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## **Abstract**

The main purpose of the study was to reveal how self-efficacy may determine the job outcome of employees with immigrant background. Moreover, the research paper aimed to examine the possible effect of self-efficacy on the main concepts: job performance, job satisfaction, loyalty and organizational commitment. For the data collection, eleven hotels were included in the survey with a total number of 99 participants, all of which have been employees with immigrant background. The data analysis was conducted using IBM's SPSS in order to test the six hypotheses from this study. The results confirmed four of the six hypotheses, thus offering empirical value and confirming results from previous studies. It was shown that self-efficacy has the strongest influence on job performance, and that it can predict in a significant way the organizational commitment of the immigrant background employee.

**Table of Contents**

**Abstract .....3**

**I. Introduction.....5**

**II. Literature review.....10**

**III. Research Model, Hypotheses .....28**

**IV. Methodology .....30**

**V. Results.....36**

**VI. Discussion and Conclusion.....47**

**VII. References.....52**

**VIII. Appendix.....61**

# I. Introduction

## The Importance of the Study

In today's economical and geopolitical situations, it was statistically shown that international migration of people across national borders may have major implications from an economical and social perspective.

One of the most relevant studies which addresses the global scale of migration was performed by Özden, Parsons, Schiff & Walmsley (2011), in which they analyzed the data over a forty yearlong period (1960-2000), showing clearly that international migration is increasing across the globe, and that the migration patterns are continuously changing. Moreover, their data revealed that the global migrant stock increased from 92 million in 1960 to over 165 million by the year 2000, with the oil rich Persian Gulf countries being the primary destination for Asian and North African migrants, while the United States remaining the main destination in the world for one fifth of the world's migrants. Another study to support the findings of Özden, Parsons, Schiff & Walmsley (2011), was conducted by Defoort (2008) which tried to estimate the number and possible impact of skilled migration to the main six receiving countries (Australia, Canada, United States, United Kingdom, France and Germany), and concluded that the global migration trend is continuously going up with migrant skilled workers significantly contributing economically to the resident countries.

One example of a major and significant migration was shown by Abel & Sander (2014), which state that between 2005 and 2010, an estimated 665,000 migrants moved within Eastern Africa, and one million people moved within Western Africa, referring to the movements between the member countries of the West African Economic and Monetary Union, especially Ivory Coast, Burkina Faso, and Guinea-Bissau. In the same period of time

(2005-2010), the biggest flow from Western Africa to another continent was comprised of 277,000 people moving to Western Europe.

In scientific literature, Kofman (2012) differentiates skilled migration labor force in two categories: economic and family flows through which skilled migrants are filtered, and points out that in the European Union big steps have been taken for simplifying the process of receiving migrant skilled workforce. The example used by Kofman (2012) was the introduction of the Blue Card (European Council Directive- 25.05.2009), which was designed to attract large numbers of skilled to the European Union.

On a worldwide scale, in support of the rising immigration trend comes a study of Borjas (2015), published by Harvard University which addresses immigration on global scale through the means of theoretical model. Moreover, this simulation used the 2011 World Bank data estimates shown that if no restrictions on migrant workforce would be applied, the world GDP would increase by almost 60 percent.

In regard to Europe, a pro-immigration trend it is not approached by political and legislative side, but also from the private sector, as shown by Donnelly (2015), where he presented sufficient evidence to conclude that trade unions in most of Europe have joined the pro-immigration coalition, unambiguously in favor of migrants on non-discrimination ground and slightly ambiguous on economic grounds.

Norway is a part of EEA (European Economic Area Agreement) since 1992 and under the terms and conditions agreed it facilitates the free movement of persons and freedom of establishment within the EEA.

According to Sovereign Wealth Fund Institute (SWF, 2015), Norway's US\$ 882 billion sovereign wealth fund is one and a half time its GDP, thus Norway represents one of the richest countries in the world, attracting a wide number of workers yearly. This can be

observed, among others, in the tourism industry, and in this particular case accommodation facilities.

At this moment, Norway has a population of about 5,1 mill., and is well known to have a high standard level of life style, and unemployment rate as low as 3.7 percent, and 68.8 of the population are employed persons ("Statistics Norway," 2015), and in the same time Norway welcomes a large amount of immigrants per year; latest statistics available from 2013 presents a number of 75789 people ("Statistics Norway," 2015). This includes all categories (labor, refugee, education..etc.) and qualified workforce demand is high not just for scientific and technical activities, but also in the hospitality and services industry.

According to Norway Statistics, Norwegian-born children with immigrant parents does have higher employment rate than non-native workers. Norwegian-born with immigrant parents is still a fairly young and relatively small population, where nearly half the population is under 22 years old (in the population aged 15-74 years). That means that many will be in the labor force.

The researcher observes this on the most economically active age groups, 25-29 years and 30-39 years, with an employment rate of respectively 72.8 and 76.8 percent.(SSB, 2015)

The hospitality industry offers a large variety of types of jobs, the spectrum of occupations ranging from the unskilled porter to the highly-skilled manager. Nowadays, the hospitality industry is considered to be the largest employer of unskilled labor in many countries (Choi & Woods, 2000).

According to Lucas and Mansfield (2008), the hospitality workforce is characterized by a reliance on particular types of workers who are associated with being marginalized within secondary labor markets; specifically students, ethnic minorities, young people and migrants.

There are researchers such as Liu (2006), who stated that some employers in the hospitality industry prefer to invest in the local workforce by enhancing the skills of their current employees, rather than hiring outside job seekers such as skilled immigrant workforce.

In one of the early studies of the 90', Lockwood & Guerrier (1990) state that there is a real lack of skilled workforce in the developed countries, and their predictions were that this shortage will increase in the following decades.

One researcher (Kogan, 2011) suggests that immigrant employees are associated with low status jobs and that usually their skills are not entirely used on their potential for a number of reasons. One reason may be the fact that immigrant employees choose jobs with immediate financial return, rather than improving and adapting their skills to the new environment.

One of the domains where immigrant workforce even with limited language skills can find a job relatively quick is the hospitality and services industry. Moreover, I plan to focus mostly on the Rogaland area, due to the fact that the demand is higher than in the rest of the country, in 2014 a percentage of 72,6% persons aged 15-74 year old were employed (Statistic Central Bureau 2015), the highest percentage in the country. Moreover, Rogaland had the highest employment among immigrants Immigrants living in Rogaland had the highest employment in the 4th quarter 2014 with a share of 69.3 percent. (Statistic Central Bureau 2015)

My position, as a non-native norwegian, currently fulfilling the position of an immigrant worker in the norwegian hospitality industry, lead me to approach the growing matter of cultural diverse employees and their work related outcomes.

Studies regarding the migration to and from Norway were developed previously Bratsberg, Raaum, & Sørli (2007) in which it was examined the trend in immigration and behavior of migrants between 1967 and 2003. Their data matches the global trend showing that the immigrant flow is an ascending one, growing from 7000 persons in 1967 all the way to 26000



in 2003. During this period, over 500,000 immigrants settled in Norway and about half of them were still residing in the country at the start of 2004, the other half moved back to the home country, or to a third-country destination such as Sweden, United Kingdom and the United States. This relatively high number (around 250000 in 36 years) of immigrants which left the country raised the question if, somehow it could be a lack of adaptation to this new culture and low levels of integration in the host society.

Even though newly arrived immigrants to Norway are entitled to receive financial and welfare assistance, cultural distance and experiences of non-belonging are commonly present among them. A good example is offered by Grønseth (2011), in an article published in *Journal of Ethnic and Migration Studies*, where refugees settled in Norway had been misunderstood as individuals and overlooked as social persons. Psychological adaptation is essential for settling in another country, and this was shown in a comparative study by Virta, Sam & Westin (2004) which targeted the Turkish background adolescents in Norway and Sweden, and it was measured through the help of self-esteem. This is similar to an interesting research performed from a cross-cultural point of view by Klassen (2004), where they examined an immigrant Asian group versus Western European and American ones. His analysis suggested that efficacy beliefs are lower for the non-Western cultural groups.

A related psychological factor which contributes in the development and improvement of new skills in various domains, is the presence of self-efficacy. As an example, in the education domain, it was shown (Bandura, 2001) that students with higher self-efficacy performed tasks on a superior level compared to those with low levels of self-efficacy.

Due to this relatively low adaptation and assimilation of migrants, I decided to focus in my research only on workers with immigrant background, thus the main purpose of this study is

to determine „ **How does self-efficacy influence job outcome in regard to hotel employees with immigrant background?**”

In my research I expect to discover and try to understand what kind of relationship exists between the concept of self-efficacy, present in immigrant background employees and their job outcomes in hospitality industry, through the help of three other concepts present in this study, namely job performance, job satisfaction and organizational commitment which are also mediating the relationship between self-efficacy and job outcome.

The concept used for determining job outcome was intention to leave, which was proven reliable in a previous study of Karatepe, Arasli & Khan(2007). Moreover,they (Karatepe, Arasli & Khan, 2007) are the ones which recognized the void in the tourism literature and approached it, therefore I am trying to add valuable and useful data to their pioneering work with the study based in Norway, and focusing only on immigrant background employees.

## **2. Literature review**

The main purpose of the literature review is to deeply explore the existing empirical studies on the concepts of self-efficacy, job performance, job satisfaction, organizational commitment and intention to leave.

### **2.1 Self-efficacy**

The relatively new concept(A. Bandura 1977) of self-efficacy in regard to job outcomes hasn't been researched quite enough, but among those who did, I found Chen, Gully & Eden (2001) which showed that self-efficacy can predict several work related outcomes, among which : job attitudes, training proficiency, and most important in my case, intention to leave. This applies also in tourism and hospitality organizations,were employees' attitude and approach toward job related tasks might positively influence the outcomes, therefore this

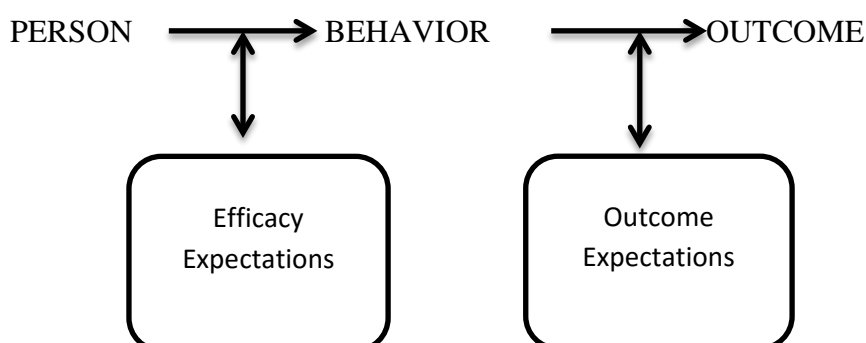
study might create awareness that multi-cultural background workers can contribute to a certain extent to the level of professionalism within the company.

As theoretical approaches are concerned, the starting point is represented by A. Bandura(1977) which proposed a theory of origins, mediating mechanisms, diverse effects of personal efficacy, and there he provided the guidelines for measurement of self-efficacy beliefs for different domains. The first construct and most important one is „percieved self-efficacy’’ defined „as the belief in ones capabilities to organise and execute courses of action required to produce given etainments.’’(A. Bandura, 1995).

Self-concept theory is trying explain how people may perceive and interpret their own existence from clues they receive from external sources, focusing on how these impressions are organized and how they are active throughout life. Successes and failures are closely related to the ways in which people have learned to view themselves and their relationships with others.

