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Relationships between Cultural Diversity, Social Inclusion, Job Satisfaction and General well – being.

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Abstract

Diversity management is an important and yet still unexplored phenomenon in our modern world. Number of researchers have examined this phenomenon in different studies, finding out the advantages and disadvantages that diverse workforce bring into the workplace. However, there is no one agreed upon opinion, whether diversity should be encouraged or avoided. Consequently, this study is designed to examine the existence (and the extent of the existence) of the relationships between ethnic diversity, therefore cultural differences, and employees perceived social inclusion to the work place. Moreover, the relationships between the social inclusion and job satisfaction and psychological employees well - being have been examined and analyzed as well. A quantitative survey approach has been used and the sample of 106 employees of diverse working positions, within the International Hotel Chains of Stavanger, Norway have been collected and evaluated. Consequently, no empirical evidence supporting the hypothesis that the relationship between the cultural differences employees experience and perceived social inclusion have been identified. However, the relationships between the perceived social inclusion and employees general well – being have been confirmed. In addition, the speculations about the results and limitations of the study have been identified and discussed.

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Foreword

Diversity issues have always been one of the topics that interested me the most, as I myself, have been an international student over the last five years in three different locations. Which help me to notice the different patterns, most of emigrant employees face while working in foreign countries that might lead to social exclusion and dissatisfaction with the job and the overall life quality. In addition, hospitality industry and international hotel chains in particular, have always been a passion of mine, as they are one of the industries, which tend to embrace the cultural diversity on a grand - scale. This study has been a great opportunity to combine the topics I believe need more awareness, as well as an interesting challenge that I am glad to overcome.

Furthermore, I would like to point out how grateful I am to my advisor Elisabeth Lind Melbye. Thank you for always being there to help me out, when I felt stressed and confused. Also thank you for all the time you invested in my study and me. Moreover, I want to thank the academic staff of NHS and all the respondents, who decided to participate in this research.

Finally, biggest thank you goes to my family and friends for the limitless love and support.

1. Introduction

1.1. Defining tourism

One of the ways to define tourism is as "all the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business or other purposes" (Holloway & Taylor, 2006, p. 8). Besides that, it is possible to claim, that tourism is not only physical, but also a psychological experience, as tourists do not only travel from one destination to other, but also spend time planning the trip, anticipating it and recalling the experience, long after the trip is over. Furthermore, it is worth mentioning that any tourism product has couple of very specific characteristics: (1) tourism product is a service, rather than tangible good. Which consequently means, that customers cannot try out the product, before purchasing it, so different people might react to the same tourism attractions/ provided service in distinctive manners. (2) Tourism products are not homogeneous products and therefore, they change under circumstances. E.g., same person might enjoy holidays at the seaside one time, but second time he/she might end up disappointed due to rainy weather (Holloway & Taylor, 2006).

Moreover, tourism also plays an important role in global economics. Tourism overall is a human activity "which arises from the economic circumstances" (Holloway & Taylor, 2006, p. 91). Economical impact of tourism is noticeable all over the world. Tourism is especially crucial for the developing countries, not only because tourists spend money at the destination, but also because it creates new work places. According to The World Travel & Tourism Council (WTTC), tourism generated 6.7 trillion Euros (10% of global GDP) and 277 million jobs (1 in

11) for the global economy in 2014 (WTTC, 2015). Also, over the years tourism has experienced consistent growth, according to the statistics provided by World Tourism Organization (UNWTO) during the year 2014 tourism increased by 4.4% and reached 1.135 million tourists that crossed international borders (UNWTO, 2015).

1.2. Hospitality Industry

Hospitality Industry or Hotel and Catering industry is a "collective term used for firms and establishments providing accommodation, food and drink away from home for payment, variously defined for particular purposes in various countries" (Medlik, 2012, p. 131). Even though the hospitality industry takes up an important part of tourism industry, it still must compete with non – commercial hospitality supply, such as VFR (visiting friends and relatives), tourist's personal camping equipment, second homes abroad, couch-surfing and etc.) (Holloway & Taylor, 2006). Term "Hospitality Industry" is rather flexible and contains a number of different types of accommodation, some of which are presented in Figure no.1. Anyhow, one of the most common and well-recognized type of accommodation for the tourists is hotels. Hotels are being defined as "establishment having five of more bedrooms, not identified as guesthouse or
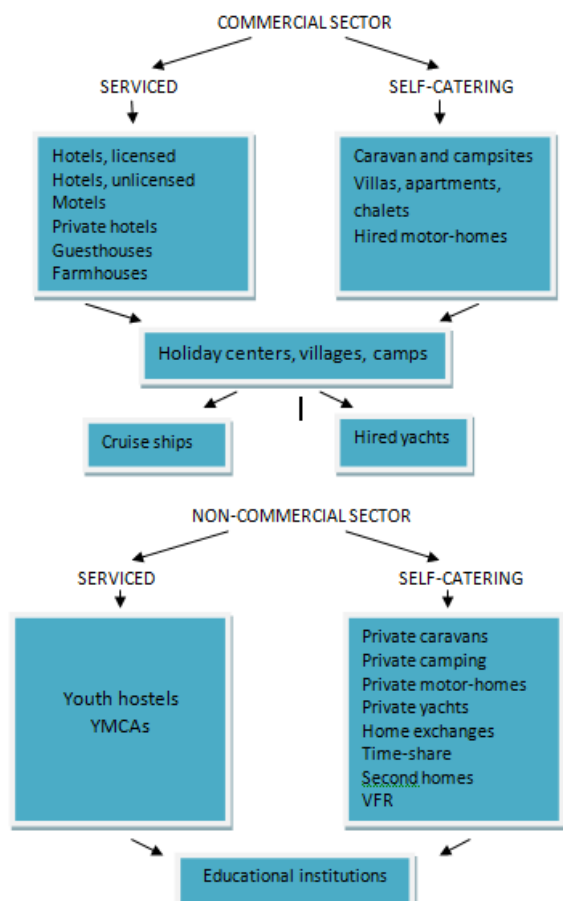

Figure no.1
The structure of tourist accommodation
(Holloway & Taylor, 2006)

boarding house and not listed as providing bed – and – breakfast accommodation only" (Holloway & Taylor, 2006, p. 273). Furthermore, hotel product consists of five main characteristics: (1) location, (2) facilities, (3) image, (4) provided service and (5) price. The main good (room to rent) provided by the hotel is of a perishable nature, meaning that it is not possible in any way to storage not rented out room, for the time when the demand is higher. Consequently, hotels, as well as, hospitality industry overall are very sensitive towards high and low demand seasons.

Within this paper, the main concentration will be given to the commercial hotel chains. There are several reasons to do so: (1) Commercial hotel chains tend to have higher funds and advertise more extensively, which consequently, leads to them needed and attracting bigger amount of workforce. (2) They are more interested in employing people with different ethnical backgrounds. Hotel chains "tend to diversify their brands by price and image to appeal to a wide variety of markets" (Holloway & Taylor, 2006, p. 274). Therefore, they have more to gain, by creating pleasant environment for diverse employees. (3) There are three major commercial hotel chains (Radisson Blu hotesl, Nordic Choice hotels, Scandic hotels), with numerous of hotels situated in Stavanger.

1.3. Globalization

To begin with, globalization is a well-known phenomenon, which can be defined as "expansion and intensification of social relations and consciousness across world – time and world – space" (Herting, 2012, p. 9). It can be argued that globalization started to develop as early as 15th century. The advancements in technology, creating easier ways for people to travel, international

mobility, global communication, economic liberation as well as laws and legislations, providing people with possibility to cross borders in an effortless manner are the main forces that drive globalization (Naím, 2009). Moreover, globalization is a phenomenon which covers a number of important dimensions: "economic, political, ecological and ideological" (Herting, 2012, p. 9). However, it is important to point out, that globalization also highly affects culture and local identity construction. "Cultural flows (e.g. through migration) are a contingent of globalization that lead to a dynamic engagement between different cultures and to the fundamental transformation of affected locales" (Cornelissen, 2005, p. 28).

When looking at the globalization and tourism phenomenon together, it is possible to notice that "tourism is both an outcome of globalization and a driving force of intensified global interaction" (Cornelissen, 2005, p. 28). Moreover, it is important to discuss one of the essential outcomes of globalization − franchising. Franchising can be explained as an agreement between two parts (franchisor and franchisee), where "franchisor gives the franchisee the right to use the chain's brand name and to access it's marketing tools, organizational routines, and operating manuals at a specific location. In return franchisor receives initial fixed fee and subsequent royalties based on outlets' sales, while the franchisee keeps the remaining outlet profits" (Mendelsohn, 2004, p. 148). Franchising puts most popular hotel chains (Choice, Hilton, Best Western and etc.) in the position to have a "commanding share of the global resort market" (Cornelissen, 2005, p. 32) and helps to strengthen their global position. Consequently, the impact created by franchising is also rather obvious, as it is one of the reasons for the increased international companies, which "must cope with diverse cross − cultural employees, customers, suppliers and competitors" (Javidan, Dorfman, De Luque, & House, 2006, p. 67). As well as, encourage to perceive globalization as a

form of "de-territorialization in which the flaws of the capital commodities and people are less confined within the boundaries of nation states" (Meethan, 2005, p. 167).

1.4. Diversity within Norway

Consequently, it is possible to come to the conclusion that globalization is one of the main reasons for increased level of diverse workforce. Moreover, the diversity topic and its impacts nowadays are relevant worldwide, Norway not being an exception. Since 1970 the net migration within Norway became positive and started to escalate gradually, increasing the number of Norwegian population by 0,8% in the year of 2010 (Cappelen & Skjerpen, 2012). There are a number of migration policies within Norway, that alleviate the process for immigrants to come to the country and stay in order to work or study. To mention a few: (1) Free access to the citizens of other Nordic countries since 1957. (2) Norway is a part of European Economic Area (EEA), which makes it a part of the European labor market. (3) Liberalization related to Genovaconvention and to the refugees in general, (4) Residence for asylum seekers, (5) Easier access for people with specialist competence (Cappelen & Skjerpen, 2012, p. 11) and etc. Consequently, current Norwegian population is 5 205 434 residents, excluding asylum seekers (StatisticsNorway, 2015) At the beginning of 2015, there were registered 669 400 immigrants (from 222 different countries) and 135 600 Norwegian-born to immigrant parents in Norway, which makes up 15,6% of total population (StatisticsNorway, 2015b). Furthermore, the biggest number of immigrants arriving to Norway is from following countries: Poland, Lithuania and Sweden. The biggest amount of Norwegian – born to immigrant parents is from Pakistan (Figure no.2). Important factors such as geography, ethnicity and political boundaries create the
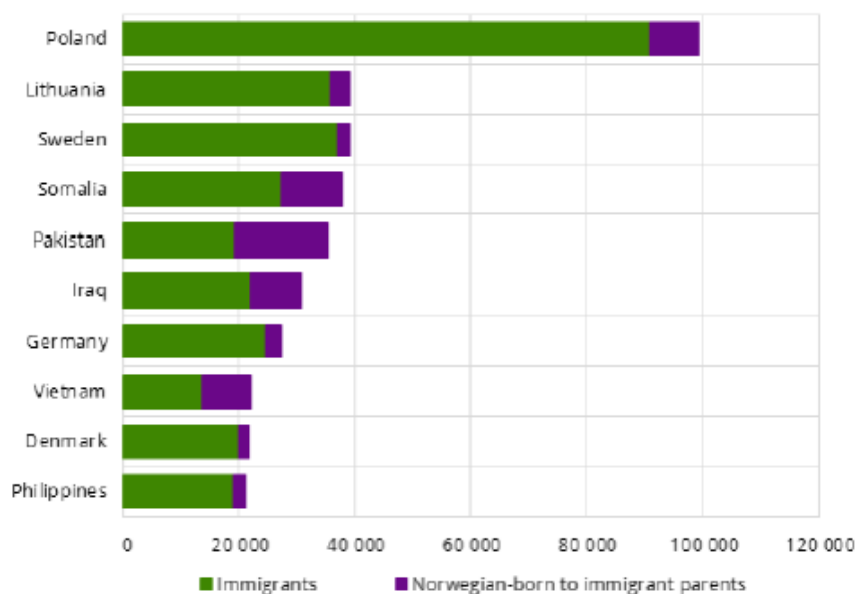
Figure no. 2
Immigrants and Norwegian-born to immigrant parents, by country background. The ten largest groups, 1 January 2015

Source: (StatisticsNorway, 2015b)

differences among people (House, Javidan, Hanges, & Dorfman, 2002). Therefore, it is possible to claim that the people coming from different countries, also have different cultural backgrounds, political and religious beliefs, understanding of work ethics and etc. Which, to sum up, might lead to differences immigrants and natives might face at work, concerning social inclusion, job satisfaction and psychological well – being.

