionnaire applied on the staff working in the hotel business operating in the province of Antalya in Turkey. Explanatory factor analysis, confirmatory factor analysis, correlation and regression analyzes were applied on the data obtained. As a result of the analysis, it was observed that the diversity perception of hotel employees has a positive impact on their general organizational commitment. The positive impact of diversity perception on organizational commitment dimensions was also determined. In terms of effect size, it is possible to say that diversity perception of employees has the greatest effect on affective commitment, secondly has a positive effect on normative commitment and thirdly on continuance commitment. When the studies in the literature are analyzed, it is seen that there are studies in various fields between diversity perception and organizational commitment. However, the few studies about tourism field attract attention. In the study, determining the perception of the personnel regarding the diversity in the hotel enterprises also showed which way the commitment of employees to the organization will be high. On the other hand, this study sheds light on the managers of hotel businesses about how they follow up a new way in increasing the commitment of staff to the organization. In addition, it is thought that it will help to determine the strategies for human resources for hotel management within the framework of the findings obtained.

Key Words: Diversity, diversity perception, organizational commitment, hotel enterprises

Farklılık Algısının Örgütsel Bağlılığa Etkisi: Otel İşletmelerinde Bir Araştırma

Öz

Bu çalışmanın amacı, otel işletmelerinde çalışanların farklılık algılarının örgütsel bağlılıklarına etkisini ortaya koymaktır. Bu amaçla, veriler Türkiye'de Antalya ilinde faaliyet gösteren otel işletmelerinde çalışanlara yönelik uygulanan anket ile toplanmıştır. Elde edilen verilere açıklayıcı faktör analizi, doğrulayıcı faktör analizi, korelasyon ve regresyon analizler yapılmıştır. Yapılan analizler sonucunda, otel çalışanlarının farklılık algısının genel örgütsel bağlılıkları üzerinde olumlu etkiye sahip olduğu görülmüştür. Farklılık algısının örgütsel bağlılık boyutları üzerine de olumlu etkisi tespit edilmiştir. Etki büyüklüğü açısından çalışanların farklılık algısının en fazla duygusal bağlılığa etkisinin olduğu, ikinci sırada normatif bağlılığa ve üçüncü olarak devam bağlılığına olumlu etkisinden söz etmek mümkündür. Literatürdeki çalışmalar incelendiğinde, farklılık algısı ve örgütsel bağlılık arasında çeşitli alanlarda çalışmalar olduğu görülmektedir. Fakat turizm alanında yapılan çalışmaları azlığı dikkat çekmektedir. Çalışmada otel işletmelerinde personelin farklılıklarına ilişkin algısının belirlenmesi çalışanların örgüte hangi yönden bağlılıklarının yüksek olacağını da göstermiştir. Diğer taraftan, bu çalışma otel işletmeleri yöneticilerine personelin örgüte bağlılıklarını artırmada nasıl bir yol izleyeceği konusunda ışık tutmaktadır. Ayrıca, elde edilen bulgular çerçevesinde otel yönetimleri için insan kaynaklarına yönelik stratejilerin belirlenmesine yardımcı olacağı düşünülmektedir.

Anahtar Kelimeler: Farklılık, farklılık Algısı, örgütsel bağlılık, otel işletmeleri

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Introduction

In order to provide an effective and efficient management the most important fact that business managers of modern or international modern era should focus on is the human factor with different qualifications (Fettahlıoğlu, & İnce, 2013, p. 78). The fact that business administration has a global dimension revealed that its differences should also be emphasized. Enterprises trying to manage employees having different qualifications at local level are left with the problem of managing employees having national/international differences (Moghaddam, 2006, p. 416).

Modern organizations have become areas of study where national and international differences share the same environment. Many differences which appear in these fields of study such as age, gender, education, experience, culture, religion, language, value judgments, whether they are disabled or not, perceptions, social status, socio-economic situation, geographical location, personality etc., came out as a problem for managers to solve (McMahan et. al, 1998, p. 198; Özan, & Polat, 2013, p. 56).

Humans are entities that contain differences in their creation. These differences are basic factors that create wealth as well as cause problems if not managed well. Since the most important wealth and advantage of businesses today are human resources, the management of these existing differences is gaining a greater meaning. It may be thought that people will be happier when establishments include a number of practices that value the differences of the employees. The level of commitment of happy individuals will increase both in the environment they work and in the family. There are many studies in the literature on the management of diversity and organizational commitment. However, as a result of literature reviews many studies on the effect of management of diversity in the field of tourism on organizational commitment have not been found. In this study it is aimed to reveal how effect of employees about diversity perception management on organizational commitment levels.

Conceptual Framework

Diversity in Working Life

Human resources that constitute the most important advantage of modern business in competition and provide great benefits to businesses if well managed, also include various differences. The management process of many differences such as age, gender, education, experience, culture, religion, language, value judgments, whether they are disabled, perceptions, social status, socio-economic situation, geographical location, personality, etc. brings along success/failure. This success/failure is also a determining factor in the entropy/negative entropy journey of businesses.

