

Revista Investigaciones Turísticas, nº 30 (2025), pp 290-314.

ISSN: 2174-5609

DOI. <https://doi.org/10.14198/INTURI.27904>

Cita bibliográfica: Trillo Rodríguez, M. J., Flores Ruiz, D. y Ortega Moreno, M. (2025). Job Satisfaction and Gender amongst Hotel Sector Managers in the Province of Huelva, Spain. *Investigaciones Turísticas* (30), pp. 290-314. <https://doi.org/10.14198/INTURI.27904>

Job Satisfaction and Gender amongst Hotel Sector Managers in the Province of Huelva, Spain

Satisfacción laboral y género en puestos de gestión hotelera en la Provincia de Huelva. España

María José Trillo Rodríguez , Universidad de Huelva, España
trillo.rodriguez@alu.uhu.es

David Flores Ruiz , Universidad de Huelva, España
david.flores@dege.uhu.es

Mónica Ortega Moreno , Universidad de Huelva, España
ortegamo@dehie.uhu.es

ABSTRACT

An analysis was carried out of the factors that influence job satisfaction in management positions in the hotel sector in the province of Huelva (Spain) from a gender perspective, as well as of the existing gender differences in this sector. To detect gender differences, hypothesis tests for equality of means and proportions were carried out using the Chi-squared and Mann-Whitney U tests, as well as the calculation of Spearman's Rho correlation coefficient to detect correlations between the factors influencing job satisfaction. It is concluded that both gender and sociodemographic differences exist in relation to the characteristics of these jobs. However, there are no significant gender differences regarding the degree of job satisfaction and the factors that determine job satisfaction. Moreover, both motivational and hygiene-related factors play an important role in influencing job satisfaction. The research concludes by providing a number of guidelines that could help reduce the gender differences found in these jobs and, at the same time, improve job satisfaction.

Keywords: Job satisfaction, hotel sector, management positions, gender.

RESUMEN

Se analizan los factores que influyen en la satisfacción laboral, desde una perspectiva de género, en puestos de responsabilidad en el sector hotelero de la provincia de Huelva (España), así como las diferencias de género existentes en este tipo de empleo. Para detectar diferencias de género se realizaron contrastes de hipótesis de igualdad de medias y proporciones mediante las pruebas de Chi-cuadrado y U de Mann-Whitney, así como el cálculo del coeficiente de correlación Rho de Spearman para detectar correlaciones entre los

Fecha de recepción: 05/07/2024 *Fecha de aceptación:* 18/02/2025

Este trabajo se comparte bajo la licencia de Atribución-NoComercial-CompartirIgual 4.0 Internacional de Creative Commons

(CC BY-NC-SA 4.0): <https://creativecommons.org/licenses/by-nc-sa/4.0/> 

©2025 María José Trillo Rodríguez, David Flores Ruiz y Mónica Ortega Moreno

factores que influyen en la satisfacción laboral. Se concluye que existen diferencias tanto de género como sociodemográficas relacionadas con las características de estos empleos. Sin embargo, no existen diferencias significativas por género en el grado de satisfacción laboral ni en los factores que la determinan. Además, tanto los factores motivacionales como los de higiene desempeñan un papel importante a la hora de influir en la satisfacción laboral. La investigación concluye dando algunas pautas que podrían reducir las diferencias de género detectadas en estos puestos de trabajo, mejorando, al mismo tiempo, la satisfacción laboral.

I. INTRODUCTION AND JUSTIFICATION OF THE OBJECT OF STUDY

In 2015, the United Nations General Assembly approved the 2030 Agenda for Sustainable Development, together with the Sustainable Development Goals (SDGs). In this article, 5 of these goals related to gender equality, 6 dealing with reduced inequalities, and 8 addressing decent work were included (World Tourism Organization, 2023). According to these goals, both men and women should work in the hotel sector under equal conditions and opportunities when it comes to professional development. As a result, both genders should be satisfied with the work they do.

To this, it should be added that the human capital factor becomes key in obtaining sustainable competitive advantages in tourism due to the characteristics of this activity (Lillo-Bañuls et al., 2007) since, in the hotel industry, human assets are key to enhancing the value of the service and, therefore, represent a highly relevant aspect to achieve tourist loyalty (Bolaños & Nieves, 2020). In this sense, it is inherent to the needs of customer service that employees have a high degree of job satisfaction (Kusluvan et al., 2010), and to achieve this, personality traits such as emotional stability, friendliness, openness, experience, extroversion, empathy, self-efficacy, need for activity, self-control, and adjustment are required. That is why, in part, job satisfaction in the hotel industry is of vital importance when it comes to providing an adequate service to customers.

Halim et al. (2021) found that, work environment, leadership communication, and job satisfaction were significantly related to job retention in the hotel sector. The results indicated that introducing a positive challenge in the work environment leads to employee loyalty to the organization due to increased job satisfaction. In addition, customer satisfaction depends on the employees, so they are a necessary asset in any company. Along the same lines, the results of the study by Hofmann & Stokburger-Sauer (2017) showed that emotional labor, work-family balance, and job satisfaction were important constructs for hotel management. Therefore, by taking into account these constructs, working conditions can be improved, as well as organizational commitment.

In terms of gender, Lee et al. (2023) pointed out that inclusive practices in recruitment and promotion, as well as having representative management teams, proved to be an opportunity for hotel companies to improve their reputation and performance.

For all the above said, the analysis of gender and job satisfaction in the hotel sector is considered key to improving the competitiveness of companies while ensuring their contribution to the SDGs. For these reasons, this paper aims to elaborate on this analysis of the hotel industry in the province of Huelva.

II. STATE OF THE ART

2.1. Job satisfaction in the hotel industry: theoretical approaches and variables to be considered

Job satisfaction was defined by Locke (1969) “as a function of the perceived relationship between what one wants from one's job and what one perceives one is offered”. Also, Smith et al. (1969) defined it as an “affective reaction to a job that results from the beneficiary's comparison of actual results with those that are desired”. For Spector (1997), job satisfaction “is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their Jobs”.

Job satisfaction has been studied in conjunction with motivation. In his analysis of the relevant literature, Bonillo & Nieto (2002) distinguished three theoretical job satisfaction models, which he categorized as three frameworks.

The first framework includes content theories upon which value attainment and meeting needs are the pillars on which they depend. In this sense, the theory of human motivation (Maslow, 1954), which points to self-fulfillment at the top of the pyramid of human needs, stands out in relation to both personal and social spheres. Recognition and esteem are also part of the motivational elements that can be brought to the workplace. In addition, basic human needs must be met and complemented by social needs.

Additionally, Herzberg's motivation-hygiene theory is included in this first framework, and it outlines the factors that affect attitudes at work, distinguishing between motivational and hygiene factors. Motivational factors include achievement, recognition, the work itself, responsibility, advancement, and possibility for growth, according to their percentage of contribution to job satisfaction. On the other hand, hygiene factors include company policies and administration, supervision, interpersonal relations, working conditions, and salary, mainly, as well as relations with co-workers, personal life factors, relations with subordinates, status, and security, according to their contribution to job satisfaction. Herzberg concluded that “motivational factors were the primary cause of job satisfaction and hygiene factors were the primary cause of unhappiness at work”.

The second framework includes process theories, in which “job satisfaction can be explained by investigating the interaction of variables, such as expectations, values, and needs” (Gruneberg, 1979). These include Vroom's expectancy theory and Adam's equity theory. Vroom's expectancy theory predicts that an employee will exert a high effort if they perceive a strong relationship between effort and result, result and reward, and reward and satisfaction of personal objectives. Adam's equity theory holds that the primary trigger of motivation is a subject's perceived fairness between two ratios. Thus, according to this theory, workers compare their own output/input ratio (the ratio of the results they receive from their jobs and from the organization for the inputs they contribute), with the output/input ratio of benchmarks (Adams, 1963).

The third framework links theories on situational models and job characteristics to the job satisfaction theory. The situational occurrences theory of job satisfaction was proposed by Quarstein et al. (1992). The two main components of this theory are situational characteristics and events. Examples of situational characteristics are salary, promotion opportunities, working conditions, company policies, and supervision. In the job

characteristics theory, Glisson & Durick (1988) simultaneously examined the capacity of multiple variables from three categories (worker, job, and organizational characteristics) to predict both job satisfaction and job performance.

Following the assessment of the different models and approaches that analyze job satisfaction, it could be said that studies with a gender perspective on managers and middle managers in the hotel industry are very scarce, with a predominance of studies on job satisfaction based on the different variables listed in this research, as shown below.

Work overload

Saner & Sadikoglu (2016) carried out a study in 6 five-star hotels in Northern Cyprus surveying all hotel staff via questionnaires. Male employees showed higher levels of job satisfaction than female employees. Mood and job satisfaction were interconnected on and off the job and influence each other. This shows important work-family implications and their direct relationship with job satisfaction, as Judge and Ilies (2004) stated. The emotional intelligence variable in managers is also linked to the success of projects, illustrating that emotional intelligence has a positive impact on job satisfaction and confidence, as was also shown by Rezvani et al. (2016). Salas Vallina (s. 2019), in his research, concluded that the glass ceiling was rooted in the increased work-domestic workload.