2. Literature Review

2.1. Theoretical overview

2.1.1. Diversity

Diversity management has a number of definitions and each of them concentrates on the different aspects of diversity itself. Probably one of the most common ways of defining diversity is as a phenomenon which includes "differences derived not only from ethnicity and gender, but

also based on differences in function, nationality, ability, religion, lifestyle or tenure" (Michàlle E.M. Barak, 2013, p. 128). As it was mentioned before, the diversity phenomenon is rather new, as attention given to it, started to increase only in 20th century (House et al., 2002). Consequently, it is possible to claim that the diversity field is relatively new, and while significant, still under-explored. Several reasons, explaining lack of researches made of diversity phenomenon within actual organizations, can be pointed out: (1) diversity raises sensitive and difficult topics, (2) many organizations are hesitant to provide necessary information and data, and (3) the phenomenon is very complex, therefore it is rather challenging to put it in a frame (Kochan et al., 2003).

Furthermore, researchers tend to disagree whether diversity within work place brings more advantages or disadvantages. One of the most popular hypothesis declared in favor of diversity is "that diverse workforce will increase organizational performance" (Kochan et al., 2003, p. 3). Other important aspects, encouraging diversity are: (1) different employees will bring different ideas, specific talents to their tasks, they will be more creative and innovative, (2) diverse employees will help to understand the customers better, as customers are as diverse as the company should strive to be (Kochan et al., 2003). And even though these hypotheses seem logical, there are not many empirical evidence that could prove these theories. On the other hand, some researchers (Jehn, Northcraft, & Neale, 1999; O'Reilly III, Williams, & Barsade, 1998) suggest that diversity can be the cause of the increased conflict situations, as well as higher number of employees turnover (Kochan et al., 2003). All in all, it is possible to conclude that diversity itself it is not a positive or negative phenomenon, which can be generalized (Webber & Donahue, 2001). Whether diversity will be harmful or helpful, also depends on how it is being applied by the management and perceived by the employees (Pitts, 2009).

Moreover, most of the researches done until now (Michàl E.M. Barak & Levin, 2002; House et al., 2002; Kochan et al., 2003; Pitts, 2009; Webber & Donahue, 2001) have concentrated on linking diversity with work performance, job satisfaction and managerial or leadership styles.

2.1.2. Ethnic diversity – Culture

Ethnicity and therefore ethnic diversity is a collective phenomenon that covers several characteristics, which people of the same ethnic groups have in common – distinctive culture, language, religion (Isajiw, 1993). For this particular research culture has been chosen, as the most relevant characteristic of Ethnic Diversity, which has the highest impact on the perceived inclusion. The concept of culture is a complex phenomenon and it can be defined from mass of different perspectives: historical, psychological, structural, genetic and etc. (Smith & Riley, 2011). Anyhow, within this paper, the definition of Culture, proposed by GLOBE (Global Leadership and Organizational Behavior Effectiveness) social scientist is being used. Culture is a set of "shared values, motives, believes, identities, and interpretations or meanings of significant events that result from common experiences of members of collectives and are transmitted across age generations" (House et al., 2002, p. 5). Moreover, the research of culture within the field of social sciences is important, as it provides a better understanding of how the same theories might work or not within the different cultural settings (House et al., 2002).

Furthermore, there is a high level of correlation between the tourism and culture phenomenon. "Tourism is a cultural affair, deeply locked into the changing nature and patterns of interaction, conduct and regulation within different societies" (Cornelissen, 2005, p. 28). When talking about tourism, it is possible to claim that specificities of different places and unique cultural aspects are being reinforced, rather than diminished, as "the search for something different" is one of the

main reasons encouraging people to travel (Mendelsohn, 2004). Anyhow, while different social characteristics and culture trends are being celebrated as a way to attract visitors to specific destinations, same differences can become a serious complication in diverse working environment. Consequently, Kochan et al. (2003) in his research claimed that diversity influences work performance, he has also found out both negative and positive effects, which diversity has on the aspects, such as employees' communication, conflicts, cohesion and creativity. Moreover, it is proven that different diversity attributes (e.g. level of education, highly influences top management), influence task performance, division into the social groups and communication processes (Webber & Donahue, 2001). Also, Michàl E.M. Barak and Levin (2002) have claimed and proven their hypothesis that social exclusion plays a critical role in the lack of opportunities employee gets, especially within today's diverse workforce. Consequently, it is possible to assume that there is a correlation between employees' cultural identity and his/her social inclusion.

2.1.3. Social Inclusion

Sense of inclusion is a rather important aspect of any part of one's life. Within this paper, main concentration will be given to the employees' inclusion to his/her work place, as well as social inclusion (how well does one interact with the co-workers). Looking from the standpoint of psychology, any individual, does have a need to find his/her position within the group or organization that helps to create a group identity, which does ease the process of communication within the group or among different groups. Therefore social inclusion is worth discussing as "perceptions of inclusion or exclusion are a form of ongoing personal evaluation" (Michàl E.M. Barak & Levin, 2002, p. 135). Moreover, Sociologist Abraham Harold Maslow already in 1943
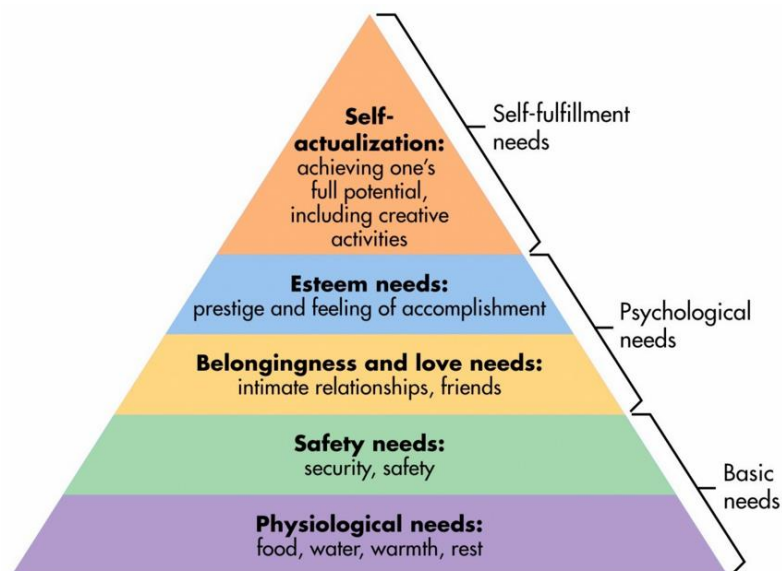
Figure no.3   *Maslow Hierarchy of Needs*
(Brooks, 2009, p. 88)

introduced a Hierarchy of Needs theory. To explain shortly, this theory divides human needs in five main categories (Figure no.3) and proposes the idea that "basic requirements are pursued at all costs until that need has been satisfied" (Brooks, 2009, p. 88) and only after satisfying a particular level of needs, person

can move a level up and start fulfilling more complex needs. This theory is still being used widely nowadays, despite the fact that it was heavily criticized, for the lack of empirical evidence connecting these five needs and persons working environment (one does not necessarily have to fulfill his psychological or self-fulfillment needs at work, he/she can do that elsewhere in their personal life) (Brooks, 2009). However, in average a full time employee tend to spend at least 40 hours a week at work. Consequently, it is logical to assume that a person, who finds a common language with his employer manages to combine his career with his social life (by combining his regular social circle, with the one gained at work) and believes to be a vital part of organization, will have a higher self-esteem.

Moreover, studies suggest that employees level of perceived inclusion does directly correlate with employees' job satisfaction (Michàl E.M. Barak & Levin, 2002; Lawler III, 1993) and general well – being (Michàl E.M. Barak & Levin, 2002; Greenglass, Fiksenbaum, & Burke, 1996; Leary & Downs, 1995).

2.1.4. Job satisfaction

Job satisfaction can be defined as "the degree to which employees have a positive affective orientation toward employment by the organization" (Michàl E.M. Barak & Levin, 2002, p. 137). Job satisfaction is an important factor to investigate, as satisfied employees tend to be more productive, they show bigger commitment, by being organizations ambassadors and spreading a positive word of mouth, also, they have much lower level of withdrawal intentions (Saari & Judge, 2004; Spector, 1985).

In order to keep employees satisfied it is important to create a positive and pleasant working environment, which would motivate employees to spend more time at work and be more enthusiastic about the job they are doing. Frederick Herzberg propose to analyze employees' satisfaction and the level of their motivation, by using a Two – Factor theory (Figure no.4). This theory looks at two separate dimensions with separate attributes: (1) Hygiene Factors and (2) Motivators, which contribute to an employees behavior at work (Daft, 2014). The hygiene factors (such as pleasant

Figure no.4
Two – Factor theory
(Daft, 2014, p. 205)

working conditions, security, satisfactory salary paid on time, etc.) are simply either present or absent from working environment. Consequently, poor hygiene factors will result in dissatisfied employees. However, while "good hygiene factors remove dissatisfaction, but they do not in themselves cause people to become highly satisfied" (Daft, 2014, p. 205). Therefore, the set of Motivating factors (recognition, personal growth, ability to participate in the decision making process, when it directly affects ones' working position) are also introduced within this theory, as these are the ones who does influence job satisfaction. To conclude, satisfied employees will not only feel valued and important, but also are motivated to go an extra mile, which increase the level of satisfied customers.