Therefore, diversity management started to be the subject of management theories in the 1980s (Sürgevil, 2008, p. 118). Especially in the multinational nature of business employees in the USA (as required by the immigration policy of the United States for qualified people), studies started to be carried out especially about the differences caused by race, religion, culture and gender (Balay, & Sağlam, 2004: 34; Lorbiecki, 2001). The main reason why these differences are subject to investigation is to achieve the unchanging business objectives that are summarized by profit, survival and benefit to society.

Management of diversity in business life is the process of creating and developing positive values based on mutual interaction (Keil et al., 2007: 6) which aims to obtain synergies suitable for organizational goals from certain differences that create organizational richness and that are visionary, suitable for business purposes. In other words, management of differences is the process of creating and managing common values from the different qualities of organization employees (Uzunçarşılı Soydaş, & Uzunçarşılı, 2007, p. 68; Hubbard, 2004).

Organizational Commitment

Organizational commitment is a factor that positively contributes to the organization and its surroundings, organizational loyalty, self-sacrificing, high participation and positive contributions to the business that provides in all conditions (Marchiori, & Henkin, 2004, p. 353).

Organizational commitment is strong and psychological emotions that connect employees to the organization and the business. The strong belief in organizational values, the interest and loyalty to the goals of the organization lie at the base of organizational commitment (Çekmecelioğlu, 2006, p. 155). Organizational commitment refers to the commitment of employee to the organization and involves the employee to strive to stay in the organization even under adverse conditions and their desire to adhere to

the goals and values of the organization (Morrow, 1983, p. 491). From this perspective, organizational commitment consists of three dimensions (Eisenberg et al., 1983, p. 181):

a) Carrying a strong belief in accepting the goals and values of the organization,

b) As a member of the organization, making a strong effort in achieving the organizational goals and

c) Display a strong attitude in maintaining the membership of the organization.

Organizational commitment goes far beyond the material factors that connect the employee to the business. Organizational commitment refers to employee identification, high loyalty to the organization and high responsibility for the organization's success. Organizational commitment is affected by the factors determined by organizational variables such as age, intra-organizational seniority, high acceptance by the organization, individual and business design, leadership, competition etc. (Doğan, & Kılıç, 2007, p. 39).

Organizational commitment is a psychological acceptance that occurs in the process that the individual works in the organization and connects the individual to the organization. After this acceptance occurs, the result of the individual volunteering in the organization occurs. Organizational commitment is a concept where the employee is proud of working and being a member of organization and respects members of the organization (Boezeman, & Ellemers, 2007, p. 772). Organizational commitment develops a sense of belonging and attendance towards the work and organization in the employee and this appears as a factor in the workplace (Namasivayam, & Zhao, 2007, p. 1215). Organizational commitment was studied by scientists in three dimensions. These (Allen, & Meyer, 1990, p. 2) are; 1) Affective commitment, 2) Continuance commitment, 3) Normative commitment.

Affective commitment is a type of commitment where the individual and the organization have mutual acceptance and identification and the individual experiences emotional satisfaction from being in the organization. In affective commitment, the organization has a great meaning and importance for the individual and the individual enjoys a great pleasure from having it (Allen, & Meyer, 1990, p. 2-6). For this reason, individuals who have an affective commitment to the organization want to continue membership in the organization and have the desire to stay in the organization until the last minute by forcing their conditions. This desire causes the individual to absorb the organization and has an important motivation to achieve organizational goals (Ketchland, 1998, p. 112).

Continuance commitment is an alternative to continuing to stay in the organization, since leaving the organization is likely to have high costs for the individual. In the continuance commitment, even if the individual has the intention to leave the organization, he/she continues to stay in the organization as per the conditions (costs that may arise, difficulties, unemployment, etc.). Examples of the costs and difficulties faced by members when they leave the organization include harmonization with the requirements of another organization, moving to another city, or damages to be incurred. The worst result is that an employee leaving the organization can remain unemployed (Çöl, & Gül, 2005, p. 293).

Normative commitment is that he believes that he has responsibility to the organization with which he is a member and shares common values, and that he feels compelled to stay in the organization as a result. Normative commitment accepts the remaining of individual in organization as an ethical event by influencing from the neighborhood pressure created by the family and its surroundings. Due to this belief formed, the individual prefers to stay in the organization considering that it is a right and ethical behavior to stay in the organization. In the light of these explanations, the dimensions of affective, continuation and normative commitment explain organizational commitment is as follows (Chen, & Francesco, 2003, p. 491:

• With the individual's perception of the organization and its reflection on the behavior

• As a psychological process that explains the reasons for the individual to remain in the organization

The three dimensions that make up the organizational commitment state that there is a psychological (affective) link that emerges between the individual and the organization and reduces the possibility of leaving the organization. Higher affective commitment demonstrates voluntary attitude, continuance commitment shows the attitude of interest and normative commitment shows the rational (correct and ethical) attitude. These attitudes may differ from individual to individual. For example; some members have a strong motivation to stay in the organization, while others may feel a strong obligation. Even

though there are no factors that require some to remain in the organization, they think that it will not be ethical for them to leave the organization so they prefer not to leave the organization.