Autonomy

Job autonomy plays an important role in work engagement. The more decision-making power employees have, the higher their level of commitment to the company (Islam & Alam., 2024). Empowerment works along the same lines. An empowered employee has a positive effect on organizational commitment and, consequently, on job satisfaction (AlKahtani et al., 2021). The support to autonomy exercised by supervisors has a significant impact on employees' autonomous motivation and job satisfaction. Hence, it is important that supervisors grant a certain amount of autonomy to employees at work (Zhang et al., (2023).

Turnover intention

The promotion of retention can be achieved by reducing stress in any company, and especially in the hotel industry, where multiple stressors converge, including customer service, work concentrated in the summer months, and extended work schedules. In this sense, Podsakoff et al. (2007) stated that retention was possible by minimizing stressful situations. In fact, challenging stressors have been identified as favorable to organizational commitment and job satisfaction. On the contrary, they negatively influence turnover intentions and withdrawal behavior. Cimbalević et al. (2020) concluded that, in the hospitality industry, employee turnover is extremely high. This is often caused by minimal growth opportunities, intensive work, lack of flexibility, limited opportunities for promotion, lack of recognition, and factors alike. These authors analyzed three constructs, i.e. employee motivation, satisfaction, and engagement in the intention to change jobs. Dorta-Afonso et al. (2021) analyzed the effects of high-performance work systems on employees, as well as other variables involved such as organizational commitment, motivation, job satisfaction, quality of life, and individual job performance. The results showed positive effects of high-performance work systems on job satisfaction and other variables and, consequently, a possible increase in job and company retention rates.

Commitment to the organization

The type of contract can influence job satisfaction and organizational commitment, differentiating between permanent and temporary contracts, and whether they are full-time or part-time. Job instability, related to temporary contracts, influences job satisfaction and organizational commitment. In this line, González Santa Cruz et al. (2014) concluded that job satisfaction was higher with part-time work, although organizational commitment decreased, which may be due to the associated possibility of keeping a work-family balance.

Other job variables related to job satisfaction

Kianto et al. (2016) conducted a study to analyze the relationship between knowledge management and job satisfaction. Their findings indicated a significant correlation between the two variables, emphasizing the substantial impact of knowledge management on employee job satisfaction. These data can serve as a valuable addition to the toolkit of managers and consultants, thereby facilitating the enhancement of employee well-being in the workplace.

For their part, Saner & Sadikoglu (2016) identified the perceived sense of job security that a stable job provides as one of the main factors contributing to job satisfaction. It is suggested that when employees are convinced that their work is safe, they feel motivated and satisfied and, therefore, they contribute to the achievement of the company's goals and objectives. In this line, Lillo-Bañuls et al. (2018) analyzed the Survey on Quality of Life at Work (ECVT in its Spanish acronym) concluding that part-time work was not common among tourism employees, and that it negatively influenced job satisfaction.

2.2. Gender differences in managerial and middle management positions in the hotel industry

Ng & Pine (2003), in their research conducted in Hong Kong, analyzed male and female hotels managers, concluding that men and women did not differ much in their opinions about the factors that contribute to success in hotel management. The main difference found between managers and middle managers was communication skills. Also, female managers considered that the characteristics of the job, such as irregular working hours, were one of the greatest disadvantages and placed this factor in fifth place, unlike men, who ranked it tenth.

In a study carried out by Marco (2012), it was pointed out that gender differences, when assessed in terms of business objectives, may lead to poor female performance. However, when appropriate measures are put in place, both men and women prove to be equally effective managers. They also found that hotels managed by women were significantly smaller than those managed by men, in terms of assets, sales, and number of employees.

Boone et al. (2013) analyzed the barriers that may impede the advancement of women's careers in the hospitality industry, finding that barriers related to lack of mentoring and lack of career planning were significantly more pronounced for women than for men. However, regarding the personal priorities analyzed as barriers, no differences were found between men and women in family, physical health and mental well-being, personal growth, and professional development, concluding that both genders emphasized self-imposed barriers in career advancement over traditional job barriers.

Along the same lines, Maxwell (1997) interviewed four general managers of large hotel chains, i.e. ITT Sheraton Group, Whitbread Group, Millennium Group, and Queens Moat Houses, concluding that conditions such as working hours and geographic mobility were reported to be responsible for indirect sex discrimination. In addition, like in Boone et al. (2013), the concept of a male mentor emerged as the key to women's career success. All four single female managers agreed on having made a lifestyle decision as regards their careers, meaning a conscious choice between professional career or family life.

The level of training of staff has been analyzed in several studies. In one of them, carried out in Turkey in five-star hotels, a high level of training was found among the staff compared to the hotel industry as a whole. While more physically demanding areas tend to present a lower level of training, departments requiring more administrative skills require a higher level. Management positions report the highest level of training in the tourism and hospitality sectors (Bas Collins, 2007). Other research also showed a similar level of education among men as among women, and a higher percentage of men in managerial positions. The results from research conducted in Novi Sad (Serbia) clearly showed a higher proportion of female employees at executive level than employed in managerial positions (Petrović et al., 2014).

As highlighted above, over-education causes mismatches that lead to low levels of job satisfaction, which can be seen in the case of Novi Sad, where females expressed their intention to leave the workplace much more than males. The reason for this can be found in the fact that female respondents tend to have a higher educational level than male respondents. In this line, while some studies in 5-star hotels have detected high levels of training among their employees (Cimbaljevic et al, 2020), others have found opposite results (Yildirim, et al., 2016).

Additionally, both women and men seem to give higher priority ratios to family and physical and mental health than to career and personal growth (Boone et al., (2013).

If we refer to studies that analyze gender in positions of responsibility, Salas Vallina (2019), in a study carried out in hotels in Valencia, Spain, pointed out that, at the operational level, positions such as head chef, head of maintenance, and maître were associated with men. On the other hand, women predominantly held positions such as housekeeper, sales manager, human resources, or events manager. Men, on their part, had a greater presence in management positions related to technology, financial and purchasing departments, food and beverage areas, general management, and marketing management, due to cultural and traditional reasons. Yet, interview data, focus groups, and quantitative analyses showed that, at the managerial level, the association between gender and position was less significant.

Therefore, in general, and according to the research analyzed, it can be concluded that there are more male than female managers in the hotel industry, this being a personal decision mostly based on workload, geographic mobility, and family responsibilities. There are also gender differences in middle management positions, depending on their characteristics. Women also manage smaller hotels, with a predominance of full-time permanent jobs and a high level of training among both women and men. In some cases, the high level of training is linked to job dissatisfaction due to the desire for job remuneration more in line with this training.

2.3. Consequences of COVID-19 in the Spanish hotel sector

The COVID-19 pandemic spread worldwide, reaching Spain in 2020, and the Council of Ministers declared the end of the health crisis three years later. The negative effects of the pandemic, specifically in terms of tourism, led to restrictions on mobility that resulted in the cessation of a proportion of global production and services. In addition, tourist trips around the world were cancelled and, as a further consequence, household incomes were diminished. All of this, in turn, had an effect on the spending capacity of tourists (Rodríguez-Antón & Alonso-Almeida (2020).

The European Union implemented measures to mitigate the effects of the pandemic on tourism. 'Most EU countries have introduced measures to cover short-time work schemes and similar initiatives to protect employees and the self-employed until restrictions have been fully lifted' (Sanabria-Díaz et al., 2021).

Hidalgo, et al. (2022) surveyed hotel managers in Spain focusing on labor actions, especially plans for temporary employment regulations, innovation and differentiation strategies, reorientation to closer markets and obtaining information from official sources as the main measures that could contribute to the recovery of hotel activity following the pandemic situation. In fact, some of the measures taken were related to labor actions such as teleworking, flexible work schedules, temporary employment regulation plans, postponed payments, etc.

2.4. Job satisfaction and sociodemographic variables

Personal characteristics of managers and middle managers in the hotel industry influence their job satisfaction. This is why they have been analyzed to detect how they affect gender and job satisfaction.

Age

The age variable has been analyzed in a considerable number of empirical studies to determine the mean age of the respondents (Yan et al., 2021; O'Neill & Davis, 2011; Yildirim, Gulmez, & Yildirim, 2016; Wong & Li, 2015; Pekerşen & Tugay, 2020; Lillo-Bañuls et al., 2018; Zopiatis et al., 2014; Hsiao et al., 2020; Petrović et al., 2014; Zhou & Wen, 2016; and Bas Collins, 2007). As an example, in an empirical research carried out in Cordoba (Spain) in hotels of different categories, it was concluded that older people were more involved in their hotel environment and, therefore, more satisfied with their work (Sánchez Cañizares, et al., 2007).

Marital status

Analyzing the personal situation of female hotel workers, a study of workers in 5-star hotels in Alanya, Turkey, concluded that married workers had higher job satisfaction than their single counterparts. This can be interpreted as a reflection that family is prioritized over professional life, so the marital status may be a relevant factor to be considered by managers in the selection process (Yildirim et al., 2016).