2.1.5. General well – being

Employees well – being can be defined as a "state characterized by good mental health and positive feelings overall" (Michàl E.M. Barak & Levin, 2002, p. 138). Moreover, there are three main characteristics, which can be used as identifiers for ones' well – being: (1) well – being is a phenomenological event (people are feeling happy, when they subjectively believe that they are happy). (2) well – being involves a number of emotional conditions, psychologically well people tend to experience more positive than negative emotions. (3) well – being is concentrated on a persons' life as a whole, therefore, difficulties in the private life might affect the professional life and vice versa (Wright & Cropanzano, 2000). Furthermore, there are number of reasons why employee might experience reduced psychological well-being: lack of participation in the decision making process, exclusion from the surrounding social environment, stress, strain, excessive workload etc. Consequently, it can be claimed that decreased well – being might lead

to "maladaptive behavior, depression or substance abuse" (Michàl E.M. Barak & Levin, 2002, p. 139).

2.2. Problem Statement

The main aim of this thesis is to analyze how does ethnic diversity influence employee's perceived inclusion to the organization, as well as, how the social inclusion impacts job satisfaction and one's general well – being (Figure no.5).
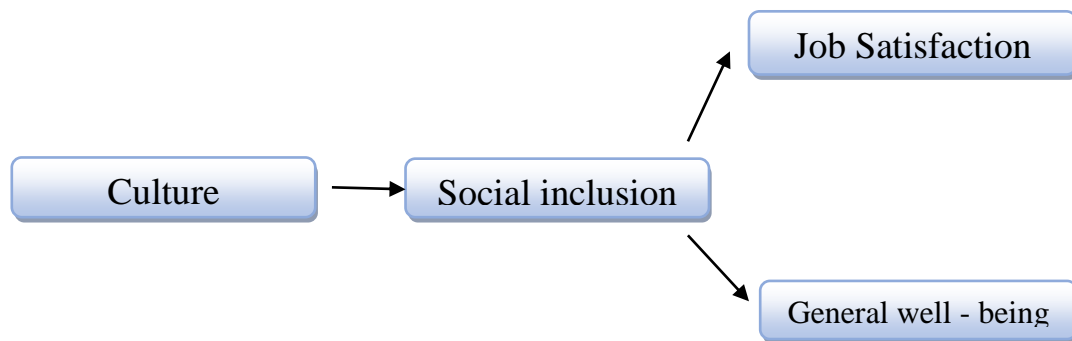
Figure no.5
Proposed model

In order to explore the observations introduced in the purpose of the study, three hypotheses (statements of prediction) were created and researched:

Hypothesis no.1 (H1) – The level of perceived inclusion to the organization is influenced by the cultural differences experienced by the employees.

Hypothesis no.2 (H2) - Low perceived inclusion to the organization negatively impacts employees job satisfaction.

Hypothesis no.3 (H3) – Low perceived inclusion to the organization negatively impacts employees general (psychological) well-being.

3. Methodology

3.1. Research Design

"Research design provides a framework for the collection and analysis of data. A choice of research design reflects decisions about the priority being given to a range of dimensions of the research process" (Bryman, 2015, p. 29). For this particular study, descriptive research design, with causal elements has been adapted. Researches done using descriptive design are known for not manipulating the environment that is being studied. The main aim of descriptive studies is to analyze behavior, attitudes and other characteristics of a particular group.

Furthermore, this particular study is of a cross – sectional nature. Cross – sectional design "entails the collection of data on more than one case and at a single point in time in order to collect a body of quantitative data in connection with two or more variables, which are then examined to detect patterns of association" (Bryman, 2015, p. 41). This type of researches are often being identified with the survey research, where a pattern of relationship between the variables is being described, rather than causation analyzed (Frankfort-Nachmias & Nachmias, 2000). Nevertheless, it is important to mention, that even though it is not the main aim of this study, based on the previous researches, it is possible to predict causal relationships, between the four concepts proposed and introduced in the Problem Statement.

3.2. Sample

Population is the "aggregate of all cases that conform to some designated set of specifications" (Frankfort-Nachmias & Nachmias, 2000, p. 163). Population chosen in this study covers all the employees working in the international (or Nordic) hotel chains situated in Stavanger, Norway. As the study is concentrated on the diversity aspects, the employees can and should be of different gender, age, nationality, working position and level of education.

However, it is impossible to collect the data from all the individuals, who are enclosed by research problem, as it would be extremely impractical or even impossible. Therefore, it was decided to collect information just from the representative sample, which would consequently allow to do empirically supported generalizations. Convenience sample has been chosen, as it usually generates a good response rate (Bryman, 2015). Furthermore, it is well known that larger sample size helps to reduce the sampling error, therefore, the primary idea was to collect answers from 150 or more respondents.

However, the constraints of time have to be taken into consideration. This consequently led to a reduced response rate. In total 109 questionnaires were filled in, out of which, three were unusable and therefore, not taken into consideration for the future analysis. Out of 106 respondents, 62% were females. The age varied between 16 and 39, largest age group being 23 – 27 year olds, which take up 46% of all the respondents. In total people of 23 different nationalities have been registered (Table no.1), however, nearly half of them (42%) were Norwegians. Second biggest group being Lithuanians (11%) and third being Swedish (8%). 11 out of 23 countries had only one representative among the respondents. Consequently, while majority of the respondents are native speakers, 18% of the foreigners have evaluated their

knowledge of Norwegian language as "Intermediate" (able to understand and follow the conversation on the regularly encounter matters). 16% as "Novice" (basic knowledge of common expressions and every day phrases) and 15% as "Fluent" (able to express themselves spontaneously and precisely, understanding with ease everything heard and written). Moreover, out of the total amount of foreigners, 31% have been living in Norway for 2 years and 16% have been living in Norway for 3 years.

Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Albanian	1	.9	.9	.9
	American	2	1.9	1.9	2.8
	Belarussian	1	.9	.9	3.8
	Columbian	1	.9	.9	4.7
	Danish	2	1.9	1.9	6.6
	Ecuador	1	.9	.9	7.5
	Finish	4	3.8	3.8	11.3
	Greek	3	2.8	2.8	14.2
	Hungarian	1	.9	.9	15.1
	Italian	1	.9	.9	16.0
	Latvian	1	.9	.9	17.0
	Lithuanian	12	11.3	11.3	28.3
	Nigerian	4	3.8	3.8	32.1
	Norwegian	44	41.5	41.5	73.6
	Not specified	4	3.8	3.8	77.4
	Polish	5	4.7	4.7	82.1
	Romanian	3	2.8	2.8	84.9
	Russian	2	1.9	1.9	86.8
	Serbian	1	.9	.9	87.7
	Slovak	2	1.9	1.9	89.6
	South Korea	1	.9	.9	90.6
	Spanish	1	.9	.9	91.5
	Swedish	8	7.5	7.5	99.1
	Ugandan	1	.9	.9	100.0
	Total	106	100.0	100.0	

Table no.1   *Nationality*

Furthermore, the respondents, working within the hospitality industry are highly educated, 41% of them have Bachelor degree, 31% Master degree and 27% have upper secondary level education. Nevertheless, it is not possible to claim that the respondents have an education within the hospitality field, as this question was not included in the questionnaire. In addition, the amount respondents' work in average during a week varies highly, starting with 2 hours and rising up to 50 hours per week. However, most of the respondents showed the tendencies to work either 40 hours per week (8,5%), 30 hours per week (7,5%) or 20 hours per week (6,6%). Lastly, majority of the respondents work either as the receptionist of as a waiter/waitress (26% each), third most common department being House – keeping (9%).

3.3. Data Collection

Quantitative research has been done in order to collect the data for this study. Quantitative research is a way to perform the analysis, where hypothesis is deducted from the theory and tested, by generating numeric data (Bryman, 2015). It is mainly being used to quantify defined variables, such as opinions, behavior, attitudes and to generalize collected results to the population. Furthermore, there are number of methods used to perform quantitative research: online/personal surveys, systematic observations, online poles, telephone interviews etc.

Data for this research was collected using self - administer survey method – questionnaires (The questionnaire and the shortenings of all the items, can be find in the Appendix no.1 and no.2). There are few important advantages, which were taken into consideration when choosing questionnaires to collect the needed information (Frankfort-Nachmias & Nachmias, 2000): (1) It is less time consuming than most of other data collection methods – both for the researcher and for the respondent. As well as it is rather flexible, as both parts do not have to meet. (2)

Reduction of biasing error – in a case where researcher and respondent never meet (opposite than during the interviews) both of them are less likely to be influenced by personal characteristics. (3) Greater anonymity - which is an important factor in social science researches, when the sensitive topics (such as relationship with management, turnover intentions, social inclusion issues, etc.) are being taken into consideration. "A participant is considered anonymous when the researcher or other persons cannot identify any specific bit of information with a particular participant" (Frankfort-Nachmias & Nachmias, 2000, p. 78). Therefore, the questionnaire survey was created in a manner, where no names or titles of the hotels were asked, as well as it was produced and distributed only in paper copies, so the respondents could not be identified via their IP addresses.

However, an important disadvantage of impersonal survey method also has to be identified and taken into consideration: impersonal questionnaires tend to generate a low response rate. Besides that, non-respondents are often different from the people who respond the questionnaire. For example, group of poorly educated people, who might not have enough knowledge of English language, to understand all the questions asked. Therefore, even if they have different opinion, than the majority of respondents, their impression will not be taken into consideration, which will consequently introduce bias into the study (Frankfort-Nachmias & Nachmias, 2000).

The data collection process was conducted in three following steps:

Step no.1: The questionnaire survey was created and two pre – tests were conducted. The pre – tests were made in order to determine the effectiveness of the survey, identify strengths and weaknesses concerning format, order and wording, as well as to establish unclear questions, which might lead to biased answers.

First pre – test was conducted with the help of three professionals in the fields of "Social Research Methods" and "Diversity management". The pre – test concluded that (1) personal statement, introducing the questionnaire to the respondent has to be revised and changed, because it could be misread and misunderstood. (2) Pre – classification of open – ended survey questions was advised, to make the data analysis process easier. (3) Personal referent (I think, I agree, in my personal opinion) should be added to a number of questions or to the informational statement, to ensure respondents answer what they think instead of what is generally acceptable. (4) Questions "Inequalities among employees should be expected" and "I communicate with my co – workers outside the workplace" were identified as the most likely to be misread and therefore were rephrased, to avoid biased answers.

Second pre – test was done by interviewing 10 people from the selected target population. In order to increase the variety of feedback, people selected for the pre – test were of different gender, different age, level of education and nationality. The only uniting factor was that they all work in the hotels that belongs to the international hotel chains, situated in Stavanger. Pre – test results showed no relevant issues, that required to be changed, yet it suggested couple of interesting reflections: (1) Second part of the questionnaire, concentrated on respondents cultural differences is rather difficult to follow and might be more challenging to understand for the people who have less than average understanding of English language. (2) Fifth part of the questionnaire, concentrated on psychological well – being, to some, might seem too invasive and consequently, make respondents feel defensive and guarded.

Step no.2: The hotels who met these two requirements: (1) are a part of international (or Nordic) hotel chain and (2) are situated in Stavanger, Norway, were suggested to participate in the research. Consequently, the managers of 13 hotels (Comfort hotel Stavanger; Thon hotel

Maritim; Radisson Blu Royal; Radisson Blu Atlantic; Scandic Stavanger City; Park Inn; Scandic Stavanger Park; Comfort hotel Square; Scandic Forum; Clarion collection hotel Skagenbrygge; Clarion hotel Energy; Clarion hotel Stavanger; Scandic Stavanger Forus) were contacted via e-mail. The main reason of contacting the hotel managers was to ask/get an official consent to conduct the research, using their employees as respondents. Five of the hotels agreed to participate.