Diversity Perception and Organizational Commitment Relation

It was found that there are strong relations between differences such as Age, gender, education level, seniority, psycho-social characteristics, values, interest in life, etc. and organizational commitment (Balay, 2001, p. 55-61). In a study related to age factor which is one of the differences, there was a negative relationship between age factor and adherence (the level of organizational commitment in young people and high in older ages) (Alvi, & Ahmed, 1987, p. 267-280; Hrebiniak, & Alutto, 1972, p. 562; Blau, & Lunz, 1998, p. 260; Yalçın, & İplik, 2005, p. 400). In many studies on age factor, findings have been obtained that attachment of individuals to the organization increases with increasing age (Angle, & Perry, 1981, p. 1-14; Mathieu, & Zajac, 1990, p. 171-194; Angle, & Perry, 1981). Luthans et al. (1987, p. 221) argued that there is a positive relationship between age and organizational commitment, that with the advancement of the age of the individual, their gains from the organization (promotion, wages, subsidies, etc.) will increase and therefore the commitment to the organization will increase.

One of the study topics related to the relationship between differences and organizational commitment is the relationship between the educational levels of the employees and organizational commitment. Studies have determined that there is an inverse relationship between educational level and organizational commitment (Angle, & Perry, 1981, p. 1-14; Glisson, & Durick, 1988, p. 61-81; Yalçın, & İplik, 2005, p. 400). In this study, it is seen that as the education level of the employees increases, the level of commitment to the organization decreases. Because, as the education levels of the employees increase, alternative job opportunities also increase. Some researchers have found that the relationship between educational level and organizational commitment is not strong enough and therefore it should not be taken into account.

Among the differences, task duration and title / position in the organization are variables that affect organizational commitment (Mc Caul et al., 1995, p. 80-90; Cohen, 1992). There is also a positive relationship between age and seniority and organizational commitment. Organizational commitment increases in individuals as age and seniority increase (Angle, & Perry, 1981, p. 1-14; Allen, & Meyer, 1993, p. 49-61).

There is a strong relationship between salary and organizational commitment, which is one of the important factors of people's work objectives (Byington, & Johnston, 1991, p. 3-10). In addition, organizational justice (distribution justice / justice in wage distribution) affects organizational commitment (Johnson, & Jones, 1991, p. 235-244). In this respect, the perception of fair wages in the employee will directly affect the organizational commitment of the employee. While the positive perception of the salary policy to be created in the employee affects the organizational commitment positively, negative perception will affect the organizational commitment negatively.

There are various studies in the literature about the variables of the study. However, it has been observed that studies in the field of tourism are rare. Bulşu and Gümüş (2018) in their research on hotel employees revealed that there is a positive and significant relationship between the perception of management of differences and the dimensions of organizational commitment. On the other hand, Fettahlıoğlu and Tatlı (2015) concluded that there is a moderate and significant relationship between management of differences and sub-dimensions of organizational commitment in their research for GSM sector employees. Based on the above-mentioned literature mentioned above, the following hypotheses were developed.

H_1: Diversity perception of employees positively affects their organizational commitment.

H_{1a}: Diversity perception of employees positively affects their affective commitment.

H_{1b}: Diversity perception of employees positively affects their continuance commitment.

H_{1c}: Diversity perception of employees positively affects their normative commitment.

Method

In order to determine the effect of diversity perception of employees on organizational commitment, the literature was primarily examined. Data were collected with the help of a questionnaire developed based on the literature. The universe of the research consists of people working in hotel businesses in

Antalya. With easy sampling method 400 people were reached. The survey was carried out in March-April 2017. In order to test the hypotheses of the research, The Scale of Difference Perception (10 items) developed by Bean et al., used by Aksu (2008) and Çakır (2011) and the Organizational Commitment Scale (2010) developed by Meyer, Allen and Smith (1993), used by Kaya (2007) and Bülbül (2010) (26 items) were used. In addition, 8 questions regarding the demographic characteristics of the employees were included in the survey. Perceptions of differences and questions in organizational commitment scales were based on the 5-point Likert scale as "1 = Strongly Disagree, …… 5 = I totally Agree".

Reliability and Validity

As a result of the reliability analysis conducted on the perception of differences scale, items 2 and 3 with item total correlation coefficients below 0.25 (Kalaycı, 2016, p. 412) were excluded from the scale. After the two items were excluded from the scale, the internal consistency coefficient of the entire scale was calculated as 0.846. This result shows that reliability is high (Kalaycı, 2016, p. 405). So, an explanatory factor analysis was performed on the perception of differences scale on 8 items. As a result of the factor analysis performed on the perception of differences scale, it was observed that the scale items were collected under a single factor. The single factor explains 48.291% of the total variance. (KMO: 89.1%; Chi-Square for Bartlett's Sphericity Test: 994,420; sd: 28; p <0.001; Overall average: 3.239; Cronbach Alpha for the entire scale: 0.846). Confirmatory Factor Analysis (CFA) was applied to test the construct validity of the scale. As a result of the factor analysis, it was determined that the goodness of fit values of the single factor scale remained below the standard values. Covariance values between items 1 and 4 and items 5 and 6 of the scale of difference were examined and modifications were made. After the modification, DFA was renewed and goodness of fit values (X^2=34.59, df=18, X^2/df 1.92 RMSEA=0.048, AGFI=0.96, SRMR=0.030, CFI=0.99, IFI=0.99, GFI=0.98) were provided. Data on goodness of fit values are given in Table 2.