Educational level

Another variable affecting job satisfaction is the level of education since, according to the research by Millán et al. (2013), employees with university studies were more likely to be dissatisfied than those with basic studies or no studies at all. Along the same lines, Lillo-Bañuls et al. (2018) concluded that the training variable could negatively affect job satisfaction in the

tourist sector. The survey on Quality of Life at Work in Spain, which analyzed employees in the tourist sector and other services, also concluded that having a university degree had a negative effect on job satisfaction for all service workers, including those in tourism. This may be due to the fact that, with more training, one expects to have a high income to compensate for the time and money invested in this training.

Number of children

Sigüenza (2011) pointed out that, in research carried out in hotels on the Costa Blanca, Spain, positions of responsibility, which require greater time availability were still predominantly occupied by men, due to the fact that women tend to assume family responsibilities.

In the case of executive positions, a high level of ambition is usually implied, and no gender differences seem to be found. However, Sigüenza (2011) pointed out that, in some cases, the tasks or positions held by female workers were modified due to their interest in or need for finding the balance between their family life and their work schedule. In this regard, it is common for a female candidate for a managerial position to be at a stage in her life when she plans to have children, which leads the company to decide against promoting her. However, authors such as Lillo-Bañuls et al. (2018) concluded that having children was not significant in tourism workers nor in other service workers.

In short, according to the consulted literature, it can be stated that factors such as the work-family tandem, marital status, emotional intelligence, the work environment, and trust all favor job satisfaction, as argued by theories based on motivation. In the same way, both in the job characteristics theory and in the factors involved in Herzberg's motivation-hygiene theory (variables at the base of Maslow's pyramid), working conditions are aligned with variables such as training, age, or stable work, which improve or worsen job satisfaction.

This research contributes to increasing the knowledge of the human factor in the hotel industry in the province of Huelva in the heart of the Costa de la Luz, Spain. The main novelty is the evaluation of job satisfaction among managers and executive staff with a gender perspective, since there are few studies that analyze job satisfaction in terms of gender. In addition to all this, the research was carried out during the COVID-19 pandemic, which provides added value in terms of understanding how a pandemic has affected such a sensitive sector in terms of customers, i.e. the tourist industry.

III. METHODOLOGY

3.1. Hypothesis and statement of purpose

According to the literature review outlined, the main objectives of this research were as follows:

1) To carry out a gender analysis in managerial and middle management positions in the hotel sector in the province of Huelva in order to identify significant differences and compare them with those shown in the literature consulted.

2) To analyze the variables that determine the degree of job satisfaction in these roles (managers and middle management positions) in the hotel industry in the province of Huelva

and to compare them with the results of studies previously carried out in other geographical areas.

3) To identify whether the COVID-19 pandemic situation affected the managers and middle managers in the hotel sector in Huelva.

Given the objectives set for this research, the hypotheses to be tested in the case of the hotel sector in the province of Huelva (Spain) were as follows:

Hypothesis 1: (H1): There are gender differences in positions of responsibility in hotel management areas in the province of Huelva.

H1a: There are gender differences in management positions in terms of sociodemographic variables.

H1b: There are gender differences in the seniority of the positions and in the seniority of the sector as regards management positions in the hotel industry in Huelva.

Hypothesis 2. (H2): There is high job satisfaction in management positions in hotels in Huelva.

H2a: Job satisfaction is related to motivational variables (progress, achievement, recognition, etc.)

H2b: Job satisfaction is related to work-related hygiene variables (working conditions, salary, relationships with colleagues, status, security, etc.).

Hypothesis 3. (H3): The pandemic has affected the employment situation of managers and middle managers.

H3a: The majority of managers got infected with COVID-19.

H3b: The pandemic affected managers' employment status.

3.2. Literature review methodology

Research addressing job satisfaction and gender analysis in the hotel industry was consulted. The databases consulted were Scopus, Web of Science (WoS), and Google Scholar. The most relevant publications related to the purposes of this quantitative study were selected, highlighting the variables that affected the degree of job satisfaction in the hotel industry, as well as the variables in which other research had found gender differences in the sector. From there, the variables to be quantified were selected, which were integrated into the structured questionnaire, distributed among employees in managerial and middle management positions in the hotel sector in the province of Huelva. The followed methodology is discussed below.

3.3. Empirical Analysis Methodology

The questions of the structured questionnaire were selected, as mentioned above, according to the literature consulted in the field of job satisfaction in the hotel industry. These included sociodemographic variables (age, gender, level of education, etc.) with a total of eight questions; job-related variables (job category, type of contract, years working in the company, etc.), with a total of nine questions; and variables related to job satisfaction, quantified according to a Likert scale. The items were rated on a 5-point Likert scale (5 = totally agree; 1 = totally disagree), with a total of thirteen questions.

Participants

According to the Andalusian Tourism Registry of the Andalusian Regional Ministry of Tourism, Culture, and Sports (2022), in 2022 the Province of Huelva, located in the South of Spain, had a total of 47 two-star hotels; 25.5% were three-star hotels; 70.2% were four-star hotels; and the rest were five-star hotels.

As for the selected sample, a total of 73 employees participated, of which 47 were men (64.4%) and 26 were women (35.6%). In relation to the hotel categories in which they worked, 4.1% of the participants worked in three-star hotels, 90.4% in four-star hotels, 2.7% in five-star hotels, and the remaining 2.7% in five-star GL (Grand Luxury) hotels.

In order to determine job satisfaction by the gender of employees, and to avoid those who might also be conditioned by also being hotel owners (small family business, which could bias the results of this quantitative study), establishments with more than 50 rooms were selected, leaving the hotel offer reduced to 32 establishments. Of them, 11.8% were three-star hotels, 82.4% were four-star, and the rest were five-star. After contacting all of them, responses were obtained from 25 hotels, resulting in a sampling factor of 0.78. The structured survey was distributed among employees in management positions, executives, and heads of department between April 30 and July 5, 2022.

Instrument, procedure and data analysis

For data collection, the hotel management or human resources department was contacted beforehand and, after informing them about the object of the quantitative study and establishing the commitment to send a report of the results, the e-mail addresses of managers and middle managers were requested to send them a link to the online questionnaire. In other cases, a QR code for the questionnaire was provided for printing and subsequent collection.

The survey consisted of a total of 30 questions. The first three questions referred to the establishment. Questions about the establishment's category (5*GL, 5, 4, 3, 2, 1 stars) and whether it was a hotel chain, which one, and in which municipality it was located were posed.

The second part of the survey consisted of questions on sociodemographic variables with short answers or a drop-down list of closed answers. These included questions on age, gender, educational level, number of years worked in the hotel industry and in the position, department in which they work, years in the company, category of their job, type of contract, number of children, personal situation (married, single, etc.), whether they had received training from the company or in internships.

The third part of the survey consisted of Likert-type scale questions where 1 corresponds to strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. In addition, some questions were followed by yes/no answers. These questions referred to job satisfaction and the COVID-19 situation. The participants were asked whether they had been infected with COVID-19, whether they worked in an environment that was safe for their physical and mental health, whether they felt frustrated and exhausted at work, whether they did not mind working with complaints from their customers and superiors, whether they performed tasks on their own and without consultation, whether working with colleagues was more enjoyable, whether they were satisfied with their current situation at work, whether

they were seeking an alternative to their current job, about their level of satisfaction with the management of COVID-19 in the company, whether they had more flexibility to perform personal tasks and activities than before the pandemic, whether they did more housework before the pandemic than after the pandemic, whether their work situation had changed (ERTE –Temporary Employment Regulation–, unemployment, reduction of working hours, reduction of salary or whether it remained the same), and finally whether they had a high level of commitment to the hotel and whether they considered that they had possibilities for promotion.

All questions referred to research on the subject, as indicated in the table located in the appendix.

The data were analyzed using version 27 of the SPSS statistical package. First, absolute frequencies and percentages were determined for the variables of interest, calculating the mean values and the measures of dispersion of the totals and, in parallel, as shown in Table 3, also distinguishing by gender. In order to detect significant gender differences, a contrast of equality of means was performed using the Chi-squared test to detect associations between gender and the remaining variables that measure proportions (Table 1). The Mann-Whitney U test was used to detect significant differences in quantitative variables (Table 2). For both tests, a confidence level of 95% was established.

To determine the degree of correlation between the 'job satisfaction' variable and the other variables, Spearman's Rho coefficients were calculated (Table 3). The results also showed a confidence level of 95%.

The decision to use the Mann-Whitney U-test and Spearman's correlation was based on the fact that the data did not meet the assumptions of normality and linearity required by parametric tests such as Student's t-test and Pearson's correlation. In this way, a more robust analysis of non-normal distributions and ordinal data was ensured.

IV. RESULTS

4.1. Sociodemographic characteristics: gender analysis

Table 1 shows the results of the gender analysis performed on employees in managerial and middle management positions in the hotel industry in the province of Huelva.