Step no.3: A total of 20 - 30 questionnaires were distributed to each of 5 hotels and left in personnel rooms, where employees from different departments could easily reach it. The decision to leave the questionnaires in the hotels was based on two main reasons: (1) Provide enough time for the respondents to answer, without disturbing their work. (2) Ensure respondents anonymity.

3.4. Measures

To make the data collection and processing easier, the questionnaire survey (Appendix no.1), in advance, was divided in five main sections. (1) First section covers respondents personal information (such as age, gender, nationality, level of education, work position etc.) and uses Multiple Choice questions and Open – Ended questions. (2) Questions asked in second section of the questionnaire are concentrated on respondents cultural aspects. (3) Third section covers the items which help to identify whether the respondent feels included or excluded socially at his/her workplace. (4) Fourth section is made to examine respondents' satisfaction with their job, as well

as justice perception. (5) Last, fifth section focuses on employees general (psychological) well –
being. All the questions used in the 2nd to 5th sections are being asked using 1-7 likert scale.

In order to increase Validity and Reliability of this work, nearly all of the items of the
questionnaire, which was used to measure the concepts, introduced within the model, were taken
from previous research and approved theories.

3.4.1. Measures of Culture

For Culture measurements, very well-known Hofstade'sFour – dimensional model combined
with the cultural dimensions proposed by GLOBE studies was used. Hofstede firstly released his
theory in 1970 and since then he became "one of the most – cited authors in social
science"(Chudzikowski, Fink, Mayrhofer, Minkov, & Hofstede, 2011, p. 11). Anyhow, there are
people who might perceive Hofstede's ideas outdated in the fast changing modern society.
Therefore, while GLOBE studies have accepted Hofstede's proposed dimensions, due to the lack
of face validity (Chudzikowski et al., 2011), GLOBE started doing more excessive research to
the same topic. Consequently, some of the dimensions, proposed by Hofstede and by GLOBE
are researching the same aspects of cultural differences (Table no.2). Therefore, both of the

Hofstede's cultural dimensions	GLOBE cultural dimensions
Power distance	Power distance
Individualism vs. Collectivism	Institutional Collectivism
Long term vs. Short term orientation	Future orientation
	Performance orientation

Table no.2

theories, were taken into consideration, when electing the culture measurements for the survey questionnaire.

Items "*Employees should be expected to obey their managers without question*", "*Managers should encourage groups' loyalty even if individual goals suffer*", "*More people should live in the presents rather than in the future*" and "*Employees should be motivated to strive to continuously improve their performance*" were adapted from the article "Understanding cultures and implicit leadership theories across the globe: an introduction to project GLOBE" (House et al., 2002).While items "*Differences in the treatment of employees should be expected*", "*Setting short – term goals (e.g. daily, weekly, monthly) improve ones' task performance*", "*Tasks are more important than relationships with co-workers*", were created using article "Cultural Dimensions in Management and Planning" (Hofstede, 1984). In addition, item "*Employees should be expected to take initiatives and perform tasks outside their job description*" was adapted from the article "Cultures and Organizations" (Hofstede, 1980).

3.4.2. Measures of Social Inclusion

Inclusion to the organization is a complex phenomenon. Therefore, for this questionnaire items that give an inside view not only to the inclusion itself, but also to fairness perception and language barrier were added.

To measure the level of inclusion, three items ("*I feel that what I do is valued by others*", "*I feel free to express my beliefs (e.g. political/religious)*" and "*I spend time with my co-workers outside the work place*") were used. These particular items, were adapted from the article "Development

of a measure of social inclusion for arts and mental health project participants" (Secker, Hacking, Kent, Shenton, & Spandler, 2009). Moreover, even though this article did not concentrate on the inclusion within the organization itself, it still had relevant arguments as it links social inclusion and one's mental health. In addition, when looking at the inclusion within the organization that has a big number of employees with diverse background, it is important to take the fairness factor into consideration. Studies indicate (Michàl E.M. Barak & Levin, 2002) that there is an extensive connection between the employees perception of fairness, lack of provided opportunities and social exclusion. Consequently, several fairness items, which help to measure the level of inclusion to the organization has been added. Items - *"My supervisor encourages me to speak up when I disagree with a decision"* and *"My supervisor gives me opportunities for training and development"*, were adapted from the article "The role of procedural and distributive justice in organizational behavior" (Alexander & Ruderman, 1987). And item *"The performance evaluation system at work is a fair one"* has been adapted from the article "Integrating justice and social exchange: the differing effects of fair procedures and treatment on work relationships" (Masterson, Lewis, Goldman, & Taylor, 2000). Furthermore, two communication items: *"All necessary information within my workplace is being provided in the language I understand"*, *"The mandatory trainings within my workplace are being conducted in the language I understand"* were added, as language is considered to be one of the most basic barriers (Javidan, Stahl, Brodbeck, & Wilderom, 2005), which might impact the employees' social inclusion.

3.4.3. Measures of Job Satisfaction

Moreover, to measure Job satisfaction, article "Measurement of Human Service Staff Satisfaction: Development of the Job Satisfaction Survey" (Spector, 1985) has been applied. The article concentrates on creating a job satisfaction survey, which would be applicable specifically to human services. Results of the research have shown, that the strongest correlations are between perceived job satisfaction and "perceptions of supervisor, intention of quitting and organizational commitment" (Spector, 1985, p. 693). While aspects, such as salary or promotion possibility play secondary role in making employees satisfied. Consequently, in order to research Leader Behavior, items "*My supervisor is competent in doing his/her job*" and "*When I do my job good, I receive the recognition for it that I should receive*" were used. To identify organizational commitment following items were added: "*The goals of this organization are clear to me*" and "*I feel the sense of pride in doing my job*". In addition, item "*I have seriously considered quitting my present job*" were asked to get more information about employee withdrawal intentions. And lastly, additional items, to research secondary factors, like salary ("*I feel I am being paid a fair amount for the work I do*") and promotion possibilities ("*There is a fair chance for promotion in my job*") were added.

3.4.4. Measures of General well – being

Lastly, to measure employees general well-being, General Health Questionnaire (Goldberg, 1978) was taken into consideration. "General Health Questionnaire is one of the most widely

used and validated questionnaires to screen for emotional distress" (Sterling, 2011, p. 259). Even though that in most of the cases this questionnaire is being used to detect psychological illnesses and instabilities, part of it can be also adapted in order to assess the level of anxiety and strain among the employees (Michàl E.M. Barak & Levin, 2002).

Consequently, four items of the general health questionnaire were used to get an inside view of employees psychological well-being: "*I am not being able to concentrate on what I am doing*", "*I lose sleep over worry*", "*I am getting scared for no good reason*" and "*I feel like everything is getting on top of me*".

3.5. Data analysis

Several data analysis will be performed in this study in order to collect the empirical evidence, which would support or disprove raised hypothesis.

First of all, in order to increase reliability *Cronbach's alpha* coefficient will be calculated, to determine the scale's internal consistency.

Secondly, *Factor analysis* will be executed to find out whether the data set can be explained by smaller amount of factors. Factor analysis, is a data reduction technique rather than a way to test the hypothesis. Consequently, it is being used "to look for a way that the data may be summarized using smaller set of factor or components" (Pallant, 2013, p. 172). It is important to perform Factor analysis to test validity of measures. In this study, already four different concepts (culture, social inclusion, job satisfaction and psychological well - being) each with a number of items are being investigated. Moreover, the "Culture" concept itself covers four

different dimensions (power distance, institutional collectivism, future orientation and performance orientation) and is being analyzed by asking respondents to answer eight, related to the dimensions, questions. Therefore, it is necessary to know how well these factor cluster together and consequently if any of the factors are strongly correlated among each other and might be just one factor.

Another analysis executed in this study is *Correlation analysis*. Correlation analysis "is used to describe strength and direction of the linear relationship between two variables" (Pallant, 2013, p. 121). To be more precise, within this study Pearson correlation (bivariate correlation) analysis will be conducted. Overall, there are three sets of variables that have to be investigated in order to get the first impressions of the relationships:

Culture and Social inclusion

Social inclusion and Job satisfaction

Social inclusion and General well - being

Furthermore, there are three possible outcomes for each of variable sets: (1) There are no correlation between two variables; (2) There is positive correlation, which means that when one variable increases, other increases as well. For example, the more socially included employee is at his/her work place, the more likely he will be satisfied with his job; (3) There is negative correlation, which means that when one variable increases, the other one decreases. For example, the more cultural differences employee experiences between him and his co-workers, the less possibility it is for him to feel socially included at his workplace (Pallant, 2013). However, it is necessary to emphasize that correlation does not imply causation. It only shows whether there is a relationship between the variables.

Therefore, in order to make predictions *Regression analysis* will be executed. "Multiple regression is based on correlation, but allows a more sophisticated exploration of the interrelationship among a set of variables" (Pallant, 2013, p. 140). Within this study multiple regression analysis will be used to predict a particular outcomes:

Cultural differences decreases the possibility of Social inclusion

Low level of Social inclusion negatively impacts Job satisfaction

Low level of Social inclusion negatively impacts General well - being

The main aim of this analysis is to determine if the independent variable (for example, Cultural differences) actually affects the dependent variable (for example, Social inclusion) and to estimate the extend of the affect.

4. Results

4.1. Conbrach's alpha

First of all the value of the Conbrach's alpha of the construct "*Culture*" is low (0.4). And while 0.5 is considered to be an acceptable value for the early stages of the basic researches, which have less than 10 items, 0.4 value does not inspire confidence in the reliability or consistency of this particular construct. Culture construct consists of 8 items and removing any of the items would not have significant changes of Conbrach's alpha value (Table no.3)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Employees should be expected to obey their managers without question	31.38	16.257	.158	.342
Differences in the treatment of employees should be expected	32.50	17.156	.067	.400
Employees should be expected to take initiatives and perform tasks outside their job describtion	31.10	16.633	.218	.310
Managers should encourage group loyalty even if individual goals suffer	31.35	16.269	.271	.284
Tasks I perform are more important than the relationships with co-workers	32.18	16.573	.173	.333
More people should live in the present rather than in the future	30.49	18.233	.099	.368
Setting short - term goals improve one's tasks performance	29.54	19.174	.053	.383
Employees should be motivated to strive to continuously improve their performance	29.39	18.144	.273	.313

Table no.3   *Item-Total Statistics, Culture construct*

However, as the recorded value of Cronbach's alpha would not increase more than 0.4 after removing any of the items, further analysis will still be performed using same 8 items. This will be done in order to measure how do these items affect internal validity of this particular construct, as well as, can any the items be removed to increase the validity of the results and finalize the thought through conclusions.

Furthermore, even if it is not possible to increase the value of Cronbach's Alpha, it is possible to speculate, why such a situation might have taken place. The reason of such inconsistency among

the items, measuring the same concept, might have occurred due to the fact, that the 8 items of the same construct have been divided to measure different dimensions (Table no.4), consequently, leaving only 2-3 items to measure each of the dimensions.