Another definition of the same concept was offered by Barling & Beattie (1983), that may be clearer to understand regarding my specific topic „Self-efficacy refers to people’s judgments about their capabilities to perform particular tasks. Task-related self-efficacy increases the effort and persistence towards challenging tasks, and therefore increases the likelihood that they will be completed.’’

An explanatory model of the person-behavior-outcome connection was created by the same Bandura (1977) shown in Figure 1.



**Figure 1.** *A. Bandura 1977*

He states that outcome expectancy is defined as a person's estimate that a given behavior will lead to certain outcomes (intention to leave, in this case), and on the other hand, an efficacy expectation is the conviction that one can successfully execute the behavior required to produce the outcomes. (A. Bandura, 1977)

So outcome and efficacy are differentiated due to the fact that a particular course of action can, and will produce certain actions.

A second main construct promoted by A. Bandura is the 'self-regulation process' fully detailed and described (Bandura, A. 1991). He manages to identify three main behavior traits important for self-regulation:

1. Motivation
2. Aversive emotional reactions
3. Disruptive thought processes

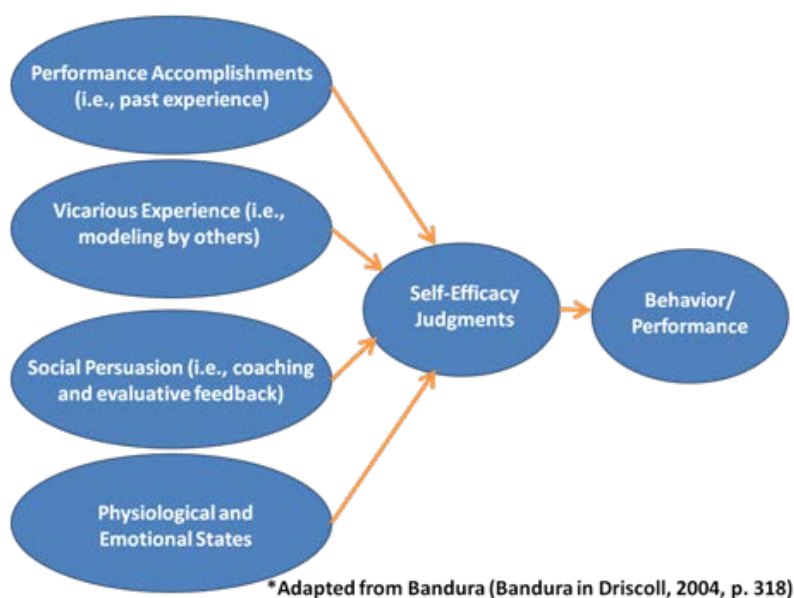
Self-motivation function is when people attend closely to their performances they are inclined to set themselves goals of progressive improvement, even though they have not been encouraged to do so. (Bandura 1991). The author also stands out the benefits self-observation being an important factor in judging one's own performance feedback, and enhances performance when is a clear evidence of progress.

One of the first steps in understanding efficacy expectations is to clearly identify their sources, and according to the same Bandura (1977), there are four major sources for this:

1. Performance accomplishment refers to person's history of achievements through mastery experiences, which gives the individual an increased sense of self-efficacy which he will generalize in order to boost performance.

2. Vicarious experience, based on the person's observation, watches and learns, finding a role model. Once an individual observes that other people are being successful in their attempts will automatically persist in his efforts to succeed.
3. Social and verbal persuasion, the words of encouragement value most, boosting morale through suggestions and self-instruction. Here individuals are convinced through suggestion that their skills and capabilities are beyond their sub estimated level.
4. Emotional arousal, or more simple physiological status, refers to one's capability to stay in control of his own emotions; people are affected by their moods, emotional states, stress levels and physical reactions and this can impact how and individual perceives his or her personal abilities throughout a given situation (Bandura1977).

The model below was used by wide part of the researchers in their papers, fact that gives it a certain amount of credibility, thus recommending it to be adopted or modified in further researches.



**Figure 2.**

In 1981, A. Bandura and D. Schunk published their findings in regard to the experiment they have chosen for demonstrating the relationship between self-efficacy and mathematical performance / intrinsic interest in arithmetic activities. To be more specific, their experiment tested the hypothesis that self-motivation through proximal goals serves as an effective mechanism for cultivating competencies, self-perceptions of efficacy, and intrinsic interest.

The results confirmed that the subjects who set themselves attainable goals progressed rapidly in self-directed learning, and achieved substantial mastery of mathematical operations, and they conclude that their results are consistent with similarly previous findings that judgments of self-efficacy are not just reflectors of past performance.

In another study, which was also conducted on children (Bandura along with Caprara and Pastorelli, 2001) authors tried to determine under what extent does self-efficacy tend to model children's aspirations and their career trajectories. This is more closely related to my research question, but to a limited extent. They conclude: „The findings of the current study suggests that children's career trajectories are getting crystallized rather early in the developmental process. And further more findings of the study reveal that the patterning of children's perceived occupational self-efficacy shapes not only the types of career pursuits they favor, but also the occupational level they select within a given type of service vocation and the types of work-life they disfavor .”

When it comes to work-related performance self-efficacy, there are several studies in this field done among adult persons which would suggest similar results. One of this is represented by the work of Gong, Huang (2009), which in their study named: “Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy, examined the relationship between creativity and job performance. Their findings suggested that the creativity of employees was related in a

positive manner to employee sales and to supervisor-related job performance. „Our results indicate that employee creative self-efficacy is a mediator. One potential explanation for this mediating effect is that creative self-efficacy reflects knowledge and skills as well as intrinsic motivation to be creative.’’ Their study has certain limitations, and they recommend further research, but nevertheless it gives us hints, direction to where my study research should focus on.

Another concept of self-efficacy was designed and suggested by Parker(1998), namely Role Breadth Self-Efficacy(RBSE) that is better suited to carry out the ever increasing proactive and inter-personal roles in the actual work environment; for example :creating new procedures, long-term problems. The paper named: Promoting role breadth self-efficacy through involvement, work redesign and training. Axtell& Parker (2003), the author focuses in particularly on how RBSE can be affected by organizational practices and interventions. The conclusion of the upper longitudinal study was that supports the idea that employees’ RBSE can be enhanced via organizational intervention. This is an important finding because it suggests that managers can take actions to enhance employees’ level of self-efficacy and thereby develop their potential, and ultimately enhance their performance.’’ This study is very useful to my work, due to the fact it relates to my research question, and shows a possible benefit of the self-efficacy concept of employees.

The concept of self-efficacy is applicable in various domains with different levels of tenure status, therefore another concept derived from self-efficacy is called leadership self-efficacy, and it has been defined by Kane, Zaccaro, Tremble(2002) as : perceived self-capability of an individual to perform both cognitive and behavioral functions required to effectively perform a specific leadership task.

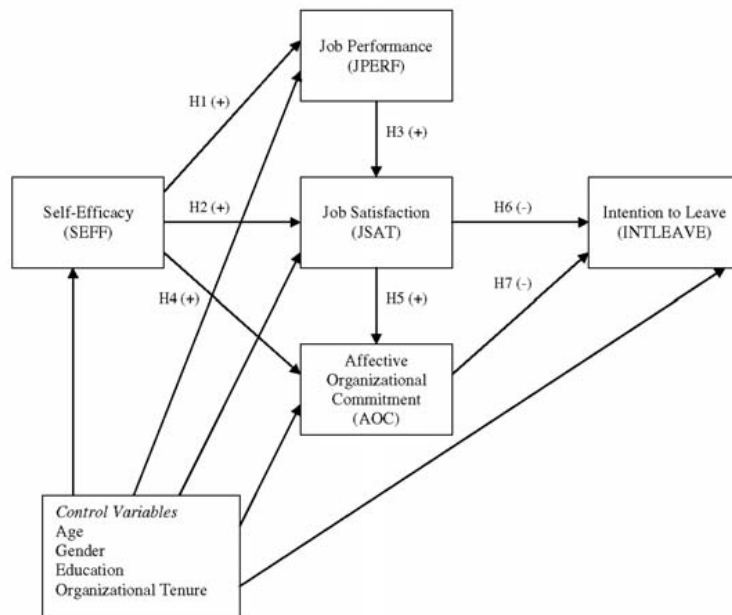
Due to the fact that self-efficacy as a construct had initially a narrow target in research field most of the time being used as a task-specific or state-like construct, as it was defined (A. Bandura 1997). This is why researchers found a particular interest in a more trait-like generally dimension of the concept, and this emerged as general self-efficacy (GSE).

This new branch concept was first defined as,, one's belief in one's overall competence to effect requisite performances across a wide variety of achievement situations "(Judge, Erez & Bono1998).

Few researchers such as Judge(1997) and Eden(1988), suggested that general self-efficacy is more a motivational trait while the other one, specific self-efficacy is motivational state, and their scope is different, one being general(GSE) and the other one is specific(SSE). But this new concept was criticized among others by one of the „fathers” of self-efficacy concepts, namely A.Bandura(1997) which claimed that „GSE measures have a small or non-existent relationship with efficacy beliefs related to particular activity domains or to behavior”

A previous study regarding the topic of self-efficacy in the hotel industry of great relevance and importance for this current research, was conducted in Cyprus by Karatepe, Arasli& Khan, A. (2007), namely: The impact of self-efficacy on job outcomes of hotel employees: Evidence from Northern Cyprus. They (Karatepe, Arasli& Khan, 2007), first started by developing a research model (*Fig. 3.*), in which they first examined the effect of self-efficacy on job performance, job satisfaction, and affective organizational commitment and second, the relationship among job performance, job satisfaction, affective organizational commitment, and intention to leave.



**Fig.3. Research Model (Karatepe, Arasli, and Khan)**

Self-efficacy has certain management implications to the hospitality industry according to Karatepe and Olugbade (2009) which states that a critical implication emerging from their study is that managers should be capable of retaining the current competitive and self-efficacious frontline employees in their organization.

Work regarding self-efficacy and the next concept to be introduced (job performance) was done by McComb(2012), in his study he tried to assess whether there were any statistically significant relationship between the sense of coherence, general self-efficacy and job performance yielded mixed results.

## 2.2 Job Performance

There are several acknowledged definitions of job performance in the scientific literature, and the construct itself has been conceptualized as being a multidimensional one which involves observable and measurable behavior. (Rothman & Coetzer, 2003)

Job performance was defined by Borman, Montowildo & Campbell (1990) as the aggregated value to an organization of the set of behaviors that an employee contributes both directly and indirectly to organizational goals.

Another definition was presented by Rothman & Coetzer (2003) in which they state that job performance is a multidimensional construct which indicates how well employees perform their tasks, the initiative they take and the resourcefulness they show in solving problems.

In the past three decades empirical evidence suggested that there is a positive relationship between self-efficacy and behavioral outcomes in educational and organizational institutions (Bandura, 1988; Lent, Brown & Hakett 1994).

A more recent compelling lead that there is a connection between self-efficacy and work related performance is the meta-analytic inquiry where they found positive correlation among them.

Kahn (1990) discovered that a strong connection between job performance and core self-evaluation, a concept similar derived from self-efficacy. Individuals who are psychologically available perceive themselves to be ready and prepared to put their physical, cognitive and emotional energies into role performance, and thus, they end to exhibit higher engagement in role performance contexts.