Analyzes were carried out by adhering to the original dimensions of the Organizational Commitment Scale developed by Meyer, Allen and Smith (1993). The first 8 items are the Affective Commitment dimension, 9.-16. items are the Continuance Commitment dimension and 17.-26. inter-items represent the Normative Commitment dimension. The 14th, 16th and 19th items of the organizational commitment scale whose reliability analysis was performed, were removed from the scale because their correlation values were below 0.25. Reliability analysis was renewed by removing related items from the scale. The reliability coefficient for the entire scale was 0.932. The reliability coefficients for the dimensions of organizational commitment were 0.846 for the affective commitment dimension, 0.617 for the continuation commitment dimension and 0.872 for the normative commitment dimension. When the reliability coefficients of the scale are examined, it can be stated that the whole scale, the affective and normative commitment scales are highly reliable and the continuance commitment scale is rather reliable. (Kalaycı, 2016, p. 405). Descriptive statistics regarding the perception of diversity and the dimensions of the organizational commitment scale, the smallest and largest item total correlation values, skewness and kurtosis values and reliability coefficients are given in Table 1.

Table 1. *Descriptive Statistics and Reliability Analysis Results on Scales*

Scales	*Item number*	*Mean*	*SD*	*Item-Total Correlations*	*Skewness*	*Kurtosis*	*Alpha*
Diversity perception	8	3,239	0,849	0,533-0,612	-0,177	-0,644	0,846
Affective commitment	8	3,238	0,928	0,550-0,696	-0,128	-0,723	0,884
Continuance commitment	3	3,062	0,928	0,403-0,448	0,165	-0,674	0,617
Normative commitment	8	3,171	0,876	0,501-0,733	-0,044	-0,814	0,872

In order to test the construct validity of the organizational commitment scale, CFA was performed on the relevant dimensions. As a result of the factor analysis, three items (10th, 12th and 13th items) and one item (18th item) from the normative commitment dimension were removed from the scale with factor loads below 0.50 (Hair et al., 2010: 117). As a result of the CFA analysis, after the items with factor loads below 0.50 were removed, the reliability analysis was renewed and the internal consistency coefficient was determined to be 0.933. CFA was renewed after the related substances were removed. In addition, modifications were made between the 2nd and 3rd items of the scale. After the modification, DFA was renewed and goodness of fit values (X^2=328.22, df=148, X^2/df=2.22, RMSEA=0.055, AGFI=0.90, SRMR=0.038, CFI=0.98, IFI=0.98 GFI=0.92) were observed (Table 2).

Table 2. *Goodness of Fit Values of Scales*

Goodness of Fit Indices	*Goodness of Fit Values of Diversity Perception*	*Goodness of Fit Values of Organizational Commitment*	*Reference Values*	*Results*
X^2/ df	34.59/18=1,92	328.22/148=2.22	$0 \leq X^2/ df \leq 2,5$	Perfect Fit
RMSEA	0.048	0.055	$0 \leq RMSEA \leq 0,05$	Perfect Fit
AGFI	0.96	0.90	$0,90 \leq AGFI \leq 0,95$ $0,95 \leq AGFI \leq 1,00$	Good Fit Perfect Fit
GFI	0,98	0,92	$0,90 \leq GFI \leq 0,95$ $0,95 \leq GFI \leq 1,00$	Good Fit Perfect Fit
RMR	0,047	0,057	$0,05 \leq RMR \leq 0,08$ $0 \leq RMR \leq 0,05$	Good Fit Perfect Fit
SRMR	0,030	0,038	$0 \leq SRMR \leq 0,05$	Perfect Fit
CFI	0,99	0,98	$0,95 \leq CFI \leq 1,00$	Perfect Fit
NFI	0,98	0,97	$0,95 \leq NFI \leq 1,00$	Perfect Fit
NNFI	0,99	0,98	$0,95 \leq NNFI \leq 1,00$	Perfect Fit
IFI	0,99	0,98	$0,95 \leq IFI \leq 1,00$	Perfect Fit
RFI	0,97	0,97	$0,95 \leq RFI \leq 1,00$	Perfect Fit

Source: Çokluk et al.., 2014, p. 271-272; Hair et al., 2006, p. 748-753.