ITEM	CULTURAL DIMENSION
Employees should be expected to obey their managers without question.	Power distance
Differences in the treatment of employees should be expected.	
Employees should be expected to take initiatives and perform tasks outside their job description.	
Managers should encourage group loyalty even if individual goals suffer.	Institutional collectivism
Tasks I perform are more important than relationships with co-workers.	
More people should live in the present rather than in the future.	Future orientation
Setting short – term goals improve one's task performance.	
Employees should be motivated to strive to continuously improve their performance.	Performance orientation

Table no.4

Moreover, the construct "*Job Satisfaction*" consist of 7 items, out of which six of them were positively worded, for example: "I feel a sense of pride in my job", "I feel I am being paid a fair

amount for the work I do", I think my supervisor is competent in doing his/her job", etc. Therefore, it is possible to claim, that the Optimism scale was used, expecting that the higher scores will indicate higher optimism (Pallant, 2013). However, the item "I have seriously considered quitting my present job" has been worded negatively and did not match the rest of the items. Consequently, the wording of this particular item was reversed, which helped to achieve Conbrach's alpha value of 0.8 that indicates high reliability and internal consistency.

Lastly, constructs "*Social inclusion*" (total of 8 items) and "*General well-being*" (total of 4 items) Conbrach's alpha reported values are above 0.7, which implies that values are satisfactory and reliable (Bland & Altman, 1997), as well as the internal consistency is high. In addition, all 4 items used in the General well – being construct were negatively worded and did not match the optimism scale used within the rest of the questionnaire. Consequently, these 4 items were reversed, in order to avoid future mistakes.

4.2. Factor analysis

Culture – The values of the coefficients within the "Correlation Matrix" are between -0.2 and 0.3. Kaiser – Meyer – Olkin (KMO) measure of sampling adequacy is acceptable as it is above 0.5 and Bartlett's test of sphericity value is significant, as it is 0.006. The values in "Communalities" are between 0.4 and 0.7, except for the item "Tasks I perform are more important than the relationships with co-workers" (C5). Even though the item C5 has an adequate, 0.5 value within the "Component Matrix", it was removed in order to see whether it would have any significant influence on the results. Consequently, after the removal of item C5,

the significance within Bartlett's test improved to 0.002, as well as most of the item values in communalities increased.

The construct of Culture has three factors (Table no.5), which explain 59% of all variances (53% if item C5 would be kept). As the Scree Plot confirms the 3 factor solution, Varimax rotations were done, to get a clearer view on the items and constructs they belong to.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.690	24.142	24.142	1.690	24.142	24.142
2	1.217	17.388	41.531	1.217	17.388	41.531
3	1.208	17.258	58.789	1.208	17.258	58.789
4	.897	12.815	71.604			
5	.722	10.318	81.922			
6	.656	9.371	91.293			
7	.610	8.707	100.000			

Extraction Method: Principal Component Analysis.

Table no.5 *Total Variance Explained. Culture construct*

As it is visible from the "Rotated Component Matrix" (Table no.6) total of 5 items belong to the 1st component, 2 items belong to 2nd component and 2 items belong to the 3rd component. In addition, the items "Employees should be expected to obey their managers without a question" (C1) and "Setting shower term goals improve one's task performance" (C7) do belong to two of the components. However, it is clear that item C1 is much better fit for the 2nd component, while

C7 for the 1st. In order to avoid having many cross loadings, additional factor analyses were done, to see if the cross loadings will decrease if the number of forced factors would be changed to 2 and 4, instead of 3. The results showed, that when 4 factors are analyzed together, 4 variables, load on more than one component. And when 2 factors are analyzed together, 2 variables load on more than one component, which is the same number of variables as taking 3 factors for the analyzes. However, 3 factors solution was chosen instead of 2 factors solution, due to following reasons: (1) when only 2 factor are taken into consideration, item "Differences in the treatment of employees should be expected" (C1), does not belong to any of the components. (2) Scree plot supports 3 factors theory, rather than 2 factor theory. (3) 2 factors theory explains only 42% of total variances.

Rotated Component Matrixa

	Component		
	1	2	3
Managers should encourage group loyalty even if individual goals suffer	.715		
Employees should be motivated to strive to continuously improve their performance	.657		
Employees should be expected to take initiatives and perform tasks outside their job description	.638		
Employees should be expected to obey their managers without question	.377	.712	
Setting short - term goals improve one's tasks performance	.406	-.706	
Differences in the treatment of employees should be expected			.785
More people should live in the present rather than in the future			.744

Table no.6   *Rotated Component Matrix. Culture construct*

Moreover (table no.6), both items in the 3rd component load well among each other (2nd component has only 1 item). Almost all items within 1st component, with an exception of item C7, also load nicely together. However, even though the value of item C7 is 0.4, which would be an acceptable value, additional factor analysis has been done, to analyze the changes in the results, if item C7 would be deleted. Consequently, after the item C7 has been deleted, besides from the item "Employees should be motivated to strive to continuously improve their performance" (C8), which decreased from 0.66 to 0.53, no other significant changes in the results have been noticed. Therefore, item C7 was left to be included in the further analyses.

Social Inclusion –coefficients in the "Correlation Matrix" are between 0.03 and 0.6, which does not indicate too strong correlation. KMO measure of sampling adequacy is above 0.7 and Bartlett's test of sphericity is significant (less than 0.001), consequently it is possible to conclude that factor analysis for this construct is appropriate. "Communalities" are all above 4, except item "I spend time with my co-workers outside the work place" (I3), which is 0.3. Within the "Component Matrix" items I3 value is also the smallest (0.47), compared to other items, which values varieties between 0.6 – 0.8. Therefore, item I3 was deleted, in order to analyze the changes in the results. Most the values of the Social Inclusion items, have increased (not significantly), after I3 has been deleted.

 In addition, social inclusion construct has three factors. These three components explain 66% of total variance when the I3 was taken into consideration and 73% of total variance (Table.7), when I3 has been deleted.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.753	39.333	39.333	2.753	39.333	39.333
2	1.299	18.553	57.885	1.299	18.553	57.885
3	1.069	15.278	73.163	1.069	15.278	73.163
4	.634	9.050	82.213			
5	.500	7.149	89.362			
6	.416	5.938	95.301			
7	.329	4.699	100.000			

Extraction Method: Principal Component Analysis.

Table no.7   *Total Variance Explained. Social Inclusion construct*

Consequently, the Varimax rotation was done, extracting three factors and excluding item I3. The results show that 4 items belong to the 1st component, 3 items could belong to 2nd component and 3 items could belong to the 3rd component. Therefore, as while using 3 factors solution in this analysis resulted in 3 items cross loading, in order to reduce the number of cross loading variables, the factor analysis was repeated while taking only 2 factors into consideration. Results showed (Table no.8) that none of the variables cross load, when 2 factors solution is being used.

Rotated Component Matrix^a

	Component	
	1	2
The performance evaluation system at work is a fair one	.846	
My supervisor encourages me to speak up when I disagree with a decision	.752	
My supervisor gives me opportunities for training and development	.689	
I feel that what I do is valued by others	.677	
The mandatory trainings within my workplace are being conducted in a language I understand		.889
All necessary information within my workplace is being provided in the language I understand		.801
I feel free to express my beliefs		.463

Table no.8

Rotated component matrix

Social Inclusion construct

Furthermore, all of the items load well with one another within their own constructs, only the item "I feel free to express my beliefs" (I2) has a lower value of 0.5, however, the value is still within acceptable standards and consequently, only the item I3, was removed from the further analysis.

Job Satisfaction –coefficients in the "Correlation Matrix" are between 0.3 and 0.5, KMO measure of sampling adequacy is above 0.8 and Bartlett's test of sphericity is significant (less than 0.001). Moreover, first factor, within the "Total variance explained" demonstrate 47% of all the variances. "Communalities" are all above 4, except item "I feel I am being paid a fair amount for the work I do" (S6), which is only 0.24. Furthermore, all the items in "Component Matrix" are above 6, the lowest item S6 in the communalities section, has the lowest value in this section as well (0.49). Additional factor analysis was done, to check whether the results would change if the item S6 would be deleted, most all of the results either increased or decreased, yet none of them changed drastically. However, by deleting item S6, nearly 52%, instead of primarily 47% were explained by the first factor. Therefore, due to extremely low communalities value and no significant influence on other results, the item S6 has been deleted before continuing further analysis.

General well – being – coefficients in the "Correlation Matrix" table are between 0.3 and 0.5, the factor analysis is appropriate as the KMO measure of sampling adequacy is above 0.7 and Bartlett's test of sphericity is significant (less than 0.001). Furthermore, as it can be seen in the table "Total variance explained", first factor explains 53% of all the variances. Moreover, the "Communalities" of all items are between 0.5 - 0.7 and "Component Matrix" shows that all the items load strongly, as all of them are 0.7 and above. Consequently, there is no evident reasons to conduct further rotation analysis, as well as all the items will be retained for the future investigations.

4.3. Correlation analysis

4.3.1. Correlation analysis within the constructs

First of all, the correlation analysis within the construct of *Culture* was done in order to examine how strongly related the independent variables are, by using Pearson product – moment correlation coefficient. Results (r = .29, n = 106, p < .01) show positive correlation (when the value of one variable increases, the value of other increases as well) between most of the variables. With an exception of the relationships between items C1 and C2, C2 and C4, C3 and C6, C1 and C7, C6 and C7 and C2 and C8 that show negative correlation (when the value of one variable increases, the values of other decreases) (Table no.9). Moreover, to define the strength of the correlations the following guidelines, proposed by J. Cohen will be used (Pallant, 2013, p. 126): (1) r = .10 to .29 or r = -.10 to -.29 shows small correlation. (2) r = .30 to .49 or r = -.30 to -.49 shows medium strength correlation. (3) r = .50 to 1 or r = -.50 to -1 shows large/strong correlation. The correlation values among all of the variables, within the Culture construct, are low (between .02 and .29).

	C1	C2	C3	C4	C6	C7	C8
Employees should be expected to obey their managers without question (C1)	1						
Differences in the treatment of employees should be expected (C2)	-.036	1					
Employees should be expected to take initiative and perform tasks outside their job description (C3)	.115	.065	1				
Managers should encourage group loyalty even if individual goals suffer (C4)	.288**	-.102	.252**	1			
More people should live in the present rather than in the future (C6)	.138	.191*	-.016	.021	1		
Setting short term goals, improve one's task performance (C7)	-.147	.064	.165	.099	-.018	1	
Employees should be motivated to strive to continuously improve their performance (C8)	.131	-.082	.196*	.269**	.103	.148	1

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Table no.9

Correlation within the items of Culture construct.

Furthermore, the idea of how much variance the two variables share (Pallant, 2013, p. 127) can be gained by calculating the coefficient of determination (R^2). Consequently, the variables with the highest correlation value (C1 and C4) share 8% of the variance. Lastly, the significance level, was examined and majority of the variables have a higher significance level than 0.01 or 0.05, therefore, it could be claimed that there are not enough evidence to say that these particular correlations exist in the population and they might have occurred by accident.