Table 1. Descriptive and associative study according to gender. Chi-squared test

	Cases	%	Men		Women		Contrast	
			Cases	%	Cases	%	Statistic	P-value
							Binomial	
Managerial positions in the hotel sector	73	100%	47	64.4%	26	35.6%	26.000	.019
							Chi-squared	
Job category								
Manager	23	31.5%	16	34%	7	26.9%	.393	.531
Middle manager	50	68.5%	31	66%	19	73.1%		
Educational level								
Vocational training, secondary or primary school	24	32.9%	18	38.3%	6	23.1%	1.757	0.185

University education (undergraduate or graduate)	49	67.1%	29	61.7%	20	76.9%		
Type of contract								
Permanent	33	45.2%	23	48.9%	10	38.5%	.741	.389
Permanent discontinuous	40	54.8%	24	51.1%	16	61.5%		
Personal situation								
Married	33	45.2%	27	57.5%	6	23.1%	7.838	.020
Divorced	10	13.7%	5	10.6%	5	19.2%		
Single	28	38.4%	14	29.8%	14	53.9%		
Other	2	2.7%	1	2.1%	1	3.9%		
Children								
No	26	35.6%	13	27.7%	13	50.0%	3.643	.056
Yes	47	64.4%	34	72.3%	13	50.0%		
Effect of the pandemic on the employment situation								
No	12	16.4%	6	12.8%	6	23.1%	1.296	.255
Yes	61	83.6%	41	87.2%	20	76.9%		
Infected with COVID-19 while employed								
No	35	47.9%	20	42.6%	15	57.7%	1.406	.236
Yes	38	52.1%	27	57.5%	11	42.3%		
Search for alternative work								
No	59	80.8%	38	80.9%	21	80.8%		
Yes	14	19.2%	9	19.1%	5	19.2%		

Source: self-elaborated

These data correspond to 64.4% of men and 35.6% of women, out of a total of 73 workers who answered the survey (Table 1). Significant differences were found across genders ($P=.019$), with men having a greater presence in positions of responsibility in the hotel sector. Of the responses, 90.4% came from individuals working in four-star hotels, 5.5% in five-star hotels, and the rest in three-star hotels. Within this large category of managerial roles, the positions held corresponded to managers (31.5%) and middle managers (68.5%), with no statistically significant differences by gender ($P=.531$) in these categories.

Table 2. Descriptive study and contrast by gender

			Men (N=47)		Women (N=26)		Mann-Whitney U test	
	M	SD	M	SD	M	SD	Statistic	P
Age	41.29	8.0	41.8	8.2	40.4	7.7	666.0	.526
Years in the hotel industry	16.8	7.9	18.0	7.9	14.8	7.7	764.5	.076
Years in the company	12.4	7.6	12.6	7.7	12.2	7.6	630.0	.826
Years in the same position	9.1	7.3	10.2	7.2	7.2	7.2	788.0	.041

Source: self-elaborated

The age of respondents ranged from 27 to 58 years, with a mean age of 41.3 years (SD. 8.0), 50% of them between 35.5 and 48 years old. The mean age of men was slightly higher

than that of women, although no statistical evidence was found to affirm that there were differences between men and women, with 95% confidence level ($P=.526$), as can be seen in Table 2.

The level of education of workers in these positions in the hotel industry in the Province of Huelva was mostly university, where 43.8% had university studies and 23.3% also had a master's degree or doctorate. The data seem to show slightly higher levels of education among women, although no statistically significant differences can be concluded for this variable ($P=0.185$), as shown in Table 2.

Of the individuals surveyed, 54.8% had a permanent discontinuous contract and 45.2% had a permanent contract. The percentage of permanent discontinuous contract was slightly higher in the case of women (61.5%) compared to men (51.1%), although no statistically significant differences were detected ($P=.389$).

With respect to the years of experience of workers in the hotel industry, the mean value obtained was 16.8 years ($SD=7.9$), with a mean of 12.4 years working in the same company ($SD=7.6$) and no statistically significant gender differences found in either case ($P=.076$ and $P=.826$). However, as can be seen in Table 4, there are significant differences in the mean number of years of these workers in the same position ($p=.041$), being higher in the case of men ($M=10.2$; $SD=7.2$) compared to women ($M=7.2$; $SD=7.2$).

With respect to marital status, statistically significant differences by gender were found ($P=.020$). In this sense, 57.5% of men were married and 29.8% were single, which was reversed in the case of women, with 53.9% single and 23.1% married. Divorced cases corresponded to 10.6% and 19.2% of males and females, respectively.

Having children did not show statistically significant gender differences at a 95% confidence level ($P=.056$), but it did at a slightly lower confidence level (94%). Of all workers, 64.4% had children; however, this percentage drops to 50% for women and rises to 72.3% for men. The maximum number of children of these workers was 3 (6.4% of the cases), although the most common was two (53.2%), followed by one child (40.4%).

Given the point in time when the survey was conducted, an analysis was made of whether the pandemic had affected the employment situation, and it was found that 83.6% of respondents had been affected, with no significant differences by gender ($P=.255$). In addition, 52.1% claimed to have been infected with COVID-19 while employed.

Finally, it should be noted that the same percentage of both men and women, 19.2% of all respondents, stated that they were looking for an alternative job. Thus, it can be concluded that this group, around 19% of both men and women, were not satisfied with their jobs and were trying to find an alternative job.

In short, based on the obtained results, Hypothesis 1 (H1) can be confirmed, since gender differences were detected regarding sociodemographic variables (marital status, number of children, and number of years in the job, with possible differences in terms of training levels). These differences found in managerial positions correlate with the fact that a greater presence of men was found in these roles. At the same time, these men had a greater seniority in the position, which also points to greater seniority in the hotel sector. However, this last point was not confirmed, with a 95% probability of the total number of years of service in the hotel sector.

4.2. Motivational and hygiene variables: Analysis of job satisfaction

Regarding the second part of the analysis, Table 3 shows the relationships established between job satisfaction and different sociodemographic and job-related variables.

Table 3. Variables associated with job satisfaction

CORRELATIONS			Men (N=47)		Women (N=26)	
	Spearman's Rho		Spearman's Rho		Spearman's Rho	
I am satisfied with my current work situation.	Correlation Coef.	Sig.	Correlation Coef.	Sig.	Correlation Coef.	Sig.
Age	-0.129	0.278	-0.126	0.399	-0.133	0.517
Educational level	.281*	0.016	0.253	0.087	0.318	0.113
Number of years working in the hotel industry	-0.133	0.264	-0.159	0.286	-0.057	0.783
Years in the company	-0.227	0.053	-0.220	0.138	-0.234	0.249
Years in the same position	-0.225	0.056	-0.271	0.065	-0.062	0.764
Number of children	-0.165	0.163	-0.175	0.240	-0.136	0.507
Received company training	0.200	0.090	0.136	0.361	0.317	0.114
Received internship training	0.194	0.099	0.199	0.181	0.186	0.362
I work in an environment that is safe for my physical and mental health	.549**	<.001	.492**	0.000	.649**	0.000
I feel frustrated and burned out at my job	-.546**	<.001	-.460**	0.001	-.676**	0.000
I don't mind dealing with pressure and complaints from customers or my superiors	0.170	0.152	0.270	0.066	0.021	0.919
I perform tasks without supervision or consulting with superiors	0.190	0.107	0.269	0.067	0.035	0.866
Working with colleagues makes the job more enjoyable	.331**	0.004	0.272	0.065	.440*	0.024
Level of satisfaction with the management of COVID-19 in the company	.572**	<.001	.556**	0.000	.586**	0.002
I have more flexibility to carry out my personal activities than before the pandemic	.252*	0.031	0.222	0.133	0.342	0.088
I did more housework and caregiving during the pandemic than before the pandemic	0.098	.409	0.143	0.337	-0.012	0.954
I have a high level of commitment to the hotel	.341**	.003	.382**	0.008	0.266	0.189
I consider that I have promotion opportunities at the hotel	.486**	<.001	.479**	0.001	.507**	0.008

*. The correlation is significant at the 0.05 level (bilateral).

**.. The correlation is significant at the 0.01 level (bilateral).

Source: self-elaborated

As can be seen in Table 3, the job satisfaction of managers and middle managers, at the time of the survey, was directly related to the management of COVID-19 (P<.001) (P=.002),

having a safe working environment for physical and mental health ($P < .001$)($P = .000$), possibilities for promotion ($P < .001$)($P = .008$), having a high level of commitment ($P = .003$), working with colleagues ($P = .004$), having more flexibility to carry out personal activities ($P = .031$), or the level of training ($P = .016$). In contrast, job satisfaction was inversely associated with feeling frustrated and exhausted at work ($P < .001$) ($P = .000$).

However, no association was detected with variables external to the work environment, such as age, years worked, number of children, or the performance of more tasks as a result of the pandemic. As mentioned above, it is a personal choice whether to develop a professional career, dedicate oneself to personal aspects, or making both options compatible. Besides, job satisfaction was not related to the requirements of the position, which include dealing with pressure, customer complaints, or decision-making.