Distortion and kurtosis values, histogram and Q-Q plots of whether the distribution of the data is suitable for normal distribution were examined. As can be seen in Table 1, it is stated that the skewness and kurtosis values of the averages of the scales are between +1 and -1 and this result is suitable for the normal distribution by Huck (2012). Therefore, it was decided to perform parametric tests on the data.

Findings

Findings Related to the Profile of the Participants

The findings regarding the demographic characteristics of the participants in the research are given in Table 3. According to this; 53.8% of the participants are men and 46.3% are women. About half of the participants (48.5%) are young people between the ages of 18-25, 25.8% are between the ages of 26-33 and 15.8% are between the ages of 34-41. When the monthly household income of the participants is analyzed, it is remarkable that approximately 65.8% of the participants have income below 2000 TL. It is seen that the education levels of the participants are quite high. The rate of university graduate participants at the undergraduate level was 44.8%.

Table 3. *Respondents' Profile*

Variables	Groups	*n*	*%*	*Variables*	Groups	*n*	*%*
Gender	Female	185	46,3	**Department**	Front office	55	13,8
	Male	215	53,8		F&B	150	37,5
Age	18-25	194	48,5		Housekeeping	79	19,8
	26-33	103	25,8		Public relations	30	7,5
	34-41	63	15,8		Sales and marketing	26	6,5
	42-49	28	7,0		Human resources	27	6,8
	50-57	3	,8		Accounting / Security	33	8,3
	58 and above	9	2,3	**Duration of work in the enterprise**	Less than 1 year	92	23,0
Monthly Household income	1-1000 TL	103	25,8		1 year	80	20,0
	1001-2000 TL	160	40,0		2-4 years	135	33,8
	2001-3000 TL	79	19,8		5-7 years	58	14,5
	3001-4000 TL	34	8,5		8 years and above	35	8,8
	4001-5000 TL	15	3,8	**Duration of work in the tourism sector**	Less than 1 year	65	16,3
	5001 TL and above	9	2,3		1 year	31	7,8
Education	Primary education	50	12,5		2-5 years	162	40,5
	High school	85	21,3		6-10 years	98	24,5
	Associate degree	78	19,5		11 years and above	44	11,0
	Bachelor degree	179	44,8				
	Master / Ph.D.	8	2,0				
Position	Employee	265	66,3				
	Chief	77	19,3				
	Assistant of director	32	8,0				
	Director	26	6,5				

Information on the department, position and working time of the participants in the tourism sector are given in Table 3. In this context, the department where the participants work in the tourism sector is predominantly the food and beverage department (37.5%), most of them work in the lower level (66.3%), 33.8% of them work in the same enterprise for 2-4 years and 40% It was determined that 5 of them worked in the tourism sector between 2-5 years. The data about the department, position and working time of the participants in the tourism sector were given in Table 3. In this context, it was obtained that the department where the participants work in the tourism sector is predominantly the food and beverage department (37.5%), most of them work in the lower level (66.3%), 33.8% of them work in the same enterprise for 2-4 years and 40,5 % of them worked in the tourism sector between 2-5 years.

The Effect of Perception of Diversity on Organizational Commitment

Correlation analysis was conducted to determine whether there is a relationship between perception of difference and organizational commitment dimensions within the framework of CFA. According to the correlation analysis result in Table 4, it is understood that there is a significant and positive relationship between diversity perception of employees and organizational commitment dimensions. It can be said that the level of relationship between diversity perception with organizational commitment dimensions and affective commitment dimension is highest, the relationship between diversity perception and normative commitment is moderate, and the relationship between perception of difference and continuity commitment is still high (Saruhan, & Özdemirci, 2013, p. 224).

Table 4. *Correlation between Diversity Perception and Organizational Commitment Dimensions*

Dimensions of the Scale	*n*	*Mean*	*SD*	*Affective commitment*	*Continuance commitment*	*Normative commitment*
Diversity perception	400	3,239	0,849	0,751**	0,580**	0,716**
Affective commitment	400	3,238	0,928	-	0,655**	0,789**
Continuance commitment	400	3,062	0,928	-	-	0,678**
Normative commitment	400	3,171	0,876	-	-	-

**p<0,01

Simple regression analysis was conducted to determine whether diversity perception of employees affects overall organizational commitment levels. Regression analysis results are given in Table 5. According to the results of the analysis, it has been seen that the difference in diversity perception of employees of hotel enterprises in general organizational commitment is 60.1%. In other words, it was concluded that an increase of 1 unit in diversity perception of employees caused an increase of 77.6% in their overall organizational commitment. Thus, the H_1 hypothesis was accepted.

Table 5. *Impact of Diversity Perception on Organizational Commitment*

Model	B	*Std. Error*	*β*	*t*	*p*
(Constant)	,732	,103		7,084	,000
Diversity perception	,757	,031	,776	24,523	,000
Dependent variable: Overall Organizational Commitment; R: 0,776; R2:0,602; Corrected R2: 0,601; F: 601,384; p<0.01					

According to the results of the regression analysis (Table 6), it can be stated that the perception of difference has a positive effect on the affective commitment dimension from the organizational commitment dimensions. According to the results of the analysis, the model is meaningful. Accordingly, the model can explain 56.3% of the change in the affective commitment of employees in hotel businesses. Although the model is meaningful, it can be said that the diversity perceptions of hotel employees affect their affective commitment. It is understood from the analysis result that an increase of 1 unit in diversity perception of employees caused an increase in their affective commitment by 0.751 units. Thus, H_{1a} hypothesis was accepted.