A direct link between job performance and self-efficacy was discovered by Wang and Netemeyer (2002) in which self-efficacy had a significant positive impact on performance for two different samples of real estate sales agents and billboard advertising sales people.

It is necessary for management to measure the performance of their employees in order to take the necessary decisions in ensuring quality, satisfaction and profit, or as defined by

Hornec(1993) „quantify how well the activities within a process or the outputs of a process achieve a specified goal”.

Performance measurement has the function to develop a method of generating a class of information that will be useful in a wide variety of problems and situations (Churchman 1959).

The development of measures for job performance started in 1906 at New York Bureau of Municipal Research (NYBMR), and these systems of measuring performance historically developed as a means of monitoring and maintaining organizational control which is the process of ensuring that an organization pursues strategies that lead to achievement of overall goals and objectives (Williams, 20014).

Other researches like Robert P. Tett and Dawn Burnett (2003) even proposed a new theory according to which some personality traits are correlated with performance on a given job and the direction of the relationship. On indicators of work performance another researchers (Koopmans & Bernaards, 2011) tried to identify conceptual frameworks of an individuals' work performance. A heuristic framework of individual work performance was proposed in which individual work performance consists of four three dimensions, namely: task performance, adaptive performance, and contra productive work behavior. These four types of behavior can be considered to capture the full range of behaviors that constitute individual work performance in virtually any job.

During a meta-analysis research (Stajkovic & Luthans,1998) which included 114 studies for examining the relationship between self-efficacy and work related performance, and their findings indicated that self-efficacy was positively and strongly correlated to work related performance, although task complexity and locus of performance weakened the relationship between employee's self-efficacy and work performance.

### **2.3 Satisfaction**

The loyalty of the employees towards the brand might be positively determined by job satisfaction. There are multiple definitions of job satisfaction, thus I would like to point out the most acknowledged ones in the scientific literature.

In early scientific literature (Hoppock 1935, Locke 1976, Smith 1969) satisfaction was perceived from a consumers point of view, for example the definition of consumer satisfaction by Tse & Wilton (1988), 'The consumer's response to the evaluation of the perceived discrepancy between prior expectations (or some norm of performance) and the actual performance of the product perceived after consumption.'

Hoppock (1935) was the first one to define job satisfaction as being a combination of psychological, physical and environmental circumstances that causes a person to stay in the organization. According to Yew (2007), this a traditional, almost primitive approach to job satisfaction; job satisfaction being the result of various factors in the working environment and if all the factors are present job satisfaction will arise, if some are missing job dissatisfaction will emerge.

In regard with these factors mentioned by Hoppock (1935), another researcher (Herzberg, 1959) comes with a more distinguishable delimitation of the factors, for instance: factors necessary to eliminate job dissatisfaction are pay, environment and company policies, while on the other hand the factors present for job satisfaction to arise are recognition and achievement as motivation, challenging work, responsibility.

Job satisfaction is understood by Tatt & Meyer (1993) to be one's affective attachment to the job viewed either in its entirety (global satisfaction) or with regard to particular aspects (facet satisfaction, ex: supervision). While Chen (2006) refers to job satisfaction as an attitude towards the job, an effective reaction towards the define parts of the job. On the same attitude

towards the job was also Locke (1969) referring to, but several decades earlier; he defines job satisfaction as: it is the pleasant emotional condition of the individuals that comes from the assessment of their job as attaining to their job values.

In previous empirical research a strong bond between self-efficacy and job satisfaction was discovered by Judge & Bono in the meta-analytic study, estimated a weighted average correlation of .45 for general self-efficacy. On the other hand, when it comes to job performance, the correlation was .23, which is slightly small one.

In another study done by Ozturk, Hancer, & Im (2014) it was discovered a significant relationship job satisfaction and affective commitment. In addition to the previous Schmit & Allscheid (1995) have showed that satisfied employees create customer loyalty, which in turn maintains and extends profit. Satisfied employees deliver superior services to their customers and due to this they achieve customer loyalty. (Schmit & Allscheid, 1995)

When it comes to measuring satisfaction, researchers as Stamps & Piedmond (1986) states that there are six measurable dimensions that must be taken in consideration:

1. Earnings – money received by the employees
2. Task requirements – actions that should be performed in a job
3. Autonomy – independence and liberty at the workplace
4. Organizational policies – administrative and managerial strategies practices
5. Interaction – opportunities that employees are able to convey with each other
6. Professional status – overall significance of a job regarded by an employee himself or by other employees

Based on these previous six dimensions, in order to study the relationship between job satisfaction and organizational commitment, Lipinskiene (2008) developed his owns:

1. Pay
2. Work conditions
3. Interaction with coworkers
4. Satisfaction with the supervisors
5. Level of responsibility
6. Career and development opportunities

And his results have indicated a strong positive relationship between job satisfaction and organizational commitment, basically if the employees are more satisfied with their job they are more committed towards the organization.

Inscientific literature regarding the tourism and hospitality, it is observed that many of the concepts relevant to this industry have been researched and studied such as : job performance (Ones, Viswesvaran & Schmidt 1993), job satisfaction(Kim, Murrmann & Lee 2009), organizational commitment (Kim, Leong & Lee 2005).

Employees' job satisfaction and the affective organizational commitment have been previously studied in literature by Abdullah, Karim & Jusoff (2009) which concluded that employees' satisfaction is dependent on benefits package, training and development, relationship with supervisor, working conditions, teamwork and cooperation, recognition and rewards, empowerment and communication. Whereas, employee loyalty is a result of the satisfaction that stems from satisfaction variables such as, recognition and rewards, working conditions, teamwork and cooperation, and relationship with supervisor.

In regard to the tourism and hospitality industry, a number of empirical studies approached the concepts of job satisfaction, organizational commitment and job performance. A relatively recent one being done by Ozturk, Hancer & Im (2014), which analyzed the concrete job

characteristics of hotel workers in Turkey, by using the concepts, job satisfaction and organizational commitment.

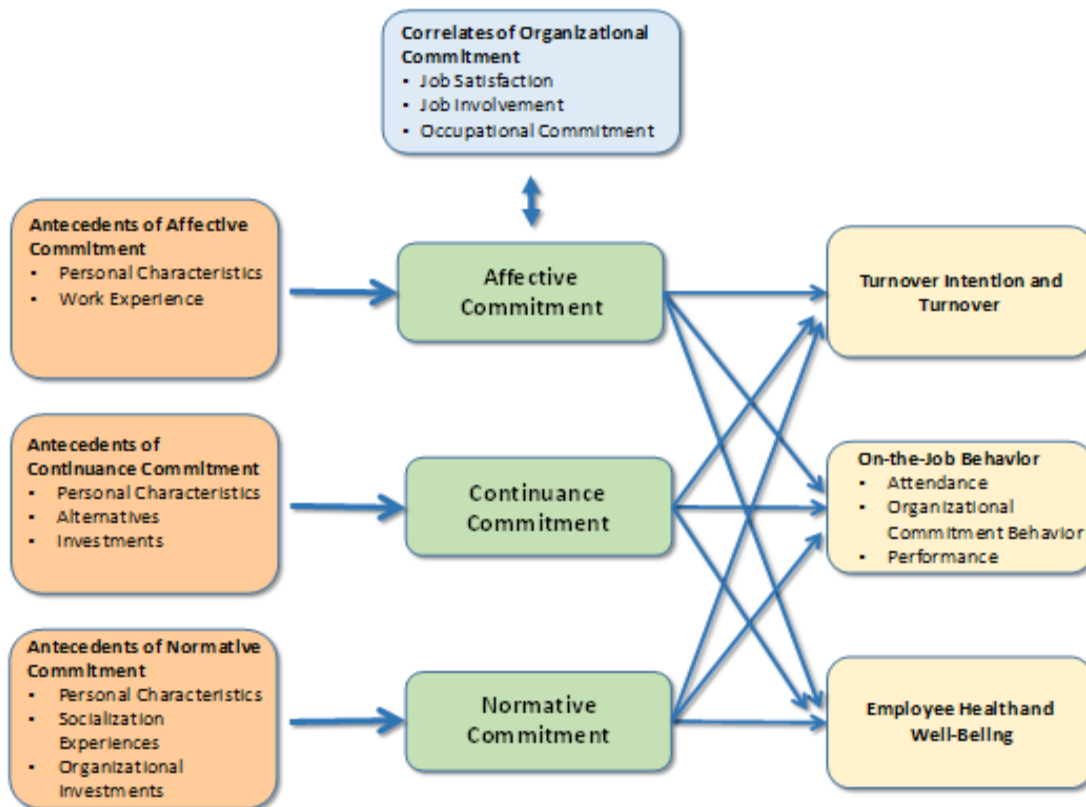
More focused on organizational commitment were Janta, Ladkin, Brown & Lugosi (2011) by developing a study in which they explore the experiences of the Polish migrant workers in the hospitality sector, and discovered that certain practices and working conditions in the sector pose an obstacle to the long-term commitment of migrant workers.

## **2.4 Loyalty and Organizational Commitment**

Organizational commitment refers at employees' loyalty towards his organization and the procedure in which the employees collaborate organizational decision making (Balfour & Wechsler, 1996).

A more related concept to loyalty of an employee toward the brand is the concept of affective organizational commitment which is defined by Allen & Meyer (1990) as the strength of an employee's emotional attachment to an organization. Moreover, they designed a three component model of commitment (*Fig.4*), thus helping to conceptualize and measure the affective commitment of employees.

1. Affective commitment – refers to the employee's emotional relationship, identification and attachment to a certain organization.
2. Continuance commitment – refers to the costs that employees associate with leaving the organization (unemployment, depression, exclusion).
3. Normative commitment – refers to employees' feelings of obligation to remain in the organization, feeling of appurtenance of the „family”.



*Fig. 4 Three-Component Model of Organizational Commitment*

In support of the model designed by Allen & Meyer (1990), comes Budihardjo (2013) which empowers their claims by finding a close relationship among affective commitment and job satisfaction as ACS (affective commitment scale) is connected with goal identification; managers who are affectively committed were proven as being in direct relationship with organizational effectiveness.

Allen & Meyer (1991) state that the most desirable profile of organizational commitment amount the employee is the affective commitment especially those in the service industry which demands continuous good service.

According to Gremler & Brown (1996) good service is an intangible product, namely service loyalty which is defined as the degree to which a customer exhibits repeat purchasing behavior from a service provider, possesses a positive attitudinal disposition toward the



provider, and considers using only this provider when a need of this service exists, triggering brand loyalty.

Early scientific researcher on conceptualization of loyalty (Snider, 1986; Goldberg 1982; Tucker, 1964)) focused more on brand loyalty from a customer's point of view on tangible goods. Moreover, Jacoby & Chestnut (1978) defines loyalty towards the brand it as being a function of psychological (decision-making, evaluative) processes exhibited over time.

The same ones (Jacoby & Chestnut, 1978) state that brand loyalty biased behavioral response expressed over time by some decision making unit, with respect to one or more brands out of a set of such brands, and is a function of psychological processes.

### **Intention to leave**

As it was mentioned earlier in this study, the job outcome is measured through the help of the concept entitled intention to leave, which in turn, it is related to turnover intention concept. This similarity was approached by Johnsrud & Rosser (2002), which states that turnover studies differentiate between actual turnover and the intent to leave the organization, with much of the research focusing on the intent to leave. The intention to leave was found to be a good indicator of actual turnover, supported by the fact that in 19 of 20 studies in which comparisons have been made revealed that intention to leave was the strongest predictor of voluntary turnover.