Moreover, same Pearson correlation analysis was done to the *Social Inclusion* construct. Results showed (r = .59, n = 106, p < .01) positive correlation between all of the variables (Table no.10). Strength of the correlations varies between (0.032 and 0.588), consequently, majority of the variables correlate at the medium strength.

	I1	I2	I4	I5	I6	I7	I8
I feel that what I do is valued by others (I1)	1						
I feel free to express my beliefs (I2)	.057	1					
My supervisor encourages me to speak up when I disagree with a decision (I4)	.430**	.273**	1				
My supervisor gives me opportunities for training and future development (I5)	.291**	.287**	.428**	1			
The performance evaluation system at work is a fair one (I6)	.481**	.032	.499**	.461**	1		
All necessary information within my workplace is provided in a language I understand (I7)	.395**	.140	.279**	.131	.238*	1	
The mandatory trainings within my workplace are being conducted in a language I understand (I8)	.187	.259**	.194*	.217*	.080	.588**	1

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Table no.10
Correlation within the items of Social Inclusion construct.

Furthermore, coefficient of the determination shows that variables with highest correlation value (I7 and I8) has 35% of variance. Lastly, for majority of the variables the level of significance is

within the acceptable norms, which provides evidence than most of the correlations do exist in the population.

Pearson correlation analysis for the *Job satisfaction* construct (r = .49, n = 106, p < .01) showed that all of the variables have positive correlation (Table no.11). Furthermore, the correlation values varieties between 0.32 and 0.49. This leads to the conclusion that the strength of correlation among all of the variables is medium.

	S1	S2	S3	S4	S5	S7
I think that my supervisor is competent in doing his/her job (S1)	1					
I think that when I do my job good, I receive the recognition for it that I should receive (S2)	.394**	1				
I feel a sense of pride in doing my job (S3)	.356**	.484**	1			
The goals of this organization are clear to me (S4)	.493**	.472**	.411**	1		
I have seriously considered quitting my present job (S5)	.449**	.478**	.460**	.367**	1	
I think that there is a fair chance of promotion in my job (S7)	.320**	.389**	.381**	.332**	.472**	1

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

Table no.11
Correlation within the items of Job Satisfaction construct.

In addition, as it is can be seen from the coefficient of determination, the variables with the highest correlation value (S1 and S4) share 24% of the variance. Lastly, the significance level of all variables are within the limits, which leads to believe, that there are enough of evidence to claim that this correlation does exist in the population.

Furthermore, how well does variables correlate within the construct of *General Well – being* was investigated by using Pearson correlation coefficient. Firstly, gained results (Table no.12) do show positive correlation between all of the variables, r = .499, n = 106, p < .01. Moreover, most of the variables correlate with each other at the medium strength (between 0.27 – 0.499).

	W1	W2	W3	W4
I am often not being able to concentrate on what I am doing (W1)	1			
I am often losing sleep over worry (W2)	.404**	1		
I am often getting scared for no good reason (W3)	.281**	.499**	1	
I often feel like everything is getting on top of me (W4)	.358**	.402**	.267**	1

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

Table no.12
Correlation within the items of General well – being construct

Moreover, coefficient of determination was calculated to get an idea of how much variance the 2 variables share. Consequently, the variables that showed the strongest correlation (W2 and W3) share 25% of the variance, while the variables that showed the weakest correlation (W1 and W3) share 7% of the variance. Lastly, the significance level is below 0.01, meaning that there is enough evidence to claim that this correlation does exist in the population.

4.3.2. Correlation analysis between the constructs

In order to examine whether there is a relationship between different constructs proposed in the problem statement, as well as, get the first impressions of the existing relationships, correlation analysis between the constructs has been conducted.

First of all the correlation analysis has been done between the constructs of *Culture* and *Social Inclusion* (Figure no.6). Results
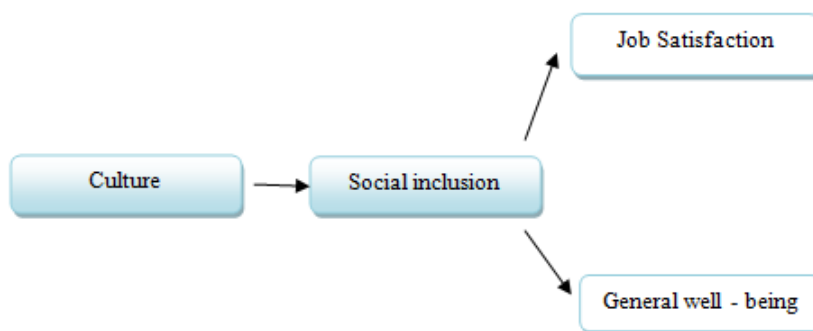
Figure no.6

show weak (r = .173) positive correlation. Lastly, p = .076, which leads to believe that there is

not enough evidence to support the idea that this correlation exist in the population and therefore,

it is possible to assume that the low strength correlation, occurred by chance.

Secondly, the relationship between the constructs of *Social Inclusion* and *Job Satisfaction* (Figure no.7) has been analyzed. Results show strong (r = .685) positive correlation. Lastly, the results are significant, as p < .01,
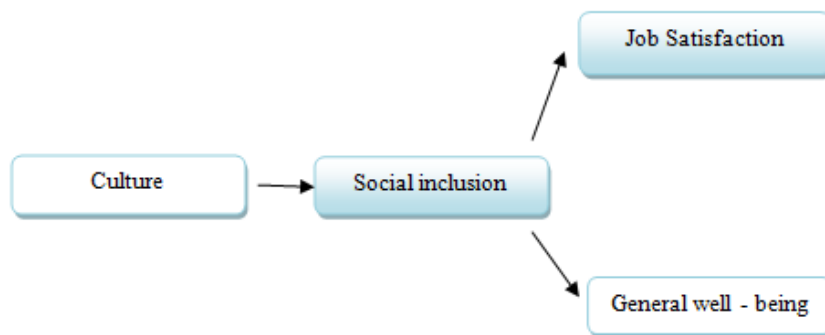
Figure no.7

consequently, it is possible to claim there is enough evidence to support an idea that this particular correlation, between Social Inclusion and Job Satisfaction does exist in the population.

The last Pearson Correlation analysis has been done between the constructs of *Social Inclusion* and
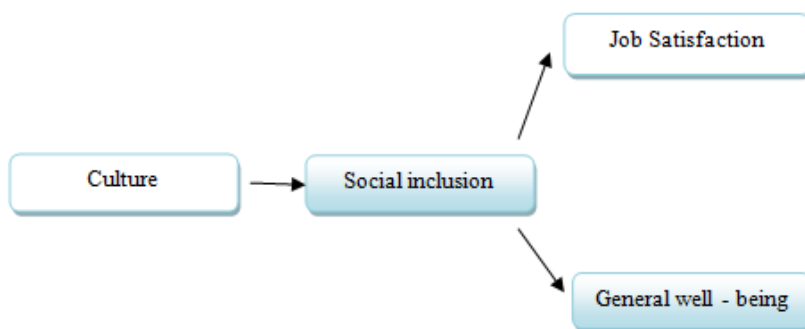
Figure no.8

General Well – being (Figure no.8). Results of the analysis show weak (r = .259) positive

correlation. Lastly, the level of significance (p < 0.01) show that results are significant,

consequently, there is enough evidence to believe that this correlation, even if it is a weak one,

does exist in the population.

4.4. Regression analysis

Lastly, Regression analysis has been done to make to further predictions about the concepts introduced within the Problem Statement. The main idea of this analysis is to determine if the independent variables influence (and to what extend) or not dependent variables in three different situations.

First of all, the relationship between the constructs of *Culture* and *Social inclusion* has been analyzed. Consequently, as one of the hypothesis raised in this paper is to research whether "The level of perceived inclusion to the organization is influenced by the cultural differences experienced by the employees" (H1) (Chapter no.2.2 "Problem Statement"), the Culture construct was taken as an independent variable for the regression analysis while, the Social inclusion construct as a dependent variable. The results show that while these two concepts do share a weak correlation, the Culture construct explain only 3% (Figure no.9) of the Social inclusion to the organization ($R^2 = 0.03$) (Pallant, 2013). Moreover, as it can be seen from the ANOVA, the significance value is 0.076, which is well above both: 0.01 or 0.05 and therefore, it suggests that, in this case, independent variables, has no explanatory power over dependent variable.
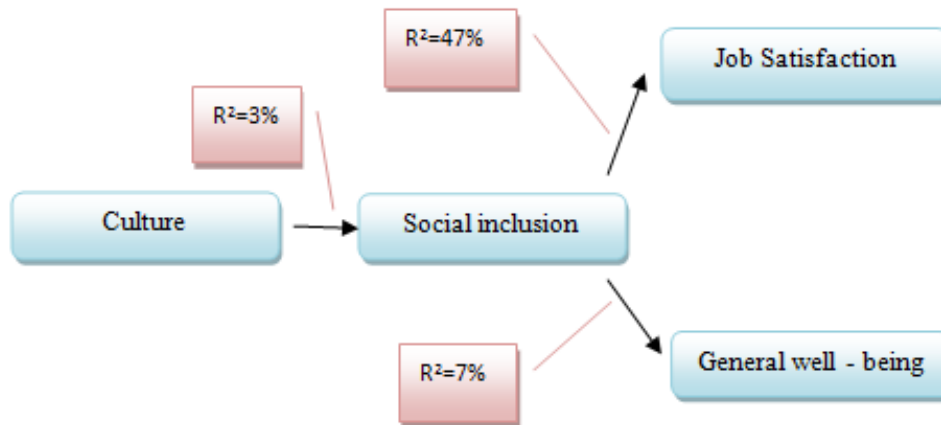
<div align="right">Figure no.9</div>

Secondly, regression analysis has been done in order to collect the necessary evidence to either support or reject H2 and H3 (Chapter no.2.2 "Problem Statement"). For this purpose the concept of *Social inclusion* has been taken as independent variable, while constructs of *Job satisfaction* and employees *General well – being* as dependent variables. Consequently, the results show (Figure no.9) that Social inclusion and Job satisfaction share 47% of total variance ($R^2 = 0.465$), while Social inclusion and General well – being share 7% ($R^2 = 0.067$). Furthermore, the results of this analysis are significant, as $p < 0.01$, as well as Variance Inflation Factor (VIF) is well within the acceptable norms, therefore it can be claimed that Social inclusion has an impact on Job Satisfaction and General well – being.

5. Discussion

The current study have focused on investigating the relationships between the employees cultural differences (ethnic diversity), the perceived social inclusion to the workplace, the job satisfaction

and the level of psychological well – being. The main aim of this study was to examine whether the relationship between these constructs exist and if yes, to what extend do these constructs influence each other. To do so, the results provided by 106 people, working within the hospitality industry, to be more precise, international hotel chains, in Stavanger, Norway were investigated.