A study of correlations differentiating by gender gave identical results to the previous ones, establishing no statistically significant differences. This indicates that the degree of job satisfaction of male and female employees depended on the same factors, except that women were also influenced by the fact of being able to relate to and work with colleagues, while men were influenced by the fact of having a commitment to the hotel.

Based on the results obtained, Hypothesis 2 (H2) can be ratified, which refers to the importance of both motivational factors (possibilities for promotion, level of commitment, social relations with colleagues) and hygiene factors (flexibility to make personal tasks compatible, working in a safe environment that does not generate stress) in job satisfaction in positions of responsibility in the hotel sector in the Province of Huelva.

It is concluded, therefore, that there are no gender differences in the degree of job satisfaction of employees in positions of responsibility in hotel management in the Province of Huelva, although significant gender differences are observed in certain personal (sociodemographic) and job characteristics. These gender differences are mainly due to the different ways of dealing with the compatibility of personal and professional life, i.e. the personal choice people make between personal and professional life.

V. DISCUSSION AND CONCLUSION

This study has made it possible to determine the existing gender differences in managerial and middle management positions among employees in the hotel sector in the province of Huelva, as well as the variables that influence job satisfaction.

When comparing these results with those of other studies, it can be noted that there are more married men than women, so that female managers and middle managers are mostly single, which is related to the conclusions reached by Sigüenza (2011) and Petrovic (2014). However, other studies, such as the one by O'Neill & Davis (2011), found no significant gender differences in terms of marital status.

Gender differences were also found in the number of children these workers had (72.3% of men had children compared to 50% of women), which can be interpreted as the decision made by women to prioritize personal and family life over professional life, as indicated by Maxwell (1997) and Salas-Vallina (2019) when explaining the reasons for the so-called 'glass ceiling'. Similarly, Sigüenza (2011) concluded that there were significant gender differences in these positions of responsibility in hotel management. This is also true for the

case of Huelva, where the positions of responsibility (managers and middle managers) analyzed were mainly held by men. However, Wayne et al. (2022), in their research analyzing work-family conflict, showed that sustained bidirectional work-family enrichment over a moderate period of time coinciding with the initiation of the conflict led to job satisfaction. They point to enrichment as the initiator of satisfaction due to positive affective experiences in work-family relationships. Therefore, balance is the key to achieving satisfaction. In fact, work-family enrichment could act as a key explanatory mechanism in the relationship between motivational and work-related hygiene variables and job satisfaction.

On the other hand, the results from the present study point to a high level of qualification in managerial and middle management positions in hotels of Huelva, both in men and women, which is in line with the conclusions reported in studies conducted in other parts of the world, such as Turkey, according to Bas Collins (2017), or South Korea, according to Yu et al. (2020). In this line, the results found, although not conclusive, point to a higher level of training among women, which could counterbalance the greater experience of men in these positions, as concluded in this study.

Also in line with other studies (Sánchez Cañizares, et al., 2007), the most common type of contract for managers and middle managers in the province of Huelva was found to be permanent discontinuous, followed by permanent continuous, with no significant differences according to gender. This result suggests that there was a relative degree of stability in hotel management positions, although around 19% of both men and women claimed to be looking for an alternative job. In this line, Cimbaljević, et al. (2020) considered that in the hotel industry, the intention to change jobs was extremely high.

Regarding job satisfaction, some studies, such as the one by Saner and Sadikoglu (2016), have reported a higher satisfaction among men, which was not observed in the hotel sector in the province of Huelva. In this case, there is a correlation between educational level and job satisfaction, so that the higher the educational level, the higher the job satisfaction. However, as can be seen from the literature review, training can also negatively affect the degree of satisfaction due to over qualification, which may lead to employees feeling dissatisfied, as stated by Lillo-Bañuls et al. (2018) and Millán et al. (2013), among others.

Working in a safe environment in terms of both physical and mental health was found to be correlated with job satisfaction in this study in Huelva, a relationship which had also been highlighted by Saner and Sadikoglu (2016). Something similar happens with working as a team with other colleagues, as stated by Izvercian et al. (2016), who reported that social interaction at work was related to job satisfaction. Likewise, Kusluvan et al. (2010) related extroversion and empathy as factors influencing job satisfaction. However, in the present case study applied to the province of Huelva, these factors were only made evident in women. In this sense, Podsakoff et al. (2007) highlighted that challenge and challenge-obstacle stressors were related to behavior and attitude at work, and also to retention. Therefore, it can be concluded that is possible to promote retention if stress is reduced. However, challenge stressors seem to be positively related to organizational satisfaction and commitment and, on the contrary, negatively affect intentions to turn over as well as withdrawal behavior. In the present study, the job satisfaction of managers and middle managers in Huelva was correlated with a high level of commitment.

With respect to the pandemic, two variables were found to be directly related to job satisfaction: the level of satisfaction with the management of COVID-19 in the company and the increased flexibility and time for personal activities during the pandemic. The relevance of the last variable had also been highlighted and Judge and Ilies (2004), concluding that the possibility of reconciling personal and professional obligations had a direct impact on job satisfaction.

This quantitative study fulfills the three objectives set at the beginning of the research. The first objective of carrying out a gender analysis of managerial and middle management positions in the hotel industry in Huelva in order to identify differences by gender and compare the results with those from the literature has been fully accomplished.

The second objective was to analyze the variables that determined the job satisfaction of managers and middle managers in the hotel industry in the province of Huelva. The conclusion is that it is a personal choice whether to develop a professional career, to dedicate oneself to one's personal life, or to make both compatible.

As for the third objective, which was to identify whether the COVID-19 situation had affected managers and middle managers in the hotel industry in the province of Huelva, it can be concluded that 52.1% of these workers had been affected by the virus. In addition, no gender differences were found in terms of whether the pandemic had affected the work situation, but it had done so in 83.6% of the cases. In the same way, variables external to the work environment, such as the number of children, etc., were not associated with the performance of additional tasks due to COVID-19.

VI. PRACTICAL IMPLICATIONS, LIMITATIONS, AND FUTURE LINES OF RESEARCH

4.1. Practical implications

This research has detected gender differences in certain sociodemographic variables and in the analyzed managerial and middle management positions in the hotel industry in the province of Huelva, as other studies have concluded. However, as also concluded by Ng & Pine (2003), no differences by gender were detected, neither in job satisfaction nor in the factors that determined it. However, there were exceptions with factors related to the possibility of working with a partner for women and to the commitment to the company for men, who had more seniority in the job.

This absence of gender differences in terms of job satisfaction and the factors that determine it may be due to the choice itself of working in these types of positions of responsibility. As stated by Boone et al. (2013), this is a self-imposed decision, i.e. the choice made by the worker is to whether prioritize their professional career or their personal and family life, to which, according to the results of this study, women give a higher priority.

Therefore, strategies and actions aimed at making family and professional life compatible for workers in these positions should be implemented in order to address this situation and eliminate the gender differences detected in certain variables. These measures must be implemented by the hotel industry, although the Public Administration must support and encourage them with actions that allow for greater flexibility in terms of workers' compliance with both their personal and professional obligations. Not surprisingly, job

flexibility, as demonstrated in this study, tends to generate greater job satisfaction, and could help reduce the gender differences detected in this study.

In addition, at the company's level and by incorporating further research in this same line, the job satisfaction of employees could be assessed through surveys or analysis. The results may highlight the need to change behaviors within each company or hotel and to suggest improvements in job flexibility to improve equity.

Another possible solution supported by both state and local public administrations would involve the provision of day care centers, support and assistance in child rearing, and the need to fully implement the Dependency Law. The timely application of this law would provide the necessary resources for families to receive help in the care of dependent persons.

4.2. Limitations and future lines of research

The limitations of this research include, firstly, that only employees in medium-sized and large hotels were surveyed, leaving aside owners as self-employed workers. Thus, the results do not consider the differences by sex that may exist between employees and the workers who own these businesses, which could substantially change the results.

In this sense, a future line of research is related to the possibility of analyzing whether there are significant differences between employees and self-employed workers in terms of gender and job satisfaction in the hotel industry. Also, as most of the workers surveyed worked in 4-star hotels (90%) located on the coast of Huelva (Spain), it would be necessary to perform the same analysis in hotels of lower category, as well as in rural tourist accommodations, where the ownership and management of the business usually falls on the same person.

In addition, another future line of research could consider lower-level hotel workers who do not manage departments or the hotel itself. The differences that this new research might reveal in terms of gender and job satisfaction could be very different from those observed in managers and middle managers.

Finally, another limitation of the research is found in the high proportion of female respondents, almost half as many men as women. With an equal percentage, the results on gender and job satisfaction would probably be different.

Drawing on these limitations, it can be concluded that further research addressing these possible biases could significantly enrich the results obtained in the present study. Therefore, it is recommended that further studies on gender, job satisfaction, and factors affecting both constructs be conducted in broader contexts and including other types of jobs and roles in the industry.