The effectiveness of this concept was demonstrated in previous research (Porter & Steers, 1973), where intention to leave was shown as being one of the strongest predictors of employee turnover. Later on, this finding was backed up by Mobley (1979), which argued that employee's intentions to leave are substantially related to turnover explaining more of the variance than, for example job satisfaction, a concept also used in this study.

In 2008, Halbesleben & Wheeler, analyzed the role of work engagement and job embeddedness in predicting intention to leave. The first concept, work engagement refers to the fulfilling state of mind of an employee, being characterized by dedication, vigor and absorption. The second concept, job embeddedness has certain links to organizational commitment, because it captures components of an individual's attachment his job. Moreover, they (Halbesleben & Wheeler, 2008) found that only job embeddedness offers a unique prediction of intention to leave.

There is empirical support for the relationship of intention to leave and the related concepts used in this study (job satisfaction, organizational commitment) showed by Tett & Meyer (1993) which found a significant negative relationship. This finding is similar to Lee and Mowday (1987), where a strong relationship was revealed between organizational commitment, job satisfaction, job involvement and intention to leave, the later one being predicted by the other three concepts.

### **Immigrant background**

One key variable in my research model is represented by the variable named immigrant background. Moreover, this variable was introduced in this study after gap was observed in the relevant hospitality and tourism literature.

There are although, several studies which approach the immigrant employees identity and adaptation to the host culture. Among the those which addressed this this concerning issue are Ashforth & Mael (1989) which developed a social identity theory, where individuals tend to identify themselves, also to be perceived, as members of a social category. This, in turn can influence their attitudes and behavior in the workplace, as stated by Wang & Sangalang (2005) namely, immigrant employees often feel uncertain, which may result from various practices that differ from those in their home culture. Based on previous researches, I decided

to focus on the socio-cultural dimensions. One of the most relevant studies carried out by researchers in the socio-cultural dimensions, is the one of Aycan, Sinha & Kanungo(1999), in which they created a model of Culture Fit which was supposed to explain the way socio-cultural environment influences work culture and human resource management practices. They found four socio-cultural dimensions: Paternalism, Power Distance, Fatalism, and Loyalty towards Community.

The first dimension, paternalism, implies a dyadic and hierarchical relationship between a supervisor and subordinates, plus a role differentiation in the relationship. So the role of the supervisor is to provide guidance protection, nurturance and care to the subordinate, and on the other hand, subordinates in return are loyal and deferent to the supervisor. According to the author (Aycan, Sinha & Kanungo,1999) paternalism occurs in many Asian countries and cultures, for example : India, China, Korea, Japan, etc.

The second dimension is the power distance, which translates to the extent to which status hierarchy and power inequality exist and are accepted in society and institutions (Hofstede, 1980).

Robert, Probst & Lawler (2000), which defines power distance, as the degree to which inequalities among people are seen as appropriate and acceptable (high-power distance or "vertical" societies) versus an emphasis on equality and a sense of discomfort with hierarchical distinctions (low-power distance or horizontal societies).

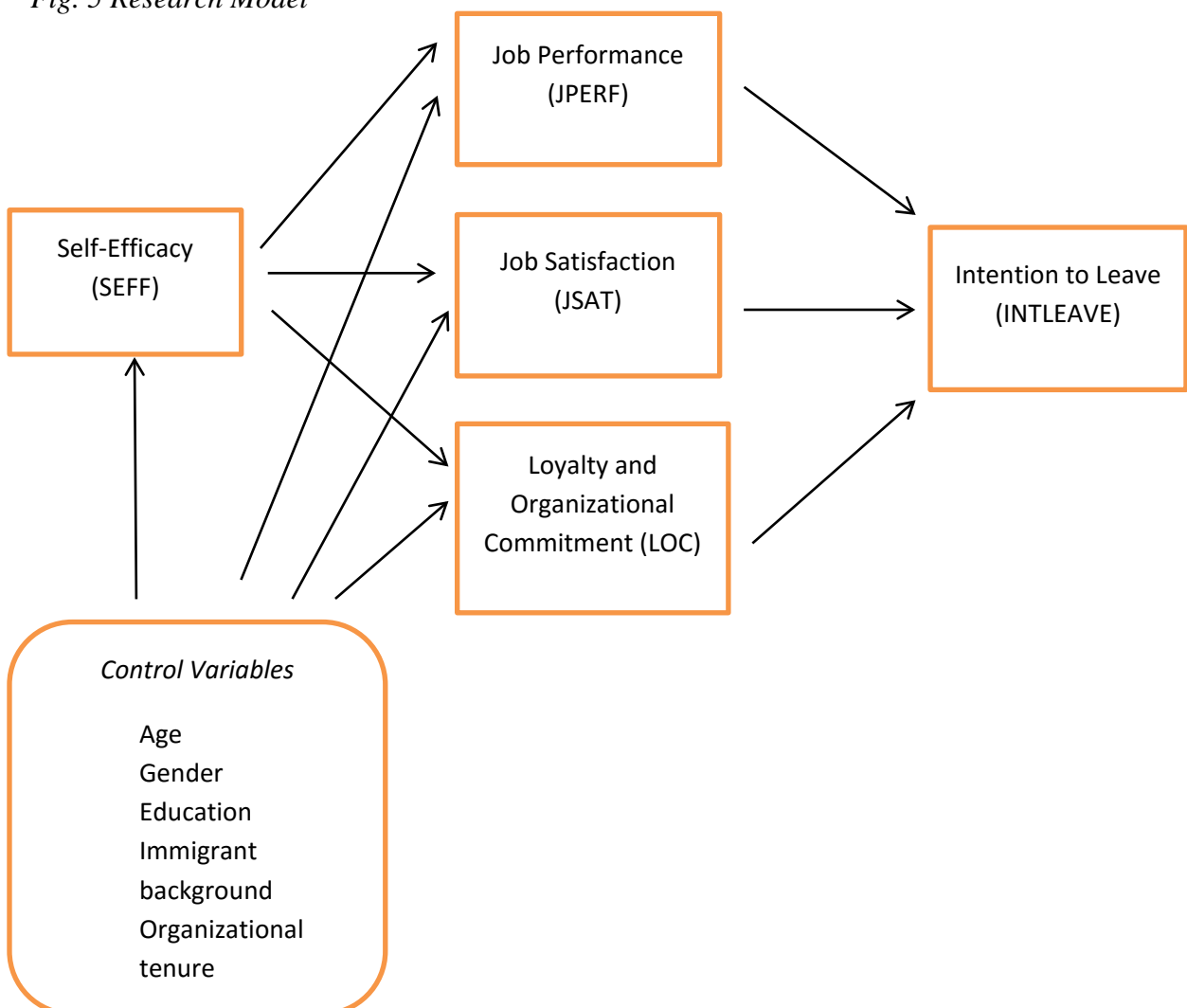
The last two dimensions described by Aycan, Sinha & Kanungo(1999), are fatalism and loyalty towards community. The first one represents the belief that what's due to happen is inevitable, and the second one describes the extent to which individuals have a sense of loyalty towards their communities (relatives, clan, and organizations) and feel the need to contribute to their demands.

Furthermore, I decided that in this study the first two dimensions (paternalism and power distance) will be included, due to the fact that they are more appropriate to the work environment, representing the relation of the immigrant background employee with the supervisors. Moreover, it is worth mentioning that these two dimensions haven't been previously in regard to immigrant background employees.

### 3. Research Model and Hypotheses

Based on the empirical evidence from above I will adapt the model from Fig. 3, adding extra variables that are necessary for my study to understand how does self-efficacy influences the job outcomes in the case of workers with non-native (immigrant) background.

*Fig. 5 Research Model*



The modification to the previous research model consists in adding a new variable, namely immigrant background which is determined by being a native or non-native.

This new variable was introduced after Wang & Sangalang (2005) encountered certain limitations of their study, more specifically they only focused on the Filipino immigrant employees in one medium-size city in Canada. Moreover, as recommendation for future studies was the need of immigrant employees from other cultural grounds, not only Filipino minority. I decided to approach this gap by developing this study which addresses employees in the hotel branch with non-native Norwegian background.

The following hypotheses were tested in the current study:

Hypothesis 1 (H1) Self-efficacy is positively associated immigrant-background employees' performance.

Hypothesis 3 (H2) Self-efficacy is positively related to job satisfaction.

Hypothesis 2 (H3) There is a positive relationship between self-efficacy and loyalty of the employee toward the organization.

Hypothesis 4 (H4) Job performance is negatively associated with employee's intention to leave.

Hypothesis 5 (H5) Job Satisfaction is negatively associated with employee's intention to leave.

Hypothesis 6 (H6) Employee's loyalty toward the organization is negatively associated with employee's intention to leave.

## 4. Methodology

### 4.1 Design.

The design of my study is descriptive one. Newman(2011) defines descriptive designs as having the primary purpose to „paint a picture” using words or numbers and to present a profile, a clarification of types, or an outline of steps to answer the questions such as: who, when, how, thus it applies to my research question „ **How does self-efficacy influence job outcomes in regard to hotel employees with immigrant background?**”

In order to conduct a scientific research study in which one must answer the research question with empirical evidence, and in the scientific social research is represented by two data collection techniques : qualitative and quantitative.(Newman, 2011)

Newman(2011) argues that in quantitative research are four main types of data collection techniques : Experiments, Content Analysis, Surveys and Existing Statistical Sources.

According to Gable (1994), the survey approach refers to a group of methods which emphasize quantitative analysis, where data for a large number of respondents is collected through methods such as mail and printed questionnaires, telephone and face to face interviews or from published statistics, these data being analyzed using statistical techniques. The collected answers are then summarized and the results are presented in tables and graphs, further on the result obtained from the sample can be generalized to a larger group.

### 4.2 Data Collection and Measurements

The researcher decided to use a survey as a mean of collecting data through the use of questionnaires, based on empirical evidence shown in previous quantitative studies (Wang & Sangalang, 2005; Karatape, Arasli & Khan, 2007; Ozturk, 2014), plus according to Newman (2011) represents the widest spread and efficient technique currently used in social sciences.

Moreover, the chosen sampling technique was a purposive one, based on Tongco (2007) recommendation as being the most effective in regarding investigations different cultural groups. The purposive sampling technique can be applied both for quantitative (this study) and qualitative research.

The questionnaires will be implemented on paper (printed, hard copies) and it will be in two languages, namely English and Norwegian. I choose this method in favor of the online surveys, due to the fact that a relative wide number of employees were reluctant to giving their personal e-mail addresses, which were necessary in order to achieve the desirable sample size.

For this research to meet all the requirements in terms of its quality, the latest guidelines were followed as suggested by the Norwegian National Committees for Research Ethics (2014).

One of the first guidelines refers to the voluntary informed consent towards the participants, and this was necessary to accomplish due to the fact that in some cases the participants were in a dependency relationship with the researcher, being work colleagues at the same job.

A second and also mandatory guideline to follow is confidentiality. In order to prevent any repercussions towards the employees which had responded, no personal data was required on filling up the questionnaires, plus all the paper printed questionnaires have been placed in the cantina for respondents to fill up whenever they felt it was convenient.