Table 6. *Impact of Diversity Perception on Affective Commitment*

Model	B	*Std. Error*	*β*	*t*	*p*
(Constant)	,580	,121		4,790	,000
Diversity perception	,821	,036	,751	22,712	,000
Dependent variable: Affective Commitment; R: 0,751; R^2:0,564; Corrected R^2: 0,563; F: 515,854; p<0.01					

According to the regression analysis results in Table 7, it can be stated that the diversity perception has a positive effect from the organizational commitment dimensions to the continuation commitment dimension. According to the results of the analysis, the model is meaningful. According to this, the model can explain 33.4% of the change in continuance commitment of employees in hotel businesses. Although the model is meaningful, it can be said that the diversity perceptions of hotel employees affect their affective commitment. It is understood from the analysis result that an increase of 1 unit in the perception of employees regarding diversity caused an increase in the follow-up commitment of 0.580 units. Thus, the H_{1b} hypothesis was accepted.

Table 7. *Impact of Diversity Perception on Continuance Commitment*

Model	B	*Std. Error*	*β*	*t*	*p*
(Constant)	1,009	,150		6,745	,000
Diversity perception	,634	,045	,580	14,192	,000

Dependent variable: Continuance Commitment; R: 0,580; R2: 0,336; Corrected R2: 0,334; F: 201,424; p<0.01

According to the results of the regression analysis (Table 8), it can be stated that the diversity perception has a positive effect on the normative commitment dimension which is one of the organizational commitment dimensions. According to the results of the analysis, the model is meaningful. Accordingly, the model can explain 51.1% of the change in the normative commitment of employees in hotel businesses. Although the model is meaningful, it can be said that the diversity perceptions of hotel employees affect their normative commitment. It is understood from the analysis result that an increase of 1 unit in diversity perception of employees causes an increase of 0.716 units in their normative commitment. Thus, the H_{1c} hypothesis was accepted.

Table 8. *Impact of Diversity Perception on Normative Commitment*

Model	B	*Std. Error*	*β*	*t*	*p*
(Constant)	,780	,121		6,450	,000
Diversity perception	,738	,036	,716	20,441	,000

Dependent variable: Normative Commitment; R: 0,716; R^2: 0,512; Corrected R^2: 0,511; F: 417,839; p<0.01

Result and Suggestions

This study was carried out to investigate the effect of the perception of hotel staff on their organizational commitment. The hypothesis that hotel diversity perception of employees will affect their general organizational commitment positively. From here, it can be thought that the more value the diversity of the employees of the enterprises are valued, the more their commitment to their businesses will increase. The hypothesis that organizational commitment will have a positive effect on the affective commitment dimension of perceptions of employees about their differences. In other words, the higher the perception of employees about their differences, the higher their affective commitment. As a result of the test conducted for another hypothesis of the study, it has been observed that the increase in perception of employees about their differences will increase their continuance commitment positively and the hypothesis is supported. Finally, it was understood that valuing diversity of employees would also affect their normative commitment positively and the hypothesis was supported.

In this study, it was expected that hotel diversity perceptions of employees will have a positive effect on their commitment to the organization. The findings have supported this expectation and are in line with the research findings that the commitment of the hotel employees to their organizational commitment increases when their perceptions about their differences are high (Bulşu, & Gümüş, 2018; Fettahlıoğlu, & Tatlı, 2015). In the study by Ghasemi (2014), it is stated that there is a strong relationship between management of differences and general organizational commitment. While there is a positive relationship between the perception of employees about differences and the dimensions of organizational commitment and a positive relationship with normative commitment whereas there is a negative relationship in terms of affective commitment dimension.

Competition in the tourism sector in Turkey and in the world as well as the hospitality is experienced intensely. In recent years, it is seen that competition has started to gain weight towards reaching highly qualified human resources. Thanks to the qualified workforce, hotel businesses want to maximize customer satisfaction by providing quality service. Thus, they will have the idea of gaining more competitive customers and holding an important competitive advantage in the market. Hotel management managers who want to reach these goals should understand their staff well and make more efforts to keep

their commitment to the business high. The purpose of this research is to reveal the effect of the perceptions of employees on the organizational commitment of their employees. For this reason, the research aims to inform hotel managers in the tourism sector about their perceptions about organizational commitment and their perceptions about differences and to contribute to personnel strategies that managers in the sector will implement. Hotel managers should not ignore the differences of their employees if they want to increase their commitment to the organization. While doing this, detailed examinations, tests and interviews can be made about the characteristics of the staff during the recruitment and placement process. By making objective evaluations regarding the performance of the staff hired, studies can be conducted to increase satisfaction by examining the behaviors of the employees and their behaviors against people and the aspects that differ from other employees. Ghasemi (2014) proposes to managers that if they want to increase sense of belonging of their employees, they should make them feel that they are equal and show them their competence.