REFERENCES

- Abbas, M., Raja, U., Darr, W., & Bouckenooghe, D. (2014). Combined Effects of Perceived Politics and Psychological Capital on Job Satisfaction, Turnover Intentions, and Performance. *Journal of Management*, 40(7), 1813–1830. <https://doi.org/10.1177/0149206312455243>
- Adams, J. S. (1963). "Toward an understanding of inequity". *Journal of Abnormal and Social Psychology*, 67, (5), 422-436. <https://doi.org/10.1037/h0040968>

- Agarwal, P. (2021). Shattered but smiling: Human resource management and the wellbeing of hotel employees during COVID-19. *International Journal of Hospitality Management*, 93. <https://doi.org/10.1016/j.ijhm.2020.102765>
- AlKahtani, N. S., Iqbal, S., Sohail, M., Sheraz, F., Jahan, S., Anwar, B., & Haider, S. A. (2021). Impact of employee empowerment on organizational commitment through job satisfaction in four and five stars hotel industry. *Management Science Letters*, 813–822. <https://doi.org/10.5267/j.msl.2020.10.022>
- Bolaños, J., & Nieves, J. (2020). Impacto de las prácticas de recursos humanos en el capital humano y los resultados organizativos de las empresas hoteleras. *Cuadernos de Turismo*, (45), 311–332. <https://doi.org/10.6018/turismo.426151>
- Bonillo Muñoz, D. & Nieto González, F, J. (2002). La satisfacción laboral como elemento motivador del empleado. *TRABAJO. Revista Iberoamericana De Relaciones Laborales*, 11. <https://doi.org/10.33776/trabajo.v11i0.166>
- Boone, J., Veller, T., Nikolaeva, K., Keith, M., Kefgen, K., & Houran, J. (2013). Rethinking a Glass Ceiling in the Hospitality Industry. *Cornell Hospitality Quarterly*, 54(3), 230–239. <https://doi.org/10.1177/1938965513492624>
- Buultjens, J., & Howard, D. (2001). Labour flexibility in the hospitality industry: Questioning the relevance of deregulation. *International Journal of Contemporary Hospitality Management*, 13(2), 60-70. <https://doi.org/10.1108/09596110110381834>
- Cheng, J., & O-Yang, Y. (2018). Hotel employee job crafting, burnout, and satisfaction: The moderating role of perceived organizational support. *International Journal of Hospitality Management*, 72, 78-85. <https://doi.org/10.1016/j.ijhm.2018.01.005>
- Chung, H., Birkett, H., Forbes, S., & Seo, H. (2021). Covid-19, Flexible Working, and Implications for Gender Equality in the United Kingdom. *Gender and Society*, 35(2), 218–232. <https://doi.org/10.1177/08912432211001304>
- Cimbaljević, M., Knežević, M. N., Bajrami, D. D., Dunjić, M., el Bilali, H., & Demir, M. R. (2020). How do job-related constructs determine employee turnover? Serbian hotels example. *Journal of the Geographical Institute Jovan Cvijic SASA*, 70(2), 129–143. <https://doi.org/10.2298/IJGI2002129C>
- Collins, A. B. (2007). Human resources: A hidden advantage? *International Journal of Contemporary Hospitality Management*, 19(1), 78–84. <https://doi.org/10.1108/09596110710724189>
- Consejería de Turismo, Cultura y Deporte (2022): *Registro de Turismo de Andalucía*, <https://www.juntadeandalucia.es/organismos/turismoculturaydeporte/areas/turismo/registro-turismo.html> (consultada en abril de 2022).
- Dorta-Afonso, D., González-de-la-Rosa, M., García-Rodríguez, F. J., & Romero-Domínguez, L. (2021). Effects of high-performance work systems (HPWS) on hospitality employees' outcomes through their organizational commitment, motivation, and job satisfaction. *Sustainability*, 13(6). <https://doi.org/10.3390/su13063226>
- Ferreira, A. I., Martinez, L. F., Lamelas, J. P., & Rodrigues, R. I. (2017). Mediation of job embeddedness and satisfaction in the relationship between task characteristics and

- turnover: A multilevel study in Portuguese hotels. *International Journal of Contemporary Hospitality Management*, 29(1), 248–267. <https://doi.org/10.1108/IJCHM-03-2015-0126>
- Ganem, J. E., Giustiniani, P. S., Peinado, G., Ezpeleta, M. L., Gallo, F., Long, S., Sintés, P. & Andreozzi, L. (2014). *Los usos del tiempo en las ciudades de Rosario y de Buenos Aires. Estudio comparativo a través de las encuestas de uso del tiempo*. Instituto de Investigaciones Económicas, Escuela de Economía. <http://hdl.handle.net/2133/7497>
- García-Cabrera, A. M., Lucia-Casademunt, A. M., Cuéllar-Molina, D., & Padilla-Angulo, L. (2018). Negative work-family/family-work spillover and well-being across Europe in the hospitality industry: The role of perceived supervisor support. *Tourism Management Perspectives*, 26, 39–48. <https://doi.org/10.1016/j.tmp.2018.01.006>
- García Cuesta, S., Galante Lorenzo, F., & Poveda Verdejo, V. (2018). El techo de cristal en la industria hotelera de tenerife (islas canarias): El acceso de las mujeres al liderazgo en el sector. *Pasos*, 16(4), 1105-1117. <https://doi.org/10.25145/j.pasos.2018.16.076>
- González Santa Cruz, F., López-Guzmán, T., & Sánchez Cañizares, S. M. (2014). Job satisfaction and organizational commitment in human resources in the hotel sector of Cordoba (Spain): Influence of the type of contract and working day. *Intangible Capital*, 10(1), 189-211. <https://doi.org/10.3926/ic.489>
- Gorenak, M., Špindler, T., & Brumen, B. (2019). The Influence of Competencies of Managers on Job Satisfaction of Employees in the Hotel Industry. *Organizacija*, 52(2), 81–94. <https://doi.org/10.2478/orga-2019-0006>
- Gruneberg, M. M. (1979). *Understanding job satisfaction*. (No Title). <https://doi.org/10.1007/978-1-349-03952-4>
- Glisson, C., & Durick, M. (1988). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative Science Quarterly*, 33(1), 61–81. <https://doi.org/10.2307/2392855>
- Halim, H., Radin, T. M. A. T., Azizan, F. L., & Nazri, N. S. (2021). Workplace Environment, Leader Communication and Hotel Employee Retention: Job Satisfaction as a Mediator. *Jurnal Komunikasi: Malaysian Journal of Communication*, 37(4), 384–404. <https://doi.org/10.17576/JKMJC-2021-3704-22>
- Herzberg, F. (1968). One more time: How do you motivate employees?, *Harvard Business Review*. Vo. 65.
- Hewagama, G., Boxall, P., Cheung, G., & Hutchison, A. (2019). Service recovery through empowerment? HRM, employee performance and job satisfaction in hotels. *International Journal of Hospitality Management*, 81, 73-82. <https://doi.org/10.1016/j.ijhm.2019.03.006>
- Hidalgo, A., Martín-Barroso, D., Nuñez-Serrano, J. A., Turrión, J., & Velázquez, F. J. (2022). Does hotel management matter to overcoming the COVID-19 crisis? The Spanish case. *Tourism Management*, 88. <https://doi.org/10.1016/j.tourman.2021.104395>
- Hofmann, V., & Stokburger-Sauer, N. E. (2017). The impact of emotional labor on employees' work-life balance perception and commitment: A study in the hospitality industry.

- International Journal of Hospitality Management*, 65, 47–58.
<https://doi.org/10.1016/j.ijhm.2017.06.003>
- Hsiao, A., Ma, E. (., Lloyd, K., & Reid, S. (2020). *Organizational ethnic diversity's influence on hotel employees' satisfaction, commitment, and turnover intention: Gender's moderating role*, SAGE Publications. <https://doi.org/10.1177/1096348019883694>
- Huang, A., de la Mora Velasco, E., Marsh, J., & Workman, H. (2021). COVID-19 and the future of work in the hospitality industry. *International Journal of Hospitality Management*, 97. <https://doi.org/10.1016/j.ijhm.2021.102986>
- Islam, M. A., & Alam, M. N. (2024). Does workplace fun reduce job stress? Role of work engagement and job autonomy in the hospitality industry. *Tourism and Hospitality Research*. <https://doi.org/10.1177/14673584241286139>
- Izvercian, M., Potra, S., & Ivascu, L. (2016). Job Satisfaction Variables: A Grounded Theory Approach. *Procedia - Social and Behavioral Sciences*, 221, 86–94. <https://doi.org/10.1016/j.sbspro.2016.05.093>
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The Job Satisfaction-Job Performance Relationship. *Psychological Bulletin*, 127(3), 376-407. <https://doi.org/10.1037/0033-2909.127.3.376>
- Judge, T. A., & Ilies, R. (2004). Affect and job satisfaction: A study of their relationship at work and at home. *Journal of Applied Psychology*, 89(4), 661–673. <https://doi.org/10.1037/0021-9010.89.4.661>
- Katircioglu, S., Arasli, H., & Cizreliogullari, M. N. (2022). The Role of Ethical Leadership in Psychological Capital and Job Satisfaction of Immigrant Workers: Evidence From the Hotel Industry of Cyprus. *SAGE Open*, 12(3). <https://doi.org/10.1177/21582440211069959>
- Kianto, A., Vanhala, M., & Heilmann, P. (2016). The impact of knowledge management on job satisfaction. *Journal of Knowledge Management*, 20(4), 621–636. <https://doi.org/10.1108/JKM-10-2015-0398>
- Kim, B. C. P., Murrmann, S. K., & Lee, G. (2009). Moderating effects of gender and organizational level between role stress and job satisfaction among hotel employees. *International Journal of Hospitality Management*, 28(4), 612–619. <https://doi.org/10.1016/j.ijhm.2009.04.001>
- Kusluvan, S., Kusluvan, Z., Ilhan, I., & Buyruk, L. (2010). The Human Dimension: A Review of Human Resources Management Issues in the Tourism and Hospitality Industry. *Cornell Hospitality Quarterly*, 51(2), 171-214. <https://doi.org/10.1177/1938965510362871>
- Lee, J., Back, K., & Chan, E. S. W. (2015). Quality of work life and job satisfaction among frontline hotel employees. *International Journal of Contemporary Hospitality Management*, 27(5), 768-789. <https://doi.org/10.1108/IJCHM-11-2013-0530>
- Lee, M., Russen, M., Dawson, M., & Madera, J. M. (2023). Enhancing Performance and Perceived Justice in Hospitality Organizations: An Integrated Model of Gender Diversity Within Top Management Teams. *Cornell Hospitality Quarterly*, 64(4), 503-524. <https://doi.org/10.1177/19389655231164063>