Third guideline refers to the integrity of the researcher and the trustworthiness of this research; necessary measures have been taken in order to avoid plagiarism in the study. The fourth guideline is the availability of results, and this was accomplished by informing all the respondents on how to find this published research, free of charge on the University of Stavanger online page.

For data collection, questionnaires were given to a number of eleven hotels belonging to one of the largest hotel brands in Scandinavia, but in order to ensure anonymity the name of the hotels included in my study will not be mentioned.

The respondents were approached personally, or through the use of managers and supervisors from the hotels in question, and the entire process took place during the months of January and February 2016.

### **4.3 Questionnaire development**

In order to achieve a valid and reliable measurement it was necessary to use and adapt scales from previous studies.

**I.** One of the first scales used to measure self-efficacy belongs to Sherer (1982) which developed a 17- item general self-efficacy scale (SGSE), and according to Chen, Gully & Eden (2001) has been the most widely used one to measure general self-efficacy.

In their study of developing and validating a self-efficacy, Sherer & Maddux's (1982) factor analysis yielded two subscales : General Self-efficacy subscale of 17 items (GSE, see Table 3-Appendix), and a Social Self-efficacy subscale (SSE, see Table 4-Appendix) with 6 items. The authors, further on state that the scales are reliable due to the fact that in their study (Sherer & Maddux's, 1982) they have obtained Cronbach alpha reliability coefficients of .86 for General Self-efficacy and .71 for Social Self-efficacy, thus according to Nunnally (1978) if Cronbach alpha value exceeds .6, it is suited for basic research.

General self-efficacy scale (GSE, see Table 3-Appendix), Bandura (1997) was critiquing it that its measures „bear little or no relation either to efficacy beliefs related to particular activity domains or to behavior.’’



Due to this limitations researchers (Chen, Gully & Eden, 2001) have developed a new GSE, named New General Self-Efficacy Scale (NGSE, see Table 5-Appendix) and later on discovered that studies in two countries shown a higher construct validity and reliability, although being shorter than, the first one (GSE). This new scale contains eight items, with a five point Likert-type response scale that ranges from 1=*strongly disagree* to 5=*strongly agree*.

A.Bandura (2006) encourages new researcher to use his model for scales with *can do* rather than *will do*. „, *Can* is a judgment of capability; *will* is a statement of intention. ‘’A.Bandura (2006)

The response scale (see Table 6 – Appendix) deigned by A.Bandura (2006), records the strength of the efficacy beliefs on a 100-point scale, ranging in 10 unit intervals from 0 (*Cannot do at all*) to through intermediate degrees of assurance (Moderately certain can do) to complete assurance (Highly certain can do).

Karatepe, Arasli & Khan (2007), used only a 4 item scale (see Table 7 - Appendix) to measure self-efficacy in their study.

**II.** In order to sketch a questionnaire for measuring job performance Karatepe and Khan (2007), used a four item scale which represented an adaptation of Babin and Bole’s (1998) scale (see Table 8 – Appendix).

Welbourne, Johnson & Erez (1997) proposed a theory based measure of employee performance which introduces RBPS (Role Based Performance Scale, see Table 9 - Appendix) as an alternative measure of job performance.

The RBPS scale is composed of 20 items and focuses on five major constructs. The response format was a one to five Likert-type scale, 1 = Needs much improvement; 2 = Needs some improvement; 3 = Satisfactory; 4 = Good; 5 = Excellent

**III.** When it comes to satisfaction, one of the most reliable scales is represented by Pavot and Diener (1993) Satisfaction with life scale (SWLS, see Table 10 - Appendix) which determines psychopathology or emotional well-being by assessing one's conscious evaluative judgment over life. It consists of five items measured using a 1-7 Likert scale, ranging from 1 = strongly disagree all the way to 7 = strongly agree.

In this study, from the wide concept of satisfaction I focus specifically on job satisfaction which was measured in previous related studies (Hartline and Ferrell, 1996; Karatepe and Khan, 2007; Karatepe and Sokmen, 2006). This scale (see Table 11 – Appendix) focuses on seven facets of job satisfaction, namely: payment, career climb opportunities, hotel policies, support given to employees, overall job, co-workers, supervisors. Each of the items was measured on a five point scale ranging from 1 = strongly disagree to 5 = strongly agree.

**IV.** Loyalty towards the brand or organizational commitment as described by Mowday (1982) can be measured by a 9 item value commitment scale (see Table 12 – Appendix), and the response to each item was being measured on a 7 point scale with scale point anchors labeled : 1= strongly disagree to 7 = strongly agree.

A more restrained version with only five items (see Table 13 – Appendix) designed by Karatepe & Khan (2007) based on Mowday's (1979) 9 item scale, and was extensively used in future research (e.g., Boshoff & Allen, 2000; Karatepe & Khan 2007, etc.)

## V. Intention to leave.

Past researchers (Rosen & Korabik, 1995) used a four item scale( see Table 14- Appendix) which was later adopted also by Loi & Foley (2006), named Propensity To Leave Employment scale, with a three point response scale : 1 = never; 2 = occasionally; 3 = frequently.

In this study, immigrant background, organizational tenure, age, gender, educations are considered control variables.

Due to the fact that my study focuses on the immigrant background employees, I need find in past scientific literature how this specific variable (immigrant background) was measured. It is observed that the immigrant background has not been researched in regard to employees, therefore I decided to use the closest relevant concepts. These are the socio-cultural dimensions developed by Aycan, Sinha & Kanungo (1999),the ones measured in this study being paternalism and power - distance.

A recent study which proved the impact of paternalism an Asian country, namely Turkey, was done by Schroeer (2011), measuring the paternalistic leadership behavior and organizational collectivism. The model of questionnaire (see Table 15 – Appendix) was adopted from Aycan (2006) addressed five main factors and it was measured on a five point Likert Scale ranging from 1 = strongly disagree to 5 = strongly agree.

House, Javidan, Hanges & Dorfman (2002) , used one item specific questionnaire when measuring the power distance level. „ Followers are (should be) expected to obey their leaders without question.” I this GLOBE 2002 organizational, and leadership theories study, it has been revealed that countries from the Middle East and North Africa (Kuwait, Turkey, Egypt and Morocco) scored the highest levels of power distance as a region.

The model of my questionnaire regarding the immigrant background, and the geographical area of origin is based on the NEPIA study which was commissioned in June 2002, and aimed to gain solid empirical knowledge on the social situation in the one region in Spain named Andalusia, and is an adaptation of Rincken's (2014) survey model.

#### **4.4 Data analysis and testing the questionnaire**

All the analysis of the collected data was processed with the help of IBM's SPSS Statistics which represents a helping tool in managing and analyzing data with comprehensive range of statistical procedures.

According to Nahm (2002), pre-testing questions, particularly pre-testing questions in their questionnaire context, enables the researcher to establish whether the respondents can truly understand the question concept or task, and by doing so it is in a certain consistent way intended by the researcher.

The questionnaire was tested on 11 co-workers in Clarion Hotel, all of them being non-native Norwegians, thus in accordance with the sample of respondents targeted by my survey. A small number (three) of the items in the questionnaire were identified as being ambiguous and difficult to comprehend, therefore the researcher reworded them to a point where it was easy for all the subjects to understand them.

## **5. Results**

### **5.1 Descriptive statistics:**

From a number of 160 questionnaires that were delivered to nine hotels, 99 responses have been returned and the achieved sample consisted of 98 viable respondents.

### **Gender 1.1**

The actual gender distribution consists on a number of 52 female respondents which represents 53% of the total number, while on the other side the 46 males represent slightly smaller 47 % from the total number of survey respondents (see Table 16 – Appendix).

The almost equal gender distribution reveals that there is no significant gender difference among the employees.

### **Age 1.2**

From the total of 98 respondents, the majority of 58% was between the ages of 28 to 47 years old, followed by the ones between 18 and 27 years old representing 35 percent, and least with only 7 percent was the age category between 48 and 67 years old (see Table 17- Appendix)

### **Origin 1.3**

Due to the fact that my survey targets non-native employees, more exactly the ones with immigrant background, they have been classified not by nationality, but by geopolitical area of their origin. In the Table 18(see Appendix) it is shown the distribution of geographic location origins. The biggest percentages were the ones from Eastern Europe, 42 %. The other categories consisted 20 % respondents that come from Asia (excluding Middle East), followed by the ones representing Other regions (Western Europe and Scandinavian) with 11 %, followed by Latin America with an equal 11 %, Middle East with 6 %, Northern Africa 5%, and Sub-Saharan Africa with 4 %.

### **Educational Background 1.4**

As it can be seen(see Table 19 – Appendix) when measuring educational background, that the highest percentage of respondents 40%, have accomplished a High School or equivalent

studies, followed closely by the ones which finished Gymnasium and Professional Schools 31%, Bachelor's Degree with 24%, and just a few who accomplished a Master Degree represented by 5%.

### **Organizational Tenure 1.5**

The organizational tenure represents the positions occupied by the respondents in the workplaces. High level employee represents 6 % of the total number of respondents, 12% middle management, and the vast majority, 82% are first level employees (see Table 20 – Appendix).

## **5.2 Reliability and Validity**

The questionnaire was composed of 31 questions, and in the first 8 questions referred to gender, age, level of education, tenure in the organization, demographics as geopolitical region of origin and immigrant background. The rest of 23 questions were used for measuring the other five main constructs used in this research.

According to Newman (2011), reliability and validity are tools used in establishing the credibility of the findings. Reliability was defined by Pallant (2011) as „the degree to which the items that make up the scale are all measuring the same underlying attribute” and it refers to the internal consistency and the precision of the measurement, the most commonly used „tool” for assessing it, being Cronbach's alpha coefficient.

It is suggested by Nunally(1978) that ideally Cronbach Alpha values of a scale should be .7 or above.

The reliability of a scale is also indicated by the amount of random error , the good reliable construct is the one with a random error close to zero, the ideal being zero itself. (Newman, 2011)

Through the help of SPSS, I managed to estimate the values of Cronbach's Alpha for each of the main constructs as follows: Power-distance and Paternalism obtained a score of .805; Self-efficacy obtained a score of .776; Job Performance obtained a score of .801; Job Satisfaction .797; Loyalty towards the brand and organizational commitment .778, and Intention to leave scored highest with .854 (see SPSS Output – Appendix). As it is seen on the figures (see SPSS Output – Appendix), all of the items that make up the scales have scored more than .7 Cronbach Alpha values, thus being acceptable according to both Nunally(1978) and De Vellis (2012), it could not be significantly improved by deleting one or several items. The high Cronbach Alpha values also indicate strong internal consistency among the items thus validating the scales.

Joppe (2000) states that in the research process, validity determines if the measurements are truly aiming where there should be aiming towards. In other words, does the research instrument allow you to hit „the bull's eye” of your research object? Validity suggests truthfulness according to Pallant (2011).

Newman (2011) describes four types of validity: face validity, construct validity, content and criterion validity. Face validity refers to the adequacy with which a measure or scale has sampled from the domain of content. Construct validity involves testing a scale not against a single criterion, but in terms of theoretically derived hypothesis. Criterion validity represents a relationship between scales, scores and some specified measurable criterion. Content validity refers to the degree to which a theory takes in consideration all aspects for a particular situation, or if the measures capture the entire meaning.