The review of the literature has showed that diversity within a workplace is important, yet rather new and unexplored field. Consequently, researchers (Jehn et al., 1999; Kochan et al., 2003), tend to discuss whether having diverse employees bring more advantages of disadvantages to the organization. Furthermore, previous researches have successfully linked diversity with task performance, emphasizing the idea that when managed effectively cultural diversity can be seen as "source of synergy and stimulus for mutual learning" (Javidan et al., 2005) and job satisfaction (Michàl E.M. Barak & Levin, 2002; House et al., 2002; Kochan et al., 2003; Pitts, 2009; Webber & Donahue, 2001). As well as proved that social inclusion/exclusion has direct impact on job opportunities employee receives (Michàl E.M. Barak & Levin, 2002). In addition, number of researchers have found the strong correlation between social inclusion and job satisfaction (Michàl E.M. Barak & Levin, 2002; Lawler III, 1993), as well as between social inclusion and general well-being (Michàl E.M. Barak & Levin, 2002; Greenglass et al., 1996; Leary & Downs, 1995). More detailed explanation of the importance of the constructs and the way they are anticipated to be intertwined, is provided in the sub-chapter 2.1. "Theoretical Overview".

Moreover, three hypotheses have been raised (Chapter 2.2. "Problem Statement"), in order to help to investigate the main aims of the study in a structural and detailed manner:

Hypothesis no.1 (H1) – The level of perceived inclusion to the organization is influenced by the cultural differences experienced by the employees.

Hypothesis no.2 (H2) - Low perceived inclusion to the organization negatively impacts employees job satisfaction.

Hypothesis no.3 (H3) – Low perceived inclusion to the organization negatively impacts employees general (psychological) well-being.

5.1. Hypothesis no.1

The Conbrach's alpha of the Culture construct is 0.4, while Pearson correlation analysis shows that the items within this construct correlate at the value r = 0.29. Moreover, the correlation between the constructs of culture and social inclusion is very low (r = 0.17) and non-significant. Lastly, regression analysis showed that social inclusion construct can be explained by culture construct just by 3%. In addition, the results of regression analysis seem to be non-significant and therefore, do not have explanatory power. Consequently, these findings demonstrate that the level of perceived inclusion is not influenced by the cultural differences experienced by the employees and therefore, H1 has to be rejected. However, there are several reasons, which might have influenced the results that should be taken into consideration:

Firstly, as it was mentioned before (sub – chapters 3.4.1. "Measures of Culture" and 4.1 "Conbrach's alpha") for this study the culture construct has not been taken as a solid unit, but rather as a mix of four dimensions, which influence work performance. Therefore, it was incorrect to think that it is possible to combine various dimensions, measuring different things, under the same construct and consequently too few items were chosen to explain each of the

individual dimensions. As a result, the different items within the construct did not correlate well with each other and did not rpovide empirical evidence of any sort.

Secondly, the collected sample is already relatively small (N =106). As well as, within this sample there might have been not enough representatives of foreign countries as just 62 out of 106 respondents were not Norwegians (5 respondents refused disclose their nationality).

Country	Number of Respondents
Albania	1
Belorussia	1
Columbia	1
Denmark	2
Ecuador	1
Finland	4
Greece	3
Hungary	1
Italy	1
Latvia	1
Lithuania	12
Nigeria	4
Poland	5
Romania	3
Russia	2
Serbia	1
Slovakia	2
South Korea	1
Spain	1
Sweden	8
Uganda	1
United States	2

Table no.13
Number of respondents divided by nationality

Consequently, when divided into representatives of different countries and different cultural backgrounds, there are very few representatives of each nationality (Table no.13). Therefore, due to the limited amount of answers, it is not possible to see clear patterns that would provide significant results.

Lastly, even though the non - Norwegian respondents belong to 22 different countries, it is possible to claim that in the majority of cases the cultural differences among these countries do not differ drastically. In addition, the GLOBE project (Javidan et al., 2005) has

identified and divided a number of countries into 11 cultural clusters by their geographical location and cultural similarities: (1) Latin Europe, (2) Germanic Europe, (3) Anglo Europe, (4) Nordic Europe, (5) Eastern Europe, (6) Latin America, (7) Confucian Asia, (8) Anglo (outside

Europe), (9) Sub – Sahara Africa, (10) Southern Asia, (11) Middle East. As it can be seen from the results, representatives of seven out of eleven cultural clusters have been acquired (Table no.14).

GLOBE cultural cluster	Countries	Total number of respondents
Latin Europe	Italy, Spain	2
Nordic Europe	Denmark, Sweden, Finland, Norway	58
Eastern Europe	Albania, Greece, Hungary, Belorussia, Slovakia, Romania, Serbia, Poland, Russia, Lithuania, Latvia	31
Latin America	Columbia, Ecuador	2
Confucian Asia	South Korea	1
Anglo (outside Europe)	United States	2
Sub-Sahara Africa	Nigeria, Uganda	5

Table no.14
Respondents countries divided into cultural clusters

Furthermore, as it can be seen in the Table no.x the two main clusters, which respondents do actually have had an impact on the results are "Nordic Europe" and "Eastern Europe". However, as it can be seen from the research conducted by the GLOBE studies (Javidan et al., 2005), these two particular cultural cluster are quite similar, when compared within four cultural dimensions that were taking for this paper. They both have medium rank for the institutional collectivism (both between 4 – 5 values), medium rank for future orientation (both between 3,5 – 4,5 values) and both rank medium for the performance orientation (both between 3,5 – 4 values). Slightly more significant difference can be seen in the power distance dimension, where Nordic Europe cluster is being ranked medium, while Eastern Europe is ranked high, nevertheless, both clusters strive to reduce the power distance to the lowest rank. In conclusion, according to research provided by GLOBE, these two cultural clusters do not differ significantly when it comes to

working culture, therefore, due to the lack of cultural diversity, this study failed to identify whether the cultural differences have an influence on social inclusion.

5.2. Hypothesis no.2 and Hypothesis no.3

The Conbrach's alpha of Social Inclusion and General well - being constructs is above 0.7, while of the Job Satisfaction is 0.8. That indicates high reliability and internal consistency within these three particular factors. Moreover, the Pearson correlation results showed that items with the Social Inclusion construct correlate at a high level ($r = .59$), while the items within Job satisfaction ($r = .49$) and General well – being ($r = .5$) correlate at the medium levels.

Furthermore, the correlation between Social Inclusion and Job Satisfaction is high ($r = .67$), as well as regression analysis have showed that Job satisfaction can be explained by perceived Social Inclusion by 47%. Consequently, it is possible to conclude that H2 is correct.

Specifically the highest correlation values ($r = 0.5$ and above) have been identified between the two social inclusion items (I5 and I6), which had strong positive correlation with the following job satisfaction items (Appendix no.3):

"My supervisor gives me opportunities for training and development" (I5) correlated highly with items:

- "I think that my supervisor is competent in doing his/her job" (S1).
- "I think that when I do my job good, I receive the recognition for it that I should receive" (S2)

- "I feel a sense of pride in doing my job" (S3)

- "I have seriously considered quitting my present job" (S5). This particular item, as negatively worded one, has been rephrased in order to fit the optimism scale, after collecting the data (more information in subchapter 4.1. "Cronbach's alpha").

"The performance evaluation system at my work is a fair one" (I6) correlated highly with items:

- "I think that my supervisor is competent in doing his/her job" (S1).

- "I think that when I do my job good, I receive the recognition for it that I should receive" (S2)

- "The goals of this organization are clear to me" (S4)

Consequently, the results show that respondents mainly concentrate and indicate the importance of the good management that would enhance the fairness factors in the workplace, as well as provide the opportunities for one to grow as a professional and the possibility for the future promotion. When these particular factors are met, employees are more satisfied with their work place, they understand the core ideas of the organization, as well as feel the pride and consequently are more likely to spread the positive word of mouth.

Furthermore, an interesting observation can be done while looking at the items S5 and S6. 66% (Appendix no.4) of all the respondents admitted that they believe that they are not being paid well enough by choosing the answers among "agree – highly agree" (points 5-7 in likert scale), while 20% have decided to stay neutral. Yet, only 43% have seriously thought about quitting their job, while 21% stayed neutral. This finding could be used to support multiple theories, one of them being that majority of the employees within the hospitality business, see their job as a

temporarily thing (e.g. working while studying) and even while being less satisfied, they do not plan to quit, until they will have more options available.

Lastly, the correlation between Social Inclusion and General well – being is rather low (r = .26), moreover, the regression analysis helped to conclude that General well – being of employees can be explained by perceived Social Inclusion by 7%. Therefore, H3 can be taken as correct, even though the results obtained are not as high as expected. It is possible to speculate, that the reason of more modest results is due to the fact that General well – being construct consists only of four items. Moreover, when looked at the Pearson correlation, examining individual items of both these constructs (Appendix no.5), it is possible to conclude, that three out of seven social inclusion items do not correlate with general well – being at all (r = .15 and bellow, p > 0.01 or 0.05):

- "I feel free to express my beliefs (e.g. political/religious)" (I2)

- "All necessary information within my workplace is being provided in the language I understand" (I7)

- "The mandatory trainings within my workplace are being conducted in the language I understand" (I8)

Two out of three items (I7 and I8), that do not have significant correlation with general well – being were meant to concentrate on employees language barriers, that they might face after starting working in the foreign country. However, 42% of the respondents are native speakers, 18% define themselves as intermediate speakers while 15% as fluent (Subchapter 3.2. "Sample"). Therefore, as the majority of the respondents do not face miscommunication problems, items I7 and I8 become rather irrelevant, when it comes to the further research.

Furthermore, the social inclusion items that do actually correlate with general well – being, even if they are significant and representative, do that at the very low level (between .2 and .35).

To conclude, the empirical evidence obtained from this study failed to link cultural differences with social inclusion to the workplace (H1). However, some of the findings (H2 and H3) are consistent with the ones provided by the previous researchers, who reported the existent relationships between perceived social inclusion and job satisfaction, as well as general well – being. Lastly, this study examines that job satisfaction is related to the social inclusion and much higher level, than the psychological well – being.

6. Limitations

This study contains several important limitations that have to be addressed in order to make a clearer overview:

 A limited number (5 out of 13) of international hotels agreed to participate in the research. Couple of reasons can explain this: (1) the research itself was not attractive or relevant enough, to encourage managers to take a part in it or/and (2) the research was done in the wrong time. Spring is the time when majority of the bachelor, master students are working on their thesis and majority of tourism and hospitality students invite accommodation establishments to participate. The lack of interest form the hotels, lead to another limitation, which is sample size that is rather small (N = 106) and not representative enough. In addition, when comparing cultural differences and their influence on social inclusion, it would have been better to collect the results from the more diverse respondents that belong to distinctive cultural clusters and show more obvious, contrasting understanding towards work culture.

Moreover, this study had to be done in a limited amount of time, which consequently led to another important limitation. As soon as the data were collected and the Conbrach's alpha and Factor analysis have been done, it became obvious that the measures used in order to research the cultural differences among the employees are not sufficient and accurate enough. However, due to the shortage of time, the new research (data collecting process), with corrected measures could not be executed.

Lastly, additional interesting observations could have been done if questions asking whether an employee perceives his/her work as a carrier opportunity or a part time job would have been included in the questionnaire. If this information would have been known, it would be possible to explain the there is a relatively high level of dissatisfaction with the work place, but low turnover intentions rate.

7. Conclusion

Nowadays tourism overall is an industry of a high importance, due to its economical enhancements creating new workplaces and helping to developing world countries. It is possible to claim that tourism and cultural diversity are highly linked with each other, as majority of the tourists are inspired to travel, to see and experience the existing cultural differences and similarities.