- Lillo-Bañuls, A., Casado-Díaz, J. M., & Simón, H. (2018). Examining the determinants of job satisfaction among tourism workers. *Tourism Economics*, 24(8), 980–997. <https://doi.org/10.1177/1354816618785541>
- Lillo Bañuls, A., Ramón Rodríguez, A. B., & Sevilla Jiménez, M. (2007). El capital humano como factor estratégico para la competitividad del sector turístico. *Cuadernos De Turismo*, (19), 47-69. Retrieved from <https://revistas.um.es/turismo/article/view/13831>
- Locke, Edwin. (1969). What is Job Satisfaction. *Organizational Behavior and Human Performance*. 4, 309-336. [https://doi.org/10.1016/0030-5073\(69\)90013-0](https://doi.org/10.1016/0030-5073(69)90013-0)
- Lopes, A. S., Sargento, A., & Carreira, P. (2021). Vulnerability to COVID-19 unemployment in the Portuguese tourism and hospitality industry. *International Journal of Contemporary Hospitality Management*, 33(5), 1850-1869. <https://doi.org/10.1108/IJCHM-11-2020-1345>
- Mao, Y., He, J., Morrison, A. M., & Andres Coca-Stefaniak, J. (2020). Effects of tourism CSR on employee psychological capital in the COVID-19 crisis: from the perspective of conservation of resources theory. *Current Issues in Tourism*, 24(19), 2716–2734. <https://doi.org/10.1080/13683500.2020.1770706>
- Marco-Lajara, B., & Úbeda-García, M. (2013). Human resource management approaches in Spanish hotels: An introductory analysis. *International Journal of Hospitality Management*, 35, 339-347. <https://doi.org/10.1016/j.ijhm.2013.07.006>
- Marco, R. (2012). Gender and economic performance: Evidence from the Spanish hotel industry. *International Journal of Hospitality Management*, 31(3), 981-989. <https://doi.org/10.1016/j.ijhm.2011.12.002>
- Maslow, A.H. (1954). *Motivation and Personality*, Harper & Row, New York, NY.
- Maxwell, G. A. (1997). Hotel general management: Views from above the glass ceiling. *International Journal of Contemporary Hospitality Management*, 9(5/6), 230-235. <https://doi.org/10.1108/09596119710172624>
- Millán, J. M., Hessels, J., Thurik, R., & Aguado, R. (2013). Determinants of job satisfaction: a European comparison of self-employed and paid employees. *Small Business Economics*, 40(3), 651-670 <https://doi.org/10.1007/s11187-011-9380-1>
- Ng, C. W., & Pine, R. (2003). Women and men in hotel management in Hong Kong: perceptions of gender and career development issues. *International Journal of Hospitality Management*, 22(1), 85-102. [https://doi.org/10.1016/S0278-4319\(02\)00077-4](https://doi.org/10.1016/S0278-4319(02)00077-4)
- Olaniyan, O. S., & Hystad, S. W. (2016). Employees' psychological capital, job satisfaction, insecurity, and intentions to quit: The direct and indirect effects of authentic leadership. *Revista de Psicología del Trabajo y de las Organizaciones*, 32(3), 163-171. <https://doi.org/10.1016/j.rpto.2016.09.003>
- O'Neill, J. W., & Davis, K. (2011). Work stress and well-being in the hotel industry. *International Journal of Hospitality Management*, 30(2), 385-390. <https://doi.org/10.1016/j.ijhm.2010.07.007>

- Organización de las Naciones Unidas (2023): Objetivos de Desarrollo Sostenible, en <https://www.un.org/sustainabledevelopment/es/objetivos-de-desarrollo-sostenible/>
- Patwardhan, V., Mayya, S., & Joshi, H. G. (2016). Barriers to career advancement of women managers in Indian five star hotels: A gender perspective. *International Journal of Human Resource Studies*, 6(2), 248-271. <https://doi.org/10.5296/ijhrs.v6i2.9720>
- Pekershen, Y., & Tugay, O. (2020). Professional satisfaction as a key factor in employee retention: A case of the service sector. *Journal of Tourism and Services*, 11(20), 1-27. <https://doi.org/10.29036/jots.v11i20.123>
- Pelit, E., Öztürk, Y., & Arslantürk, Y. (2011). The effects of employee empowerment on employee job satisfaction: A study on hotels in Turkey. *International Journal of Contemporary Hospitality Management*, 23 (6), 784-802. <https://doi.org/10.1108/09596111111153475>
- Petrović, M. D., Jovanović, T., Marković, J. J., Armenski, T., & Marković, V. (2014). Why should gender differences in hospitality really matter? A study of personnel's service orientation and job satisfaction in hotels. *Ekonomskistraživanja*, 27(1), 799-817. <https://doi.org/10.1080/1331677X.2014.975516>
- Podsakoff, N. P., LePine, J. A., & LePine, M. A. (2007). Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis. *Journal of Applied Psychology*, 92(2), 438-454. <https://doi.org/10.1037/0021-9010.92.2.438>
- Quarstein, V. A., McAfee, R. B., y Glassman, M. (1992). "The situational occurrences theory of job satisfaction". *Human Relations*, 45, (8), 859-873. <https://doi.org/10.1177/001872679204500806>
- Rodríguez-Antón, J. M., & Alonso-Almeida, M. D. M. (2020). COVID-19 impacts and recovery strategies: The case of the hospitality industry in Spain. *Sustainability*, 12(20), 1-17. <https://doi.org/10.3390/su12208599>
- Rezvani, A., Chang, A., Wiewiora, A., Ashkanasy, N. M., Jordan, P. J., & Zolin, R. (2016). Manager emotional intelligence and project success: The mediating role of job satisfaction and trust. *International Journal of Project Management*, 34(7), 1112-1122. <https://doi.org/10.1016/j.ijproman.2016.05.012>
- Salas-Vallina, A.512-2296-1-pb (2019). Igualdad de género en la función directiva hotelera de la Comunitat Valenciana: Análisis de barreras y propuestas para promover la igualdad.62.24-25 ISSN: 2255-1638 www.papersdeturisme.gva.es
- Sanabria-Díaz, J. M., Aguiar-Quintana, T., & Araujo-Cabrera, Y. (2021). Public strategies to rescue the hospitality industry following the impact of COVID-19: A case study of the European Union. *International Journal of Hospitality Management*, 97. <https://doi.org/10.1016/j.ijhm.2021.102988>
- Sánchez Cañizares, S. M., López-Guzmán Guzmán, T. J., & Millán Vázquez de la Torre, G. (2007). La satisfacción laboral de los establecimientos hoteleros. Análisis empírico en la Provincia de Córdoba. *Cuadernos de Turismo*, (20), 223-249. Retrieved from: <https://revistas.um.es/turismo/article/view/12921>