Content validity of this study on the impact of self-efficacy on employees, and in particular hotel employees was well confirmed by previous studies ( page 10 to 28), plus the survey questions were considered to be appropriate for including in the questionnaire, based on the proven ones used in past reliable studies(page 32 to 35).

Convergent validity can be proven through the use of factor analysis as suggested by Churchill (1979).

### **Factor analysis 5.3**

According to Bollen (1989), the primary goal of factor analysis is to explain the covariance or correlation between many observed variables by means of relatively few underlying latent variables in the sense of data reduction techniques.

Prior to conducting the analysis it is worth mentioning that the sample size for this data measurement technique was subjected to a debated among researcher. For example, Pallant (2013), states that larger the sample, the better. This is due to the fact that in small samples, the correlation coefficients between the items, variables are less reliable.

Authors, like Nunnally (1978), recommended an ideal ratio of ten cases for each item to be factor analyzed, and Pallant (2013), supports Stevens(1996) which states that ratio has been largely reduced to a five to one, and even bellow that in some cases.

The 22 items composing the scale of the five main constructs was analyzed Oblimin Rotation technique, using SPSS 21 version. Prior to perform the analysis, the data was assessed by being checked for suitability. On close inspection it was discovered that a consistent percentage of coefficients are .3 and above, as recommended by Pallant (2013).

The Kaiser-Meyer-Olkin value was .787(see SPSS output), thus exceeding the recommended value of .6 or above (Kaiser 1970, 1974).

Another tool in assessing the factor analysis is consisted of Barlett's Test of Sphericity, which in this case was significant at  $p < 0.00$ , well under the  $p < 0.5$  following Pallant's (2013) recommendation. In conclusion, this data fits in well as sustainability for the present analysis.



The principal component analysis showed five factors with eigenvalues above one, and with a combined total variance of 62 %.

The first factor explained 26.4 % of the total variance, and included 6 loading items such as satisfaction with support from managers, satisfaction with the promotion opportunities, and all four items regarding the loyalty towards the brand and organizational commitment, all of them scoring above .3, as recommended by Pallant (2013).

The second factor explained 14.3 % of the total variance, and was composed from all five self-efficacy items.

Third factor explained 8.3 of the total variance, and accounted entirely for the job performance related items.

Factor number four managed to explain 6.8 % of the total variance, and included five out of four job satisfaction items.

The last factor with a percentage of only 6.2 of the total variance was composed by the items regarding the intention to leave.

### **Correlation analysis 5.4**

According to (Bryman & Cramer, 2005), one of the most basic methods which can reveal the direction and strength between variables is the correlation analysis.

The best and most efficient way of measuring correlations is by using Pearsons's correlation coefficient. Pallant (2011) states that Pearson correlation coefficients ( $r$ ) range in value from -1 to +1, the sign in front indicating whether there is a positive or negative correlation between items, with 0 (zero) meaning no relationship among variables. The correlation of absolute +1

or -1, suggests that the value of one variable can princely be determined by knowing the value on the other variable.

When determining the strength of the relationship among variables, Cohen (1988) suggested the following guidelines: small correlation is between .10 to .29, medium between .30 to .49, and large between .50 to 1.0. Moreover, Pallant (2011) states that another method in helping the researcher to interpret the output presented by a correlation chart is the significance level, which indicates how much the researcher should have confidence in the results obtained, but does not indicate the actual level of association of two variables.

The level of significance is influenced by the size of the sample, therefore in the current research, where the sample size is not considered a large one (N=98), the correlation will be considered moderate, and will not reach the significance level  $p < .05$ .

Table 2.

*Correlations*

		Self- efficacy	Job Satisfaction	Job Performance	Loyalty and Org. Commitment	Intention to leave
Self-efficacy	Pearson Correlation	1	-.028	.253*	.167	.078
	Sig. (2-tailed)		.788	.012	.100	.443
	N	98	98	98	98	98
Job Satisfaction	Pearson Correlation	-.028	1	.352**	.583**	-.455**
	Sig. (2-tailed)	.788		.000	.000	.000
	N	98	98	98	98	98
Job Performance	Pearson Correlation	.253*	.352**	1	.299**	-.134
	Sig. (2-tailed)	.012	.000		.003	.189
	N	98	98	98	98	98
Loyalty and Org. Commitment	Pearson Correlation	.167	.583**	.299**	1	-.468**
	Sig. (2-tailed)	.100	.000	.003		.000
	N	98	98	98	98	98

Intention to leave	Pearson Correlation	.078	-.455**	-.134	-.468**	1
	Sig. (2-tailed)	.443	.000	.189	.000	
	N	98	98	98	98	98

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Among the constructs, it was found a small positive correlation between self-efficacy and the other four constructs: job performance, job satisfaction, loyalty towards the brand and intention to leave, with values ranging from .10 to .28.

The construct of job performance correlates negatively and not significantly with intention to leave.

A significant negative relationship was observed between intention to leave and both job satisfaction and loyalty towards the brand-organizational commitment constructs, thus partially leaning towards confirming the hypothesis five and six.

### **Multiple Regression Analysis 5.5**

According to Pallant (2013) multiple regressions represents not just one technique, but a family of techniques that can be used to explore the relationship between one continuous dependent variable and a number of independent variables or predictors.

Standard multiple regression analysis will be used in this particular case to find how well a variable or a set of variables may predict an outcome.

The first set of variables is represented by self-efficacy as an independent variable and job performance as dependent one.

When checking the assumptions by using the Multicollinearity test, it is observed that there is a weak correlation among the two variables of only .253, which is below the „preferred” .3 or above as mentioned by Pallant (2013).

Looking at the table *Model Summary 1*, R square is .064, thus self-efficacy explains 6.5 % of the variance in job performance.

### ***Model Summary 1***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.253 <sup>a</sup>	.064	.054	2.02107

a. Predictors: (Constant), Self-efficacy

b. Dependent Variable: Job Performance

In the second set of variables (*Model Summary 2*) where self-efficacy is still the independent variable and the dependent one is represented by job satisfaction, the lowest R square is encountered, with a minimum of .001, meaning that self-efficacy only predicts 1% of the variance in job satisfaction. Here, is also the lowest correlation with a score of -.028.

### ***Model Summary 2***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.028 <sup>a</sup>	.001	-.010	3.62986

a. Predictors: (Constant), Self-efficacy

b. Dependent Variable: Job Satisfaction

The third set of variables (*Model Summary 3*) consists of self-efficacy as an independent variable with loyalty and organizational commitment as a dependent variable. The R square is again quite low, with a value of .028, thus self-efficacy explains 2.8 % of the loyalty and organizational commitment variance.

### ***Model Summary 3***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.167 <sup>a</sup>	.028	.018	2.55724

a. Predictors: (Constant), Self-efficacy

b. Dependent Variable: Loyalty and Org. Commitment

In the measure of the fourth set of variables (*Model Summary 4*) multicollinearity is not observed, because when checking the two coefficients named Tolerance and VIF.

Tolerance is an indicator of how much of the variability of the specified independent is not explained by other independent variables, and if the value is less than .10 suggests the possibility of multicollinearity (Pallant, 2013). In this case all the values are above .10, more exactly: .625; .863; .650.

The VIF values above 10 would be a concern, but the present values are: 1.6; 1.159; 1.539, thus the fourth set of data is suitable for analysis.

R square is only .272 which means that loyalty and organizational commitment, job performance and job satisfaction predicts intention to leave in a percentage of 27.2 of the variance.

From a correlation point of view, the lowest score is obtained by job performance (-.134) which is less than the .3(as recommended by Pallant, 2013), followed by job satisfaction (-.455) and loyalty and organizational commitment (-.468).

#### ***Model Summary 4***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.522 <sup>a</sup>	.272	.249	2.34332

a. Predictors: (Constant), Loyalty and Org. Commitment, Job Performance, Job Satisfaction

b. Dependent Variable: Intention to leave

When evaluating each of the independent variables contributed to the prediction of the dependent one, it is observed that the largest beta coefficient is -.316, which is loyalty and organizational commitment. This means that loyalty and organizational commitment makes the strongest contribution on to explaining the outcome (intention to leave). It is followed by job satisfaction with -.292 and job performance with .064.

The statistical significance in this case, for Model Summary 4 is .000 (see Appendix-ANOVA 4), which is less than .05, thus making a unique contribution to the prediction of outcomes better than just chance.

It is worth mentioning that that the only other set of variables with a significance value lower than .05 was Model Summary 1, with .012 and by doing so it validates self-efficacy as true predictor of job performance.

There is a fifth set of variables, which is not hypothesized in the model, but it represents a necessity on which we must perform regression analysis, otherwise the variables would just be „hanging’’ around. This set consists of one dependent variable, namely self-efficacy and six independent ones (age, gender, immigrant background, organizational tenure, educational background and geopolitical region of origin).

#### ***Model Summary 5***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.390 <sup>a</sup>	.152	.097	2.27249

a. Predictors: (Constant), immigrant background, organizational tenure, educational background, gender, age category, geopolitical region of origin

b. Dependent Variable: Self-efficacy

These six predictors jointly explained 15.2 % of the self-efficacy variance, with the highest beta coefficient .318 being organizational tenure, followed by immigrant background with .255, and both of them significant. The same order in descending order is observed also in correlations with organizational tenure showing a positive correlation of .300, and .236 for immigrant background.

## **VI. Discussions and Conclusion**

The aim of this research was to determine the possible influence of self-efficacy on the job outcomes of employees in the hotel branch with immigrant origins.

As the research model is based on an earlier study (Karatepe, Arasli and Khan, 2007) performed on employees in Cyprus, it seems mandatory to compare and analyze the both results in order to draw the conclusions.

When comparing the results this study with the previous one (Karatepe, Arasli and Khan, 2007) it is observed that the control variables only explained 8% of the variance in self-efficacy, while in this outgoing study the percentage is 15,2. It would be wrong to assume that the extra variable in the actual study made the 7,2% difference, because are numerous factor that may influence the difference, for example : sample size, questionnaire structure.

On hypothesis one it was suggested that there is positive relationship between self-efficacy and job performance. Although this hypothesis is sustained, the positive correlation found among these two variables was too weak (.253). This finding is concordant with the ones from previous studies (Netemeyer & Boles, 2002; Hartline & Farrell, 1996). Without the control variables, self-efficacy only managed to explain 6,5% of the variance with the dependent job performance variable. Once we add the control variables, the explained variance goes up to 22.2%. In the first study (Karatepe, Arasli and Khan, 2007) it was noticed that with the addition of control variables the explained variance increased with 1% only, from 31% to 32%.

Other researchers such as Chen & Scannapieco (2010) found that in education and services, self-efficacy was positively related to job satisfaction and commitment to their work, but only in the presence of perceived job autonomy.

Hypothesis number two suggested that self-efficacy is positively related to job satisfaction, as previous researchers demonstrated with studies in education, regarding both teachers and students (e.g. Caprara, Steca & Malone, 2006; Bandura, 1997; Skaalvik & Skaalvik, 2007). Unfortunately, this hypothesis cannot be sustained due to the insignificant low correlation (-0.28), and the fact that self-efficacy managed to explain 1% of the variance in job satisfaction. It is worth mentioning that similar results were also obtained first by Karatepe, Arasli and Khan (2007), stating that although there was no significant effect of self-efficacy on job satisfaction, an indirect positive impact on job satisfaction through job performance, thus job performance is a mediator. The second group of researchers which obtained similar results as in the present study is Wang & Sangalang (2005) who did not find the predicted positive correlation between self-efficacy and job satisfaction.