Moreover, due to the impacts of the globalization it is possible to notice the increased number of diverse workforce, especially within the fields of tourism. Consequently, the level of foreign immigrants and the natives born to the immigrant parents is relatively high in Norway, as well as in other parts of Scandinavia. Therefore, this study was conducted in order to measure the

existing relationships between the cultural differences, perceived social inclusion, job satisfaction and general employees well – being. If to sum up shortly, all of these four constructs are interesting phenomenon, which are necessary to examine, for a number of different reasons: (1) cultural differences (ethnic diversity) if approached in an incorrect manner, could become a challenge when it comes to the communication and conflicts. (2) Perceived social inclusion is an important aspect of persons' life, as one should be provided with an opportunity to try to find a place within created group identity, for the positive personal evaluation. (3) Job satisfaction should be strived for in every work place, as satisfied employee is more productive, committed and works as an ambassador for his/her work place, by spreading positive word of mouth. (4) Psychological well – being is an important factor to take into consideration as it includes ones' life quality overall, as negative aspects within the workplace, negatively affects employees personal life and vice versa.

For this study descriptive research design with some causal design elements have been chosen. The data was collected using self-administered survey method (questionnaires) and international hotel chains situated within Stavanger, Norway, have been chosen as a desired population. Moreover, to examine the collected data following analyzes have been conducted: Conbrach's alpha, Factor analysis, Pearson Correlation analysis and Regression analysis.

 Previous studies have showed the existing relationship between cultural differences (ethnic diversity) and perceived social inclusion, as well as between perceived social inclusion and job satisfaction and employees general well – being. However, this study does not correspond completely with the previous results. This could have happened because of wrongly chosen measures of cultural construct or lack of the diversity within the researched sample and therefore, needs further examination. In addition, the collected empirical evidence support the

hypothesis that perceived social inclusion is linked with job satisfaction and psychological well being.

To conclude, even though the results of this study did not turn out as desired, it serves as another prove that diversity topic is complex and difficult to understand. This research, if considering all the limitations (1) by increasing the number and variety of sample to correspond different GLOBE cultural clusters, (2) as well as, by creating detailed measures of the dimensions of the cultural construct, can be perceived as a starting point for the further analyzes.

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Appendix

Appendix no.1 Questionnaire

Work Environment

I am a master student, studying in the field of Tourism and Hospitality. Currently I am working on my master thesis, which is based on researching the factors that influence working environment.

Please do not think too much and state your personal opinion on how you feel when working in your current workplace. I can assure you, that all your answers will stay anonymous.

THANK YOU FOR YOUR TIME!

Personal information

1. Age: _____

2. Gender:
   O (1) Female   O (2) Male

3. Nationality _____

4. What is the highest degree or level of education you have completed?

   O (1) Secondary school (ages 13 - 16)   O (2) Upper secondary school (ages 16 - 19)
   O (3)Bachelor's degree   O (4) Master's degree   O (5) PhD

5. Work position (e.g. waiter, receptionist, chef etc.): O_____

6. How many hours a week, in average, do you work? _____

7. Please identify the level of your Norwegian Language knowledge:

   O (1) Novice   O (2) Intermediate O (3) Advanced   (4) Fluent   O   (5) Native

8. If you are not Norwegian, please state how many years you have been living in Norway: _____

To what extent do you agree with the following items?

Please state your personal opinion of how you imagine these factors should be addressed in your company:

1. Employees should be expected to obey their managers without question

	1	2	3	4	5	6	7	
Highly disagree	O	O	O	O	O	O	O	Highly agree

2. Differences in the treatment of employees should be expected

	1	2	3	4	5	6	7	
Highly disagree	O	O	O	O	O	O	O	Highly agree

3. Employees should be expected to take initiatives and perform tasks outside their job description

	1	2	3	4	5	6	7	
Highly disagree	O	O	O	O	O	O	O	Highly agree

4. Managers should encourage group loyalty even if individual goals suffer

	1	2	3	4	5	6	7	
Highly disagree	O	O	O	O	O	O	O	Highly agree

5. Tasks I perform are more important than relationships with co-workers

	1	2	3	4	5	6	7	
Highly disagree	O	O	O	O	O	O	O	Highly agree

6. More people should live in the present rather than in the future

	1	2	3	4	5	6	7	
Highly disagree	O	O	O	O	O	O	O	Highly agree

7. Setting short – term goals (e.g. daily, weekly, monthly) improve ones' task performance

	1	2	3	4	5	6	7	
Highly disagree	O	O	O	O	O	O	O	Highly agree

8. Employees should be motivated to strive to continuously improve their performance

	1	2	3	4	5	6	7	
Highly disagree	O	O	O	O	O	O	O	Highly agree

To what extent do you agree with the following items?

1. I feel that what I do is valued by others

	1	2	3	4	5	6	7	
Highly disagree	O	O	O	O	O	O	O	Highly agree

2. I feel free to express my beliefs (e.g. political/religious)

	1	2	3	4	5	6	7	
Highly disagree	O	O	O	O	O	O	O	Highly agree

3. I spend time with my co-workers outside the work place

	1	2	3	4	5	6	7	
Highly disagree	O	O	O	O	O	O	O	Highly agree

4. My supervisor encourages me to speak up when I disagree with a decision

	1	2	3	4	5	6	7	
Highly disagree	O	O	O	O	O	O	O	Highly agree

5. My supervisor gives me opportunities for training and development

	1	2	3	4	5	6	7	
Highly disagree	O	O	O	O	O	O	O	Highly agree

6. The performance evaluation system at work is a fair one

	1	2	3	4	5	6	7	
Highly disagree	○	○	○	○	○	○	○	Highly agree

7. All necessary information within my workplace is being provided in a language I understand

	1	2	3	4	5	6	7	
Highly disagree	○	○	○	○	○	○	○	Highly agree

8. The mandatory trainings within my workplace are being conducted in a language I understand

	1	2	3	4	5	6	7	
Highly disagree	○	○	○	○	○	○	○	Highly agree

To what extent do you agree with the following items?

1. I think that my supervisor is competent in doing his/her job

	1	2	3	4	5	6	7	
Highly disagree	○	○	○	○	○	○	○	Highly agree

2. I think that when I do my job good, I receive the recognition for it that I should receive

	1	2	3	4	5	6	7	
Highly disagree	○	○	○	○	○	○	○	Highly agree

3. I feel a sense of pride in doing my job

	1	2	3	4	5	6	7	
Highly disagree	○	○	○	○	○	○	○	Highly agree

4. The goals of this organization are clear to me

	1	2	3	4	5	6	7	
Highly disagree	○	○	○	○	○	○	○	Highly agree

5. I have seriously considered quitting my present job

	1	2	3	4	5	6	7	
Highly disagree	◯	◯	◯	◯	◯	◯	◯	Highly agree

6. I feel I am being paid a fair amount for the work I do

	1	2	3	4	5	6	7	
Highly disagree	◯	◯	◯	◯	◯	◯	◯	Highly agree

7. I think that there is a fair chance for promotion in my job

	1	2	3	4	5	6	7	
Highly disagree	◯	◯	◯	◯	◯	◯	◯	Highly agree

To what extent do you agree with the following items?

1. I am often not being able to concentrate on what I am doing

	1	2	3	4	5	6	7	
Highly disagree	◯	◯	◯	◯	◯	◯	◯	Highly agree

2. I am often losing sleep over worry

	1	2	3	4	5	6	7	
Highly disagree	◯	◯	◯	◯	◯	◯	◯	Highly agree

3. I am often getting scared for no good reason

	1	2	3	4	5	6	7	
Highly disagree	◯	◯	◯	◯	◯	◯	◯	Highly agree

4. I often feel like everything is getting on top of me

	1	2	3	4	5	6	7	
Highly disagree	◯	◯	◯	◯	◯	◯	◯	Highly agree

Appendix no.2 Measurement Items

Culture values	
C1	Employees should be expected to obey their manager without question
C2	Differences in the treatment of employees should be expected
C3	Employees should be expected to take initiatives and perform outside their job description
C4	Managers should encourage group loyalty even if individual goals suffer
C5	Tasks I perform are more important than the relationships with co – workers
C6	More people should live in the present rather than in the future
C7	Setting short term goals (e.g. daily, weekly, monthly) improve one's task performance
C8	Employees should be motivated to strive to continuously improve their performance
Social Inclusion values	
I1	I feel that what I do is valued by others
I2	I feel free to express my believes (e.g. political/religious)
I3	I spend time with my co – workers outside the workplace
I4	My supervisor encourages me to speak up when I disagree with a decision
I5	My supervisor gives me opportunities for training and development
I6	The performance evaluation system at work is a fair one
I7	All necessary information within my workplace is being provided in a language I understand
I8	The mandatory trainings within my workplace are being conducted in a language I understand
Job Satisfaction values	
S1	I think that my supervisor is competent in doing his/her job
S2	I think that when I do my job good, I receive the recognition for it that I should receive
S3	I feel a sense of pride in doing my job
S4	The goals of this organization are clear to me
S5	I have seriously considered quitting my present job
S6	I feel I am being paid a fair amount for the work I do
S7	I think that there is a fair chance of promotion in my job
General well – being values	
W1	I am often not being able to concentrate on what I am doing
W2	I am often losing sleep over worry
W3	I am often getting scared for no good reason
W4	I often feel like everything is getting on top of me

Appendix no.3 Correlation analysis between Social Inclusion and Job Satisfaction

	I1	I2	I4	I5	I6	I7	I8
S1	.376**	.135	.337**	.550**	.460**	.156	.128
S2	.393**	.221*	.415**	.482**	.493**	.429**	.274**
S3	.412**	.100	.322**	.482**	.363**	.300**	.382**
S4	.396**	.128	.264**	.331**	.489**	.317**	.194*
S5	.293**	.147	.235*	.468**	.337**	.250**	.165
S7	.228*	.190	.285**	.353**	.366**	.145	.110

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

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

Appendix no.4 Frequency tables of items S5 and S6

I have seriously considered quitting my present job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly disagree	9	8.5	8.5	8.5
	Strongly disagree	8	7.5	7.5	16.0
	Disagree	22	20.8	20.8	36.8
	Neutral	22	20.8	20.8	57.5
	Agree	18	17.0	17.0	74.5
	Strongly agree	6	5.7	5.7	80.2
	Highly agree	21	19.8	19.8	100.0
	Total	106	100.0	100.0	

I feel I am being paid a fair amount for the work I do

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly disagree	7	6.6	6.6	6.6
	Strongly disagree	5	4.7	4.7	11.3
	Disagree	3	2.8	2.8	14.2
	Neutral	21	19.8	19.8	34.0
	Agree	31	29.2	29.2	63.2
	Strongly agree	28	26.4	26.4	89.6
	Highly agree	11	10.4	10.4	100.0
	Total	106	100.0	100.0	

Appendix no.5 Correlation analysis between Social Inclusion and General well-being

	I1	I2	I4	I5	I6	I7	I8
W1	.354**	.025	.141	.080	.241*	.027	-.050
W2	.164	.067	.067	.029	.135	-.028	-.072
W3	.147	.082	.207*	.015	.016	.160	.067
W4	.322**	.070	.204*	.224*	.225*	.156	.113

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

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