In this study, it is possible to mention a few limitations. The research was carried out only for the employees of hotel businesses in Antalya. Therefore, the relationship between similar and different variables for different types of tourism businesses and the subject of the research can be examined. The subject of the research can be made for managers other than hotel management employees. Similar studies can be conducted and compared for tourism sector employees in different destinations or countries.

Ethical Declaration

During the writing process of this study titled *"The Impact of Diversity Perception on Organizational Commitment: A Research in Hotel Enterprises"*, scientific, ethical and citation rules were followed; no falsification was made on the collected data and this study was not sent to any other academic publisher for evaluation.

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TÜRKÇE GENİŞ ÖZET

Ulusal veya uluslararası modern çağın işletme yöneticilerinin etkin ve verimli bir şekilde yönetim sağlayabilmek için üzerinde durmaları gereken en önemli olgu farklı niteliklere sahip olan insan faktörüdür (Fettahlıoğlu ve İnce, 2013, s. 78). İşletmeciliğin küresel bir boyut taşıması beraberinde farklılıklarında üzerinde durulması gerektiğini ortaya koymuştur. Yerelde farklı niteliklere sahip iş görenleri yönetmeye çalışan işletmeler, ulusal/uluslararası farklılıklara sahip iş görenleri yönetme sorunuyla baş başa kalmıştır (Moghaddam, 2006, s. 416).

Modern örgütler ulusal ve uluslararası farklılıkların aynı ortamı paylaştığı çalışma alanları haline gelmiştir. Bu çalışma alanlarında ortaya çıkan yaş, cinsiyet, eğitim, deneyim, kültür, din, dil, değer yargıları, engelli olup olmama, algılar, sosyal statü, sosyo-ekonomik durum, coğrafi konum, kişilik, vb. birçok farklılık yöneticilerin çözmeleri gereken sorun olarak ortaya çıkmıştır (McMahan vd., 1998, s. 198; Özan ve Polat, 2013, s. 56).

İnsanlar yaratılış itibariyle farklılıkları bünyesinde bulunduran varlıklardır. Bu farklılıklar temelde zenginlik oluşturan, iyi yönetilmediği takdirde sorunlara yol açan faktörlerdir. İşletmelerin bugün en önemli zenginliği ve avantajı insan kaynakları olmasından dolayı var olan bu farklılıkların yönetimi daha büyük bir anlam kazanmaktadır. İşletmeler, iş görenlerin sahip olduğu farklılıklara değer veren birtakım uygulamalara yer verdiğinde onların daha mutlu olacağı düşünülebilir. Mutlu olan bireylerin ise hem çalıştıkları ortamda hem de aile ortamlarında bağlılık düzeylerinin artacaktır. Farklılıkların yönetimi ve örgütsel bağlılık konularında literatürde pek çok çalışmaya rastlanmaktadır.

Bu çalışmanın amacı, otel işletmelerinde çalışanların farklılık algılarının örgütsel bağlılıklarına etkisini ortaya koymaktır. Bu amaçla, veriler Türkiye'de Antalya ilinde faaliyet gösteren otel işletmelerinde çalışanlara yönelik uygulanan anket ile toplanmıştır. Elde edilen verilere açıklayıcı faktör analizi, doğrulayıcı faktör analizi, korelasyon ve regresyon analizler yapılmıştır. Yapılan analizler sonucunda, otel çalışanlarının farklılık algısının genel örgütsel bağlılıkları üzerinde olumlu etkiye sahip olduğu görülmüştür. Farklılık algısının örgütsel bağlılık boyutları üzerine de olumlu etkisi tespit edilmiştir. Etki büyüklüğü açısından

çalışanların farklılık algısının en fazla duygusal bağlılığa etkisinin olduğu, ikinci sırada normatif bağlılığa ve üçüncü olarak devam bağlılığına olumlu etkisinden söz etmek mümkündür. Literatürdeki çalışmalar incelendiğinde, farklılık algısı ve örgütsel bağlılık arasında çeşitli alanlarda çalışmalar olduğu görülmektedir. Fakat turizm alanında yapılan çalışmaları azlığı dikkat çekmektedir. Çalışmada otel işletmelerinde personelin farklılıklarına ilişkin algısının belirlenmesi çalışanların örgüte hangi yönden bağlılıklarının yüksek olacağını da göstermiştir. Diğer taraftan, bu çalışma otel işletmeleri yöneticilerine personelin örgüte bağlılıklarını artırmada nasıl bir yol izleyeceği konusunda ışık tutmaktadır. Ayrıca, elde edilen bulgular çerçevesinde otel yönetimleri için insan kaynaklarına yönelik stratejilerin belirlenmesine yardımcı olacağı düşünülmektedir.