The third hypothesis it is assumed that there is a positive relationship between self-efficacy and organizational commitment. Not much is known about the relationship between these two variables in regard to the hospitality industry, although in others domains (IT) it has been researched (Stone, Robert W & JW. Henry, 2003). In this study, a very weak (.167) and insignificant correlation was found between self-efficacy and organizational commitment. Moreover, this result is different from previous studies (Karatepe, Arasli and Khan, 2007) where the effect of self-efficacy was both significant and positively correlated, therefore it might imply that in regard to employees with immigrant background high levels of self-efficacy do not display increased affective commitment to the hotel industry.

In the last three hypotheses it was suggested that job performance, job satisfaction, loyalty and organizational commitment are each of them negatively associated with employee's intention to leave. They range from low negative correlation (job performance -.134) to medium negative correlation (job satisfaction -.455; loyalty and organizational commitment -



.468). Between the three, job performance is the only one which is insignificant; therefore hypothesis number four is not supported.

On hypothesis five, where it was assumed that job satisfaction is negatively associated with the intention to leave of the employee has been found to be both insignificant and negative, therefore the hypothesis is supported. Moreover, hypothesis six, the correlation results offer even more empirical support for this hypothesized relationship, where employees' organizational commitment is negatively associated with intention to leave. Both hypothesis five and six were also researched by Karatepe, Arasli and Khan (2007), with similar results, as in this case both of them were found to be negatively correlated and significant.

It is safe to say that this study has also managerial implications proving that self-efficacious employees report an increase in job performance and by improving their attachment to the hotel through overall organizational commitment. These findings may be useful from the managerial perspective by offering helpful facts which can increase productivity, organizational commitment, work quality, and satisfaction. One observation that might be helpful to stakeholders and managers resulted from the close analysis of the hypothesized four, five and six, leads me to state that in the case of employees with immigrant background, the lack of job performance may trigger one's intention to leave the job.

The present study tried, among others, to discover if there is a certain impact of the control variables on self-efficacy, and on the job outcome. Out of the control variables, immigrant background ( $r=.236$ ) and organizational tenure ( $r=.30$ ) had the most impact in the relation with self-efficacy. There was no positive relationship ( $r = -.032$ ) found between immigrant background and the job outcome (intention to leave).

In previous studies (Wang & Sangalang, 2005; Karatepe, Arasli and Khan, 2007), it was showed that employees with longer tenure have higher affective commitment towards the

organization and that employees with a high degree of education tend to leave the organization. In this study there was not enough evidence to confirm the previous findings, but there has been noticed a strong relation between educational background and self-efficacy, which suggests that education is the one control variable with the strongest relationship with self-efficacy. This, in turn might imply that immigrant employees with higher levels of education are more likely to show increased self-efficacy which can result in better performances, satisfaction with the job and most important decreasing the chances to leave the job.

Out of the six hypotheses developed in this study, four were supported, thus offering empirical value to this research. Moreover, this comes to solidify the findings by previous studies (Wang & Sangalang, 2005; Karatepe, Arasli and Khan (2007), although still not much is known about self-efficacy and the relation with other concepts that influence employees in the hotel industry. In conclusion, it is shown that in the case of employees with immigrant background, a higher degree of self-efficacy will increase the job performance and also the loyalty and commitment toward the employer, which in turn reflects into lower intention to leave the present job. It is worth mentioning that these results are mostly consistent with previous studies (Babakus, 1999; Karatepe, Arasli and Khan, 2007) regarding the self-efficacy among hotel employees.

### **Limitations and Future Research**

It is admitted by the researcher that this study may have certain limitations, and that the results may not apply to all the hotel industry in Norway, due to the fact that the sample size was relatively small (N=99), and that only eleven hotels were included in the research, belonging to only one hotel brand in Rogaland county, this was due to the researcher's limited access for gathering data, since the other the hotel brands were reluctant for cooperation.

Other limitations of the study refer to the questionnaire, which was developed and written in English, not in the native Norwegian language.

The researcher needs to point out also, that the timing chosen for handing out the questionnaires might have coincided with employee's yearly one to one interviews with one's supervisor, thus although being completely anonymous, might have probably influenced the response honesty for some of the employees.

Future researchers needs to take in consideration a large sample size using various sampling techniques which would allow broader generalization, not just local hotel brand sample size as in the actual case. Moreover, a study that will include both native and immigrant background employees, may reveal a different result, as it have showed in the case Filipino immigrant employees in Canada (Wang & Sangalang, 2005) were offered the possibility to observe two different groups under similar working conditions, although it must be mentioned that a larger sample size was suggested (N= 142) in that case, for further research.

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## Appendix 1.

### Questionnaire Literature Review

*Table 3*

#### General Self-Efficacy

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1. When I make plans, I am certain I can make them work.
  2. One of my problems is that I cannot get down to work when I should.
  3. If I can't do my job the first time, I keep trying until I can.
  4. When I set important goals for myself, I rarely achieve them.
  5. I give up on things before completing them.
  6. I avoid facing difficulties.
  7. If something looks too complicated, I will not even bother to try it.
  8. When I have something unpleasant to do, I stick to it until I finish it.
  9. When I decide to do something, I go right to work on it.
  10. When trying to learn something new, I soon give up if I am not initially successful.
  11. When unexpected problems occur, I don't handle them well.
  12. I avoid trying to learn new things when they look to difficult for me.
  13. Failure just makes me try harder.
  14. I feel insecure about my ability to do things.
  15. I am self-reliant person.
  16. I give up easily.
  17. I do not seem capable of dealing with most problems that come up in life.
-

*Table 4*

## Social Self-Efficacy

- 
1. It is difficult for me to make new friends.
  2. I see someone I would like to meet; I go to that person instead of waiting for him or her to come to me.
  3. If I meet someone interesting who is hard to make friends with, I'll soon stop trying to make friends with that person.
  4. When I'm trying to become friends with someone who seems uninterested at first, I don't give up easily.
  5. I don't handle myself well in social gatherings.
  6. I have acquired my friends through my personal abilities at making friends.
- 

*Table 5*

## New General Self-Efficacy Scale

- 
1. I will be able to achieve most of the goals that I have set for myself.
  2. When facing difficult tasks, I am certain that I will accomplish them.
  3. In general I think that I can obtain outcomes that are important to me.
  4. I believe I can succeed at most any endeavor to which I set my mind.
  5. I will be able to successfully overcome many challenges.
  6. I am confident that I can perform effectively on many different tasks.

- 7. Compared to other people, I can do tasks very well.
- 8. Even when things are tough, I can perform quite well.

*Table 6*

0	10	20	30	40	50	60	70	80	90	100
Cannot do at all			Moderately certain can do				Highly certain can do			

*Table 7*

- 1. I feel I am overqualified for the job I am doing.
- 2. I feel confident that my skills and abilities equal or exceed those of my colleagues.
- 3. My past experiences and accomplishments increase my confidence that I will be able to perform successfully in this hotel.
- 4. I could have handled a more challenging job than the one I am doing.

*Table 8*

- 1. I am a top performer.
- 2. I am in top 10 percent of employees here.
- 3. I know more about services delivered to customers.
- 4. I know what customers expect.

*Table 9*

The Role-Based Performance Scale

Job (doing things specifically related to one's job description)

1. Quantity of work output.
2. Quality of work output.
3. Accuracy of work.
4. Customer service provided (internal and external).

Career (obtaining the necessary skills to progress through one's organization)

1. Obtaining personal career goals.
1. Developing skills needed for his/her future career.
2. Making progress in his/her career.
3. Seeking out career opportunities.

Innovator (creativity and innovation in one's job and the organization as a whole)

1. Coming up with new ideas.
2. Working to implement new ideas.
3. Finding improved ways to do things.
4. Creating better processes and routines.

Team (working with coworkers and team members, toward success of the firm)

1. Working as a part of the team or work group.
2. Seeking information from others in the group.
3. Making sure his/her work in the group succeeds.
4. Responding to needs of others from the group.

Organization (going above the call of duty in one's concern for the organization)

1. Doing things that helps others when it's not part of his/her job.



2. Working for the overall good of the company.
  3. Doing things to promote the company.
  4. Helping so that the company is a good place to be working in.
- 

*Table 10*

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1. In most ways my life is close to my ideal.
  2. The conditions of my life are excellent.
  3. I am satisfied with my life.
  4. So far I have gotten the important things I want in life.
  5. If I could live my life over, I would change almost nothing.
- 

*Table 11*

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1. My overall job.
  2. My fellow workers.
  3. My salary.
  4. My supervisors.
  5. This hotel's policies
  6. The support provided by this hotel.
  7. The opportunities for advancement within this hotel.
- 

*Table 12*

- 
1. I am willing to in a great deal of effort beyond that normally expected in order to help this organization be successful.
  2. I promote this organization to my friends as a great one to work for.
  3. I would accept almost any type of job assignment in order to keep working for this organization.
  4. I find that my values and the organization's values are very similar.
  5. I am proud to tell others that I am a part of this organization.
  6. This organization inspires the very best in me in the way of job performance.
  7. I am extremely glad that I choose this organization to work for, over other I was considering at the time I joined.
  8. I really care about the fate of this organization.
  9. For me this is the best of all possible organizations for which to work.
- 

*Table 13*

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1. My values and those of the hotel are similar.
  2. I really care about the future of this hotel.
  3. I am proud to tell other that I work in this hotel.
  4. I am willing to put a great deal of effort beyond that normally expected in order to help the hotel to be successful.
  5. For me, this is the best of all possible organizations for which to work.
-

*Table 14*

- 
1. Frequency of thoughts of leaving
  2. Searching for another job
  3. Intention to quit
  4. Planning to quit
- 

*Table 15*

Paternalistic Leadership Scale

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FACTOR 1: Family atmosphere at work

1. Leader behaves like a family member (father/mother or elder brother/sister) towards his / her employees.
2. Supervisor provides advice to employees like a senior family member.
3. Supervisor creates a family environment in the workplace.
4. Supervisor feels responsible for employees as if they are his or her own children.
5. Supervisor protects employees from outside criticisms.

FACTOR 2: Individualized relationships

1. Places importance in establishing one-to-one relationship with every employee.
2. Places importance to knowing every employee in person (e.g. personal problems, family life etc.).
3. Shows emotional reactions, such as joy, sorrow, anger, in his or her relationships with employees.

4. Closely monitors the development and progress of his or her employees.

FACTOR 4: Loyalty expectation

1. Expects loyalty and deference in exchange for his or her care and nurturance.
2. Does not consider performance as the most important criterion while making a decision about employees (e.g. promotion, lay-off).
3. Places more importance to loyalty than performance in evaluating employees.

FACTOR 3: Involvement in employees' non-work lives

1. When demanded, my supervisor does not hesitate to take action in the name of his or her employees.
2. Supervisor is helpful employees with their non-work problems (e.g. housing, education of the children, health etc.) whenever they need it.
3. My supervisor does attend special events of employees, such as ceremonies, weddings, etc.
4. My supervisor acts when needed as a mediator whenever an employee has problem in his or her private life (e.g. marital problems).