- Saner, T., & Sadikoglu, G. (2016). Gender differences in job satisfaction in 5 star hotels of north cyprus: descriptive analysis. *Procedia Computer Science*, 102, 359-364. <https://doi.org/10.1016/j.procs.2016.09.412>
- Serrano López, A.L., Muñoz Fernández, G.A. y Astudillo, S.V. (2022). Análisis factorial confirmatorio de una escala de satisfacción y compromiso laboral organizativo en los empleados del servicio hotelero del Ecuador. *Investigaciones Turísticas* (24), pp. 68-84. <https://doi.org/10.14198/INTURI2022.24.4>
- Sigüenza Poveda, M. C. (2011). La mujer en el subsector del alojamiento: el caso de la Costa Blanca (Alicante, España). *Investigaciones Turísticas*, (2), 102–119. <https://doi.org/10.14198/INTURI2011.2.05>
- Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The measurement of satisfaction in work and retirement: A strategy for the study of attitudes*. Rand McNally.
- Spector, P (1997), *Job Satisfaction: Application, Assessment, Causes, and Consequences*, Sage Publications, London. <https://doi.org/10.4135/9781452231549>
- Tietjen, M.A., & Myers, R.M. (1998). Motivation and job satisfaction. *Management Decision*, 36, 226-231. <https://doi.org/10.1108/00251749810211027>
- Vo-Thanh, T., Vu, T. V., Nguyen, N. P., Nguyen, D. V., Zaman, M., & Chi, H. (2020). How does hotel employees' satisfaction with the organization's COVID-19 responses affect job insecurity and job performance? *Journal of Sustainable Tourism*, 29(6), 907–925. <https://doi.org/10.1080/09669582.2020.1850750>
- Vroom, V. H. (1964). *Work and motivation*. New York: John Wiley & Sons.
- Wayne, J. H., Michel, J. S., & Matthews, R. A. (2022). Balancing work and family: A theoretical explanation and longitudinal examination of its relation to spillover and role functioning. *Journal of Applied Psychology*, 107(7), 1094–1114. <https://doi.org/10.1037/apl0001007>
- World Tourism Organization, <https://www.unwto.org/tourism-in-2030-agenda>
- Wong, S.C.-k. and Li, J.S. (2015). "Will hotel employees' perception of unethical managerial behavior affect their job satisfaction? A study of Chinese hotel employees in China", *International Journal of Contemporary Hospitality Management*, Vol. 27 No. 5, pp. 853-877. <https://doi.org/10.1108/IJCHM-06-2013-0253>
- Yang, J. (2010). Antecedents and consequences of job satisfaction in the hotel industry. *International Journal of Hospitality Management*, 29(4), 609-619. <https://doi.org/10.1016/j.ijhm.2009.11.002>
- Yan, J., Kim, S., Zhang, S. X., Foo, M. D., Alvarez-Risco, A., Del-Aguila-Arcentales, S., & Yáñez, J. A. (2021). Hospitality workers' COVID-19 risk perception and depression: A contingent model based on transactional theory of stress model. *International Journal of Hospitality Management*, 95. <https://doi.org/10.1016/j.ijhm.2021.102935>
- Yildirim, B. I., Gulmez, M., & Yildirim, F. I. (2016). The relationship between the five-factor personality traits of workers and their job satisfaction: S study on five star hotels in alanya Elsevier BV. [https://doi.org/10.1016/S2212-5671\(16\)30325-2](https://doi.org/10.1016/S2212-5671(16)30325-2)

- Yu, J., Ariza-Montes, A., Giorgi, G., Lee, A., & Han, H. (2020). Sustainable relationship development between hotel company and its employees: Linking job embeddedness, job satisfaction, self-efficacy, job performance, work engagement, and turnover. *Sustainability*, 12(17). <https://doi.org/10.3390/su12177168>
- Zhang, J., Huang, R., Chen, Q., & Zhao, G. (2023). The relationships between supervisor-subordinate guanxi, perceived supervisor autonomy support, autonomous motivation, and employee job satisfaction: Evidence from international hotel chains in China. *International Journal of Hospitality Management*, 108. <https://doi.org/10.1016/j.ijhm.2022.103354>
- Zopiatis, A., Constanti, P., & Theocharous, A. L. (2014). Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in cyprus. *Tourism Management* (1982), 41, 129-140. <https://doi.org/10.1016/j.tourman.2013.09.013>
- Zhou, M., & Wen, B. (2016). An empirical study about the impact of work-family conflict on female staff's career development in hotels. *Journal of Sustainable Development*, 9(5), 100. <https://doi.org/10.5539/jsd.v9n5p100>

AUTHOR CONTRIBUTIONS:

All authors have participated in the different parts of the research.

APPENDIX

Table 4. Justification of the variables included in the questionnaire

Variables	Authors referenced	Question Nº
Hotel category	(Zopiatis et al., 2014) (González Santa Cruz et al., 2014) (Salas, 2019) (Sigüenza, 2011) (Marco-Lajara&Úbeda-García, 2013)	1
Independent hotel or hotel chain	(Sigüenza, 2011) (Bas Collins, 2007)	2
Location	(Wong & Li, 2015) (Mao et al., 2021) (González Santa Cruz et al., 2014) (Salas, 2019) (Maxwell, 1997) (Marco-Lajara&Úbeda-García, 2013) (Buultjens& Howard, 2001)	3
Gender	(Yan et al., 2021) (Yildirim et al., 2016) (Wong & Li, 2015) (Pekerşen&Tugay, 2020) (Lillo-Bañuls et al., 2018) (Zopiatis et al., 2014) (Hsiao et al., 2020) (Sigüenza, 2011) (Bas Collins, 2007)	4
Age	(Yan et al., 2021) (O'Neill & Davis, 2011) (Yildirim, Gulmez, & Yildirim, 2016) (Wong & Li, 2015) (Pekerşen&Tugay, 2020) (Lillo-Bañuls et al., 2018) (Zopiatis et al., 2014) (Hsiao et al., 2020) (Petrović et al., 2014) (Zhou & Wen, 2016) (Bas Collins, 2007)	5
Training	(Yan et al., 2021) (O'Neill & Davis, 2011) (Yildirim et al., 2016) (Wong & Li, 2015) (Pekerşen & Tugay, 2020) (Lillo-Bañuls et al., 2018) (Zopiatis et al., 2014) (Hsiao et al., 2020) (Petrović et al., 2014) (Zhou & Wen, 2016)	6
Number of years in the hotel industry	(O'Neill & Davis, 2011) (Yildirim et al., 2016) (Wong & Li, 2015) (Pekerşen&Tugay, 2020)	7
Job category and department	(Yan et al., 2021) (Yildirim et al., 2016) (Wong & Li, 2015) (Zopiatis et al., 2014) (Hsiao et al., 2020) (Petrović et al., 2014) (Salas, 2019) (Sigüenza, 2011) (Marco-Lajara&Úbeda-García, 2013)	8,9
Years in the position	(O'Neill & Davis, 2011) (Wong & Li, 2015) (Hsiao et al., 2020) (Zhou & Wen, 2016) (Salas, 2019)	10
Type of contract	(González Santa Cruz et al., 2014) (Lillo-Bañuls et al., 2018)	11
Number of minor children and marital status (married, single...)	(Yan et al., 2021) (Lillo-Bañuls et al., 2018) (Zhou & Wen, 2016) (Lillo-Bañuls et al., 2018) (Pekerşen&Tugay, 2020) (Yildirim et al., 2016) (Boone et al., 2013)	13,14

Job Satisfaction and Gender amongst Hotel Sector Managers in the Province of Huelva, Spain

Company training for workers	(Bas Collins, 2007) (Sigüenza, 2011) (Hewagama et al., 2019) (Wong & Li, 2015) (Lee et al., 2015)	15,16
Infected with COVID-19	(Yan et al., 2021)	17
Safe workplace environment	(Lee et al., 2015) (Wong & Li, 2015) (O'Neill & Davis, 2011) (Pekerşen&Tugay, 2020)	18
Work overload	(Yang, 2010) (O'Neill & Davis, 2011) (Cheng & O-Yang, 2018) (Hewagama et al., 2019) (Wong & Li, 2015) (Pekerşen&Tugay, 2020) (Petrović et al., 2014) (Zhou & Wen, 2016)	19,20
Autonomy	(Yang, 2010) (Cheng & O-Yang, 2018) (Hewagama et al., 2019)	21
Socialization	(Yang, 2010) (Cheng & O-Yang, 2018) (Lee et al., 2015)	22
Job satisfaction. Turnover intention.	(Yang, 2010) (O'Neill & Davis, 2011) (Cheng & O-Yang, 2018) (Hewagama et al., 2019) (Pekerşen&Tugay, 2020) (Zopiatis et al., 2014) (Hsiao et al., 2020) (González Santa Cruz et al., 2014) (Petrović et al., 2014) (Zhou & Wen, 2016) (Marco-Lajara&Úbeda-García, 2013) (Bas Collins, 2007)	23,24
Level of satisfaction with COVID-19 management in the company	(Mao et al., 2021) (Vo-Thanh et al., 2020)	25
Time for social and family life	(Lee et al., 2015) (Zhou & Wen, 2016) (Ganem et al., 2014)	26
Level of involvement in household chores and care before and during COVID-19	(Ganem et al.,2014)	27
Impact of COVID-19 on working conditions	(Lopes, Sargento, &Carreira, 2021) (Huang et al., 2021) (Agarwal, 2021)	28
Commitment to the organization	(Zhou & Wen, 2016) (Salas, 2019)	29
Promotion in the company	(Boone et al., 2013) (Sigüenza, 2011) (Agarwal, 2021) (Lee et al., 2015)	30

Source: Self-elaborated