Otel çalışanlarının farklılık algısının genel örgütsel bağlılıklarını olumlu yönde etkileyeceğine dair hipotez desteklenmiştir. Buradan işletmelerin çalışanlarının farklılıklarına ne kadar değer verilirse o kadar işletmelerine olan bağlılıklarının da artacağı düşünülebilir. Çalışanların farklılıklarına ilişkin algılarının örgütsel bağlılığın duygusal bağlılık boyutu açısından olumlu bir etkiye sahip olacağına dair hipotez de desteklenmiştir. Yani çalışanların farklılıklarına ilişkin algısı ne kadar yüksekse duygusal bağlılıklarının da o derece yüksek olduğu ifade edilebilir. Çalışmanın diğer bir hipotezine yönelik yapılan test sonucunda çalışanların farklılıklarına ilişkin algısının artmasının devam bağlılıklarını olumlu yönde artıracağı görülmüş ve hipotez desteklenmiştir. Son olarak yine çalışanların farklılıklarına değer verilmesinin normatif bağlılıklarını da olumlu yönde etkileyeceği anlaşılmış ve hipotez desteklenmiştir.

Bu araştırmada, otel işletmeleri çalışanlarının farklılık algılarının örgüte olan bağlılıklarına olumlu yönde etkisi bekleniyordu. Elde edilen bulgular, bu beklentiyi desteklemiş ve otel çalışanlarının farklılıklarına ilişkin algılarının yüksek düzeyde olduğunda örgüte olan bağlılıklarının da arttığına dair araştırma bulgularıyla paralellik göstermiştir (Bulşu ve Gümüş 2018; Fettahlıoğlu ve Tatlı, 2015). Ghasemi (2014) tarafından yapılan çalışmada ise farklılıkların yönetimi ve genel örgütsel bağlılık arasında güçlü bir ilişki olduğu ifade edilmektedir. Çalışanların farklılıklara ilişkin algısı ile örgütsel bağlılık boyutları arasında devam ve normatif bağlılık ile olumlu bir ilişkiden bahsedilirken duygusal bağlılık boyutu açısından olumsuz bir ilişkiden söz edilmektedir.

Turizm sektöründe yaşanan rekabet hem dünyada hem de Türkiye'de otelcilik alanında yoğun bir şekilde yaşanmaktadır. Son yıllarda rekabetin yoğun olarak kalifiye insan kaynaklarına ulaşma yönünde ağırlık kazanmaya başladığı görülmektedir. Nitelikli işgücü sayesinde otel işletmeleri kaliteli hizmet sunarak müşteri memnuniyetini en üst seviyeye çıkarmak istemektedirler. Böylece daha sadık müşteriler elde ederek pazarda önemli bir rekabet üstünlüğünü elinde bulundurma düşüncesine sahip olacaklardır. Bu hedeflere ulaşmak isteyen otel işletmeleri yöneticileri, personellerini iyi bir şekilde anlamalı ve onların işletmeye olan bağlılıklarını yüksek tutmaya yönelik daha fazla çaba göstermelidirler. Bu araştırmanın amacı otel işletmelerinde çalışanların farklılıklarına yönelik algılarının örgütsel bağlılıklarına etkisini ortaya koymaktır. Bu nedenle, araştırma turizm sektöründe otel yöneticilerini, personelin farklılıklarına ilişkin algıları ile örgütsel bağlılık düzeyleri hakkında bilgilendirmeyi ve sektördeki yöneticilerin uygulayacakları personel stratejilerine katkıda bulunmayı amaçlamaktadır. Otel yöneticileri, çalışanlarının örgüte bağlılıklarını artırmak istiyorlarsa onların farklılıklarına ilişkin hususları göz ardı etmemelidirler. Bunu yaparken, işe alım ve yerleştirme sürecinde personelin özelliklerine dair detaylı incelemeler, testler ve görüşmeler yapılabilir. İşe alınan personelin performansına ilişkin objektif değerlendirmeler yapılması sağlanarak onun olaylar karşısında ve kişilere karşı davranışları ile diğer çalışanlardan ayrılan yönleri incelenerek memnuniyetinin artırılmasına yönelik çalışmalar yapılabilir. Ghasemi (2014) yöneticilere, çalışanlarının aidiyet duygularını artırmak istiyorlarsa onlara eşit davrandıklarını hissettirmeleri ve yetkinliklerini göstermelerine fırsat vermeleri gerektiğini önermektedir.

Bu çalışmada, birkaç sınırlılıktan söz etmek mümkündür. Yapılan araştırma, sadece Antalya ilinde otel işletmeleri çalışanlarına yönelik yapılmıştır. Bu nedenle, farklı turizm işletme türlerine yönelik olarak benzer ve farklı değişkenler ile araştırmanın konusu arasındaki ilişki incelebilir. Araştırma konusu otel işletmeleri çalışanları haricinde yöneticilere yönelik olarak yapılabilir. Farklı destinasyonlar veya ülkelerde turizm sektörü çalışanlarına yönelik benzer çalışmalar yapılıp karşılaştırılabilir.