FACTOR 5: Status hierarchy and authority

1. My supervisor is disciplinarian and nurturant, (sweet & bitter).
  2. My supervisor believes that she / he know what is best for his or her employees.
  3. My supervisor requests opinions of employees about work-related issues, but takes the last decision alone.
  4. My supervisor wants to control or to be informed about every work-related activity.
  5. Despite establishing close relationships with employees, keeps his or her distance.
-

**Questionnaire**

University of Stavanger Master Thesis Research

My name is Nicolae Dorian Stanesco, and I am currently conducting this research as a master student at the University of Stavanger. I am asking for your support by inviting you to participate in my survey, and by doing so, you add valuable data for this research project which focuses on immigrant background employees within the hospitality industry in Norway. The respondent’s identity will remain anonymous, and all the gathered data will be used only for research purposes

*Please indicate your agreement with the statements by placing a check in the corresponding box, or if be the case, write your answer on the dotted line:*

**Gender and Age**

<i>Gender</i>	<i>Male</i> <input type="checkbox"/>	<i>Female</i> <input type="checkbox"/>
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<i>What is your age?</i>	18-27 <input type="checkbox"/>	28-47 <input type="checkbox"/>	48-67 <input type="checkbox"/>
--------------------------	--------------------------------	--------------------------------	--------------------------------

**Educational Background**

<i>What is the highest degree or level of school you have completed?</i>	<i>Gymnasium, plus / or professional school.</i> <input type="checkbox"/>	<i>High school graduate, diploma or the equivalent.</i> <input type="checkbox"/>	<i>Bachelor’s degree.</i> <input type="checkbox"/>	<i>Master’s degree.</i> <input type="checkbox"/>	<i>Doctorate degree.</i> <input type="checkbox"/>
--	---	--	--	--	---

**Organizational Tenure**

<i>What is your current position at the hotel?</i>	<i>First level employee (non-management)</i> <input type="checkbox"/>	<i>Middle level employee (supervisor, assistant manager )</i> <input type="checkbox"/>	<i>Top level employee ( department manager, director)</i> <input type="checkbox"/>
--	---	--	--

**Employee origin**

<i>Geopolitical region of origin</i>	<i>Eastern Europe</i>	<i>Middle East</i>	<i>Asia (excluding Middle East)</i>	<i>Latin America</i>	<i>Northern Africa</i>	<i>Sub-Saharan Africa</i>	<i>Other</i>
	.....	.....	.....	.....	.....	.....	.....

**Encircle the corresponding number to your response by using the following scale:**

**1= Strongly Disagree    2= Disagree    3= Neither Agree or Disagree    4= Agree    5= Strongly Agree**

**Power-distance**

<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Agree or Disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>
--------------------------	-----------------	----------------------------------	--------------	-----------------------

<i>1. I should obey my leader without further questions.</i>	1	2	3	4	5
--	---	---	---	---	---

**Paternalism**

<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Agree or Disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>
--------------------------	-----------------	----------------------------------	--------------	-----------------------

<i>1. I place importance in establishing one-to-one relationship with my</i>	1	2	3	4	5
--	---	---	---	---	---

<i>supervisor.</i>					
1. <i>My supervisor behaves like a family member (father/mother or elder brother/sister) towards me.</i>	1	2	3	4	5

**Survey – part II**

<b><i>Self-Efficacy</i></b>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Agree or Disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>
1. <i>When facing difficult tasks, I am certain that I will accomplish them.</i>	1	2	3	4	5
2. <i>I feel I am overqualified for the job I am doing.</i>	1	2	3	4	5
3. <i>I am confident that I can perform effectively on many different tasks.</i>	1	2	3	4	5
4. <i>Compared to other people, I can do tasks very well.</i>	1	2	3	4	5
5. <i>I will be able to achieve most of the goals that I have set for myself</i>	1	2	3	4	5

***Job Performance***

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Agree or Disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>
--	--------------------------	-----------------	----------------------------------	--------------	-----------------------

6. <i>I know what should be provided for good customer service.</i>	1	2	3	4	5
---	---	---	---	---	---

7. <i>I am making progress in the quality of my work.</i>	1	2	3	4	5
---	---	---	---	---	---

8. <i>I am in top 10 best employees in this workplace.</i>	1	2	3	4	5
--	---	---	---	---	---

9. <i>I am developing new skills.</i>	1	2	3	4	5
---------------------------------------	---	---	---	---	---

***Job Satisfaction***

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Agree or Disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>
--	--------------------------	-----------------	----------------------------------	--------------	-----------------------

10. <i>I am satisfied with the hotel's policies.</i>	1	2	3	4	5
--	---	---	---	---	---



<i>11. I am overall satisfied with my job.</i>	1	2	3	4	5
--	---	---	---	---	---

<i>12. I am satisfied with my salary.</i>	1	2	3	4	5
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<i>13. I am satisfied with the work-relation of co-workers.</i>	1	2	3	4	5
---	---	---	---	---	---

<i>14. I am satisfied with the support I get from the managers.</i>	1	2	3	4	5
---	---	---	---	---	---

<i>15. I am satisfied with the promotion opportunities presented here</i>	1	2	3	4	5
---	---	---	---	---	---

***Loyalty towards the brand and organizational commitment***

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Agree or Disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>
<i>16. I truly care about the future of this hotel.</i>	1	2	3	4	5

<i>17. I promote this brand whenever I have the chance.</i>	1	2	3	4	5
---	---	---	---	---	---

<i>18. For me this is the best work place to be a part of.</i>	1	2	3	4	5
--	---	---	---	---	---

<i>19. My values are similar to those of this specific brand</i>	1	2	3	4	5
--	---	---	---	---	---

***Intention to leave***

<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Agree or Disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>
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<i>20. I frequently think about quitting this job.</i>	1	2	3	4	5
--	---	---	---	---	---

<i>21. I am on the verge of leaving this hotel.</i>	1	2	3	4	5
---	---	---	---	---	---

<i>22. I am intending to search for another job.</i>	1	2	3	4	5
--	---	---	---	---	---

## Appendix 2 – SPSS

### Descriptive statistics

Table 16

*Gender*

		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	male	46	46.5	46.9	46.9
	female	52	52.5	53.1	100.0
	Total	98	99.0	100.0	
Missin g	Syste m	1	1.0		
Total		99	100.0		

Table 17

*Age Category*

		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	18 to 27	34	34.3	34.7	34.7
	28 to 47	57	57.6	58.2	92.9
	48 to 67	7	7.1	7.1	100.0
	Total	98	99.0	100.0	
Missin g	System	1	1.0		
Total		99	100.0		

Table 18

*Geopolitical region of origin*

		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	Eastern Europe	41	41.4	41.8	41.8
	Middle East	6	6.1	6.1	48.0
	Asia (excluding Middle East)	20	20.2	20.4	68.4
	Latin America	11	11.1	11.2	79.6
	Northern Africa	5	5.1	5.1	84.7
	Sub-Saharan Africa	4	4.0	4.1	88.8
	Other region	11	11.1	11.2	100.0

	Total	98	99.0	100.0
Missing	System	1	1.0	
Total		99	100.0	

*Table 19*  
*Educational background*

		Frequency	Percent	Valid Percent	Cumulative Percent
	gymnasium / professional school	30	30.3	30.6	30.6
Valid	high school or equivalent	39	39.4	39.8	70.4
	bachelor's degree	24	24.2	24.5	94.9
	master's degree	5	5.1	5.1	100.0
	Total	98	99.0	100.0	
Missing	System	1	1.0		
Total		99	100.0		

*Table 20*  
*Organizational tenure*

		Frequency	Percent	Valid Percent	Cumulative Percent
	first level employee (non-managent)	80	80.8	81.6	81.6
Valid	middle level employee (supervisor, assistant manager)	12	12.1	12.2	93.9
	top level employee (department manager, director)	6	6.1	6.1	100.0
	Total	98	99.0	100.0	

Missing	System	1	1.0
Total		99	100.0

### Reliability and Validity:

#### Intention to leave - Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.854	.855	3

#### Loyalty and O.C.- Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.778	.778	4

#### Job satisfaction - Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.797	.803	6

#### Job performance - Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.801	.801	4

#### Self-efficacy - Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.776	.774	5

#### Paternalism& Power-distance

##### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.805	.808	3

### Factor Analysis

*KMO and Bartlett's Test*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.787
Bartlett's Test of Sphericity	Approx. Chi-Square	905.547
	Df	231
	Sig.	.000

*Total Variance Explained*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	5.814	26.426	26.426	5.814	26.426	26.426	3.992
2	3.166	14.392	40.817	3.166	14.392	40.817	2.871
3	1.847	8.396	49.214	1.847	8.396	49.214	3.195
4	1.504	6.839	56.052	1.504	6.839	56.052	3.664
5	1.371	6.230	62.283	1.371	6.230	62.283	3.106
6	.979	4.448	66.731				
7	.897	4.079	70.811				
8	.811	3.688	74.498				
9	.727	3.305	77.804				
10	.605	2.752	80.556				
11	.586	2.662	83.218				
12	.576	2.619	85.837				
13	.501	2.277	88.114				
14	.430	1.957	90.071				
15	.396	1.799	91.870				
16	.339	1.539	93.410				
17	.331	1.507	94.916				
18	.275	1.251	96.167				
19	.236	1.073	97.240				
20	.232	1.056	98.296				
21	.204	.929	99.225				
22	.170	.775	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

*Pattern Matrix<sup>a</sup>*

	<i>Component</i>				
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
self-efficacy 1		.684			
self-efficacy 2		.635			
self-efficacy 3		.818			
self-efficacy 4		.711			
self-efficacy 5		.694			
job performance 1			.713		
job performance 2			.835		
job performance 3			.720		
job performance 4			.802		
job satisfaction 1				.658	
job satisfaction 2				.664	
job satisfaction 3				.744	
job satisfaction 4				.720	
job satisfaction 5	.419			.559	
job satisfaction 6	.641				
loyalty towards the brand and organizational commitment 1	.700				
loyalty towards the brand and organizational commitment 2	.701				

loyalty towards the brand and organizational commitment 3	.634	
loyalty towards the brand and organizational commitment 4	.668	
intention to leave 1		.694
intention to leave 2		.849
intention to leave 3		.881

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 10 iterations.

### Regression analysis

#### ANOVA 1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.897	1	26.897	6.585	.012 <sup>b</sup>
	Residual	392.134	96	4.085		
	Total	419.031	97			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Self-efficacy

#### ANOVA 2

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.961	1	.961	.073	.788 <sup>b</sup>
	Residual	1264.886	96	13.176		
	Total	1265.847	97			

a. Dependent Variable: Job Satisfaction



b. Predictors: (Constant), Self-efficacy

**ANOVA 3**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.049	1	18.049	2.760	.100 <sup>b</sup>
	Residual	627.787	96	6.539		
	Total	645.837	97			

a. Dependent Variable: Loyalty and Org. Commitment

b. Predictors: (Constant), Self-efficacy

**ANOVA 4**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	193.219	3	64.406	11.729	.000 <sup>b</sup>
	Residual	516.169	94	5.491		
	Total	709.388	97			

a. Dependent Variable: Intention to leave

b. Predictors: (Constant), Loyalty and Org. Commitment, Job Performance, Job Satisfaction

**ANOVA 5**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.545	6	14.091	2.729	.018 <sup>b</sup>
	Residual	469.945	91	5.164		
	Total	554.490	97			

a. Dependent Variable: Self-efficacy

b. Predictors: (Constant), immigrant\_background, organizational tenure, educational background, gender, age category, geopolitical region of origin